

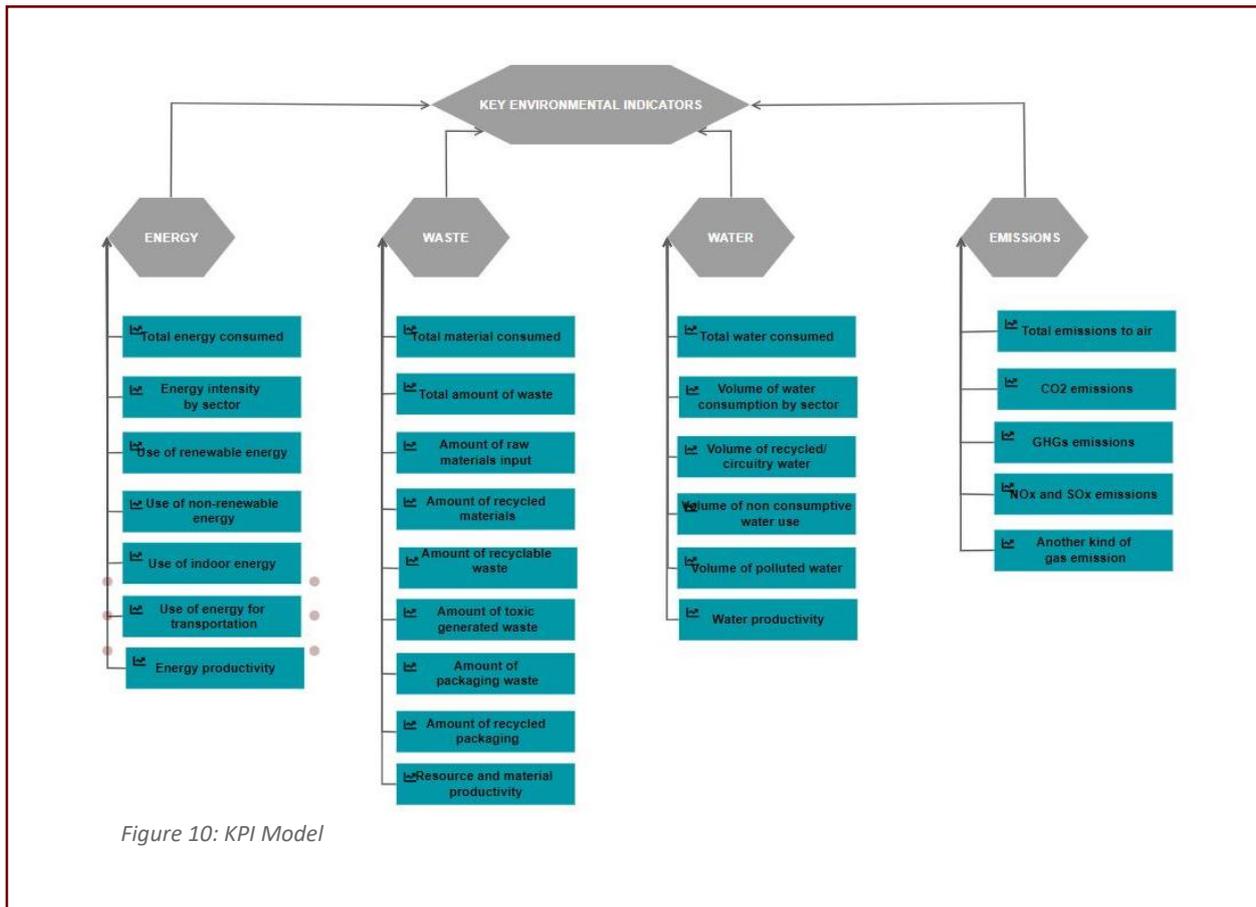
GREEN BPM

Key Indicators for a sustainable business model

Organisations that are aligned with their operational processes need to base their management system on performance indicators. Performance indicators are an essential part of the Horus Method; the measurement can be carried out along the entire value chain. The Horus Method provides references to strategies and goals for key performance indicators. Strategy assignments define what indicators are used to measure the effectiveness of the implemented strategy. The assignments within goals determine which indicators are used to measure how the strategies contribute to the achievement of the goals. Business process models are used to find suitable measurement points to scale the performance of the operational processes and to assign them to the right key performance indicator for a facilitated decision-making process.

To achieve what constitutes “a green business”, the use of the appropriate indicators for the effective measuring and monitoring of progress is of high importance. Recker et al. (2012, p. 156) affirm sustainability metrics need to exist at the activity, process, and enterprise levels, and must be analysed in conjunction with the classical metrics related to firm’s efficiency, costs, and quality of outputs, and that for many organisations, taking sustainability metrics into account involves a paradigm shift in the organisational culture and management structure. Within the criteria for the evaluation of sustainability indicators, there are two categories provided by the International Standard Organisation (2013): management performance indicators and operational performance indicators. For the design of the Horus Key Environmental Indicators Model, just the operational indicators were be analysed.

The purpose of the investigation of key environmental indicators was to acknowledge how to evaluate the improvement of the internal processes of firms, therefore, the data research was oriented toward the indicators required by the organisations. For the correct performance of the internal business processes and a strategical decisionmaking process, the selection of adequate KEIs is an important step.



Literature

Recker, J. Seidel, S. Vom Brocker, J. (2012). Green Business Process Management: Towards the Sustainable Enterprise. Berlin, Germany: Springer Verlag GmbH, p. 4-5, 156

International Organization for Standardisation (2013). Environmental management- Environmental performance evaluation- Guidelines. Accessed on 04.08.2020 <https://www.iso.org/obp/ui/#iso:std:iso:14031:ed-2:v1:en>