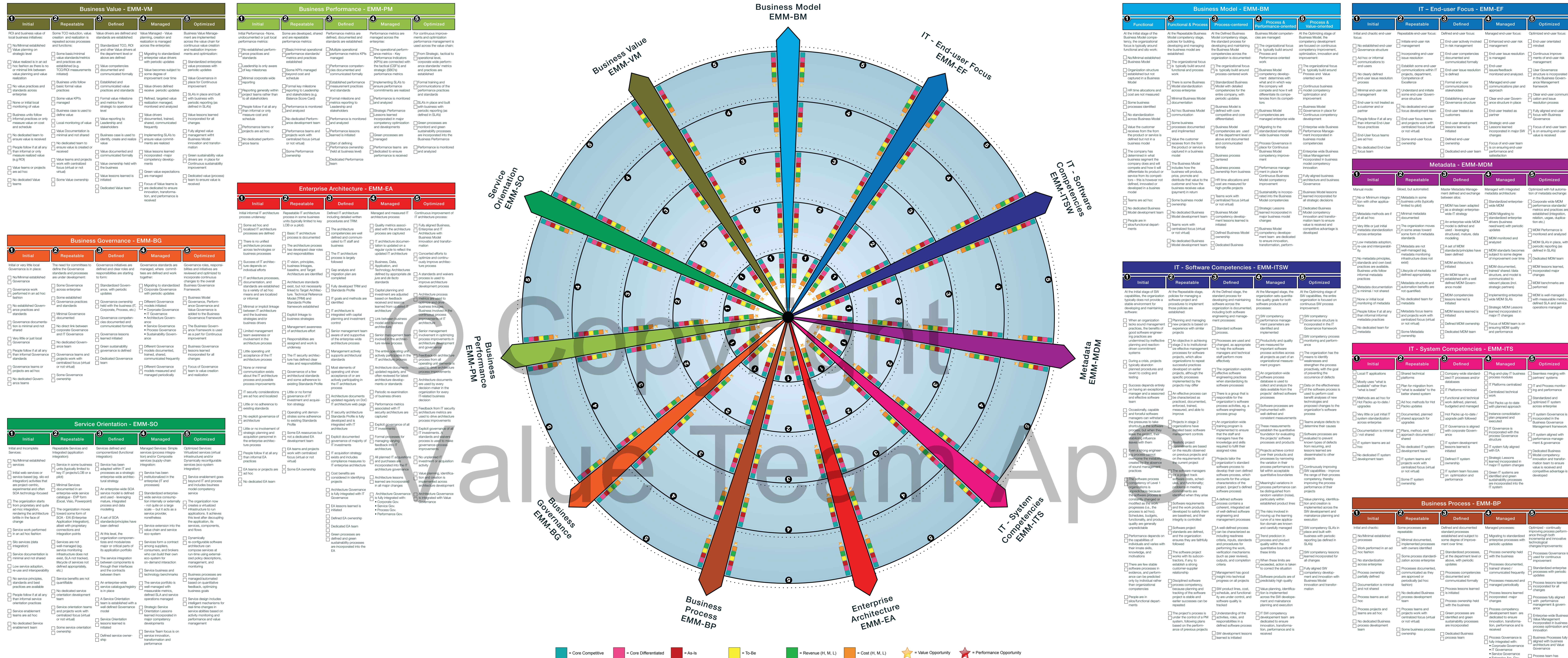


Enterprise Maturity Model

Plan, identify, create and realize value with your competency developments



Maturity Models

The Capability Maturity Model (CMM) was developed from 1987 to 1997. CMMI is the successor of the CMM, or software CMM. In 2002, CMMI Version 1.0 was released. CMMI was developed by the Carnegie Mellon University Software Engineering Institute (SEI). The main sponsor of the CMMI is the Department of Defense. CMMI is an acronym for Capability Maturity Model Integration. CMMI currently addresses three areas of process interest:

1. CMMI for Development - includes development processes
2. CMMI for Acquisition - addresses supply chain management, acquisition and outsourcing
3. CMMI for Services - addresses guidance for delivering services
4. CMMI Product Suite (includes development, acquisition, and services)

Capability Maturity Models (CMM) are in general improvement approaches that helps organizations improve their performance. CMMI can be used to guide process improvement across a project, a division, or an entire organization. CMMI is software engineering process. The organizational development is a trademarked process improvement approach that provides organizations with the essential elements for process improvement.

