UDC 338

I. Panteleyeva

School of Business of BSU, Minsk, Belarus, irina_pantielieieva@mail.ru

ROLE OF BUSINESS PROCESS MANAGEMENT IN DIGITAL TRANSFORMATION

Digitalization of business processes is an integral part of modern business, allowing companies to become more competitive, innovative and efficient. This process requires a systematic approach, careful planning, continuous improvement and a willingness to change in order to successfully adapt to a dynamic business environment.

Keywords: *Business Process Management, Digital Technologies, Optimization, Integration, Digital Transformation*

И. И. Пантелеева

Институт бизнеса БГУ, Минск, Беларусь, irina_pantielieieva@mail.ru

РОЛЬ УПРАВЛЕНИЯ БИЗНЕС-ПРОЦЕССАМИ В ЦИФРОВОЙ ТРАНСФОРМАЦИИ

Цифровизация бизнес-процессов является неотъемлемой частью современности, позволяя компаниям стать более конкурентоспособными, инновационными и эффективными. Этот процесс требует системного подхода, тщательного планирования и постоянного совершенствования, чтобы успешно адаптироваться к динамичной бизнес-среде.

Ключевые слова: *управление бизнес-процессами, цифровые технологии, оптимизация, интеграция, цифровая трансформация*

Business Process Management or BPM plays a crucial role in driving digital transformation within organizations. By integrating BPM practices with digital technologies, businesses can streamline their operations, improve efficiency, and deliver superior customer experiences. BPM involves identifying, modeling, and automating business processes to eliminate manual tasks, reduce errors, and enhance productivity. Automation tools like workflow engines, robotic process automation (RPA), and low-code/no-code platforms enable organizations to digitize and optimize their operations. It facilitates the collection and analysis of data at each stage of a business process. By leveraging analytics and business intelligence tools, organizations can gain actionable insights to make informed decisions, optimize processes, and drive continuous improvement.

Accelerating the digital transformation of industries requires capital investment in traditional industries to achieve a comprehensive digital transformation. Due to the large investment and long return cycle of digital transformation, SMEs face realistic financial constraints for digital transformation. To this end, the external environment such as improving public services, optimizing the layout and operation mode of digital infrastructure should be started to lower the threshold of digital transformation of traditional industries [1]. In the rapidly evolving digital landscape, businesses need to be agile and adaptive to change. BPM enables organizations to quickly modify processes, respond to market dynamics, and experiment with new strategies, allowing them to stay ahead of the competition. BPM helps organizations deliver personalized experiences, faster response times, and seamless interactions across channels. This leads to increased customer satisfaction and loyalty. It helps

organizations ensure compliance with regulations, standards, and best practices by embedding governance and controls into business processes. This mitigates risks, enhances security, and builds trust with customers and stakeholders. From an IT perspective, knowledge management is information management. Consequently, knowledge is an object. From the human resources management perspective, the management goals are to evaluate, change and improve human skills and influence their behavior, so knowledge means the process as a set of dynamic skills and know-how [2] .

One of important component in this process is the digitalization of business processes. Digitalization allows organizations to improve efficiency, speed up task completion, reduce costs and improve the quality of products or services. Digital transformation and process management are interconnected and complement each other. Correctly configured and optimized business processes, supported by modern digital technologies, help improve the company's competitiveness, increase profits and create a sustainable business in a changing world.

Another important aspect of digital transformation is data management. Modern companies accumulate huge amounts of information, and proper management of this data is key to the effective functioning of the business. Digital transformation enables organizations to use data to make informed and strategic decisions, supported by analytics and forecasting. Thanks to digital technologies and data analytics tools, companies can identify trends, manage risks, optimize processes and improve customer interactions. In addition, digital transformation and process management allow companies to be more flexible and adaptive to changes in the market. Effective digital process management allows quickly respond to changing requirements and competition, and quickly implement innovations. Thus, digital transformation and process management are interconnected and help companies become more competitive, efficient and adaptive in the modern business world.

Anyone can buy a new software, but very few have the ability to create sustainable creative organisations. Investment along the People-Track involves investing in people, recruitment, the office environment etc. The bandwidth of the human infrastructure is the trust between people and between management and employees. The human infrastructure requires investment, just as the IT infrastructure does [3]. Digital integration is important component of digital transformation in modern organizations. Digital integration helps to connect various information systems, applications and services into a single digital ecosystem, ensuring more efficient interaction and data exchange between them.

Through digital integration, companies can significantly improve their data collection, processing and analysis processes, as well as provide complete visibility and transparency of business operations. Integration of various systems allows to automate many tasks, eliminate double data entry, reduce time to complete operations and improve the quality of decisions made.

