BPM 2025 Industry & Society Forum: Preface

This volume contains the proceedings of the Industry & Society Forum, which took place during the week of September 1–5, 2025. The forum was organized as part of the 23rd International Conference on Business Process Management (BPM 2025) that was held in the beautiful city of Sevilla (Spain).

The forum was used as a significant platform for bridging the gap between academia, industry, and the public sector, fostering meaningful connections among BPM experts worldwide. This year, the forum aimed to highlight the importance of process-oriented technologies at large, broadening its scope to the value of BPM in addressing societal challenges. The event received a substantial number of submissions by author teams representing a wide range of countries, including Australia, Germany, Indonesia, Italy, Kosovo, Poland, Spain, and Sri Lanka. Each submission was reviewed by at least three members of the Program Committee, and each paper was evaluated based on both the rigor in their methods as well as their industrial and societal impact. Fifteen experts with industry and academic backgrounds provided timely and detailed reviews, resulting in a selection of 6 full papers out of 12 submissions (50% acceptance rate).

We hope that the reader of these proceedings will appreciate the paper selection, which are primarily concerned with transforming organizational processes to succeed in the digital era. These contributions address widespread challenges such as operational inefficiencies, fragmented workflows, and the critical need for both innovation and compliance. Across various sectors, organizations face the burden of labor-intensive manual processes and data integrity issues, often compounded by outdated IT infrastructure and a lack of digital skills. The forum's papers showcase how such hurdles are being overcome through strategic process redesign and the innovative application of technology. Key solutions include the use of Robotic Process Automation (RPA) for automating repetitive tasks, comprehensive process re-engineering to streamline operations and enhance data quality, and the systematic embedding of Business Process Management (BPM) as a core strategic capability. Furthermore, the importance of fostering creativity within structured BPM frameworks and leveraging process mining for operational insights and compliance checking is highlighted. Ultimately, the contributions explore how organizations are shifting towards a process-centric mindset to achieve greater efficiency, accuracy, agility, and sustained innovation, moving beyond mere technological upgrades to fundamentally rethink and optimize their core ways of working.

We would like to express our gratitude to the author teams who submitted their works, even though some of the presented papers could not be accepted despite their quality. We are also grateful to our colleagues who served as reviewers, provided the authors with meaningful and constructive feedback, and contributed to in-depth discussions around the papers. Finally, we extend our sincere thanks to the entire BPM 2025 team, whose support and effort were instrumental in shaping the event's success.

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