

ANNA KERNYTSKA

State Institution “Institute of Regional Research
n.a. M.I. Dolishniy of NASof Ukraine”, Lviv (Ukraine)
Department of Problems of Real Sector of Regions Economy
<https://orcid.org/0000-0001-6543-7914>
e-mail: a.kernytska7@gmail.com

Beyond Optimization: The Evolving Role of Business Process Management in Industry Transformation

Abstract. This article explores various aspects of Business Process Management (BPM), focusing on its historical development, transformative power, and its pivotal role in reshaping industries. Emphasizing the significance of BPM beyond mere optimization, the study examines the shift from traditional paradigms to holistic and innovative approaches, positioning the approach as a catalyst for enduring organizational transformation. A comparison of case studies of companies is used to highlight diverse applications and positive outcomes of transformative BPM initiatives. The analysis covers the evolving landscape of Industry 4.0-5.0, the integration of emerging technologies like AI, IoT, and Blockchain, and anticipated trends, showcasing BPM’s role as a strategic enabler of innovation, agility, and sustainability. Addressing challenges and proposing solutions in BPM-led transformations, the article provides insights into the dynamic and adaptive nature of these implementations, thus contributing to a deeper understanding of BPM’s transformative potential and its profound impact on organizational excellence in the ever-evolving industrial landscape.

Keywords: business process management, industry, innovation, transformation, organizational excellence

<https://doi.org/10.58683/dnswsb.635>

1. Introduction

In the dynamic landscape of contemporary business, the systematic approach of Business Process Management plays a pivotal role in shaping organizational efficiency and adaptability. BPM encompasses the structured design, execution, and continuous improvement of business processes, integrating people, processes, and technology to optimize operations. Beyond conventional paradigms of incremental optimization, this article explores the transformative power of BPM, tracks

its historical development, analysing case studies of successful implementations in different industries and companies like Procter & Gamble and Amazon, and its critical role in navigating the challenges and opportunities presented by Industry 4.0–5.0 and emerging technologies. By exploring its strategic and innovative role, the author aims to highlight BPM's potential as a catalyst for profound organizational changes, that go beyond surface-level enhancements and lead to sustained and impactful transformations.

The Review of the relevant literature presented in the following section reveals a dynamic landscape with a focus on traditional optimization and transformations of various dimensions of business activity. Western scholars, such as Paul Harmon (2014), offer comprehensive insights into BPM, emphasizing the alignment of processes with organizational strategies for positive transformations. John Jeston's study (2014) focuses on strategic BPM implementation, while M. Hammer and J. Champy (1993) advocate radical process restructuring. Rosemann and vom Brocke (2015) outline six core elements integral to BPM, including strategic alignment and governance. Dumas, La Rosa, Mendling, and Reijers (2018) provide a broad overview of BPM principles, exploring emerging trends like data science and artificial intelligence. Ukrainian scholars, including Olshanskiy O.V. (2018) and L. Lypych et al. (2023), contribute to BPM research by focusing on implications of Industry 4.0 and emphasizing the need for adaptable mechanisms to enhance business processes in evolving markets.

This brief overview of the literature on BPM underscores the relevance of focusing on its transformative power. Although the subject of business process management has not received much attention from Ukrainian scholars, the universally acknowledged importance of BPM research for enhancing organizational efficiency and effectiveness means it is an area worth exploring. The evolving nature of the business environment, coupled with the need for strategic adaptation, makes the transformative power of BPM a relevant area of study in the broader field of organizational management and efficiency. Therefore, the **purpose of the article** is to highlight the transformative potential of BPM that goes beyond traditional optimization, with examples showing how BPM can serve as a strategic tool for organizational innovation, agility, and sustained competitiveness. The author wants to shift the focus from mere efficiency gains that can be achieved by the application of BPM to a more holistic understanding of this approach, with emphasis on its potential for initiating substantial and enduring organizational transformation.

2. From Optimization to Transformation

BPM plays a pivotal role in industry by enhancing operational efficiency using a structured methodology for analysing, designing, and optimizing business processes. This systematic approach results in streamlined operations, reduced costs, and improved resource allocation. Moreover, it contributes to the overall quality improvement of products and services by fostering standardization and continuous monitoring of processes (Dharmawan et al., 2019, p. 1090). BPM's adaptability to the changing environment is crucial in navigating dynamic business landscapes, allowing organizations to swiftly respond to market shifts, regulatory changes, and technological advancements. Also, BPM is instrumental in ensuring compliance with industry regulations and mitigating risks associated with operations. Furthermore, by fostering a customer-centric approach, BPM contributes to higher customer satisfaction through the delivery of consistent and high-quality products or services. Its strategic alignment with organizational goals positions BPM as not merely a tool for optimization but as a transformative force capable of driving innovation, fostering agility, and sustaining long-term competitiveness in the ever-evolving industrial landscape (Jeston, 2014, p. 36).

