PRIORIZANDO PROCESSOS DE NEGÓCIOS: Uma revisão sistemática da literatura

PRIORIZACIÓN DE LOS PROCESOS EMPRESARIALES: Una revisión sistemática de la literatura

PRIORITIZING BUSINESS PROCESSES: A systematic review of the literature

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Resumo

Este estudo tem por objetivo identificar as principais abordagens, metodologias, critérios utilizados para a priorização de processos e resultados dos estudos sobre Gestão de Processos no contexto organizacional. Trata-se de uma pesquisa descritiva do tipo bibliográfica, conduzida pelo método da Revisão Sistemática de Literatura (RSL), que utiliza dados secundários para aprofundar em um determinado tema. Para análise dos 22 artigos selecionados na base de dados da Scopus, adotou-se a técnica de análise de conteúdo. Foram identificadas sete temáticas no contexto introdutório: adaptação do BPM ao setor/necessidade, competitividade do mercado, BPM enquanto solução, aplicação do BPM de forma mais eficaz, foco no cliente, priorizar para ser mais eficiente e reengenharia de processos. Os dados mostram a importância desse instrumento de gestão na sustentabilidade das organizações. Para a condução das pesquisas, foi identificada a predominância de metodologias qualitativas, com estudo de caso e design science research, reforçando a característica prática atribuída a este tema. Quanto aos critérios utilizados, identificaram-se três principais classificações que enfocam a complexidade, desempenho geral e características dos processos. Por fim, a característica aplicada das pesquisas sugere a necessidade de estudos futuros que busquem desenvolver modelos com maior adaptabilidade a diferentes organizações.

PALAVRAS CHAVE: gestão de processos, priorização, desempenho organizacional

Resumen

Este estudio tiene como objetivo identificar los principales enfoques, metodologías y criterios utilizados para priorizar procesos y resultados de estudios sobre Gestión de Procesos en el contexto organizacional. Se trata de una investigación bibliográfica descriptiva, realizada mediante el método de Revisión Sistemática de la Literatura (RES), que utiliza datos secundarios para profundizar en un tema determinado. Para analizar los 22 artículos seleccionados de la base de

datos Scopus se adoptó la técnica de análisis de contenido. En el contexto introductorio se identificaron siete temas: adaptación del BPM al sector/necesidad, competitividad del mercado, BPM como solución, aplicación más efectiva del BPM, enfoque en el cliente, priorización para ser más eficiente y reingeniería de procesos. Los datos muestran la importancia de este instrumento de gestión en la sostenibilidad de las organizaciones. Para la realización de la investigación se identificó el predominio de metodologías cualitativas, con estudios de caso e investigaciones en ciencias del diseño, reforzando la característica práctica atribuida a este tema. En cuanto a los criterios utilizados, se identificaron tres clasificaciones principales que se centran en la complejidad, el desempeño general y las características del proceso. Finalmente, la característica aplicada de la investigación sugiere la necesidad de futuros estudios que busquen desarrollar modelos con mayor adaptabilidad a diferentes organizaciones.

PALABRAS CLAVE**:** gestión de procesos, priorización, desempeño organizacional

Abstract

This study aims to identify the main approaches, methodologies, criteria used to prioritize processes and results of studies on Process Management in the organizational context. This is a descriptive bibliographical research, conducted using the Systematic Literature Review (SLR) method, which uses secondary data to delve deeper into a certain topic. To analyze the 22 articles selected from the Scopus database, the content analysis technique was adopted. Seven themes were identified in the introductory context: adapting BPM to the sector/need, market competitiveness, BPM as a solution, applying BPM more effectively, focusing on the customer, prioritizing to be more efficient and process reengineering. The data shows the importance of this management instrument in the sustainability of organizations. To conduct the research, the predominance of qualitative methodologies was identified, with case studies and design science research, reinforcing the practical characteristic attributed to this topic. Regarding the criteria used, three main classifications were identified that focus on complexity, general performance and process characteristics. Finally, the applied characteristic of the research suggests the need for future studies that seek to develop models with greater adaptability to different organizations.

KEYWORDS: process management, prioritization, organizational performance

1. Introduction

Business Process Management (BPM) is a management tool that has been applied to promote better performance for organizations, since it has become necessary for the smooth functioning of business processes (Hammer, 2015; Muller, 2003), enabling the achievement of its institutional objectives. This practice has become increasingly targeted, either out of necessity or with the aim of seeking all the advantages provided, thus arising greater interest from those researched by BPM and its standards, since knowledge on the subject is necessary for the implementation and manipulation of processes (Brkić et al., 2020; Krysińska et al., 2018).

