

Case critique assignment

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The argument will be developed through a critical review of Bellini's paper, discussing in turn its conceptual bases, research methods, main findings, and practical implications. 2. 0 Detailed Description The focus of Bellini's paper is in answering his one and only research question with regards to 'X; vouch success factors contribute to the success of process performance management (PIMP)". Bellini's paper reports 11 success factors of process performance management (PIMP) which is verified using a multiple case - study to increase reliability of the success factors.

In particular the case - study is conducted using four companies from four different economic sectors in Germany. Blains justifies the papers focus, of how relevance are those success factors to PIMP, by conducting project documentations, direct observation, interviews and survey. The study utilities on the multi - method research method advocated by Gable (1994) to understand which particular success factors contribute to the success of PIMP.

Bellini's research findings suggest that success factors are important in contributing to the successful development, implementation, and application of PIMP. This finding resonates with a core theme running wrought Bellini's purpose of the research to identify critical success factors in PIMP due to its importance in contributing to the increase of business performance. Blains is critical of the established literature which gives little attention to date of as to which success factors for the development, implementation, and application of PIMP.

A particular problem in the literature, identified by Blains, is the narrower focus on “ PIMP and its success factors” is relatively new and so far not a very intensely discussed topic in literature. This “ missing knowledge of PIMP” is due to some authors choose to investigate the influence of performance management on the overall performance of a company and identified success factors (Sleigh, 2001 while other authors searched for statistically significant relationships between success factors and the performance of a particular division of a company (Jan, 2008).

Blains highlighted that “ Information Quality” is the most mentioned success factor which includes promising items such as “ communication” and “ inclusiveness” which suggests the high importance of data for stronger integrate measures to improve information and data quality in PIMP concepts. At the same times, he has also revealed lower relevance of two others success factors, namely “ process quality” and “ process knowledge” without giving its reasons.

However, using the frequency of certain words or phrase being mentioned in literature as the basis of classifying whether it is of high importance is not fully understandable because there might not be a direct link between the importance of certain success factors and its frequency of mention in literature. 3. 0 Contribution to Literature/ Theory Future search could focus on the path which is left incomplete by Blains which is to identify reasons for the lower relevance of “ process quality/” and “ process knowledge”.

The study by Blains has also opened an avenue in developing a PIMP success model to conceptualize a structural equation model. Future research could

also focus in statistically analyze data which could empirically validate the PIMP success factors. The list of identified PIMP success factors made by Blains represents also a valuable basis for further research. The research by Blains also showed that the success factors can be used to support the selection of an appropriate PIMP concept. In addition, they can be used as the basis for a PIMP success model.