By focusing on the transformative power of BPM, the author wants to emphasize its more fundamental impact on organizational processes (Table 1), which, instead of superficial enhancements, leads to a re-evaluation and restructuring of business processes, thereby enabling a substantial and lasting organizational transformation.

The historical trajectory of Business Process Management reflects a dynamic development shaped by the ever-changing landscape of industry. Initially emerging as a response to the need for systematic process improvement, BPM has undergone a number of changes over the decades. From its early conceptualization as a tool for enhancing operational efficiency and reducing costs, BPM gradually evolved into a comprehensive discipline encompassing process modeling, automation, and continuous improvement methodologies (ex., LEAN principles) (Klun & Trkman, 2018). The recognition of BPM's potential to impact not only individual processes but entire organizational structures marked a significant turning point in its historical development (Jeston, 2014, p. 24–26).

Historically, BPM has been predominantly characterized by its focus on optimization (Klun & Trkman, 2018, p.786). Organizations sought to refine and streamline their existing processes, aiming for incremental improvements in efficiency and cost-effectiveness (Jeston, 2014, p.25). This focus on optimization involved identifying and eliminating bottlenecks, standardizing workflows, and adopting technologies to enhance productivity. While these optimization efforts yielded

tangible benefits, they often adhered to a linear model, emphasizing incremental changes rather than holistic transformation. This historical emphasis on optimization laid the groundwork for the subsequent shift in focus towards more transformative BPM practices (Klun & Trkman, 2018, p.796).

The contemporary business landscape is marked by unprecedented complexity, rapid technological advancements, and heightened competition. These changing dynamics, including the advent of Industry 4.0-5.0, globalization, and evolving customer expectations, have rendered the traditional optimization-centric BPM insufficient. Organizations are now compelled to address challenges beyond the scope of incremental improvements (Lipych et al., 2023). The need for agility, innovation, and adaptability in the face of disruptive forces has catalysed a paradigm shift, steering BPM towards a more transformative role. The historical perspective explains the need for BPM to transcend its conventional boundaries and embrace a broader, more strategic approach that aligns with the dynamic nature of modern industries.

It is important to distinguish between optimization and transformation within Business Process Management in order to understand various impacts each of them can have on organizational dynamics. Optimization typically consists in fine-tuning existing processes to enhance specific aspects like efficiency and cost-effectiveness. It is characterized by incremental changes and a focus on refining individual components. In contrast, transformation entails a more holistic and comprehensive alteration of the entire organizational ecosystem. It goes beyond incremental improvements, and is often associated with challenging existing paradigms and introducing novel strategies that reshape fundamental aspects of how business processes operate. While optimization seeks efficiency gains within the existing framework, transformation leads to a radical shift in organizational processes to achieve strategic objectives and adapt to evolving business landscapes.

Table 1. Comparison of BPM aspects used for optimization and transformation

Aspect	Optimization	Transformation
Transformation vs. optimization	Traditional views of BPM have often focused on optimizing existing processes for efficiency, cost reduction, and improved performance.	Shift in focus from optimization to transformation, indicating a more profound change in the way BPM is conceptualized and implemented.
Depth of change	Measures designed to fine-tune processes for incremental improvements, focusing on efficiency gains and cost-effectiveness.	A more comprehensive and radical change, involving a re-evaluation and reengineering of fundamental aspects of business processes beyond surface-level improvements.

Aspect	Optimization	Transformation
Holistic approach	Changes address specific pain points or bottlenecks within a process	A holistic approach that considers the entire business ecosystem, encompassing people, processes, technology, and organizational culture
Integration of innovation	Incremental technological upgrades or process tweaks	the integration of innovative technologies, methodologies, and strategies to bring about a fundamental shift in how business processes operate and deliver value.
Adaptation to change	Changes designed to make existing processes more efficient without necessarily addressing adaptability to external changes	A proactive approach to change, acknowledging and embracing the dynamic nature of the business environment and positioning processes to evolve and thrive amid uncertainties
Operational excellence	Motivated by the desire to achieve operational excellence and efficiency	BPM viewed as a catalyst for broader organizational and industry-wide changes, leading to innovation, agility, and competitive advantage
Strategic impact	Tactical changes, aiming to enhance day-to-day operations	Focus on strategic impacts, with BPM becoming an integral part of organizational strategy, influencing long-term goals and contributing to the overall vision and mission
Continuous evolution	One-time initiatives or periodic improvement processes	an ongoing, dynamic process with BPM deeply embedded in the organizational culture, fostering a mindset of continuous improvement and adaptation

Source: The summary is based on Jeston (2014), Klun & Trkman (2018), De Bruin & Rosemann (2007).

