2025 REPORT

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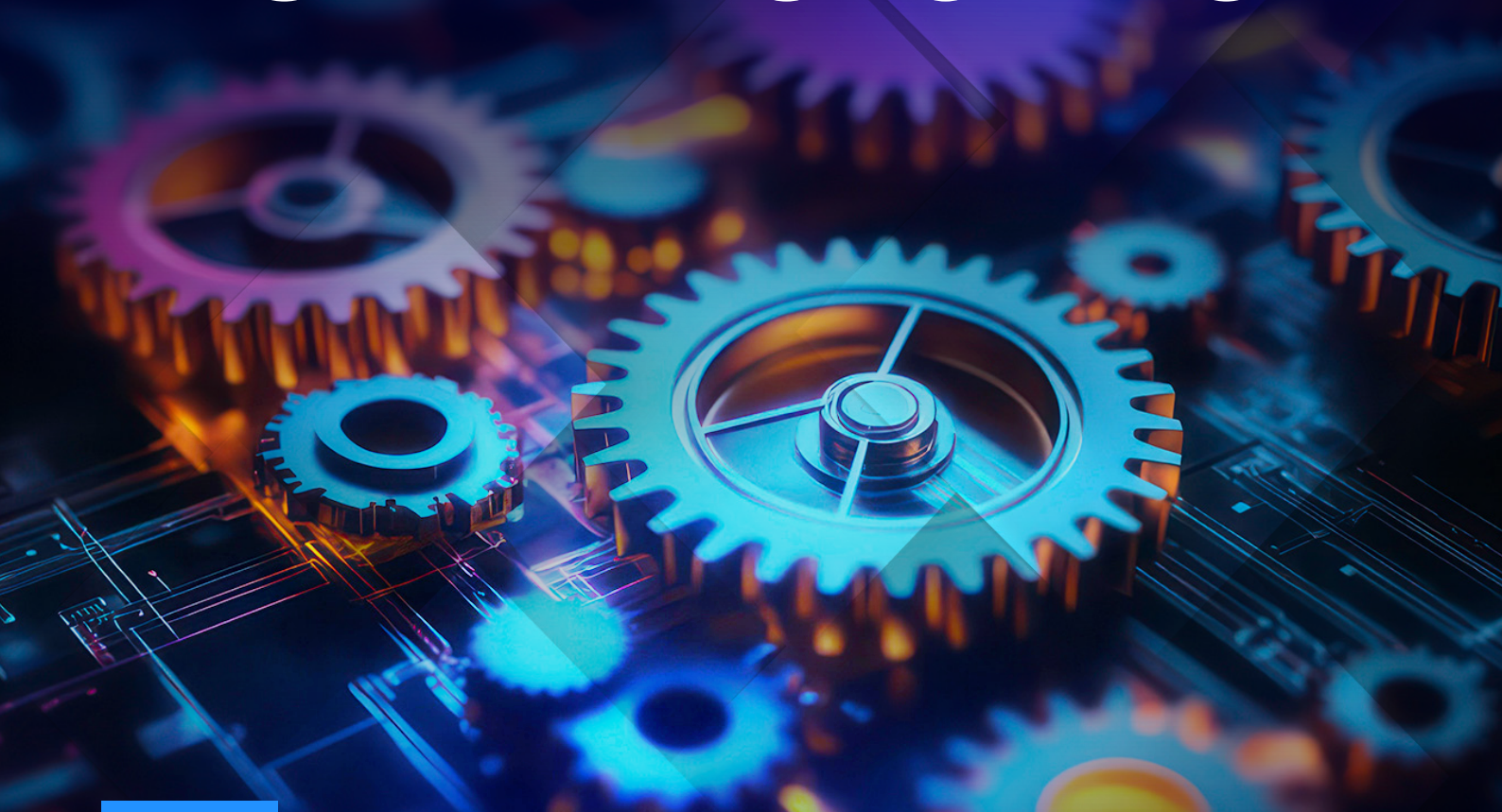
BPM'S TRANSFORMATION IN THE ERA OF AI & DIGITAL DISRUPTION



INSIDE

- How business process management (BPM) is evolving
- Key trends shaping the BPM landscape
- How BPM enhances AI and digital adoption
- The future of BPM

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Introduction

Business Process Management (BPM) is a disciplined approach to identifying, designing, executing, documenting, measuring, monitoring and controlling processes to achieve consistent, targeted results aligned with an organization's strategic goals.

