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CURRENT TRENDS IN THE TRANSFORMATION OF BUSINESS PROCESS MANAGEMENT

Tetiana Mostenska, Volodymyr Davydenko. «*Current trends in the transformation of business process management*». This study examines the transformation of business process management (BPM) under the conditions of digitalisation and increasing environmental turbulence. The research is grounded in the premise that traditional BPM approaches, primarily focused on efficiency and standardisation, are no longer sufficient to ensure organisational adaptability and sustainable value creation.

The purpose of the article is to identify and systematise the key trends shaping the evolution of BPM and to substantiate the conceptual foundations of intelligent business process management as an integrated system combining technological and organisational drivers.

The methodological basis of the study includes a systematic and integrative approach, combining analysis and synthesis, comparative analysis, and conceptual modelling. The research integrates technological components (artificial intelligence, process mining, digital twins, intelligent automation) with organisational dimensions (customer-centricity, ESG orientation, flexible management models) within a unified analytical framework.

As a result, the study proposes a conceptual model of integrated intelligent BPM, which ensures the transition from descriptive and reactive process management to proactive, adaptive, and data-driven management. The model demonstrates how the combination of technological and organisational drivers creates a synergistic effect, enhancing process transparency, decision-making quality, and operational flexibility.



The findings indicate that the implementation of intelligent BPM enables organisations to improve process efficiency, reduce operational risks, and strengthen their strategic adaptability in dynamic environments. The study contributes to the development of BPM theory by providing a structured systematisation of transformation trends and by substantiating the role of BPM as a strategic management tool in the digital economy.

Keywords: business processes, digitalization, intelligent technologies, artificial intelligence, customer orientation, digital twins, strategic management

Мостенська Т.Л., Давиденко В.В. «Сучасні тренди трансформації управління бізнес-процесами». У статті досліджується трансформація управління бізнес-процесами (BPM) в умовах цифровізації та зростаючої турбулентності зовнішнього середовища. Дослідження базується на припущенні, що традиційні підходи до BPM, орієнтовані переважно на ефективність і стандартизацію, вже не забезпечують необхідного рівня адаптивності організацій та сталого створення цінності.

Метою статті є ідентифікація та систематизація ключових трендів розвитку BPM, а також обґрунтування концептуальних засад інтелектуального управління бізнес-процесами як інтегрованої системи, що поєднує технологічні та організаційні драйвери.

Методологічну основу дослідження становить системний та інтегративний підхід, що включає методи аналізу і синтезу, порівняльного аналізу та концептуального моделювання. У роботі здійснено інтеграцію технологічних компонентів (штучний інтелект, процесний майнінг, цифрові двійники, інтелектуальна автоматизація) з організаційними вимірами (клієнтоорієнтованість, ESG-орієнтація, гнучкі моделі управління) в межах єдиної аналітичної рамки.

У результаті дослідження запропоновано концептуальну модель інтегрованого інтелектуального BPM, яка забезпечує перехід від описового та реактивного управління процесами до проактивного, адаптивного та data-driven управління. Модель демонструє, що поєднання технологічних і організаційних драйверів формує синергетичний ефект, підвищуючи прозорість процесів, якість управлінських рішень та операційну гнучкість.

Отримані результати свідчать, що впровадження інтелектуального BPM дозволяє організаціям підвищити ефективність бізнес-процесів, знизити операційні ризики та посилити стратегічну адаптивність в умовах динамічного середовища. Науковий внесок дослідження полягає у систематизації сучасних трендів трансформації BPM та обґрунтуванні його ролі як інструменту стратегічного управління в цифровій економіці.

Ключові слова: бізнес-процеси, цифровізація, інтелектуальні технології, штучний інтелект, клієнтоорієнтованість, цифрові двійники, стратегічне управління.

Introduction. The contemporary business environment is characterised by increasing turbulence, accelerated digitalisation, and the growing complexity of organisational interactions, which fundamentally transform the principles of business process management. Under these conditions, traditional approaches to business process design and optimisation, primarily focused on efficiency and standardisation, are becoming insufficient to

ensure sustainable organisational performance and competitiveness.

Business processes are no longer merely operational units but are evolving into integrated mechanisms of value creation, requiring alignment with digital infrastructures, stakeholder expectations, and strategic priorities. At the same time, the growing pressure of ESG requirements, the need for real-time decision-making, and the expansion of data-driven management



approaches significantly complicate the architecture of process management systems.

Despite the significant body of research on business process management, most existing studies remain fragmented, focusing either on technological aspects (automation, artificial intelligence, process mining) or organisational transformations, without providing a holistic framework that integrates these dimensions into a unified management logic. This creates a critical research gap related to the conceptualisation of intelligent, adaptive, and integrated business process management systems capable of functioning effectively in highly dynamic environments.

