Agenda

1 Research methodology

2 The 6 dimensions of process excellence

3 Solution path to AI-readiness

4 Questions & answers

We'll share the **key findings from the research** and keep the session interactive with live polls. At the end of the webinar, you'll receive a link to the full report.

Report

Beyond operational chaos

The 2025 process excellence & AI-readiness report

Drawing on insights from 600 global business and operations leaders, this report explores the challenges and critical success factors that lead to process excellence and AI-readiness

About the research

- Global study of 600 senior operational and business leaders

- 9 markets across North America, Europe & APAC

- Organizations with a minimum of 500 employees

- Respondents worked in a range of job functions, including Operations, IT/ Digital, Finance, Process Excellence/Process Management, HR, Compliance, and Change/Transformation

- Broad range of industries, including manufacturing, automotive, energy and utilities, financial services and insurance, Telco/IT, and pharmaceuticals/chemicals
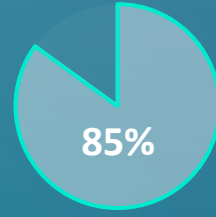
APAC
8%

Benelux
8%

US
34%

DACH
17%

UK
33%

GB TEC
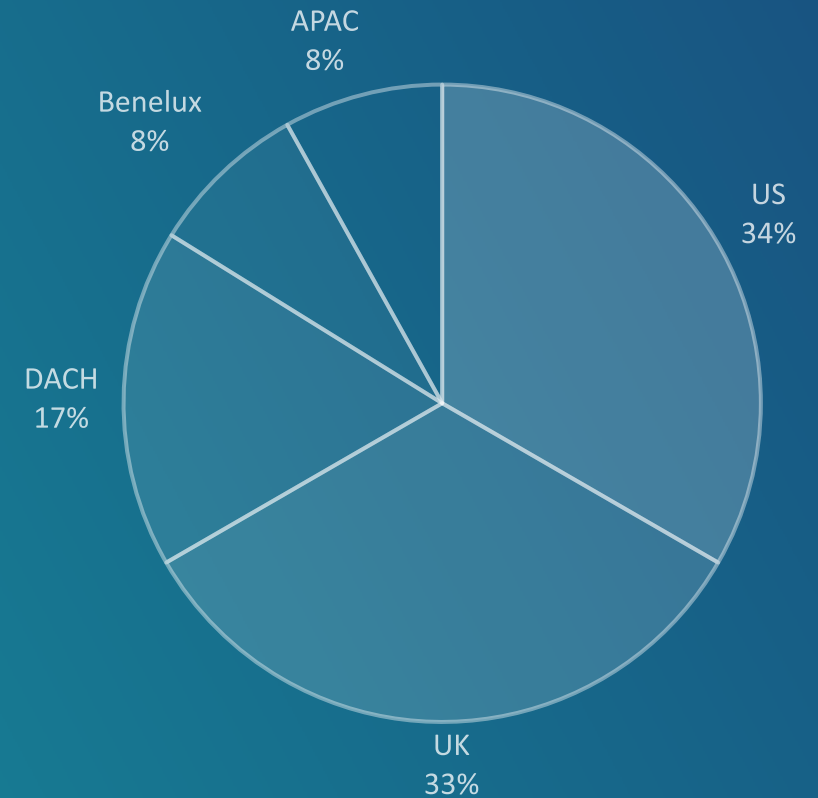
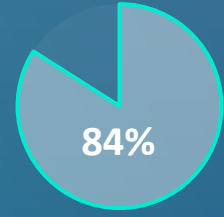# Process confidence lags behind AI ambition

78%

… will be executing major transformation programs over the next two years.

95%
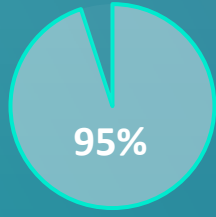
… state that well-defined business processes are crucial in achieving transformation goals.

85%

… believe that business transformation fails without clear, end-to-end process visibility.

84%

… think that operational chaos and complexity are the silent killers of business transformation.

Many organizations are rushing into AI,
yet lack the foundational process clarity and excellence needed to succeed.

But what truly defines process excellence?

