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## A Systematic Literature Review of Business Process Management in SMEs: Key Benefits and Challenges

Putri Pradnyawidya Sari <sup>a\*</sup>, Asep Wahyudin <sup>b</sup>, Puspo Dewi Dirgantari <sup>c</sup>

<sup>a,b,c</sup> Faculty of Economics and Business Education, University of Education Indonesia, Bandung, Indonesia

\*email: <sup>a</sup> [putripradnya@upi.edu](mailto:putripradnya@upi.edu), <sup>b</sup> [away@upi.edu](mailto:away@upi.edu), <sup>c</sup> [puspodewi@upi.edu](mailto:puspodewi@upi.edu)

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### ABSTRACT

This systematic literature review (SLR) examines the function of Business Process Management (BPM) in augmenting the operational efficacy of Small and Medium-sized Enterprises (SMEs). BPM methodologies can afford substantial advantages, encompassing enhanced operational productivity, increased customer satisfaction, and improved market flexibility. Nonetheless, SMEs frequently encounter obstacles such as constrained resources, insufficient expertise, and resistance to change when endeavoring to implement BPM frameworks. This review consolidates findings from empirical investigations regarding the principal advantages and challenges of BPM in SMEs, emphasizing the necessity for customized BPM solutions that take into account the distinctive characteristics of SMEs. The review further delineates gaps within the existing literature, particularly in relation to the longitudinal impacts of BPM adoption and the assimilation of digital technologies within BPM practices. Subsequent research should concentrate on formulating cost-effective, scalable BPM frameworks and investigating the convergence of BPM and digital transformation for SMEs.

## 1. Introduction

The fundamental aspect of Business Process Management (BPM) within Small and Medium-sized Enterprises (SMEs) has stimulated an increase in scholarly investigation recently, particularly as these entities navigate a hierarchical and competitive economic environment.

A major benefit of BPM within SMEs lies in the possible boost to operational productivity. Effective BPM practices can streamline processes, reduce waste, and improve service delivery, which is vital for SMEs striving to compete with larger firms [1]. Furthermore, BPM can facilitate better alignment between business strategies and operational processes, enabling SMEs to respond more swiftly to market changes and customer demands [2]. Nevertheless, the implementation of Business Process Management (BPM) is replete with various challenges. Resource limitations, encompassing financial and human capital, are frequently encountered by Small and Medium-sized Enterprises (SMEs), potentially limiting their capacity to utilize extensive BPM frameworks [3]. Additionally, the lack of tailored BPM solutions that consider the specific contexts and needs of SMEs can lead to ineffective implementations [1].

Despite the acknowledged importance of BPM, there remains a significant research gap regarding its application within SMEs. Much of the existing literature tends to focus on larger organizations, leaving SMEs underrepresented in BPM studies [4]. This oversight is critical, as the dynamics and operational realities of SMEs differ markedly from those of larger enterprises. For instance, the unique management styles and decision-making processes prevalent in SMEs can influence how BPM is adopted and executed [5]. Furthermore, the intricate relationships that link advancements in technology and Business Process Management (BPM) within Small and Medium-sized Enterprises (SMEs) have not been thoroughly examined, especially in relation to digital transformation and the integration of Information Technology (IT) solutions [6]. Rectifying these deficiencies is crucial for cultivating a more refined comprehension of BPM in SMEs and for generating actionable insights that can facilitate their expansion and long-term viability.

In essence, this methodical review of relevant literature strives to bring to light the essential perks and difficulties of BPM in SMEs, all while recognizing the ongoing research voids. Through the integration of insights derived from a multitude of studies, this article endeavors to enrich the overarching discourse surrounding BPM and to establish a foundational basis for subsequent research aimed at further augmenting the operational efficiencies of SMEs within an increasingly competitive landscape.

## **2. State of the Art**

Recent scholarly investigations into Business Process Management (BPM) within Small and Medium-sized Enterprises (SMEs) underscore the substantial advantages, encompassing enhanced operational efficacy, elevated customer satisfaction, and increased market adaptability. BPM facilitates the optimization of processes and the alignment of business strategies with operational workflows, thereby fostering improved competitiveness. The merging of progressive technologies like Artificial Intelligence (AI), the Internet of Things (IoT), and Robotic Process Automation (RPA) has captured the interest of scholars, granting SMEs novel methods to elevate their operational abilities.