This knowledge contributes to a better adaptation of concepts and instruments to organizational contexts. Such a position is supported by Baldam, Valle and Rozenfeld (2014), when they expose the need to apply process management in the business world in order to make good coordination and integration of activities tangible. In the public sector, there is still an aggravating factor, the complexity in relation to the size of business processes and their difficulty in dealing with them. (Schwella, 2005).

However, public administration institutions have increasingly used BPM to innovate internal operations, increase process performance and improve their services (Kregel et al., 2022). Due to its

bureaucratic nature, in which a large part of the activities are carried out according to procedures defined in laws and regulations, the mapping of business processes makes it possible to better identify and manage these activities, reducing response times.

The use of BPM and , therefore, the modeling of processes, allows a better perspective of them, demonstrating the need for improvement (Krysińska et al., 2018). According to Barros et al. (2023), BPM can be implemented by public and private organizations, as all of its processes transform inputs into outputs, consuming its resources and, when describing its activity flows, positively impact the decision-making of the management team.

Second Malinova and Mendling(2018), after identification, the next step consists of analyzing the processes in order to determine their weaknesses for further improvement. However, in view of the extensive amount of existing processes in an organization, there is also a need for a contingency in modeling and improving them.

To this end, there is a tendency to use prioritization matrices of mapped processes (Potts & Kastelle, 2010), in order to identify those most critical to achieving institutional objectives, better defining action plans for improving processes of greatest importance. impact. In this way, prioritizing processes becomes an essential step in structuring future improvement projects, making the mobilization of time, effort and resources more assertive, and, consequently, the management of business processes more efficient (Richard et al (Richard et al., 2021).

Different authors sought to analyze the state of the art about BPM in different contexts or objectives, such as Danilova (2018), Badakhshan et al. (2019), Klun and Trkman(2018), Oliveira et al. (2022) and Oruthotaarachchi and Wijayanayake(2021). The studies reinforce the importance of managing business processes within the organizational scope, improving and guaranteeing the improvement of the products and services provided. However, systematic reviews need continuous updating, thus becoming a continuous mechanism for publishing relevant contributions (Mendes-Da-Silva, 2019).

Furthermore, considering the prioritization of processes as a fundamental step for the organization to be aligned with its strategic planning (Santos et al., 2022), an analysis of research on BPM that addresses this step in the document becomes important and necessary. In this sense, the main question of this research is formulated: How is the state of the art about BPM configured with an approach to prioritizing business processes?

The objective of this article is to review the literature on BPM, identifying contexts, methodologies, criteria considered for prioritizing processes and main results of studies to accumulate the knowledge base and current development in this domain. It is expected that the findings of this article will reinforce the current development of BPM and contribute to researchers and professionals with an interest in this promotion.

This article is structured as follows: this first introductory section, the second section presents a theoretical framework that, according to Vosgerau and Romanowski (2014), constitutes important information for a better understanding of the concepts addressed in the research question. Then, the third section explains the methodological procedures adopted. Responding to the main question of this research, the fourth section discusses the results found and, to end the discussions, the theoretical and practical contributions and final considerations.

2. Theoretical foundations of the research

2.1. Business Process Management

The emergence of new trends, requirements and needs means that organizations are constantly pressured to adopt innovative measures that meet their needs and facilitate the achievement of the desired objectives, whether they be greater productivity, cost reduction, better use of resources or simply the need to overcoming and progression (Grover et al., 1995). From this context, BPM is a management discipline that focuses on business analysis and continuous improvement of business processes in organizations (Zairi, 1997).

BPM aims to standardize activities and improve them based on the systematization of processes (W. M. V. D. Aalst et al., 2016). To achieve this objective, the BPM life cycle method is used, in which the actions for the deployment and implementation of BPM involve planning, modeling, simulating, executing, monitoring and improving, activities that make up the BPM life cycle , defined as a systemic organization of the steps to be followed (de Morais et al., 2014).

In addition, this method was seen as a change in the sectoral organization of institutions, since it introduced a new vision regarding the distribution of responsibilities and duties, previously hierarchical, today, horizontal (Lockamy & McCormack, 2004), therefore it consisted of (Lockamy & McCormack, 2004) innovation with regard to business management. Among the benefits that BPM brings to organizations, Alibabaei et al. (2009) emphasize greater transparency and standardization of processes, in addition to improved communication with employees.

