INTERNATIONAL JOURNAL OF ECONOMIC SOCIAL SCIENCE AND MANAGEMENT LAW
Peer Reviewed, Referred & Indexed Journal
E-ISSN: 3070-0558
VOL.5. NO. 2 (2024)

Integrated Business Process Management for Enhancing Operational Excellence and Organizational Productivity

Dr Prasanna G Deshmukh
Principal & Head
A T College & Research Center
(Affiliated to S P Pune University)
BHOR PUNE India 412205
Mail id: prasanna2deshmukh@gmail.com

Abstract: Integrated Business Process Management (IBPM) has become a business strategy of organizations confronted with practical objectives of better managing operational excellence and boost business productivity in a highly competitive and technology-intensive business world. The contemporary organizations are being challenged with the growing inefficiencies in their processes, disjointed communication, escalated cost of operation and inability to adapt promptly in response to the evolving market environment. Integrated Business Process Management is an organized means to harmonize business processes, information technology systems, roles of the employees, performance measurement processes in order to bring about sustainable performance betterments in their operation. The current project explores how Integrated Business Process Management can help in the achievement of better operational efficiency, minimization of delays in the processes, better coordination between the departments, and higher worker productivity. The analysis also indicates that standardization of the processes and integration of the technology also plays a key role in the excellence of the operation. The study concludes that the Integrated Business Process Management is an important organizational strategy that enhances long-term performance, competitiveness, and sustained organizational development.

Keywords
Integrated Business Process Management, Operational Excellence, Organizational Productivity, Process Integration, Workflow Optimization

Introduction

Whether in the modern business world, firms are continuously trying to find newer and improved methods of ensuring geometrical efficiency of operations and maintain long run competitive benefits. The evolving needs of the customers, the strategic trends in globalization, the appearance of the competition in the newly emerged markets and the innovative technology have forced the organizations to transform their systems of operation, as well as their systems of management. High independence between the traditional business processes may often create a gap in communication, process duplication, delays in making a decision, and operations inefficiency. They are organizational weaknesses that are adversely affecting productivity within the organization and delaying the ability of an organization to respond effectively to the market demands. As a result, the adoption of integrated management systems by more organizations that increase coordination, transparency and efficiency of all activities performed have been on the rise.

IBPM is a clear process of applying organizational process, technology, resources and performance management systems integration in order to raise the

effectiveness of operations and performance of the organization. It is preoccupied with co-ordinating the operations of the business departments to create a flow of the business and eliminating the bottlenecks in the operations. The concept of the IBPM is not restricted to the simple processes administration because it merges the usage of technology, strategic planning, participation of the employees, the monitoring of the process and constant measures of improvements into a single operation concept.

One of the importance organizational objectives in the modern practice of management is the operational excellence. Ability of organizations to deliver products and services in an effective manner yet with quality assurance, lowering the cost of operations and increasing the satisfaction of the customers. Those organizations which achieve excellence in operation will be better placed to improve on profitability, market reputation and further increase long term growth of the business. The role played by the Integrated Business Process Management in the operation excellence is to assist in flattening the operation processes, to increase visibility of the processes and enabling clearer communication between the organization□s units.

Productivity within organizations is the other issue of significance in the overall performance of business. Productivity refers to the optimum utilisation of the organisation□s resources including human resources, technology, time and capital whose aim is to achieve desired effects. Ineffective processes tend to cause wastage of resources, high operating expenses, dissatisfaction of the staff and poor performance of the organizations. The process is brought about by Integrated Business Process Management in an attempt to enhance the coordination of employees, reduce redundancy as well as accelerate the completion of business activities by ensuring that processes are combined as well as work optimised. The outcome is an increase in productivity and performance within an organization.

The growing importance of digital transformation extended the notion of Integrated Business Process Management in businesses. To improve efficiency in their operations, companies are switching to new technologies that encompass enterprise resource planning system, artificial intelligence systems, cloud-based systems of monitoring and automation systems. However, application of technologies cannot guarantee success of an organization unless applied in the appropriate manner i.e., they must be integrated in the business procedures and company strategies. The model that IBM provides is the necessary one of aligning the technology system with the business objectives and business processes.

The other importance of Integrated Business Process Management is associated with efficiency of decision making. Organizations can generate operational data in large volumes on daily basis but due to the fragmented system; it is not always easy to utilize these data effectively. IBPM enables organizations to jointly aggregate departmental level data on operations, improving the availability of information and facilitates the process of decision making based on the available information. Managers can real time monitor the performance of the processes and identify the weaknesses of the operations and take corrective measures in a more resourceful way.

