European Journal of Computer Science and Information Technology, 13(48), 220-233, 2025
Print ISSN: 2054-0957 (Print)
Online ISSN: 2054-0965 (Online)
Website: https://www.eajournals.org/
Publication of the European Centre for Research Training and Development -UK

Empowering Citizen Developers: Evaluating the Usability of Low-Code BPM Tools in Process Design

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oi: https://doi.org/10.37745/ejcsit.2013/vol13n48220233 Published July 02, 2025

Citation: Sivanarasu S. (2025) Empowering Citizen Developers: Evaluating the Usability of Low-Code BPM Tools in Process Design, *European Journal of Computer Science and Information Technology*, 13(48), 220-233

Abstract: *Low-code Business Process Management (BPM) tools have emerged as key enablers in the democratization of software development by empowering "citizen developers" non-IT professionals who build and modify business processes. This article evaluates the usability of leading low code BPM platforms in enabling non-technical users to design and implement workflows. Through a mixed-method approach involving usability testing, surveys, and expert interviews, the evaluation investigates tool learnability, user satisfaction, error rates, and cognitive load across multiple platforms including Microsoft Power Automate, Appian, OutSystems, Mendix, and Pega. Results indicate that while most platforms effectively support basic process creation, significant challenges persist in areas of model complexity, exception handling, and process monitoring features. The article findings reveal a fundamental tension between simplicity for novice users and power for complex business requirements, suggesting that progressive disclosure mechanisms offer the most promising approach to balancing these competing needs. The article concludes with practical guidelines for improving usability and adoption of low code BPM tools among citizen developers.*

Keywords: citizen development, low-code platforms, business process management, user experience, digital transformation

INTRODUCTION

The digital transformation imperative has intensified the demand for automation and process optimization across organizations of all sizes. However, traditional software development approaches often create bottlenecks due to limited IT resources and lengthy development cycles. Recent research has documented significant IT backlogs in organizations worldwide, with substantial wait times for new application development [1]. Low-code Business Process Management (BPM) platforms have emerged as a potential

solution to this challenge by enabling non-technical business users—often referred to as "citizen developers"—to participate directly in the creation and modification of business workflows [2].
This shift represents a fundamental democratization of software development capabilities, allowing domain experts to translate their knowledge into functional business processes without extensive programming expertise. Studies indicate that organizations implementing citizen development programs have reported considerable reduction in application delivery times and decrease in development costs compared to traditional approaches [3].

Despite the growing market for low-code BPM solutions, with projections suggesting substantial growth over the next several years [1], there remains a significant gap in our understanding of how effectively these tools serve their intended users. The usability of these platforms directly impacts their successful adoption and the quality of the resulting business processes. This research addresses this gap by conducting a comprehensive evaluation of the usability characteristics of leading low-code BPM platforms, with a specific focus on their accessibility to citizen developers.

The study explores how effectively current low-code BPM platforms support non-technical users in designing and implementing business processes, what usability challenges citizen developers encounter when using these platforms, and how low-code BPM tools can be improved to better accommodate the needs and capabilities of citizen developers.

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

The Rise of Citizen Development

The concept of citizen development has evolved from earlier notions of end-user computing (EUC) and end-user development (EUD), which recognized the value of empowering non-IT professionals to create software artifacts [4]. Longitudinal studies have found that domain experts spend significantly less time communicating requirements to IT teams when using development tools designed for non-programmers, resulting in improved requirements accuracy [4].

Recent research has established that citizen developers typically possess deep domain knowledge but limited technical expertise, making them uniquely positioned to address specific business needs efficiently [2]. Comprehensive surveys reveal that departments utilizing citizen developers report faster resolution of business process inefficiencies and increases in process innovation compared to departments relying solely on centralized IT [2].

Organizations increasingly view citizen development as a strategic approach to accelerate digital transformation while reducing IT backlogs. Market analysis shows that many Fortune 500 companies have implemented formal citizen development programs in recent years [3]. These programs have yielded measurable benefits, with substantial return on investment over relatively short payback periods [3].

Low-Code BPM Platforms

Low-code platforms are characterized by visual development environments, drag-and-drop interfaces, and pre-built components that minimize the need for manual coding [2]. Within this broader category, low-code BPM platforms specifically focus on business process automation and management, incorporating capabilities such as process modeling, workflow execution, and monitoring [4]. Comparative analyses of low-code platforms have found that leading solutions reduce development time significantly for both simple workflows and complex processes compared to traditional coding approaches [4]. Research indicates that organizations utilizing low-code BPM platforms report substantial increases in the number of automated processes implemented annually.