Examples of optimization in business processes abound in various industries. For instance, an organization might streamline its supply chain processes to reduce lead times and minimize inventory costs (Case Study: Procter & Gamble, n.d.). Another common use case is the implementation of workflow automation to eliminate manual, time-consuming tasks, thus increasing overall operational efficiency (Shin-gray, 2018). These optimization efforts are crucial for achieving short-term goals, enhancing specific aspects of performance, and addressing immediate challenges. However, they may fall short when there is a need for broader organizational changes or it is necessary to adapt to more profound shifts in the business environment.

In contrast to optimization, transformative BPM initiatives have been introduced by organizations that have embraced comprehensive change to achieve profound and sustainable results. A notable case study is the transformation

of a traditional manufacturing company into a digitally integrated enterprise through BPM (Kalpic & Bernus, 2002). By leveraging advanced technologies and reimagining their entire value chain, the organization not only optimized its production processes but also established a foundation for long-term innovation and competitiveness. Another illustrative example involves a financial services firm that underwent a BPM-driven transformation, not only improving the efficiency of its customer onboarding processes but fundamentally reshaping its customer engagement model. These case studies provide compelling evidence showing that transformative BPM, when strategically implemented, can lead to enduring organizational change and a competitive edge in dynamic markets.

Case studies of successful transformations achieved through BMP illustrate diverse applications and adaptability of process management methodologies across various sectors. Several industries have employed the BPM approach to achieve operational excellence, respond to market demands, and stay competitive in the face of dynamic challenges. Here are examples of industries that have experienced successful transformations through BPM (Table 2).

Table 2. Industries where successful transformations through BPM have been implemented

Industry	Transformative focus	Results
Manufacturing	<ul style="list-style-type: none"> ▶ optimize production processes ▶ improve supply chain visibility ▶ improve overall operational efficiency 	<ul style="list-style-type: none"> ▶ reduced lead times ▶ minimized waste ▶ increased flexibility to adapt to changing demand patterns
Finance and Banking	<ul style="list-style-type: none"> ▶ streamline complex financial processes, such as loan approvals, account management, and compliance 	<ul style="list-style-type: none"> ▶ quicker decision-making ▶ improved risk management ▶ enhanced customer experiences through streamlined and transparent processes
Healthcare	<ul style="list-style-type: none"> ▶ optimize patient care processes ▶ streamline administrative tasks ▶ improve communication between healthcare professionals 	<ul style="list-style-type: none"> ▶ improved patient outcomes, ▶ reduced administrative burden, ▶ better collaboration among healthcare teams
Retail	<ul style="list-style-type: none"> ▶ optimize supply chain management, inventory control, and customer-facing processes 	<ul style="list-style-type: none"> ▶ improved inventory turnover, ▶ efficient order fulfilment, ▶ personalized customer experiences contributing to increased customer satisfaction and loyalty
Technology and IT Services	<ul style="list-style-type: none"> ▶ streamline software development processes, ▶ enhance project management, ▶ improve customer support workflows 	<ul style="list-style-type: none"> ▶ faster time-to-market for products, ▶ increased project success rates, ▶ improved customer satisfaction
Telecommunications	<ul style="list-style-type: none"> ▶ optimize service provisioning, billing processes, and customer relationship management 	<ul style="list-style-type: none"> ▶ enhanced service delivery, ▶ reduced operational costs, ▶ improved customer service

Source: The overview is based on Robledo (2016), Peshev (2024).

Each of these industries demonstrates how BPM, when strategically implemented, can bring about transformative changes that go beyond mere optimization. The key lies in aligning BPM initiatives with the unique challenges and goals of each industry, thereby creating a tailored approach that addresses specific pain points and leverages opportunities for improvement. Success stories associated with specific companies can serve as inspiration for others, showcasing the adaptability and effectiveness of BPM in fostering positive organizational change.

