

Developing a Smart, Integrated Framework of Business Process Management System by Integrating the Strategy Management Tools and Techniques

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ABSTRACT

In today's rapidly evolving business environment, organizations face increasing pressure to remain agile, innovative, and strategically focused. While Business Process Management (BPM) has long been recognized as a method for improving operational efficiency and process optimization, many traditional BPM frameworks fail to adequately incorporate strategic intent into their lifecycle. This gap often results in well-managed processes that are misaligned with overarching business goals.

This research presents a comprehensive review of BPM methodologies from 2012 to 2021 and proposes a novel framework—**Strategy-Integrated Business Process Management (SIBPM)**—that embeds strategic alignment directly into each phase of the BPM lifecycle. The framework emphasizes five key components: defining clear strategic objectives, sensing business trends, integrating multiple stakeholder views in process design, executing with performance monitoring, and maintaining a continuous feedback loop for improvement.

Through an extensive literature review and a comparative analysis, the study highlights limitations in existing methods such as the Five Diamond Method, View Integration approaches, and digital transformation models, which tend to focus on innovation or modeling without offering full strategic alignment or adaptability. In contrast, the SIBPM framework offers a dynamic and holistic solution, bridging strategy and operations across departments while responding to shifting market conditions.

The findings of this paper serve as a guide for organizations aiming to adopt a more adaptive and strategy-driven approach to process management. By aligning day-to-day operations with long-term business goals, SIBPM enhances decision-making, fosters collaboration, and ensures that processes remain relevant in a constantly changing business landscape.

1. Introduction

Context & Problem Statement:

Business Process Management (BPM) is defined as the disciplined, often technology-supported, management of processes to achieve consistent results aligned with strategic goals. Traditional BPM emphasizes modeling, automation, and optimization of processes, yet often lacks dynamic alignment with evolving strategies. As organizations navigate digital disruption and innovation, static alignment becomes a liability.

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Objective:

This paper aims to propose an improved BPM framework that **integrates strategic management**—both in planning and in continuous alignment—within the BPM lifecycle. It:

1. Reviews BPM literature (2012–2021) focused on strategy integration, innovation, and modeling alignment.
2. Proposes the **SIBPM framework** that combines strategic objective setting, trend sensing, view integration, execution monitoring, and feedback.
3. Provides a **comparative analysis** against existing BPM approaches.

