TAMPERE UNIVERSITY
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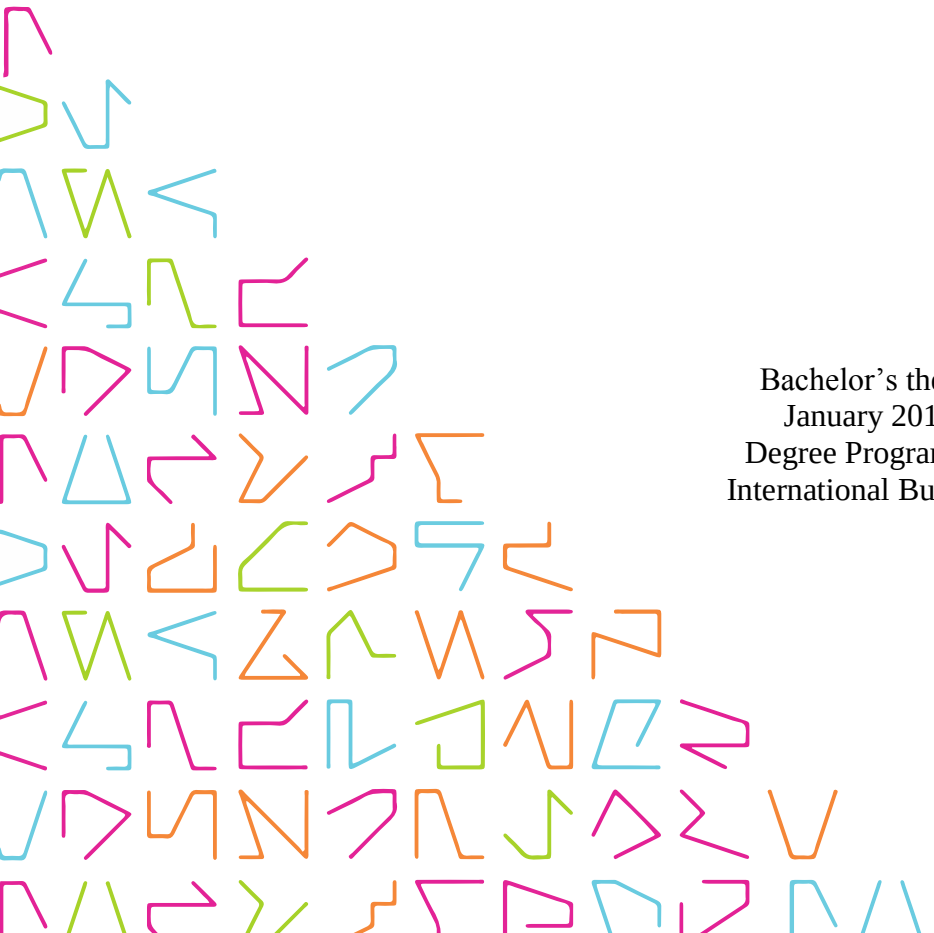
Researching the potential of establishing a theory to improve the efficiency and productivity of a company's business process management lifecycle.

Nasif Yassin



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ABSTRACT

Tampereen ammattikorkeakoulu
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NASIF YASSIN
Researching the potential of establishing a theory to improve the efficiency and productivity of a company's business process management lifecycle.

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The thesis topic was created in order research whether there are inefficiencies with the current methods of measuring a company's business process. The results are aimed to benefit a start-up networking and consulting company that will be based in Tampere. The company is seeking innovative methods that will allow them to efficiently analyse a company's business process and collaborate the results with its networking database in order to that uncover potential business opportunities.

In order to attempt to create a theory, it was first important to research and analyse business process management, business process management Lifecycle as well as various other vital pillars that make up the DNA of a company as well as the blueprints of process improvement and reengineering.

Research will show a surprisingly common trend of inefficiencies that are tied down to communication, clarity and predated methods that ripple through a company's spine departments. These ripples hinder a company's ability to steadily improve its rate of efficiency and effective utilization of business process management. Not only are the inefficiencies tracked in a business but also towards a business through the often vague Business process Lifecycle and its role in silencing individual employees in a company.

This thesis will also unveil and explain the theory created based on the thesis research results, titled "Business Efficiency Web Theory".

Key words: Business process management, Business Process, BPM Lifecycle, BE-Web Theory.

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GLOSSARY or ABBREVIATIONS AND TERMS

BP	Business Process
BPM	Business Process Management
BPMLC	Business Process Management Life Cycle
BPMS	Business Process Management Systems
BPI	Business Process Improvement
BPR	Business Process Reengineering
CFR	Cross functional relationship
IR	Internal Relations
NPD	New Product Development
BE-Web Theory	Business Efficiency Web Theory

1 INTRODUCTION

1.1 Company Description

This thesis is angled to support a start-up company that will operate in Tampere, Finland. The company classifies itself as a hybrid between a Networking specialist, an International consultancy firm, and a long term strategic partner to SMEs in Finland. The company's unique philosophy of building foundation networks in developing countries based on research, consulting and industrial analysis offers the potential to create vibrant, self-evolving and active networks that create business opportunities. Countering typical sale based temporary networks.

The Company's unique focus and expertise in Sudan combined with the company's market knowledge, networking infrastructure and vision for Finnish SME's to expand to Sudan; positions the company on day one as the premier partner to Finnish ventures to Sudan. Future market growth plans will see the company integrate its methods and support Finnish SMEs in other regions.

The Company plans to offer a commission free relationship with its clients. The subscription method aims to counter the norm of the consulting industry, offering long term strategic partnerships and services to aid SME in international growth.

The company strong suits are its unique market integration, networking building and network growth models. These unique concepts titled iCluster and RN (Reverse Networking) Method will aid in creating long lasting and efficient networking infrastructures in developing countries that in turn adapt, evolve and grow creating business opportunities to clients.

Another area of Focus for the start-up company is a student development program This development funded program aims to offer Business University Freshmen students in Tampere a platform to grow professionally and hone their skills side by side with their progress in studies allowing them to instantly implement what they learn. This approach also allows Business students the rare opportunity to gain work experience in their field during their years of studies and allow an efficient integration into Finnish work environment upon graduation.

The topic of this thesis is angled to assist the company's International Consulting focus and analyse whether a more efficient and unique method can be created. This will allow the company to analysis, continually monitor and improve a client's entire business process lifecycle. Following the consulting phase, clients will then be able to integrate and independently use the method to efficiently utilise its business process. This thesis does not aim to build the entire method, but rather create the blueprints and vision that the company can then further develop.

1.2 Project Introduction

The aim of this thesis is to attempt to create a concept or theory that will allow a company to efficiently monitor and continuously improve its entire business process. It is widely acknowledged that a business' process map involves every aspect of how a company is run. Instead of eliminating an entire phase of a business' process, this thesis aims to focus on and define the vital pillars of each phase. Each vital pillar of a company's business process is instrumental in achieving an efficient and smoothly run process. In order to create an efficient concept or theory that aims to efficiently utilise and aid an entire business process, it would be highly irresponsible to avoid key pillars in a business' process.

The pillars of the business process selected include, Communication, New product development, Business process management, Business process improvement, Business process re-engineering and Business process lifecycle. Each pillar will be defined based on the views, researches and experiences of experts in each section, respectively.

The reason this approach was created is due to the fact that each company's business process has an individually unique finger print. The individual personalities, skills, experiences, work ethics, work methods, cultural ethics, egos and views of a company's employee base; coupled with the company's vision, aspirations, goals, company structure and evaluation of success; create the uniqueness that is impossible to identically compare. Even within a company, the thesis will show how different management levels often perceive its own business process differently. Thus, attempting to create a theory based on a singular company's process, risks affecting the authenticity of the results.

In essence, the research method of this thesis aims on working as a filter that complies researches and views on one side and filters it to a simplified and clear definition on the

other. To further assist the reader, the appendix will include a section that includes literary references of researches that were not included in the thesis, but respectively hold an importance in each pillar defined.

1.3 Objectives

The objective of this thesis is to research whether a theory or concept can be created that would efficiently improve a company's business process, as well as attempt to create one. Should a process be created, it would allow companies to implement, commercialize and duplicate it throughout its business process.

The thesis will aim to answer the following questions:

1. **Can a singular theory or method be created that will efficiently monitor and improve a company's entire business process?**
2. **Can the same theory improve the level efficiency of individual business processes and departments simultaneously?**

1.4 Structure of thesis

This thesis consists of three main sections. The first section will cover the objectives, structure of thesis, methodology used, reliability and the Project introduction of the thesis. Following this section, the focus will shift to the theoretical framework, qualitative research, definitions and analysis of the vital pillars of a business process.

Once a foundation is established, the focus will shift on the final section which includes discussing the results, creation of the concept mentioned in the first section and a conclusion of the thesis based on the combinative results.

2 METHODOLOGY

2.1 Research and data collection

The research method used in this thesis can be perceived as a qualitative. The thesis aims on filtering different opinions and definitions in an attempt to create a unified definition. Although the quantitative research often deals with texts and interpretations, the source of reference's opinions are often based on surveys, researches, experiences and theories they created.

The main reason qualitative focus was established for research, is to increase the potential authenticity and reliability of the results. This is due to the author of this thesis' belief that when researching business process, collecting qualitative interpretations from experts in different fields and industries would benefit the outcome of the thesis more than orbiting around singular quantitative statistical analysis that are often constricted to a specific industry or region. Thus, offering the best method to achieve the research objective.

3 BUSINESS COMMUNICATION

3.1 Defining Communication

The ability to communicate is the single most important feature that humans have. Not just the ability to convey a message but the detailed precision that we are able to. The human history of communication grew from grunts and gestures to complex dialogues in roughly 6500 languages. Our increased science on communication unintentionally aided our communication and understanding of innovative sciences. From Decimals to Watts to hertz to Microchips to Microbotics; our collective innovations boomed.

