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Evaluating Business Process Management Maturity Using the Business Process Orientation Maturity Model: Evidence from a Coffee MSME in Jember, Indonesia

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Keywords

BPOMM; business process management; Coffee MSMEs; Go – Digital phenomenon; comparison analysis; performance improvement.

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Abstract

This study investigates the maturity level of Business Process Management (BPM) in three coffee micro and small enterprises (MSMEs) supported by the Integrated Business Service Center (PLUT) of Jember Regency—BC, PT. FAI, and PT. RKS. These enterprises have demonstrated potential as Go-Digital MSMEs, as indicated by their adoption of digital platforms such as social media, e-commerce, and point-of-sales systems, as well as their participation in digital business facilitation programs. However, current evaluations of their business development remain predominantly focused on financial growth, limiting a comprehensive understanding of their process performance and organizational readiness. This study applies the Business Process Orientation Maturity Model (BPOMM) to assess and compare BPM maturity across nine dimensions. Using a qualitative case study approach based on interviews, observations, and member checking, the findings reveal that all three MSMEs remain at Level 1 (ad hoc), indicating that their business processes are largely unstructured and lack systematic management. The comparative analysis further uncovers differences in organizational structure formalization, the use of key performance indicators (KPIs), the extent of business process documentation, and the level of digital system integration supporting operational processes. This study contributes by contextualizing BPM maturity assessment within digital MSMEs and providing empirically grounded insights into process-related gaps that hinder their readiness for scaling and global market expansion. The findings offer practical implications for improving BPM practices while also suggesting the need for adapting maturity models to better capture the characteristics of digitally transforming MSMEs.

1. Introduction

MSMEs in the coffee sector demonstrate significant export potential in Jember Regency, supported by the increasing demand for Indonesian coffee in global markets [1]. In parallel, the Go-Digital phenomenon refers to the adoption and integration of digital technologies by MSMEs, including the use of digital platforms for marketing, transactions, and operational activities, enabling broader market access and enhanced competitiveness [2]. Several coffee MSMEs assisted by the Integrated Business Service Center (PLUT) of Jember Regency—namely BC, PT. FAI, and PT. RKS—have been recognized as Go-Digital enterprises. However, preliminary observations and interviews indicate that their business development is primarily evaluated based on revenue growth, without systematically assessing business process performance or identifying process-related improvement areas. Prior studies on MSMEs have largely emphasized financial performance and digital adoption, while limited attention has been given to evaluating Business Process Management (BPM) maturity, particularly in the context of digitally transforming MSMEs. [3]. This gap highlights the need for a structured assessment of BPM maturity to better understand organizational readiness and process capability. Therefore, this study conducts a comparative analysis of BPM maturity across three Go-Digital coffee MSMEs using the Business Process Orientation Maturity Model (BPOMM) to identify process-related gaps and provide insights for performance improvement.[4]

1.1 Micro, Small and Medium Enterprise (MSMEs)

MSMEs are a type of business that can be categorized based on assets and sales. The criteria for MSMEs have been regulated in Law no. 20 Article 6 of 2008 [5]. Details of the criteria can be seen in Table 1.

Table 1. MSMEs Criteria

No.	Type of Business	Criteria	
		Assets (excluding land and buildings)	Sales Results (in one year)
1.	Micro	Maksimum Rp50 million	Maksimum Rp300 million
2.	Small	≥ Rp50 million – Rp500 million	≥ Rp300 million – Rp2,5 billion
3.	Medium	≥ Rp500 million – Rp10 billion	≥ Rp2,5 billion – Rp 50 billion

1.2 Go – Digital MSMEs

Go – Digital MSMEs are MSMEs that have carried out digital onboarding [2][6]. MSMEs that have gone digital adapt and create using digital platforms to improve product branding and transactions. Facilitation for the development of Go-Digital MSMEs in Jember Regency is carried out by the Integrated Business Services Center (PLUT). PLUT has data regarding the development of those who have Go-Digital from each sector [7].

1.3 Business Process

A business process is a set of events, activities and decision points that are interrelated and involve a number of actors and objects, to provide valuable results for at least one customer [8]. Business processes can be described using Business Process Modeling and Notation (BPMN).

