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WORKING PAPER

**The development and validation of an instrument to
measure the capabilities for managing business
processes.**

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October 2017

2017/942

D/2017/7012/16

The development and validation of an instrument to measure the capabilities for managing business processes.

Abstract

In their strive for higher business performance, organizations are strategically adopting capabilities for managing their business processes. To succeed in this complex endeavor, managers are offered a variety of maturity models with best practices. Also scholars have reused the maturity models or they developed an instrument themselves to further investigate those capabilities. While maturity models generally suffer from their foundation, validation and capability coverage, the related academic measurement instruments have similar restrictions. Consequently, during a four-year project, we followed a high-standard and multi-staged procedure to develop and validate a comprehensive measurement instrument with four main capability areas, 13 sub areas and 62 items. This set can be considered as most relevant for managing business processes. Our work reports about the instrument's development procedure to show high levels of construct validity, content validity and reliability in order to facilitate its adoption. Since the final measurement instrument is publicly available and free to use (in full or in part), it intends to help other scholars in their research and practitioners in gaining insight into their current and future business practices. The article concludes with concrete examples of research streams and business situations in which the instrument can be applied.

Keywords

Business process management, Business process orientation, Capability, Critical success factor, Maturity model, Measurement instrument, Construct development, Scale development