Using templates and linguistic patterns to define process performance indicators

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1. Introduction

Business process management (BPM) aims at offering a high level managerial perspective of organisations. It can be seen as a principle to manage businesses: a company provides to the market products or services, which are the outcome of a number of activities performed. Business processes (BPs) are the key instrument to organise these activities and to improve in general their relationships (Weske 2007). Nowadays, many companies are adopting a process-oriented perspective in their business, as ‘a way of identifying which steps really create value, who is involved in the process and which is the exchanged information; ultimately, finding out how to improve, where to increase quality, reduce waste or save time’ (Grosskopf, Decker, and Weske 2009).

According to Kronz (2006), collecting and analysing process-related key performance indicators (KPIs) is the first prerequisite for holistic process management and forms the basis for consistent and continuous process optimisation. These process-related KPIs are also known as process performance indicators (PPIs) and can be defined as quantifiable metrics that allow the evaluation of the efficiency and effectiveness of BPs. They can be