



# A Workflow Model Based on Three Pillars: Processes, Technology and People within an Organization

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## Abstract

As digital commerce settles among consumers, the need to capture these users grows. The demand for techniques, tools and strategies grows as digital sales channels multiply and as consumers continue to adopt new online shopping habits. This is why ecommerce specialists today position themselves as the most demanded profiles in the commercial area. Due to the high growth rate of e-commerce globally, companies that did not have knowledge about this marketing channel had to help themselves to continue their business competitively.

For this purpose, a quality model of workflows, metrics and indicators is proposed based on quality standards and information collected from the software industry and computer services in the region, emphasizing an integration architecture with other systems to concretize the digital transformation of companies.

## 1 Introduction

Analyzing the Business Process (BP) life cycle [1], is highly important to achieve a continuous improvement. This makes the organizations searching for tools that give the necessary support to make these improvements. Today, Business Process Management (BPM) provides this support through Business Process Management Systems (BPMS). One of the technologies more significant to support its automation is the Workflows Management System (WfMS). The WfMS gives computational support to define, synchronize and execute the activities of a process. Every WfMS must ensure that the organization performs the right tasks, at the right time and in the right way. For this reason, it is

considered essential to have a good representation of the process that includes all aspects of interest to it.

Another of the fundamental aspects in any workflow process is having means that allow measure its most relevant elements for detecting areas and aspects of the process to be improved and, in this way, promote its continuous improvement. For this, it is necessary to provide a framework to make this measuring. Due to this needs and following the methodology proposed in [2], a set of elemental metrics was defined and used as indicators for the structural complexity of the workflow process model.

From another perspective, due to the globalization of information and communication, companies are looking at managing their processes in the cloud. From the point of view of process management, a workflow can be controlled manually, computerized, or as a combination of both methods. A workflow scheme allows companies to organize tasks and resources through rules that facilitate the control of the BP of the company. In this sense, companies interested in taking their business to the cloud need to maintain that control. Therefore, it is essential that workflow processes (WP) are of high quality.

From this perspective, a means to obtain high quality processes, is to provide quality models of these processes. This is true for any WP regardless of where you are staying. In particular, if the processes will be managed in the cloud, it will be very useful to have tools to evaluate the quality of these processes. From this perspective, the question arises: is it possible or not to upload all processes to the cloud? If it is not possible, is necessary to determine which of these processes move and which not?

Under the previous considerations, in the field of the present research, consisting in the definition of a framework for the measurement of WP, it was applied This framework helps in making a decision about which processes is feasible or profitable to move to the cloud. To do this, we propose the definition of new metrics that help to this end.

With the application of the metrics it is intended to show and determine the degree of the workflow process modeling helps in the continuous improvement of the BPs that you want to migrate to the cloud. This will help provide a means to achieve processes that are more easily maintainable based on their understandability and modifiability. These are very important properties that current workflow systems must have due to the dynamism of the BP that they manage and that force continuous change and adaptation of these systems, even more so if they are in the cloud.

In the field of WP, we can observe an important work in the modeling of these processes. Among these works we can highlight proposals in which the workflow patterns are used to carry out the evaluation and/or comparison of different modeling languages [3, 4, 5]. From another point of view, in the field of measurement, various works can be observed in the measurement of BP as in [6, 7]. However, despite of the importance of measuring the quality of the WP, it is very little the work detected in terms of the quality measurement of these processes and the models that represent them. Among the works in this field can be highlighted the proposals made in [8, 9, 10], which proposes a metric for the measurement of the complexity of the flow of control based on the complexity cyclomatic of McCabe. Other work that can be mentioned in this field is the proposal introduced in [11, 12]. In these works, the authors introduce metrics to evaluate the internal cohesion of the activities in a workflow process and the coupling between their activities. These proposals present alternatives for the measurement of some aspects of workflow process modeling.