For years, BPM has been the engine room of process excellence. BPM can be described as both an organizational practice and a set of best practices that improve the way businesses operate. At its core, BPM is responsible for ensuring the delivery of value to customers and stakeholders, extending beyond processes to enhance organizational and technological journeys. These can span departments, systems and even external partners.

The PEX Report 2025/26, based on a survey of more than 200 professionals, found that BPM is the most common technology that organizations use to support business transformation, cited by 53 percent of respondents. What's more, 34 percent of businesses are looking to invest in BPM in the next 12 months, up from 22 percent last year.

The BPM market is estimated to be worth more than US$21 billion in 2025, projected to grow to a staggering $70.93 billion by 2032, according to data from Fortune Business Insights.

Whether you're a small business aiming to streamline daily operations or a large enterprise managing complex workflows across departments, BPM provides the means to help organizations achieve competitive advantage through process excellence.

However, a new age of autonomy and digital disruption is upon us. Emerging technology, such as generative AI and agentic AI, are redefining business operations and process management. This introduces several important factors into the BPM sphere. It also opens the door to a new era of process optimization – one where BPM acts as the foundation of AI adoption and AI-enhanced process management.

Michael Hill
Editor of *PEX Network*

BPM's role in traditional process excellence

BPM has always been integral to process excellence because it provides a structured methodology to design, implement and continuously improve business processes, leading to increased efficiency, reduced costs, risk management, enhanced visibility and improved customer satisfaction.

By creating clear, standardized workflows and incorporating data-driven analysis, BPM enables organizations to identify and eliminate bottlenecks and redundancies, ultimately aligning operations with strategic goals.

"BPM stays central because it delivers repeatability in the process and impacts customer experience," says Diego Borquez, regional business process manager for Latin America at Pacific International Lines Ltd and PEX Network Advisory Board member. "In my work standardizing customer service and operations across multiple Latin American countries, a clear process framework gave everyone one way of working and one definition of 'good'" he adds.

BPM's role in traditional process excellence

BPM maps the flow, aligns the terminology and supports them with visual dashboards and short performance dialogues. "Those routines make consistency practical day to day," Borquez adds. "Teams see where they stand and what to adjust next. In short, BPM provides the shared playbook and the cadence that turns improvement from a project into a habit, and that habit is what customers perceive."

BPM's longevity amid transformative shifts

BPM has also proved to be remarkably adaptable, demonstrating extraordinary longevity in delivering value throughout major technological shifts. "If you go back and look at the history of BPM, it has always been relevant to ensure clear mapping of organizational processes with strategy and implemented over the years in different shapes and forms," says Vikas Seth, chief product officer (CPO) at ARIS.

In the early 1990s, BPM was primarily centered around document-driven workflows. These systems focused on routing documents within an organization, typically large enterprises burdened with regulatory demands and heavy paperwork. It was a foundational phase, where the goal was basic: streamline manual processes and create order from chaos.

The real inflection point began with the dawn of the digital transformation era in the late 1990s and early 2000s. Organizations began to view BPM as more than a tool for managing documents, with focus shifting to automation and efficiency. "This is where robotic process automation (RPA) began to complement traditional BPM systems, enabling businesses to pursue incremental improvements across various departments," says Seth.

This shift was not just technological, it was cultural, he adds. "Companies no longer accepted inefficiencies as the cost of doing business. They sought leaner, smarter operations and BPM proved instrumental in that evolution."

Around 2008 – 2009, cloud computing emerged as the next major disruption. While many industries initially viewed the cloud with caution, it soon became apparent that it was a tailwind for BPM.

"By removing the burden of complex IT deployments, cloud platforms allowed companies, especially small and mid-sized businesses, to adopt BPM and increasingly sophisticated process mining tools without the heavy upfront investment traditionally required," Seth says. What was once an enterprise-only tool was now accessible to organizations of all sizes. The result? A democratization of BPM, with widespread adoption across industries.

"Today, a significant portion of the BPM market (more than 60 to 70 percent) is cloud-based, driven by hyperscalers like AWS, Azure and Google Cloud," Seth says. "While some organizations still maintain on-premise solutions, the trend toward cloud-native BPM and process mining platforms continues to accelerate."

If digital transformation and cloud were incremental leaps for BPM, AI – particularly generative AI, large language models (LLMs) and agentic AI – represent a quantum leap. AI isn't just another add-on; it's a transformative force reshaping how organizations think about process optimization. From intelligent decision-making and predictive analytics to autonomous process agents, AI enables BPM systems to move beyond rules-based workflows to adaptive, learning systems that evolve in real-time.