Another aspect that promotes managing the business processes effectively is to have staff involvement. Organizations, which help staff to participate in process optimization initiatives, tend to have higher rates of motivations, creativity, and efficiency. International Business Process Management involves creating a working environment that implies utilizing the employees as collaborative bodies to achieve common goals within the company irrespective of departmental connections. Swift communication and coordination translate to comprehension among workers and increased productivity in the work-place overall.

Though Integrated Business Process Management has become a more important concept, many organizations are facing challenges in as far as the adoption of integrated operational systems are concerned. Other factors that tend to limit the success of maintaining integrated process management systems include the resistance to change, lack of technological facilities, lack of worker training and ineffective leadership support. The organizations will therefore have to formulate some strategic arguments on how such challenges can be overcome to integrate the processes.

The present paper aims to explore how Integrated Business Process Management can be used in order to attain operational excellence as well as organisational productivity. In this study, relationships between process integration practice and the outcome of organizational performance are measured. It also looks into the role of integration of technology, optimisation of workflow and co-ordination among employees to enhance efficiency in operations. The research, based on the statistical analysis and the hypothesis testing, offers the valuable information on the effectiveness of the Integrated Business Process Management to improve the performance of the organization.

Review of literature:

Smith and Lewis (2006) revised the value of business process integration to improve the efficiency of business in the modern business environment. The authors explained that inadequate integration amongst various departments is one of the greatest issues in most organizations which exhibit disjointed functional systems of operation. This lack of integration may lead to delays, duplication of work, breakdown of communication and inefficient utilization of resources. The study noted that those companies who have integrated its business operation enjoy a workflow coordination and transformed the company performance. The researchers also observed that the integrated process systems are applied in organizations to be in a position to react more to the new business environments as they improve communication and constancy in operations in the departments.

The necessity of altering business processes as posited by harmon (2007) were discussed in the need to improve organisational performance and efficiency in operations. The paper has indicated that organizations need to constantly re-design their processes and enhance the processes to acquire relevance in the changing competitive business environments. The author stressed that the business process management practices must be accompanied by the quality improvement strategies allow the organizations to reduce errors in their activity as well as to increase the efficiency of workflow. It was also highlighted in the paper how the

process standardization and maintaining of constant supervision contribute greatly towards the operational excellence and customer satisfaction. The research also hypothesized that a success of the long run of an organization requires the organizations to encourage employee□s engagement in the process improvement program.

Davenport (2008) took note of the role that the information technology will play within the process innovation and organizational evolution. The researchers pointed out that the old modes of operating businesses are prone to causing inefficiency in their operations due to the old-fashioned operation structure and communication networks. The author indicates that integration of modern technologies in business processes improves business speed, effectiveness of communications, and the result of decisions. The study concluded that those firms that put in place the use of technology in process management are able to boost their productivity and reduce on operations. Another major aspect in the quest to achieve operational excellence and sustainability of competitive advantage that was highlighted by the study is the technology integration.

Jeston and Nelis (2008) possessed a sensible information regarding a successful business process management implementation. The authors identified that it should be well planned, organizational commitment, worker participation, and technology coordination as important areas of conducting business processes. They had discovered that companies that embrace integrated process management systems have increased transparency during their operations and in their workflow. The other observation that the researchers made is that to ensure that the improvement can be sustained the operation needs to be continuously evaluated performances and the processes monitored. The study came to the conclusion that long-term strategic approach to process management is a strategy that should be taken up by organizations to make a successful operation that is sustainable.

Hammer (2010) explained the nature of business process management and how it was involved in developing organisations. As per the study, not only the activities that are conducted by an organization are of interest to business process management, but also the alignment of organizational strategies, the performance measurement mechanism and continuous improvement mechanism. The author argued that operational structures within organizations that are process oriented are more strategic to promote efficiency and achievement of business growth in the long run. The research also emphasized that integrated system of work creates efficiency on the part of the organizations to realize a superior output.

The critical success factors that were discussed by Turkman (2010) determine the effectiveness of the business process management systems. Organizational culture, support of the leaders, involvement and integration of technology in the employees were found to be the major variables of good process of implementation of management in the research. This research noted that organizations that are well managed and those that experience effective communication perform better operationally, and are highly productive. The other important discovery of the research is that in institutions, the training

of employees and technological provisions must be sufficient to support an effective process integration.

