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Process improvement for professionalizing non-profit organizations: BPM approach

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Abstract

Purpose – The purpose of this paper is to present a proposal for process improvement at the Department of Social Responsibility of a Colombian process-based organization, called CAJASAN. The department has four main processes: Foniñez (children fund), Fosfec (unemployment fund), Project Management and International Cooperation and Network Management and Alliances. The objective of this paper is to suggest an improvement in these processes through BPM application.

Design/methodology/approach – The authors followed the BPM method proposed by Dumas *et al.* (2013) for process improvement composed by process identification; process discovery; process analysis; process redesign; process implementation and process monitoring and controlling. The authors modeled the processes by using the software Bizagi®.

Findings – The actual processes work in an independent way and with no communication. Moreover, the department experiences short-term problems solutions and process inefficiency. It was possible to suggest changes in three out of four processes.

Practical implications – Implementing BPM in non-profit organizations (NPO) addresses many of the current management challenges faced by such organizations. NPO's researchers and practitioners should take BPM as a potential way to help in professionalizing them.

Originality/value – The authors bring an original case study about a Colombian NPO. As a process-oriented organization, the authors use BPM as a management tool to solve many challenges that the company faces nowadays.

Keywords Professionalization, Business process redesign, Non-profit organizations, Social responsibility, Process improvement

Paper type Case study

1. Introduction

Non-profit organizations (NPO) have, as primary purpose, to achieve a social mission. As the number of NPOs rises, so do the pressures to achieve economic sustainability and in turn, the need to adopt a more corporate mode of operation with increased performance (i.e. efficiency, effectiveness and accountability) (Irvine, 2011; Hwang and Powell, 2009).

Literature on the subject has shown that this, in fact, is one of the most challenging goals for NPOs, because it sets a change in the way NPOs are managed, shifting from amateur to professional management (Helmig *et al.*, 2004). Professionalizing

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NPOs – here understood as the process of being perceived as being professional and competent (Andreassen *et al.*, 2014) – involve a rather different set of principles and requirements than of traditional firms, such as conforming with expectations from third-party agents (Minkoff and Powell, 2006), internally driven motivations to increase legitimacy (Andreassen *et al.*, 2014), the trade-off between complying with their social values and day-to-day operations (Diochon and Anderson, 2011) and stakeholder pressure to create overall value for society (Lefroy and Tsarenko, 2014; Diochon and Anderson, 2011).

Conforming with expectations from third-party agents: because NPOs are somewhat dependent on public support – in order to increase legitimacy and performance – there is a need to comply with the requirements and expectations of third-party agents.

Internally driven motivations to increase legitimacy: on the other hand, professionalization does not come from external pressures alone, in fact, internal pressures also exist, emerging from an increasing trend of goal-oriented NPOs, aiming at achieving their missions and increasing external legitimacy as well.

Trade-off between complying with their social values and day-to-day operations: NPOs face continuously trade-off decisions between timely and cost-effective operations performance and the need to serve the society in full, without resource restrictions.

Stakeholder pressure to create overall value for society: NPOs not only need to operate efficiently, but they must clearly show their contribution to society, by providing added value to the specific mission of each NPO.

Moreover, professionalization in NPOs means to address structural and labor changes within the organization (Andreassen *et al.*, 2014). Structural changes involve the shift from informal decision rules used by loosely linked individuals within unstructured processes to formalized decision-making structures and identified roles to perform structured processes. Labor changes, on the other hand, involve the use of an ever-increasing presence of specialized expertise, as process and competence requirements within the NPO are better known.

How to achieve this? Diochon and Anderson (2009) provide us with a hint, which is to align the external pressures with the overall strategy of the NPO, by means of taking into account all possible external-related issues and stakeholders to derive coherent strategies; and to align internal pressures with the available internal resources – human, financial, material and so on – to perform efficiently, timely and cost effectively, by means of taking into account the process-based view of the NPO. Diochon and Anderson (2009) go further by stating that Business Process Management (BPM) adequately combines both the external view and the internal view of organizations, hence, BPM aligns strategy with processes, and therefore, BPM might be a key factor to professionalize NPOs.

This problem – the lack of professionalization in NPOs – was very evident in CAJASAN a NPO with the mission of contributing to the well-being of society and for the business development in the region of Bucaramanga, Colombia, by delivering services in aid, health, education, culture, recreation and sports, tourism and hotel services, marketing, housing and social responsibility. There were specific problems of lack of communication between CAJASAN department units, internal competition between department units to attract customers, underperformance to achieve department unit goals, and the loss of public-private partners to perform projects, all of which were indicative of a lack of professionalism. The case, therefore, serves as a good example, an exemplary case (Yin, 2013) of how BPM can be employed to address several NPO professionalization problems.

For the Association of Business Process Management Professionals (ABPMP), BPM “[...] integrates the strategy and goals of an organization with the expectations and needs of customers by focusing on end-to-end processes [...]” and “[...] comprises strategies, goals, culture, organizational structures, roles, policies, methodologies, and IT tools to (a) analyze, design, implement, control, and continuously improve end-to-end processes, and (b) to establish process governance [...]” (ABPMP, 2013, p. 27). Among the main benefits of BPM, we can cite an improvement of service, products, productivity, quality, customer satisfaction and cost reduction (Kohlbacher, 2010).

By using a BPM lifecycle – a phased model to implement BPM in organizations (de Moraes *et al.*, 2014) – we show how BPM tools can help in professionalizing NPOs and use the case example of CAJASAN to do so. Despite showing a single case in the paper, we believe the benefits of applying and implementing BPM could also be extended to social enterprises and NPOs in general.

The paper has seven sections. Section 1 introduces the purpose of the research. Section 2 contextualizes the case study. Section 3 briefly reviews the definition of BPM and its main benefits. Section 4 lists the methodological process used in the paper. Then, Section 5 presents the main results. Section 6 discusses the implication of the application of BPM techniques for the CSR department. In the final section, we conclude with the main contributions of the study.

2. Description of the case study

The Caja Santandereana de Subsio Familiar (CAJASAN) is a NPO from the private sector, located in Bucaramanga, Colombia, and established in 1957 with the mission of contributing to the well-being of society and for the business development in the region. CAJASAN consists of the 12 departments that develop services in subsidy, health, education, culture, recreation and sport, tourism and hotel services, marketing, housing and social cooperation and responsibility. One of the most significant department, whose activities reach over 400,000 people a year, is the Social Responsibility Department (CSR), which includes programs to improve the quality of life of the poor.

The CSR office promotes programs and projects that generate new development opportunities. Between the social responsibility strategies used by the department, there are:

- special programs that improve the quality of life in disadvantaged populations;
- new opportunities and spaces benefiting children from zero to five years old and teenagers from 5 to 16 years old in Complementary School Day; and
- articulation and implementation of an integral system of active and passive policies that counteract the effects of unemployment faced by dependent and independent workers.