In this context, the transformation of business process management should be considered not only as a technological upgrade but as a systemic shift towards intelligent, data-driven, and strategically oriented process architectures. Such transformation requires the integration of artificial intelligence, advanced analytics, digital twins, and flexible organisational models into a coherent management system that ensures adaptability, resilience, and continuous value creation.

The purpose of this article is to identify and systematise the key trends shaping the transformation of business process management and to substantiate the conceptual foundations of intelligent business process management as an integrated system combining technological and organisational drivers.

To achieve this goal, the study focuses on:

- analysing the evolution of business process management under digital transformation conditions;
- identifying key technological and organisational drivers influencing BPM development;
- systematising modern trends in intelligent business process management;
- substantiating the role of BPM as a tool for strategic and adaptive management.

The methodological basis of the study is a systemic and integrative approach to

analysing the transformation of business process management (BPM) in the context of the digital economy. The choice of this approach is обусловлений the need to simultaneously consider both technological and organisational components of BPM, which together form the holistic architecture of modern process systems.

The research is based on a combination of general scientific and specialised methods that ensure a consistent transition from theoretical generalisation to the development of a conceptual model of intelligent business process management.

At the first stage, the methods of analysis and synthesis were applied to generalise contemporary scientific approaches to business process management, digital transformation, and the integration of intelligent technologies. This made it possible to identify key directions of BPM development and determine its structural elements.

The second stage involved the use of comparative analysis to identify differences between traditional and modern BPM approaches. Within this stage, process-oriented management models were compared with data-driven and intelligent approaches, allowing the identification of key transformation drivers.

At the third stage, a system approach was applied, enabling business process management to be considered as a multi-level system that includes technological components (artificial intelligence, process mining, digital twins, automation) and organisational components (customer-centricity, ESG orientation, flexible management models). This ensured the formation of a holistic view of the integrated BPM architecture.

The fourth stage was implemented using the method of conceptual modelling, which was applied to develop a model of integrated intelligent BPM. Within this stage, the relationships between key transformation drivers were formalised, their functional roles



within the management system were defined, and the mechanism of synergy formation was substantiated.

Additionally, a logical-structural method was used to systematise current BPM development trends and classify them according to technological and organisational features. This enabled the formation of an analytical framework that ensures consistency between theoretical provisions and practical results.

The information base of the study consists of scientific publications in the field of business process management, digital transformation, artificial intelligence, as well as analytical materials from international research organisations.

The applied methodology made it possible to:

- conduct a comprehensive analysis of modern BPM trends;
- integrate technological and organisational components into a unified system;
- develop a conceptual model of intelligent business process management.

Presentation of the main research material. Current trends in research into business process management are characterised by a combination of technological and organisational components, which creates a synergistic effect in the implementation of management processes. The technological driver focuses on digitalisation, whilst the organisational driver focuses on management transformation; together, this ensures integrated business process management through process mining, cloud-based business process management technologies and data-driven management (Fig. 1).

The most effective business process management system for companies to implement is one aimed at supporting management decision-making and the realisation of strategic goals through the use

of data, formalised rules and flexible process execution. At the same time, the system must provide adequate technical support and create conditions for continuous learning and the development of user competencies.

Flexible, intelligent business process management is shaped by current trends in the development of business process management, which include: the integration of automation with intelligent technologies; the integration of artificial intelligence with analytical data; the democratisation of business process management; the development of customer-centric processes; the development of mobile and cloud-based business process management; real-time process management and the use of smart metrics; the use of digital twins of processes; a focus on ESG initiatives when planning business processes; process mining; BPM as a strategic management tool (Strategic BPM); process orchestration and hybrid management models. Let us outline the characteristics of each of these.

1. The combination of automation with intelligent technologies (intelligent automation). This direction in the development of business process management ensures real-time process optimisation and enables organisations to improve process efficiency and reduce the costs of process execution [3].

Robotic Process Automation (RPA) is the latest technological 'star' on the BPM research horizon [4].

This approach enables organisations to automate routine tasks, improve business process productivity and reduce costs. Robotic Process Automation, combined with intelligent BPM, transforms business processes through the use of artificial intelligence and machine learning, enabling the transformation of an organisation's operations by creating standardised processes that can be improved [5, 6].