1.4 Business Process Management (BPM)

Business Process Management (BPM) is the art and science of monitoring the performance of an organization's business processes to ensure consistency of results and spot opportunities for improvement [9]. BPM has a life cycle aimed at optimizing business processes, starting with process identification, process analysis, process re-design, implementation then monitoring and control [10].

1.5 Business Process Orientation Maturity Model (BPOMM)

Business Process Orientation (BPO) is a concept put forward by McCormack and Johnson (2001), stating that the company's focus is emphasized on how business processes can reach stages of maturity which are assessed with a series of performance measurements [11]. BPM practices can increase BPO maturity. The better BPM practices are implemented, the higher the BPO maturity obtained, high BPO maturity leads to better

performance in the organization. There are 9 assessment dimensions to analyze business process management maturity based on BPOMM based on research by Škrinjar and Trkman (2013) [12], which are described in Table 2.

Table 2. BPOMM Dimensions

No.	Dimension	Code	Description
1.	Strategic View	SV	Top management involvement in improving and improving business processes for the short and long term
2.	Process Definition and Documentation	DDP	Definition and documentation of business processes available to support business continuity
3.	Process Measurement and Management	MMP	Measurement and management of every part of the business process, both in terms of definition and documentation, measuring targets, performance, changes to business processes and how to communicate them to related parties in the organization
4.	Process Organizational Structure	POS	Organizational levels and structures applied to an organization to support business processes
5.	People Management	UK	Employee participation and increasing employee capabilities to improve processes
6.	Process Organizational Culture	POK	Norms, behavior, thought patterns and habits are built and formed into the identity of the organization
7.	Customer Orientation	TU	Organizational commitment to satisfying customers by collecting information in the form of customer needs and satisfaction as material for evaluating business processes
8.	Supplier Orientation	VD	Organizational relationships with suppliers in supporting ongoing business processes
9.	Information System Support	PIP	Utilization of information systems in accessing and providing information needed by organizations in implementing business processes

Table 3. BPOMM Maturity Level

Scale	Maturity Level	Description
0 – 4	Level 1: *Ad Hoc*	Business processes at this level are unstructured and not well defined. There is no process performance measurement yet and the organizational structure is still based on traditional functions.
4 – 5,5	Level 2: *Defined*	Business processes have been clearly defined and documented in the form of flow diagrams. The business processes being implemented are starting to become complex but have not yet been implemented optimally. There are regular meetings to coordinate between functional representatives and changes to business processes using formal procedures.
5,5 – 6,5	Level 3: *Linked*	Business process management has been implemented to obtain strategic results. Has a complete business process flow and involves various divisions in its implementation.
6,5 – 7	Level 4: *Integrated*	The business process carried out is a complex process that requires synergy between the organization, suppliers and vendors at each stage of the process. Have a clear organizational structure with the duties of each position holder based on processes.

2. Research Method

The research instrument was developed based on the Business Process Orientation Maturity Model (BPOMM) proposed by Škrinjar and Trkman [12], consisting of 9 dimensions operationalized into 36 assessment items measured using a 7-point Likert scale. Content validity was ensured through adaptation from established literature[13], while reliability was supported by consistent interpretation of items during structured interviews. Informants were selected using purposive sampling based on inclusion and exclusion criteria [14], with one key informant from each MSME representing top management (owner/CEO) who possesses comprehensive knowledge of business processes. This approach aligns with qualitative case study research focusing on depth of insight; potential bias was mitigated through data triangulation using interviews and observations, as well as member checking. Observations were conducted using a semi-structured approach over multiple visits to capture actual business process practices, digital system usage, and organizational workflows. Data validation was performed through member checking by returning summarized findings and interpretations to each informant to confirm accuracy and reduce misnterpretation . Data analysis employed pattern matching techniques by comparing empirical findings from each MSME with the predefined BPOMM maturity criteria across nine dimensions , enabling systematic identification of maturity levels and cross-case differences.