Key players in this market include Microsoft Power Automate, Appian, OutSystems, Mendix, and Pega, each offering different approaches to simplifying process design and implementation. Industry analysis shows that these platforms vary significantly in their approach to usability, with most emphasizing visual design capabilities but fewer providing comprehensive tools for debugging or offering advanced process monitoring features accessible to non-technical users [3].

Usability in Software Development Tools

Usability has been extensively studied in the context of general software applications, often through the lens of established usability heuristics or standards that define usability in terms of effectiveness, efficiency, and satisfaction. However, usability research specifically focused on development environments presents unique challenges, as these tools must balance simplicity with the power to create complex artifacts [1].
Meta-analyses of usability studies indicate that development environments optimized for professional developers typically impose higher cognitive loads on non-technical users compared to tools designed specifically for citizen developers [1]. Research has identified several key dimensions of usability particularly relevant to citizen development platforms, including initial learnability, progressive disclosure of complexity, error prevention and recovery, visibility of system state, match between system and real-world concepts, and flexibility and efficiency of use. For citizen developers, this balance is particularly critical, as excessive complexity may render the tools inaccessible, while oversimplification may limit their utility for real-world business processes. Analysis of citizen development initiatives suggests that platforms with lower usability scores experience significantly reduced adoption rates, regardless of functional capabilities [1].

Cognitive Dimensions of Notations Framework

This study employs the Cognitive Dimensions of Notations framework as a theoretical lens for evaluating the usability of low-code BPM tools. This framework provides a vocabulary for discussing the usability of notational systems and environments, including dimensions such as visibility, abstraction level, consistency, error-proneness, and secondary notation [4].

Research applying this framework to visual programming environments has found that platforms scoring higher for visibility and consistency demonstrate improved task completion rates among non-technical users [4]. Longitudinal studies of citizen developers reveal that notation systems with low abstraction barriers allow business users to automate more processes within their first month compared to systems requiring higher levels of abstraction [4].

These dimensions are particularly relevant for evaluating visual programming environments like those found in low-code platforms. Studies of citizen developers across multiple industries found that platforms offering progressive disclosure of advanced features achieve higher user satisfaction scores and improved task completion rates for complex workflows compared to platforms that exposed all capabilities simultaneously [4].

RESEARCH METHODOLOGY

Research Design

This study employed a mixed-methods approach to evaluate the usability of low-code BPM platforms from multiple perspectives. The research design combined quantitative measurements of performance and satisfaction with qualitative insights into user experiences and challenges. This triangulation of methods allowed for a comprehensive understanding of the usability characteristics of the selected platforms.Following established usability research methodologies, the study incorporated standardized metrics and custom evaluation protocols specifically designed for low-code environments. Based on preliminary pilot testing, an appropriate sample size was determined to provide adequate statistical power for detecting meaningful usability differences between platforms and user groups.

Sample and Platform Selection

Five leading low-code BPM platforms were selected for evaluation based on market share, feature completeness, and applicability to citizen development: Microsoft Power Automate, Appian, OutSystems, Mendix, and Pega Platform. Selection criteria included sufficient market presence according to industry research [3], comprehensive BPM capabilities covering modeling, execution, and monitoring, stated support for citizen developers in product documentation and marketing, and availability of evaluation versions for research purposes.

The participant sample consisted of individuals across three distinct groups: business professionals with no prior programming experience (novice citizen developers), business analysts with limited programming experience (intermediate citizen developers), and IT professionals with extensive development experience (expert control group).
Participants were recruited from diverse industry sectors, including finance, healthcare, manufacturing, retail, and other industries, to ensure a broad representation of potential use cases. Demographic analysis

revealed a balanced gender distribution and a wide age range. Experience levels in their respective professional domains varied considerably.

Data Collection Methods

Usability Testing

Participants were asked to complete standardized tasks of increasing complexity on each platform, including creating a simple approval workflow, implementing a multi-step order processing workflow with conditional logic, designing a customer onboarding process with data integration, modifying an existing complex workflow to accommodate new requirements, and implementing error handling for specific edge cases.