This correlates to business due to the importance of understanding that success in business revolves around an effective and efficient communication. Communication in business is more important than ever before; and will only increase in importance. Over the last two decades, the dependency on internet and advancements in information technology has transformed the modern day office into a face paced and mobile environment. (Guffey, Almonte, 2009, 2)

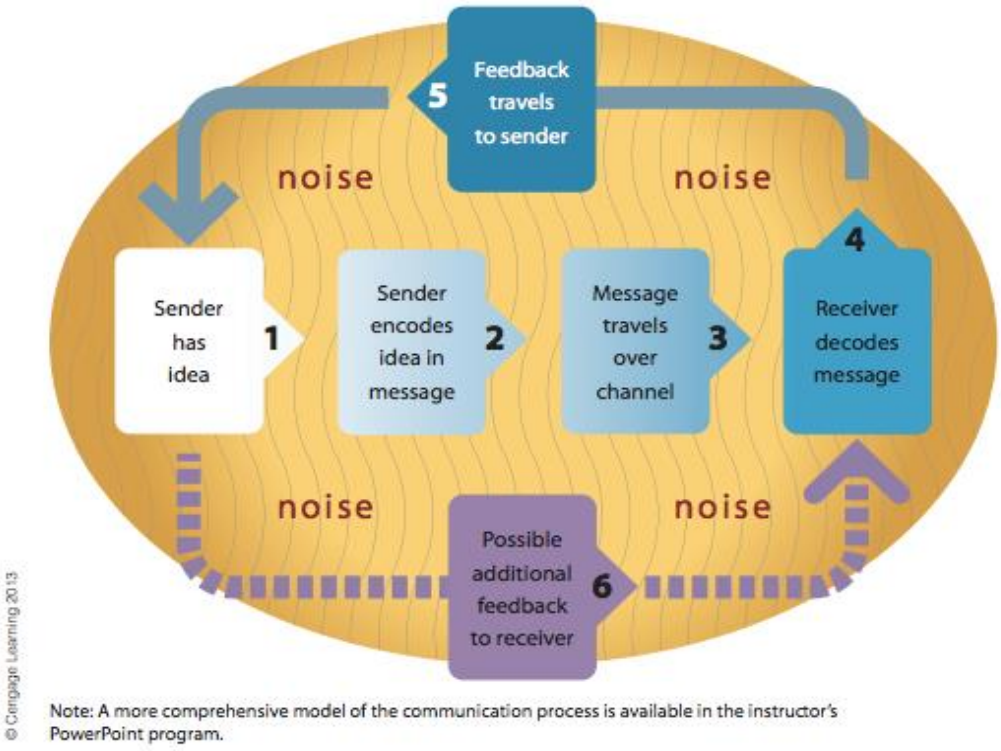


Figure 1: Business communication process (Levring, 2013)

3.2 Internal Communication

Business Communications expert Lee Hopkins defines internal communication as a dialogic process between employees and employer as well as employees and fellow employees. It is a subset of business communication, which is built around the notion that; communication is a dialogue, not a monologue. Communication is a dual listening process. A Monologue form of internal communication can be very common in business. It refers to a one way transmission of information that can act more as an order than a collaboration. More importantly, just because a company isn't a top down managerial company, it's often very easy for certain scenarios or even relationship (or lack of) to disguise a formal dialogic communication into an informal monologue. (Hopkins, 2006)

In order for internal communication to become effective, a set goal and vision has to be defined. It's difficult for a business to generate sustainable value and growth without the employees understanding what direction the company is heading and why it's decided to take that path. A clarity in communicating this and keeping employees in the loop often assist in making employees feel more valuable and understanding why they matter. That's a strategy Steve slots, group director of employee and leadership communications for The Coca-Cola Company implements.

This can also be further true when it comes to departmental communications. The R&D and Marketing department. Both sides need to understand the importance of each other by first discussing with each other the vision and goal they follow. That's how communication turns to effective communication which evolves into a successful collaboration.

Chief strategy officer Rebekah Iliff states that Measuring Communications from an external perspective is a huge priority for companies, more specifically PR executives in the company. This is mostly due to external communications and perspective from the company translating to the brand image of the company being perceived by external factors, which is vital analysing to ensure that the brand value is intact. However, Internal Relations (IR) are equally as important to some businesses. This is due to employees being the most important brand champions. (Iliff, 2016)

Employees communicating to each other daily, in theory, is employees communicating about aspects that directly affect the brand of the company. Topics that could vary from strategies, goals, visions and other company related aspects. All the mentioned topics relate to current or future brand visions of the company. So should internal communications be inefficient, this risk's affecting brand image. When employees collectively voice an issue with systems or internal communication, they are indirectly seeing a flaw in the brand that they're in. The opinions of employees are instrumental to the success of the companies. Internal communications is practically marketing to employees. Just like marketing revolves are market researches, strategic targeting and company brand analysis; so too does internal communications. The more a message is tailored to a niche market, the more effective it will be. (Iliff, 2016)

3.3 Technology's downside to communication

Nobel Prize winner Bernard Shaw once mentioned that the biggest problem in communication is the "Illusion that it has taken place." This signifies the importance of employees being on the same page as their co-workers or customers. Although the advancements of technology has sped up and increased the scope of communication, it has also reduced the level of intimacy between the two parties. This is due the over reliance on a sender's own message, an over reliance on the sender's understanding of the receiver's knowledge on the message and topic. The main cause of this is an over reliance on digitally sent information in the form of emails and especially Forwarded emails.

Leading analyst group, The Radicati state that over 100 billion emails are sent every single day. They also mention that 2.6 billion people have an email address. That means roughly 38 emails per email user per day. The reasons for such high dependency by businesses on emails are Inertia and a lack of viable alternatives. (Radicati, 2013)

Inertia being the idea that people don't like change. An idea that Founder, senior vice president and general manager of Central Desktop Isaac Garcia, supports.

	2015	2016	2017	2018	2019
Worldwide Email Accounts (M)	**4,353**	**4,626**	**4,920**	**5,243**	**5,594**
%Growth		*6%*	*6%*	*7%*	*7%*
Worldwide Email Users* (M)	**2,586**	**2,672**	**2,760**	**2,849**	**2,943**
% Growth		*3%*	*3%*	*3%*	*3%*
Average Accounts Per User	1.7	1.7	1.8	1.8	1.9

Figure 2: Worldwide Email Accounts and User Forecast (2015-2019)

FIGURE 2: Worldwide Email Accounts and User Forecast (2015-2019)

Garcia states that Emails work well enough that it prevents employees and businesses from seeking and learning new ways of working. With text communication being the highest risk of misunderstanding and miscommunications; compared to voice calls, video calls and face to face communication; it becomes clearer to understand where illusions in communications can arise. (Garcia, 2015)

Emails replaced the dependency on time consuming Fax messages, expensive phone calls and letters. With email usage to grow by 3%, Inertia is blinding some companies on the next Innovation, which already exists. Free Online Video calls, free online collaborative live document sharing and editing and free voice calls. Although most companies use these features, the issue is them being under-utilised. The mental block that blurs the idea that a 10 minute voice or video call can be more efficient that a 3 minute email. The idea that external Video or voice calls should be allocated in a pre-booked meeting room to discuss various topics. In essence, Video/voice calls are looked at as a replacement to a personal visit rather than a more personal, clear replacement to an Email.

Another reason a high dependency on Emails can be an issue is due to the time consumption, mental health and reduced productivity it creates. This is mainly due to the open time slot employees allow Emails to control. Employees who work from 8am to 5pm are expected to not only focus on their daily tasks but also on their Emails

Alexandra Samuel, writer for The Harvard Business Review states that just like companies have a financial budget, employees should have an "Email Budget." This will keep email from crowding out other professional and personal priorities.

According to Alexandra, there are 4 ways to utilise an Email Budget: Setting an Email budget, allocating your Email time, Focus on the Emails that matter and staying responsive.

4 NEW PRODUCT DEVELOPMENT

4.1 New product development

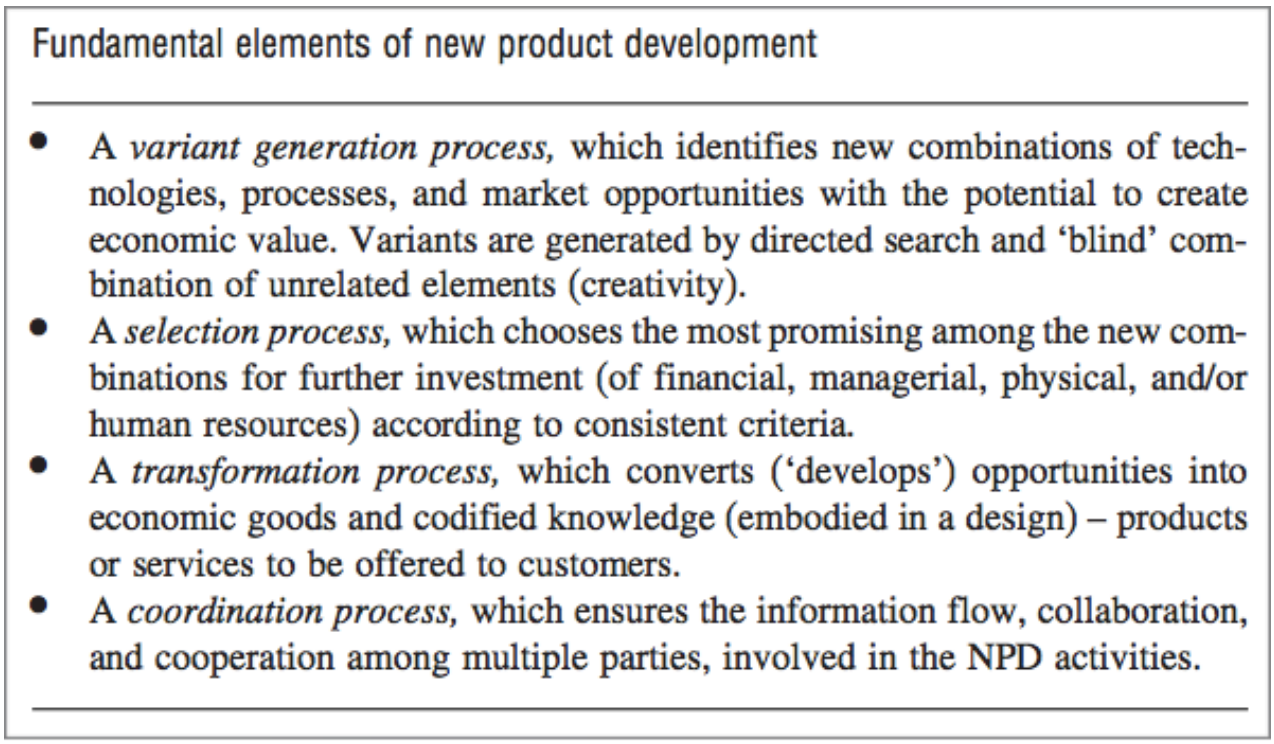
Before submerging into the topic of marketing in NPD, it is important to define NPD and analyse the important layers that help ensure a company's efficient NPD process. (Ulrich, Eppinger 2004,2) defines NPD as a set of activities that "Begin with the perception of a market opportunity" and "End in the production, sale and delivery of a product" The first part of the statement puts emphasis on the conception of the idea, which is often backed up with market research, product research, consumer research and a technological research. These researches help the company evaluate the current market trends, customer demands, buying behaviour and preference. Technological research is split up into two focuses; internally and externally. Internal refers to the technological advancements the company can offer with the new product, while external refers to the advancements in the market; which is often based on the company's competitors. The second part of the statement involves the next step in the NPD process, which is developing the product and finally selling the product to the targeted customers and market.