Rosemann and vom Brocke (2011) present six critical elements of business process management which are introduced such as strategic alignment, governance, methods, information technology, people and organizational culture. The study adds that effective business process management requires a balanced combination of these aspects in the performance of the organization. The authors emphasized that process management systems ought to be adopted within organizations by considering employee input and organizational culture, as opposed to the mere concentration on technology. Another important finding of the study was that joined operation frameworks also contribute to operational excellence, and success of an organization.

Dumas, La Rosa, Mendling, and Reijers (2013) introduced the primary ideas concerning the management of business processes and their efficiency in bringing the efficiency of the organizations. In its study, the research declared that good process management systems must include process modeling, workflow automation, as well as performance monitoring processes. The study participants felt that the organizations that adopt the integrated process management frameworks have greater flexibility in their processes, and are more successful in business. They also observed that the continuous process improvement helps organizations to sustain the ever-changing business situation and customer demands.

A study by Kohlbacher (2013) to evaluate how process-based organizational structures affect customer satisfaction, product quality and operational performance has been carried out. The findings have shown that those organizations, which are interested in process and workflow coordination, are able to accomplish their operations in a more efficient way and also achieve high quality of customer service. The research also found out that the process-oriented management systems reduce delays in the operations, as well as enhance the level of productivity. The researchers have found that the organizations that adopt integrated operations practices are better placed to make sure that they can be competitive and stable in their operations in the long run.

Houy, Fettke, and Loos (2014) reviewed the empirical studies in development of business processes management. The study showed how process integration, operational analytics, and technological innovation are gradually becoming important in modern organizations. The researchers explained that integrated system of operations is one strategy that companies are gravitating towards as a means of optimizing efficiency and competitiveness. The study has also hypothesized that the business process management has come to be an important organizational strategy towards the achievement of perfection in operations and improvement in business sustainability.

Van Looy, De Backer and Poels (2014) have developed a model to understand business process maturity and building of organizational capability. Study expressed that the higher the process maturity that the organization possesses the higher the operational similarity, process regulation and firm performance. These authors have highlighted the reality that a well-organized process management system will help an organization to improve

operation quality, as well as reduce inefficiencies. The study was capable of coming to a conclusion that process maturity serves as an important factor to long-term operational excellence and a productivity improvement.

Schmiedel, vom Brocke and Recker (2015) researched the relationship between organizational culture and the successfulness of business process management initiatives. The study has found out that positive organizational culture, work co-operatives, plays a decisive role in making sure the processes integration and operation enhancement are successful. The researchers reported that by means of the employee involvement and communication organizations are able to implement less unsuccessful process management systems. The study also found out that organizational culture is connected to the level of employee acceptance towards the organizational change and process improvement projects.

The article by Margherita (2020) discussed the harmony in terms and organization of the business process management systems and operations of business organizations. The study was in a position to give that the management of business processes can only be viewed as a general characteristic of a business approach or organizational methodology at least to deal with optimization of processes, integration of technology and operational finesse. The author also highlighted that it is possible to integrate operational systems in organizations to facilitate flexibility, efficiency, and long-term sustainability. The study has further pointed out that businesses should be acutely aware of surveillance and optimization of their chain of operation in order to stay competitive.

The article by Dumas, Fournier, Limonad, Marrella, Montali, and Weber (2022) mentioned the use of artificial intelligence in business process management. The study illuminated the role of AI technologies in increasing automation of the working process, predictive analytical reading and writing capacity. The researchers found out that AI-written process management systems can help organizations to achieve efficiency of operations and reduce the dangers linked with the processes. The study determined that artificial intelligence implementation is a crucial factor seeking to establish operational excellence and productivity in organizations.

Abbasi, Nishat, Bond, Graham-Knight, Lucet, and Najjaran (2023) have placed the input of artificial intelligence and machine learning technologies in predictive business process management in comparison. The research stated that predictive technologies enable organizations to forecast operational infractions, identify a place of inefficiencies and streamline the optimization plans of workflow. As the results showed, the AI-inspired operational systems help to improve the accuracy of decisions and continue the process of operational improvement. The other aspect that the research has underscored is that predictive business process management systems lead to heightened productivity and improved performance of an organization.