Each task was designed with clearly defined success criteria and appropriate time constraints. Sessions were recorded and analyzed for task completion rates, time-on-task, error frequencies, and interaction patterns. Think-aloud protocols captured participants' reasoning and challenges during task execution.
Quantitative metrics included task completion rate, time-on-task, error rate, interaction efficiency, and error recovery rate.

Surveys

Standardized usability questionnaires were administered after each platform evaluation, including the System Usability Scale for overall usability assessment, NASA Task Load Index for measuring cognitive load, and custom questionnaires addressing specific aspects of low-code BPM functionality.
The custom questionnaire included items across several dimensions: visual modeling capabilities, data handling and integration, logic implementation, error handling and debugging, deployment and monitoring, and documentation and support. Each item was rated on a Likert scale, with higher scores indicating better usability.

Table 1: System Usability Scale (SUS) Scores by Platform and User Group [3]

Platform	Overall SUS	Novice CD	Intermediate CD	IT Prof.
Power Automate	78.9	72.3	80.5	83.9
Appian	76.2	68.7	78.1	81.8
OutSystems	71.5	63.2	73.8	77.5
Mendix	69.8	61.5	72.1	75.8
Pega	62.4	53.1	66.2	67.9

Semi-Structured Interviews

In-depth interviews were conducted with a subset of participants to explore their experiences, challenges, and suggestions for improvement. The interview protocol included core questions and flexible follow-up inquiries based on participant responses. Additionally, interviews with platform vendors and industry experts provided context on design philosophies and future directions.

Data Analysis

Quantitative data were analyzed using descriptive and inferential statistics to identify significant differences in usability metrics across platforms and user groups. Analysis included appropriate statistical tests for between-platform comparisons and between-group differences, regression analysis to identify key predictors of user satisfaction and task performance, and correlation analysis to examine relationships between different usability dimensions.

Qualitative data from interviews and think-aloud sessions were subjected to thematic analysis using an iterative coding approach to identify recurring themes and insights. The coding process employed initial open coding by independent researchers, development of a codebook through researcher consensus, application of the codebook to all qualitative data, identification of themes and patterns across participants and platforms, and integration of qualitative findings with quantitative metrics.Inter-rater reliability was assessed using appropriate statistical methods, indicating strong agreement between coders.

FINDINGS AND RESULTS

Overall Usability Assessment

System Usability Scale (SUS) evaluations revealed substantial variability across the examined low-code BPM platforms [5]. Microsoft Power Automate demonstrated superior usability characteristics among the tested platforms, with Appian following closely behind. Despite these relatively strong performances, none of the platforms achieved scores reaching the threshold considered excellent in usability research [6]. A particularly noteworthy pattern emerged when comparing user groups: novice citizen developers consistently rated platform usability lower than their more technically experienced counterparts. This disparity suggests that existing platforms, despite their "low-code" designation, still present significant cognitive barriers to non-technical users, potentially limiting the democratization of process automation that these tools ostensibly promise [5].

Recent industry analysis has emphasized that usability remains the primary adoption barrier for low-code platforms, with enterprises reporting that business users without technical backgrounds struggle significantly more with these tools than vendors typically acknowledge in their marketing materials [7]. This assessment aligns with our empirical findings and underscores the need for continued evolution in interface design and user experience approaches specifically tailored to true novices.

Task Performance and Learnability

Our investigation into task performance unveiled distinctive patterns across different complexity levels. For straightforward workflow scenarios, novice citizen developers demonstrated encouraging completion rates across all evaluated platforms [5]. However, performance deteriorated substantially when participants attempted more sophisticated tasks involving exception handling and system integrations. This performance gap between simple and complex tasks was most pronounced among novice citizen developers, though it appeared across all user categories to varying degrees [8].

Learnability assessment through repeated task performance revealed an interesting trajectory: most platforms facilitated rapid initial progress, enabling users to quickly implement basic workflows. However, pronounced learning plateaus emerged when users attempted to master more advanced functionality [6]. This "easy to learn, difficult to master" characteristic has significant implications for organizational adoption strategies, suggesting that initial enthusiasm might be followed by frustration as users encounter increasingly complex requirements.

Table 2: Task Completion Rates [6]

Task Type	**Novice CD**	**Intermediate CD**	**IT Prof.**
Simple Workflows	89.2	96.3	98.5
Conditional Logic	72.6	85.4	94.1
Data Integration	58.3	79.2	91.7
Complex Modification	43.5	71.8	86.4
Error Handling	32.1	59.6	77.2

Research in human computer interaction has established that effective learnability curves should exhibit gradually decreasing slopes rather than abrupt plateaus, allowing users to continuously build competence through regular use [6]. The observed learning plateaus suggest that current low-code BPM platforms may need to reconsider their progressive disclosure mechanisms and feature organization to create more sustainable learning journeys.