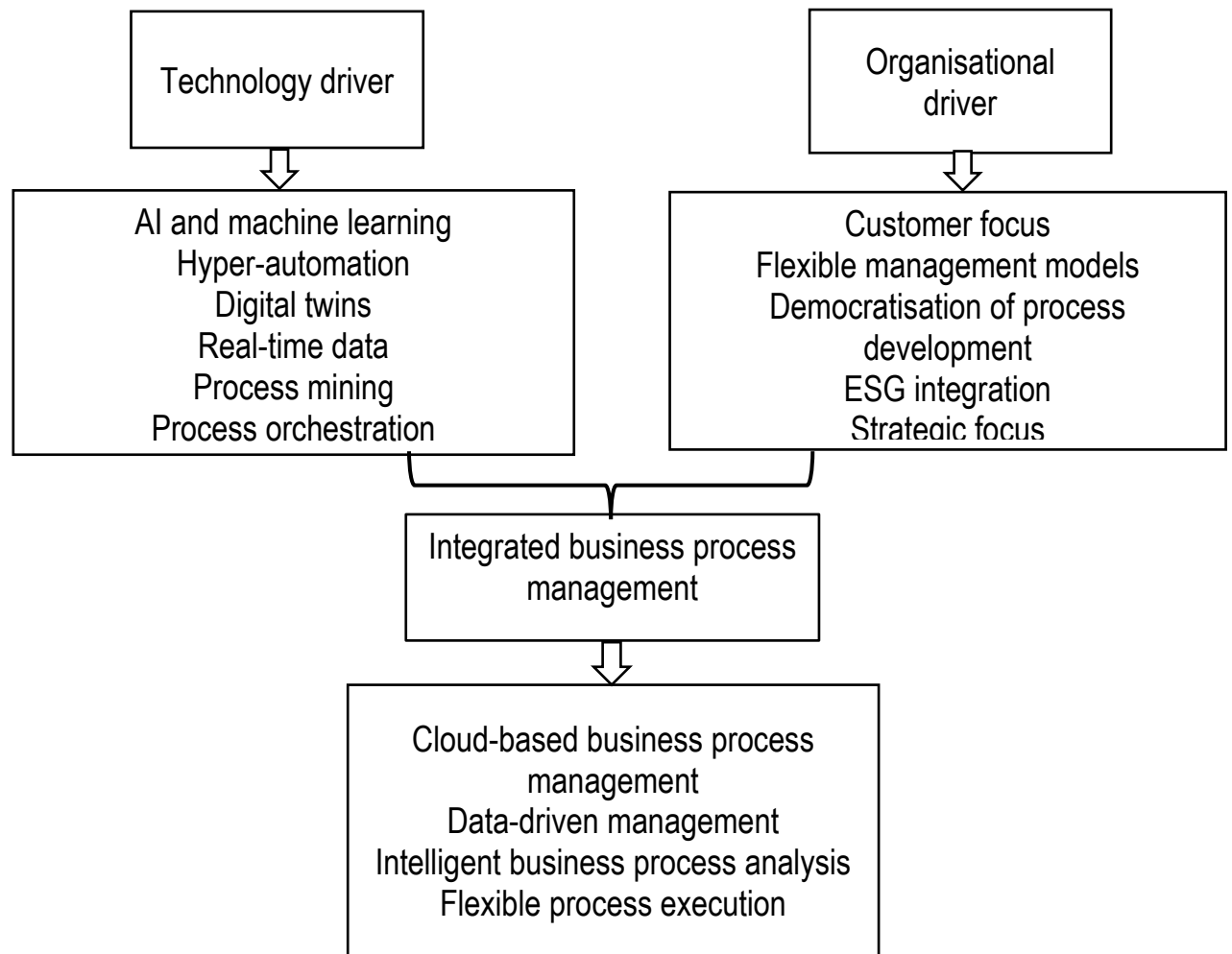


Figure 1 – Integrated business process management

Source: adapted by the authors

To build effective, flexible strategies, combat new threats and address the constant challenges associated with business processes, the driving force behind making new, effective decisions is a focus on robotic process automation. In the field of business process management, process automation aims to improve a company's workflows, reduce costs, time and waste, as well as increase productivity and reduce the number of errors in processes through technological support by applying robotic software to perform tasks [7].

The key benefits of integrating intelligent automation with business process management are identified as increased

operational efficiency resulting from improved business processes, enabling a shift from manual tasks to intelligent work, and facilitating human-machine collaboration, which leads to higher productivity, expanding human capabilities rather than replacing staff, and characterises the impact of intelligent automation on business process management through [6]:

- improved process efficiency – reducing process cycle times, the time spent by staff on repetitive tasks, and the time taken to retrieve data;
- ensuring customer experience is taken into account – customer satisfaction increases and service delivery times decrease;

– improving market performance – market value increases, market forecasting improves, and the compound annual growth rate of the market increases.

This approach therefore enables the integration of traditional process automation with artificial intelligence technologies (machine learning, data analytics, cognitive services, etc.), the execution of operations without human intervention, and intelligent support for decision-making within processes. The integration of intelligent automation with business process management determines the sequence and logic of operations, ensures the integration of various systems, bots, services and people; and focuses on centralised management of process execution.

