

OPTIMIZING SUSTAINABILITY PROCESS MANAGEMENT FOR ORGANIZATIONAL EFFECTIVENESS

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Abstract

This research aims to identify and analyze optimal strategies for managing sustainable processes to increase organizational effectiveness. This research uses a qualitative approach with descriptive methods. The research results show that the implementation of sustainable process management has a significant positive impact on organizational effectiveness. By integrating sustainable practices such as business process automation, process modeling and optimization, and performance monitoring, organizations can achieve higher operational efficiency and adapt to changing business environments. Integration with other systems has also proven to be key to creating connected and responsive operations. The involvement of organizational leaders and all members of the organization in implementing sustainable principles is a critical factor in successful implementation. These findings provide a foundation for organizational development strategies that focus on sustainability, creating significant added value across various operational aspects and contributing to the long-term success of the organization.

Keywords: Process Management, Continuity, Business Process, Business Modeling, Organizational Effectiveness.

A. INTRODUCTION

The era of globalization has become an important milestone in the evolution of the business world, driven by the development of information technology which created the "information superhighway" and initiated the birth of the "digital economy" (Ly, 2020). Developed countries that have been pioneers in adopting this technology have experienced fundamental transformations in the way they communicate, do business and compete. The impact is felt in the level of competition at the global level, which is now increasingly influenced by an organization's ability to manage and utilize data effectively (Betz, 2003).

In this context, an organization's competitiveness depends not only on the extent to which they can collect data, but also on their ability to transform that data into valuable information (Carneiro, 2000). Data analysis is key in this process, enabling organizations to gain deep insights and make informed decisions. However, good decision making does not only depend on data and information alone. Careful assessment (judgment) is required to provide context and meaning to the information obtained, so that creative ideas and innovative solutions can emerge (Awan et al., 2021).

The fundamental changes occurring today have also changed the global economic paradigm. There has been a shift from an industrial-based economy to a knowledge-based economy (Kochan, 2006). Innovation and knowledge become more valuable commodities than mass production or natural resources. The concept of growth driven by innovation replaces growth patterns that only rely on input (Dosi & Nelson, 2010).

Apart from that, transformation can also be seen in the nature of change itself, which is increasingly unpredictable and often occurs suddenly (discontinuous change). Organizations must be able to adapt to dynamic and unstable environments (Ogilvie, 1998). The shift from seeking perfection in what is already known (perfecting the known) to exploring imperfectly in things that are not yet known (imperfectly seizing the unknown) is the key to success in facing future uncertainty and challenges (Armenakis & Harris, 2009).

Effectiveness, according to Rahman et al. (2013), is a crucial concept in measuring the success of an organization. In his perspective, effectiveness refers to the extent to which an organization's management activities can achieve predetermined goals. This understanding is in line with the definition from Sparrow & Cooper (2014), which states that effectiveness describes the level of success in carrying out management activities to achieve predetermined targets. In other words, effectiveness reflects the extent to which an organization is able to coordinate, direct and utilize the resources it has to achieve the expected results.

Cameron (1980) also highlights the concept of effectiveness by detailing that it shows the level of success of management activities in achieving predetermined goals. This means that effectiveness is not just about operational success or increasing productivity, but also includes success in achieving long-term strategic goals. In this context, effectiveness provides a holistic view of an organization's performance, involving careful planning, efficient organization, effective leadership, and appropriate control, all contributing to the comprehensive achievement of goals (Sharma & Singh, 2019).

Effective business processes are the main foundation of success for any organization, playing a key role in achieving strategic goals and meeting customer needs. Although important, traditional business processes often encounter challenges that can hinder an organization's progress and growth (O'Regan & Ghobadian, 2002). One of the main challenges is operational inefficiency, where cumbersome manual procedures or a lack of automation can lead to long execution times and an increased risk of human error. In addition, the rigidity in traditional business process structures often makes it difficult to adapt to market changes or dynamic customer demands (Mentzas et al., 2001).