However, Brocke and Rosemann (2010) state that the implementation of BPM must address the context as a whole, considering both the factors that act as facilitators or obstacles in the improvement of an organization's processes. Pereira, Maximiano and Bido (2019) complement by stating that the process management approach has a strong relationship with the evolution of the school of thought that emphasizes total quality, since processes are like central elements of an organization.

2.2. Processes improvement

Process improvement (PM) arises from the need to radically rethink and redesign processes in order to achieve better performance in operations, such as cost, quality, service and speed (Al-Mashari & Zairi, 2000; PD of (Al-Mashari & Zairi, 2000; P. D. of M. I. S. of M. T. H. Davenport, 1992; T. H. Davenport & Short, 1990; Hammer & Champy, 1993; Khodambashi, 2013). PM, or process reengineering, is an integrated and systematic approach to organizational transformation (Al-Mashari & Zairi, 2000; Khodambashi, 2013).

The PM restructures the organization, redesigning functions, workflows and its processes (Al-Mashari & Zairi, 2000; Khodambashi, 2013), with the aim of strengthening its business processes and performance to produce quality products and satisfy the customer (Hashem, 2019). Seen as the main objective and benefit of BPM (W. M. Aalst, 2004; W. M. V. D. Aalst, 2013; Dumas et al., 2013; Weske, 2007), PM became the focus of organizations resulting in the rise of the topic.

However, the organization's culture must be focused on this change, as it is fundamental when trying to improve operational performance through improvements in business processes (Škerlavaj et al., 2007). Thus, for the implementation of improvements to be successful, it is necessary to be ready for changes and ensure the commitment of management, information technology infrastructure, people management (Hashem, 2019).

According to Bhaskar (2018) and Sorunke and Nasir (2016), for continuous improvements to occur in business processes, the BPM structure and methodology applied in the organization must be

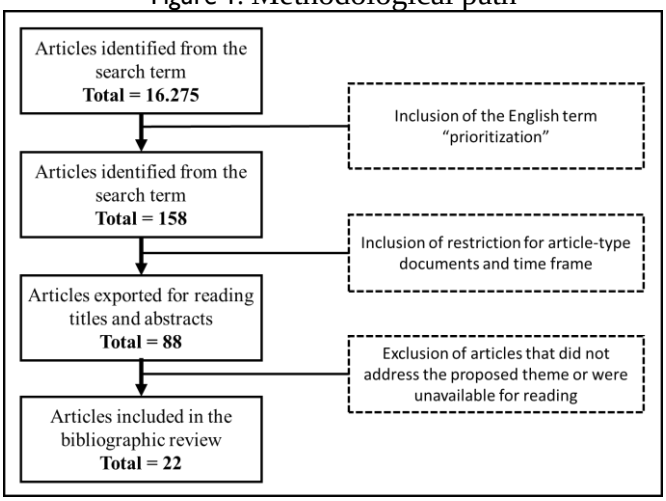
adequate and effective. PM failures are associated with the inadequate implementation of process management (Bhaskar, 2018; Sorunke & Nasir, 2016).

BPM constitutes a management instrument with great internal interconnection, in which each step depends on the success of the previous ones, the redesign and analysis of workflows and business processes within an organization are done in a cyclical way (Shahul Hameed et al., 2021). Thus, the organization needs to define which processes really need improvement, avoiding waste of time and resources (Richard et al., 2021).

3. Methods

This study can be characterized as a descriptive bibliographic research that aimed to describe the state of the art regarding publications on business process prioritization. The Systematic Literature Review (SLR) method was used, which uses secondary data to delve deeper into a given topic, using structured procedures for selection, evaluation and analysis of these data (Sampaio & Mancini, 2007). The methodological route to compose the bank of articles for this study is illustrated in Figure 1.

Figure 1: Methodological path



Source: Prepared by the authors (2023).

For data collection, the Scopus database was used, as it is internationally recognized by the academic community (Powell & Peterson, 2017). The first stage of the search, which took place in April 2023, used the English term "process management" and its synonyms, without restricting the types of scientific documents. The search tool was directed to the fields "titles, abstracts and keywords" of the publications, resulting in 16,275 documents.

Then the second term in English "priorization" was inserted, finding 158 documents. Finally, the document type restriction "article" was inserted and the clipping for documents published until the year 2022, totaling 88 studies. At the end of the search stage, the file was exported in electronic spreadsheet format for exploratory reading of titles and abstracts, in addition to checking the availability of studies for reading in their entirety.

At this stage, evaluation indicators were used regarding the proximity of the study to the formulated question (Vosgerau & Romanowski, 2014). Thus, articles that did not mention the criteria used to prioritize the processes were excluded, resulting in 22 documents that made up the final sample of this research.

