



BRIDGING TECHNOLOGY AND STRATEGY: THE TRANSFORMATIVE VALUE OF BUSINESS PROCESS MANAGERS

Diana Satkutė

Klaipėda University

diana.satkute@ku.lt

INTRODUCTION

Introduction: In the context of rapid technological advancement, Business Process Management (BPM) has become a strategic function that connects organizational goals with digital innovation. Intelligent Automation (IA) and Agentic AI are reshaping how decisions are made and processes optimized. However, the effectiveness of these technologies depends on structured, well-defined workflows and human oversight. Despite global trends, many small and medium-sized enterprises (SMEs) in Lithuania remain underprepared for this shift, lacking both BPM specialists and technological integration.

The aim of research: The aim of this research is to evaluate the current state of process management in Lithuanian medium-sized enterprises and to identify the strategic value of BPM specialists in enhancing organizational efficiency and readiness for intelligent automation.

Objectives:

- To analyse the theoretical role of BPM in the context of digital transformation.
- To assess the presence and function of BPM specialists in Lithuanian SMEs.
- To identify gaps in process structure and technological adoption.
- To propose practical recommendations for integrating BPM roles and automation strategies.

The methods of the research: The research employed a mixed-method approach, combining theoretical analysis with empirical investigation. The theoretical part reviewed current literature on BPM and IA. The empirical part involved a qualitative study of 15 Lithuanian companies (20–60 employees), focusing on organizational structure, process maturity, and technology usage. Data were collected through structured interviews and document analysis.

Theoretical background

The Strategic Role of Business Process Management in the Age of Intelligent Automation

The role of a Business Process Management (BPM) specialist is rapidly emerging as one of the most promising positions in today’s market. This role bridges organizational strategy with cutting-edge technologies, making it essential in the digital transformation era.

In the United States, BPM professionals are navigating a profound shift in operational technologies, fuelled by significant capital investments and the urgent need for digital agility. The focus is moving away from traditional, rules-based Robotic Process Automation (RPA)—which primarily aimed at reducing transactional costs—toward a more comprehensive approach known as Intelligent Automation (IA). IA leverages Artificial Intelligence (AI) and Machine Learning (ML) to enhance decision-making, improve organizational agility, and ensure robust compliance.

The future of BPM is increasingly defined by Agentic AI. However, it’s important to recognize that the effectiveness of AI agents is fundamentally rooted in process automation. Without well-structured and documented process maps, organizations risk automating chaos. Poorly modelled workflows can lead to confusion, employee burnout, and a negative perception of technology—where staff feel they are working only to feed data into systems without gaining visibility or value. Worse, AI agents may generate misleading insights, steering the organization in the wrong direction.

This technological acceleration highlights a critical challenge: the AI skills gap. Organizations must invest in process expertise to avoid these pitfalls and fully harness the potential of automation.

Strategic Drivers: Complexity, Scale, and the Demand for Self-Optimizing Systems

The demand for advanced process capabilities is driving explosive growth across the BPM ecosystem. In manufacturing, process automation is relatively straightforward, as performance is measured by equipment efficiency and production output. However, administrative processes—such as sales, order management, and procurement—are more complex due to human involvement. Modelling and documenting these processes is crucial because AI learns from available data but lacks systemic vision and logic.

At the initial stage, human expertise is required to analyse the structure of existing administrative processes and define their correct operational logic. This involves creating detailed process maps and identifying the roles and responsibilities of each participant. At this point, the BPM specialist plays a vital role.

Once process maps are established, the BPM specialist should evaluate the organization’s technological capabilities and prepare a proposal for the IT department on how to automate these processes. This proposal must incorporate **process mining techniques** to analyse real-time data, identify bottlenecks, and uncover inefficiencies. Additionally, the BPM specialist must assess integration opportunities to minimize communication errors between departments. The true value of aligning modern technologies with organizational strategy lies in making information rapidly accessible. When obstacles in processes are identified promptly, decisions can be made swiftly. This also enables timely task distribution and clear visibility of accountability.

Implementation and Training: The Final and Crucial Step

The final and most critical phase in introducing any innovation is implementation. During this stage, it is essential to ensure adequate staff training. Without proper education and support, even the most advanced technologies may fail to deliver their intended benefits.

Main findings

Empirical Insights: The State of Process Management in Lithuanian SMEs

A study was conducted involving 15 medium-sized companies (ranging from 20 to 60 employees) operating in manufacturing and service sectors across Lithuania. Notably, none of these organizations had a designated Business Process Management (BPM) specialist. Furthermore, the absence of dedicated Human Resources departments indicated a lack of structured role distribution and accountability among employees.

These companies also demonstrated minimal engagement with modern technologies and had no integrations involving Artificial Intelligence (AI). As a result, they are unlikely to benefit from the transformative potential of emerging digital solutions. In most cases, interest in innovation was limited to company owners, who also took on the responsibility of recruiting new employees for specific roles. This dual burden often led to managerial fatigue and frustration.

To overcome these limitations, medium-sized enterprises could significantly benefit from hiring a professional BPM specialist. A performance-based incentive model—such as bonuses tied to company growth or expansion—could serve as a motivating factor. Growth metrics may include increased sales and rising profitability.

Given the substantial number of administrative processes in small and medium enterprises, the first step should involve a thorough analysis of the existing strategy and operational workflows. A competent BPM specialist could model current processes and define the company’s strategic direction within approximately two months.

Subsequently, the specialist’s responsibilities would include:

- Evaluating the latest process automation technologies;**
- Implementing suitable digital solutions;**
- Training existing staff to ensure smooth adoption.**

Once these foundational tasks are completed, the BPM specialist should continue to play a strategic role by:

- A) Monitoring and administrating process execution to ensure consistency and compliance.
- B) Participating in strategic planning sessions.
- C) Proposing optimization initiatives.
- D) Ensuring that improvement measures are implemented and tracked effectively.
- E) Introducing initiatives aimed at enhancing organizational productivity and operational efficiency.

CONCLUSIONS

This study combined theoretical analysis with empirical research to assess the role of Business Process Management (BPM) in medium-sized Lithuanian enterprises. Theoretically, BPM is essential for aligning organizational strategy with emerging technologies such as Intelligent Automation (IA) and Agentic AI. These technologies offer significant potential, but only when built upon structured, well-documented processes. Empirical findings from 15 Lithuanian companies (20–60 employees) revealed that none employed BPM specialists or maintained HR departments. This lack of internal structure led to unclear responsibilities and minimal use of modern technologies, including AI. Innovation efforts were limited to company owners, resulting in managerial fatigue and reduced strategic capacity. To address these challenges, hiring a BPM specialist is recommended. Within two months, such a professional could analyse existing strategies, model core processes, and define operational direction. Their continued role would include implementing automation, training staff, and optimizing workflows.

Key responsibilities should include process monitoring, participation in strategic planning, proposing improvements, and driving efficiency. A performance-based incentive model—linked to sales or profit growth—could enhance motivation and ensure alignment with business goals. In conclusion, BPM is not just a technical function but a strategic enabler. For small and medium-sized enterprises, integrating BPM expertise with intelligent automation is essential for sustainable growth, improved decision-making, and enhanced organizational agility.

LITERATURE

Jafari, Seyed Mohammadbagher et al. (2025). Identification and Prioritization of Artificial Intelligence Applications in FinTech. *Journal of economic studies (Bradford)* 1–18.
Bubenik, P. et al. (2025). Optimization of Business Processes Using Artificial Intelligence. *Electronics (Basel)*. 14.11