Nevertheless, challenges persist, particularly attributed to constrained resources, insufficient expertise, and resistance to transformational initiatives. Numerous SMEs encounter difficulties in the deployment of intricate BPM systems, thereby necessitating the development of cost-effective and scalable solutions. Additionally, there is a burgeoning focus on the imperative for customized BPM frameworks that account for the informal and dynamic characteristics inherent to SMEs. In spite of these advancements, significant research gaps persist concerning the long-term ramifications of BPM and the amalgamation of digital transformation tools within SMEs. Future inquiries are requisite to formulate scalable BPM solutions and investigate the role of technology in catalyzing sustained success for SMEs.

## Research Question

To explore BPM SMEs we need to define research questions that focus on the main benefits and challenges of BPM in SMEs, as well as explore gaps in the existing literature.

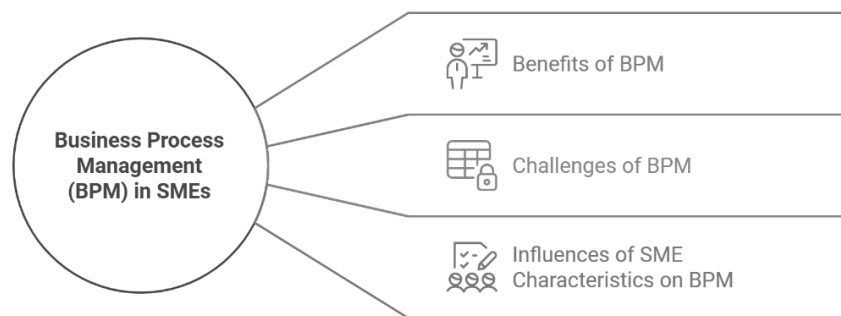


Figure 1. Research Question

### Question 1:

“What are the key benefits of implementing Business Process Management (BPM) in Small and Medium-sized Enterprises (SMEs)?”

This question aims to identify and categorize the various advantages that SMEs can gain from BPM practices. It seeks to explore how BPM can enhance operational efficiency, improve customer satisfaction, foster innovation, and contribute to overall business performance. Understanding these benefits is crucial for SMEs considering BPM adoption.

### Question 2 :

“What challenges do Small and Medium-sized Enterprises (SMEs) face in the implementation of Business Process Management (BPM)?”

This question focuses on the barriers and difficulties that SMEs encounter when adopting BPM frameworks. It aims to uncover issues such as resource constraints, lack of expertise, resistance to change, and the absence of tailored BPM solutions. Identifying these challenges is essential for developing strategies to support SMEs in overcoming obstacles to BPM implementation.

### Question 3 :

“How do the unique characteristics of Small and Medium-sized Enterprises (SMEs) influence the adoption and effectiveness of Business Process Management (BPM) practices?”

This question seeks to explore the specific attributes of SMEs—such as limited resources, informal organizational structures, and distinct management styles—that may affect the way BPM is implemented and its subsequent effectiveness. Understanding these influences can provide insights into the necessity for customized BPM approaches that cater to the SME context.

## 3. Method

The methodology for this systematic literature review on Business Process Management (BPM) in Small and Medium-sized Enterprises (SMEs) is designed to ensure a comprehensive and rigorous analysis of existing research. The approach consists of several key phases: defining the research

questions, establishing inclusion and exclusion criteria, conducting a systematic search of relevant literature, data extraction, and synthesis of findings.