GBTEC

The 6 dimensions of process excellence

AI Enablement

Process Maturity

Automation Readiness

Process Governance

Embedded GRC

Enterprise Architecture Alignment

1
2
3
4
5
6

Process Excellence
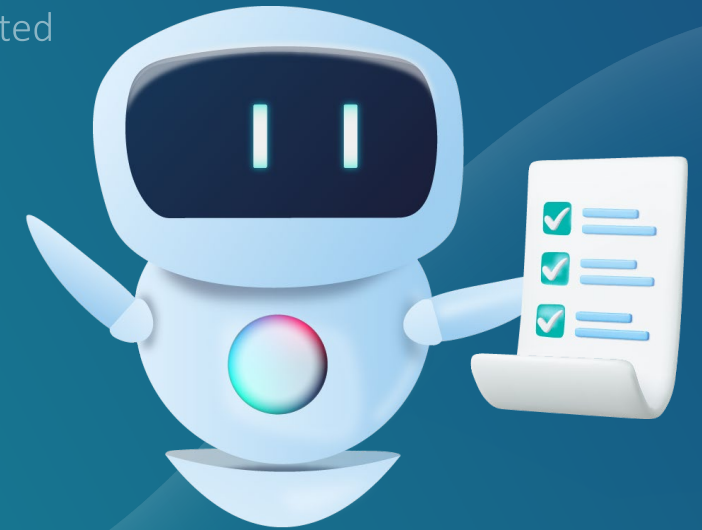
1

Process
Maturity

78% claim that most organizations are still guessing how their processes work.

Let's start with a poll question!

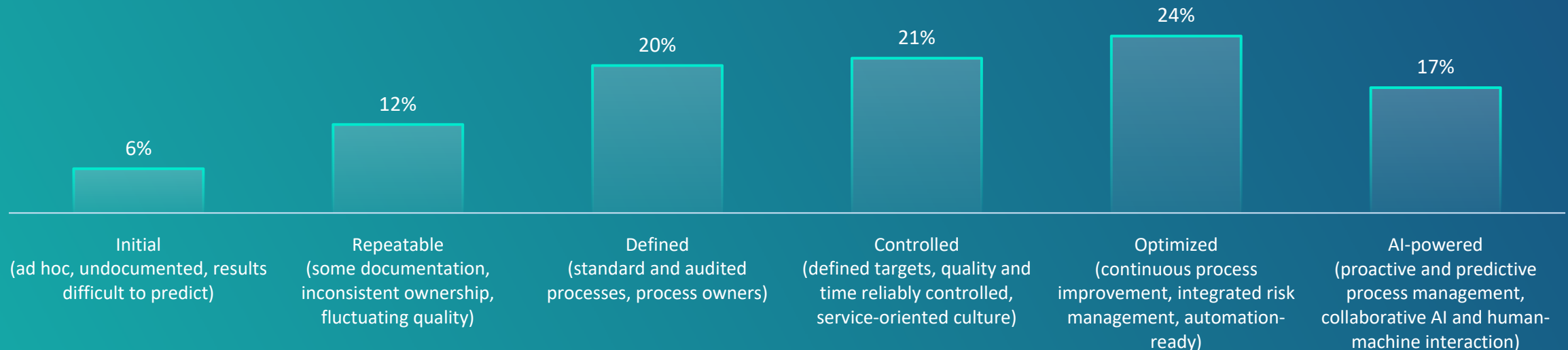## How would you rate your organization's process maturity?

☐ **Initial**
(ad hoc, undocumented, results difficult to predict)

☐ **Repeatable**
(some documentation, inconsistent ownership, fluctuating quality)

☐ **Defined**
(standard and audited processes, process owners)

☐ **Controlled**
(defined targets, quality and time reliably controlled, service-oriented culture)

☐ **Optimized**
(continuous process improvement, integrated risk management, automation-ready)

☐ **AI-powered**
(proactive and predictive process management, collaborative AI and human-machine interaction)

A mixed bag when it comes to process maturity

Less than a fifth **(17%)** of organizations are operating at the highest, 'AI-powered' level of process maturity.
This means that eight in ten organizations still have room for improvement.

Bar chart values:

- **6%** — Initial (ad hoc, undocumented, results difficult to predict)
- **12%** — Repeatable (some documentation, inconsistent ownership, fluctuating quality)
- **20%** — Defined (standard and audited processes, process owners)
- **21%** — Controlled (defined targets, quality and time reliably controlled, service-oriented culture)
- **24%** — Optimized (continuous process improvement, integrated risk management, automation-ready)
- **17%** — AI-powered (proactive and predictive process management, collaborative AI and human-machine interaction)

Also: Only **43%** of leaders report that business processes are managed as a strategic asset within their organization.