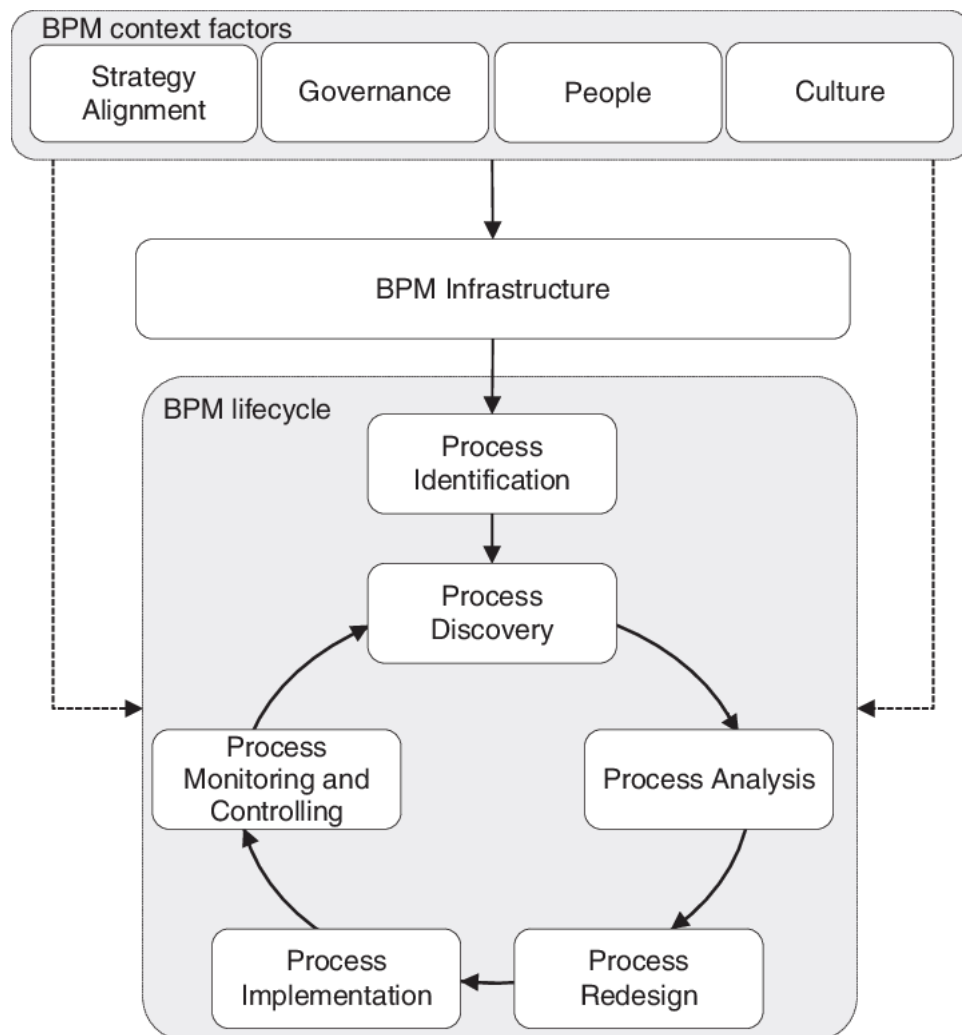


Fig 1: Integrated Business Process Management framework (IBPM) | Download Scientific Diagram

2. Literature Review

We surveyed BPM literature from 2012–2021 emphasizing integration of strategy, innovation, and unified modeling.

2.1 The Five Diamond Method (Grisold et al., 2021)

This method advances BPM by combining innovation management with process design. It enables organizations to identify emerging opportunities—driven by digital technologies and evolving customer needs—and integrate them into **new** processes offering novel value propositions. While not explicitly controller-oriented, it enhances strategic alignment through innovation sensing.

2.2 Business Process View Integration (Belchior et al., 2020)

Belchior and colleagues provide a systematic literature survey on **view integration**, highlighting how fragmented process views—across stakeholders and models—can be merged using annotation and formal merging rules, improving coherence across organizational layers.

2.3 BPM & Digital Transformation (Stjepić, 2020)

Stjepić offers a theoretical framework linking BPM and digital transformation via four dimensions: strategic alignment (strategic view), goals (organizational view), orchestration (technological view), and roles (social view). This demonstrates strategic BPM's importance in enabling digital transformation.

2.4 BPM Capability Frameworks & Digital Innovation (Mendling, Reijers, etc.)

While not captured in detail, BPM maturity frameworks and capability models (e.g., Pöppelbuß & Rosemann) and innovation-focused BPM are prevalent in 2012–2021 discourse, emphasizing BPM's role in enabling dynamic organizational capabilities.

Table 1: Literature Summary

Study & Year	Focus	Strategic BPM Alignment Contribution
Grisold et al. (2021)	Five Diamond Method (innovation in BPM)	Embeds innovation-driven strategy into BPM design
Belchior et al. (2020)	View Integration in process modeling	Enhances alignment and coherence across layers
Stjepić (2020)	BPM in Digital Transformation framework	Illustrates strategic alignment within BPM context
BPM & Capability Models	BPM Maturity & capability frameworks	Foundation for process-strategy alignment

3. Proposed SIBPM Framework

We propose the **Strategy-Integrated BPM (SIBPM)** framework, aligning BPM lifecycle phases with strategic management through built-in feedback mechanisms. It comprises five components:

Component Description

Translate strategy into measurable objectives (e.g., via Balanced Scorecard or OGSM)