Within the scope of our research work, we have defined a set of metrics for measuring the quality of workflow process models from the point of view of their maintainability [13]. In [14] the authors present the “Maximum Effective Reduction (MER) algorithm”, a resource efficiency solution that optimizes the resource usage of a workflow schedule generated by any particular scheduling algorithm.

From another point of view, in [15] a framework that is able to generate multiple sets of compatible workflows for multiple collaborating organizations is proposed. The proposed framework supports runtime enactment and runtime collaboration of the generated workflows. This enables users to save the time and resources that would otherwise be spent in modeling, reconciling and reengineering workflows.

Regarding Cloud Computing, there are currently various tools and frameworks that allow WP to work in the cloud. In this field, our research lies in the definition of a framework that helps to measure

different characteristics of WP in the cloud through the proposal of a set of metrics. The objective of these metrics is to provide a measurement of the structural complexity of the WP and the relationship of said processes with their environment. In this context, we apply the metrics proposed in the evaluation of the WP of a media company, which intends to migrate its processes to the cloud in order to increase its competitiveness.

## 2 Business Models

Nowadays, B2B (Business to Business), B2C (Business to consumer), B2B2C (Business to Business to consumer) business models are migrating to a D2C in which the contact is 'Direct to Consumer'. So, they have to integrate the entire value chain and the proposal to speak to the person who buys their products, even if they do not sell them directly. The scenario has been modified. Developing a digital product without asking to who will use it, for what, from which devices, etc., only moves away from the premise that reigns today in this digital age: all by the user. And if we take into account that development teams often have to produce multiplatform software, directly impacting the UX due to the risks of the technologies used [16], could we reach a digital product with which everyone, team and users, felt satisfied and identified? Based on this reflection, the following steps can be proposed for the process of designing a user-centric solution. 1.- Analyze the problem. 2.- To know the context in depth. 3.- Understand the user and its features. 4.- Knowing the context and potential users. Being clear that we will achieve an excellent UX, thus improving the quality of our digital product. For this, we are working on the definition of models, methods, guides, and strategies that allow evaluating the quality of interfaces with a focus on UXs.

## 3 Workflow Quality Model

The quality of a software product from the point of view of customer is defined as "the degree to which a customer and/or user perceives that the software product satisfies their needs" [17]. Under this concept, quality standards are established. In 2005, the IOS/IEC 25000 [18] standard emerged, which allows measuring the quality of the software itself; And although the standard allows controlling and evaluating the quality of a product, the costs of its certification and implementation are high for small software companies. This paper introduces a workflow quality model that covers user experience and satisfies the need to adapt to new business paradigms, considering current technological and market changes. Figure 1 shows the Proposed Workflow Quality Model.

<p><b>1. Customers</b></p> <ul style="list-style-type: none"> <li>1.1. Knowledge of Customers                     <ul style="list-style-type: none"> <li>1.1.1. Online Behavior</li> <li>1.1.2. In-Person Behavior</li> <li>1.1.3. Private Interest</li> </ul> </li> <li>1.2. Customer Profiles</li> </ul> <p><b>2. Use of Tools</b></p> <ul style="list-style-type: none"> <li>2.1. Performance                     <ul style="list-style-type: none"> <li>2.1.1. Analysis of data                             <ul style="list-style-type: none"> <li>2.1.1.1. Technological Solutions</li> </ul> </li> </ul> </li> <li>2.2. Social Communication channels                     <ul style="list-style-type: none"> <li>2.2.1. External Platforms                             <ul style="list-style-type: none"> <li>2.2.1.1. Social networks</li> <li>2.2.1.2. Network file management tools</li> </ul> </li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>3.1.1.1. Use of digital media</li> <li>3.1.1.1.2. Use of digital documentation without printing in paper format</li> <li>3.1.1.1.3. digitized signature</li> <li>3.1.1.2. Energy                     <ul style="list-style-type: none"> <li>3.1.1.2.1. Cloud Providers</li> <li>3.1.1.2.2. Cloud Servers</li> <li>3.1.1.2.3. Data that has been migrated to cloud</li> <li>3.1.1.2.4. Alternative Energy Generation</li> <li>3.1.1.2.5. Use of sunlight</li> </ul> </li> <li>3.2. Innovation                     <ul style="list-style-type: none"> <li>3.2.1. Data Analysis Language</li> <li>3.2.2. Data Analysis Software</li> <li>3.2.3. Cloud Servers</li> </ul> </li> </ul>
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<p>2.2.2. Internal Platforms</p> <p><b>3. Conscious Use of Technological Resources</b></p> <p>3.1. Sustainability</p> <p>3.1.1. Carbon Emissions</p> <p>3.1.1.1. Paperless</p>	<p>3.2.4. Enterprise Servers</p> <p>3.2.5. Digital Processes</p>
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Figure 1. Workflow Quality Model