Question to Michael

Would you say that processes can become the guiding principle of transformation initiatives?

To what extend should organizations map their processes to use them as their transformation roadmap?

Process Governance

2

78% state that enterprise process visibility is being lost to tool fragmentation and siloed ownership.

Poll question!

How is process ownership structured in your organization?

- [ ] It's governed enterprise-wide, with clear roles and accountability

- [ ] It's managed by a centralized business operations team

- [ ] It's shared between business and IT

- [ ] It sits within individual departments or teams

Process ownership is handled quite differently in organizations

20%
It's governed enterprise-wide, with clear roles and accountability

21%
It sits within individual departments or teams

28%
It's governed enterprise-wide, with clear roles and accountability

31%
It's shared between business and IT
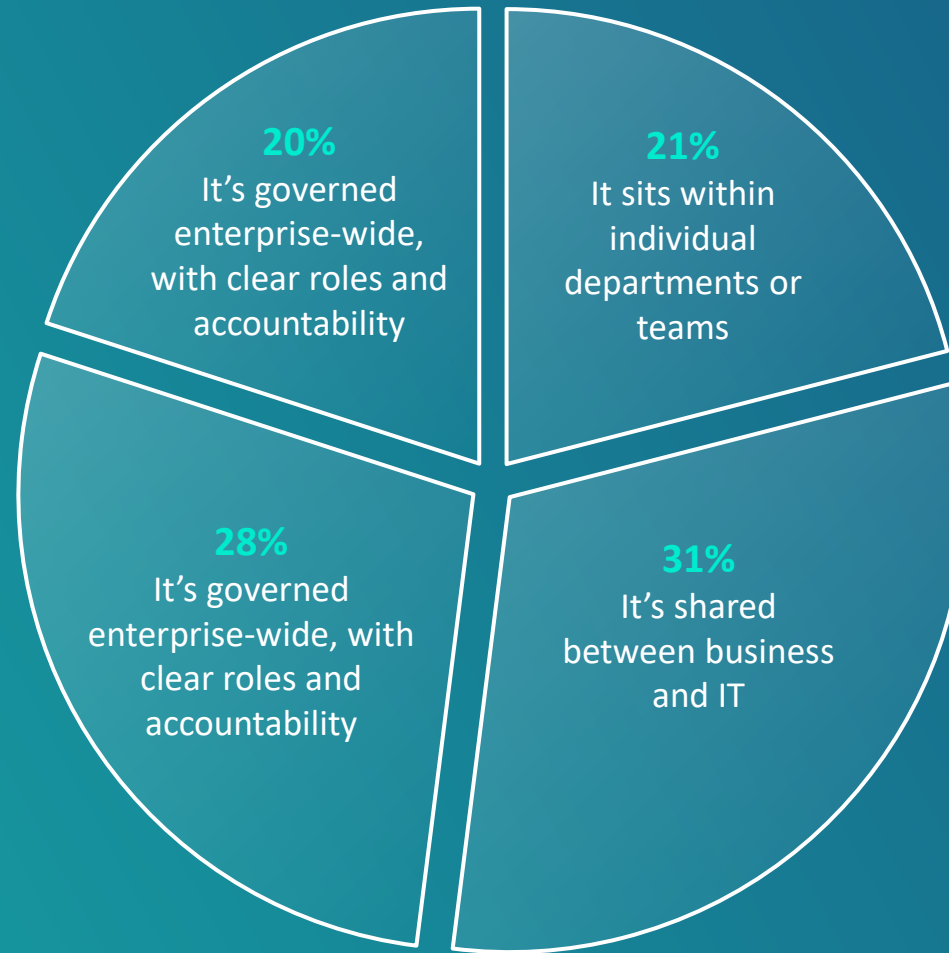
Question to Michael

From your perspective, who should take ownership of a process?

What's your recommendation?