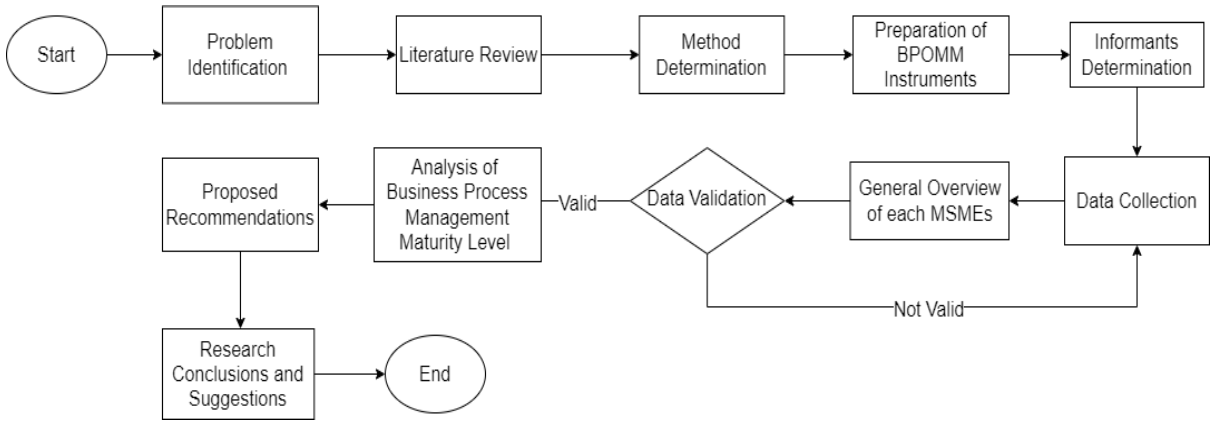

Figure 1. Analytical Framework for BPM Maturity Assessment using BPOMM

Figure 1 illustrates the structured research framework employed to assess Business Process Management (BPM) maturity using the Business Process Orientation Maturity Model (BPOMM). Rather than merely depicting procedural steps, this framework reflects a systematic integration between problem exploration, instrument development, empirical data collection, and analytical validation. Each stage is designed to ensure methodological rigor, contextual relevance, and analytical validity in evaluating BPM maturity within Go-Digital MSMEs. Specifically, the initial stages (problem identification and literature review) establish the research gap and theoretical foundation. The subsequent stages (method determination and instrument preparation) operationalize BPOMM into measurable constructs. Data collection and general overview provide contextual empirical evidence, while the data validation stage introduces an iterative mechanism to ensure reliability. Finally, the analysis and recommendation stages generate analytical insights by mapping empirical findings to BPM maturity dimensions and identifying improvement priorities.

3. Result and Discussions

3.1 Informants Determination

Table 4. Informants Description

Name of MSMEs	Role	Business Experience	Compliance with Inclusion Criteria		
			Criteria 1: understand the business processes	Criteria 2: is the owner of an MSME or serves as top	Criteria 3: have worked since the MSME was founded or

			and conditions of MSMEs as a whole	management who understands the work system of MSMEs	have worked for at least three years
BC	Owner	7 years	√	√	√
PT. FAI	CEO	4 years	√	√	√
PT. RKS	Owner	5 years	√	√	√

3.2 General Overview of each MSME

Table 5. General Information of each MSME

Name of MSMEs	Number of Employees	Type of MSMEs	Digital excellence	Business Process
BC	4	Micro	social media and website company profile	stock management, purchasing materials, production, marketing, sales
PT. FAI	16	Small	social media, point of sales system and e - commerce	stock management, purchasing materials, production, marketing, sales
PT. RKS	2	Micro	social media, website company profile and e - commerce	harvest, post-harvest, stock management, purchasing materials, marketing, sales

3.3 Strategic View

PT. FAI achieved the highest score in this dimension because, based on interview results, top management is actively involved in business process improvement initiatives. Regular meetings are conducted to discuss process improvements, and clear policies and strategies are formally communicated to relevant stakeholders. In contrast, the other two MSMEs received lower scores because, although top management is involved in improvement efforts, process-related topics are only occasionally addressed in meetings, and policies and strategies are not consistently communicated to employees. As a result, most improvement initiatives tend to be informal and primarily driven by the owner..

Table 6. Assessment of Strategic View Dimension

Rank	Name of MSMEs	Strategic View				Total Score	Mean
		SV1	SV2	SV3	SV4		
1.	PT. FAI	7	5	4	5	21	**5,25**
3.	BC	7	5	2	3	17	**4,25**
2.	PT. RKS	7	3	2	4	16	**4,00**

3.4 Process Definition and Documentation

PT. FAI got the highest score because based on the interviewee's answers, even though it is not yet in model form, there are SOPs that describe the process flow descriptively that can be understood by employees, several processes in the SOP are equipped with input and output, roles and responsibilities are also documented in a clear organizational structure. In the other two MSMEs, the process definition was limited to a general description of the process, process documentation was not accompanied by clear inputs and outputs and the organizational structure was not equipped with documentation of responsibilities for each role.

