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**Implementation and effective use of business process management tools in the IT
industry**

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Abstract. *This article explores relevant business process management (BPM) tools within the information technology (IT) sector, one of the most dynamic areas of the modern global economy. The aim of the study is to classify, analyze, and evaluate the effectiveness of implementing BPM tools in IT companies. Particular emphasis is placed on the necessity for a flexible, adaptive, and innovative approach to process management, driven by rapid technological advancement and increasing demands for product and service quality. The research employs a comprehensive analytical method that includes a review of modern BPM tools—such as BPMS platforms, no-code/low-code solutions, automation systems, and knowledge management platforms—along with empirical data derived from interviews with managers of Ukrainian IT companies.*

The findings demonstrate that the use of BPM tools enables IT companies to significantly enhance productivity, transparency, and operational quality, while also contributing to resource optimization. Special attention is given to the impact of BPMS on work organization, process automation, performance monitoring, and the improvement of business ecosystems through integration with other platforms (CRM, ERP, DevOps). The study identifies that the strategic application of BPM solutions, in combination with innovative technologies such as artificial intelligence, cloud services, and blockchain, creates a foundation for sustainable growth and competitive advantage in IT enterprises.

The conclusions substantiate the relevance of adapting BPM tools to the scale and specifics of a company, highlighting the importance of personnel training and integration processes for successful BPMS implementation. Recommendations are proposed regarding the selection of BPM solutions based on technical and organizational needs, and the paper outlines prospects for further research in the field of strategic management of digital transformation in IT.

Keywords: *business process management, BPM, BPMS, automation, IT companies, digital transformation, flexibility, innovation, efficiency, system integration.*



**Впровадження та ефективне використання інструментів управління
бізнес-процесами в ІТ-індустрії**

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***Анотація.** У статті розглянуто актуальні інструменти управління бізнес-процесами в інформаційно-технологічній галузі, яка є однією з найбільш динамічних сфер сучасної світової економіки. Метою дослідження є класифікація, аналіз та оцінка ефективності впровадження інструментів Business Process Management (BPM) у діяльність ІТ-компаній. Увагу акцентовано на необхідності гнучкого, адаптивного та інноваційного підходу до управління процесами, обумовленого стрімким розвитком технологій та*



високими вимогами до якості продуктів і послуг. У роботі застосовано комплексний метод аналізу, що включає огляд сучасних BPM-інструментів, таких як BPMS-платформи, no-code/low-code рішення, системи автоматизації та управління знаннями, а також аналіз емпіричних даних, отриманих через інтерв'ю з менеджерами українських IT-компаній.

Результати дослідження засвідчують, що використання BPM-інструментів дозволяє IT-компаніям досягати значного підвищення продуктивності, прозорості та якості діяльності, а також сприяє оптимізації ресурсів. Особливу увагу приділено впливу BPMS-систем на організацію роботи, автоматизацію процесів, моніторинг показників ефективності та вдосконалення бізнес-екосистеми через інтеграцію з іншими платформами (CRM, ERP, DevOps). Визначено, що стратегічне використання BPM-рішень у поєднанні з інноваційними технологіями, такими як штучний інтелект, хмарні сервіси та блокчейн, формує основу для сталого зростання та конкурентних переваг IT компаній.

У висновках обґрунтовано доцільність адаптації BPM-інструментів до масштабів та специфіки компанії, підкреслено значення навчання персоналу та інтеграційних процесів для ефективного впровадження BPMS-систем. Запропоновано рекомендації щодо вибору BPM-рішень залежно від технічних та організаційних потреб, а також окреслено перспективи подальших досліджень у напрямі стратегічного управління цифровими трансформаціями у сфері IT.

Ключові слова: управління бізнес-процесами, BPM, BPMS, автоматизація, IT-компанії, цифрова трансформація, гнучкість, інновації, ефективність, інтеграція систем.

Problem Statement. The modern IT industry is characterized by high dynamism, intensive implementation of innovations, and growing customer expectations. In this context, the issue of effective business process management becomes particularly relevant, as it must ensure not only the stable functioning of



organizations but also their capacity for rapid adaptation, innovation, and long-term competitiveness. Traditional management approaches are no longer sufficient to meet the challenges of a rapidly changing digital environment, necessitating a profound reassessment of business process organization strategies.