Currently, the Department has a specialized workforce, which contributes to the occupational professionalism. However, other aspects such as management difficulties, short-term problem solutions, inefficiency, and lack of communication between other departments affect the effectiveness of the services provided by the Department, causing the dissatisfaction of stakeholders.

The actual processes of the CSR Department are described by a supplier – input – process – output – customer typology (SIPOC). The supplier identifies the key participants, who are responsible for providing the inputs to each activity. Figures A1-A4 presents all the department processes and the SIPOC.

3. BPM

BPM is a theoretical and practical multi-disciplinary subject with different views, perspectives and definitions (Ko *et al.*, 2009). Antonucci and Goeke (2011) point out that there is no universal definition of BPM, and this evolved from the classical concepts of management, going from an oriented system and practice management to a discipline that deals with organizational and technological issues.

Dumas *et al.* (2013, p. 1) define BPM as “the art and science of overseeing how work is Performed in an organization to Ensure consistent outcomes and to take advantage of improvement opportunities.” On the other hand, the ABPMP offers a more detailed and insightful definition (ABPMP, 2013, p. 27), BPM is a management discipline that integrates the strategy and goals of an organization with the expectations and needs of customers by focussing on end-to-end processes. BPM comprises strategies, goals, culture, organizational structures, roles, policies, methodologies and IT tools to analyze, design, implement, control, and continuously improve end-to-end processes, and to establish process governance.

According to Kujansivu and Lönnqvist (2008), the idea behind BPM is to eliminate activities that do not add value to the business and to improve the flow of processes within the organizational functions.

ABPMP (2013) considers the benefits of using BPM in four dimensions: enterprise, customers, management and actors. The benefits for the enterprise are continuous improvement, agility in response, compliance improvement, cost reduction and quality increase, process simplification and, risk and cost control. The benefits for the customer are satisfaction increase and staff mobilization on stakeholders’ expectations. The benefits for management are the creation of value, performance optimization, planning improvement and conflict decrease. The benefits for actors are security increase and holistic view.

4. Method

This work features a case study using the BPM lifecycle proposed by Dumas *et al.* (2013) to systematize the steps and activities required to drive BPM. Figure 1 shows the six stages.

For each step, Dumas *et al.* (2013) analyze a set of tools and techniques to support each phase of the BPM lifecycle. Figure 2 illustrates the issues raised by the authors for each phase of the BPM and highlights those used to conduct the case study.

Next, we describe how we developed each step of the BPM lifecycle for the CSR Department case at CAJASAN. The data presented are real, and were authorized by the company for its use.

4.1 Phase 1: process identification

The identification process step has two main phases: assignment and evaluation (Dumas *et al.*, 2013). First, we conducted an interview with the Department’s manager and collected documents related to the employees activities (Figures A1-A4) in order to list the processes (designation stage), prioritize them (evaluation stage) and create the CSR Department process architecture. This architecture represents the Department’s processes and its interrelationships.

4.2 Phase 2: process discovery

It is the documentation of the current process. We collected data from document analysis (discovery evidence based) and interviews with the manager of the

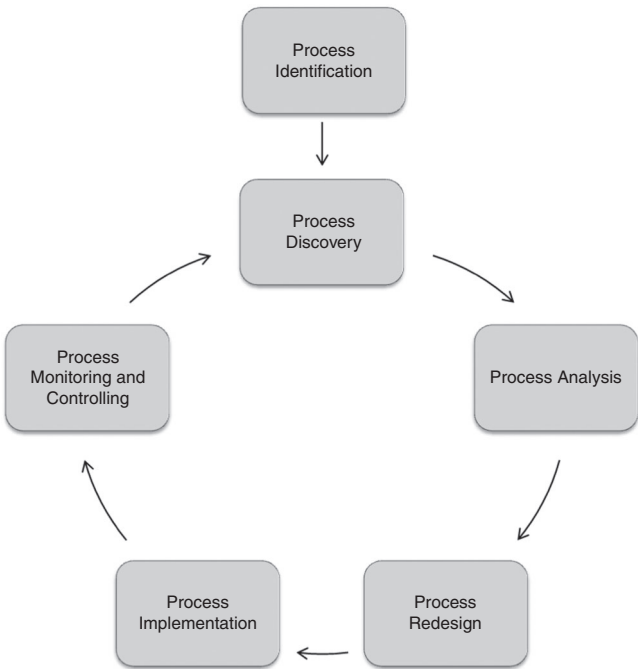


Figure 1.
BPM lifecycle

Source: Adapted from Dumas *et al.* (2013)

department (interview-based discovery). The result is one or several as-is process models showing the current state of the processes using modeling techniques (Dumas *et al.*, 2013). Therefore, we used the business process model and notation (BPMN) with the support of Bizagi[®] software to generate the as-is model.

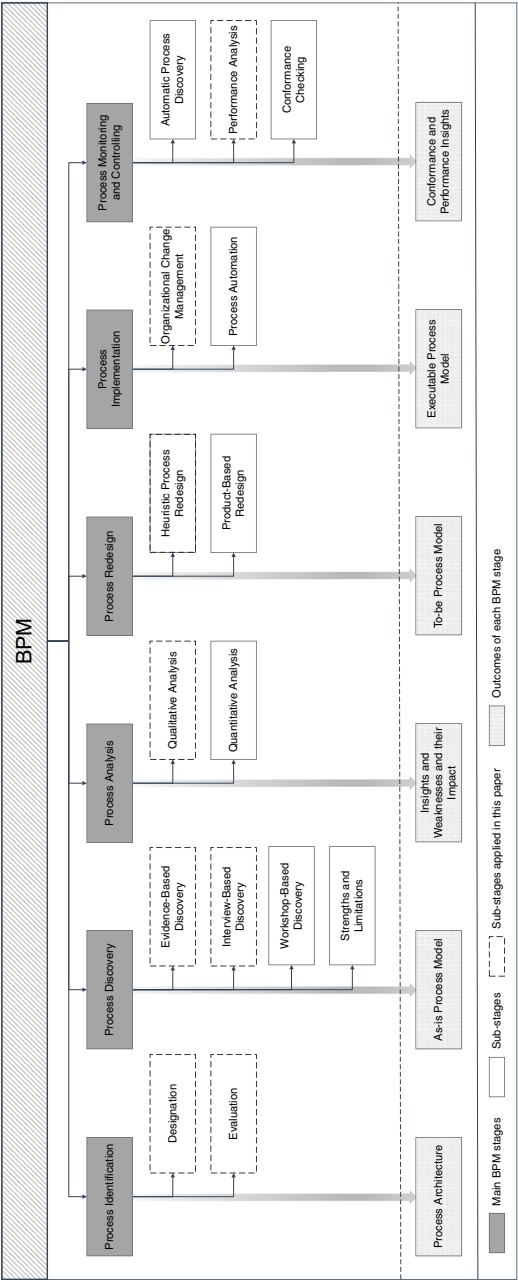
4.3 Phase 3: process analysis

In this phase, we identified and documented the issues relative to the as-is process, its insights and weaknesses (Dumas *et al.*, 2013). These issues prioritize the concern about the impacts and the efforts required solving them. We analyze these by means of qualitative or quantitative analysis.