"Over the last three decades, BPM has proven its staying power, not by standing still, but by evolving with every major shift in enterprise technology," Seth says. From paper workflows to intelligent automation, BPM has consistently met the moment. Now, with the emergence of AI, it's set to do it again.

4 forces disrupting businesses and reshaping BPM

BPM has long been associated with diagrams, business architecture and process governance. Today, BPM faces a radically expanded mandate. As organizations grapple with seismic shifts in technology, society and economics, BPM is no longer a back-office concern. It has become central to organizational resilience, innovation and strategic execution.

"Rather than viewing BPM and mining as isolated practices, it's more helpful (and accurate) to consider how organizations themselves are being shaped by external forces, and how BPM can support companies in navigating these forces," says Eric Roovers, VP, head of solutions architecture and customer success at ARIS.

There are four key trends reshaping modern enterprises where BPM can and must play a central role, he adds.

Explainability and compliance in a transparent world

Compliance has always been important, but today's demands go further. "We are now firmly in the age of explainability, a requirement not just to comply with regulations but to demonstrate and articulate how and why decisions are made and processes are followed," Roovers says.

Customers, regulators, investors and civil society expect organizations to provide visibility into areas like:

- Ethical sourcing and labor practices in supply chains.
- Environmental impact mitigation.
- Data privacy and cybersecurity controls.
- Governance of AI systems and algorithms.

"This is not just a technical or legal challenge. It's a process challenge," Roovers says. Explainability demands organizations understand and document not only what is happening, but how, why and by whom. It requires complete transparency across internal operations and external value chains.

BPM's role:

BPM must evolve to become the foundation for explainability. That means not just capturing high-level workflows but documenting the underlying procedures, monitoring mechanisms, decision logic and handoffs between systems and stakeholders, both human and digital.

Resilience and agility in a world of compounding crises

The last decade has seen a surge in disruptive events spanning pandemics, geopolitical conflicts, climate disasters, cyberattacks and more. These disruptions are increasingly concurrent, compounding and unpredictable.

Organizations must become:

1. **Resilient,** meaning they can maintain continuity and recover quickly in the face of disruption.
2. **Agile,** meaning they can adapt and evolve processes and business models in response to change

"Both resilience and agility demand a deep understanding of operations: dependencies, handoffs, critical paths and fallback procedures. Without visibility into your ways of working, you can't adapt (or survive) when conditions change," Roovers says.

> **"BPM provides the shared playbook and the cadence that turns improvement from a project into a habit, and that habit is what customers perceive."**
>
> **Diego Borquez, Pacific International Lines, PEX Network Advisory Board**

4 forces disrupting businesses and reshaping BPM

BPM's role:

BPM practices must move beyond process modeling to become enablers of operational intelligence. This includes maintaining a living process repository, mapping interdependencies and embedding contingencies. Agile change requires knowing which processes can be adapted quickly and which ones can't. BPM must serve as the organizational map for navigating volatility.

Knowledge retention and workforce productivity

Demographic shifts, especially aging populations in developed economies, are putting pressure on organizations in two ways:

1. **Knowledge drain:** Much of the operational know-how resides in the heads of experienced employees nearing retirement.
2. **Workforce turnover:** Younger workers are fewer, stay shorter and expect faster onboarding and clearer guidance.

"This makes it imperative to capture and retain institutional knowledge in a way that is accessible, up-to-date and actionable," says Roovers. "You can no longer assume someone 'knows how it's done' – you must document and manage that knowledge explicitly."

BPM's role:

BPM must expand to include not just process diagrams, but the full spectrum of procedural knowledge – standard operating procedures (SOPs), work instructions, training content, exception handling guides and more. These must be organized, governed and made accessible at the point of need.

BPM practitioners must become knowledge stewards and shepherds, retaining and evolving the key ways of working to guide operational excellence (OPEX) and making information available to an ever-widening business community of practice.

The rise of agentic AI

Autonomous AI is not coming; it's here. Organizations are under pressure to augment human labor with intelligent automation, including:

- Autonomous agents that can make decisions.
- AI systems that adapt in real-time.
- Bots that handle unstructured or creative tasks.

"These are not simple automations. They need contextual understanding, guardrails and guidance. In essence, they must be trained just like human workers, and that training comes from the organization's operational knowledge," Roovers says.