Enterprise Architecture Alignment

3

83% of business and operations leaders believe that enterprise architecture without process alignment is just expensive guesswork.
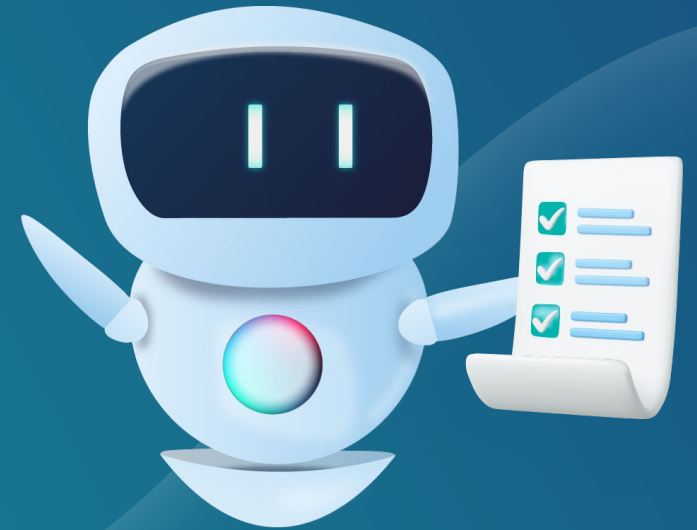
Poll question!

How well do your processes align with enterprise architecture and systems?
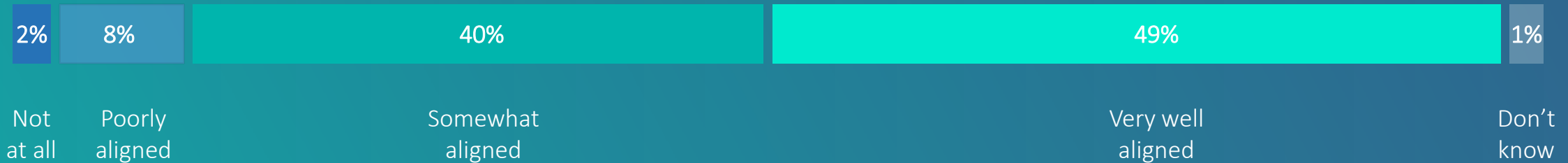
- ☐ Very well aligned

- ☐ Somewhat aligned

- ☐ Poorly aligned

- ☐ Not aligned at all

- ☐ Don't know

A growing need to link processes to enterprise architecture

Alignment of processes with enterprise architecture and systems

2%	8%	40%	49%	1%
Not at all	Poorly aligned	Somewhat aligned	Very well aligned	Don't know

46% state that a lack of alignment between process management, enterprise architecture, and systems is preventing their transformation efforts.

> We've seen first-hand at AstraZeneca how the parts of our company that take a process-led approach to transformation encounter more success than those that don't. If you just throw technology at different parts of the business, you'll get some benefits, but you will miss the bigger opportunities.
>
> David Barnes, Head of Business Process Management, AstraZeneca

GB TEC

Embedded
GRC

4

83% state that Governance, Risk, and Compliance (GRC) should be embedded from process design through to execution, rather than being bolted on later.

Poll question!

To what extent are compliance, risk, or audit teams involved in process design and improvement initiatives?

- [ ] Co-owners of operational process governance

- [ ] Fully integrated throughout the process lifecycle

- [ ] Involved in key processes, but not consistently

- [ ] Occasionally consulted on specific requirements

- [ ] Not involved at all

- [ ] Don't know

Involvement of compliance, risk, and audit teams in process design and improvement

1%
Not involved at all

7%
Occasionally consulted on specific requirements

24%
Involved in key processes, but not consistently

53%
Fully integrated throughout the process lifecycle

15%
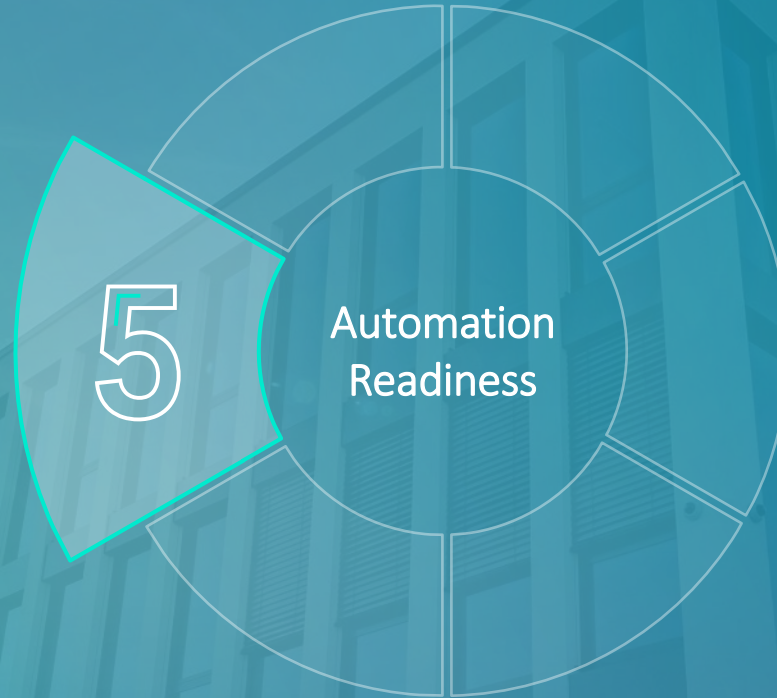Co-owners of operational process governance