Even though the adoption rate is high, CMM and CMMI have been heavily criticized both in theory as well as in practice. CMMI CMMI covers the institutionalization of process for its own sake. This guarantees nothing and in some cases, the institutionalization of processes may limit the process and innovation. Other capability maturity models would have interlinked and organized, then one can look at a process in itself, without taking into consideration which other capabilities are attached to the process activity. In order to consider which other capabilities are attached to the process and innovation, CMMI is not sufficient. CMMI CMMI furthermore allows the importance of people involved with the process by assuming that processes can somehow render individual capabilities less important.

CMMI/CMMI focus is only on capabilities, which is only one side of the coin, for a company can't separate one capabilities from the resources, for combined they are the company's competencies. Therefore a company should consider the actual successful practice of the organization, then a maturity model (e.g. capabilities and resources). CMMI/CMMI encourages the achievement of a higher maturity level in some cases by displacing the true mission, which is improving the process and overall competency to keep the cost. Reducing the revenue and Edging costs is the cost to

achieve a higher maturity level would be far greater than the possible gain. This may effectively "blind" an organization to the most effective use of its capabilities and resources.

This narrow focus makes CMMI/CMMI limited to real essential improvement (e.g. effectiveness and efficiency). In 2009, four universities therein joined their combined forces to further innovation and develop the maturity models. These four universities are part of the Global SAP University Alliance which consists of more than 300 universities. From all these universities four IT universities and business schools dedicated their time and resources to investigate in three different countries with vested research interests in Business Process Management, Strategy, Economics, Business Modelling, Value Management, Performance Management, IT and Enterprise Architecture. They brought together a rich blend of business and IT experience to contribute to a maturing field in Business and IT. The research and development team was led by Prof. Dr. Mark von Roosing (Copenhagen Business School) and IT University, Denmark), Sivash Moshiri (Sheffield Business School, United Kingdom), Prof. Dr. Karin Grönlund (Wiesbaden Business School, Germany) and Ann Roseberg (SAP and IT University, Denmark).

The maturity model development had the following focus:

- Interlink between other competency maturity models.
- Best practice from different industry leaders - to be a foundation of best practice standardization.
- Importance of people (e.g. teams, groups, projects, departments) involved with the processes.
- Modelling from "As-Is" and "To-Be" of competencies with interlink of other competency models as well as Value Areas/Drivers.
- Effective use of its capabilities and resources as they are rated with their Revenue and Cost: High, Medium or Low. To ensure the cost to achieve a higher maturity level would not exceed the possible gain. This may effectively "blind" an organization to the most effective use of its capabilities and resources.

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Effective use of its capabilities and resources as they are identified and categorized into Medium or Low. To ensure the cost to achieve a higher maturity level would not exceed the possible gain. This may effectively "blind" an organization to the most effective use of its capabilities and resources.

The Enterprise Maturity Framework with the Enterprise Maturity Wheel and thereby all the different Enterprise Maturity Models and the Competency Maturity Development approach is a holistic enterprise maturity and competency development concept - taking all major business and technology competency perspectives into consideration. Such a holistic framework with multiple methods and approaches is not only a powerful tool for performance, value creation and business governance, but a unique ability to analyze, define, standardize, optimize or innovate one's business competencies, into the underlying processes and activities.