We applied the qualitative analysis to point to these weaknesses. Between the quantitative techniques suggested by the author, the one applied was the why-why diagram (a technique of root cause analysis). This tool helps the identification of the causes of negative effect.

4.4 Phase 4: process redesign

The redesign process comprises the changes on the processes that were identified in the previous stage aiming at improving them. The result of this step is the to-be process model, also modeled in BPMN and with the support of Bizagi[®] software. The redesign process deals with two different methodologies (Dumas *et al.*, 2013): the heuristic process redesign and the product-based design. The first one aims the improvement of existing processes and the second proposes a radical change of processes. As this paper



Source: Authors

Figure 2.
BPM phases

comprises the improvement of the CSR Department's existing processes, we decided to use the first methodology.

Dumas *et al.* (2013) classified the redesign heuristics according to the seven elements of a business process: customer heuristics; business process operation heuristics; business process behavior heuristics; organization heuristics; information heuristics; technology heuristics; external environment heuristics. We followed the three stages suggested to develop the redesign stage: initiate (to set up the process redesign), design (to fix a list of redesign heuristics) and evaluate (to evaluate the result of the redesign).

Using the business process operations heuristics approach, we applied the activity elimination heuristic, which comprises the elimination of unnecessary activities, and the activity composition in order to combine small activities into a composite activity. Within the business process behavior heuristic, we used the resequencing to move activities to places that are more appropriate. From the organizational heuristics, we split the responsibilities to avoid shared responsibilities. Finally, within the business process technology heuristics, we used the integral heuristics to apply new technology.

4.5 Phase 5: process implementation

The processes proposed in the to-be process model were deployed by the Department Manager, with the awareness of the whole team, i.e., the employees were involved in order to implement the changes proposed by redesign stage (organizational change management). Dumas *et al.* (2013) also proposed the automation of processes through the use of information systems. This type of information system, known as business process management suites, assists in the measurement of processes and, in general, its implementation depends on a higher level of maturity within the organization (Uriona *et al.*, 2015). This was not addressed because the organization is at an early stage of deployment of business processes and, for this reason, the initial goal is to implement their business processes management within the company, before thinking in the automation of the same.

4.6 Phase 6: process monitoring and controlling

To evaluate the implemented changes, we rely on corporate key performance indicators related to process orientation, approached by Kohlbacher and Reijers (2013): financial performance, product/service quality, customer satisfaction and operational performance.

5. The BPM project

5.1 Process identification

From the first interview with the department's manager and documents analysis, we identified four main business processes. The process identification leads to the process architecture, showed in Figure 3.

Figure 3 shows the case types of the CSR Department of CAJASAN on the horizontal scale and the business functions on the vertical one. The case types of organization are: unemployed, children, vulnerable population, cooperator and multilateral agents (multilateral banks, regional research funds, international cooperation, etc.) and non-governmental organization (NGOs). The business functions are: formulation and planning; stakeholder management, calls for proposals, resource distribution, project execution, monitoring and evaluation and projects accomplishment.

		Case Type				
		Unemployed	Children	Vulnerable population	Cooperator and multilateral agents	NGOs or Foundations
Business Function	Formulation and Planning	X	X			
	Stakeholder management	X	X	X	X	X
	Call for proposals			PROJECT MANAGEMENT	X	X
	Distribute resources	FOSFEC/FO NEDE	FONINEZ	X AND INTERNATIONAL COOPERATION		MANAGEMENT AND ALLIANCES
	Execute projects	X	X	X		X
	Monitor and evaluate	X	X	X		X
	Accomplish projects	X	X	X	X	X

Source: Authors

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Figure 3.
Process architecture

The cell in the matrix that contains an “X” identifies which functions perform the corresponding case type. Thus, the function “formulation and planning” can be performed for unemployed and children case types. The functions “stakeholder management” and “accomplish projects,” in turn, cover all case types of the process architecture. The functions “calls for proposals” and “distribute resources” cover the cooperator and multilateral agents and NGOs or foundations and unemployed, children and vulnerable People, respectively. The functions “execute projects” and “monitor and evaluate” cover the same case types: unemployed, children, vulnerable people and NGOs.

After the construction of the matrix, it is possible to identify the business processes. They are:

- P1 (special projects) – project management corporate social responsibility and cooperation: its goal is to develop tools for building performance CSR; manage resource of local, national and international cooperations for the development of social programs.
- P2 (alliance) – management network and alliance: it provides a suitable service network with a portfolio of the office of CRS to attend of requirements of customers, guaranteeing the achievement of resources within the framework to develop solutions.
- P3 (Foninez) – children fund: its goal is to contribute to an appropriate integral development, physical, cognitive, social, children emotions and young with the risk of social exclusion, through the establishment of programs open to the community.
- P4 (Fosfec) – unemployment fund: its goal is to serve the population by developing programs for: granting subsidies, training projects, job placement and credit projects to promote entrepreneurship.

5.2 Process discovery

P1 has the following suppliers: strategic management of the corporation; the governmental and non-governmental entities; and the agencies of international cooperation. The process inputs are strategic management plan, the term of references, the databases and legislation, the principles of global impact, the documents and laws related to CSR and the millennium development goals. The tasks performed by the process are the development of the operational plan and the definition of the CSR services; the development of the training program of Social Responsibility Network Management; the CRS report, term of reference fulfillment and corrective and preventive actions; and the proposal separation and submission. As output, the process presents the operational plan, social programs, executed programs, consulting, satisfaction reports, management report, social report, proposal, agreement and contacts. The main customers are the Network of Alliances, the business units, the stakeholders and the cooperation institutions.

P2 has as suppliers: the strategic management of the corporation; the project marketing and budget; the network management and operator of programs; other departments; governmental entities and NGOs; and the agencies of international cooperation. The inputs are the strategic management plan, the purchasing and procurement policy, the requirements contracts, the available budget, the proposals, quotes and offers, the terms of references and the services portfolio. The activities are the characterization of the population, business plan, promotion services and application services by customer; registration and selection of networks providers and operators; oversight; corrective and preventive actions reports. The outputs are also the characterization of the population; the contract and agreement executed; the oversight report; the report of assessment and reassessment, the final management reports and the proposal request. The customers of the process are the support process units, other company's departments, the cooperation institutions, the network management and operator of programs, the legal department and governmental entities and NGOs.