One of the key problems is the insufficient integration of business process management tools into the operations of IT companies, especially small and medium-sized enterprises, which often lack the resources to implement comprehensive solutions. In addition, selecting the most effective BPM tool that aligns with a company's specific activities, size, and strategic goals remains a significant challenge. There is also a notable shortage of practical guidelines for implementing BPMS solutions in conjunction with other digital platforms (CRM, ERP, DevOps), which complicates the overall digital transformation of business processes.

Amid rapid technological development, there is an increasing demand for new approaches to process management, particularly those incorporating artificial intelligence, cloud computing, low-code/no-code platforms, and other innovative solutions. At the same time, the lack of a robust theoretical and methodological framework for the practical implementation of such tools presents additional challenges for both management teams and business process developers.

Therefore, this article addresses a complex set of issues related to the selection, implementation, and efficient utilization of business process management tools in the field of information technology. The relevance of the study stems from the need to systematize existing approaches, assess their effectiveness in real-world conditions, and formulate recommendations aimed at improving productivity, adaptability, and the competitiveness of IT companies within a dynamic digital environment.

Analysis of Recent Research and Publications. Over the past five years, there has been a growing interest in the implementation of innovative approaches in the field of business process management (BPM), particularly in the context of the digital transformation of IT companies. A systematic review of the literature highlights key



research directions concerning BPM tools and reveals existing gaps that require further investigation.

Integration of Artificial Intelligence and Machine Learning in BPM. Weinzierl et al. (2024) present a systematic review of the application of machine learning in BPM, emphasizing its potential to improve processes through forecasting, pattern detection, and resource optimization. Abbasi et al. (2024) analyze the contribution of AI and ML to predictive business process management, underlining their role in enhancing process efficiency and adaptability. [1]

Development of Agent-Based BPM Systems. Vu et al. (2025) explore the concept of agent-based BPM, which involves the use of autonomous agents to manage business processes. The authors note the potential of such systems in ensuring flexibility and adaptability but also point to challenges related to transparency and control. [2]

The BPM Market and Its Trends. According to Grand View Research (2024), the global BPM market was valued at USD 20.38 billion, with projected growth of 20.3% by 2030. Key market drivers include the need for process automation, integration of AI and ML, and the overall pursuit of operational efficiency. [3]

Challenges in BPM Project Implementation. The Infosys BPM report (2024) identifies several challenges faced by companies during BPM implementation, including insufficient process flexibility, integration complexities, and the lack of clear KPIs to measure performance. [4]

Research Gaps. Despite the substantial volume of existing research, several aspects require further scientific and practical exploration, including:

1. **Adaptation of BPM tools to the specifics of small and medium-sized IT companies:** Most current studies focus primarily on large corporations, often overlooking the needs and constraints faced by smaller enterprises. There is a lack of tailored approaches that address the limited resources and distinct operational models of SMEs in the IT sector.



2. Integration of BPM systems with other enterprise platforms: The issue of compatibility and effective interaction between BPM systems and other digital platforms such as CRM, ERP, and DevOps remains underexplored. Further research is needed to identify best practices for seamless integration and interoperability in diverse IT environments.
3. Assessment of BPM implementation effectiveness in specific industry contexts: There is a growing need for empirical studies that evaluate the outcomes of BPM adoption across different segments of the IT industry. Such analyses would provide insights into the contextual factors that influence the success of BPM initiatives and support the development of sector-specific implementation strategies.

Identification of previously unresolved parts of the overall problem.

Despite the increasing number of studies dedicated to business process management (BPM) in the IT sector, several aspects remain insufficiently explored or provoke conflicting approaches when applied in practice. In particular, much of the academic literature focuses on the technical features of individual BPM tools or general process-based management concepts, while overlooking the practical dimension of integrating these tools into real-world business scenarios across IT companies of various sizes.

One unresolved issue is the lack of a clear classification of BPM tools that considers their functional capabilities, adaptability to operational conditions, organizational structures, and levels of digital maturity. This gap complicates the process of selecting and adapting BPM tools to the specific needs of individual enterprises. Moreover, the role of BPM systems in shaping strategic flexibility, supporting innovation, and ensuring long-term competitiveness remains underexplored.