2. The combination of artificial intelligence with analytical data (data-driven intelligent process management), which enables the creation of an intelligent process manager by identifying 'bottlenecks' in processes, forecasting process outcomes, and ensuring effective decision-making and real-time process adaptation. [8].

Big data analysis is one of the strategic factors that transform an organisation's performance within a highly dynamic and interconnected global economy. The integration of machine learning algorithms, intelligent data analysis and business analytics tools is designed to process large volumes of operational data in real time. This approach ensures increased process transparency and the identification of patterns in their flow, which will facilitate the formation of informed management decisions. Business process management thereby takes on a proactive nature, enabling the analysis of process outcomes and the forecasting of their effectiveness. The timely detection of deviations makes it possible to automatically initiate corrective actions, which has a positive impact on the adaptability of processes, the optimisation of resource utilisation, and the development of

more flexible and self-learning process management mechanisms.

The sources of explosive data growth bring with them a wealth of opportunities, as well as many challenges [9]. The use of data analysis expands the scope for drawing practical conclusions, improving decision-making and gaining a competitive operational advantage.

The article [10] notes that digital transformation requires not only the introduction of new technologies but also, to improve management efficiency, demands a reorganisation of organisational structures, culture and business models.

Business process management serves as a bridge that forms the infrastructure for digitalisation, integrating with artificial intelligence, the Internet of Things (IoT) and intelligent automation technologies to improve process efficiency and ensure the delivery of innovative services. In this context, BPM has become a tool for transformation not only at the operational level, but also at the strategic level. The business process management competency framework demonstrates how digitalisation demands new capabilities in process management and how existing structures must respond to these changes [11].

The democratisation of business process management is achieved through the implementation of low-code/no-code (LCNC) platforms, which enable process owners to make changes or configure automation without the involvement of IT specialists, thereby significantly increasing management flexibility. Business process management must be based on a clear, logical and well-structured organisation of activities, which ensures high productivity, allows only those tasks that genuinely add value to be performed, avoids losses and increases the company's profitability and competitiveness.

An effective BPM environment helps reduce human error, enables the timely identification of potential risks, and minimises losses related to safety and liability. The use of



LCNC solutions, on the one hand, ensures high-quality results, and on the other, promotes improved collaboration and information exchange between different departments within the organisation.

The use of the LCNC approach enables the accelerated development of digital solutions and the selection of appropriate development tools and platforms, which will provide clear competitive advantages [12].

A low-code platform enables the rapid development and scaling of business applications with minimal need for traditional programming. Its use reduces the time and resources required for deploying and configuring the software environment, whilst also simplifying the process of user training and the implementation of solutions into the organisation's day-to-day operations. Furthermore, the use of LCNC platforms enables holistic, coordinated and comprehensive management of an enterprise's business processes, as key user groups—namely organisational development and management departments, operational and IT services, as well as financial control and monitoring specialists—can interact within a shared integrated environment [13].

3. Strengthening the approach to developing customer-focused processes.

The effectiveness of organisations increasingly depends on customer satisfaction; therefore, in business process management, significant attention is paid to customer-focused processes.

The development of customer-centric processes enables the optimisation of the customer journey, the minimisation of delays and the provision of personalised services, thereby expanding the toolkit for value-based management to take account of changes in the global environment and incorporating customer involvement in decision-making and the optimisation of business activities centred on creating customer value [14].

Reference [15] identifies improvements in four customer-oriented processes: 1)

interactive customer relationship management through the identification of latent needs; 2) customer integration through the systematic involvement of customers in the decision-making process; 3) internal integration through the alignment of business activities with customer value; 4) external integration of business processes as a result of coordination at the supply chain level.

4. The development of mobile and cloud-based business process management facilitates access to processes, enables online collaboration and task execution, and provides continuous access to processes whilst ensuring flexibility in their execution. The use of cloud technologies in business process management is shaping a new IT architecture for enterprises.

Furthermore, cloud computing opens up entirely new opportunities for business development, providing rapid access to computing resources and data in real time, supporting the automation of business processes and enhancing their operational efficiency. At the same time, alongside the significant benefits, the implementation of cloud solutions is accompanied by new challenges, particularly in the areas of information security, the protection of confidential data, and ensuring compliance with regulatory and legal requirements [16].

The development of mobile and cloud technologies contributes to the expansion of business process management capabilities. Mobile and cloud technologies create a more flexible, scalable and accessible process infrastructure. For instance, the use of cloud platforms enables centralised data storage, allows for the integration of various information systems, and reduces the costs of establishing a local IT infrastructure.