1%
Don't know
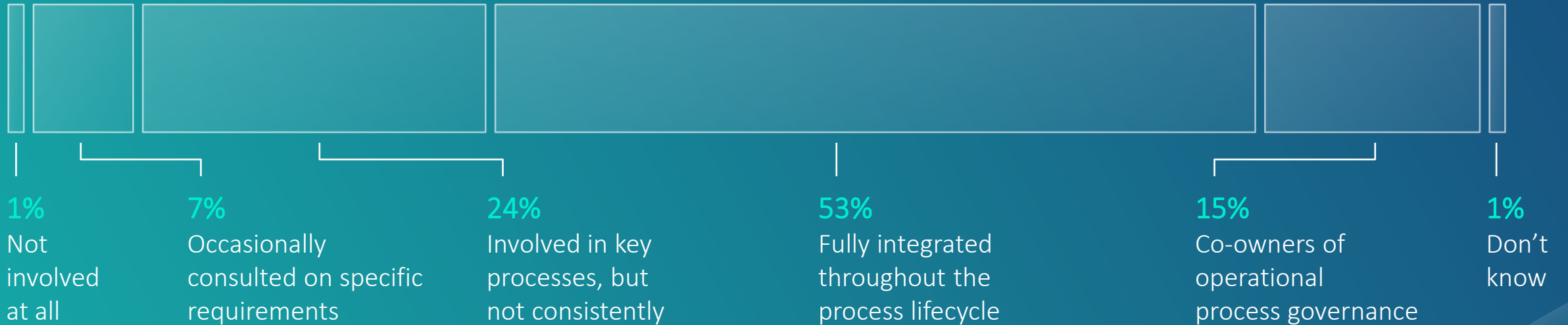
Question to Michael

Why is it valuable to involve enterprise risk from the outset of process design?

How can both GRC and process teams benefit from a collaborative approach?
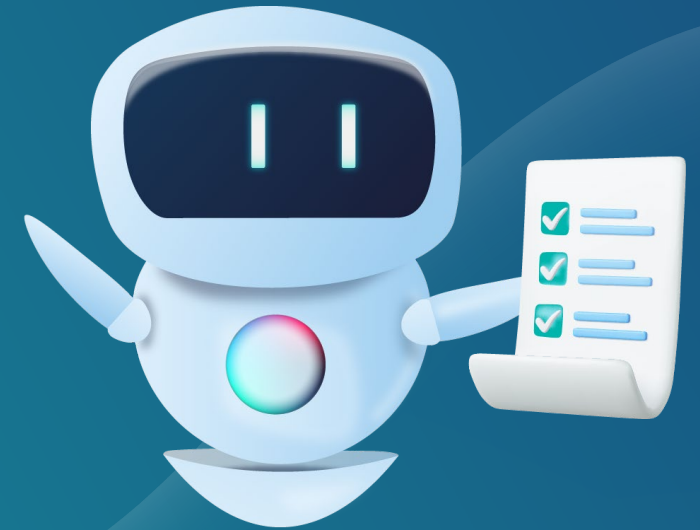
5 Automation Readiness

48% of business and operations leaders report that they are encountering difficulties when trying to automate processes, and this is limiting their ability to deliver operational value and achieve transformation goals.

Poll question!

How easily are process designs translated into real execution?

