



Modelling business processes with workflow systems: an evaluation of alternative approaches

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Abstract

Effective business process management necessitates a consistent information flow between the participants in the process, the smooth integration of the flow of work, the timely sharing of data and information during the planning and implementation phases and harmonious support for the collaborative aspects of work. The recent trends in the development of advanced workflow management systems and technologies seem to be of crucial importance for facilitating these tasks within the process management context. However, workflow management systems (WfMS) follow various approaches in modelling the flow of work and hence present varying functionalities when supporting enterprise processes. The present paper examines the ways in which workflow technology may facilitate the implementation of process management, reviews the pros and cons of adopting alternative workflow representation techniques in modelling business processes and provides guidance to managers as to the characteristics, the similarities and differences of the various workflow modelling schemes. © 2001 Elsevier Science Ltd. All rights reserved.

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1. Introduction

Today's dynamic business environment is driving a new extended organisation, which competes globally focusing on low prices and customer customisation of products and services. As a key

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