It is important for organizations to look at their business processes critically, identify weak points, and adopt innovative solutions. By integrating the latest technology, such as business process management systems, organizations can overcome these obstacles (Wu & Chen, 2014). Optimized business processes can increase efficiency, reduce operational costs and increase competitiveness. This digital transformation not only creates opportunities for innovation, but also enables better adaptability to market changes, making organizations more responsive and ready to face future challenges (Warner & Wager, 2019). By focusing on developing effective and

innovative business processes, organizations can strengthen their position in the market and achieve long-term success (Trkman, 2010).

Sustainable process management is a crucial element in achieving sustainable organizational effectiveness. In an era of ever-evolving business dynamics, this approach provides a basis for integrating sustainable principles into organizational structures (Shahzad et al., 2020). Sustainable business processes not only focus on operational efficiency, but also consider social impacts, the environment and ethical demands. The integration of sustainable principles in process management not only covers internal aspects of the organization, but also pays attention to relationships and collaboration with external parties, including business partners, suppliers and local communities (Von Brocke et al., 2012).

Sustainable process management involves ongoing monitoring and assessment of process performance, with a focus on waste reduction, energy efficiency and responsible resource management (Tam, 2010). Awareness of corporate social responsibility (CSR) is also an integral part of this approach, where organizations strive to have a positive impact on society and the surrounding environment. Combining these aspects in process management not only creates a more efficient organization, but also builds a sustainable image, increases customer trust, and strengthens relationships with stakeholders (Isaksson, 2006).

This research aims to identify critical factors that influence the success of sustainable process management in organizations. By delving deeper, this research aims to provide a better understanding of how the integration of sustainable concepts can increase operational effectiveness and have a positive impact on the environment and society. The benefits include providing practical guidance for organizations in improving sustainable performance, increasing resilience to environmental change, as well as contributing to the literature and general understanding of the importance of sustainable process management in the context of sustainable business and development.

B. METHOD

This research is included in the type of qualitative research with an approach using descriptive methods. The descriptive method is a research approach that aims to observe problems in a systematic and accurate way related to the facts and characteristics of a particular object. This approach is focused on mapping and explaining facts based on a certain framework or perspective (Gerring, 2017). This descriptive method aims to explain, describe and map a phenomenon, which can be conditions, relationships, opinions that are developing, processes that are taking place, effects or consequences that are occurring, or trends that are developing. In the context of this research, a descriptive approach is used to describe and interpret phenomena surrounding optimizing sustainable process management for organizational effectiveness.

C. RESULTS AND DISCUSSION

Factors Influencing Continuous Process Management in Organizational Effectiveness

Transforming traditional business processes can play a central role in improving overall organizational efficiency and effectiveness (Baiyere et al., 2020). By implementing automation to routine tasks and making improvements to existing workflows, organizations can gain significant benefits in reducing the time required to complete these tasks (Sharma, 2015). Automation frees human resources from the burden of routine work, allowing them to focus on tasks that require creativity and strategic thinking. This not only optimizes operational efficiency, but also has the potential to improve the quality of work output and response to customers (Asatiani & Penttinen, 2016).

Sustainable process management is a critical pillar that determines the effectiveness of an organization. By focusing on integrating sustainable principles into every aspect of operations, organizations can achieve a balance between achieving their business goals and social responsibilities (Xue et al., 2018). This approach enables organizations to identify and manage the social and environmental impacts of their operational activities, creating greater added value for all stakeholders. Continuous process management not only increases efficiency in the use of resources, but also creates an organization that is adaptive to environmental changes and customer demands (Benner & Tushman, 2003). Therefore, implementing sustainable process management is not only an ethical responsibility, but also an integral strategy for achieving long-term organizational effectiveness in facing complex challenges and continuously developing business dynamics (Baumgartner & Rauter, 2017).

The critical factors influencing the success of continuous process management in organizations can involve several aspects.

1. Leadership Support and Commitment

Organizational leaders play a key role in determining the direction and culture of the organization. In the context of sustainable process management, support and high commitment from leadership are critical factors that pave the way to success. Leaders who understand and embrace sustainable principles will be better able to integrate these values into the organization's policies and business practices. A strong commitment from the top of leadership creates a solid foundation, sending a strong signal to all members of the organization that sustainability is not just a temporary initiative, but a long-term commitment.