- ☐ Execution is automated and directly driven by models

- ☐ Process models regularly inform execution

- ☐ Some tools or systems are integrated to support this

- ☐ Manual effort is required to translate designs into action

- ☐ Not at all – designs are not used to drive execution

Ease of translating process designs into real execution (workflow & automation)

1%
Not at all - designs are not used to drive execution

13%
Manual effort is required to translate designs into action

29%
Some tools or systems are integrated to support this

32%
Process models regularly inform execution

26%
Execution is automated and directly driven by models
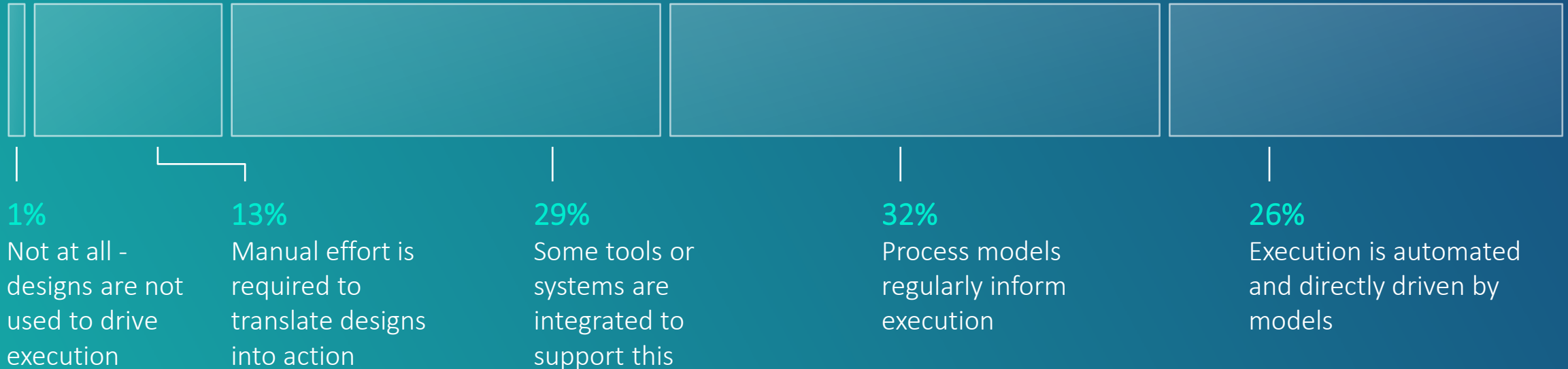
" Without fully documented processes, automation ROI is low.

Question to Michael

How can organizations bridge the gap between process modeling and real-world execution?

Which roles or teams should lead process automation efforts?

6

AI
Enablement
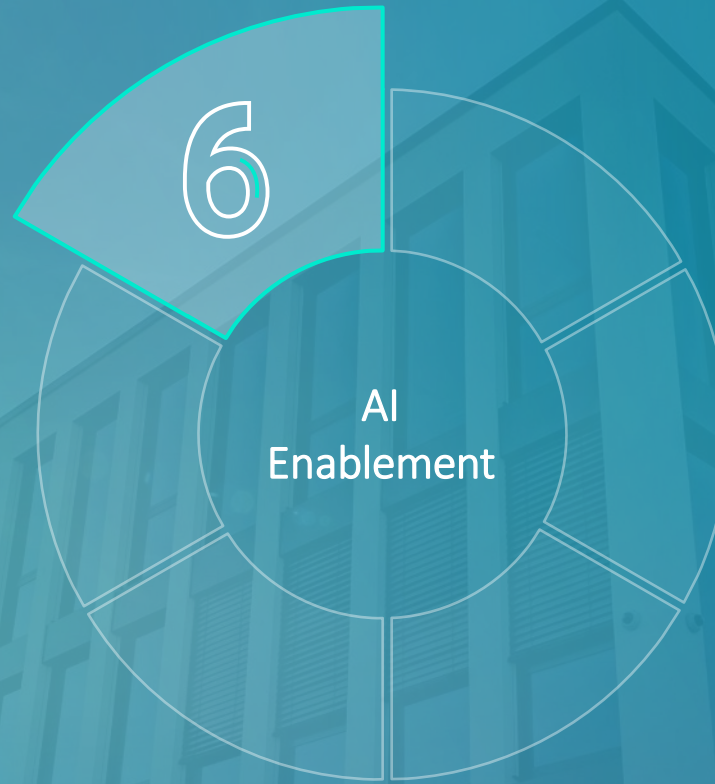
Insight: AI is only as good as the processes it acts on

87% of business and operations leaders state that agentic AI needs structured, governed processes to deliver maximum value.