For the analysis of the articles, the content analysis technique was adopted, as it allows to deepen

and enrich the reading with a greater understanding of the content (Bardin, 2016). After organizing the articles and systematizing the ideas, the interpretation of the studies was carried out in order to identify the convergences and divergences between the objectives, introductory contexts, methodologies, prioritization criteria used, main results, contributions and gaps.

4. Discussion of results

4.1. Overview and context of studies

The first stage of the analysis consisted of consolidating the studies based on the proposed objectives and in which context it was applied. From Table 1, it is possible to identify a diversity of sectors in which, in addition to the application of the BPM methodology, criteria for prioritizing processes were applied. In addition, it is also noted that the need to prioritize processes is recent, as 12 (twelve) articles were published in the last 5 (five) years.

Table 1: Overview of selected studies

Authors	Purpose of the study	Application
Lee and Choi (2009)	Present a process selection framework for adapting a BPM system, called the Process Assessment Model (enPAM).	Korean mobile telecommunications service provider.
Scheuerlein et al. (2012)	Develop clinical two-way flow (colon and rectum cancer) according to the Business Process Modeling Notation (BPMN) and Tangible Business Process Modeling (t.BPM).	University Hospital Jena – Germany.
López-Campos et al. (2014)	Propose an audit methodology that aims to provide savings in the allocation of resources for maintenance, in the form of activities, time, labor, spare parts and direct costs of corrective and preventive actions.	British Auditing Standard.
Afflerbach, Hohendorf and Manderscheid (2017)	Develop an application of Evolutionary Algorithms that makes it possible to translate problems related to BPM from the real world to the computational world (and vice versa), to solve it through computational intelligence.	Panel data.
Heberle et al. (2017)	Describe a practical approach to identifying the most critical processes for digitization.	Sodra Cell Mönsterås – Sweden.
Kratsch et al. (2017)	Propose a Data-Driven Process Prioritization (D2P2) approach.	Dutch Financial Institute.
Ohlsson, Han and Bouwman (2017)	Demonstrate and evaluate the prioritization and categorization method to facilitate the active participation of stakeholders in process evaluations.	Ericsson technology company – Sweden.
Lehnert, Röglinger and Seyfried (2018)	Propose the prioritization of the processes of a given architecture of business processes, classifying them according to their need for improvement adjusted to the network.	European IT provider.
Costa et al. (2019)	Present a governance structure for activities and processes applicable to the architecture and engineering sector for the execution of projects and public works.	Federal Institute of Espírito Santo – Brazil.
Nascimento et al. (2019)	Analyze the full implementation of the unified BPM Cycle in operational activities to recover federal public credit.	Public Ministry of the State of Espírito Santo – Brazil.
Dobrosavljević , and Urošević(2020)	Evaluate and prioritize activities for the proper establishment of BPM in organizations in the clothing sector according to the specific aspects that determine the business within this industry.	Garment industry in Serbia and region.
Dobrosavljević et al. (2020)	Evaluate the process dimensions adopted by the garment industry sector and their specificities, prioritizing the most influential.	Garment industry in Serbia, Bulgaria and North Macedonia.
Kreuzer, Röglinger and Rupprechtc(2020)	Propose a decision model focusing on the effects of process improvement on customer centricity.	Simulated data.

Ostadi and Alibakhshi(2020)	Identify and prioritize critical emergency department activities using the business continuity management approach.	Hospitals and emergency rooms.
Fischer et al. (2021)	Identify characteristics or variants of processes of several companies and their implications for their management.	Private and public organizations.
Fetais et al. (2022)	Fuzzy -based Hierarchical Analytical Process (AHP) to include factors that affect the success of business process reengineering.	Quality Directors in Qatar.
Ranaweera et al. (2022)	Improves the management information flow of professional Rugby players.	Rugby Club in England.
Islam, Al Maruf and Cerny (2022)	Proposes a new approach to business process mining through static code, log and commit history analysis .	Simulation with application (software)
Hu et al. (2022)	It features a fusion architecture that integrates artificial intelligence and multi-criteria decision making to assist managers in crisis management.	Crisis management managers and researchers of listed companies.
Almeida et al. (2022)	It proposes a model for defining and prioritizing Information Technology indicators.	Financial institution in Brasilia (Brazil).
Santos et al. (2022)	Evaluates how a financial sector organization prioritizes its business processes.	Financial sector company.
Özdağoğlu et al. (2022)	It proposes a model that combines a reference structure for identifying processes and several Fuzzy -MCDM (Multicriteria Decision Method) methods for prioritizing them.	Metallurgical company.