Support from leadership is not only limited to rhetoric, but also involves the allocation of adequate resources to support the implementation of sustainable process management. They can ensure that organizations have the necessary infrastructure, systems and training to adopt sustainable practices. Leaders who are directly involved in sustainability initiatives can also motivate and set an example for the rest of the organization, encouraging active participation in cultural change towards sustainability.

In addition, leaders act as effective spokespeople to communicate the vision and long-term benefits of sustainable process management to internal and external stakeholders. Clear and compelling communication helps create a deep understanding of the importance of sustainability to organizational success, creates cross-departmental buy-in and supports continuous integration as an integral part of the organization's business strategy. Therefore, the role of supportive and

highly committed leaders is crucial in achieving success in sustainable process management and building a resilient and sustainable organization.

2. Organizational Member Involvement

Active involvement of all members of the organization is a key element in the successful implementation of sustainable process management. This includes direct participation in implementing sustainable principles into daily tasks. Through comprehensive training and increased awareness, every member of an organization can deeply understand the implications and benefits of sustainable practices, strengthening their commitment to positive change.

Training becomes a vital instrument in establishing a uniform understanding of sustainable principles throughout the organization. With deep understanding, organizational members can see the positive impact of their contributions to sustainable practices, strengthening their sense of ownership and responsibility towards achieving sustainable goals. Increasing awareness is also key to establishing a sustainable organizational culture, where organizational members have a deep understanding of the urgency and significance of sustainable measures.

In addition, the active involvement of all members of the organization creates a collaborative atmosphere where innovative ideas and sustainable solutions can emerge from various levels. Every individual has a role in creating an environment that supports sustainable practices, both through their own actions and through collaboration with colleagues. This engagement also drives the adoption of necessary cultural changes towards sustainable attitudes and behavior, making the entire organization an effective change agent in sustainable process management. Thus, the active involvement of all members of the organization is not only a key factor, but also a solid foundation in ensuring the success of sustainable process management.

3. Performance Measurement System

Adoption of an adequate performance measurement system indicates an organization's commitment to measuring and evaluating the impact of its operational activities on social, environmental and economic aspects. This system is a critical factor in maintaining the organization's focus on sustainable goals by providing a holistic view of its impact on the three pillars of sustainability. In a social context, such measurement systems may include evaluating the impact on employee well-being, relationships with the community, as well as the organization's positive contribution to society in general.

In the environmental field, the performance measurement system will take into account the ecological impact of operational activities, such as the use of natural resources, waste management and carbon footprint. By involving relevant indicators, organizations can identify areas of improvement to minimize their negative impact on the environment. Adoption of this system also includes an assessment of the economic impact, including the financial sustainability and positive contribution of the organization to the local or global economy.

Apart from being an impact measurement tool, this system also provides valuable information to inform strategic decision making. By having a comprehensive understanding of the impact of operational activities, organizations can design sustainable strategies that strengthen their performance across all three sustainability dimensions. Thus, adopting an adequate

performance measurement system is not only an evaluation tool, but also a means of maintaining the organization's focus on sustainable goals, bridging the gap between achieving business goals and its social responsibilities.

4. **Effective Collaboration**

Effective collaboration with business partners, suppliers and external parties is a key element that forms the foundation for creating a sustainable business ecosystem. In the context of sustainable process management, close relationships with business partners and suppliers can create a more responsive and sustainable supply chain. This collaboration enables transparent exchange of information regarding sustainable practices, resource needs and innovation across the supply chain, creating a shared awareness of the importance of sustainability across the ecosystem.

When external parties, including governments, non-governmental organizations and communities, are involved in this collaboration, organizations can gain a broader perspective and stronger support in implementing sustainable practices. By synergizing, these parties can strengthen each other's efforts towards sustainability, share knowledge, and identify collaborative opportunities that can accelerate progress.

Effective collaboration also creates opportunities for organizations to learn from best practices and challenges faced by business partners and external parties. By sharing experience and knowledge, organizations can improve their sustainability strategies and adopt the latest innovations. Additionally, open collaboration with external parties can help improve an organization's reputation and strengthen community support, which, in turn, can make a positive contribution to the success of sustainable process management.

