

Business Process Management for Small and Medium-Sized Enterprises: Skyhook, Fad or Challenge

Felix Reher

Department of Business, Hamburg University of Applied Sciences,
20099 Hamburg, Germany
felix.reher@haw-hamburg.de

Abstract. A variety of approaches for BPM linked to parameters in larger enterprises can be found in literature, however, but no common flexible and effective methods for a practical application are available for SMEs. This is partly due to structural and cultural distinctions between SMEs and their larger competitors, which BPM was originally designed for. However, success of a realization and an implementation of changes is, i.a., dependent on organizational behaviour and given structures. Observed and studied cases in literature raise the question, whether BPM is generally applicable to SMEs. Based on a literature review, this paper analyzes a set of case studies, describes the used approaches and shows solutions for this specific type of companies. Finally, the questions is discussed whether BPM for SMEs is in the long run only a skyhook, an overestimated and risky fad or a challenge of organizational change with opportunities and potential?

Keywords: BPM, SME, Approaches, Literature Review