Source: Prepared by the authors (2023).

Regarding the object of study, there is a concentration of case studies in different institutions, demonstrating the practical applicability of BPM in real contexts. Another fact is the emergence of research in public administration, confirming both the adaptability of the tool to different sectors (Barros et al., 2023), and the advances related to BPM in the public area, as stated by Kregel , Distel and Coners (2022). Regarding the introductory context given to the studies, five main themes were identified, presented in Table 2, namely: adaptation of BPM to the sector/need, market competitiveness, BPM as a solution, application of BPM more effectively and focus on client.

Table 2: Introductory context of the analyzed studies

COD	Focus of studies	Authors
01	Adaptation of BPM to the sector/need	Afflerbach, Hohendorf and Manderscheid (2017), Costa et al. (2019), Dobrosavljević , and Urošević (2020), Dobrosavljević et al. (2020), Lee and Choi (2009), Nascimento et al. (2019), Ohlsson, Han and Bouwman (2017) and Ostadi and Alibakhshi (2020).
02	market competitiveness	Dobrosavljević et al. (2020), Dobrosavljević and Urošević(2020), Fischer et al. (2021), Heberle et al. (2017), Kreuzer, Röglinger and Rupprechtc (2020), Nascimento et al. (2019), Ostadi and Alibakhshi (2020) and Santos et al. (2022).
03	BPM as a solution	Costa et al. (2019), Dobrosavljević et al. (2020), Dobrosavljević , and Urošević (2020), Fischer et al. (2021), Hu et al. (2022), Nascimento et al. (2019), Ostadi and Alibakhshi (2020), Santos et al. (2022) and Scheuerlein et al. (2012).
04	most effective BPM	Afflerbach , Hohendorf and Manderscheid (2017), Fischer et al. (2021), Kratsch et al. (2017), Lehnert , Röglinger and Seyfried (2018), López-Campos et al. (2014), Nascimento et al. (2019) and Ohlsson , Han and Bouwman (2017).
05	customer focus	Afflerbach , Hohendorf and Manderscheid (2017), Costa et al. (2019), Fischer et al. (2021), Heberle et al. (2017), Kreuzer, Röglinger and Rupprechtc (2020), Nascimento et al. (2019), Özdağoğlu et al. (2022)and Santos et al. (2022).
06	Prioritize to be more efficient	Almeida et al. (2022), Islam, Al Maruf and Cerny (2022), Hu et al. (2022), Özdağoğlu et al. (2022)and Santos et al. (2022).
07	process reengineering	Fetais et al. (2022), Ranaweera et al. (2022)and Santos et al. (2022).

Source: Prepared by the authors (2023).

The first category shown in Table 2 demonstrates the advances in research in the sense of

adapting business process management instruments to the organization's environment. This finding reinforces the need to consider all factors related to the organization when implementing BPM (Brocke & Rosemann, 2010), as its instruments can be considered complex depending on the sector and the objective to be achieved (Ohlsson et al., 2017).

Regarding market competitiveness, it reinforces the central objective of BPM to enable better results for organizations by improving their business processes. The management and improvement of business processes are positively correlated with organizational performance (Shahul Hameed et al., 2021). As a possible consequence, the third category emerged that addresses BPM as a solution to face changes in business, either with the objective of remaining in the market (DobrosavljeviĆ & UroševiĆ, 2020; Ostadi et al., 2020), delivering better services (Costa et al., 2019; Nascimento et al., 2019; Santos et al., 2022) or adapt quickly (Dobrosavljević et al., 2020; Hu et al., 2022).

The fourth category addresses the need to improve practices already carried out by other organizations. Considering the improvement of processes as a subsequent phase to the application of mapping and modeling instruments, and which depends on an adequate and effective structure and methodology (Bhaskar, 2018; Sorunke & Nasir, 2016), the studies emphasized both the complexities existing in the processes (Afflerbach et al., 2017; Fischer et al., 2021; Kratsch et al., 2017), in the prioritization phase (Lehnert et al., 2018)or those present in the internal context of the organization (Ohlsson et al., 2017).

The fifth category, focus on the customer, is also included in the BPM objectives, as a consequence, it is in line with the other categories, since the management and improvements of business processes seek greater productivity and internal quality so that the organization meets the needs of its customer (Santos et al., 2022; Shahul Hameed et al., 2021). The customer identified in this category also considers the user of public services, since BPM was applied not only in the private sector. The last two categories are present in the most recent studies, with a specific focus on prioritizing processes and reengineering, respectively.