5. **Organizational Adaptability**

An organization's ability to adapt to regulatory changes and evolving market demands, especially regarding sustainable practices, plays a critical role in maintaining successful sustainable process management. In an era where sustainable regulations are increasingly complex and markets increasingly demand responsible business practices, organizations that can quickly and flexibly adapt will have a significant competitive advantage.

Changes in applicable regulations regarding sustainable practices often reflect the evolution of public awareness and consumer demands for businesses that operate responsibly. Therefore, organizations need to deeply understand regulatory changes and ensure that their sustainable practices are aligned with new standards that may emerge. By having a monitoring system that is responsive to regulatory developments, organizations can reduce compliance risks and ensure the continuity of their operations.

In addition, the ability to respond to changing market demands is key in dealing with rapidly changing business dynamics. Customers, investors and business partners are increasingly prioritizing sustainable practices, and organizations that can respond to and meet these expectations will gain more trust and support. Active involvement in evaluating market trends and adapting business strategies to reflect sustainable values is essential to maintaining competitiveness.

The Role of Continuous Process Management in Organizational Effectiveness

Changes in business processes are not only key to increasing efficiency, but also enable organizations to become more responsive to the dynamics of the ever-changing business environment. By adopting flexible continuous process management, organizations have the ability to quickly design and adapt their business processes according to market changes, new opportunities, or customer needs. This flexibility allows organizations to dynamically adapt their operational strategies, providing a competitive advantage in the face of rapidly evolving challenges. Continuous process management has a crucial role in solving organizational effectiveness problems. Following are some of the roles of continuous process management in organizational effectiveness.

1. Business Process Automation

Continuous process management integrates business process automation as a foundation for organizational effectiveness. By leveraging automation technology, organizations can identify and implement automated solutions to routine tasks that do not require human intervention. This not only reduces human workload, but also reduces the potential for human error and increases process accuracy. This automation creates significant operational efficiencies, enabling organizations to respond to market changes or customer demands more quickly and precisely.

In addition, business process automation in the context of continuous process management brings benefits to workflow optimization and decision making. By incorporating automated decision-making systems, organizations can detail and analyze data quickly, providing deep insights to support strategic decisions. This not only improves decision accuracy, but also allows organizations to identify opportunities for innovation and continuous improvement in their business processes.

Finally, business process automation supports operational continuity and responsiveness to change. By automating operational tasks, organizations can respond quickly to changing market conditions, regulations, or customer needs. Flexibility in adapting business processes becomes more possible, creating a more adaptive and resilient organization amidst ever-evolving business dynamics. Thus, business process automation in continuous process management not only increases efficiency, but also makes organizations better prepared to face the challenges and opportunities that arise in a changing business environment.

2. Business Process Modeling and Optimization

Process modeling is a key component of continuous process management that enables organizations to detail, analyze and deeply understand their internal workflows and structures. Through process modeling, organizations can identify processes that may be inefficient or unsustainable. The use of modeling techniques such as BPMN (Business Process Model and Notation) allows organizations to depict their processes visually, creating a unified understanding across all levels of the organization. This process modeling provides the basis for further optimization, ensuring that business processes are executed in the most efficient and sustainable manner.

After modeling, the next step is process optimization. Organizations can use the data and insights gained from modeling to identify potential efficiency and sustainable improvements. This involves improving or eliminating unnecessary steps, reducing overlap, and introducing automation solutions to increase productivity. On a broader level, process optimization can also include adapting business strategies to achieve long-term sustainability, ensuring that sustainable goals are embedded in the core of an organization's operations.

Continuous process optimization is often supported by sophisticated technology integration. The use of process management systems (BPM systems) and analytical technology can provide more scalable and flexible automation solutions. Real-time data analysis helps organizations understand overall process performance and identify areas where improvements can be made. Technology integration enables organizations to respond to change more quickly and measure the impact of sustainable practices on operational performance more effectively.

It is important to note that process modeling and optimization are iterative steps that require ongoing evaluation. Organizations need to continuously monitor process performance and adapt their strategies according to changing business environments and sustainability goals. With an adaptive approach, organizations can ensure that sustainable practices continue to be effectively integrated into business processes, increasing efficiency and meeting emerging challenges in a dynamic business era.