An alternative viewpoint on the definition of NPD is offered by (Wheelwright, Clark 1992: Chapter 1), who state NPD is "The effective organisation and management that enable an organisation to bring successful products to the market" With high emphasise on "Short development times and low development costs"

Interestingly both viewpoints on NPD show no specification on particular departments that are entitled to be the sole leaders of a company's product development. It indicates that the outcome of a successful product development bears positives effects on all areas of the company. It's the company's vision of success wrapped around an effective organisational and managerial work flow that begins with the perception of a market opportunity, enabling players in the company to work together to effectively evolve it form a vision to a successful product feasible enough to sell to and benefit customers.

NPD is a collection of activities by a company that leads to a flow of new or updated products over a period of time. This is inclusive of the creation of opportunities, the se-

lection and transformation into products offered to customers with the institutionalisation of improvements in the NPD activities. This definition emphasises on the offering of either products or services, and distinction of NPD from a scientific research.



Fundamental elements of new product development

- A *variant generation process,* which identifies new combinations of technologies, processes, and market opportunities with the potential to create economic value. Variants are generated by directed search and 'blind' combination of unrelated elements (creativity).
- A *selection process,* which chooses the most promising among the new combinations for further investment (of financial, managerial, physical, and/or human resources) according to consistent criteria.
- A *transformation process,* which converts ('develops') opportunities into economic goods and codified knowledge (embodied in a design) – products or services to be offered to customers.
- A *coordination process,* which ensures the information flow, collaboration, and cooperation among multiple parties, involved in the NPD activities.

Figure 3: Fundamental elements of new product development (Loch, 2008, 3)

It also implies that there are three fundamental elements to an NPD System: "The generation of variants, selection, and elaboration with inheritance."(Loch, 2008, 3)

With regards to which parties of the company should be involved, the theory states that efficient NPD activities are always distributed over multiple parties. This is due to the complexity of problems that are solved by NPD that may be an overburden to a small group. To do so, an element needs to be added to ensure efficient coordination and exchange between these parties. (Figure 4)

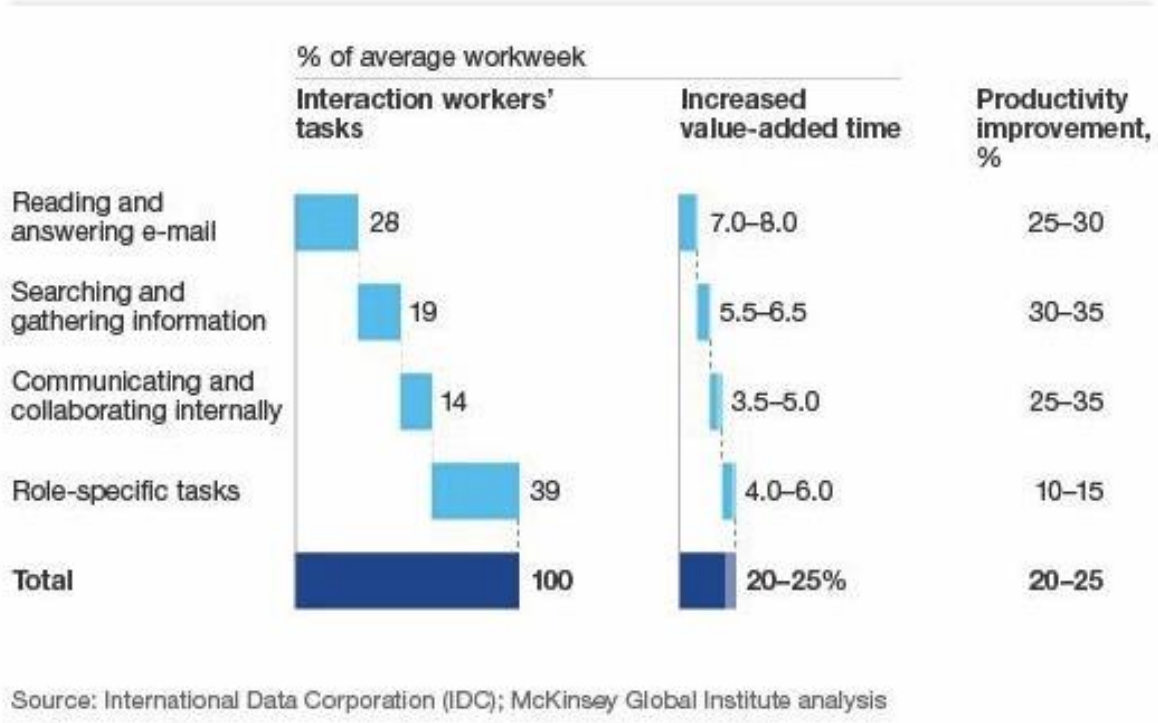


Figure 4: Percentage of an average workweek (McKinsey, 2010)

4.2 Communication between the R&D and Marketing Department

The functions of the R&D and Marketing Departments are both extremely essential to developing new successful products. However as the research will show, creating an effective Cross functional relationship (CFR) between these two departments take a lot of effort and time allocation. These issues can arise from different mentalities, focuses and balance in powers. R&D specialists live in the realm of possibility while Marketing specialists live in the realm of possible. (Wall Street) This divine difference is what Vital is at creating an efficient CFR, especially at the early stages of new product development (NPD).

The advancements in technology has rallied up the effort made by companies to push new innovations in order to become more competitive and stay a step ahead of their competition. This modern day mentality has put a lot of pressure on R&D departments to stay modern and force innovations. On the other side of the table, the focus on customers matter more now that any prior generation. Customers are more knowledgeable and rigid on what to invest in; especially when referring to Business to Business (B2B) relationships. These changes only amped up the importance of marketing departments in knowing exactly what their customers want, need and what the market trends are aiming at. In theory, having a solid CFR during NPDs between the Marketing and R&D departments are of the uttermost importance to effectively providing the right products at the right time and price to their customers.

In the early stages of data collection for this thesis, casual interviews were arranged around this topic with employees of a Multinational company situated in Finland. These interviews were conducted with an HR Director, Marketing Manager, Marketing Director and a Regional Service Manager.

These interview results remarkably showed similar issues to the above stated. In the initial interview with the Marketing Manager, they had mentioned how they felt the department was not involved in the NPD process early enough. They continued by mentioning how only after a casual chance meet up with R&D representatives was her department made aware of a new product that was being developed. Soon after her team was given the task to research who and how to market to; but first they had to figure out the specifics of the product, and that put them in a struggle with time to fit the new product in their already planned company marketing strategy for the year.

For companies with products of a long term investment for customers, marketing strategies have to stretch from various channels that include exhibiting through booths in events, marketing videos, marketing brochures, marketing in their website and making customers that may be interested aware. An entire new product added to the range puts a lot of weight and strain on the department, which requires a long term strategic marketing plan. Instead, the marketing department had to arrange an impromptu meeting to analyse the specifics of the new product, to understand what it is, how it can be sold and to whom.

Research showed similar traits in issues marketing departments found when dealing with NPD. Marketing felt that they were not included early enough in the product-development process; that R&D departments do appreciate the positive influence and assistance marketing can bring to the NPD process and often take the department for granted. Another interesting find revealed how the R&D end of taking the credit when products succeeds, and often blames marketing as the reason a product does not sell. (Kotler, 2009)

Both the departments have indispensable organisational roles to play, however neither are capable of reaching its full potential without efficient collaboration with the other. These divides and inconsistent processes end up effecting the company's productivity, clarity with customers, financial costs as well as the possibility on missing out on breakthrough products and market research discoveries that could drive growth and profits for years. The process of marketing entering the frame after development is made is called a dysfunctional product-development process (Kotler, 2009)

A survey conducted by The Wall Street Journal showed 69% of senior managers described relations between the two departments as collegial, however only 34% of mid-level managers felt the same way. The study also showed that R&D Employees didn't feel they could reply on the data received from the marketers. They felt that the marketing department was too insistent about certain product features or benefits, hence their belief that cooperation with the marketing department should begin after development rather than during the development. (Kotler, 2009)

The most interesting factor in the stat mentioned is the clear disconnect in the situation between senior managers and mid-level managers. A 35% Differential seems to support the notion mentioned earlier of internal communication of issues falling into illusions. Combining the surveys it shows 51.5% of the surveyed senior managers and mid-level managers combined agreed that the relations between marketing and R&D aren't collegial. Which clearly supports the idea that a majority of the company believes there is communication issues between the departments.