Another important but under-investigated issue is the interaction of BPMS with other enterprise systems such as CRM, ERP, and DevOps. The complexity of integration processes, the need for staff training, and the absence of unified



methodological frameworks for comprehensive BPM implementation highlight the necessity of further analysis and systematization of these practices. Existing publications often fail to consider the contextual features of Ukrainian IT companies, including their resource constraints and the specific nature of their internal business processes.

These unresolved issues hinder the effective use of BPM solutions, particularly in small and medium-sized IT enterprises that require not only technological but also managerial solutions adapted to the local market. Therefore, there is a clear need for a comprehensive study that not only systematizes existing BPM tools but also provides an analytical assessment of their applicability within specific business contexts.

In this regard, the objective of the current study is to:

1. identify and classify relevant BPM tools tailored to the IT sector;
2. uncover implementation barriers;
3. formulate practical recommendations for selecting BPM tools and integrating them with other digital systems.

Thus, this article aims to fill existing research gaps and propose a practical model for BPM tool implementation that considers both sectoral and regional characteristics, ultimately contributing to the enhancement of efficiency and innovation in business process management within IT companies.

Main material: The successful performance of IT companies depends on their ability to respond quickly to market changes, ensure high-quality products and services, and utilize resources efficiently. In this context, business process management (BPM) tools serve as a key element in enhancing productivity, automation, and the optimization of operational activities.

BPM tools enable IT companies to structure processes, ensure transparency, automate routine tasks, and obtain analytical data for informed decision-making. The implementation of such tools is particularly relevant in conditions of intense competition, ongoing technological progress, crisis situations, and growing customer expectations.



The study of BPM tools allows for the identification of their contribution to the development of IT companies and the formulation of recommendations for selecting and using these tools according to the size of the organization and the specifics of its operations.

Business process management (BPM) in the field of information technology (IT) has its own specific characteristics, determined by the dynamic nature of the industry, rapid technological evolution, and high demands for the quality of products and services. Based on interviews with managers of Ukrainian IT companies and an analysis of their business process management practices, a list of key BPM-related tasks within IT companies has been compiled:

- Flexibility and Adaptability: IT companies often operate in environments marked by rapidly changing market demands and technological innovations. Therefore, business processes must be sufficiently flexible to quickly adapt to new conditions. The use of methodologies such as Agile enhances the adaptability of software development and implementation processes.
- Process Automation: Automation tools are widely applied in the IT sector to increase efficiency and reduce the likelihood of errors. Business Process Management Systems (BPMS) support the modeling, execution, and control of processes, ensuring their transparency and manageability.
- Innovation and Continuous Improvement: IT companies consistently implement new technologies and approaches to optimize their business processes. This includes the adoption of cloud solutions, artificial intelligence, and machine learning to improve productivity and service quality.
- Knowledge Management: Since the IT industry is heavily reliant on the knowledge and expertise of its employees, effective knowledge management is critically important. This encompasses the creation and maintenance of knowledge bases, staff training, and knowledge sharing among teams. Specialized software such as Notion and Confluence is used for these purposes.



- High Standards for Quality and Security: Products and services provided by IT companies must meet high standards of quality and security. This necessitates the implementation of rigorous quality control processes, testing procedures, and information security measures throughout all stages of development and deployment.
- Customer Orientation: Business process management in the IT sector is focused on meeting customer needs. This involves close interaction with clients, understanding their requirements, and responding swiftly to feedback to improve products and services. To support this, IT companies adopt specialized development methodologies such as Agile, the V-model, and Waterfall.

The successful execution of these tasks in business process management within IT companies contributes to enhancing their competitiveness, operational efficiency, and ability to swiftly adapt to changes in the technological environment.

To ensure operational effectiveness and the systematic achievement of business objectives, IT companies utilize business process management tools. These tools assist in structuring, optimizing, and automating processes while adapting them to the evolving market conditions. Depending on their functionality, intended purpose, and technological capabilities, BPM tools can be classified into several key categories: traditional tools, automation systems, innovative solutions, and specialized business process management systems (Table 1).