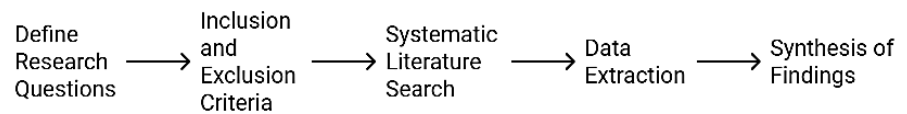


Figure 2. Systematic Literature Review Steps

### 3.1. Inclusion and Exclusion Criteria

To ensure the relevance and quality of the literature reviewed, specific inclusion and exclusion criteria are established. Studies included in the review must focus on BPM within the context of SMEs, published in peer-reviewed journals, and provide empirical evidence or theoretical insights. Excluded studies may include those that focus solely on large enterprises or those that do not address BPM directly. This approach aligns with previous research that emphasizes the need for tailored studies that consider the unique characteristics of SMEs [7]. Below are the proposed inclusion and exclusion criteria for this review. In inclusion criteria studies will be included in this systematic review if they fulfil all of the required criteria. As for exclusion criteria, studies will be excluded from this systematic review if they fulfil one of the criteria that are not needed.

Table 1. Inclusion and Exclusion Criteria

Criteria	Description
<b>Inclusion Criteria</b>	
Focus on SMEs	Studies must specifically address Small and Medium-sized Enterprises (SMEs) as defined by the relevant regulatory bodies (e.g., the Ministry of Cooperatives and Small and Medium Enterprises). This ensures that the findings are applicable to the target demographic of the review [8].
Business Process Management Context	Only studies that explicitly discuss Business Process Management (BPM) practices, frameworks, or methodologies in relation to SMEs will be included. This criterion is crucial for maintaining the thematic focus of the review [9].
Empirical Evidence	Articles must present empirical research findings, including case studies, surveys, or experimental studies, that provide insights into the benefits and challenges of BPM in SMEs. This ensures that the review is grounded in practical evidence rather than solely theoretical discussions [10].
Publication Type	Only peer-reviewed journal articles, conference papers, and book chapters will be included. This criterion helps to ensure the quality and credibility of the studies reviewed [11].
Publication Date	Articles published within the last 20 years will be included to capture the most relevant and contemporary research on BPM in SMEs. This timeframe reflects the rapid evolution of BPM practices and technologies [12].
<b>Exclusion Criteria</b>	
Focus on Large Enterprises	Studies that primarily focus on large organizations or do not differentiate between SMEs and larger enterprises will be excluded. This is important to maintain the specificity of the review to the SME context [13].

Non-BPM Related Studies	Articles that do not directly address BPM or its components, even if they involve SMEs, will be excluded. This ensures that the review remains focused on the core topic [14].
Review Articles and Meta-Analyses	Systematic reviews, literature reviews, and meta-analyses that summarize existing research without presenting new empirical findings will be excluded. While these articles can provide valuable insights, they do not contribute new data to the review [10].
Case Reports and Non-Empirical Studies	Studies that are purely theoretical, anecdotal, or consist of case reports with fewer than five cases will be excluded. This criterion helps to ensure that the review is based on robust empirical evidence [10].
Editorials and Opinion Pieces	Articles that are editorials, commentaries, or opinion pieces will not be included, as they do not provide empirical data or systematic analysis relevant to the research questions [15].
Inaccessible Articles	Studies that are not available as full-text articles or are behind paywalls that cannot be accessed through institutional credentials will be excluded. This ensures that all included studies can be thoroughly reviewed and analyzed [16].

### 3.2. Systematic Literature Search

The systematic literature search for this review on Business Process Management (BPM) in Small and Medium-sized Enterprises (SMEs) was conducted following a structured methodology to ensure comprehensive coverage of relevant studies. This search aimed to identify empirical research that discusses the benefits, challenges, and unique characteristics of BPM in the context of SMEs. The following sections outline the search strategy, databases utilized, keywords, and the process for selecting relevant articles. This aligns with the recommendations of scholars who advocate for comprehensive searches to ensure that all pertinent literature is considered [17].

The search strategy was designed to capture a wide range of literature related to BPM in SMEs. The strategy involved the following steps:

1. Identification of Databases: The search was conducted use Scopus database. These databases were selected for their extensive coverage of business and management literature, as well as their ability to provide access to peer-reviewed articles.
2. Keywords and Search Terms: A combination of keywords and phrases was used to ensure a comprehensive search. The primary search terms included "Business Process Management", "Small and Medium-sized Enterprises", "BPM benefits", "BPM challenges", "SME performance", "BPM implementation in SMEs", "Operational efficiency in SMEs". Boolean operators (AND, OR) were employed to refine the search results. The search string used was: '("Business Process Management" OR "BPM") AND ("Small and Medium-sized Enterprises" OR "SMEs") AND ("benefits" OR "challenges" OR "implementation")'.