Table 7. Assessments of Process Definition and Documentation Dimension

Rank	Name of MSMEs	Process Definition and Documentation						Total Score	Mean
		DDP 1	DDP 2	DDP 3	DDP 4	DDP 5	DDP 6		
1.	PT. FAI	3	4	4	4	4	1	20	**3,33**
2.	BC	2	2	3	3	2	2	14	**2,33**
3.	PT. RKS	2	2	2	3	2	2	13	**2,17**

3.5 Process Measurement and Management

PT. FAI received the highest score because there are several efforts to measure business process performance, there are clear performance indicator measurements and performance tracking for improvement targets and changes are always communicated to related parties. BC received the lowest score because the measurement was based on sub-production processes without documentation, there were no performance indicators and process changes were only communicated to employees verbally.

Table 1. Assessment of Process Measurement and Management Dimension

Rank	Name of MSMEs	Process Measurement and Management						Total Score	Mean
		MMP 1	MMP 2	MMP 3	MMP 4	MMP 5	MMP 6		
1.	PT. FAI	4	4	3	5	4	5	25	**4,17**
2.	PT. RKS	3	4	3	3	3	2	18	**3,00**
3.	BC	2	2	2	1	3	4	14	**2,33**

3.6 Process Organization Structure

PT. FAI received the highest score because based on the interviewee's answers and observations, there is a clear organizational structure so that the person responsible for business processes has been formed and it makes coordination easier, employees across divisions also work in one team at certain times, such as developing new menus. PT. RKS got the lowest score because the organizational structure has not yet been formed, currently it only consists of owners and employees who help with production operations. The owner is still the main person responsible for the majority of processes carried out so that process responsibilities for employees are only defined verbally and the existing structure does not yet support the maximum smoothness of business processes.

Table 2. Assessment of Process Organizational Structure Dimension

Rank	Name of MSMEs	Process Organizational Structure				Total Score	Mean
		POS1	POS2	POS3	POS4		
1.	PT. FAI	4	5	4	4	17	**4,25**
2.	BC	2	3	4	2	11	**2,75**
3.	PT. RKS	1	1	1	2	5	**1,25**

3.7 People Management

PT. FAI got the highest score because employees continuously learn new things for innovation, technical training is carried out to train employees and employees are responsible based on written KPIs. BC received the lowest score because there is no demand for employees to continue learning new things with the aim of

innovation, there has been no training to improve processes because employees are only assigned to help with simple operational work. This is because employees are members of their own family (family business) so that improving employee performance is not given much attention and responsibilities tend to be flexible.

Table 3. Assessment of People Management Dimension

Rank	Name of MSMEs	People Management				Total Score	Mean
		UK1	UK2	UK3	UK4		
1.	PT. FAI	5	4	4	4	17	**4,25**
2.	PT. RKS	4	3	3	3	13	**3,25**
3.	BC	2	2	2	3	9	**2,25**

3.8 Process Organizational Culture

PT. FAI achieved the highest score in this dimension, as the findings indicate that employees demonstrate an understanding of business activities as interconnected processes rather than isolated tasks. This is reflected in their ability to recognize how their roles contribute to upstream and downstream activities, particularly in stock management and administrative processes. Furthermore, process-related issues and improvement initiatives are regularly discussed in monthly meetings, supporting a more process-oriented organizational culture. In contrast, PT. RKS obtained the lowest score, as employees' understanding of the business is limited to task execution without a clear awareness of process interrelationships. Process-related issues are rarely discussed and are primarily handled by the owner, as employees have limited capability to engage in process improvement activities..