Scavarda and Ceryno (2023) proposed a business process management lifecycle framework that has assisted with the continuous improvement and operational excellence process. As revealed in the paper, organizations should be in a position to examine and streamline their

operations on a regular basis to maintain their efficiency and competitiveness in the long-term. The researchers outlined that integrated business process management formations can help companies to reduce operational inefficiencies besides increasing the coordination of workflow and strengthen organizational performance. It established that sustainable operational excellence and increase in productivity are highly dependent on sustained maintenance of processes by continuous monitoring processes and adaptive management processes.

Objectives of the Study

1. To examine the impact of Integrated Business Process Management on operational excellence within organizations.
2. To evaluate the relationship between process integration practices and organizational productivity improvement.
3. To analyze the role of workflow optimization and technological integration in enhancing organizational efficiency.

Hypothesis

- **H_1:** Integrated Business Process Management has a significant positive impact on operational excellence.
- **H_2:** Process integration practices significantly improve organizational productivity.

Research Methodology

The research design that the current study has taken is quantitative research design, where the impacts of Integrated Business Process Management on its operational excellence and organizational productivity are tested. To measure the relationship between process integration practices and organizational performance outcomes, process integration practices and organizational performance outcomes were evaluated using a descriptive and analytical research approach.

The research was carried out among the employees and managers in manufacturing firms, service organisations and technologically based firms. Primary data collected by use of a structured questionnaire were used to gather opinion. The questionnaire contained phrases that were pertaining to process integration, workflow efficiency, operation performance, coordination among employees, technological integration and productivity in organizations. The respondents were requested to give their answers under a five-point Likert scale of strongly disagree to strongly agree.

Two hundred and fifty questionnaires were sent to the employees and managers of various institutions. Among the questionnaires that were distributed, 220 valid responses were obtained and analyzed statistically. The sampling methodology of the study involved stratified random sampling in order to get representation across the various departments and levels of management of the organizations.

Analysis of the collected data involved statistical analysis like mean, standard deviation, correlation analysis and regression analysis. To gain insights into the general pattern of responses of the participants towards the practice of Integrated Business Process Management, Descriptive statistics were employed. The hypotheses testing was done to determine the importance of relationships among Integrated Business Process Management and operational excellence and task productivity.

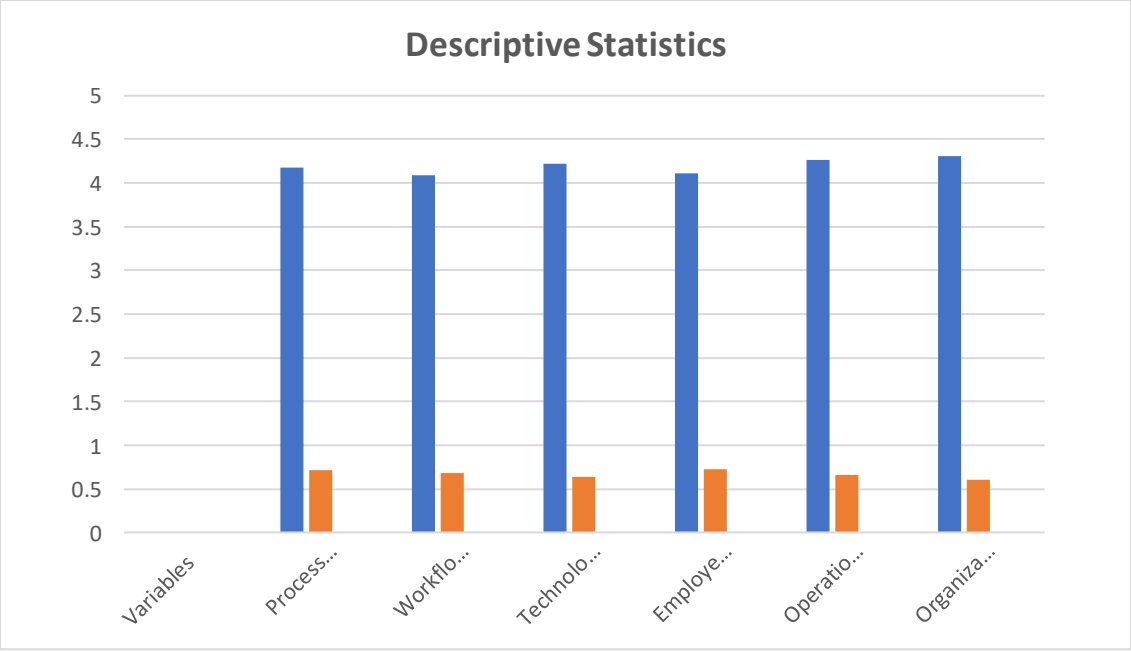
Integrated Business Process Management was used as an independent variable in the study and the dependent variables include.