BPM's role:

BPM must provide the digital backbone for AI enablement. That means:

- Feeding agents with structured operational data (from SOPs, task recordings and training materials).
- Using task mining to capture how humans actually perform work.
- Monitoring agent performance and compliance through process mining.
- Creating governance mechanisms to ensure agents stay within safe and effective boundaries.

In short, BPM must help organizations govern and train digital workers just as they do human ones.

A call to action for BPM leaders

These four forces – explainability, resilience, demographics and AI – are reshaping business operations. Traditional BPM, focused narrowly on modeling end-to-end processes, is no longer sufficient.

4 forces disrupting businesses and reshaping BPM

To meet these challenges, BPM must:

- Expand its scope from process diagrams to all ways of working.
- Integrate SOP management, work instructions, training content and process frameworks under a unified governance model.
- Enable both human and digital workers with the right knowledge at the right time.
- Leverage new technologies like process mining, task mining and AI to gain insight and drive improvement.

"This is not theoretical. Leading organizations in industries like manufacturing, pharmaceuticals, aerospace and defense are already doing this," says Roovers. They are deconstructing tens of thousands of SOPs, creating centralized process repositories and managing detailed task-level content as part of their BPM practice. "The next era of BPM is not about better modeling tools. It's about becoming the connective tissue between strategy, operations, people and AI."

BPM is undergoing a fundamental transformation, echoes Seth. "This isn't just another technological evolution; this is a tectonic shift in how we approach, manage and think about operational efficiency." The timeline is especially important, he adds. "We're not looking at a five-year horizon here. These changes are already underway, and I believe the next one to two years will be critical. It's an exciting, if challenging, time to be in the BPM space!"

This change isn't just technical either. It's reshaping the people side of BPM too. "Traditionally, BPM experts had to master both methodology and specific tools" says Seth, "Switching tools was difficult, and that limited the talent pool. Now, we're entering a world where skill sets need to be broader and more adaptable."

Modern BPM professionals need core competencies like:

- Analytical thinking to interpret continuous streams of data and identify patterns.
- Creative thinking, especially important with generative and agentic AI. It's no longer just rule-based logic, there is a need to craft intelligent prompts and think outside the box.
- Resilience and flexibility to adapt rapidly to new tools and technologies.
- Lifelong learning to adopt new approaches such as the goal-constraint-guardrail method for agentic AI guidance.

"This is a once-in-a-generation shift for BPM," says Seth. "It's no longer just about efficiency and structure; it's about agility, intelligence and innovation. The organizations and professionals who embrace this shift early will lead the next chapter of digital transformation."

What about traditional BPM standards?

Upon this backdrop, tried and tested BPM standards like business process model and notation (BPMN) and decision model and notation (DMN) risk becoming obsolete.

Are BPM standards like BPMN mature enough to serve as a blueprint for AI agent behavior? "My goodness, no," says J-M Erlendson, chief evangelist at ARIS. "However, that doesn't mean you should throw the six-fingered baby out with the AI bathwater!"

He says it is time for BPMN 3.0, as the latest in this global standard was published more than a decade ago, before a "bunch of market-defining innovations," including the most recent – agentic AI. "Some platform vendors have tried to keep the standard relevant through augmentation (such as 'enterprise BPMN models'), but it's not enough yet in the case of agentic AI."

There is a need for both a new standard for modeling with an increased palette for AI-focused guidelines, as well as an updated spec for the BPMN, Erlendson adds.

"While traditional BPM has centered on high-level process models, today's demands go much deeper," says Roovers. "Organizations must begin to focus not just on visualizing and optimizing processes, but on managing the actual work being done at a granular level."

BPM as the foundation of AI adoption

As organizations increasingly integrate AI and large language models (LLMs) into their operations, BPM is becoming more critical than ever. Just under half of businesses (48 percent) are prioritizing AI adoption, according to the PEX Report 2025/26. Meanwhile, 41 percent and 39 percent are looking to increase spend on generative AI and agentic AI in the next year, respectively.

To effectively integrate emerging AI technology such as agents into business processes, it's not enough to give them process context; you must also provide detailed task-level instructions. BPM should consolidate these materials into a structured, governed framework to ensure control, explainability and compliance, especially important in sensitive areas or under strict regulations. Additionally, BPM teams must adopt process mining tools to monitor agent performance and ensure adherence to defined parameters and guardrails.

"Now, more than ever, BPM is being called on to create an AI-ready (and AI-operable) process space for organizations," says Erlendson. "Your AI agents are workers. Sure, technology, but still workers. So with that presupposition, let's take a fundamental look at what a worker needs."

