

Preface

This volume contains the proceedings of the Industry Forum, which took place during the week of September 27–October 2, 2026. The forum was organized as part of the 24th International Conference on Business Process Management (BPM 2026), held in the beautiful city of Toronto, Canada.

The Industry Forum served as an important platform for bridging the gap between academia, industry, and the public sector, fostering meaningful connections among BPM experts worldwide. The forum received a substantial number of submissions from author teams representing a diverse range of countries, including Australia, Germany, Italy, Brazil, Switzerland, Poland, and Sri Lanka. Each submission was reviewed by at least three members of the Program Committee and evaluated based on both methodological rigor and industrial relevance and impact. Fifteen experts from industry and academia provided timely and detailed reviews, resulting in the selection of six full papers from eleven submissions, corresponding to an acceptance rate of 55%.

We hope that readers of these proceedings will appreciate the selected papers, 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 growing need to balance innovation with governance and compliance.

Across diverse industries and organizational contexts, the forum's contributions demonstrate how organizations are advancing from isolated process improvement initiatives toward more systematic, capability-driven, and data-informed approaches to Business Process Management (BPM). The papers showcase the use of data-driven methods to optimize operational scheduling, the integration of process context with Business Intelligence to support real-time analysis and decision-making, and the importance of expert knowledge in managing complex, knowledge-intensive processes. They also provide practical insights into the embedding of BPM within public administration, using maturity assessments as a foundation for developing an actionable capability roadmap and adopting capability-driven approaches that extend enterprise lifecycle management beyond a predominantly systems-oriented perspective. Collectively, these contributions highlight a broader shift toward establishing BPM as an organizational capability that connects processes, data, technology, and human expertise. Rather than focusing solely on individual technologies or process improvements, the cases illustrate how organizations can strengthen process-oriented capabilities to enhance operational efficiency, transparency, adaptability, and informed decision-making while supporting sustained organizational transformation.

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 2026 team, whose support and effort were instrumental in shaping the event's success.

September, 2026
Toronto, Canada

Najah Mary El-Gharib
Julian Leberherz
Fredrik Milani
Alessandro Gianola
Johannes De Smedt