Mobile technologies operate in real time, regardless of users' location. The development of mobile and cloud technologies enables faster management decision-making and enhances interaction with process participants. This approach aims



to create a dynamic and adaptive business process management model, ensuring: continuous data exchange, real-time monitoring and rapid response to changes in the organisation's external and internal environment.

5. Real-time process management. The volatility of the external environment requires management decisions based on a significant volume of real-time data (data-driven management) using intelligent metrics, enabling the monitoring (key performance indicators) KPIs to promptly identify problems, forecast performance outcomes and rapidly adapt business processes to changes in the external environment, which is vital for maintaining the company's competitive advantage, accelerating decision-making and optimising resource utilisation [17].

Data-driven management is a conceptual approach that underpins management decision-making through the systematic collection, synthesis and analytical processing of relevant data, thereby enabling an improvement in the quality of management decisions, ensuring the soundness of strategic and operational management, and enhancing an organisation's adaptability in the face of rapid change. Data-driven management is built on the use of business analytics tools, statistical modelling and artificial intelligence algorithms, which enable the identification of patterns, the forecasting of the consequences of management actions, the optimisation of the organisation's activities and the improvement of its efficiency.

Digital platforms and analytical tools enable continuous monitoring, analysis and adjustment of process execution in real time. Such business process management ensures the ability to promptly identify deviations and assess the effectiveness of operations, which, in turn, allows for the timely initiation of appropriate management decisions by increasing the flexibility of the process system and reducing response times to challenges.

6. The use of digital twins of processes, which enables the simulation of business process behaviour in a virtual environment, testing changes to business processes without risk and identifying both the positive and negative effects of these changes, ensuring a timely response to unforeseen events, and optimising development time and product quality [18].

Digital twins enable a fundamentally new approach to rethinking and re-engineering modern business processes, which involves creating digital (virtual) representations of them. Such virtual models enable the identification of potential problem areas, the forecasting of operational outcomes, and the optimisation of operational activities based on 'what-if' scenario analysis, thereby scaling the digital twin concept across the organisation's entire set of business processes [19].

Digital twins of business processes allow the creation of virtual models of processes that reflect their structure, dynamics and interrelationships. At the same time, digital twins are based on real operational data. Digital twins enable the modelling of various process scenarios, the forecasting of the consequences of management decisions, and the evaluation of the results of their implementation. Thus, digital twins enhance the soundness of management decisions, ensure the optimisation of process architecture, and reduce the risks arising from business process transformation.

7. Focusing on ESG initiatives when planning business processes, which enables business processes to be aligned with socially responsible business practices and sustainable development, whilst taking into account social, environmental and governance factors (ESG).

Taking ESG principles into account is a key aspect of responsible business management. Integrating these principles into organisational transformation processes helps to strengthen companies' reputational capital, stimulates innovative development,



minimises operational risks and ensures compliance with a regulatory environment that is becoming increasingly stringent.

The authors of [20] note that, in the context of growing environmental challenges, regulatory pressure and corporate social responsibility obligations, organisations are increasingly expected to ensure that their business processes make a positive contribution to achieving sustainable development goals; however, many companies do not adopt an integrated approach to ensuring sustainable development. The authors of the article propose a conceptual model that will enable organisations to systematically measure, analyse and improve their business processes from a sustainability perspective.

Thus, within this approach, processes are designed to ensure the efficient use of resources throughout the value chain, reduce environmental pressure on the surrounding environment, ensure social responsibility, and adhere to the principles of ethical business conduct. Such a transformation of business processes ensures the development of more resilient and responsible business models that meet the modern requirements of sustainable development.

8. Process mining. A modern analytical approach to business process management is process mining, which is based on conducting intelligent analysis of events to ensure the improvement of process models through the verification and reproduction of business processes [4]. Whereas traditional modelling is based on a normative description of processes, process mining is based on the analysis of digital traces (event logs) generated in an organisation's information systems using empirical data on the actual execution of operations, ensuring an objective reconstruction of processes, identifying bottlenecks, and evaluating the effectiveness of business processes. The integration of process mining with business analytics and artificial intelligence tools enables predictive analysis and supports

management decision-making based on the analysis of actual data and metrics.

Process mining enhances the transparency of business process operations and facilitates more informed optimisation of their structure.

9. BPM as a strategic management tool (Strategic BPM). From a strategic perspective, business process management serves as a key tool for translating strategy into practical implementation, delivering significant added value to organisations and playing a vital role in achieving their strategic objectives.

The use of business process management as a strategic management tool enables an organisation to secure competitive advantages through greater flexibility and a focus on customer needs. Furthermore, the strategic orientation of business processes is ensured by the integration of key performance indicators (KPIs) with process performance metrics.