78% believe that agentic AI will not be effective in organizations that do not properly manage and govern their processes.

Poll question!

Is your organization process-ready for AI agents?

- [ ] Fully ready

- [ ] Partially ready

- [ ] Not ready

- [ ] Not sure

The changing role of process management

84%

of business and operations leaders believe that process excellence will be a key driver of competitive advantage in the next two years.

82%

acknowledge that if they don't optimize processes, their organization will fall behind in the race to leverage AI.

"

Previously, process management was often compliance-driven – documenting processes for audits within heavily regulated parts of the business. But it's now being seen as a driver for transformation and change within different parts of the business. Leaders know they need to drive operational efficiencies – to do things quicker and cheaper – through automation & AI. And process management is the roadmap to automation, helping leaders to prioritize and understand where to make investments for maximum impact.

Alex Trail, GBTEC Senior Account Executive Northern Europe

"

Question to Michael

How have you seen process management evolve in recent years? Do you believe it's gaining more relevance in the age of AI?

Question to Michael

How can organizations prove the value of process excellence?

Road to AI-Ready Transformation

Inventory

Ownership

Alignment

Governance

Automation

AI enablement
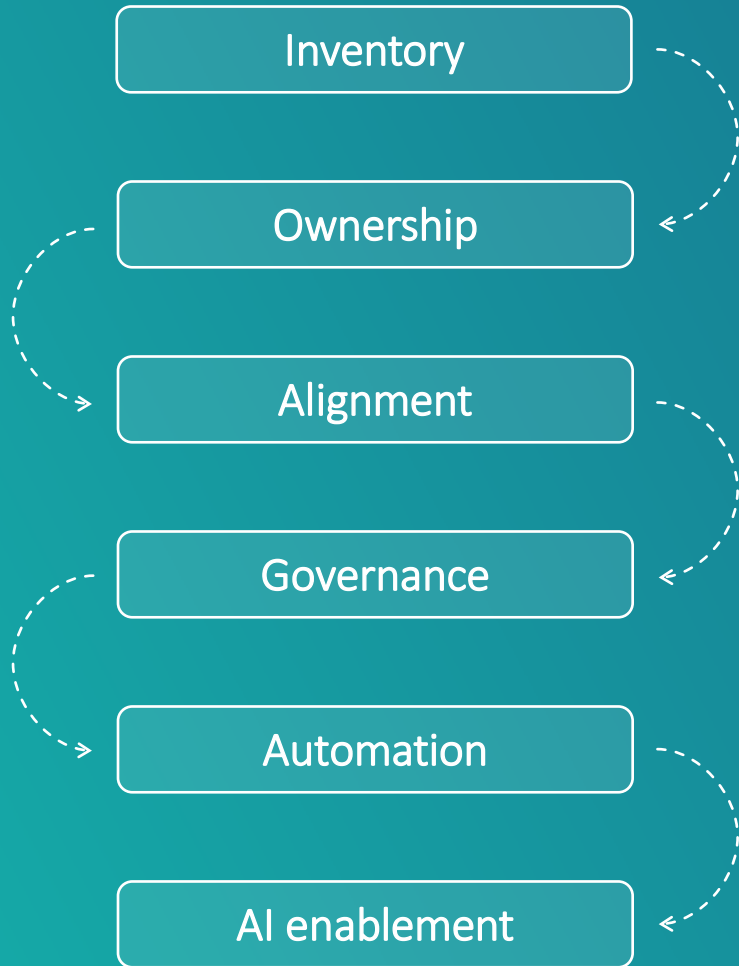
> If you automate a poor process,
> you just get a faster bad process.

Characteristics of "process excellent" organizations

- ✓ Shared taxonomy
- ✓ Ownership at all levels
- ✓ Scalable governance
- ✓ Tech-to-process alignment
- ✓ Continuous improvement loop

GB TEC

Are You Ready to Lead in AI Transformation?

Book a demo call

Scott Leddy
*VP North America
at GBTEC*

✉ scott.leddy@gbtec.com

in https://www.linkedin.com/in/scott-leddy-70b486102/

Michael Schank
*Consultant & Founder of
Process Inventory Advisors*

✉ michaelschank@processinventoryadvisors.com

in https://www.linkedin.com/in/michael-schank/