Table 4. Assessment of Process Organizational Culture Dimension

Rank	Name of MSMEs	Process Organizational Culture				Total Score	Mean
		POK 1	POK 2	POK 3	POK 4		
1.	PT. FAI	4	4	1	5	14	**3,50**
2.	BC	1	4	1	4	10	**2,50**
3.	PT. RKS	1	4	1	1	7	**1,75**

3.9 Customer Orientation

PT. FAI achieved the highest score in this dimension, as formal and semi-structured market analyses are conducted to identify customer needs during new product development. Employees demonstrate an understanding of customer preferences based on accumulated product knowledge and prior market observations. Customer feedback is collected through digital platforms, such as online reviews, and is used as a supplementary input for evaluating products and services, although it is not yet supported by a systematic measurement framework. In contrast, the other two MSMEs received lower scores because customer analysis is conducted informally and reactively, primarily when sales decline or when adjustments in operational costs are required. Furthermore, customer feedback is not systematically captured or analyzed, limiting its use in supporting continuous process improvement.

Table 5. Assessment of Customer Orientation Dimension

Rank	Name of MSMEs	Customer Orientation							Total Score	Mean
		TU 1	TU 2	TU 3	TU 4	TU 5	TU 6	TU 7		
1.	PT. FAI	4	7	5	3	5	3	4	31	**4,43**
2.	PT. RKS	3	4	3	3	4	3	4	24	**3,43**
3.	BC	2	7	2	1	2	5	3	22	**3,14**

3.10 Supplier Orientation

PT. FAI received the highest score because based on the interviewee's answers there are long-term relationships with several suppliers, there is collaboration with suppliers accompanied by contracts in improving the raw material procurement sub-business processes so that process changes that affect suppliers are communicated. PT. RKS got the lowest score because there was no contract or initiation of long-term cooperation with the supplier, there was cooperation to improve sub-business processes but it was not accompanied by a contract and the supplier was not permanent so the resource person felt there was no need to convey process changes to the supplier.

Table 6. Assessment of Supplier Orientation Dimension

Rank	Name of MSMEs	Supplier Orientation			Total Score	Mean
		VD1	VD2	VD3		
1.	PT. FAI	5	3	2	10	**3,33**
2.	BC	4	2	1	7	**2,33**
3.	PT. RKS	2	2	1	5	**1,67**

3.11 Information System Support

PT. FAI received the highest score because based on the resource person's explanation, there is an information system design that is tailored to the needs of several sub-processes such as transactions and stock management. The system provides management information, is flexible and is able to adapt to several systemized sub-processes. The other two cases received lower scores because the system development was based on marketing business sub-processes in the form of a company profile so that there was no management information related to the process that could be used for decision making and the system was not yet flexible to process changes that occurred because it was not related to the process. operational.

Table 7. Assessment of Information System Support Dimension

Rank	Name of MSMEs	Information System Support							Total Score	Mean
		PIP 1	PIP 2	PIP 3	PIP 4	PIP 5	PIP 6	PIP 7		
1.	PT. FAI	4	4	4	2	3	4	2	23	**3,29**
2.	PT. RKS	3	2	2	2	3	4	2	18	**2,57**
3.	BC	3	2	2	2	3	2	2	16	**2,29**

3.12 Analysis of Business Process Management Maturity Level on each MSME

3.12.1 PT.FAI

The average value of the nine dimensions for PT. FAI is 3.98, meaning the current level of business process management maturity is level 1 or ad hoc. PT. FAI is an MSME with the highest maturity value among other case studies. Based on the assessment of each dimension, the dimension with the highest value is strategic view and the lowest value is information system support.

Table 8. Business Process Management Maturity Level of PT. FAI

Dimensions	SV	DDP	MMP	POS	UK	POK	TU	VD	PIP
Total score of each dimension	21	20	25	17	17	14	31	10	23
Mean of each dimension	5,25	3,33	4,17	4,25	4,25	3,50	4,43	3,33	3,29
Total mean of all dimensions					35,80				

Dimensions	SV	DDP	MMP	POS	UK	POK	TU	VD	PIP
Maturity Level Score	3,98 (Ad Hoc) – Level 1								

3.12.2 BC

The average value of the nine dimensions for BC is 2.69, meaning that the maturity of its business process management is currently at level 1 or ad hoc. Based on the assessment of each strategic view dimension, it gets the highest score and the human management dimension gets the lowest score.