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Many organizations find value in measuring their progress by using one or many of the mentioned CMM models. The different CMM models are typically used for one or more of the following reasons:

- You learn from the different competency best practice.
- Your inability to improve the organization's activities is helped to help you ensure that you meet the customer's expectations.
- Link your organization's business model to your activities and enterprise architecture.
- To develop the business model with all the different competencies (resources and capabilities) which produce internal and external values and may processes, value and performance drivers.
- Define which core competencies (Differentiated and Competitive) should be service enabled.
- To determine how well the organization's capability compare to the different CMM best practice, and to identify areas where improvement can be made.
- To inform external customers and suppliers of how well the organization's competencies and supported by people and technology.

The mentioned alignment always relies on effective and efficient integration of competencies within organization, technology and processes, but many organizations do not have a clear idea of the Global Business Process Management University curriculum which was rolled out to 222 Academies and Universities worldwide. In March 2010 it was decided by The Open Group (TOGAP) that it will be incorporated into the business architecture and integrated development and then certification. SAP AG incorporated it in May 2010 into their SAP Business Process Expert and Enterprise Architecture Training and Certification, where thousands of consultants, companies and employees are trained to use the combined CMM Framework and EDM Wheel.

In this unique competency development approach you will not have to start from scratch. The different competency maturity models and frameworks are linked - you just have to map them to your needs. The approach is designed to address key decision makers like CEO's, CFO's, COO's, CIO's, CMO's and CRO's. For each role we provide a role-specific view on how the challenges the company faces. However, there is a strong need by all C-level executives to better understand what IT investments to prioritize in order to realize the most value for their business. A major trend is to shift funding from non-strategic competencies to strategic competencies in order to drive value creation and growth.

Mark is a Professor in Business Model Management, Business Process Management and Value Management at the Copenhagen Business School and IT University, Denmark, lecturing on both Bachelor and Masters level.

He has coached and helped numerous companies create and realize value. His developed approach within Business Modelling, Process Management - Management and Business Value Management, has helped hundreds of companies over the world.

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Author: Prof. Dr. Mark von Roosing
As the Managing Director for Value Team ApS, specialized in strategic management and market analysis, Prof. Mark von Roosing has been serving the top 10 consulting companies and many of the world's largest fortune 500 companies over the years. He is in every way an entrepreneur with a proven track record for delivering results. Worth mentioning is:

- He just received IBM's prestigious "Global Award 2009" for contributing as the strongest growth enabler across EMEA
- The Co-developer of SAP's global Business Process Management Framework and approach
- Designer and co-developer of the new SAP BPC certification program for associate and expert level.
- Main author of SAP Press New Business Performance Management book on Applying Business Value Management methodology
- Author of numerous publications in the area of Business Model Management, Business Process Management, Value Management & Sustainability
- Service and technology management frameworks which are offered and used in the SAP community globally. She has designed the SAP BPC certification program for associates and experts, and is currently co-developing the SAP Business Architecture Development and Certification curriculum program (consist of 300 Universities)
- Member and co-developer of the Global TOGAP Business Architecture Development Group
- Founder of the Global BPM Roundtable/User Group, which consists of over 200 companies

Author: Henrik von Schel
With more than 15 years experience in leading the transformation of the businesses, strategies, IT and technology of numerous Fortune 500 companies and recognized for his proven track record of profitable growth and ability to adapt to constant changing environment by developing, implementing strategies and organizational changes needed to penetrate mature and emerging markets.

Henrik is co-author of SAP Press New Business Performance Management book: Applying Real World BPM in an SAP environment as well as the book: Strategies of the future. He is a guest lecturer at the Copenhagen Business School on Performance and Value Management.

Henrik is currently the Vice President of IBM Service Support for NorthEast Europe and serves as Board of Director at Cosma, Colas Group, SIRTUS advisor and WebNoCo Holding GmbH.

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She cooperates with SAP in the area of Applied Sciences for within her master curriculum. She is a member of the BPM Roundtable and the IT Roundtable at SAP University Alliance.

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