## 4. Results and Discussion

### 4.1. Systematic Literature Search

Following the identification of relevant studies, data extraction is performed using a standardized form. Key information extracted includes the authors, year of publication, research context, methodology, key findings, and implications for BPM in SMEs. This systematic approach to data extraction is crucial for synthesizing findings across diverse studies and ensuring that the review is comprehensive and coherent [18].

Procedures in this study, including searching for relevant articles using the publish and perish application. by using keywords related to BPM and SMEs, the image shows the number of articles published from 2003 to 2024, specifically in 2022 articles on the theme of BPM and SMEs increased

sharply, this is because in the period 2021 to 2023, BPM's emphasis is more on the digital transformation period and the adoption of technologies such as AI, IoT, and process mining. BPM is developing to be more adaptive with the use of low-code/no-code platforms and robotic process automation (RPA).

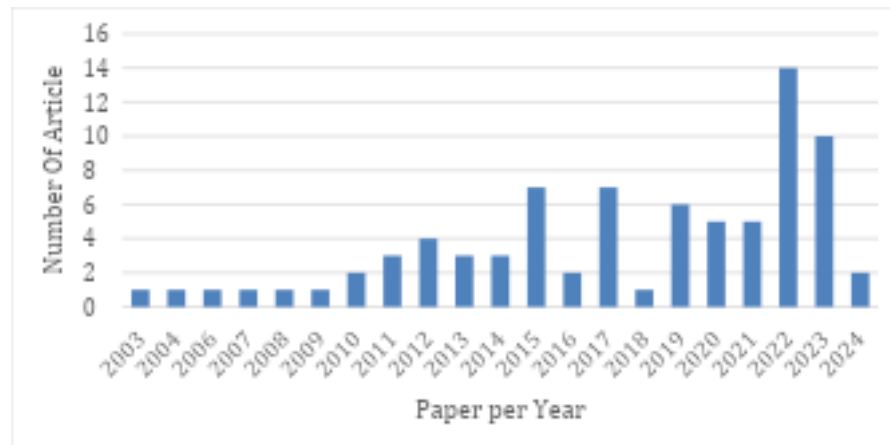


Figure 3. Number of articles appearing from 2003 to 2024

From 81 articles after screening, 25 relevant articles remained. Then, from the 25 articles, they were filtered again based on inclusion and exclusion criteria.

Table 2. Exclusion Criteria Screening Article

Title	Year	Authors	Notes
Improvement and digitalization of business processes in small-medium enterprises	2019	Dumčius, M.	Cited By (since 2019): 7   EXCLUSION-REASONS: wrong publication type
Routines as a conceptual tool for studying resources management in SMEs: evidence from Brazilian bakeries	2023	Júnior, J.C.d. Costa	Cited By (since 2023): 1   -EXCLUSION-REASONS: wrong outcome
BPM Model of Design Management Under a Design Thinking Approach to Implement New Products in Textile SMEs	2022	Diaz-Cavero, S.	Cited By (since 2022): 1   -EXCLUSION-REASONS: wrong publication type
Business Process and Workflow Management for Design of Electronic Systems - Balancing Flexibility and Control	2007	Pawlak, A.	Cited By (since 2007): 1   -EXCLUSION-REASONS: wrong publication type

#### 4.2. Synthesis of Findings

The final phase involves synthesizing the extracted data to identify common themes, benefits, and challenges associated with BPM in SMEs. The synthesis will employ qualitative analysis techniques, such as thematic analysis, to categorize findings into coherent themes that address the research questions. This synthesis will also highlight gaps in the literature, particularly regarding the unique challenges faced by SMEs in implementing BPM and the need for tailored BPM frameworks that consider their specific contexts [19], [20].

Systematic Literature Review (SLR) has been used to analyze and highlight several publications that examine BPM in SMEs. 20 articles were analyzed to answer the research questions.

Question 1:

“What are the key benefits of implementing Business Process Management (BPM) in Small and Medium-sized Enterprises (SMEs)?”