Table 9. Business Process Management Maturity Level of BC

Dimensions	SV	DDP	MMP	POS	UK	POK	TU	VD	PIP
Total score of each dimension	17	14	14	11	9	10	22	7	16
Mean of each dimension	4,25	2,33	2,33	2,75	2,25	2,50	3,14	2,33	2,29
Total mean of all dimensions	24,17								
Maturity Level Score	2,69 (Ad hoc) – Level 1								

3.12.3 PT.RKS

The level of business process management maturity of PT. RKS is ad hoc or level 1 with an average value for nine dimensions of 2.57. Based on the assessment of each dimension, the dimension with the highest value is strategic view while the dimension with the lowest value is organizational process structure.

Table 10. Business Process Management Maturity Level of PT. RKS

Dimensions	SV	DDP	MMP	POS	UK	POK	TU	VD	PIP
Total score of each dimension	16	13	18	5	13	7	24	5	18
Mean of each dimension	4,00	2,17	3,00	1,25	3,25	1,75	3,43	1,67	2,57
Total mean of all dimensions	23,09								
Maturity Level Score	2,57 (Ad Hoc) – Level 1								

3.13 Proposed Recommendations

The proposed recommendations are derived by mapping the identified maturity gaps in each BPOMM dimension to relevant improvement practices, ensuring alignment between empirical findings and suggested actions. The comparative results indicate that PT. FAI demonstrates relatively stronger performance in strategic orientation and process awareness, while BC and PT. RKS exhibit significant limitations in process formalization, performance measurement, and system integration. These findings are consistent with prior studies highlighting that MSMEs in early digital transformation stages tend to lack structured process management and rely on informal practices . The implications of this study suggest that improving BPM maturity in MSMEs requires not only adopting digital tools but also strengthening organizational structures, performance measurement systems, and process documentation. However, this study is limited by the small number of cases and reliance on single informants, which may affect generalizability. Future research is encouraged to involve multiple informants and broader samples to enhance the robustness of findings.

3.13.1 PT FAI

Table 11. Recommendations for PT. FAI

Dimensions	Score	Recommendations	Sources
PIP	3,29	Consider using the CRM features available on the system to provide benefits in the form of information to interested customers and potential customers	[15]
		Maximize the use of features in the current Point of Sales system	[16]
DDP	3,33	Consider creating a model or description of business processes in the form of diagrams that are easier to understand and whose performance can be evaluated	[15]
		Grouping main and supporting business process documentation to facilitate prioritization of required improvements	[15]
VD	3,33	Maintain good relationships with suppliers to improve process performance	[17]
		Convey changes to business processes if they affect flow mechanisms related to suppliers	[18]
POK	3,50	Consider appointing division managers to facilitate coordination and monitoring of the performance of each division with the CEO	[19]
		Increase employee understanding regarding process interrelationships through existing SOPs to anticipate errors between one process and other interrelated processes	[20]
MMP	4,17	Start completing performance measurements based on business processes that have been defined in the current SOP	[18]
		Pay attention to the targets and performance results of each process as evaluation material and determine necessary improvements	[15]
UK	4,25	Maintain communication and update existing business process documentation (in the form of SOPs at PT. FAI) when changes occur	[15]
		Use business process improvement techniques or methods to train employees	[15]
		Provide training to employees to adapt to the process changes made	[]
POS	4,25	Increase the intensity of employees working in one team from different divisions to unite views and increase understanding regarding the process improvement needs of each division	[20]
		Break down business processes to increase understanding regarding work complexity and determine processes that need to be simplified or improved in performance with the use of technology or improvements in terms of resources	[15]
TU	4,43	Increasing the intensity of market studies to improve products and services in accordance with customer needs and desires	[20]
		Systematically reviewing suggestions given by customers to understand changing conditions and needs of the market or customers	[20]
		Increasing intensity in monitoring the actions of competing competitors as benchmarking in determining improvement strategies	[15]

Dimensions	Score	Recommendations	Sources
SV	5,25	Start paying attention to issues related to the sustainability of business processes when scheduling meetings between top management and owners to consider necessary improvements or redesign of the process	[15]
		Documenting the relationship between the objectives of existing activities and strategies to evaluate the alignment of current activities and strategies and their impact in efforts to improve performance	[3]