4.3 Marketing Department's Role in NPD

According to various studies, the core functions of what a marketing department's role is in the company, have been on a down fall. This notion is supported an interviewed Marketing director allocated in Finland. He stated in an interview how he felt his company's Marketing department does not function in the traditional definition.

The Director stated how the department is more of marketing communications as opposed to Marketing Research. We previously discussed on the importance of integrating the marketing department in NPD due to their research qualities, understanding of the market and of customer's needs. However a Marketing department that's role is oriented around communication, as well as other roles and tasks could possibly explain the lack of integration during NPD.

In the research paper "Improving Marketing's Contribution to New Product Development" the authors' prevailing view based on their studies, noted how Marketing is losing its distinctiveness leading to a brief that "Marketing can be done by everyone." The marketing department's stock is often pretty low in NPD cycles, in which R&D is typically known to control the agenda. However, should a new product fail, it's frequent for the marketing department to take a majority of the blame. Contrary to the findings of this study, the authors did also conclude that companies who utilise the marketing department's strength of "understanding customer preferences", often outperform their peers in development of new products and innovation. It's also stated that Marketers must improve marketing themselves and their capabilities internally. (Drechsler, Natter, Leeflang, 2011)

The current consensus of this sub topic based on the research leans towards the ideology that the marketing department is incredibly vital to NPD. However the definition of the marketing department mentioned in the research seems to suggest a conflicting difference of the roles amongst companies.

This notion is supported by an Interview conducted with an HR Director situated in Finland. When asked whether the HR Director felt the employees at the company had a wide scope of roles that did not necessarily account for their job title and position, they agreed. The HR Director stated that various employees are being overworked, possibly due to the economic crises that led to a decrease in staff. This means that although they have general job roles, those duties often diverge into wider and more diverse scopes.

Interestingly, the study offers a counter view which suggests that the most successful companies based on innovation often heavily integrate the marketing department into the development process. The key word being "Heavily" as opposed to earlier notions which pointed to marketing and R&D cooperating where necessary during NPDs, as opposed to being a joint development process. The point that remains unclear in the study is which capabilities can improve the contribution of the marketing department, which can increase the performance of new products. (Drechsler, Natter, Leeflang, 2011)

To summarise, the study shows two types of marketing integration. The first involves utilising the marketing department's skills of market research during NPD, and the other involves completely integrating the marketing department into the development of new products. The current argument to tackle is whether a specific mentality of the marketing department is needed to achieve efficient results.

Research clearly states that generally, marketing departments are not utilised enough and are not integrating during NPD. Research has also shown that creating efficient CFR between the departments during early stages of NPD, is essential. This brings us to two conjoining crossroads of focus:

1. Creating a CFR in order to utilise the marketing department's research and aid in innovation.
2. Creating a CFR in order to offer the marketing department clarity and prior understanding of NPD, so as they can plan their marketing strategies and plans annually based on developments.

The crossroads between the two points are that they both overcome the same issue, which is creating a CFR, but offer different yet positive results.

4.3.1 Is there a clear definition of Marketing

The role of marketing has drastically evolved over the decades. The simple definition of marketing has multiplied into an abstract image or cloud in the sky that is seen differently by researchers and companies. Just as businesses, the role of marketing has evolved side by side with technology and globalisation. However what's clear is the divide of opinion from companies when utilising the marketing department. According to Dr Philip Kolter, Marketing's main goal is to satisfy the needs of a target market at a profit. The role of the marketing department is to utilize the art of exploring, creating and delivery value to aid in doing so. Kolter places marketing on a high pedestal and seems to signify their importance at creating a profit. He state's it simply by saying Marketing is "meeting the needs of your customer at a profit" (Kolter, 2001)

This definition is also supported by Andrew Cohen and Steve Dickstein who have both been quoted at placing marketing at high importance to a company. Andrew Cohen seems to place marketing at the side of the customer, by stating that marketing "is meeting the needs and wants of a consumer." Clearly signifying the bond the marketing department should make with its target customers. Steve Dickstein's point of view seems to also fall in line with Andrew Cohen and Dr Philip Kolter. Mr. Dickstein signifies the importance of marketing delighting a customer in order to achieve a profit or a pre stablished company goal.

This currently seems to paint Marketing as a bridge between the company and the customers. A bridge built off of research, trust, creativity and a unified goal. A goal that archives profit, satisfies customers and builds brand loyalty.

Although this picture can be often agreed upon as a great asset and utility to a company, it's the various other definitions of marketing that doesn't just paint a different picture, but rather adds so many vital additions to what marketing can be, that it distorts the reality of not what marketing is, but what a specific marketing department can do. This unrealistic expectation can easily turn a vital marketing department in the eyes of the other internal departments, into a scapegoat to failure.

Research supports the above statement by showing other direct yet diverse expectations that is expected of the marketing department. These expectation expand to brand building, customer relations, product development, service development, product and service sales, public relations, market research, internal marketing amongst other definitions.

4.3.2 Should innovators exist in the Marketing Department

Instead of marketing adapting to every season of the year, training a departments to dress adequately in sequence with the season helps with communication and more importantly collaboration. Research shows that unless a company predefines what its marketing department should consist of, forcing a department to become innovative will bear little fruit.

The theories of the experts researched on marketing seem to suggest that a marketing department can be very diverse in the qualities it can offer the company. It can be a piece that can fit in multiple department's puzzle. However, in this particular thesis, we will narrow down on the influence a marketing department on NPD.

4.3.3 Marketing: Customer & Public Relations

APR (Accredited in Public Relations) Sally Falkow changes the tide by stating "Marketing today is finally customer-focused." Marketers should have a vast understanding of the market, be ready to adapt and create the right product as well as creating the desire; followed by steering it towards the right target group. It's vital for marketing to ensure that potential customers are aware of "Where the door is." As stated by Sally Falkow in (Cohan, 2011)

This theory is supported by President of Foxboro Consulting, Valerie Oben. In her mind, marketing is strategic communications that are portrayed in a mixture of forms that include public relations. Both Valerie and Sally seem to place marketing in a public environment. Valerie continues by stating the importance of entrusting customer retention and acquisition to the role of marketing. Doing so would "Increase the share of wallet and shorten the sales cycle" As stated by Valerie Oben in (Cohan, 2011)

Further elaborating on Josh Glatz' earlier notion that marketing is the communication or language between a company brand and customer, it's safe to assume his idea of marketing also places marketing in a more public role. Chief Executive Officer and founder of Magic Sauce Media, Renee Blodgett seems to agree as well as prolong this communication. According to Rennee, the communication is an ongoing exchange with the customers that educates and over time builds on the relationship. Ms. Blodgett sets a high emphasis on trust and states that "With trust, a community builds organically around products and services." Her image of customers is that of "Advocates, repeat customers and friends" As stated by Renee Blodgett in (Cohan, 2011)

4.4 The definition of definition

Webster's dictionary defines the definition of definition as:

"An act of determining specifically"
"A statement that describe what something is"
"A statement expressing the essential nature of something"

Based on the researched theories and opinions, it is clear how diverse and polluted the definition of marketing has become. Each expert separately sketched their image and definition of marketing; instead of painting a specific, essential picture it outlined features of every major department in a company. Anne Holland, a marketing journalist and publisher seems to validate this notion with her definition of marketing. Holland defines marketing as "The Umbrella term covering research, branding, PR, advertising, direct response, loyalty, promotions, demand generation etc." (Cohan, 2011)

An Umbrella is a creative analogy used by Holland for marketing. An analogy that rightly summarises the expert's collective vision of marketing. Each segment and fibre of the umbrella representing a different responsibility of marketing mentioned by the experts. From Research to branding, PR, Customer relations, sales etc. Collectively, all the different definitions of marketing creates an umbrella over the company. With an

umbrella's purpose to deflect rain and wind, in analogical sense a business' purpose is growth and profit.

However, an important issue arises. This issues stems down to the definition of definition not corresponding with the expert's definition of marketing. Although research clearly shows that marketing plays a role in the above mentioned business operations, it also shows that defining marketing can be vastly different from business to business. This difference risk either overburdening or underutilising the marketing department in the company. Back to the Umbrella analogy, the risk of overburdening will force marketing to forcefully stretch out over the circumference of the company; science shows that putting too much pressure of fibres will cause holes and rips in it. On the other hand underutilising the marketing department by having alpha departments keeping the responsibilities to themselves, will increase the risk of causing disruptions of flow in communications in the company; thus also causing holes in the company. A hole in an umbrella; defeats the effectiveness and purpose of an umbrella. The same way a company underutilising or overburdening their departments will reduce growth and profit.

Research shows that there is no singular simple definition of marketing, the role of marketing or the way for a marketing department to be run. Albert Einstein once famously said "If you can't explain it simply, you don't understand it well enough" Iindividually, all the researched theories seem to paint a simple and confidently clear picture of what marketing's role in a business is. It's the collective definition that creates the complication.

A possible method of creating simplicity, is changing the current research's question from " What is marketing" to " What can marketing do" This aids in giving the company the creative freedom of defining how marketing is done in their specific business based on various factors, one being the strength and weaknesses of its internal departments. An area in which the collaborative definitions of the experts overlap; is the belief that a marketing department can aid in the tasks mentioned. Once a company identifies the strengths and weaknesses of its departments, it can reduce the effect of being over or under tasked. At the same time, should the marketing department not have the adequate characteristics to be involved in certain departmental roles i.e. NPD, PR etc. then

it should not signify a department not working to it’s potential, but instead the companies definition of its marketing department. Should the company feel that it would like to change its own definition of marketing, then training or recruitment will aid in doing so.