In his article, M.M. Al-Shammari proposes a comprehensive, multi-stage hierarchical model of a customer-oriented competitiveness strategy, which is knowledge-based and built on four pillars: business process re-engineering (BPR), knowledge management (KM), customer relationship management (CRM) and competitiveness strategy [21].

Thus, business processes become focused on building and maintaining competitive advantages, including the measurement and improvement of business processes, as well as alignment with the organisation's strategy and objectives.

10. Process orchestration and hybrid management models. A hallmark of successful BPM implementation by organisations is the expansion of its scope from managing a single process to ensuring the seamless coordination of multiple processes. This process is known as orchestration [4].

Orchestration platforms enable the integration of various business process



management tools under a single architecture to coordinate complex processes, allowing them to be integrated and synchronised, and ensuring the coordination of interactions between digital services, automated components and process participants within a single execution logic. Orchestration ensures the coordination of cross-organisational business processes, helping organisations to work with people, systems and devices, which allows it to be viewed as the coordination of both automated and manual tasks that make up the process, harmonising and managing the

execution of various processes to create a single process flow. Business process orchestration ensures integration between systems and modules in business process management, and ensures effective interaction between business process management and business process automation, enterprise resource planning systems, and data management systems.

A summary of the impact of current trends in business process management on the performance of organisations is presented in Table 1.

Table 1. Key characteristics of current trends in business process management and their impact on organisational performance

Trend	Key features	Implementation results
The combination of automation and smart technologies	Integration of RPA, artificial intelligence, machine learning and BPM; comprehensive process orchestration; advanced capabilities beyond the scope of individual technologies	Automation of complex processes; improved productivity and quality; reduced costs and increased flexibility; supply chain optimisation
The combination of artificial intelligence and analytical data	Integration of machine learning algorithms with datasets; the use of predictive and prescriptive analytics in process management; automated detection of patterns, anomalies and deviations in processes; self-learning systems for management decision support	Improving the quality of management decisions; increasing operational efficiency; optimising processes; reducing risks and uncertainty; developing adaptive business models capable of self-learning and continuous improvement
Democratisation of business process management	Wider access to process modelling and analysis tools (low-code/no-code environments); decentralisation of management decision-making; involving employees in process improvement; transparency and openness of process information.	Increasing staff engagement in process improvement; Reducing the time taken to implement innovations; Enhancing management transparency; Ensuring effective horizontal coordination; Building organisational flexibility through the decentralisation of process decisions.
Development of customer-focused processes	Designing processes based on the customer experience; personalisation of services and products; integration with CRM and integrated platforms; focus on customer satisfaction and value	Increased customer satisfaction and loyalty; enhanced competitiveness; personalised services and reduced service times; increased revenue; enhanced organisational reputation
The development of mobile and cloud-based business process management	Use of cloud-based business process management platforms; mobile access to process tools and analytics;	Improving the availability and scalability of business process infrastructure; reducing IT support and infrastructure costs; ensuring business continuity;



Trend	Key features	Implementation results
	scalability and flexibility of the IT infrastructure; integration with partners' digital platforms	supporting online operations; accelerating process integration
Real-time process management and the use of smart metrics	Continuous monitoring of processes based on real-time data; Use of dynamic, context-sensitive and adaptive KPIs; Automated alerts for deviations; A shift towards proactive and preventive management	Prompt response to deviations; minimisation of losses; improved productivity through real-time KPI monitoring; a shift from reactive to proactive management; alignment of strategic processes with organisational objectives
The use of digital twins	Creating a virtual model of a real-world business process; modelling scenarios and simulating alternative solutions; integrating with real-world data to keep the model up to date	Reducing risks when implementing changes; optimising resource allocation based on simulations; improving the accuracy of forecasting the outcomes of business process transformations; supporting strategic and operational decision-making
Focus on ESG initiatives when planning business processes	Integration of ESG criteria into process architecture; measuring the carbon footprint and resource efficiency of processes; aligning processes with the principles of sustainable development	Reducing the negative environmental and social impact of the organisation's activities; enhancing investment appeal; strengthening stakeholder trust; improving corporate reputation; ensuring the long-term sustainability of the business model
Process mining	Empirical basis (data-driven approach); automatic process model generation (process discovery); conformance checking; process transparency and visualisation; integration with digital platforms and AI	Increased transparency in process execution; identification of bottlenecks based on real-time data; reduction in operating costs; establishment of a foundation for intelligent automation; enhanced monitoring of process compliance with regulatory requirements.
Strategic Business Process Management	Incorporating competitiveness management into business process re-engineering; identifying processes as strategic assets of the organisation; ensuring strategic alignment of processes through the integration of process and organisational levels	Ensuring flexibility; focusing on customer needs (creating customer-centric processes); enhancing competitiveness; ensuring the integration of KPIs with process performance metrics
Business process orchestration	Incorporation of artificial intelligence; creates a visual model of the process, which makes it easier to understand; combines deterministic process execution with AI-based decision-making	Overcoming automation challenges; achieving IT/business alignment; coordinating both automated and manual tasks within the business process; ensuring process flexibility and scalability

Source: summarized by the authors



Intelligent business processes enable businesses to be flexible in meeting the needs of consumers and society. Business processes are becoming part of digital transformation; the business process management system itself is being digitised, making it more flexible. Thus, intelligent business processes form the core of the modern business process management transformation model.