The sixth encompasses the need for organizations to become more efficient (Almeida et al., 2022; Santos et al., 2022), defining which processes are considered critical so that unnecessary efforts (time and resources) in improvement projects are avoided (Islam et al., 2022; Özdağoğlu et al., 2022), making responses to situations of uncertainty faster (Hu et al., 2022). The seventh addresses the focus of organizations on redesigning their business processes to obtain productivity/optimization gains (Ranaweera et al., 2022), be more efficient (Santos et al., 2022), ensure survival and increase competitiveness (Fetais et al., 2022).

4.2. Prioritization methodologies and criteria

To build Table 3, the main methodologies used in the studies were considered, as many studies lacked greater detail. It is noted that only one study used only the quantitative approach, more specifically, data mining of processes, by Fischer et al. (2021). The predominance of qualitative studies demonstrates the implicit subjectivity in BPM when the prioritization of processes becomes one of the steps in implementation. The specificity of the organization and the objectives of its business that will shape the criteria used, which demands greater depth by the researchers for its identification.

Table 3: Main methodologies addressed

Approach/Type	Authors
Qualitative – Case Study / *Design Science Research*	Afflerbach, Hohendorf and Manderscheid (2017), Almeida et al. (2022), Kratsch et al. (2017), Heberle et al. (2017), Kreuzer, Röglinger and Rupprechtc (2020), Lehnert , Röglinger and Seyfried (2018) and Scheuerlein et al. (2012).
Qualitative – Case study	Costa et al. (2019), Lee and Choi (2009), Nascimento et al. (2019), Ohlsson, Han

	and Bouwman (2017), Ranaweera et al. (2022)and Santos et al. (2022).
Qualitative - Miscellaneous	Dobrosavljević et al. (2020), Dobrosavljević and Urošević (2020), Islam, Al Maruf and Cerny (2022), López-Campos et al. (2014) and Ostadi and Alibakhshi (2020).
Qualitative and/or Quantitative	Fetais et al. (2022), Hu et al. (2022)and Özdağoğlu et al. (2022).
Quantitative	Fischer et al. (2021).

Source: Prepared by the authors (2023).

In addition to the qualitative approach, the studies used, for the most part, the case study and design science as a type of research. research (DSR) as a methodological path. The case study contributes to understanding the complexity present in the context (Ohlsson et al., 2017) and the DSR in the construction of artifacts (Afflerbach et al., 2017) with the aim of solving problems, improving knowledge. BPM research needs to strive to build bridges between in-depth theoretical and practical knowledge with practical tools, focused on the needs of organizations (Klun & Trkman, 2018).

These findings reinforce the practical characteristic of studies on prioritizing business processes, adapting the instruments to this practical and applicable context. Table 4 presents the criteria mentioned by the authors and which were used in the prioritization stage of the mapped processes. Although the studies used different terminologies, at the end of the categorization, 20 criteria were identified.

Table 4:Criteria addressed in the studies

COD	Prioritization criteria	Authors
01	Actors involved	Costa et al. (2019), Dobrosavljević et al. (2020), Dobrosavljević and Urošević (2020), Fischer et al. (2021), Fetais et al. (2022) and Ohlsson, Han and Bouwman (2017).
02	Technical knowledge associated with the process	Dobrosavljević and Urošević (2020), Fetais et al. (2022), Heberle et al. (2017), Kreuzer , Röglinger and Rupprechtc (2020), Nascimento et al. (2019) and Ostadi and Alibakhshi (2020).
03	Customer effort	Fetais et al. (2022), Hu et al. (2022), Kreuzer, Röglinger and Rupprechtc (2020), Santos et al. (2022) and Özdağoğlu et al. (2022).
04	Need for management and monitoring	Almeida et al. (2022), Costa et al. (2019), Fetais et al. (2022), Lee and Choi (2009) and Özdağoğlu et al. (2022).
05	Process compliance	Almeida et al. (2022), Dobrosavljević et al. (2020), Kreuzer, Röglinger and Rupprechtc (2020), Nascimento et al. (2019) and Özdağoğlu et al. (2022).
06	Ease of BPM implementation	Heberle et al. (2017), Lee and Choi (2009), Santos et al. (2022) and Scheuerlein et al. (2012).
07	Innovation factor	Kreuzer, Röglinger and Rupprechtc (2020).
08	Execution frequency	Fischer et al. (2021).
09	Strategic impact	Afflerbach, Hohendorf and Manderscheid (2017), Dobrosavljević et al. (2020), Fetais et al. (2022), Heberle et al. (2017), Lee and Choi (2009), Ohlsson, Han and Bouwman (2017), Ostadi and Alibakhshi (2020), Ranaweera et al. (2022), Santos et al. (2022), Scheuerlein et al. (2012) and Özdağoğlu et al. (2022).
10	Operational impact	Afflerbach, Hohendorf and Manderscheid (2017), Dobrosavljević and Urošević (2020), Islam, Al Maruf and Cerny (2022), López-Campos et al. (2014) and Özdağoğlu et al. (2022).
11	Interconnectivity	Fischer et al. (2021), Islam, Al Maruf and Cerny (2022), Kratsch et al. (2017), Lee and Choi (2009) and Lehnert , Röglinger and Seyfried (2018).
12	Resource needs	Almeida et al. (2022), Fischer et al. (2021), Heberle et al. (2017), Hu et al. (2022), Islam, Al Maruf and Cerny (2022), López-Campos et al. (2014), Ostadi and Alibakhshi (2020), Santos et al. (2022), Scheuerlein et al. (2012) and Özdağoğlu et al. (2022).
13	Occurrence of errors/failures	Almeida et al. (2022), Dobrosavljević and Urošević (2020), Dobrosavljević et al. (2020), Islam, Al Maruf and Cerny (2022), López-Campos et al. (2014), Ranaweera et al. (2022) and Özdağoğlu et al. (2022).
14	Urgency	Lee and Choi (2009), Ostadi and Alibakhshi (2020) and Özdağoğlu et al. (2022).
15	Process classification	Dobrosavljević et al. (2020), Dobrosavljević and Urošević (2020) and Nascimento et al. (2019).

