

**Digital transformation and process redesign: challenges for organizational management.  
contemporary**

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Digital transformation and process redesign: challenges of contemporary organizational management

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**SUMMARY**

Contemporary times demand that organizations transcend traditional management models. functional for responding to the agility of the digital market. This theoretical essay aims to... to analyze the convergence between Business Process Management (BPM) and digital transformation, with a focus on process redesign as a catalyst for structural change. The methodology The approach adopted is based on a qualitative and narrative literature review of seminal works and contemporary management. Discussions indicate that the implementation of technologies Disruptive technologies, such as hyperautomation and process mining, are ineffective without critical review. of workflows (AS-IS) and overcoming the culture of organizational "silos". It is concluded that Digital transformation is not merely a technological transition, but an evolution of the model. Management that requires agile leadership and a focus on delivering end-to-end (E2E) value. The study highlights the importance of strategic redesign to ensure operational efficiency and Organizational adaptability in highly complex scenarios.

**Keywords:** Process Management. Digital Transformation. BPM. Organizational Culture. Agile Leadership.

**ABSTRACT**

Contemporary times demand that organizations transcend traditional functional management models to respond to the agility of the digital market. This theoretical essay analyzes the convergence of Business Process Management (BPM) and digital transformation, focusing on process redesign as a catalyst for structural change. The methodology is based on a qualitative and narrative bibliographic review of seminal and contemporary works in management. The discussions indicate that the implementation of disruptive technologies, such as hyperautomation and process mining, is ineffective without a critical review of current workflows (AS-IS) and the overcoming of organizational "silo" culture. It is concluded that digital transformation is not merely a technological transition, but an evolution of the management model that requires agile leadership and a focus on

end-to-end (E2E) value delivery. The study highlights the importance of strategic redesign to ensure operational efficiency and organizational adaptability in highly complex scenarios.

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## INTRODUCTION

The historical evolution of administrative science reveals a constant search for structuring, efficient use of human effort. Since the division of labor proposed by Smith (1776), which identified specialization is the main source of increased productivity for nations, even down to microanalysis of Taylor (1911), whose scientific management system sought to eliminate waste through standardized methods and the separation between planning and execution, the focus was on optimization of the individual task. However, this Taylorist legacy resulted in fragmented organizations into departments or "silos" in which local efficiency often hinders the overall value stream.

to the customer.

In the contemporary scenario, technological acceleration imposes the need to align the tools. The transformation of Information Technology (IT) into business processes in a synergistic way. Digital transformation is not just about acquiring software; it demands a reconfiguration of the architecture. Womack and Jones (2004) already argued that organizations that attempt to scale inefficient operations only amplify waste, making process redesign essential.

A preliminary and indispensable step before any automation initiative. The objective of this article is to analyze how process redesign acts as the vital link between organizational strategy and...

Technological feasibility, allowing the company to operate with agility and predictability.

## THEORETICAL FRAMEWORK

### Fundamentals of Business Process Management (BPM)

Business Process Management (BPM) has established itself as the culmination of centuries of experimentation in the organization of work. As defined by the Association of Business

According to the Brazilian Association of Process Management Professionals (ABPMP, 2013), the core of BPM is the process-oriented view of

End-to-end, which crosses departmental boundaries to deliver value to

end customer. Porter (1985) had already systematized this perspective when introducing the Value Chain, demonstrating that competitive advantage lies not in isolated activities, but in...

interdependencies and links between them. The technical modeling, generally using the notation BPMN (Business Process Model and Notation) allows mapping the current state (AS-IS) to the subsequent engineering of the new flow (TO-BE), consolidating a common language between the Business and IT areas.

### **Vectors of Digital Transformation: Hyperautomation and Process Mining**

Modern digital transformation is driven by hyperautomation, a concept coined by Gartner in 2019 defined it as a disciplined, business-oriented approach through... which organizations identify and automate as many processes as possible, using integrated technologies, such as Robotic Process Automation (RPA), Artificial Intelligence (AI) and Machine Learning (GARTNER, 2019). While traditional BPM focuses on work optimization. Hyperautomation, as a tool for human interaction, seeks synergy between humans, robots, and intelligent systems. Additionally, Process Mining is discussed in a comprehensive manner.

by van der Aalst

(2016) uses corporate event logs from systems such as ERP and CRM to reconstruct the actual process based on digital evidence, enabling compliance analyses and Performance with statistical precision.