Table 3. BPM Benefits for SMEs

Title	Authors	Highlight	Conclusion
BPM and BI in SMEs: The role of BPM/BI alignment in organizational performance	[21]	BPM improves operational efficiency, transparency, and decision-making in SMEs.	BPM implementation brings measurable improvements in efficiency and competitiveness for SMEs.
Analyzing linkage between business process management (BPM) capability and information technology: A case study in garment SMEs	[22]	BPM helps SMEs streamline processes and enhance customer satisfaction.	SMEs that embrace BPM can enhance customer satisfaction and adapt more effectively to market changes.
A support methodology for EAI and BPM projects in SMEs	[23]	BPM enables SMEs to remain competitive and adapt to market changes.	BPM enables SMEs to optimize resources, streamline workflows, and improve operational performance.
Model for the improvement of processes using Lean techniques and BPM in SMEs	[24]	BPM drives cost reduction by eliminating inefficiencies and bottlenecks.	SMEs can achieve significant cost savings through BPM by eliminating unnecessary processes and optimizing workflows.

While the paper [23] from Table 3 does not explicitly state that BPM helps SMEs compete in international markets, it highlights the necessity for SMEs to integrate into supply chain networks and manage their internal information systems effectively. By achieving this integration, SMEs could potentially enhance their competitiveness, including in international markets, as they would be better equipped to streamline operations and respond to global demands.

Question 2 :

“What challenges do Small and Medium-sized Enterprises (SMEs) face in the implementation of Business Process Management (BPM)?”

Table 4. BPM Challenges for SMEs

Challenge	Author	Highlight	Conclusion
Limited Resources	[21]	Challenges related to resource allocation and prioritization for BPM initiatives.	SMEs face significant challenges due to resource constraints, requiring scalable and affordable BPM solutions.
Resistance to Change	[22]	Resistance from employees and management to adapt BPM tools and methodologies.	Overcoming resistance to change is essential for BPM success in SMEs, with clear communication and involvement.

Lack of Expertise	[23]	Need for specialized knowledge in BPM tools and their implementation.	Expertise is crucial for BPM implementation in SMEs, possibly requiring external consultants.
Cultural Challenges	[24]	Difficulties in aligning BPM strategies with informal organizational culture.	A cultural shift toward formalizing processes is needed to align BPM with SME practices.
Integration with Existing Systems	[25]	Challenges in integrating BPM tools with existing systems.	Integration with legacy systems is a technical challenge, requiring a phased implementation approach.
Scalability Issues	[21]	Scalability concerns for implementing BPM solutions suited for SMEs.	BPM solutions need to be adaptable and scalable to match the dynamic nature of SMEs.
Cost of Implementation	[22]	High initial investment costs for BPM systems and lack of clear ROI.	Cost-effective BPM solutions and clear ROI metrics are necessary for SMEs to justify investments.
Data Management	[23]	Data collection and analysis challenges for effective BPM implementation.	Data management improvements are necessary for SMEs to implement effective BPM strategies.
Time Constraints	[24]	Time constraints prevent SMEs from fully implementing BPM projects.	Time management is essential to prioritize BPM in SMEs, often requiring dedicated resources for full implementation.
Lack of Leadership Support	[25]	Leadership support is crucial but often lacking in SMEs for BPM adoption.	Leadership commitment and clear vision are required to overcome challenges and lead BPM implementation.

What we can get from table 4 is about practical insights for implementing BPM in SMEs can realistically implement BPM by focusing on education and training, leveraging unique organizational characteristics like familiness, and addressing critical success factors such as process management and IT alignment. Leadership and employee involvement are crucial for driving BPM success, and integrating socialization tools can further enhance process efficiency and stakeholder engagement. By adopting these strategies, SMEs can overcome resource constraints and achieve sustainable growth through effective BPM practices.

In terms of BPM, the article [24] points out that the culture of organizational change plays a vital role in how BPM practices are adopted, particularly in SMEs. It states that technological, organizational, and business environmental factors need to be considered for successful BPM adoption, highlighting that the perception of BPM benefits and the organization's openness to change are critical. Overall, organizational culture and employee behavior are essential factors influencing the successful implementation of BPM and Lean methodologies in SMEs, as they affect employees' readiness to adopt new processes and practices.