16	Duration of the process	Almeida et al. (2022), Fischer et al. (2021) and Kreuzer, Röglinger and Rupprechtc (2020).
17	Process flexibility	Kreuzer , Röglinger and Rupprechtc (2020) and Ranaweera et al. (2022).
18	Process computerization	Dobrosavljević and Urošević (2020), Dobrosavljević et al. (2020), Fetais et al. (2022)and Ohlsson , Han and Bouwman (2017).
19	Level of standardization	Dobrosavljević et al. (2020) and Scheuerlein et al. (2012).
20	Process visibility	Fischer et al. (2021), Kreuzer ,Röglinger and Rupprechtc (2020) and Nascimento et al. (2019).

Source: Prepared by the authors (2023).

In general, the criteria identified and justified by the authors can be classified in three ways. The first demonstrates its complexity, relating to the human and intellectual capital involved in the process (COD 01 to 04). Processes that demand greater involvement of people make communication more complex and essential in its execution (Costa et al., 2019), the necessary knowledge in the execution of activities (Ostadi et al., 2020) contributes to the improvement of intellectual capital, which is a differential for organizations (Barros et al., 2022) and monitoring (DobrosavljeviĆ & UroševiĆ, 2020) as a sign of organizational effort each time the process is performed.

The second classification refers to the overall performance of the process (COD 05 to 14), which demonstrate the impacts from a legal, operational and financial point of view. Some authors mention the existing risks in the execution of processes (Lee & Choi, 2009; Nascimento et al., 2019), requiring a more detailed analysis for possible improvements, mitigating negative impacts on the business. And finally, criteria that demonstrate the characteristics of the process (COD 15 to 20), both from the micro point of view, of its execution, or macro, its link with the main business of the organization.

Even though they are distinct, the 20 criteria demonstrate, in some way, the impacts that processes can have on the organization. Defining the central objective of the prioritization stage and which factors (internal and external) can impact the ability to obtain results and generate value is a fundamental step in understanding which criteria are essential in prioritizing business processes (Özdağoğlu et al., 2022 (Özdağoğlu et al., 2022). It is the correct prioritization that contributes to the best strategic alignment of the organization, ensuring better performance and its permanence in the market (Richard et al., 2021; Santos et al., 2022).

4.3. Main results, contributions and gaps

The research discussed in this article used more hands-on approaches, as noted in the previous sections. Thus, the main results were related to the development of models/methodologies adapted with the objective of solving specific problems of the sectors with regard to the implementation of BPM (Costa et al., 2019; Nascimento et al., 2019; Ohlsson et al., 2017) or the prioritization of processes to identify those most critical to the business (Almeida et al., 2022; Dobrosavljević et al., 2020; DobrosavljeviĆ & UroševiĆ, 2020; Fetais et al., 2022; Lee & Choi, 2009; Lopez-Campos et al., 2014).