In addition, digital integration helps improve interaction between different departments and divisions of the company, ensuring the rapid transfer of information, synchronizing processes and reducing the risk of errors. This helps create a more flexible and adaptive organization that can effectively respond to changes in the external environment. Digital integration, combined with digital transformation and process management, is a key success factor for modern organizations. It improves business efficiency, streamlines operations, improves customer service and provides a competitive advantage in the marketplace.

Research by SAP finds that 46 per cent of decision makers believe technology levels the playing field for small businesses versus larger corporations. And 37 per cent cite their size as an advantage over larger companies that are less able to take advantage of digital innovation in a timely way. Not only this, but SMEs can also experience greater efficiency and accuracy, reduced costs, and a more productive workforce by getting on board with digital transformation [4].

The digitization of business processes typically involves several stages to ensure a successful transition to digital operations. Key stages involved in the digitization process are presented in the picture below.

<div align="center">Digitalization stages</div>
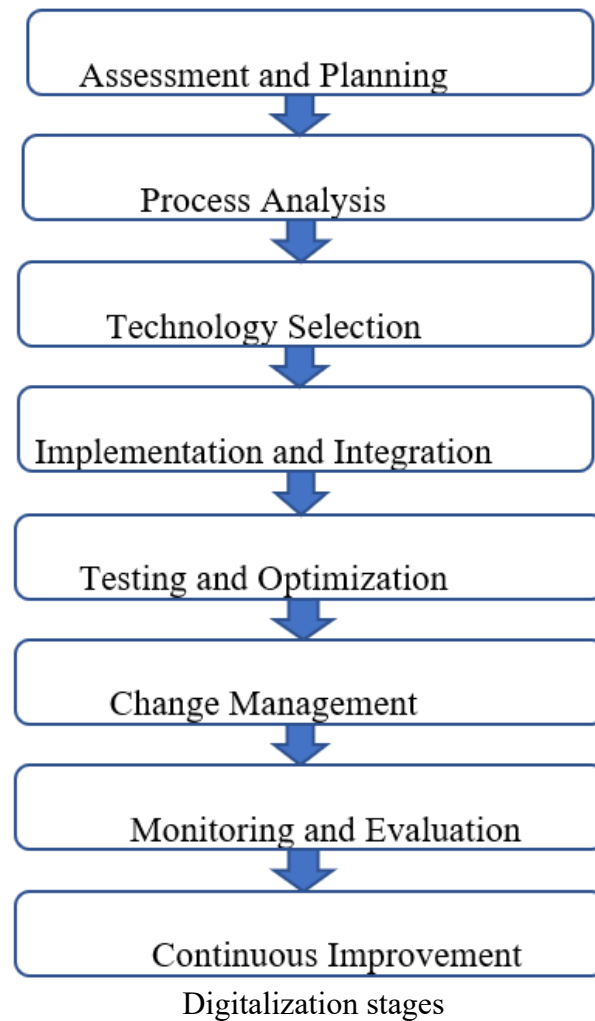
1. Assessment and Planning: This initial stage involves assessing the current state of business processes, understanding the goals of digitization, and creating a strategic plan for the transformation. It is essential to identify areas that can benefit the most from digitization and prioritize them accordingly.

2. Process Analysis: At this stage, businesses analyze their existing processes in detail to identify bottlenecks, inefficiencies, and opportunities for improvement. This helps in understanding the steps involved in each process and determining how they can be digitized for better efficiency.

3. Technology Selection: Once the processes are analyzed, the next step is to select the right technology solutions that align with the business goals. This may involve choosing software applications, automation tools, cloud services, or other digital platforms to streamline operations.

4. Implementation and Integration: After selecting the technology solutions, businesses need to implement them within their existing infrastructure. This involves integrating new systems with the existing ones, ensuring data compatibility, and training employees to use the new tools effectively.

5. Testing and Optimization: Once the new digital systems are in place, businesses need to conduct thorough testing to identify any issues or bugs that may arise. Continuous optimization is necessary to fine-tune the processes and ensure that they deliver the desired outcomes.

6. Change Management: During the digitization process, change management is crucial to ensure that employees adapt to the new ways of working. Communication, training, and support are essential to help employees embrace the digital transformation and use the new tools effectively.

7. Monitoring and Evaluation: After the digitization is complete, it is important to continuously monitor the performance of the new processes and evaluate their impact on the business. This involves tracking key performance indicators (KPIs) to measure the success of the digitization efforts.

8. Continuous Improvement: Digitization is an ongoing process, and businesses should continuously look for ways to improve their digital processes. This may involve incorporating feedback from employees and customers, staying updated on new technologies, and adapting to changing business needs.