Question 3 :

“How do the unique characteristics of Small and Medium-sized Enterprises (SMEs) influence the adoption and effectiveness of Business Process Management (BPM) practices?”

Table 5. BPM Challenges for SMEs

Title	Authors	Highlight	Conclusion



BPM and BI in SMEs: The role of BPM/BI alignment in organizational performance	[21]	SMEs need flexible BPM solutions to adapt to their dynamic environment.	The unique characteristics of SMEs, such as informality and resource constraints, necessitate simpler, flexible BPM solutions.
Analyzing linkage between business process management (BPM) capability and information technology: A case study in garment SMEs	[22]	The informal structures in SMEs require BPM practices that are easy to implement and manage.	BPM practices in SMEs must be adaptable to their specific needs and business models to be effective.
A support methodology for EAI and BPM projects in SMEs	[23]	BPM adoption in SMEs is influenced by their limited resources, requiring scalable and cost-effective solutions.	SMEs need to prioritize cost-effective and scalable BPM solutions for successful implementation.
Model for the improvement of processes using Lean techniques and BPM in SMEs	[24]	SMEs must tailor BPM practices to their specific business models and operational environments.	BPM adoption and effectiveness are directly influenced by the ability to customize BPM practices to SME characteristics.

## 5. Conclusions

This systematic literature review (SLR) aimed to explore the key benefits, challenges, and unique characteristics of implementing Business Process Management (BPM) in Small and Medium-sized Enterprises (SMEs). The findings indicate that BPM can significantly enhance the operational efficiency of SMEs, streamline business processes, improve customer satisfaction, and support market adaptability. These benefits are essential for SMEs to compete effectively in a fast-evolving market environment. However, SMEs face several challenges in BPM implementation, including resource limitations, resistance to change, lack of expertise, and difficulties in integrating BPM with existing systems. The informal structure and dynamic nature of SMEs require flexible and scalable BPM solutions tailored to their specific needs.

In spite of the expanding corpus of literature concerning BPM, a notable research gap persists regarding the long-term consequences of BPM adoption on SMEs and the manner in which technology integration, particularly the utilization of digital tools, may affect BPM efficacy. Future investigations should concentrate on the formulation of cost-effective, scalable BPM frameworks that address the unique demands of SMEs, particularly those constrained by limited resources. As well, the investigation into the blend of BPM and digital transformation, incorporating Artificial Intelligence (AI), Internet of Things (IoT), and Robotic Process Automation (RPA), offers an important opportunity for SMEs to integrate advanced BPM technologies that could encourage lasting sustainability.

Ongoing investigations in the area of Business Process Management (BPM) concerning Small and Medium-sized Enterprises (SMEs) should aim at various crucial domains to enrich the insight and practical execution of BPM in this particular framework. Primarily, it is critical to examine the enduring ramifications of BPM implementation on the performance and competitive edge of SMEs, given that a significant portion of the extant literature is predominantly centered on immediate advantages. Additionally, future studies should explore the role of digital transformation in BPM, specifically how technologies such as Artificial Intelligence (AI), the Internet of Things (IoT), and Robotic Process Automation (RPA) can enhance BPM practices in SMEs. Another vital research avenue involves the formulation of economically viable and scalable BPM solutions that address the resource limitations of SMEs while ensuring operational efficacy.

Some studies show that government policies and regulations have varying impacts on BPM adoption in SMEs, with some studies showing significant influence through support and legislation,

while others find minimal or no influence, highlighting the role of customer pressure and organizational factors as key drivers.

Additionally, the impact of organizational culture and leadership on the successful execution of BPM initiatives in SMEs requires more profound investigation, particularly regarding how informal organizational frameworks and decision-making procedures influence BPM results. Ultimately, exploring various fields like manufacturing, services, and technology can reveal essential knowledge regarding BPM's influence on SMEs operating in varied industries, promoting the formulation of industry-specific BPM approaches and models. By tackling these identified deficiencies, future research can proffer pragmatic solutions that bolster the long-term viability and expansion of SMEs through the implementation of effective BPM practices.

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