5 BUSINESS PROCESS MANAGEMENT

5.1 Business Process Management

Business Process Management (BPM) is the disciplined management methodology implemented by a company to provide end to end process comprehension, clarity and control while ensuring an effective communication channel between departments and the organisation in whole. BPM is an approach leveraged to address specific issues and clogs in a business that will allow businesses to efficiently grow and operate at a "Cost effective manner". (Ujvagi, Rehrer 2014)

With the general consensus that technological advancements has pushed companies to be more efficient, competitive and innovative, it's clear that to achieve this; various pieces in the company have to efficiently collaborate and spiral around each other during different phases, individual departmental processes and responsibilities. For a company to achieve its desired goals and create a competitive edge it's vital to align resources, technology, mentalities and supporting structures. (Ujvagi, Rehrer, 2014)

BPM can also be described as the "art and science of overseeing how work is performed in an organisation". (Dumas, La Rosa, Mendling, 2013, 1) This is done to ensure a consistent flow of outcomes. Efficient Consistency in a company's BPM helps shine the light on inefficient factors affecting the company. Factors such as costs, error rates, miscommunication, execution times, planning and various other tailored problems. This opens up vast opportunities for a company to improve on its process.

Although BPM may aid improvement in a company's individual activities, it is important to note that "Improvement" should not be the core outcome. Instead, BPM should focus on a managing a company's processes which refer to entire chains of events, activities, communication flows, and decisions that "ultimately add value to the organisation and its customers." (Dumas, Rosa, Mendling, 2013, 1)

Based on the researched theories, it becomes self-evident how important an efficiently planned and executed Business process is to a company's innovation efficiency. It brings together different branches of the company, different crossroads of viewpoints and mentalities that is needed for a business to survive. What an efficient BPM ensures is an efficient and improved organisational performance and quality from innovation to when the product reaches the market.

Another interesting connection between BPM and innovation is that there is no standard BPM method or theory. It's being actively practiced and researched upon and thus a well-established structure can constantly be challenged. So for a company to utilise its business process it has to constantly be ready to innovate it and further improve upon it. This mentality should cement BPM as theory in practice, rather than a set in stone way of business for the company. What this does is open up the box of unpredictability and change. Just like innovation, a company's process should also be innovated on, in the regular.

A way of understanding this is if we presume a company has innovated a successful product to the market. Even though the process used has resulted in a successful product, it would be unwise for the company to use the same methods and process on its next innovation when thinking years ahead. The same goes with a business' process management. It should be re-evaluated, calculated, planned, created for implementation; then the cycle should revert back to re-evaluation.

For a company to brand itself "Innovative" it must constantly look in the mirror and want to have a BPM that is even more innovative that the products it creates. What this mentality does is keep every department in the company sharp and ready to take in more knowledge ever season and grow eager to grow. This steady innovation's success relies heavily on the culture of the company. Although an international company's culture may be hard to define, when a majority of its employees reside from one country, it makes researching how that countries culture reacts to innovation important

This theory does however slightly contradict the earlier notion that BPM should not be seen as a tool of improvement. Although stating that a company's BPM should be innovative does not directly contradict it, it does however give weight to the idea that a company will reap more success if there is a focus on improvement

5.2 BPI and BPR

The next important phase to research is what BPI and BPR does to a business. With that, the important question comes in it play, the question when you should use BPR and when it's more efficient to use BPI.

To answer that question, we must first define Business Process Reengineering and Business Process Improvements.

5.2.1 Business Process Improvements (BPI)

BPI is an approach taken by a business that focuses on increasing its customer value and organisational efficiency. This is done by improving the quality of a business process by reducing costs, improving productivity and enhancing its service. This is often accomplished by utilising techniques such as Lean, Global 8-D, Theory of con straights and Six Sigma. (Ujvagi and Rehrer, 2014)

It's an approach designed to assist organisations with the redesign of their existing process and business operations to improve production and efficiency. When implemented in a structured methodology, it assists in the reduction of operational costs, cycle time and enhances the quality of customer service and of products/services produced. A well utilised BPI will aid in identifying existing processes and structures, achieve an added value in an organisation's objectives and aid in the reorganisation of a business' workforce based on the desired outcomes by an organisation. (Technopedia Institute, 2016)

In essence, a business focusing on BPI is a business deciding that its current Business process is efficiently working. Thus, it only needs to improve upon its success based on

internal feedback and results. BPI is for businesses that do not need to reengineer itself, but modify itself. Constant and gradual improvement and modification.

5.2.2 Business Process Re-engineering (BPR)

Business process re-engineering, like BPI focuses on improving a company's process, system and workflow. The main difference between the two is that BPR aims on a drastic alteration of existing system that often involves scrapping the old system and creating an entirely new process that would best fit the current business needs. For enterprise purposes, BPI often the retiring of old systems and databases in favour of an enterprise data warehouse. (Technopedia Institute, 2016)

The principal idea of BPR is looking at a company as a collection of processes that over time, that evolve. It is the complete rethinking, reengineering and redesigning of a business process. Drastic calculated changes are implemented in order to achieve dramatic improvements in critical contemporary measures. (Zigiaris, 2000)

5.2.3 When to use BPR and BPI

An important question for a business is deciding when to use Business process re-engineering and when to use Business process improvement. To do so, a clear analysis of the current business needs to be accomplished. According to (Jacobson, Ericsson, and Jacobson, 1994,) BPI accomplishes and estimate of 10-30% improvement in quality, service, efficiency, cost or speed. BPR, which as mentioned focuses on radical redesigns of a business process yields a 90% reduction in cost/lead time and a 90% increase in quality and customer satisfaction. Unlike BPI, BPR is not meant to be a frequent tool used by a business due to it being more costly as well as risk radical moral drop offs due to employees experiencing constant drastic changes in their day to day workflow. BPI and BPR are coexisting processes that tag in and out of a business' process depending on the stage and efficiency of its current process.

Should a business feel its process is broken, yielding below desired outcomes, antiquated, redundant and needs major improvements then it leans towards the direction of requiring BPR.

On the other hand should a business feel satisfied with its current process and level of and efficiency of communication, then it avoids the need for drastic change and encourages the mentality of improvements and self-innovation. This decision involves honest and severe self-evaluation of the company from the front line, to middle management to a company's top management

In a perfect scenario, BPI and BPR would work parallel in a company's long term look at its business process. With BPI being a standard approach and BPR added into the equation after its process losses its innovation and improvement percentage.

5.3 BPM Lifecycle

In order to incorporate an efficiently innovative business process, it is essential to establish a realistic outlook on where the company stands in its BPM lifecycle. The first question a company marking on a BPM initiative should ask is "What process of the business are we intending on improving on?" (Dumas, La Rosa, Mendling, 2013, 15)

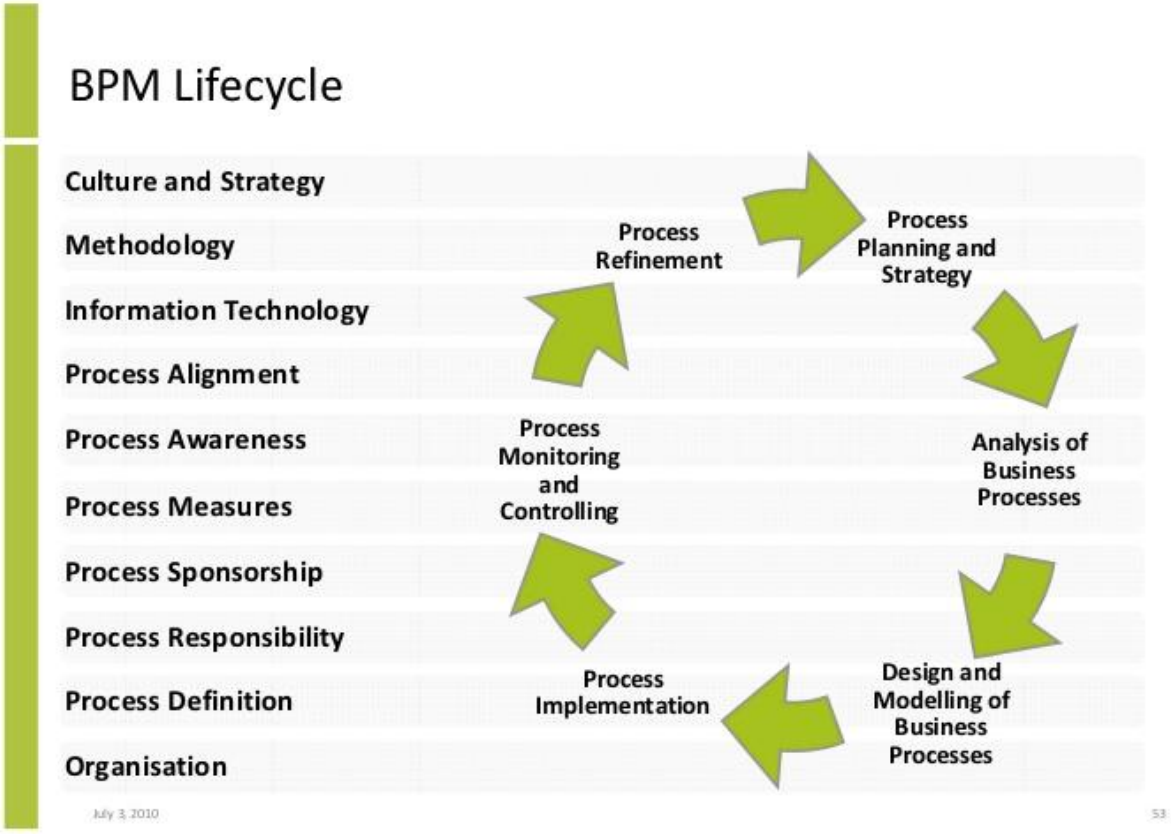


Figure 5: Business Process Lifecycle (Dumas, La Rosa, Mendling, 2013)

The lifecycle of BPM should be mapped out in the following order:

1- Planning and Strategic Alignment

This stage focuses on creating a profile of the organisation. It assists in creating a broad yet detailed view of a business process in like with the value chain. This is done by identifying a company's processes that include primary, support and management processes. Doing so will enable a business to prepare for its process analysis by identifying its performance indicators. (Veyrat, 2016)

2- Process Analysis

In this stage it is essential for a business to analyse the results of the company profile. The phases of process analysis include interviewing the process performers, analysing documentation and validating the knowledge and documentation. If planning and strategic alignment is a company taking a picture, process analysis can be compared to the analysis of every individual pixel on the picture in order. (Veyrat, 2016)

3- Process Design

The Process Design stage can also be looked at as the process decision phase. This is the step in the BPM Lifecycle that the company must make its design and decision based on all the collected and detected issues that should be improved upon. At this stage, a company's inefficiencies and bottlenecks it its current process should be clearly outlined. Aligning the findings with the company's strategic goals will open the door for its designing of the new process and descriptive analysis of which process model should be used. Once the new process procedures are accepted a deployment plan will begin. (Veyrat, 2016)

4- Process Implementation

The goal of Process Implementation is to put into action the process design. Be it through a systematic approach through software and technologies; or a non-systematic approach.
There are two complementary facets involved in process implementation; Organisational change management and process automation.

