

This document provides an introduction to Workflow Management Systems. The first section concentrates on a functional review of these systems: definitions, typical features, benefits, tradeoffs, process selection, and success factors for implementation. The second section provides a technical overview: a method for categorizing workflow products, the state of the market, and emerging standards.

With over 70 vendors⁽¹⁾ offering significant workflow products, a variety of approaches to workflow management can be expected. The ideas presented in this paper, therefore, do not apply across the board to all products but rather represent a framework for understanding workflow management concepts. Heavy reliance was placed on James Kobiellus' book **Workflow Strategies**⁽²⁾ and on the Workflow Management Coalition's **Workflow Reference Model** ⁽³⁾ to provide sense and structure to this broad topic.

(1) **IW**, August 18th, 1997. Vol. 6 Iss. 11 p. 23

(2) James G. Kobiellus, **Workflow Strategies** (IDG Books Worldwide, Inc., 1997)

(3) 3 David Hollingsworth, **The Workflow Management Coalition Reference Model (The Workflow Management Coalition, 1994)**
Available at <http://www.aiai.ed.ac.uk:80/project/wfmc/DOCS/refmodel/rmv1-16.html>