P3 has the following suppliers: strategic management of the corporation; the Superintendencia del Subsidio Familiar (Superintendency of Family Subsidy); the Ministerio de Educacion (Ministry of Education); the Instituto Colombiano de Bienestar Familiar or Colombian Institute of Family Welfare; the network management and operator of programs; and the program process units. The inputs of the process are a strategic plan, the guidelines, the legal requirements, the database, the resources and the operative plan. The main tasks involved are resource scheduling, profit management, monitoring and tracking, oversight and the performance of the operational plan and preventive and corrective actions. The result of this process is the operational plan, budgets and programming, executed program and tracking and monitoring report. Finally, the main customers are the head of the department, the process owner, the trainees and the management report.

P4 has as suppliers the strategic management of the corporation; Superintendence of Family Subsidy; Ministerio de Protección Social (Ministry of Social Protection); the support process units; and the network management. The process inputs are the strategic management plan and its guidelines, the legal requirements, the database, the resources of specific distribution and the operative plan. The main tasks are the performance of the operational plans and budgets, the resource scheduling, the subsidy support, monitoring and tracking, oversight and the performance of the preventive and corrective actions. The results of this process are the operative plan, the budgets and programming, delivery bond the executed program and the tracking

and monitoring report. Finally, the main customers are the head of the department, the process owner, the trainees and the management report.

After the interviews and the documents analysis, we developed the as-is processes, showed in Figures 4-7. The first process in the lane is PMCSR&C. It starts with the development of the operational plan and the identification of opportunities for different government's entities, foundations and international organizations. They build a project with a baseline and logical framework (i.e. the components involved in the project). Then, they formalize the contract to implement and monitor the project. It ends with the evaluation and lessons learned. When they disapprove a project, they identify the causes not to perform it.

Figure 5 shows the P2 process (alliance unit), which initiates with the definition of strategies and the identification of stakeholders. Then, they approach the group of stakeholders in order to expand the opportunities for potential work. If the project is accept, they formalize the agreement, and, subsequently, they implement and evaluate the project. Otherwise, they deny the project and the person responsible may choose another project or fold.

Figure 6 illustrates the P3 process (Foninez Unit), which begins development of the operational plan and distribution of the program per child age in two groups: children from zero to five years and children from 5 to 16 years. For each group, they develop a technical plan. For the first group, the resources may come from an NGO or government and/or another CAJASAN's department. The projects developed then focus on the following components: protection, health, education and nutrition. After attaining these, there is the evaluation and measurement of the results obtained.

In the second case, there is the convocation of the suppliers that could be from another CAJASAN's department and/or NGO, in order to work on projects of art and culture, sports schools, environmental education and psychosocial care. As in the first project, they evaluate and measure the results.

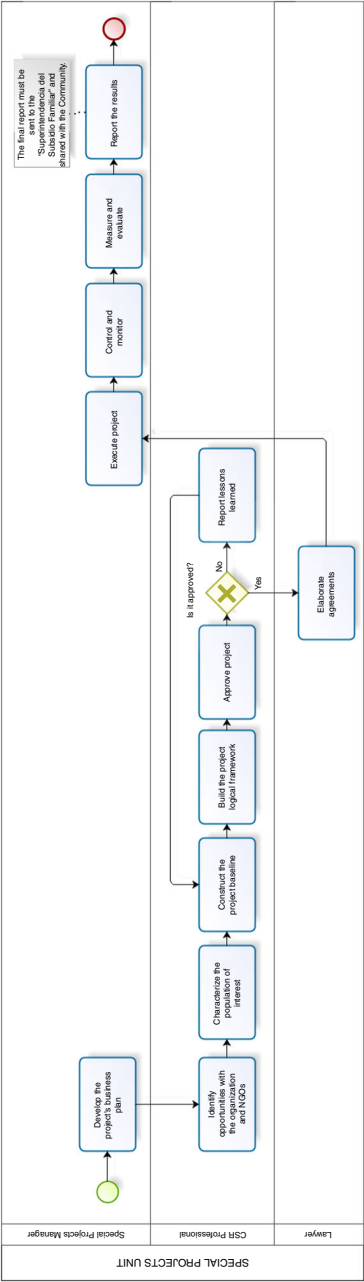
Figure 7 shows P4 (Fosfec Unit). The process begins with the development of an operational plan and opening of the process to request aid. The unemployed person applies for aid, which could be from the following types: training for employment; unemployment subsidy; contributions to health and retirement system; and unemployed pensions. If the registration is ok, they approve the aid. If the applicant does not want the aid anymore, he can decline it. Otherwise, the Fosfec Unit assigns the aid. As in the previous cases, there is the evaluation and measurement of the results.

5.3 Process analysis

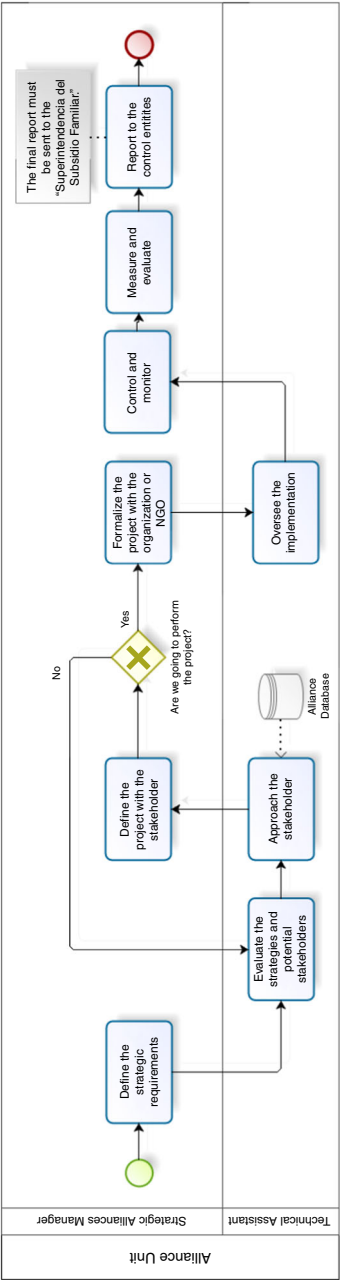
One of the roles of CSR of the organization is to generate wealth and happiness through social service and a network of skills and allies. The sector of CSR presents the processes according to the SIPOC diagram, which shows how they work. However, despite having a tool that assists the development of the activities of the department, this does not demonstrate the relationship between the processes. This relationship, in turn, is almost null or incipient. This harms not only the performance of daily tasks of the department, but also the achievement of its goal. Furthermore, the non-achievement of the goal will hinder the company and, therefore, the creation of value for the organization.