The modern principles of business process management are underpinned by an

integrated business process management structure, which creates the conditions for increased efficiency and competitiveness, reduced costs and risks, and enhanced resilience, whilst taking into account current trends in the development of business process management. The integrated business process management structure is illustrated in Fig. 2.

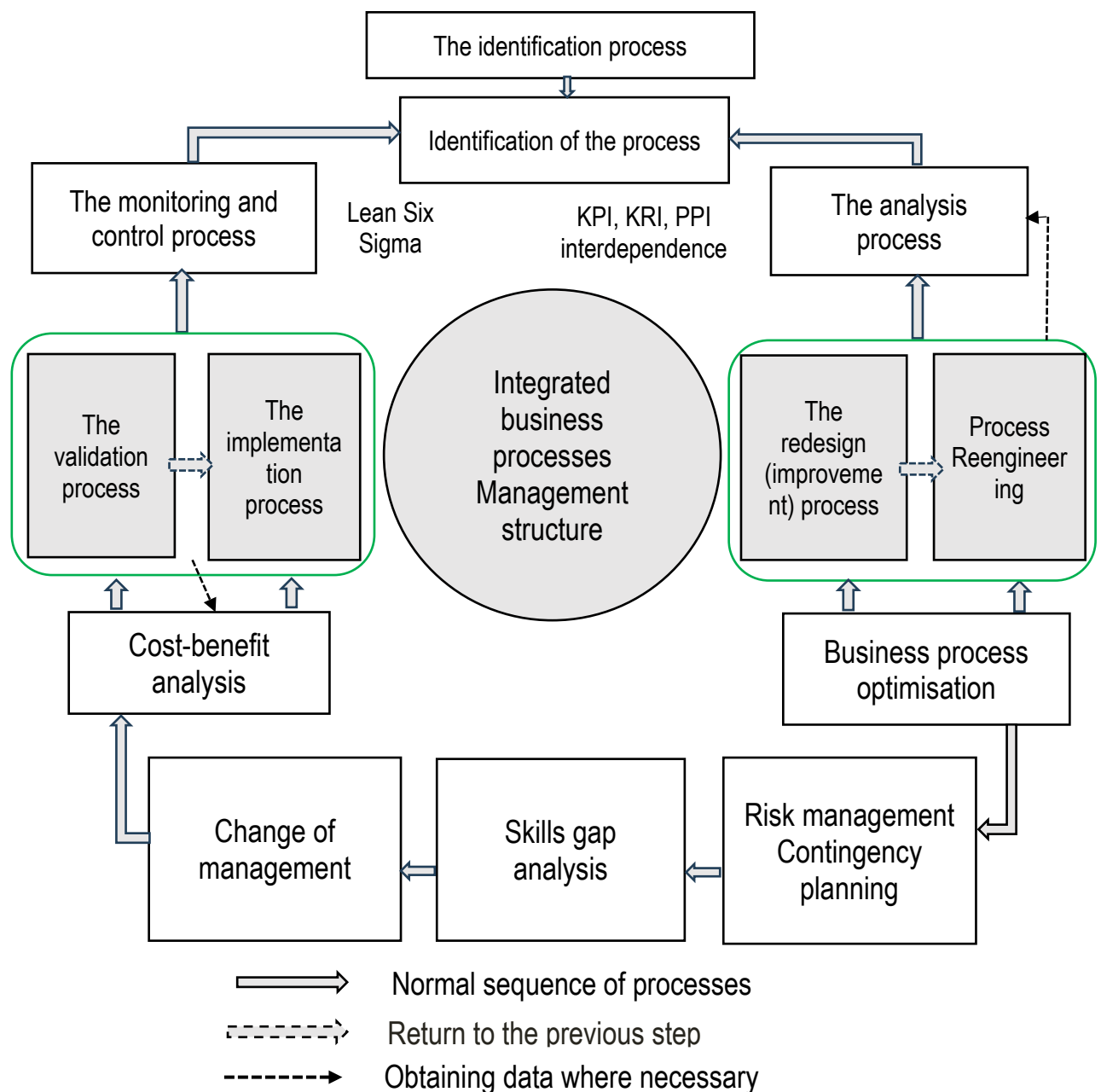


Figure 2 – Integrated business process management structure
 Source: [22].