Organisational change refers to the set of activities required in order to ensure that all participants are involved in the process changes. These activities may be; Meetings discussing the changes with process management and the reasons behind the changes, creating a change management plan and introducing training for the employees on the new changes. (Dumas, La Rosa, Mendling, 2013, 15)

Process Automation refers to the configuration/reconfiguration or implementation of an IT system in order to support the new process. This IT system should closely support the process participants in the performance of newly implemented tasks and workflow. (Dumas, La Rosa, Mendling, 2013, 15)

5- Process Monitoring & Refinement

As stated by Michael Hammer, in every good process no matter how successful, it will one day inevitably become a bad process. Having that concept in mind is essential for a business with a strategic goal to remain competitive and innovative. That makes process monitoring and refinement incredible essential for a business' process.

Process Monitoring aids the company in tracking how the implemented business process is running in correlation to the company's strategic goals. Company used performance indicators can be divided into four dimensions: Process

Time’s length, Cost being spent in the process, process capacity and the quality of the process. (Veyrat, 2016)

Process Refinement ties closely to Michael Hammer’s theory on continuous improvement. It involves analysing the indicators from the process monitoring and concludes whether the company’s strategic objectives and goals are being efficiently utilised. Once the results are analysed, a decision is made on how to proceed in the next life cycle of BPM. (Veyrat, 2016)

5.4 Who should be In charge of BPM?

This section includes the researched opinions of renowned researcher, principal analyst and Guru, Clay Richardson of Forrester Research. As a specialist in BPM, Continuous improvement, business design, and disruptive innovation; Richardson with Forrester Research conducted an International survey with Major companies that resulted in over hundreds of responses over the years. (Misiak, 2016)

When the companies were asked who they believe should be put in charge, the responses returned split between Business and IT departments. The reason IT departments still hold a major role in BPM in companies can be narrowed down to two possibilities; A company that has not adapted over the years or a company that has highly utilised and integrated software (BPMS) into its BPM. (Misiak, 2016)

The Origins of BPM initially heavily involved IT. It involved a significant amount of automation and gained traction because the IT department's capabilities. Over time, the trend has seen the responsibility of a business' process innovation shift towards the business side of a company. Richardson mentions how this what used to be a pendulum of responsibility swinging between the two departments, now it appears to lean towards the business side. However "Over time, I expect to see a fusion between the business and technology team to evolve into Business Technology" (Misiak, 2016)

The reason behind this seemingly forced switch in mentality, stems from the idea that a clear division of mentalities stands between the Technology and Business side of a company. The idea that a business person will have low capabilities with Technology and the IT side will have low capabilities in aiding the vision and management of a business' process. (Misiak, 2016)

5.4.1 Should IT be in control of BPM? What skills and processes does an IT need

According to Richardson, it depends on the situation. There are situations where it would make sense for IT to be in control of BPM. These instances occur in cases were a company is not able to form a centralised group to run BPM. This refers to single department or group of people that's purpose in the company are to control BPM. Should a company not be able or willing to do so, then having BPM under the IT department in the sense that it becomes a "Shared Service." (Misiak, 2016)

In this case, it's important to bring staff that are business savvy, understand the process and understand how to engage the business. Companies that successfully utilise this have IT at an overarching budgeting and direction for BPM; however within the IT team is a business process group that is (compared to the other IT staff) more business savvy and also understand how the technology works. Their main focus is on engaging the business around business process. (Misiak, 2016)

When running a BPM under IT, it's important not to have a team that just has a technical focus. This is due to the notion that when they engage the business their aim is about finding a solution whereas with BPM, the focus should be on continuous improvement. A solution refers to an achieved goal for success, whereas continuous improvement refers to a temporary solution that can be further evolved. The emphasis should be on understanding the business drivers, business needs and then attaching BPI to those needs to achieve a continuous improvement over time. (Misiak, 2016)

5.4.2 Why the roles of Change Agent and Process Guru are important to BPM

Process Guru and Change Agent are roles that identify as being pivotal for BPM initiatives.

Change Agents are evangelists who go out and sell the vision of BPM. They have a high understanding of BPM as a transformational Component. They are often described as charismatic people who want to shake things up. Their main focus is to achieve success by meeting objectives and being able to connect BPM in a strategic way. (Misiak, 2016)

Change Agents identify the best opportunities to transform the organisation through BPM. It takes that sort of personality and persona that can go out and sell BPM. Without Change Agents, BPM programs risk being too focused on IT and often lack the push and vision that BPM can be used as a transformative tools. According to Richardson, this risks the BPM initiative being too focused around IT agility and SOA based as opposed to being transformative and visionary. (Misiak, 2016)

A Process GURU often refers to a tactical person that is responsible for carrying out, identifying and scoping operations in more details. They are people that came from IT but have the business Savvy and ability to engage the business, keep business focused on process and not go down the weeds with technology; rather focusing on driving these process improvement importunities from Innovation to the end process. Process Gurus execute and develop the architecture for executing. Their two key roles are driving process improvements and BPM initiatives forward. (Misiak, 2016)

5.4.3 Types of experience and skills needed in BPM

The key field needed is process orientation, with the ability to allow process requirements to evolve.

In the Past, BPM and BPR started out of manufacturing. In a Top down organisation, executive management would make decisions on improving the process, but would coo rate with middle management to identify the processes needed to be improved on. Once a decision is made, these changes would be implemented to the BPR, then push the changes down to the front line. The front line being the people most likely using the process on a day to day basis. They would then have to accept these changes, regardless of their opinions of it. A modern successful BPM sees a more bottom up approach in providing guidelines and framework on how business processes should be done. (Misiak, 2016)

What is often seen in environments are the front line workers, people who are intimately involved in the process being brought in to a room with the BPM team to scope out what the process looks like. This is discussed without the middle management or supervisors in the meeting. Once a scope and prospective is written down at how the process is run, middle management that are brought into the room to review the process often don't recognise it as a running process in the company. This shows a miscommunication and misunderstanding from the middle management and executives. Processes created by people who are no heavily involved in the process risk disrupting the authenticity of the process, thus affecting BPI,BPR and the updated BPM. (Misiak, 2016)

Richardson states that “One important way to get more involved, particularly in manufacturing industry, is to try your best in engaging with the front line to define the process. At the end of the day, the front line are the ones that use the process. If they are not brought in, the effort to improve processes will not get hold. This ensures everyone in the processes is involved.” (Misiak, 2016)

5.4.4 The concept of Business Technology and its future in BPM

According to Richard, in the future there won't be a stand-alone IT and supporting business department, in BPM. The future will have a Business Technology team that is fusion of business and IT together. What they do is making a shift in how IT traditionally approaches what the business needs are. Instead of being an IT business alignment, it becomes an IT business fusion. Two teams are in the same room, with not much distinction between them. "You see Business people using more of the technology and IT people becoming more business advocates and evangelists for key aspects of the business." (Misiak, 2016)

A strategy called "Paring" was applied to a company. They paired two employees, one from the business side and one from the IT side. They were tasked to work together as each other's shadow in a particular project. This allowed them to almost switch roles over time. The Business person was able to feel more comfortable with technology and driving the technology whereas the IT person became much more comfortable with presenting business requirements and process requirements. (Misiak, 2016)

This approach gave the roles a different way to look at contribution. It also exposed them in a meaningful way to this fusion of business technology. Richard encourages companies to "bring the teams together, in same room. It allows people to grow and get along and creates a cross pollination of teams." (Misiak, 2016)

6 SUPPORTING LAWS & PRINCIPLES

As promised under Project description, we have gone through the vital pillars that make up a company and influences its efficiency and business process. The thesis has gone through the core pillars from their product development, internal and external communication, management department's roles and breeds; as well as heard from experts about the past, present and future of business process management, reengineering on common issues as well as potential.
This section will attempt to integrate laws and principles that have been a stepping stone and foundation to numerous business concepts over the last few decades. Every theory needs to thread along a hallway surrounded by walls of rules and structure that gives a logical pathway to a logical destination.

6.1 The Peter Principle

The Peter Principle is a management concept formulated by Canadian educational scholar Dr. Laurence J. Peter. It gained worldwide acknowledgment after he released a book titled "The peter Principle" in 1968. ". (Investopedia, 2014)
The Principle revolves around the idea that contempt employees will eventually get promoted until they reach a position that they become incompetent in their job duties". (Investopedia, 2014) Common tendencies will then see them remain in those positions due to their lack of demonstrating any further competence that may further trigger promotions.

Dr. J. Peter also states that this trend will eventually see a company structure filled with employees who are incompetent to fulfil job duties specifically assigned to their position. Half a century on from his statements, the current norm although still sees employees stay long term, also sees them seeking promotions through employment in different companies. However it's also realistic to state that a company prompting an employee to a role incompetent to their skill set can also hire employees with the same incompetence.

Based on the research of this thesis, it can also be stated that a workforce of incompetent employees could hamper the level of efficiency of a company's BP. The Principle also gives clarity to why research found various different interpretations when defining job roles like Marketing stated in the Thesis and supports Clay Richardson's statement on management employees working on a different wavelength.