To further interpret the proposed recommendations, the following discussion highlights their alignment with the identified maturity gaps. The recommendations for PT. FAI are formulated based on the identified maturity gaps across several BPOMM dimensions, particularly in information system support, process documentation, and supplier integration. Although PT. FAI demonstrates relatively strong performance in strategic orientation, the findings indicate that its information systems are not yet fully integrated to support data-driven decision-making, as reflected in the limited use of system-generated insights beyond operational transactions. Therefore, enhancing the utilization of existing digital systems, including the integration of customer relationship management (CRM) features, is recommended to support more comprehensive process monitoring and customer analysis [20] . In terms of process documentation, while standard operating procedures (SOPs) are available, they remain descriptive and lack formal modeling; thus, the development of standardized process models (e.g., BPMN) is suggested to improve clarity, evaluation, and continuous improvement [21]. Furthermore, despite having established relationships with suppliers, coordination mechanisms are not yet fully formalized, indicating the need for structured communication and integration in supply-related processes[22]. These targeted recommendations directly address the identified gaps and are expected to enhance process consistency, performance measurement, and overall BPM maturity[24].

3.13.2 BC

Table 19. Recommendations for BC

Dimensions	Score	Recommendations	Sources
UK	2,25	Involve employees in discussions related to process improvement or innovation to gain more insight	
		Document the responsibilities or roles of each employee related to the process	[15]
PIP	2,29	Pay attention to the current processes and choose to use information system support that can facilitate the process	[25]
		Start using a system in the form of an application that is easy to understand and has minimal risk to support process operations	[25]
DDP	2,33	Complete process documentation from a general description to a more detailed one to facilitate evaluation of processes that require improvement or improvement	[15]
		Complete process documentation with input and output to ensure the activities carried out provide added value	[15], [18]
		Make process documentation a guide to make it easier for employees to work	[15], [20]
MMP	2,33	Consider using performance measurements based on business processes by paying attention to the length of time required, costs and resources used in each process or activity	[18]

Dimensions	Score	Recommendations	Sources
VD	2,33	Evaluate process performance to see opportunities for improvement	[15]
		Establish contracts with suppliers to facilitate collaboration in process improvements	[15], [18]
		Informing process changes that affect collaborative relationships with suppliers	[20]
POK	2,50	Schedule discussions between owners and employees to discuss issues regarding process improvement	[15]
		Increase employee understanding regarding the interrelationship of the processes carried out so that optimal performance is provided in each process	[15]
POS	2,75	Complete a description of the responsibilities of the organizational structure to support the smooth running of business processes	[15]
		Break down business processes to increase understanding regarding work complexity and determine processes that need to be simplified or improved in performance with the use of technology or improvements in terms of resources	[15]
TU	3,14	Conduct simple surveys to understand current customer needs and wants	[15]
		Accommodate the latest suggestions provided by customers and consider their needs to improve processes	
		Start reviewing customer satisfaction as a consideration in determining the necessary improvement steps both in terms of products and services	[15]
SV	4,25	Schedule regular meetings to evaluate performance and discuss process improvements with employees	[15]
		Document existing policies and strategies as a reference for employees and for evaluation of improvements	[18]

The recommendations for BC are primarily focused on addressing its low maturity levels in people management, process documentation, and information system support, as reflected in the assessment results. The suggested improvements, which draw on established BPM practices emphasize the importance of formalizing employee roles, enhancing process documentation with clear input–output structures, and introducing simple information systems to support operational activities [26]. These recommendations are consistent with prior studies indicating that MSMEs with informal organizational structures often face challenges in achieving process consistency and performance improvement. In particular, the lack of structured performance measurement and limited employee involvement in process improvement highlight the need for adopting basic BPM practices to support [27]organizational learning and operational stability. Therefore, the integration of these literature-based recommendations with the identified maturity gaps provides a more structured pathway for improving BPM maturity in BC[28] .