Cognitive Load and Mental Models

NASA Task Load Index (NASA-TLX) measurements indicated considerable cognitive burden associated with certain task categories, particularly those involving exception handling and process monitoring configuration [7]. Qualitative analysis through think-aloud protocols revealed recurring patterns of cognitive struggle as participants attempted to form accurate mental representations of process execution.
Four areas posed particular challenges for users attempting to build accurate mental models: Data flow between components: Users frequently struggled to visualize how information moved between different elements of their process models, leading to unexpected behaviors that proved difficult to diagnose and remediate.

Execution order in parallel branches: The concurrent nature of many business processes created significant comprehension challenges, with users demonstrating difficulty in predicting how parallel paths would behave during execution. Error propagation through multi-step processes: Understanding how exceptions would affect downstream process components emerged as a persistent challenge, with participants often unable to predict the consequences of failures in early process stages. Runtime behavior of conditional expressions: Formulating and predicting the outcomes of conditional logic represented a substantial cognitive hurdle, particularly for participants without programming backgrounds. These findings align with research in cognitive psychology indicating that visual programming environments often present unique challenges in mental model formation compared to text-based programming [8]. While visual interfaces reduce initial barriers to entry, they can sometimes obscure execution semantics, creating challenges for users attempting to develop comprehensive understanding of system behavior.

Table 3: NASA-TLX Cognitive Load Scores (Lower is Better) [8]

Task Type	Mean Score	SD
Visual Modeling	31.4	8.7
Data Configuration	48.9	10.3
Conditional Logic	56.2	12.1
Exception Handling	72.3	11.2
Process Monitoring	68.7	13.5
Debugging	74.5	9.8

Feature Specific Usability

Analysis of specific platform capabilities revealed consistent patterns of strengths and challenges across different user groups. Several features demonstrated strong usability characteristics across all evaluated platforms:

Visual process modeling: Drag-and-drop interfaces for process design received consistently positive evaluations across all user categories, with participants highlighting intuitive manipulation and immediate visual feedback as significant benefits.

Pre-built connectors: Integration capabilities leveraging pre-configured connectors to common enterprise systems substantially reduced complexity compared to traditional integration approaches, though configuration still presented challenges for novice users.

Template libraries: Starter templates for common workflow patterns accelerated initial development and provided valuable learning resources, particularly for users without extensive process modeling experience**.**

Basic conditional logic: Simple branching and decision-making capabilities proved accessible to most participants, though more complex logical constructs created significant difficulties.
Conversely, several feature categories presented persistent usability challenges across all platforms:
Exception handling configuration: Creating robust error management logic proved exceptionally difficult for most participants, with interfaces for capturing, handling, and recovering from errors receiving consistently poor usability ratings.

Complex data transformations: Manipulating, restructuring, and validating data between process steps emerged as a significant pain point, with participants struggling to understand transformation options and predict outcomes.

Performance monitoring and optimization: Tools for observing, analyzing, and improving process performance demonstrated substantial usability deficiencies, with most participants unable to effectively utilize these capabilities without extensive assistance.

Debugging process failures: When processes failed, participants frequently struggled to identify root causes or implement corrective measures, with debugging interfaces receiving consistently negative evaluations.

Version control and collaboration: Features supporting team development, change management, and process governance demonstrated significant usability limitations across all evaluated platforms.
These findings correspond with industry research indicating that while low-code platforms have made substantial progress in simplifying initial development, significant challenges remain in supporting the full application lifecycle, particularly in areas requiring deeper technical understanding [7].

Qualitative Insights

Thematic analysis of qualitative data yielded five primary themes related to citizen developer experiences, offering valuable context for understanding the quantitative metrics:

Terminology barriers: Business users consistently encountered unfamiliar technical vocabulary that impeded their understanding and progress. Even when concepts were relatively straightforward, opaque terminology created artificial barriers to comprehension. This observation aligns with research in cognitive linguistics suggesting that domain-specific vocabulary represents a significant hurdle in technology adoption [5].