Table 1

Tools for managing business processes in IT companies

Category	Appointment	Tools
Traditional	Documentation, analysis, management and control of business processes used to create and visualize process models: diagrams and flowcharts, tables and text documents, kanban boards. [5]	Diagrams and flowcharts: Miro, Gliffy, Cacoo.
		Kanban boards: Trello, Jira, Atlassian.
		Spreadsheets and text documents: Google Docs, Google Sheets, Confluence, Notion.



Automation systems	BPMS (Business Process Management Systems) - provide a full cycle of process management: modeling, automation, monitoring and optimization. [6]	Examples: Camunda, Bizagi, Appian.
	CRM systems (Customer Relationship Management) are tools for managing customer relationships that automate sales, marketing, and support. [7]	Examples: Salesforce, Zoho CRM, HubSpot.
	ERP systems (Enterprise Resource Planning) are complex platforms that integrate business processes within an organization: financial, resource, and supply chain management. [8]	Examples: SAP, Microsoft Dynamics, Oracle ERP.
Innovative tools	No-code and low-code platforms are tools that allow you to create automated processes without writing program code. [9]	Examples: Airtable, Bubble, OutSystems
	Artificial intelligence (AI) - used to predict processes, analyze big data, and improve decisions. [10]	Examples: IBM Watson, UiPath AI.
	Cloud BPM - Cloud platforms provide accessibility and scalability of business processes at any time.	Examples: Google Cloud Platform, AWS for process automation.
	Blockchain technologies - provide transparency, data protection and traceability of operations in processes	Examples: Hyperledger, Ethereum.
Specialized tools	This category includes solutions focused on the specifics of IT companies.	Tools for project management: Asana, Jira, Monday.com. [11]
		DevOps platforms: Jenkins, GitLab CI/CD.
		Testing tools: Selenium, TestRail.

Source: compiled by the authors based on [5 - 11]

The variety of business process management tools allows IT companies to choose solutions depending on their needs, size, budgets, and specifics of their business. Successful implementation of BPM tools helps to improve the efficiency, adaptability, and competitiveness of an organization in the face of rapid technological change.



There is a generalized business process management system (BPMS) that will allow for high-level control of the company's activities and integration with these tools. For this purpose, Business Process Management Systems (BPMS) are one of the most important tools for improving the efficiency of modern IT companies. They provide an integrated approach to process management, allowing companies to achieve higher efficiency, flexibility and quality of services. [12]

BPMS are software platforms that integrate the functions of modeling, automation, monitoring and optimization of business processes. The main goal of BPMS is to implement a process approach to management, where the organization's activities are viewed as a set of interrelated processes.

According to Michael Hammer, BPMS systems help not only to automate existing processes but also to develop new ones aimed at creating value for the client. In the IT sector, BPMS help to increase productivity by ensuring continuous process improvement. [13]

BPMS provide a full cycle of business process management, including the following key functions:

- Process modeling: tools for creating visual models of business processes using standards such as BPMN (Business Process Model and Notation).
- Automation: Implementation of automated workflows that reduce the need for manual labor.
- Monitoring and analysis: real-time tracking of process execution and performance analysis using KPIs (key performance indicators).
- Optimization: continuous improvement of processes based on data collected during their execution.

Implementing BPMS in the IT industry provides companies with certain advantages:

- Flexibility: BPMS allows you to quickly adapt processes to changing market conditions or new customer requirements.
- Transparency: thanks to visualization and monitoring, all process participants get a clear understanding of their roles and tasks.



- Cost reduction: automation of routine tasks reduces the cost of performing processes and minimizes human errors.
- Improving quality: continuous analysis and optimization of processes allows you to improve the quality of products and services.

Specific business process management systems and their capabilities for IT companies are studied, as presented in Table 2:

Table 2

Business process management platforms and their capabilities

System	Purpose and capabilities
Camunda [14]	A powerful tool for modeling, automating, and monitoring processes, focused on IT companies. It is used for integration with microservices and platforms.
Bizagi [15]	A business process automation platform that supports BPMN modeling. It provides an intuitive interface and the ability to integrate with ERP and CRM.
Appian [16]	An innovative low-code platform that allows you to create complex processes without writing code. It is used to optimize processes in large IT companies.
BonitaSoft [17]	An open source tool that allows you to create customized solutions for managing business processes.