By following these stages, businesses can successfully digitize their processes and reap the benefits of improved efficiency, agility, and competitiveness in the digital age.

An important aspect of this process is the automation of tasks and operations, which helps to increase efficiency, reduce costs and improve the quality. Automation allows to free employees from routine operations, focusing on more strategically important tasks. Introduction of data analytics helps identify trends, predict outcomes, and optimize business processes based on evidence. It is important to ensure data security during the digitalization process. Information security, privacy, and cyber resilience are becoming top priorities for companies moving to a digital operating model.

After implementing digital technologies and automating processes, results must be systematically monitored and analyzed to identify improvements and adjust strategy in real time. Monitoring makes it possible to quickly respond to changes within the company and in the market, ensuring business flexibility and adaptability.

Process optimization also plays an important role in successful digitalization. After analyzing the data and monitoring the results, it is necessary to identify bottlenecks, ineffective steps and processes that require improvement. Through continuous optimization, it is possible to improve productivity, improve the quality of products or services, reduce costs and ensure the sustainable development of the company.

An important aspect of digitalization is also the involvement of employees in the change process. Providing training and support to staff in mastering new technologies and processes is becoming a key element of a company's successful digital transformation. Working on a culture of digitalization and creating an enabling environment for change helps employees effectively adapt to new working conditions and interact productively with automation tools.

It is also important to consider the change management aspect of the digitalization process. It is necessary to skillfully coordinate changes, identify key participants and stakeholders, and ensure transparent communication and monitoring of progress. Proper change management helps to minimize possible resistance and conflicts, as well as ensure the successful implementation of a digital strategy. After successful completion of the process of implementation and optimization of digital technologies, the company becomes more competitive, flexible and adaptive to changes in the market. Effective use of digital tools allows to reduce time and financial costs, improve the quality of customer service and optimize internal processes.

In addition, digitalization of business processes contributes to the creation of a database, which is a valuable asset for the company. Analyzing the collected data allows to identify new trends, predict market needs, improve the accuracy of forecasts and make more informed strategic decisions. The use of data analytics is becoming an integral part of digital transformation and helps a company stay one step ahead of its competitors.

Digitalization also helps improve communication within the company and with partners. Using digital communication tools allows quickly and efficiently share information, reduce decision-making time and collaborate more effectively. This helps increase productivity and improve communication within the company.

The results regarding digital transformation efforts and goals indicate a greater orientation to customers, who demand a high quality of offered services, tailored according to their needs, even in

the case of the primary physical industries. These outcomes can be achieved by rethinking end-to-end customer processes through supply chain management. Hence, organizations employ diverse technologies and optimize their operations taking into consideration specifics and requirements of a business. Consequently, digital transformation does not need to drastically change ways of work to the extent that it involves changes in the underlying business model. Nevertheless, the need for greater process flexibility, induced by a customer-centric business and the dynamics of the environment, leads to the novelty of occurrence of multiple business models in one organization. This is consistent with the possibilities that an ambidextrous organizational design is offering. Moreover, a dynamic business model setup where the models' architecture is adapted to suit goals of a certain consumer can be correlated with case-driven BPM, which imposes new opportunities for business process management development and research investigation. Finally, the results regarding the role dimension of the model indicate the importance of understanding the organizational roles in the collaboration between business process management and digital transformation [5].

In general, digitalization of business processes is a necessary step for companies that strive to be competitive in the modern world. It is a comprehensive process that includes automation, optimization and process analysis that allows companies to be more flexible, efficient and successful in the market.

References

1. *Chen, Hantongzhou*. Research on integration of digital and real economy for national economic developmentR/ Hantongzhou Chen// Business. Education. Economy, 2023. – P. 131–134

2. *Bogavac, M.* Digitalization of business processes of small and medium enterprices / M. Bogavac, Z. Čekerevac, L. Prigoda // Business. Education. Economy, 2022. – P. 488–493.

3. *Sveiby, K.-E.* What is Knowledge Management? [Electronic resourse] / K.-E. Sveiby. – Mode of access: https://www.sveiby.com/files/pdf/whatisknowledgemanagement.pdf. – Date of access: 18.01.2024.

4. *Lobel, B.* What is digital transformation and what does it mean for SMEs? [Electronic resourse] / B. Lobel. – Mode of access: http://smallbusiness.co.uk/digital-transformation-mean-smes-2537128/. – Date of access: 28.11.2023.

5. *Stjepic, A. M.* Mastering digital transformation through business process management: Investigating alignments, goals, orchestration, and roles [Electronic resourse] / A. M. Stepic. – Mode of access: https://jemi.edu.pl/vol-16-issue-1-2020. – Date of access: 19.01.2024.