The current processes of the CSR Department operate separately and independently and they do not consider the relationship between the processes. There is no control in the activities developed in each of the four processes of the department. We identified a multiplicity of contracts to only one contractor/supplier, which creates a dependency

Figure 4.
Special projects
as-is process

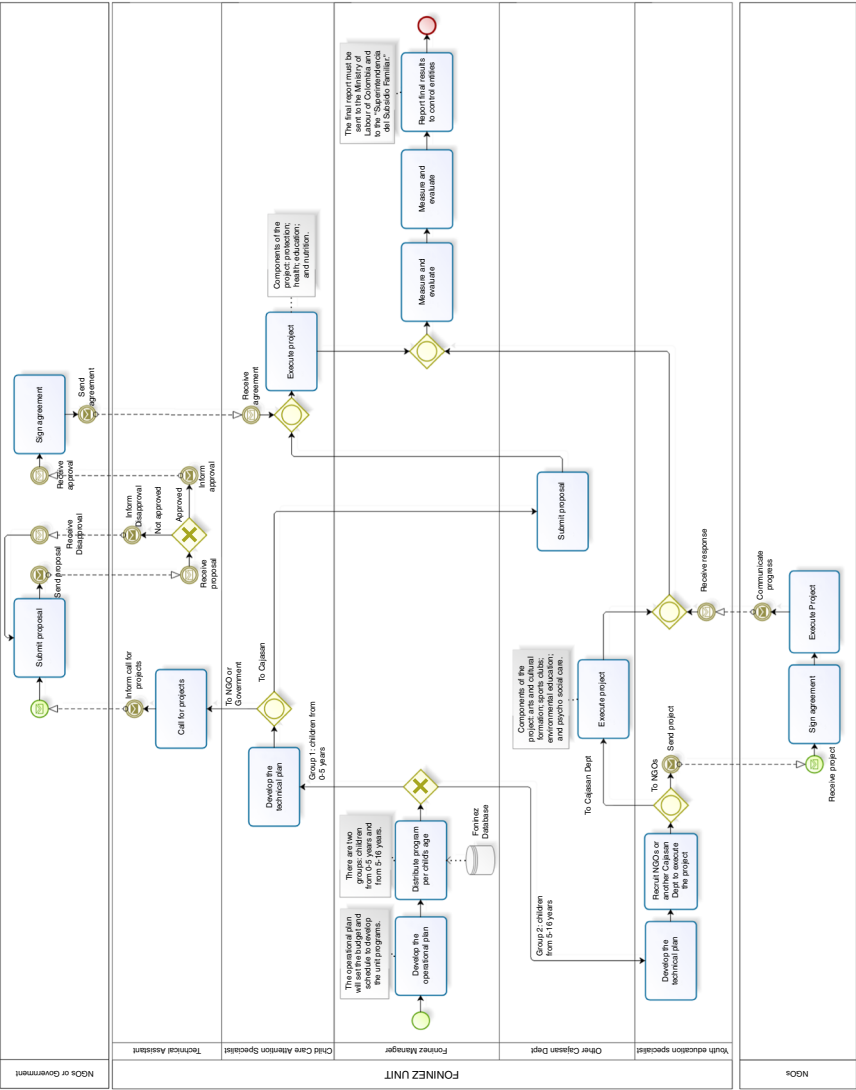


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Figure 5.
Alliance as-is
process



Source: Authors

Figure 6.
Foninez as-is process

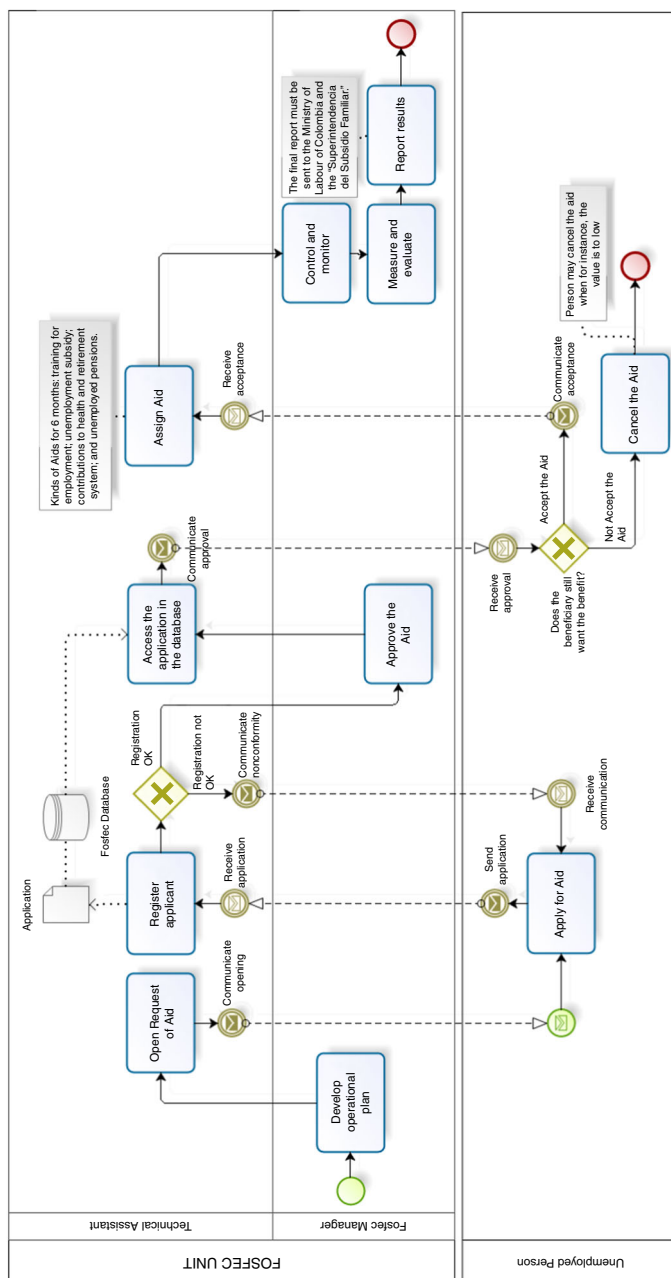


Figure 7.
Fosfec as-is process

and a difficulty in meeting other suppliers. Furthermore, there is a delay in the delivery schedule of the technical and financial reports. It, in turn, leads to delays in the projects and internal conflicts among stakeholders. Table I presents the why-why diagram that summarizes the major problems faced by the Department's processes and their main causes.

As presented in Table I, P1 currently faces bureaucratic and unstable processes. P2 promotes cooperation with companies that do not have the profile sought by CAJASAN. These change the focus of the department and affect the achievement of goals. P3, on the other hand, does not reach the basic goals of the department. For example, there are projects with budget for 10,000 people, however, in practice, it impacts only 50 percent of the estimated initial value. Furthermore, there are lacks of supervision of the people involved in the process.

P4, meanwhile, has problems to transfer subsidies and credits to its beneficiaries. There are situations where they release the credit but the unemployed does not complain to get it as frequently as is supposed to be. Moreover, processes are constantly changed, which leads to internal conflicts

5.4 Process redesign

Considering the business process operation heuristics (activity elimination and activity composition), business process behavior heuristics (resequencing), organization heuristic (split responsibilities) and technology heuristic (integral technology), we followed the subsequent steps to redesign the CSR Department processes.