Clear expectations about what their job is – what they're trying do, what outcomes they achieve, how they collaborate with others. "That kind of information is represented well as value chains, a core of BPM methodology."

Clear limits, requirements and controls – what they must do, including required process steps, governance practices and regulatory compliance measures. "This is well contained within process models and their associated ecosystem, including risks and controls, enterprise architecture, organizational design and customer journeys."

Transparency in performance evaluation – how success is measured and what's most important. "That includes a clear definition of KPIs, expected outcomes, sources of value and remedial measures. This is textbook process (and task) mining, a core part of the process intelligence driving BPM."

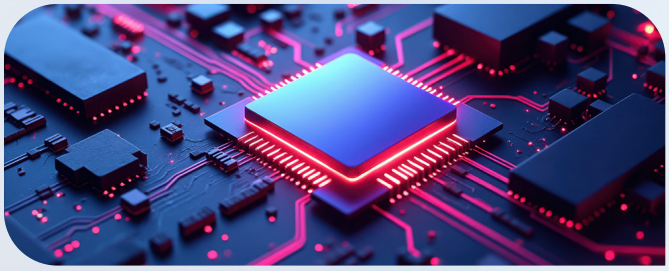
Empowerment for improvement – what should they do, what they are allowed to change as part of their agency, how to test and improve those changes without negatively impacting the core process, how to report back on changes and how to spread best practices, "Again, this is a core function of BPM, particularly with an enterprise process repository plus collaboration and governance."

An expectation to build organizational capability – how can we sustain the practice, including documenting processes, their gaps and pain points, proposed improvements, governance approvals, deployments, measured outcomes, continuous improvement and best practices to take forward? "That's what we're doing here in BPM. That's literally our purpose – an evolving ecosystem based on agency, innovation, creativity, improvement lifecycles and an empowered workforce."

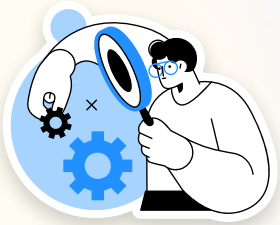
All the above are just as relevant to AI agents as they are for human workers (if not more so). Introducing intelligent agents into business processes isn't just about technology, it's about discipline, structure and foresight. BPM must step up to orchestrate not just workflows, but the entire lifecycle of agent enablement from training through governance to performance monitoring.

In this new era, the BPM function becomes the bridge between automation and accountability and organizations that get this right will lead the next wave of digital transformation. We're living in a world that is increasingly wary of autonomous decision-making, especially when those decisions affect customers or compliance-sensitive workflows.

With agentic AI, explainability becomes non-negotiable. BPM practitioners must now embed explainability and governance directly into their process frameworks to satisfy both internal and external oversight.



The risks of adopting AI without BPM foundations



The risks of deploying increasingly autonomous AI at scale without BPM foundations are vast. "I see a few different risks when you toss BPM to the curb, ranging from pedestrian to catastrophic," says Erlendson.

LOW RISK

Your AI starts with stupid!

"How are you training your AI agents? Is it based on governed and best practice processes? Or is it based on what some low-code cowboy thought best today? Also, are you scraping text documents for complex execution paths, trying to describe the complex interwoven process details in Microsoft Word? Come on!" says Erlendson. BPM would have given you the tools to start with vetted process models in machine-readable logic, helping the AI get a head start on its path to optimization.

HIGH RISK

Your AI is doing the wrong thing!

Without BPM, it becomes increasingly difficult to align agentic AI expectations with organizational and operational goals. As your company evolves, how can you effectively communicate and train your AI to meet your new requirements and how can you validate that the AI is focused on the right tasks and outcomes? "That's BPM (input), process mining (output) and process visualization/capture (output) to shape and confirm that your automation is actually working for you," says Erlendson.

MEDIUM RISK

Your AI isn't transparent!

So your AI is running, but do you know what decisions it's making, what processes it's carrying out and where it might be coloring outside the lines? "You lose a ton of value from organizational knowledge capital locked into automation tools and open yourself up to operational confusion and chaos as these obfuscated processes run in the background, making decisions," Erlendson warns.

BPM becomes your output as well, mining executions to ensure that you're achieving goals and modelling processes to capture the output of the agency.

CATASTROPHIC RISK

Your AI is actively causing harm!