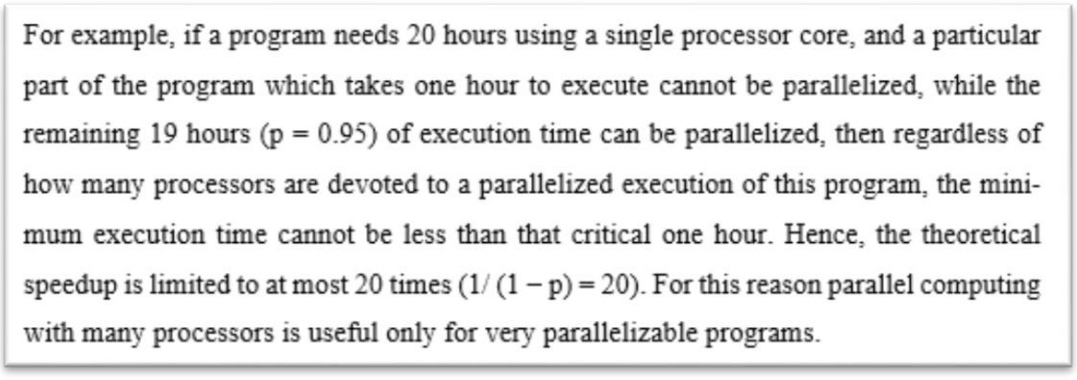
In concussion, employee efficiency which is a non-existent factor in BPR or BPI should be present in the thesis' attempt to create an efficiency monitoring process.

6.1.1 The Parkinson's Law

Employee efficiency can also be tied with British naval historian Cyril Northcote Parkinson's conception of the Parkinson's Law. The Law revolves around the simple statement that "work expands to fill the time available for its completion". (Investopedia, 2014) If a deadline of two weeks is placed to complete a task, in average it will take two weeks to complete; however should the same task be given a deadline of a week, would the deadline also be met? If it is, would it affect the quality of the task or of other tasks? On that note, what quality improvements there be had the deadline been for longer than 3 weeks?

6.2 Amdahl's law

Amdahl's Law, is a formula in Computer architecture named after Computer scientist and IBM architect Gene Amdahl. It is used to predict the theoretical speed up in the latency of the execution of a task at a fixed workload, after a system's resources are improved. Research states that Amdahl's law is commonly used in parallel computing when using multiple processors. ". (Investopedia, 2014)



For example, if a program needs 20 hours using a single processor core, and a particular part of the program which takes one hour to execute cannot be parallelized, while the remaining 19 hours ($p = 0.95$) of execution time can be parallelized, then regardless of how many processors are devoted to a parallelized execution of this program, the minimum execution time cannot be less than that critical one hour. Hence, the theoretical speedup is limited to at most 20 times ($1/(1-p) = 20$). For this reason parallel computing with many processors is useful only for very parallelizable programs.

Figure 6: Amdahl's Law Example". (Investopedia, 2014)

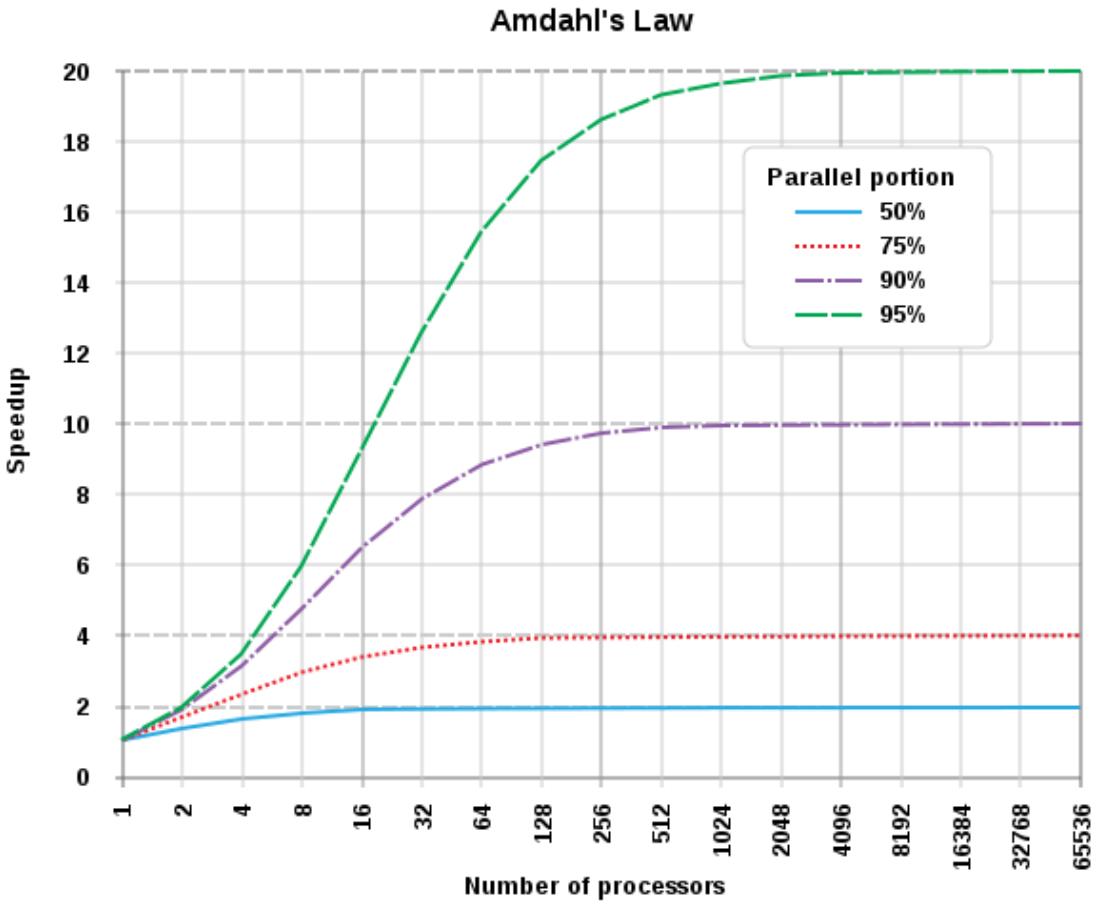


Figure 7: Amdahl's Law (Investopedia, 2014)

Although Amdahl's Law is based on a formula tailored for Computer architecture, it's concept of monitoring improvement in individual processes can theoretically and potentially be utilised in a business process. Figure 7 shows how increase in processes affect individual segments.

6.3 Gall's law

Gall's Law was based off American author John Gall's view on how systems work and fail. The Law states that every working complex system was once based off a simpler

system that also worked. The complex version is merely full of variables and interdependencies that must be arranged right to function (Kaufman, 2010)

Business Guru and Author John Kaufman further elaborated on John Gall's Law by mentioning how systems and projects are often destined for failure due to the approach of building it from scratch. Kaufman's statement was in reference to the conclusion of Gall's Law which states the reason for the failure is due to the fact that the complex systems that are created from scratch although are created to work in the real world; are generally only exposed to the real world after completion (Kaufman, 2010) In John Kaufman's book "The personal MBA", he further elaborated on this with a simplistic example. He asked whether a car built from scratch would be able to compete with the worst commercial car manufactured. (Kaufman, 2010)

6.4 Theory Guidelines

Based on the research in this thesis, this section will to compile a set of guidelines that will aim to incorporate important aspects of BPM, BPI, BPR, and BPLC while also tackling the issues brought forth with these systems when implanted into a company.

1. The theory needs to improve on the current norm (BPM, BPI, BPR, BPLC), rather than be created from scratch.
2. The theory needs to be adaptable to various different company structures.
3. The theory needs to focus on continuously monitoring the efficiency of individual company departments simultaneously.
4. The theory needs to incorporate NPD.
5. The theory needs to allow the ability of improvements to be made to specific company issues in a prompt time manner.

7 Business Efficiency Web Theory (BE-Web Theory)

Based on the thesis research results, this section will aim to elaborate on the theory created. The theory will be titled the Business Efficiency Web Theory.