We develop the design and evaluate steps by applying the selected heuristics and categories. The result is shown in Figure 8 (to-be process). We propose the integration of the four processes of the department and the centralization of strategic activities. For this purpose, we suggested a general manager for the CSR Department, which would be responsible for the development of a working plan for the whole department and also for the measure and evaluation of the results of each unit. In addition, the general manager would be responsible for communication of the final results to the Superintendencia del Subsidio Familiar, Ministry of Labor of Colombia and community. This proposal eliminates the responsibility of each unit to measure and

	Problem	Why?	Why?	Why?	Why?
P1/ P2/ P3/ P4	Conflicts	Bureaucratic and unstable processes	Lack of communication	No interrelationship between the business processes	
P2	Non-realization of social projects	One supplier dependency	Multiplicity of contracts to only one contractor/supplier	Cooperation with companies that do not have the ideal profile	The choice of stakeholders is poorly made
P3	Loss of the project focus	No control of the activities performed	Lack of supervision		
P1	No subsidies distribution	The recipient does not complain	Lack of supervision		

Table I.
Why-why diagram

Source: Authors

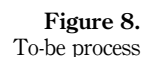


Figure 8.
To-be process

By creating the activity “develop the department working plan,” we are proposing the composition of the activities regarding the development of the operational plan of

By creating the activity “develop the department working plan,” we are proposing the composition of the activities regarding the development of the operational plan of

Foninez and Fosfec units into a major one (activity composition heuristics). This newly composed activity would also be responsible for developing a working plan for the special projects and alliance units, which nowadays do not develop a strategic plan.

Finally, we propose the integration of each unit database to the CAJASAN ERP (integrated information system).

5.5 *Process implementation and monitoring and controlling*

The implemented processes were monitored by the indicators selected for evaluation. The next section will also discuss the main implications of implementation for the professionalization of the CSR Department at CAJASAN.

6. Discussion and implications

The application of BPM as a strategic management tool not only increased the level of maturity of the processes of the CSR department, as well as allowed their integration and improved communication between units and stakeholders. Furthermore, the improvement in communication enabled the correction of errors by increasing the flow of information and reducing conflicts between units.

Table II shows the main benefits of the application of BPM as a tool to professionalize the CSR department, regarding financial indicators, product/service quality, customer satisfaction and operational performance.

Regarding structural professionalism, the main contributions identified, from the implementation of BPM, were the increase in the maturity of how business processes are managed, standardization of the activities of the department and formalization of the units' decision-making structure. The professionalization of the CSR department brought greater visibility of the Department, increasing the number of partners and alliances (P2) interested in contributing to the projects. In addition, the use of BPM enabled greater interaction between units of the department, which also optimized the management of partners and improved the process of selecting stakeholders. Moreover, these improvements contributed to two further enhancements: the department achieved 108 percent of its overall goal and reduced the number of rework projects, which allowed the creation of new opportunities for other projects.

We can mention as improvements related to labor professionalization an increase in organizational trust between the organizational levels of the department,

Drivers	Benefits
Financial	Increased profits in 3 of the 4 business processes
Product/service quality	Organizational understanding of quality
Customer satisfaction	Increased customer satisfaction: from 81 to 96%
	Increased internal staff satisfaction
Operational performance	Improved the flow of information
	Decreased competition between internal units
	Improved the communication between units
	108% achievement of the department overall goal
	175% increase in the number of partners willing to develop solutions tailored to the final customer

Table II.
Benefits of the
BPM application
for CAJASAN

Source: Authors

which reduced the internal conflicts and distinguished the role of each unit. It also increased employee satisfaction, helping in improving customer service and, hence, their satisfaction.

7. Conclusion

This paper aimed professionalizing the CSR Department of CAJASAN, a NPO from Colombia, by implementing BPM. We can discuss the contributions of this research on two main levels.

First, this study brought benefits for CAJASAN by applying and implementing BPM tools on the CSR Department, professionalizing it both in terms of structural and labor professionalization. The main implications can be summarized in four dimensions:

- (1) To the enterprise: the integration of the CSR Department data on CAJASAN's ERP enabled faster access to information, improving responsiveness and data flow. In addition, the presence of the new general manager, for the CSR Department, improved the management of all units, decreasing internal conflicts, improving communication and contributing to the fulfillment of the Department's overall objectives.
- (2) To the customer: BPM increased the interaction with customers and enhanced customer and staff satisfaction.
- (3) To the management: BPM contributed to improving process performance, increasing inflows of financial resources for three of the four processes of the CSR Department, and improving quality perception.
- (4) To the actors: the processes were perceived by the actors, helping to the clear division of roles and responsibilities, increasing the actors involvement and, hence, the productivity and visibility of CAJASAN.

The second point of discussion deals with the contribution to NPOs in general. Our case study showed how BPM tools could help in professionalizing NPOs, in a way these organizations does not lose sight of their main purpose, i.e. to contribute to the well-being of society and, at the same time, enhancing process performance. Given that BPM combines both the external view and the internal view of organizations, aligning strategy with processes, BPM showed to be a key solution, in this case example, and an efficient way to fulfill the set of principles and requirements to professionalize NPOs – as mentioned in Section 1 – are as follows.

Conforming with expectations from third-party agents: BPM contributed effectively to the reporting system and to the communication with third-party agents, by integrating the processes that are responsible for the CSR Department's accountability, through an annual progress report. Many NPOs are committed with the accountability to society and having clear processes that enforce this responsibility, allow NPOs to fulfill this basic requirement and increase legitimacy.

Internally driven motivations to increase legitimacy: BPM helped in defining the responsibilities and roles of employees, eliminating repetitive activities, which also affected the Department financially. Moreover, the integration of the CSR Department's processes decreased internal conflicts and improved communication, which influenced positively with the internal motivation of employees and the achievement of results. In our case study, we also evidenced process improvement leading to customer

satisfaction due to better customer service. Therefore, BPM helps in supporting NPOs internally driven motivations, by defining clearly, responsibilities and roles, eliminating rework and integrating processes. Furthermore, we concluded that by increasing internal motivation, customer satisfaction increased as well and, so did external legitimacy.

Trade-off between complying with their social values and day-to-day operations: the integration of the Department's processes through an ERP and the communication improvements have helped in avoiding aid care to the same customers, optimizing the use of resources and allowing the expansion of the CSR programs for the whole Bucaramanga population. This helped to balance between social values and daily operations. NPOs often deal with limited resources and a clear definition of processes helps to make decisions that are more assertive for the organization in generating social welfare.

Stakeholder pressure to create overall value for society: the use of BPM tools helped to systematize to control operations of daily activities, generating value for society, given full attention to children, to unemployed and the to the development of special projects. BPM helps in supporting, as in the case of CAJASAN, with the systemized control of NPOs' key processes in order to generate value for society and reach the main goal of the organization. The concept of BPM per se indicates that we must manage business processes in order to generate positive results and deliver maximum value for the customer, hence, generating social welfare.