Table 3. Examples of companies that have undergone successful transformations through the applications of BPM

Company	Transformative Focus	Results
Procter & Gamble (P&G)	P&G, a consumer goods giant, underwent a significant BPM-driven transformation to optimize its supply chain and enhance collaboration with suppliers	The initiative led to a streamlined procurement process, reduced lead times, and improved inventory management. P&G reported significant cost savings and increased agility in responding to market demands.
Amazon	Amazon's evolution from an online bookstore to a global e-commerce and technology giant exemplifies transformative BPM	By continually optimizing its processes and leveraging technology, Amazon revolutionized retail, logistics, and cloud computing. The company's transformative BPM practices have contributed to its rapid growth and sustained innovation
Tesla	Tesla's approach to electric vehicles and renewable energy represents a transformative BPM initiative in the automotive industry	The company's focus on innovation, coupled with optimizing manufacturing processes and supply chain management, has propelled Tesla to the forefront of the electric vehicle market, influencing the entire automotive industry

Source: The summary is based on Case Study: Procter&Gamble (n.d.), Shingray (2018), Vanderhaeghen (2023).

3. Selected Aspects of BPM

3.1. Evolving Landscape

In the face of Industry 4.0 and the digital transformation sweeping across industries, BPM is increasingly used to adapt to changing customer expectations and market demands. Customer-centric BPM strategies are gaining prominence, emphasizing the need for organizations to align their processes with evolving

customer preferences and provide personalized experiences. The integration of customer feedback loops into BPM frameworks enables real-time adjustments and agile responses to shifting market dynamics (Bergaoui & Ghannouchi, 2023). Additionally, the rising demand for sustainability and ethical business practices necessitates BPM to incorporate environmental and social considerations into process design. As organizations navigate this evolving landscape, BPM becomes a dynamic catalyst for innovation, responsiveness, and strategic alignment with the multifaceted challenges and opportunities presented by Industry 4.0.

3.2. Challenges and Solutions

Despite the promising outcomes associated with BPM, organizations often encounter challenges when implementing BPM-led transformations. Common issues include resistance to change, insufficient stakeholder engagement, and the complexity of integrating new technologies. Resistance from employees, rooted in concerns about job security or unfamiliarity with new processes, can hinder the smooth implementation of BPM initiatives. Additionally, organizations may face difficulties aligning BPM goals with overarching business strategies, leading to a lack of cohesive vision. The intricacies of integrating advanced technologies, such as artificial intelligence and IoT, into existing processes can pose significant hurdles. Addressing these challenges requires a nuanced understanding of organizational dynamics, technological landscapes, and the human factors influencing BPM adoption.

In response to these challenges, innovative solutions and approaches have emerged to foster successful BPM-led transformations. Proactive change management, centred around effective communication and stakeholder involvement, is crucial for overcoming resistance to change. Organizations are adopting a holistic approach to BPM, ensuring that technological implementations align with broader strategic objectives. Moreover, fostering a culture of continuous improvement and innovation enables organizations to adapt to evolving challenges. Leveraging agile methodologies allows for iterative BPM implementations, enabling organizations to learn from feedback and adjust strategies accordingly (Bergaoui & Ghannouchi, 2023). Collaborative platforms and cross-functional teams contribute to a more inclusive management process, incorporating diverse perspectives and expertise.

Efforts to address potential obstacles in BPM-led transformations require a multifaceted strategy. Industries must invest in robust training programmes to empower employees with the skills needed to navigate new processes and technologies. Collaborative problem-solving, involving employees at all levels, can identify and overcome specific challenges unique to each organization. Es-

establishing clear communication channels and emphasizing the benefits of BPM to employees fosters a sense of ownership and engagement. Industries can also mitigate challenges by conducting thorough risk assessments and implementing contingency plans. Continuous monitoring and evaluation of BPM initiatives allow for real-time adjustments and the identification of areas requiring further optimization. Ultimately, obstacles in BPM transformations can only be overcome by taking a proactive, adaptive, and inclusive approach that aligns technological advancements with human and organizational needs (Ayeche et al., 2021, p. 853).