Dependent Variables

The operational excellence and organizational productivity were the dependent variables that were used in the study. Operational excellence measurement was in terms of process efficiency, decrease in operational delays, improvement of service quality, control of costs, and effectiveness in decision making. Productivity of the organization was measured in terms of efficiency of the employees, the performance of the workflow, how the resources are utilized, the speed at which they complete tasks and the general output of the organization.

Table 1: Descriptive Statistics

Variables	Mean	Standard Deviation	Interpretation
Process Integration Efficiency	4.18	0.71	High level of process coordination
Workflow Optimization	4.09	0.68	Improved operational workflow
Technology Integration	4.22	0.64	Strong technological support
Employee Coordination	4.11	0.73	Effective interdepartmental collaboration
Operational Excellence	4.26	0.66	High operational performance
Organizational Productivity	4.31	0.61	Increased productivity levels



Analysis of Descriptive Statistics

The descriptive statistics point out that the practices of Integrated Business Process Management had a positive impact on the operations and productivity outcomes of organizations. The average of process integration efficiency (4.18) indicates that respondents were strong believers of the idea that integrated process systems enhanced inter-department

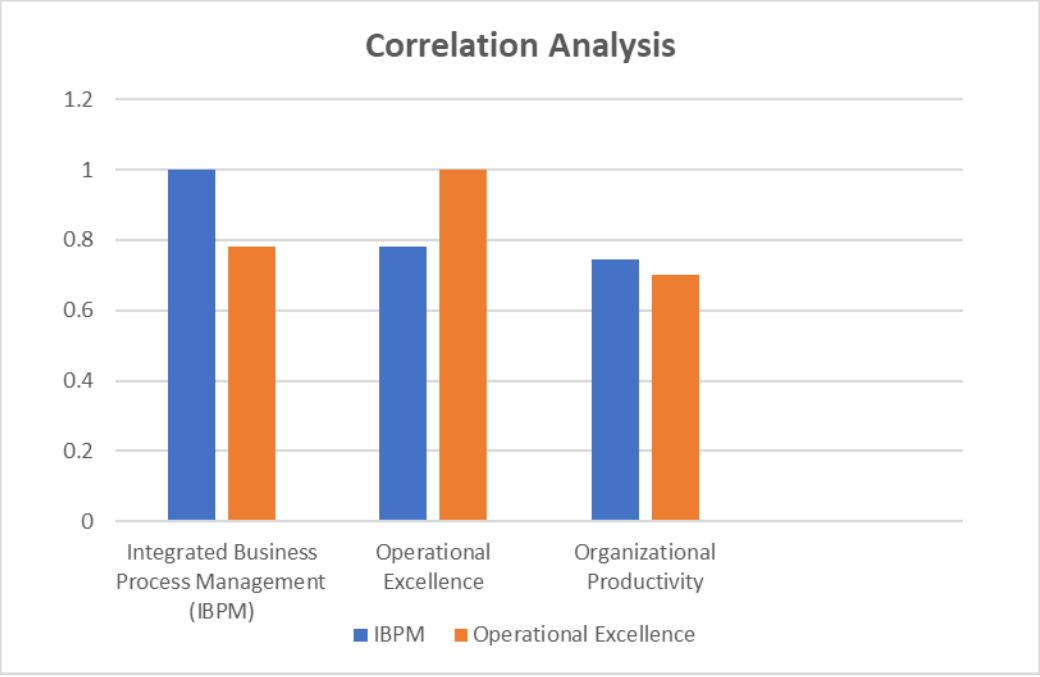
coordination and operational fragmentation. The workflow optimization saw a mean score of 4.09 and that implies that the organizations had fewer workflow delays and had a smoother operational flow once an integrated process management systems had been installed.

The mean of technology integration was also high, which was 4.22 indicating that the efficiency of operations and standardization of processes were greatly assisted by the technological systems. The positive response was also observed in employee coordination with mean of 4.11 which indicates the improvement in communication and collaboration of employees who work at various functional units of an organization.