### **Agile Leadership and Organizational Adaptability**

Leadership in digital contexts breaks with the command-and-control model of administration. scientific (TAYLOR, 1911). Agile leadership, as discussed by Denning (2018), is based on- whether in the decentralization of decision-making, in transparency, and in the continuous delivery of value to The client, with the main performance metric being... In distributed or remote teams, the leader... It acts as a facilitator that removes impediments and ensures the synchronization of pull flows. This approach is essential for managing pressure and expectations in highly volatile environments. Uncertainty, complexity, and ambiguity — the so-called VUCA environment.

### **MATERIALS AND METHODS**

This study is characterized as a qualitative, theoretical research that employs the The narrative literature review method was used. The bibliographic survey focused on sources Consolidated aspects of general administration, organizational behavior, and process management.

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Selection criteria included works that addressed the transition from functional to systemic management. continuous improvement methodologies (Lean, proposed by Womack and Jones, and Six Sigma) and emerging automation technologies. The analysis focused on the integrative synthesis of these concepts for To support the discussion about process redesign in the digital age.

## RESULTS AND DISCUSSION

Critical analysis reveals that process redesign (TO-BE) is the indispensable bridge for...

Digital transformation produces sustainable results.

Without a thorough review of activities that do not add value, automation risks...

merely speeding up defective processes — what Womack and Jones (2004) termed

"Automation of waste." In this sense, the Lean approach, by proposing the identification of waste,

A systematic approach to activities that do not generate value for the customer as a prerequisite for anything

Improvement provides the necessary methodological foundation for redesign.

The application of Process Mining, according to Van der Aalst (2016), solves a problem

The central issue in BPM initiatives is the discrepancy between the documented process and the actual process.

practiced. By extracting the actual flow from corporate systems data, this technique eliminates the

It eliminates the subjectivity of manual mapping and offers an objective basis for redesign decisions.

When combined with hyperautomation (GARTNER, 2019), Process Mining becomes

Continuously feeding the optimization algorithms creates a virtuous cycle of improvement.

data-driven.

Regarding the human dimension, Porter (1985) already warned that coordination between activities

The value chain strategy is often more decisive for competitive advantage than the...

The efficiency of each isolated activity. This implies that organizational culture and leadership are...

Critical variables. Denning (2018) demonstrates, through case studies in companies of

different sectors, which small, autonomous teams, guided by agile principles, are able to achieve.

Responding to market changes more effectively than traditional hierarchical structures.

Digital transformation, therefore, requires not only updating systems, but also...

Review of the governance model and the way decisions are made.

The relationship between the Taylorist legacy and contemporary challenges can be summarized as follows:

Taylor's functional specialization (1911) generated productivity gains in the context of production.

mass development in the 20th century, but it created structural barriers to the integration of E2E processes that...

The current digital market demands it. BPM, as systematized by ABPMP (2013), emerges as

The organizational response to this tension, providing the tools for the company to overcome the logic.

Departmentalized, you'll learn to see and manage your workflows from end to end.

## FINAL CONSIDERATIONS

This theoretical essay analyzed the convergence between BPM and digital transformation, arguing that Process redesign is the indispensable link between organizational strategy and...

technological feasibility. The literature review carried out allowed us to identify that the main seminal contributions — from Smith (1776) and Taylor (1911) on the organization of work, from Porter (1985) on the value chain, Womack and Jones (2004) on the elimination of waste, by Van der Aalst (2016) on process mining and by Denning (2018) on

Agile leadership — converge on the same diagnosis: sustainable digital transformation is not Not a technological phenomenon, but an evolution of the management model.

It is concluded that process automation, including hyperautomation initiatives (GARTNER, (2019), only generates lasting value when preceded by a rigorous diagnosis of the current state. (AS-IS) and by redesign oriented towards delivering value to the customer (TO-BE). Organizations that Those who neglect this step risk incurring what the literature calls "digitalization of "chaos". For future research, it is recommended to conduct empirical studies that measure the impact of previous redesign on the return of hyperautomation initiatives in different sectors of Brazilian economy.

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