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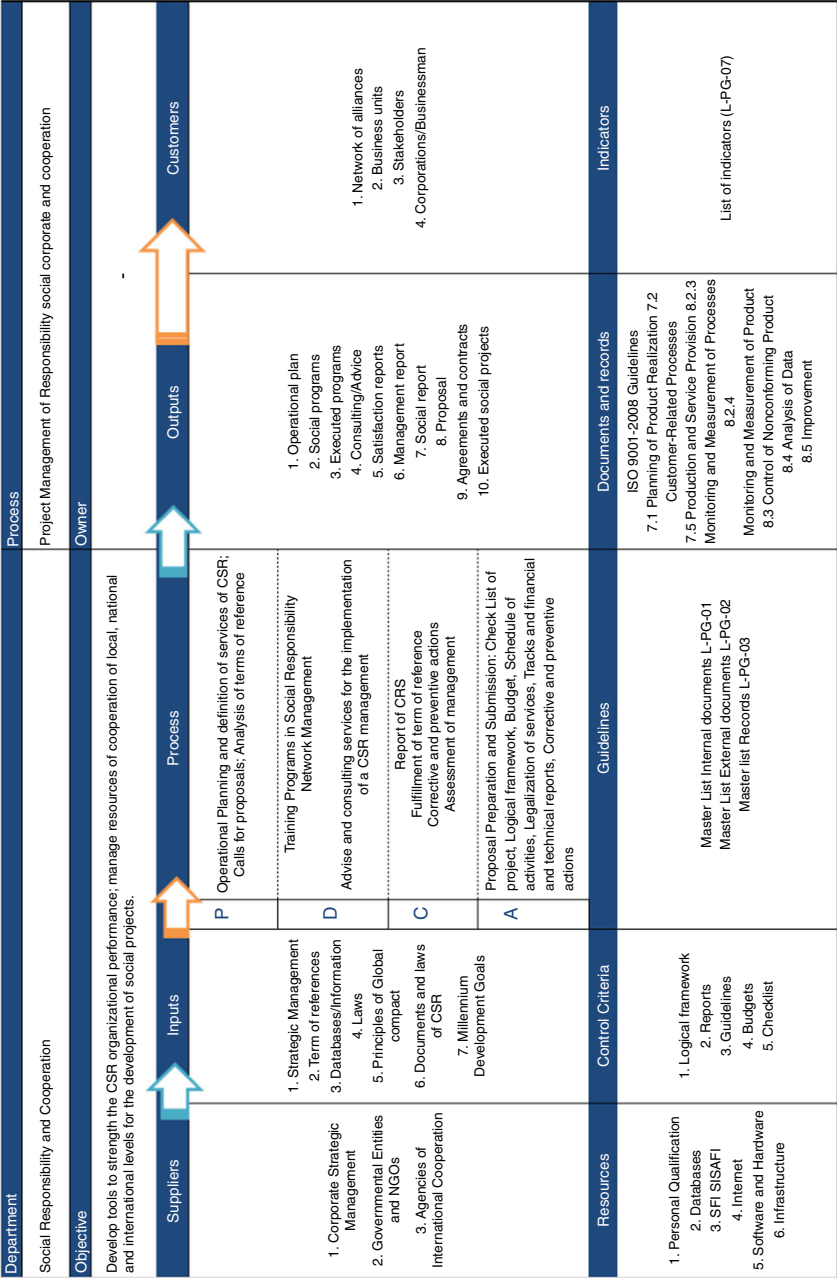
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Further reading

CAJASAN (2014), "Nuestra organización", available at: www.CAJASAN.com/CAJASAN/Paginas/Carta.aspx (accessed June 15, 2014).

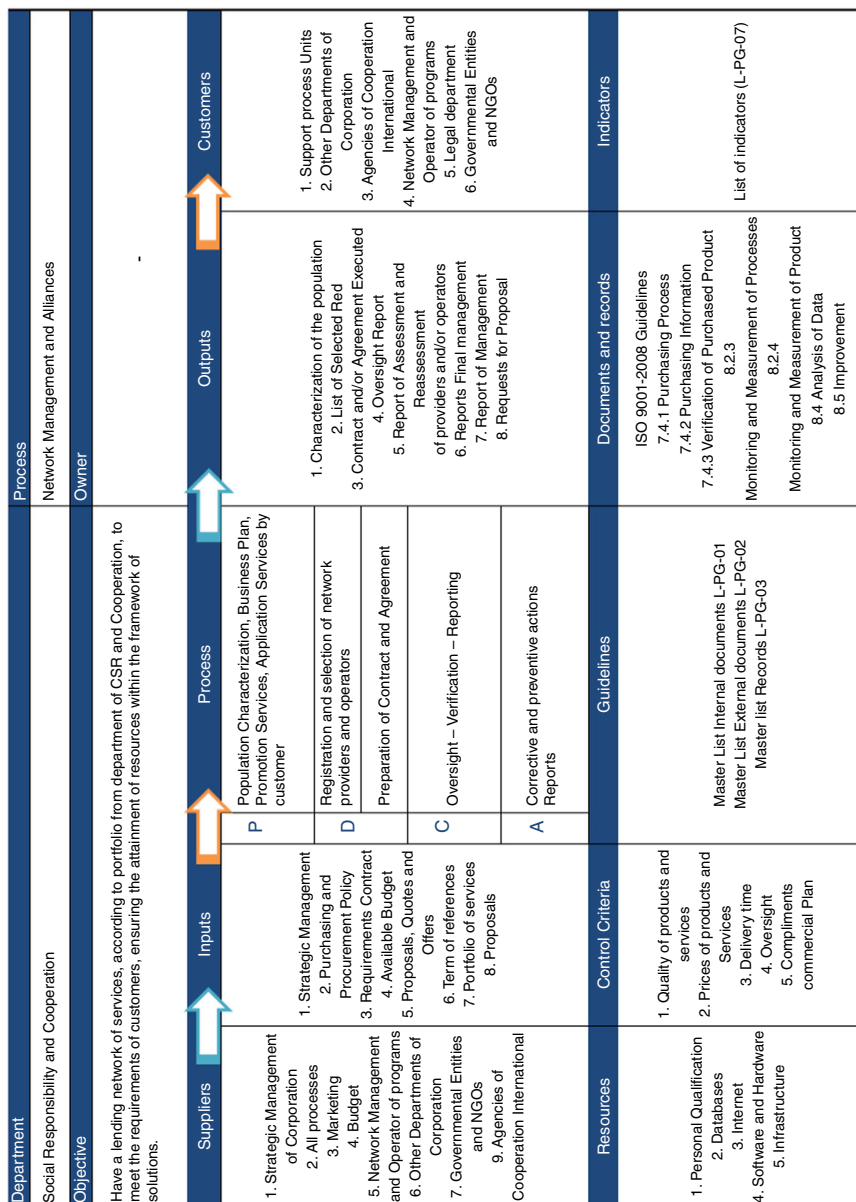
(The Appendix follows overleaf.)