3.13.3 PT.RKS

Table 12. Recommendations for PT. RKS

Dimensions	Score	Recommendations	Sources
POS	1,25	Break down business processes to increase understanding regarding work complexity and determine processes that need to be simplified or improved in performance with	[15]

Dimensions	Score	Recommendations	Sources
		the use of technology or improvements in terms of resources	
		Create a simple organizational structure to describe the roles and responsibilities needed to carry out current business processes	[15]
VD	1,67	Create written contracts that are beneficial for both parties in improving business processes to establish good long-term relationships with main suppliers	[15]
		Convey information about changes in business processes related to suppliers to maintain communication to help both parties make adjustments to changes that occur	[18]
POK	1,75	Discuss process improvement issues with employees to get input from the employee's perspective (not just based on the owner's initiation)	[29]
		Increase employee understanding of the interrelationships between processes to maximize performance and results	[20]
DDP	2,17	Complete the definition of current business processes (in addition to the production process) to increase employee understanding of the process, facilitate evaluation and determine improvement steps	[15]
		Complete your process documentation with clear input and output to know what is needed and the expected output from each process	[15], [18]
		Consider the depiction of business processes that can be evaluated once the business process definition has been completed	[15]
PIP	2,57	Start using management information systems related to core process performance such as applications for stock recording to facilitate the recording process and reduce the risk of stock recording errors	[25]
		Encourage the use of financial recording applications so that they are not missed and cause errors in calculating income and expenses	[30]
MMP	3,00	Measuring other processes outside production to facilitate evaluation and improvement	[15]
		Start paying attention to the performance targets of each process to determine the improvements needed	[18]
		Document process changes related to changes in flow, resources and productivity as evaluation material	[18]
UK	3,25	Try and determine training techniques for improvement that suit employee needs and capabilities.	[15]
		Carry out training on the updated process until employees are confident running the new process	[20]
		Create a simple organizational structure equipped with the responsibilities of each role in achieving process goals to facilitate performance evaluation	[19]
TU	3,43	Start conducting market studies to determine customer needs as a consideration for process and product improvements (not only when there is a decline in demand)	[20]

Dimensions	Score	Recommendations	Sources
SV	4,00	Increase employee understanding regarding the characteristics of superior products that are popular with customers	[15]
		Start paying attention to suggestions given by customers to understand changing conditions and needs of the market or customers	[20]
		Increase the intensity of monitoring competing competitors to learn patterns that can be taken into consideration in improvements	[15]
		Start discussing process improvements with employees to get suggestions and broader views in determining improvement steps	
		Examining the relationship between the objectives of carrying out activities and strategies to determine process priorities and the effectiveness of the strategies carried out	[15]
		Communicate applicable policies and strategies to increase employee understanding and performance in meeting predetermined achievements	[15]

The recommendations presented in Table 20 for PT. RKS are derived from the identified low maturity levels across several BPOMM dimensions, particularly in process formalization, performance measurement, and information system utilization. The findings indicate that business processes in PT. RKS remain largely informal and experience-based, with minimal documentation and limited use of structured performance indicators. This condition reflects a common pattern in SMEs, where BPM implementation is still descriptive and lacks systematic improvement mechanisms [31] . Therefore, the proposed recommendations emphasize the need to establish basic process documentation, introduce simple performance measurement practices, and gradually adopt digital tools to support process monitoring. In addition, strengthening BPM capabilities is essential, as prior studies highlight that process capability and digital integration significantly influence organizational performance and decision-making quality [32]. Furthermore, improving process maturity is critical as a preparatory stage for system integration and organizational scaling, particularly in SMEs with low initial maturity levels [33] . These recommendations are not generic but are explicitly aligned with the identified maturity gaps, providing a structured pathway for PT. RKS to transition from informal practices toward more standardized and measurable business processes.

4. Conclusions and Future Works

This study reveals that the BPM maturity of the three Go-Digital coffee MSMEs remains at Level 1 (ad hoc), with average scores of 3.98 (PT. FAI), 2.69 (BC), and 2.57 (PT. RKS), indicating that business processes are not yet systematically structured, measured, or integrated. Across all cases, the strategic view dimension consistently achieved the highest scores, reflecting the dominant role of top management in initiating process improvements; however, this involvement is not yet supported by formalized process structures, performance measurement systems, or integrated information systems, which remain key maturity gaps. Theoretically, this study contributes by contextualizing BPM maturity assessment within digitally transforming MSMEs, highlighting the misalignment between digital adoption and process management capability. Practically, the findings provide structured, dimension-based recommendations that enable MSMEs to prioritize improvements in process documentation, performance measurement, and system integration to enhance organizational readiness and scalability. Nevertheless, this study is limited by the small number of cases and reliance on single informants, suggesting that future research should incorporate multiple data sources and broader samples to strengthen generalizability.

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