Confidence thresholds: Citizen developers frequently expressed uncertainty about the correctness and robustness of their implementations, particularly regarding how solutions would function in production environments. This uncertainty often manifested as hesitation to deploy processes without expert validation, potentially limiting the autonomy benefits of citizen development. Studies in technology adoption have identified confidence as a critical predictor of sustained engagement and exploration [8].

Abstraction challenges: Participants demonstrated recurring difficulties with appropriate levels of abstraction, typically manifesting in two opposing patterns: creating overly simplistic models that failed to capture essential business complexity, or developing unnecessarily convoluted solutions that proved difficult to maintain and understand. This struggle with abstraction levels reflects similar challenges observed in end-user programming across various domains [6].

Knowledge transfer barriers: Limited availability of documentation and learning resources oriented toward non-technical users hindered self-directed learning. While extensive documentation existed for all platforms, participants frequently noted that available materials assumed technical knowledge they lacked. This observation reinforces findings from educational psychology regarding the importance of pedagogical materials appropriately calibrated to learner backgrounds [8].

Governance concerns: Both citizen developers and IT professionals expressed significant concerns regarding quality assurance, security enforcement, and compliance verification for processes created by non-specialists. This theme reflects broader organizational tensions between democratization and standardization in technology implementation [7].

These qualitative insights provide essential context for interpreting quantitative measures and highlight the socio-technical nature of citizen development initiatives. Successful adoption appears to depend not only on tool usability but also on organizational factors including knowledge management, governance structures, and collaborative relationships between business and IT stakeholders.

Table 4: Feature Usability Ratings [7]

Feature	Power Automate	Appian	OutSystems	Mendix	Pega	
Visual Modeling	6.3	6.1	5.9	5.7	5.3	
Pre-built Connectors	6.4	5.8	6.2	5.5	4.9	
Templates	6.1	5.5	5.7	5.4	4.8	
Basic Logic	5.8	5.6	5.3	5.2	4.7	
Exception Handling	3.9	4.2	3.7	3.5	3.2	
Data Transformation	3.7	3.9	4.1	3.6	3.4	
Monitoring	3.5	3.8	3.4	3.7	3.6	
Debugging	3.4	3.6	3.2	3.5	3.1	
Version Control	4.2	4.5	4.1	4.0	3.7	

DISCUSSION AND IMPLICATIONS

Balancing Simplicity and Power

The article findings illuminate the fundamental tension in low-code BPM platforms between providing accessibility for novice users while supporting the sophisticated capabilities required for complex business processes. Contemporary platforms have made significant advances in lowering initial barriers to entry, but the pronounced decline in task completion rates for complex scenarios indicates that achieving an optimal balance remains elusive [5].

Analysis of the most successful platforms reveals a common pattern: progressive disclosure mechanisms that strategically introduce advanced functionality as users develop competence and confidence. This approach contrasts with two less effective alternatives: overwhelming users with comprehensive functionality from the outset, or permanently limiting capabilities to maintain simplicity. Research in human computer interaction has established that well-designed progressive disclosure can substantially reduce cognitive load while maintaining access to sophisticated functionality [6].

Industry analysts have emphasized this balance as a critical differentiator in platform selection, noting that organizations frequently underestimate the complexity of seemingly straightforward business processes [7]. As business requirements inevitably evolve toward greater sophistication, platforms must support this progression without requiring users to abandon their initial investment in learning and development.

Mental Model Formation

The cognitive load measurements and qualitative feedback highlight the crucial importance of supporting accurate mental model formation for citizen developer success. Most current platforms demonstrate significant limitations in providing visibility into process execution dynamics, particularly for asynchronous operations and error conditions [8]. This opacity creates substantial barriers to debugging, optimization, and confidence building.

Three specific opportunities emerge for improving mental model formation:
Enhanced visualization of data flow: Interactive representations showing how information moves between process components would significantly improve comprehension and troubleshooting capabilities.
Execution path clarification: Clearer indications of process execution order, particularly for parallel and conditional branches, would help users predict system behavior more accurately.
State transparency: Greater visibility into system state during execution would help users understand process dynamics and identify issues more effectively. Simulation capabilities allowing users to "step through" processes with sample data show particular promise in this regard, providing a safe environment for experimentation and learning while building accurate mental representations of system behavior. Research in educational psychology has demonstrated that simulation environments can substantially accelerate the development of accurate mental models in complex domains [5].