How do you set hard guardrails for AI agents and validate that your agents aren't innovating themselves out of the rules? Also, how do you ensure that your various AI agents across systems and vendors are working together to create a process that actually runs end-to-end rather than running into unforeseen impacts and breaks in the process?

"This can be a runaway greenhouse effect of AI, and only BPM can force the visibility and control required to protect your organization and its customers from serious negative consequences," Erlendson says.

How AI enhances BPM

With all the talk of why and how BPM should anchor AI adoption, it's also worthwhile to examine how emerging AI tools are enhancing BPM. AI is unlocking enhanced analytical capabilities that allow BPM to overcome its traditional limits, like slow adoption and optimization cycles, making BPM real-time and highly dynamic, reacting to data as it flows in.

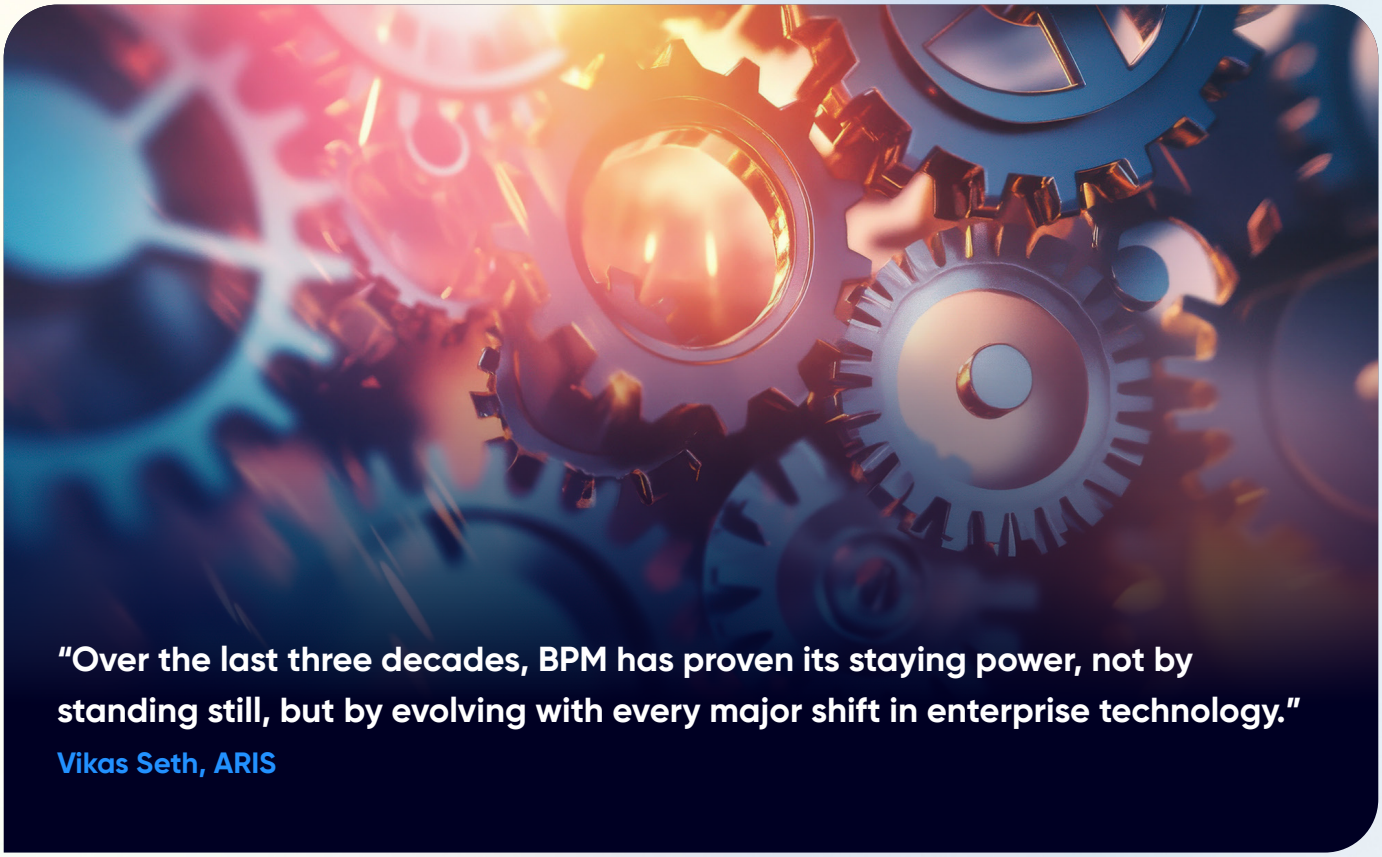
"One of the most significant areas of impact is the introduction of real-time intelligence, essentially AI-powered BPM and data mining," says Seth. These AI systems can analyze vast amounts of business data almost instantly.