Current trends in research on business process management shape their characteristics and determine their effectiveness (Fig. 3).

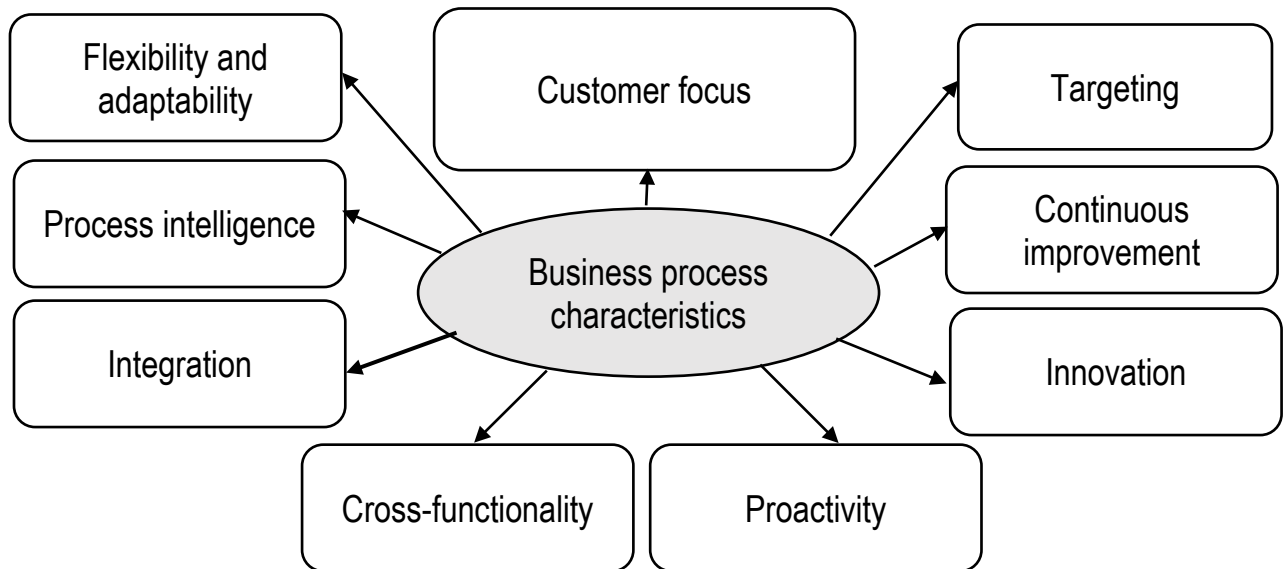


Figure 3 – Characteristics of business processes
Source: adapted by the authors

Current trends in business process management enable a thorough analysis of processes, on the basis of which the actual workflow is redesigned following the identification of inefficient processes. Proactive incident management makes it possible to neutralise or minimise risks, ensure a clear customer focus and integrate multi-level processes, thereby ensuring maximum efficiency, reducing additional costs and minimising wasteful expenditure.

Conclusions. The study confirms that business process management is undergoing a fundamental transformation driven by digitalisation, increasing environmental turbulence, and the growing complexity of organisational systems. Traditional BPM approaches, primarily focused on efficiency and standardisation, are no longer sufficient to ensure sustainable organisational performance and adaptability.

The main result of the research is the systematisation of current trends in BPM development and the substantiation of an integrated approach to intelligent business

process management. The study demonstrates that the transformation of BPM is determined by the interaction of two key groups of drivers: technological (artificial intelligence, process mining, digital twins, intelligent automation) and organisational (customer-centricity, ESG orientation, flexible management models, data-driven decision-making).

It is established that the integration of these drivers within a unified management architecture creates a synergistic effect, which enables the transition from reactive and descriptive process management to proactive, adaptive, and predictive management. This transformation enhances process transparency, improves the quality of managerial decision-making, and increases organisational flexibility and resilience in dynamic environments.

The proposed conceptual model of integrated intelligent BPM provides a theoretical basis for understanding the mechanisms of process transformation and can be used as a framework for designing

modern process management systems oriented towards continuous value creation.

From a practical perspective, the implementation of intelligent BPM allows organisations to optimise resource utilisation, reduce operational risks, improve customer experience, and strengthen their competitive positions in the digital economy.

The scientific contribution of the study lies in the systematisation of BPM transformation trends and the conceptualisation of intelligent BPM as an

integrated system combining technological and organisational dimensions within a unified analytical framework.

Further research should focus on the formalisation and empirical validation of the proposed model, including the development of quantitative indicators and methods for assessing the effectiveness of intelligent business process management in different industries.

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