Appendix. SIPOC diagram of the Social Responsibility Department of CAJASAN



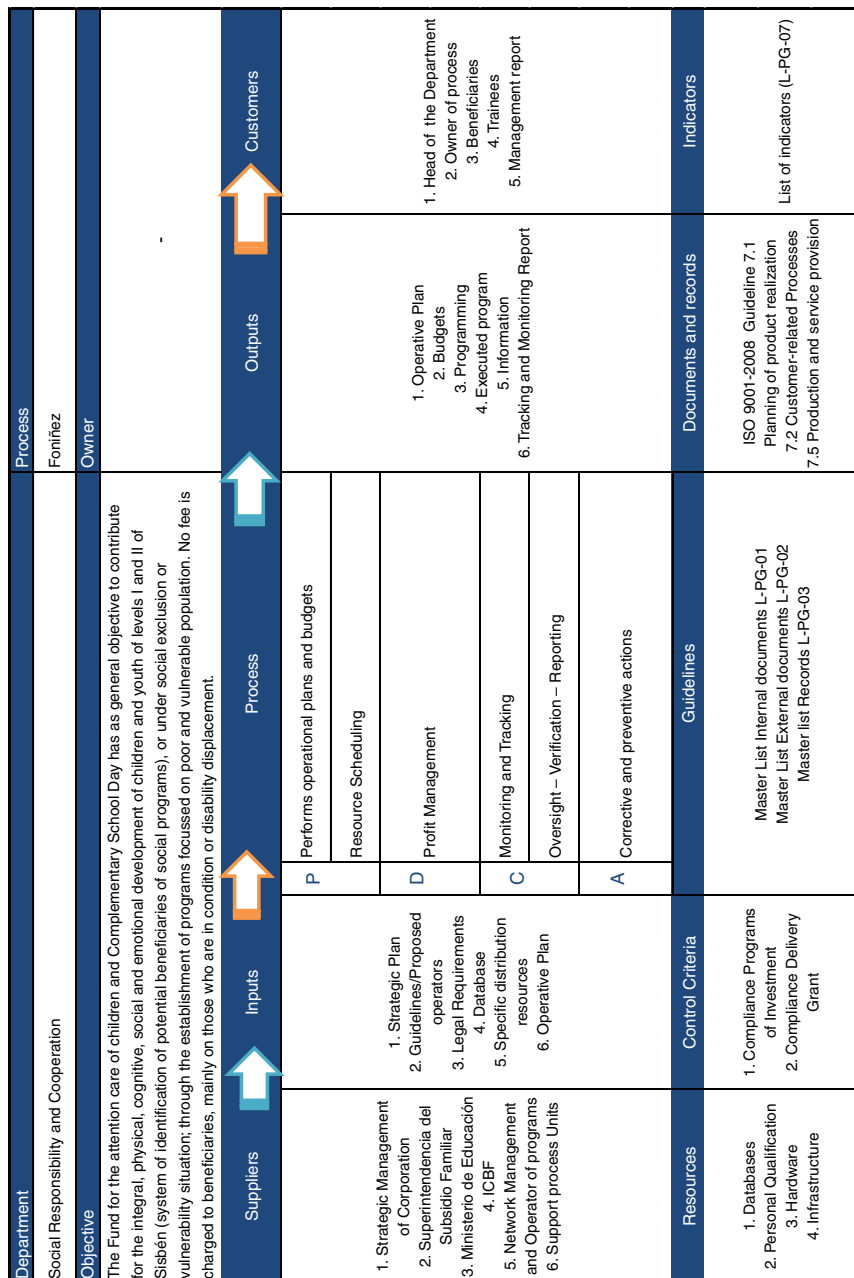
Source: Cajasan

Figure A1.
Special projects
diagram



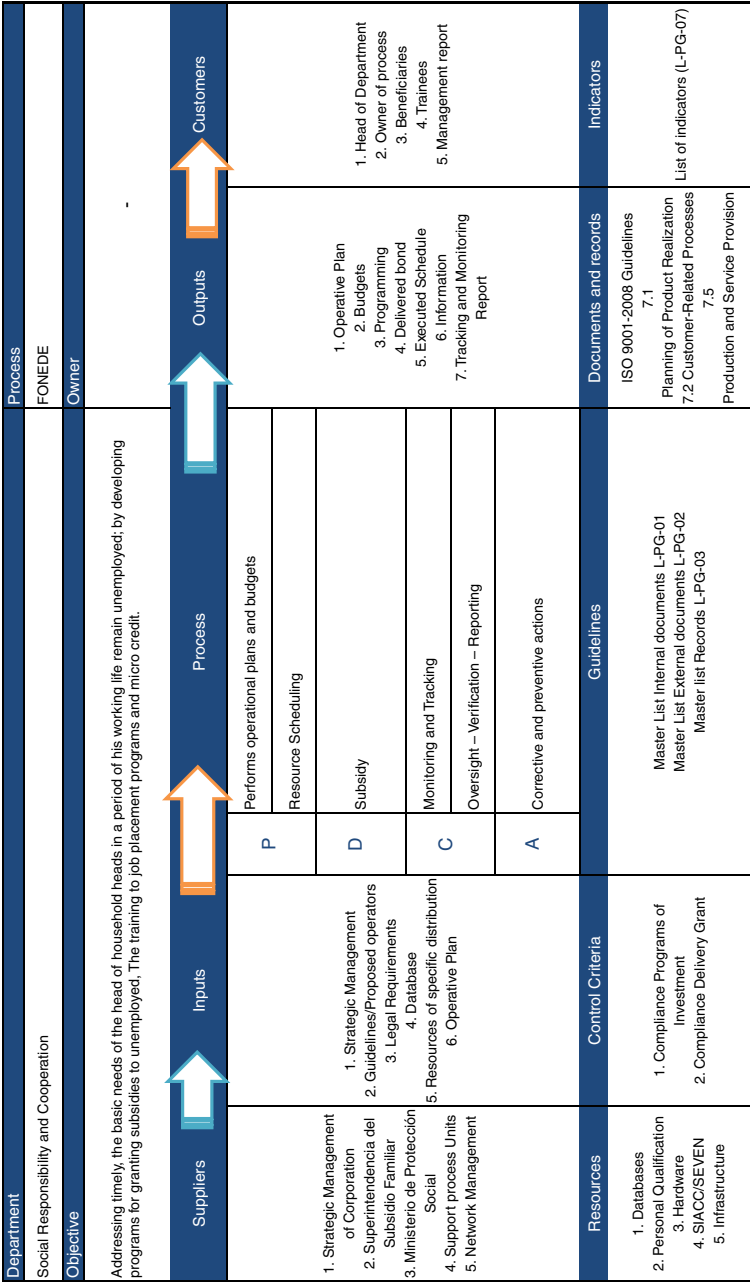
Source: Cajasan

Figure A2.
Alliances diagram



Source: Cajasan

Figure A3.
Foninez diagram



Source: Cajasan

Figure A4.
Fosfec diagram

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