By simply feeding data into an LLM, organizations can generate insights, identify patterns and automate routine tasks at a pace far beyond what was promised during the digital transformation or even the RPA era. This marks a transformative leap in how BPM can support faster, more intelligent decision-making and process automation, Seth adds.

"I'd say BPM clarifies and AI amplifies," says Borquez. "The sequence matters. Once the process is stable and data fields are clear, AI really helps." Process mining (for example) works like an MRI for the value chain, showing how steps interact and where delays cluster.

"Generative AI can also support drafting documentation and providing frontline guidance in plain language," says Borquez. "Success starts with governance, clear outcomes, an accountable team and a plan; the tool comes last. With that foundation, AI gives faster, better insights for performance dialogues and points teams to the few changes that unlock flow.

Three factors are key to effective BPM, Borquez continues: executive sponsorship, frontline accountability and simplicity. "Sponsorship sets direction. Frontline ownership sustains it. Simplicity keeps focus on what moves the customer and the business." AI raises the bar on all three, he says. "Stronger data governance to trust insights, reskilling so teams can use AI signals in their huddles and shorter feedback loops so improvements land faster. Taken together, BPM supplies the structure and routine; AI accelerates the learning cycle."



"Over the last three decades, BPM has proven its staying power, not by standing still, but by evolving with every major shift in enterprise technology."

Vikas Seth, ARIS

Building future-ready BPM

From efficiency to resilience and innovation

For decades, BPM has served as the backbone of operational efficiency, streamlining workflows, reducing costs and improving consistency. AI and automation are redefining industries at an unprecedented speed and incremental improvements are no longer enough.

To thrive in this dynamic landscape, organizations must shift their focus from efficiency to resilience and innovation. It's a change in mindset, culture and strategic direction.

Historically, BPM has been about doing things faster and cheaper. While that's still relevant, the future demands more. Resilience and adaptability, not just optimization, will separate the winners from the rest. Meanwhile, safety and governance are increasingly vital in supporting successful AI adoption.

BPM must now enable:

- Real-time process improvements, not just one-time optimizations.
- Continuous adaptation, rather than rigid adherence to fixed plans.
- Proactive innovation, supported by AI and real-time data.

"We've already seen companies disrupted, and even shut down, because they failed to keep up with rapid technological changes, especially the rise of AI. That trend is only accelerating," says Seth.

Moving beyond BPM

As organizations mature in their BPM journey, a critical shift is becoming increasingly necessary: BPM must move beyond BPM. This means evolving BPM into a more comprehensive, work construction-driven discipline.

To remain effective, BPM practices must extend their scope to include:

- Document control and versioning.
- Work instruction governance.
- Task-level coordination across systems and teams.

"We're talking about tens of thousands of documents and assets that support day-to-day operations – SOPs, policy documents, work instructions, decision trees, compliance guidelines and more," says Roovers. "These need to be under the same, or even tighter, governance controls as your processes."

To support this shift, organizations can no longer rely on fragmented tooling. It's not enough to have separate systems for process modeling, document management, collaboration and task tracking.

Instead, BPM teams must look for integrated systems that bring together:

- Process modeling and process mining.
- Enterprise architecture mapping.
- Document lifecycle management.
- Knowledge and content control.
- Operational workflows and work instructions.
- Change and dependency tracking.

"A modern BPM platform should serve as both the source of process truth and the operational backbone that drives execution," Roovers adds. "It's time to expand the mission of BPM. This isn't about abandoning traditional practices, it's about elevating them to meet operational reality."

In doing so, BPM can become the control tower of enterprise work, orchestrating not just how things should be done, but ensuring they are done correctly, consistently and efficiently.

Core enablers for the next generation of BPM

To support this shift, several pillars must come together. These go beyond process charts, forming the operational foundation of a modern, agile enterprise.

AI-enhanced decision making

AI won't replace human decision-making entirely, but it will augment it. Organizations must develop the competency to:

- Integrate high-quality, structured data into decision workflows.
- Leverage AI to generate insights and recommendations.
- Use BPM to guide how these recommendations flow into approvals, actions and oversight.

This is where BPM transforms from a static modeler to a real-time decision framework.