Source: compiled by the authors based on [14; 15; 16; 17].

Implementing such large-scale, innovative, and complex solutions into a company's operations brings with it specific challenges and difficulties: BPMS often require integration with existing systems, such as CRM, ERP, or DevOps platforms. This is a significant complication, as the technical integration process requires the involvement of teams of specialists to customize the system environment. Because of this, the BPMS implementation process can be expensive and time-consuming, especially for small companies. And the scale of the system and the new operational processes that the use of BPMS entails requires training of employees to work with new tools.

BPMS is an important component of modern IT business process management. They ensure efficient execution of processes, increase their flexibility and quality, and allow IT companies to remain competitive in the global market. Successful BPMS implementation depends on the right choice of system, integration with other tools, and staff training.



Business process management (BPM) tools are the most important components of the successful operations of IT companies operating in a highly competitive environment, rapid technological development, and globalized markets. Their use not only helps to optimize processes, but also creates the basis for long-term sustainability and growth of the organization.

BPM tools automate and standardize routine tasks, which can significantly reduce time and resources. For example, using a BPMS to manage the project lifecycle in IT can reduce errors, ensure task clarity, and shorten product development time. They also allow you to visualize business processes, which contributes to a better understanding of their roles and responsibilities. The monitoring and analytics provided by these tools ensure transparency of task performance and create conditions for objective performance evaluation.

BPM tools, such as Camunda or Appian, allow you to quickly adapt processes to new requirements, integrate modern technologies, and ensure the competitiveness of companies. Thanks to their integration capabilities, they facilitate effective interaction between different platforms (CRM, ERP, DevOps) and teams. This allows you to create holistic business ecosystems that simplify project management and accelerate information exchange.

The role of BPM tools in the IT industry goes beyond optimization. They are becoming a strategic asset that helps companies create innovative products, attract customers, and ensure sustainable growth. Recommendations:

- It is important for IT companies to choose BPM tools according to their needs, taking into account the scale of their operations, budget, and technical resources.
- To implement BPM effectively, you should invest in staff training and integration with existing systems.
- The use of innovative approaches (AI, blockchain) will create competitive advantages and improve the company's long-term results.

BPM tools are fundamental to managing business processes in the IT sector, ensuring flexibility, efficiency, and adaptability of companies in today's dynamic and risky environment.



Conclusions. As a result of the study, it was possible to comprehensively consider modern business process management tools in the IT industry, which operates in conditions of high competition, rapid technological development and growing customer expectations. The author classifies BPM tools by functionality and level of technological complexity, and reveals their practical significance for improving the efficiency of management decisions, automating processes, and achieving the strategic goals of companies.

The analysis of business process management in the IT industry has shown that the use of BPMS tools, low-code/no-code platforms, innovative cloud solutions and artificial intelligence technologies allows IT companies to respond flexibly to market changes, reduce costs and improve the quality of service delivery. Particular attention was paid to the integration of BPM systems with other corporate platforms, as well as the challenges associated with staff training and setting up a complex technical infrastructure.

The proposed systematization of BPM tools, analysis of their effectiveness, and practical recommendations for IT companies will facilitate the implementation of BPM solutions, which will be key to the formation of a flexible business model, building efficient processes, and sustainable development of the IT industry.

At the same time, the study revealed a number of issues that remain open. In particular, further research is needed:

1. comparison of the effectiveness of different BPM platforms depending on the specifics of the company;
2. development of standard models for integrating BPM with CRM, ERP, and DevOps;
3. determination of the impact of BPM tools on the innovation potential of IT companies;
4. development of methodological approaches to assessing the economic feasibility of implementing BPM solutions in small and medium-sized businesses.



In future research, it is advisable to use interdisciplinary methods, such as case analysis, system modeling, and scenario approach, which will allow for a more accurate assessment of the impact of BPM on organizational performance in a changing digital environment. It is also recommended to expand the empirical base by conducting field studies in different types of IT companies.

Thus, BPM tools are becoming not only an automation tool, but also a strategic factor in the digital transformation of IT companies, which determines the relevance of further research in this area.

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