3.3. Future Trends

Looking ahead, Business Process Management is poised to undergo an evolution in response to the ever-changing landscape of industries. Anticipated trends suggest a shift from static process optimization towards more dynamic, adaptive, and data-driven BPM models (Klun & Trkman, 2018, p.801). Machine learning algorithms are expected to play a more significant role, enabling predictive analytics and autonomous decision-making within BPM frameworks. The emphasis on customer-centric BPM is set to intensify, with organizations leveraging advanced analytics and artificial intelligence to personalize customer experiences and meet evolving expectations (Robledo, 2016, p. 299-318). Moreover, there is a growing recognition that BPM will extend beyond operational excellence to become a strategic enabler for organizational innovation, agility, and sustainability.

The integration of new and emerging technologies is a pivotal aspect of the future BPM landscape. Artificial Intelligence (AI), Internet of Things (IoT), and blockchain are predicted to become integral components of BPM strategies (Vanderhaeghen, 2023). AI, with its ability to analyse vast datasets and identify patterns, will enhance decision-making processes within BPM, while IoT will further facilitate real-time data exchange between interconnected devices, contributing to end-to-end visibility in processes. Blockchain's decentralized and secure nature is anticipated to find wider applications in ensuring transparency and trust in various BPM processes, particularly in areas such as supply chain management and transactions. The convergence of these technologies will redefine how organizations approach BPM, creating a more intelligent, interconnected, and resilient foundation for industry transformation.

All of these anticipated trends offer numerous opportunities for further research and development in the field of BPM. Scholars and practitioners are likely to explore advanced methodologies for integrating AI and machine learning into BPM frameworks, focusing on creating adaptive systems that can continuously learn and optimize processes. Research is also likely to also focus on ethical

considerations of AI-driven decision-making within BPM, addressing concerns related to bias, accountability, and transparency. Additionally, as industries become more interconnected, there is an opportunity to investigate the security and interoperability challenges associated with the widespread adoption of IoT and Blockchain in BPM. Future BPM initiatives have a vast potential for innovation and transformative impact, making them an exciting area of research.

4. Conclusions

The above overview of Business Process Management has revealed its pivotal role in reshaping the industrial landscape. From its historical evolution marked by a focus on incremental optimization to its transformative potential, BPM has become a dynamic force driving organizational innovation, agility, and long-term competitiveness. Its significance in industry is manifested by its positive impacts on operational efficiency, cost reduction, resource allocation, and overall quality improvement of products and services. BPM's versatility makes it a strategic asset, empowering organizations to navigate ever-changing business landscapes, adapt to market shifts, and embrace technological advancements. Through its commitment to a customer-centric approach, BPM enhances customer satisfaction by consistently delivering high-quality products and services. By focusing on the transformative potential of BPM, the above overview has highlighted the departure from conventional BPM paradigms, towards initiatives designed to bring about a thorough re-assessment and restructuring of business processes.

Real-world examples from various industries illustrate tangible and sustainable impacts of transformative BPM initiatives, demonstrating its adaptability and effectiveness. As industries face unprecedented challenges in the era of Industry 4.0-5.0, BPM emerges not only as a catalyst for operational excellence but as a strategic enabler of innovation, agility, and sustainability. The synergy between BPM and technologies like AI, IoT, and blockchain is reshaping how businesses approach process optimization, fostering a more intelligent, interconnected, and resilient foundation for industry transformation. Challenges and solutions in BPM-led transformations are associated with issues such as resistance to change, insufficient stakeholder engagement, and the complexity of integrating new technologies. The dynamic and adaptive nature of BPM implementations results in innovative solutions, including proactive change management, holistic BPM approaches, and continuous monitoring. Anticipated trends in BPM for industry transformation include a shift towards more dynamic, adaptive, and data-driven models. The integration of AI, IoT, and Blockchain is predicted to become inte-

gral, redefining how organizations approach BPM and creating a foundation for organizational innovation, agility, and sustainability.