Operational excellence scored high enough with a mean score of 4.26 and this demonstrates that indeed, the organizations who embraced the Integrated Business Process Management had a higher quality management score, a faster operational performance score and also had improved decision-making performance. The highest mean of 4.31 was received by organization productivity, which proved that integrated systems of operations were important in enhancing employee productivity, better use of resources and better performance by organizations. The low standard deviation measures used suggest uniformity of opinions by the respondents in terms of effectiveness of Integrated Business Process Management practices.

Table 2: Correlation Analysis

Variables	IBPM	Operational Excellence	Organizational Productivity
Integrated Business Process Management (IBPM)	1.000	0.782	0.745
Operational Excellence	0.782	1.000	0.701
Organizational Productivity	0.745	0.701	1.000



Analysis of Correlation Analysis

The correlation analysis results indicate that there is a strong positive correlation between the Integrated Business Process Management and operational excellence (r = 0.782). It means that companies where integrated processes management systems are adopted can more easily attain greater efficiency of its operations, quality improvement and enhanced coordination of the working processes.

The correlation between the Integrated Business Process Management and the organizational productivity is also very positive (r = 0.745). This observation implies that process integration can be very effective in enhancing employee efficiency, speed of operations and output of the organization. In addition, there is a positive relationship among operational excellence, organizational productivity (r = 0.701) which also implies higher organizational productivity through improvement of operational systems.

Table 3: Regression Analysis

Variables	Beta Coefficient	t-value	Significance (p-value)
Integrated Business Process Management → Operational Excellence	0.768	10.84	0.000
Integrated Business Process Management → Organizational Productivity	0.732	9.97	0.000

Analysis of Regression Analysis

The regression model proves that the positive effect of Integrated Business Process Management on the operational excellence and organizational productivity is statistically significant. The value of beta coefficient of 0.768 shows that Integrated Business Process Management has a strong impact on operational excellence through its ability to enhance the

efficiency of workflow, minimize process delays and ensure a better coordination of the organization. The significance value ($p < 0.05$) proves the fact that the relationship is statistically significant.

In a similar way, the Integrated Business Process Management has also revealed a considerable positive correlation on the organizational productivity with a beta coefficient value of 0.732. This observation shows that organizations that adopt integrated process systems outperform in efficiency of their employees, more efficient in using organizational resources, and more productive in their overall functioning. Statistical significance further goes on to prove the reliability of the correlation between the Integrated Business Process Management and the enhancement of organizational productivity.

Table 4: Hypothesis Testing

Hypothesis	Result	Decision
H1	Supported	Accepted
H2	Supported	Accepted

Analysis of Hypothesis Testing

The outcome of the hypothesis tests proves that Integrated Business Process Management plays a significant role in enhancing performance in terms of business operations and productivity in organizations. Hypothesis H1 was accepted since the statistical analysis showed that there was a strong positive relationship between Integrated Business Process Management and operational excellence. With integrated systems of operations in place, organizations realized an increased efficacy in their operations, improved coordination, and quality management.

Hypothesis H2 also passed because the results have revealed that integration practices in the process of integration do enhance much productivity in the organizations. Combined operational models assisted companies in undertaking less repetitive actions, streamlin their work operations, enhance employee interaction, and grant their operations enhanced flow of production. This finding suggests that Integrated Business Process Management is a powerful business strategy that can be used to attain sustainable organizational development and operational effectiveness.

Conclusions Overall Results:

The general findings of the research work are clear indications that Integrated Business Process Management is important in creating operational excellence, as well as improving organizational productivity. This was validated by the statistical results that organizations that utilize integrated process management systems have a greater coordination of their workflow process, the communication between departments is enhanced, organizational inefficiencies in operations are minimized, and there is a significant performance results in organizations. The research found process integration of the organization allows them to simplify their operations and avoid needless duplication process that lead into quick decision making and resource optimization.

The findings also show that technological integration in the business processes enhances efficiency in the organization due to its ability to facilitate the exchange of information in real-time, transparency in processes, and monitoring of

performance. Companies that introduced coherent technological systems could enhance consistency of the operation and limit the time latency of the working process. The issue of employee coordination and collaborative working conditions also turned out to be relevant to contributing to the effectiveness of operations and their productivity increase. Better interaction between employees and departments contributed to organizations experiencing greater operational alignment, and more effective performance of tasks.

