

Business Processes and Strategic Business Goals. The ISO/IEC 15504 standard stresses the importance of the *business units* where the process models will be used (for assessment or improvement). Although compliant process models must be independent of any specific strategic business goals and current practices implemented in business processes, those process models must be adequate for all business units that would be interested in using those process models for an assessment.

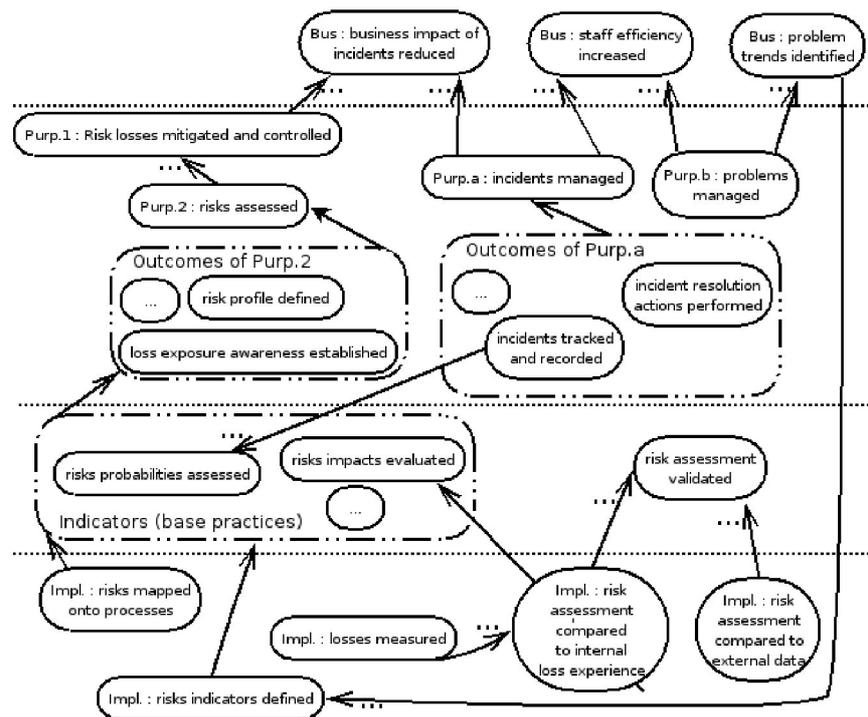


Abb.2. The organizational unit strategic business goals and current practices (i.e. organizational unit's business processes) are related to the process model elements. (Usually, a number of small diagrams are drawn, where missing links can be spotted easily.)

The Figure 2 illustrates the fact that elements of process reference models should refine business goals and that current practices should relate to elements of process models. The four levels: strategic business goals, purposes and outcomes (used in process assessment model), indicators (used in process reference model), and organizational units' business processes (specific implementations of processes). The relationships between two cases studies are shown in goal refinements. Purposes 1 and 2 (left side) belong to the operational risk management model [7] and purposes a and b (right side) belong to service management model [6]. The main relationship is the clear contribution of the service management to improve the operational risk