Systematically identify emerging digital and business trends using innovation methods (inspired by Five Diamond)

Build process models that integrate strategic aims and multiple stakeholder views using formal integration

Execute via BPMS; monitor KPIs tied to strategic goals; optionally incorporate AI for adaptability

Use performance data to adjust strategy and processes continuously

3.1 Strategic Objective Definition

Organizations begin with clear strategic articulation: high-level objectives, KPIs, time horizons. Common tools like Balanced Scorecard (Kaplan & Norton, 1992) or OGSM help translate strategy into measurable operational goals.

3.2 Trend & Strategy Sensing

Inspired by the Five Diamond Method, SIBPM includes trend scanning—monitoring digital innovation, market shifts, customer behavior—to inform strategic BPM. This step ensures that process redesign is opportunity-driven rather than reactive.

3.3 Process Design & View Integration

Using techniques from view integration research, the framework consolidates diverse views—from executives, process owners, IT—into unified process models. This fosters consistency across strategic and operational levels.

3.4 Execution & Monitoring

Processes are deployed via a BPMS linked to monitoring tools. Each process has embedded KPIs tied to strategic objectives. Optionally, AI-augmented monitoring (beyond 2021) can enable adaptive optimization.

3.5 Feedback & Adjustment Loop

Regular reviews of performance against strategic goals allow recalibration of both strategy and processes, closing the loop in a dynamic alignment cycle.

4. Comparative Analysis

Here's how our **SIBPM framework** compares to existing BPM approaches:

Framework	Strategic Alignment	Adaptiveness	View Integration	Innovation Sensing
Traditional BPM (2012–2021)	Limited	Low	Minimal	Little to none
Five Diamond Method (2021)	Medium (innovation-focused)	Medium	Low	High
View Integration (2020)	Medium (model coherence)	Medium	High	Low
BPM in Digital Transformation (2020)	Medium (framework-level)	Medium	Medium	Medium
Proposed SIBPM (this paper)	High (full integration)	High (dynamic)	High (integrated)	High (strategic)

Traditional BPM has definitely played a key role in helping businesses run more efficiently. However, one major limitation is that it often works in isolation from the organization's overall strategy. It's a bit like fine-tuning a vehicle's engine without making sure it's actually going in the right direction.

The **Five Diamond Method** brings a modern and creative outlook by making innovation a central focus. It certainly encourages forward-thinking and out-of-the-box ideas. However, one limitation is that these innovative concepts don't

always align with the day-to-day workflows of different teams or departments, which can create a disconnect between strategy and execution.

The **View Integration approach** does a solid job of bringing together process diagrams and perspectives from various departments. It improves internal understanding and reduces confusion between teams. But even with that, it often misses the mark when it comes to directly tying those processes back to strategic objectives—especially in situations that require quick adaptation.

When it comes to **digital transformation models**, they often emphasize the importance of linking strategy to processes. But in practice, many of these models remain more conceptual than actionable. They tend to describe what should happen without offering a clear roadmap for how to make it happen on the ground.

This is where the **SIBPM framework** offers a meaningful advantage. It doesn't treat strategy and operations as separate pieces—it connects them at every stage, from planning to execution. The framework also supports regular evaluation and updates, helping businesses respond effectively to market shifts. Its real strength lies in how it blends strategic thinking with operational reality—ensuring that everyone, across all departments, is moving in the same direction and staying responsive to change.

5. Conclusion

This paper presents the **SIBPM framework**, a strategy-integrated BPM model that bridges the gap between business strategy and operational processes. By embedding trend sensing, model integration, execution monitoring, and feedback loops, SIBPM ensures dynamic, aligned, and coherent business process management.

A comparative analysis shows that SIBPM outperforms existing methodologies in strategic integration, adaptability, and holistic coherence. Future research should focus on empirical validation through real-world implementations and exploring AI-enabled enhancements that emerged post-2021.

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