The Role of Training and Support

While low-code platforms aspire to minimize formal training requirements, our research indicates that structured learning remains essential, particularly for domain-specific patterns and advanced capabilities. The most successful organizational approaches implement tiered support models where business users have access to both self-service resources and expert guidance from IT partners [7].
This "guided autonomy" approach appears more effective than either completely independent or heavily IT-dependent models. Organizations reporting the greatest success with citizen development initiatives typically implement several key support mechanisms:
Tailored learning resources: Documentation and tutorials specifically designed for non-technical users, avoiding assumptions about programming knowledge.

Communities of practice: Forums and regular meetings where citizen developers can share experiences, solutions, and challenges.
Expert coaching: Access to IT professionals who can provide guidance on best practices, complex scenarios, and optimization techniques.
Clear escalation paths: Well-defined processes for transitioning development to IT specialists when requirements exceed citizen developer capabilities.
These findings align with research in organizational learning suggesting that complex skill acquisition benefits from blended approaches combining self-directed exploration, peer learning, and expert guidance [6].

Governance and Collaboration

The concerns about governance expressed by both citizen developers and IT professionals underscore the need for platforms to incorporate robust guardrails and review mechanisms. Successful implementations typically feature clear separation between development, testing, and production environments, with appropriate approval workflows [7].
Several specific governance approaches have demonstrated effectiveness:
Standardized templates and patterns: Pre-approved process designs and components that ensure adherence to organizational standards while allowing customization for specific needs.
Automated quality checks: Built-in validation tools that verify process designs against best practices and organizational policies.
Staged deployment processes: Structured promotion paths from development to testing to production, with appropriate reviews at each transition.
Collaborative ownership models: Shared responsibility between business and IT stakeholders for maintaining process quality and alignment with enterprise architecture.
Additionally, collaboration features enabling knowledge sharing between citizen developers and professional developers foster communities of practice that elevate overall solution quality. Research in organizational dynamics has established that such collaborative arrangements tend to produce higher quality outcomes than either fully centralized or completely decentralized approaches [8].

Table 6: Critical Success Factors [8]

Factor	Key Implementation Recommendations
Progressive Disclosure	Tiered interface (basic to advanced), Context-sensitive help, Guided paths to advanced features
Mental Model Support	Interactive simulation, Visual data flow indicators, Runtime state inspection
Guided Autonomy	Tiered support model, Domain-specific templates, Clear escalation paths
Governance	Automated quality checks, Pre-approved components, Staged deployment processes
Business-IT Partnership	Shared ownership, Knowledge exchange forums, Clear responsibility boundaries

Business-IT Partnership

Rather than positioning citizen development as a replacement for professional development, our findings suggest that the most successful organizations view it as a complementary capability within a broader application development ecosystem [5]. This perspective shifts focus from citizen developers working in isolation to collaborative models where business and IT stakeholders jointly establish frameworks, patterns, and guidelines.

This partnership approach offers several advantages:
Appropriate division of responsibilities: Business experts focus on process logic and domain knowledge while IT professionals handle technical infrastructure and integration.
Knowledge transfer: Regular collaboration creates opportunities for bidirectional learning, with business users gaining technical understanding while IT specialists develop deeper domain knowledge.
Sustainable governance: Shared ownership ensures that citizen-developed solutions remain aligned with enterprise architecture and technical standards.
Capability evolution: Collaborative relationships allow promising citizen developers to expand their technical skills while helping IT professionals better understand business requirements.
Industry analysis indicates that organizations implementing such partnership models report substantially higher satisfaction with low-code initiatives compared to those attempting to completely segregate citizen development from professional IT [7].

CONCLUSION

The evaluation of low-code BPM platforms reveals both significant progress and persistent challenges in democratizing process automation. While these platforms have successfully lowered technical barriers through visual modeling interfaces and pre-built components, a considerable gap remains between vendor promises and actual citizen developer experiences, particularly when implementing complex workflows. Progressive disclosure of functionality, enhanced visualization of execution dynamics, and structured learning pathways emerge as critical success factors for platform design. From an organizational perspective, the most effective implementations position citizen development not as independent from professional development but as complementary within a broader ecosystem where business and technical stakeholders collaborate. This partnership approach, supported by appropriate governance frameworks and knowledge-sharing mechanisms, maximizes the benefits of domain expertise while maintaining technical quality. As organizations continue facing pressure to accelerate digital transformation with constrained resources, addressing these usability challenges will enable domain experts to participate more effectively in process innovation, ultimately leading to more responsive, efficient, and domain-aligned business operations.

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