References

- Ayech, H.B.H., Ghannouchi, S.A., & Amor, E.A.E.H. (2021). Extension of the BPM lifecycle to promote the maintainability of BPMN models. *Procedia Computer Science*, 181, 852–860.
- Bergaoui, N., & Ghannouchi, S.A. (2023). A BPM-based approach for ensuring an agile and adaptive learning process. *Smart Learning Environments*, 10, 40 <https://doi.org/10.1186/s40561-023-00259-5>
- Case Study: Procter&Gamble. (n.d.). AuraQuantic. <https://www.auraquantic.com/wp-content/uploads/2022/05/Case-Study-Procter-Gamble.pdf>
- De Bruin, T., & Rosemann, M. (2007). Using the Delphi Technique to Identify BPM Capability Areas. *ACIS 2007 Proceedings*. 42. <http://aisel.aisnet.org/acis2007/42>
- Dharmawan, Y.S., Divinagracia, G.G., Woods, E., & Kwong, B. (2019). Inter-dependencies on BPM maturity model capability factors in deriving BPM roadmap. *Procedia Computer Science*, 161, 1089–1097. <https://doi.org/10.1016/j.procs.2019.11.220>
- Dumas, M., La Rosa, M., Mendling, J., & Reijers, H. (2018). *Fundamentals of Business Process Management*. 2nd ed. Springer.
- Hammer, M., & Champy, J. (1993). *Reengineering the Corporation: A Manifesto for Business Revolution*. Harper Collins.
- Harmon, P. (2014). *Business Process Change: A Business Process Management Guide for Managers and Process Professionals*. 3rd ed. Morgan Kaufmann.
- Jeston, J. (2014). *Business Process Management*. 3rd ed. Routledge.
- Kalpic, B., & Bernus, P. (2002). Business process modelling in industry — the powerful tool in enterprise management. *Computers in Industry*, 47(3), 299–318.
- Klun, M., & Trkman, P. (2018). Business process management — at the crossroad. *Business Process Management Journal*, 24(2), 786–813. <https://doi.org/10.1108/bpmj-11-2016-0226>
- Lipych, L., Khilukha, O., & Kushnir, M. (2023). Changing the business model of the enterprise under the influence of industry 4.0. *Economic Forum*, 1(3), 119–127. <https://doi.org/10.36910/6775-2308-8559-2023-3-15>
- Olshanskiy, O. (2018). Business processes management of trade enterprises and methods of their improvement. *Scientific Bulletin of the Uzhhorod National University*, 22(3), 22–26.
- Peshev, M. (2024). *10 Global Industries That Need Business Process Management the Most*. <https://mariopeshev.com/global-industries-business-process-management/>
- Robledo, P. (2016). *BPM is a key to Digital Transformation*. Medium. <https://medium.com/@pedrorobledobpm/bpm-is-key-to-digital-transformation-828db8eca74b>
- Rosemann, M., & vom Brocke, J. (2015). *Handbook on business process management 1: Introduction, methods, and information systems*. 2nd edition. Springer.
- Shingray, A. (2018). *Amazon — An Exemplary Case of Successful Business Process Modeling [BPM]*. UltimateForms. <https://www.infowisesolutions.com/blog/amazon-%E2%80%93-an-exemplary-case-of-successful-business-process-modeling-%5Bbpm%5D----->
- Vanderhaeghen, D. (2023). *Will the next stage of Business Process Management (BPM) become autonomous?*. PeX Network. <https://www.processexcellencenetwork.com/business-process-management-bpm/articles/will-the-next-stage-of-business-process-management-bpm-become-autonomous>

Zmieniająca się rola zarządzania procesami biznesowymi w transformacji sektorów gospodarki

Streszczenie: W artykule omówiono różne aspekty zarządzania procesami biznesowymi (BPM), ze szczególnym uwzględnieniem jego rozwoju historycznego, potencjału transformacyjnego i kluczowej roli w przekształcaniu branż różnych sektorów gospodarki. Podkreślając znaczenie podejścia BPM, które wykracza poza zwykłą optymalizację, autorka analizuje odejście od tradycyjnych paradygmatów w kierunku podejść o charakterze holistycznym i innowacyjnym, ukazując BPM jako katalizator trwałej transformacji organizacyjnej. Porównanie przypadków różnych firm pokazuje różnorodne zastosowania i pozytywne wyniki transformacyjnych inicjatyw podejmowanych w ramach BPM. W analizie uwzględniono zmiany związane z rozwojem Przemysłu 4.0–5.0, wykorzystanie nowych technologii, takich jak sztuczna inteligencja, internet rzeczy (IoT) oraz blockchain, a także przyszłe trendy, ukazując rolę BPM jako strategicznego czynnika umożliwiającego innowacje, elastyczność biznesową i zrównoważony rozwój. Odnosząc się do wyzwań i proponując rozwiązania dotyczące transformacji opartych na podejściu BPM, autorka prezentuje dynamiczny i adaptacyjny charakter tych wdrożeń, co pozwala lepiej zrozumieć transformacyjny potencjał BPM i jego wpływ na doskonałość organizacyjną w stale zmieniającym się krajobrazie gospodarczym.

Słowa kluczowe: zarządzanie procesami biznesowymi, branża gospodarki, innowacja, transformacja, doskonałość organizacyjna