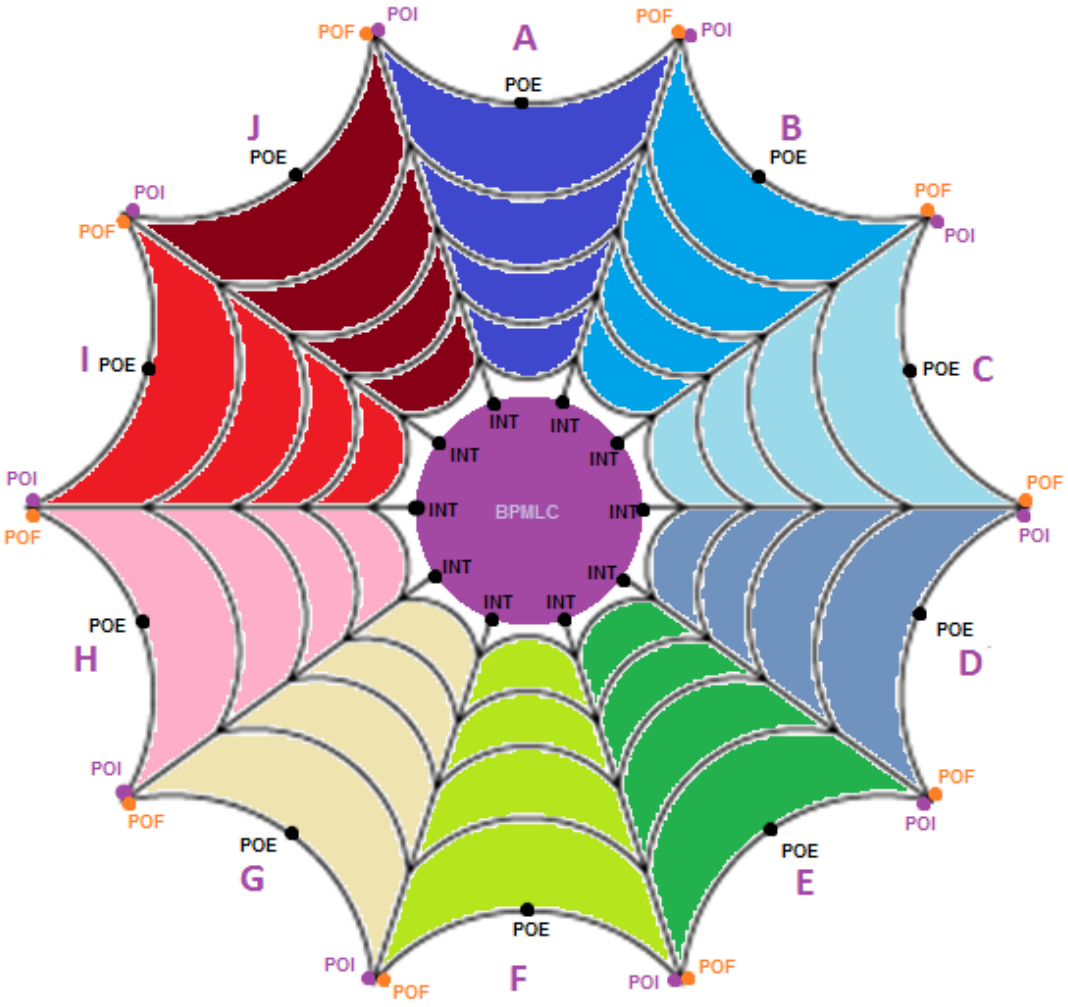


Figure 8: Business Efficiency Web Theory

7.1.1 BE Web Theory figure Key

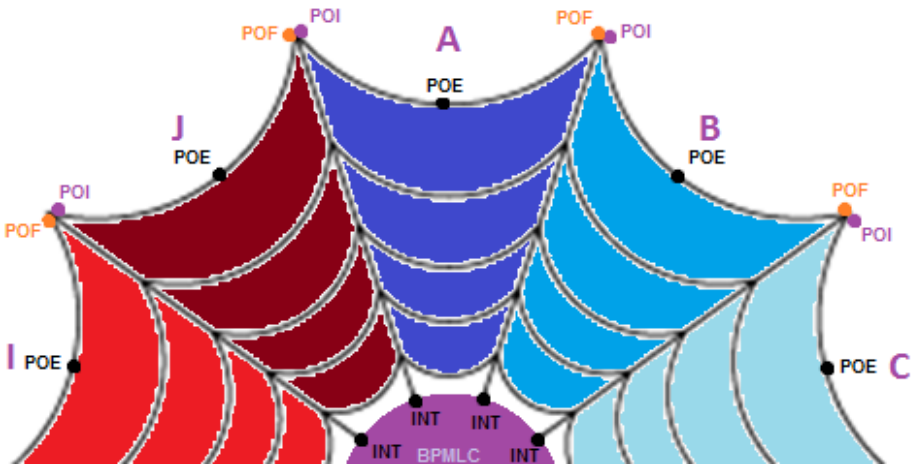


Figure 9: BE-Web Theory

1. The **circular** object in the centre of Figure 9 places BPM lifecycle in the centre, of the BE Web Theory. However unlike the current BPM Lifecycle, the process aims to continuously operate with the different processes o departments simultaneously.
2. Each **alphabet** in Figure 9 represents either a department such as Marketing or a process such as external communication.
3. **POF** represents **Point Of Feedback**. This signifies the point at which feedback is individually collected and sent to BPM Lifecycle.
4. **POI** represents the **point of which improvements** have been implemented into the department or process.
5. **INT** represents **the Integration** of either feedback to BPM Lifecycle or improvements based on feedback, back to POI
6. **The line between POF and INT** represents the delivery of feedback to BPM Lifecycle in order to analyse.
7. **The** line **between INT and POI** represents the delivery of BPI to the company department or Process.
8. **The curved line** under in each section represents efficiency over time.
9. **The mid-poin**t between the curved lined titled (POE), represents the point of maximum efficiency.
10. **The Curve from POI to POE** represents an increase in efficiency until POE is reached. This increase is due to improvements implemented.
11. **The Curve from POE to POF** represents a decrease in efficiency.

7.1.2 BE-Web Theory Explanation

Research shows that the problem with BP, BPM and BPMLC is that processes evaluate change at one moment, often focusing on the big picture rather than the individual pieces of BP. As stated in the thesis by BPM expert Clay Richardson, this often means the improvements made after the research phase are based on the opinions of the management team, rather than the entire employee base. This creates a disconnection in which the top end of management improves on the BP focusing on the big picture, clouding the small issues a department may have.

The BE-Web Theory is an adaptation of the current BPM Lifecycle through a re-imagination of the scope and rate of improvements. It offers each department or process selected by the company a direct method of monitoring efficiency and communicating improvements to BPM Lifecycle. Unlike the traditional method which implements research and change of the entire BP at once, the BE-Web Theory segments each department/Process and allows a separate individual rate of improvement. Simply put, it gives each segment its own BPM Lifecycle.

The ability to segment and individually monitor and improve each department improves the level of efficiency in the company at a realistic timeframe. For instance, the need to monitor and improve a company's systems and hardware could be less frequent and urgent that the need to monitor and improve a company's internal communication. Should that be the case potentially a biannual timescale could be predicted and set to research, revaluate and improve based on the market trend. On the other hand, with Departmental communications, a more frequent time case could be placed in order to ensure a constantly efficient means of communication. This is represented in the BE-Web Theory diagram. The webs closer to the centre represent a quicker lifecycle while outer webs represent a longer lifecycle that have a longer timeframe to be revisited, reengineered and improved on.

8 CONCLUSION

The objectives of the thesis outlined in the introduction have been met in Chapter 7. The two thesis questions mentioned in Sub chapter 1.3 of whether a theory or method can be created that would potentially improve the efficiency of a company's entire business process as well as allow a process of continuous monitoring and improvement has also been met in Chapter 7.

Through researching for the topics in each chapter and subchapter, I was incredibly surprised at the potential available to improve on BPM lifecycle. The lack of attention to each department or business process was also a surprising factor. This lack of individual departmental focus as well as a set timeframe of evaluation for each department gave the BE-Web Theory an abundance of growth and adaptably potential.

The downside of the Theory is the fact that as of yet, it has not been tested or implemented into a company to determine its productivity and scalability. The theory also requires additional research to determine the speed of improvement in each department and process, which was not researched in depth due to the sheer scope of research needed.

However as stated in the introduction, the Theory was aimed to give the company a solid starting point as well as an abundance of growth and adjustment potential dependant on the direction they please to focus on. The ability to integrate as well as combine company processes and departments in one place offers a platform of clarity that enables the company to evaluate each selected field.

This thesis was also intended to challenge the norm and push the boundaries in the attempt of creating a more efficient BPM Lifecycle and a reengineered way of monitoring, evaluating and improving on a company business process. It is of my bias opinion that those objectives have also been met.

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APPENDIX

Case Study

Below is a case study of a Multinational Finnish manufacturing company's struggle with maintaining its networks. Due to a confidentiality agreement, the company name has been changed to FinnComp.

FinnComp, a Finnish Multinational machine manufacturing company that cannot be named is a perfect example of the risk of broken networks. In 2015 a task was given by FinnComp to an Intern that involved contacting what they classified as "Silent Customers". This Intern was given a list of over 500 Customers that dated back to the early 1990s. The reason FinnComp classified this list as "Silent Customers" is due to the fact that over the last decade no form of incoming and outgoing communication between the two sides was made. From contacting the customers the results varied in worrying forms. Below are the most common negative results through the intern's attempt to contact the list of customers in this case:

1. The Customer Number was unreachable due to country code changes in several Middle Eastern countries (which indicate no attempt by FinnComp to contact the customer in 7 years)
2. The main Customer Number was of a former employee who has since moved on. (Indicating networks being solely built between two employees rather than the companies, negatively affecting both companies)
3. The Customer Company Closed. (Indicating lack of communication from FinnComp.)
4. The Company answered but new employees took the call as a sales call due to lack of connection with FinnComp.
5. The Company moved to another Competitor.

Most Finnish manufacturing companies are segmented in 5 main parts, the marketing department, the sales department, the engineering department, the R&D department and

the service department. This segmentation was relatable with FinnComp. The issue with this Finnish structure internationally is the lack of focus and commitment to networks.

R&D communicates with the engineers regarding new product development. R&D then communicates the results with marketing that is in charge of defining the product and showcasing market research results to sales. Sales then reaches out to companies and sell the product. Once a sale is made, the service team is in charge of customer training, repairs and responding to service related issues.
While trying to uncover the reason behind the huge list of "Silent Customers" the Intern was told that managers are given the responsibility to contact clients 2 times a year. A responsibility that was rarely performed. No binding departmental responsibility was entrusted to any department in the company to ensure a frequent level of communication with International customers.

Even if this was performed on the "Silent Customer" List, this would result in over 1000 calls a year and an average of 4 to 5 calls a day. A realistic target for a department in charge of communications, but an unrealistic solution in the current Finnish company department Segmentation, for manufacturing companies. Outsourcing the calls risks the authenticity of the network and insourcing the calls overburdens the departments. This research shows that networks were created by sales, which means when a sale is made the network often becomes dormant.

FinnComp being a large multinational company still remained profitable over the last few years, despite the networking issues. Though it is realistically feasible to state that with a better maintained network, FinnComp could become more profitable.

However it is also realistically feasible to then state that Small and Medium business in Finland, cannot consistently cushion bad networks with profits. SMB's face struggles in not only creating but maintaining and growing networks that evolve with the business. Networks for SMB's cannot safely succeed if they're based on sales. Finnish SMB's need networks for the Information they receive from them. Information that guides the company's strategy and direction by providing insight, feedback, support and partner-

ship. A lack of reliable and efficient flow of information from Networks not only confiscates the company's compass but despairs its vision and potential locally as well as internationally.