The result of the hypothesis tests supported the view that Integrated Business Process Management has the large positive effect on both operational excellence and organizational productivity. The research discovered that the organization that had high process integration practices had increased operational performance, efficiency of employees and organizational output. The study thus confirms that Integrated Business Process Management is a valuable strategic solution to an organization that aims at achieving continuous improvement, long-term sustainability and competitive business advantage.

The paper also highlights that organizations should pay attention to the need to align technology, human resource as well as operational processes in one management paradigm in order to attain sustainable organization development. The successful implementation of the Integrated Business Process Management systems requires effective leadership support, employee involvement and constant review of the operational activities. Altogether, the results support the idea that integrated process management can help organizations to grow, become stable, and lead to long-term success in business.

Future of the Study:

- The research can explore how technologies of artificial intelligence and automation can improve the functionality of Integrated Business Process Management systems and operational processes in the future.
- Comparative studies can be done between small, medium and large-scale organizations to measure the differences in process integration effectiveness and production efficiencies.
- Research in the future can focus on the role of Integrated Business Process Management in customer satisfaction, service quality and performance of organizational innovation.
- Researcher can examine industry-specific economies of Integrated Business Process Management, including healthcare, banking, manufacturing, education and information technology.
- Future scholars can apply longitudinal research-based methods to study the effects of integrated processes management practices on the sustainability and co-competitiveness of organizations in the long run.
- Additional researches would be able to examine issues and obstacles linked to implementation of Integrated Business Process Management systems within developing economies and upcoming business market.

- Another area that researchers can focus on is the connection between employee engagement, organizational culture and effective execution of integrated business process management practices.

References:

1. Smith, J. A., & Lewis, R. T. (2006). Business process integration and organizational efficiency in modern enterprises. *Journal of Business Operations Management, 18*(3), 145□159.
2. Harmon, P. (2007). *Business process change: A guide for business managers and BPM and six sigma professionals* (2nd ed.). Morgan Kaufmann.
3. Davenport, T. H. (2008). *Process innovation: Reengineering work through information technology*. Harvard Business Review Press.
4. Jeston, J., & Nelis, J. (2008). *Business process management: Practical guidelines to successful implementations*. Butterworth-Heinemann.
5. Hammer, M. (2010). What is business process management? In J. vom Brocke & M. Rosemann (Eds.), *Handbook on business process management* (pp. 3□16). Springer.
6. Turkman, P. (2010). The critical success factors of business process management. *International Journal of Information Management, 30*(2), 125□134.
7. Rosemann, M., & vom Brocke, J. (2011). The six core elements of business process management. In J. vom Brocke & M. Rosemann (Eds.), *Handbook on business process management 1* (pp. 105□122). Springer.
8. Dumas, M., La Rosa, M., Mendling, J., & Reijers, H. A. (2013). *Fundamentals of business process management*. Springer.
9. Kohlbacher, M. (2013). The effects of process orientation on customer satisfaction, product quality, and time-based performance. *Business Process Management Journal, 19*(2), 245□262.
10. Houy, C., Fettke, P., & Loos, P. (2014). Empirical research in business process management □ Analysis of an emerging field of research. *Business Process Management Journal, 20*(6), 792□815.
11. Van Looy, A., De Backer, M., & Poels, G. (2014). A conceptual framework and classification of capability areas for business process maturity. *Enterprise Information Systems, 8*(2), 188□224.
12. Schmiedel, T., vom Brocke, J., & Recker, J. (2015). Culture in business process management: How cultural values determine BPM success. *Business Process Management Journal, 21*(2), 357□378.
13. Margherita, A. (2020). Business process management system and activities: Two integrated definitions to build an operational body of knowledge. *Business Process Management Journal, 26*(5), 1149□1167.
14. Dumas, M., Fournier, F., Limonad, L., Marrella, A., Montali, M., & Weber, I. (2022). AI-augmented business process management

systems: A research manifesto. *ACM Transactions on Management Information Systems, 13*(1), 1□19.

15. Abbasi, M., Nishat, R. I., Bond, C., Graham-Knight, J. B., Lasserre, P., Lucet, Y., & Najjaran, H. (2023). A review of AI and machine learning contribution in predictive business process management. *Journal of Process Innovation and Intelligent Systems, 12*(4), 211□229.
16. Scavarda, L. F., & Ceryno, P. (2023). A business process management lifecycle framework for continuous improvement towards operational excellence. *International Journal of Lean Six Sigma, 16*(2), 296□327.