Workforce planning and retraining

The shift to AI and digital transformation impacts roles across every organization. BPM must support strategic workforce planning, including:

- Retraining existing domain experts in the context of new technology.
- Redefining roles to align with AI-augmented workflows.
- Building new competencies for future-facing functions.

"Whether companies choose to retrain or restructure, BPM systems must reflect these evolving capabilities, ensuring the right people (or agents) are handling the right tasks," says Seth.

"While traditional BPM has centered on high-level process models, today's demands go much deeper. Organizations must begin to focus not just on visualizing and optimizing processes, but on managing the actual work being done at a granular level."

Eric Roovers, ARIS

Core enablers for the next generation of BPM

Cultural transformation

No BPM strategy can succeed without cultural alignment. Technology adoption is as much a people challenge as a technical one. The cultural shift should be:

1. **Top-down,** there should be an expectation of leaders having contextual knowledge about AI and its capabilities.
2. **Innovation-friendly,** where experimentation and adaptation are rewarded.
3. **Collaborative,** encouraging humans and AI to work together rather than in silos.

Architectural flexibility

Today's tech stacks are modular and rapidly evolving. BPM frameworks must be architecturally flexible, allowing organizations to:

- Swap out one AI model for another (e.g. OpenAI versus open-source alternatives).
- Integrate new tools and platforms without rebuilding workflows from scratch, maintaining continuity amid change.

Think of it as a plug-and-play process design, enabling innovation without disruption.

Data excellence

All of this is meaningless without quality data. BPM tools must support rigorous data governance and integrity checks, real-time data flow integration and metrics for decision quality, not just activity volume. Organizations that treat data as a strategic asset will be far better positioned to extract value from AI and automation.

Human-AI collaboration

Perhaps the most transformative element of modern BPM is facilitating a hybrid workforce where AI and humans collaborate seamlessly. Key enablers include:

- Clear boundaries and escalation paths between agents and people.
- Monitoring tools that detect when AI behavior deviates from norms and provide clear controls and remediations.
- Performance guidelines for both human and machine actors.

"BPM becomes the trust layer that governs this interaction, ensuring accountability, performance and confidence in AI-assisted processes," Seth says.

BPM as the bridge to a future-ready enterprise

The evolution of BPM is no longer optional. It must grow from a tool for efficiency into a framework for resilience, innovation and intelligent collaboration. This means 1) investing in people and cultural transformation, 2) building architectural and data agility, and 3) enabling human-AI synergy through dynamic process management.

In short, the BPM of the future isn't just about doing things better. It's about doing better things, faster, smarter and with far greater agility.

"Now, more than ever, BPM is being called on to create an AI-ready (and AI-operable) process space for organizations."

J-M Erlendson, ARIS

Conclusion

BPM isn't just a methodology for mapping and optimizing workflows anymore, it's now a strategic framework for managing hybrid ecosystems where humans and AI agents work in tandem.

Organizations are no longer simply experimenting with AI, they're embedding it into core business processes. In this transition, BPM plays a central role by providing the structure and oversight needed to adopt AI responsibly and effectively.

Historically, companies have used BPMN models to map business processes, often relying on traditional rules engines or human intervention. With the rise of AI, there's a new opportunity to simplify, automate and even reimagine these models, whether through text-to-model or diagram-to-model conversions.

However, the future isn't fully autonomous. For the foreseeable, we'll be operating in a hybrid world; one where humans and intelligent agents coexist, complementing each other's strengths. The role of humans in shaping AI expectations and evolving those expectations in alignment with shifting strategic priorities and regulatory obligations cannot be underestimated. BPM is uniquely positioned to orchestrate this dynamic interplay.

As organizations navigate the complex terrain of AI adoption, BPM is evolving from a process optimization tool into a strategic framework for AI governance, risk management and performance monitoring.

By embedding BPM into AI workflows, organizations can build a solid foundation of trust, transparency and resilience, ensuring that humans and machines work together to drive innovation, without compromising on control. This is how you moderate the control of AI automation, like you would any other automation, but with the additional discipline, expanded methodology and more informed human-AI collaborators to shape the future promised by agentic AI.

CONTRIBUTORS

Diego Borquez
Regional business process manager for Latin America
Pacific International Lines Ltd,
PEX Network Advisory Board

Vikas Seth
Chief product officer (CPO)
ARIS

Eric Roovers
VP, head of solutions architecture and customer success
ARIS

J-M Erlendson
Chief evangelist
ARIS

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