This aspect is also reflected in the limitations/gaps pointed out by the studies, as the specificity of the sector and the objective of introducing BPM influences the way in which the models are applied. Only three studies stated that the flexibility of the created model would guarantee its greater replicability for different sectors (Heberle et al., 2017; Lehnert et al., 2018; Scheuerlein et al., 2012), although they also indicated this evaluation for future studies like this like the others. Some authors have developed software/algorithms as a way to automate the BPM steps for the organizational context (Afflerbach et al., 2017; Hu et al., 2022; Islam et al., 2022; Kratsch et al., 2017; Lehnert et al., 2018; Özdağoğlu et al., 2022).

It is also worth highlighting the use of different methods to assist managers and specialists in making decisions related to BPM, such as: Analytic hierarchy Process (AHP); weighted Aggregates Sum

Product Assessment (WASPAS); Pareto diagram (ABC); full consistency method (FUCOM); TOPSIS technique (Technique for Order Preference by Similarity to Ideal Solution); importance evaluation method of relative criteria of fuzzy pivot pairs (PIPRECIA fuzzy); and the prioritization and categorization method (PCM). Consequently, the testing and validation of these methods also incorporate the list of results delivered by research.

Furthermore, as noted in the introductory context, process management was addressed as an effective instrument for better performance in some studies. Thus, the prioritization criteria were used as a step in the methodological procedures, not composing the main focus of the research. However, it is important to highlight that the pertinence and validity of the identified criteria were confirmed by the authors, regardless of whether or not they were the central point of the study.

The main contribution identified is in the development of models to establish solid process management in the organizational environment, helping managers and specialists in adapting activities for the implementation of best practices validated by academia. By approaching the prioritization and improvement of processes through real cases, the studies also contribute to the identification of critical points of the business, avoiding unnecessary efforts on the part of the top management. However, the authors do not detail the quantitative scales used for each indicator, proving to be a gap for future research.

4.4. Theoretical and practical implications

This review article contributed to the literature by highlighting research that addressed a sometimes neglected step in the development of a study. Given the volume of processes in an organization and the need to identify those considered critical, by analyzing and systematizing the main investigations carried out on this topic, it allows for a more in-depth knowledge of the subject and the identification of possible lines of future investigation, fostering the growth of studies in the area. In addition, the set of mapped criteria can serve as a knowledge base for creating other models and performing tests in different environments.

This RSL also presents contributions to practice, as this theme has generated great interest on the part of managers from different public and private sectors in order to obtain better performance using fewer resources. By clearly providing an overview of empirically tested studies, methods and criticality indicators, organizations can leverage such results to improve the management of their business model through business processes.

5. Final considerations

This study aimed to analyze research on BPM that addressed the process prioritization stage. Given the importance advocated by the literature regarding process management as a way to obtain better organizational performance, this study made it possible to identify the context addressed by the researchers, the main methodologies and prioritization criteria applied, in addition to the main results and contributions from the theoretical point of view it's practical.

The first overview of the studies confirmed the adaptable aspect of BPM for different sectors, as the research focused on both private and public organizations. From an introductory point of view , it was possible to identify the main objectives of BPM used as a background for the development of research. The objectives ranged from the need to adapt BPM to the organization's environment, to the focus on its client or end user.

The five categories found converge to the same general objective of BPM, to obtain better results, generating value for the business. For private companies, the focus is on profitability, better positioning in the market, competitiveness and increasing their capacity to adapt to changes. In the

public sector, the objective is to better serve the needs of citizens and become more efficient, saving resources in the execution of its operations.

The methodologies applied by the authors revealed a practical characteristic of the research when using case studies and Design Science Research as a way to achieve the proposed objectives. Regarding the prioritization criteria, there was greater diversity, reflecting the particularities of each business, requiring different indicators to measure the criticality of its processes. The approached criteria revealed the complexity, general performance and characteristics of the analyzed processes.

The results of the studies presented, for the most part, the proposition of adapted models, as a way of filling the needs of the market with the literature on the subject, bringing scientific research closer to the real context of organizations. As a consequence, the main limitations presented revolved around the impossibility of generalizing the models, which suggested future research in order to assess adaptability in different sectors and contexts, in addition to the need to develop more generic models, in order to contemplate different companies in the world. same sector.

For this study, the achievement of the proposed objective is confirmed and the construction of a discussion about research on BPM with an approach in prioritizing processes. Due to the use of a single knowledge base for data collection and a smaller scope regarding the topic addressed, it is suggested, for future studies, analyzes in different bases and/or other prioritization approaches relevant to the organizational environment. In possession of the criteria identified in this document, it is also necessary to indicate studies that seek to apply them in a practical context with the objective of defining scales and/or weights, giving greater detail and richness to the prioritization stage.

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