



Guest Editors' Preface

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This special issue of “Decision Making in Manufacturing and Services” is devoted to the field of Business Process Management (BPM) (Dumas et al., 2018; Gabryelczyk et al., 2024) and contains ten selected papers that were presented at the 5th Polish BPM Symposium, which took place on September 6, 2024, in Krakow, Poland (Symposium BPM, 2024). This event was part of a series of meetings that bring the Polish BPM community together, including researchers, business professionals, and educators who are involved in BPM. The field of BPM continues to develop actively and attract significant interest, as demonstrated by the popularity of events such as the International Conference on Business Process Management, the 22nd edition of which was held at AGH University of Krakow in September 2024 (BPM, 2024). In Poland, the process approach is both a subject of scientific research and of academic and commercial courses, and it is a framework that is implemented in business practice. Until recently, however, the Polish BPM Community lacked a sufficient integration that could foster synergies that would strengthen its voice in the global BPM discourse (Polish BPM, n.d.a). Since 2022, the BPM Symposia (Polish BPM, n.d.b) have played a key role in this integration, with the 5th Symposium serving as a colocated event to the 22nd International BPM Conference, further highlighting the presence of the Polish BPM community (Gdowska, 2022; 2024; Grzesiak & Gdowska, 2024).

As a direct outcome of the symposium, this special issue of DMMS presents works by Polish authors and showcases implementations of the process's approach in Polish companies. This is a diverse collection of studies and case analyses that contribute to the ongoing discourse on Business Process Management and its applications across various industries. These papers offer valuable insights into both theoretical advancements and practical implementations, addressing key technological, organizational, and educational aspects of BPM. By publishing these contributions with open access in English, this volume helps to disseminate the achievements of the Polish BPM Symposia and contributes to global BPM research and practices.

The volume opens with Małgorzata Pańkowska's study on the process knowledge value proposition in BPM, which explored the identification, interpretation, and visualization of process knowledge; this offers a new perspective on the role

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of knowledge value in business process modeling. Next, Łukasz Rudolf and Marek Roszak analyzed the integration of modern information technologies with managerial methods, demonstrating how a structured BPM approach enhances operational agility and organizational adaptability. The implementation of a process approach would not be possible without technology, so Adrian Stelmach's paper discussed the impact of Industry 4.0 on production process optimization, emphasizing the transformative role of digital technologies such as IoT, AI, and Blockchain in industrial settings.

The volume contains a series of papers that show the implementations of the process approach in various industries. Emilia Męcel contributed with a case study on the development of an employee-suggestion system at OKNOPLAST, showcasing how Kaizen and lean methodologies enhance employee engagement and process improvement in manufacturing. A case study by Jan Trąbka and Marcin Makowski explored the integration of ECM and BPM platforms in a large medical organization, demonstrating the benefits of digitizing financial, quality, and HR processes. Magdalena Toporowska, Piotr Mańkowski, Agnieszka Jadczyzyn, Dorota Pustelnik, and Marek Szelański examined BPM improvements in banking, particularly focusing on the "Return Disposition Management" process at mBank and its implications for risk management and compliance. Małgorzata Oleś-Filiks and Robert Waszkowski presented a study on optimizing public service delivery through a low-code BPM implementation, highlighting the benefits of automation in stakeholder interaction and administrative processes. Piotr Biernacki provided insights into the use of BPMN in legislation, using public procurement law as a case study to illustrate how BPMN ensures regulatory clarity and enhances legal process execution. Sustainability in BPM was addressed by Marek Szelański, Justyna Berniak-Woźny, Beata Zawalich, and Bartosz Radziszewski, who presented a case study on the decarbonization strategy of MECK; this demonstrates how BPM facilitates sustainable transformation in the heating industry.

Finally, Marzena Grzesiak discussed the implementation of active learning in BPM education, emphasizing the impact of student-centered teaching methods on learning outcomes and course improvement.

Together, these contributions provide a comprehensive overview of contemporary BPM challenges and solutions, bridging the gap between research and practice. The studies that are included in this volume not only expand the theoretical foundation of BPM but also offer actionable insights for those organizations that aim to optimize their processes and drive innovation in an increasingly complex business environment. As a Poland-based initiative, this issue is a direct outcome of the 5th Polish BPM Symposium, marking yet another step in making BPM more popular as a subject of research and more suitable for practical implementation. Furthermore, it contributes to the consolidation and strengthening of the Polish BPM community by bringing together researchers and practitioners who are dedicated to advancing BPM methodologies and their real-world applications.

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