3. Performance Monitoring and Measurement

Performance monitoring is an important step in continuous process management, providing a basis for evaluation and informed decision making. Through continuous monitoring, organizations can track business process performance, measure the extent to which the implementation of sustainable practices has had an impact, and identify areas that require further attention. An effective monitoring system can include key performance indicators (KPIs) related to sustainable aspects, such as resource use, carbon emissions and positive impacts on society.

Performance measurement is the next in-depth step, involving analysis of data and information collected through monitoring. These measurements include not only the achievement of sustainability targets, but also the broader impact on operational efficiency, customer satisfaction and company reputation. By understanding the impact of sustainable practices, organizations can assess implementation success and make strategic adjustments as needed. Performance measurement also serves as an important transparency tool, enabling organizations to communicate effectively to stakeholders about their achievements in implementing sustainable practices.

Monitoring and measuring performance provides organizations with valuable feedback. By analyzing performance data, organizations can identify trends, patterns and potential improvements needed. This feedback forms the basis for informed decision making and continuous improvement. Through an iterative process, organizations can continuously improve their sustainable practices, ensuring that their strategies remain relevant and effective in the face of changing business environments and evolving sustainability demands.

Finally, monitoring and measuring performance creates an important level of transparency and accountability. By providing accurate and measurable information about ongoing performance, organizations can build trust among stakeholders. This can involve regular and open reporting on progress towards sustainability goals, ensuring that organizations remain accountable to their sustainability commitments and creating the foundation for strong relationships with customers, business partners and society as a whole.

4. Integration with Other Systems

Integration with other systems is a crucial aspect of sustainable process management that ensures that sustainable practices are seamlessly integrated with the entire organization's operations. As part of a business ecosystem, sustainable process management must be integrated with other systems, such as human resource management systems, financial systems, and production systems. Good integration enables a smooth flow of information between departments and ensures that relevant data is continuously available for informed decision making.

Integration with other systems opens up opportunities for comprehensive end-to-end monitoring of organizational processes. By integrating sustainable process management systems with other monitoring systems, organizations can gain a better understanding of their sustainable performance along the value chain. From supply chain management to customer service, integration provides holistic data for ongoing impact evaluation across the organization.

System integration also creates opportunities to manage information centrally. By unifying data from multiple systems, organizations can build a unified database that supports deeper analysis and more accurate reporting on ongoing performance. This centralized system makes it easier to access and manage information, reduces the potential for data duplication, and increases data consistency across the organization.

System integration creates adaptability to change and innovation. By building an integrated structure, organizations can quickly respond to changes in sustainability requirements, regulations or market demands. The ability to quickly adapt systems and processes ensures that the organization remains relevant and can adopt new or improved sustainable practices without disrupting daily operations. In order to achieve effective continuous process management, integration with other systems is a key element to create operations that are connected and responsive to business dynamics and continuously evolving demands.

D. CONCLUSION

Sustainable process management plays a central role in improving an organization's effectiveness by integrating sustainable practices into its operations. Business process automation, modeling, optimization, performance monitoring and measurement, and integration with other systems form a solid foundation for achieving sustainability at all levels of the organization. Automation provides operational efficiency and flexibility in adapting processes to changes. Process modeling and optimization brings continuous improvement, while performance monitoring and measurement provide a deep understanding of the impact of sustainable practices. Integration with other systems enables connected operations and adaptability to change. It is

important to note that the success of sustainable process management depends not only on the application of methods and technologies, but also on the active involvement of all members of the organization. In this context, the involvement of organizational leaders and all members becomes a critical factor to secure the success of sustainable process management. Collaboration with business partners, monitoring market activities and regulations, as well as the involvement of all organizational members in implementing sustainable principles are important elements for creating a responsive and sustainable business ecosystem. By adopting this holistic approach, organizations can achieve higher effectiveness, increase competitiveness, and make a positive contribution to sustainability at the economic, social, and environmental levels. Implementing continuous process management is not only an operational strategy, but also a foundation for innovation, growth and long-term sustainability.

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