Below is a brief definition of each of the characteristics of the proposed model:

1. Consumers are now more informed than ever and share their own product experiences and recommendations, becoming opinion leaders. Marketers must be present in the channels where they make their buying decisions by partnering with influencers to win their attention and lead them to the desired objective. For this, it is necessary to provide omnichannel solutions that allow connecting all the processes that support each consumer contact point. However, not all users search for the same thing, nor are they informed in the same way. When the company understands that, according to the journey, there are different profiles of consumers at different stages in which they interact with the firm or make decisions, it is important to know how to understand what they need.
2. The use of tools for a better presence in the market makes it necessary for the different actors to have complete and constantly updated knowledge and a set of technical tools. Such as: Analysis and metrics establishing KPIs or performance indicators; Knowledge of experience design and user interface (UX and UI); Positioning of the brand in organic search engines (SEO) and payment (SEM); Advanced management of Social Networks; Master different ecommerce systems and store platforms; Management of CMR or customer and user relationship management systems. Regarding data and platforms, commercial content for the web and social networks must be developed, reports with management indicators (ROI) must be prepared, and other more operational issues such as product cataloging and inventory monitoring must be addressed to redefine marketing actions.
3. This is one of the most important characteristics for any organization, since it refers to the fact that we can say that sustainable innovation is the practice that promotes the conscious use of technological resources so that they have a positive impact on society and/or on the environment and generate good financial results. In addition, it is not only a question of planning with technology, but that innovation makes logical sense in the terms that the business demands.

The workflow model is accompanied by a set of metrics and indicators that provide intelligence to provide greater efficiency in decision-making. Thus, and by way of example and for reasons of space, some of them are presented for the previously defined characteristics.

**Customer Acquisition Cost (CAC):** This ecommerce metric will be used to obtain the average cost of each ecommerce customer and also to know the profitability of marketing actions.

Metric	Indicator	
$CAC = (TIS + TIM) / NCP$	100	$CAC = 1$
Where:	75	$0,75 < CAC < 1$
TIS=Total Invested in Sales	50	$0,50 < CAC \leq 0,75$
TIM=Total Invested in Marketing	25	$0,30 < CAC \leq 0,50$
NCP = Number of Clients in a period	0	$0 \leq CAC \leq 0,30$

**Conversion Rate (CR):** These ecommerce metrics are used to express the **number of visitors** that were converted to buyers as a percentage. The conversion rate is one of the main metrics of the success of an ecommerce.

Metric	Indicator	
$CR = NVB / NV$	100	$CR = 1$
Where:	75	$0,75 < CR < 1$
NVB = Number of Visiting Buyers	50	$0,50 < CR \leq 0,75$

NV = Number of Visitors	25	0, 30 < CR <= 0,50
	0	0 <= CR <= 0,30

**Return on investment (ROI):** In commerce in general, it is said that it is more profitable to keep a customer than to get a new one. That is why it is useful to have a good dashboard of metrics in ecommerce. Many online stores make the mistake of calculating the return on investment of their ecommerce taking the data of a single sale as a sample. To know exactly the economic value that a customer represents for the company, the ROI must be calculated based on all the purchases that the user has made, that is, the customer life cycle value (CLCV) must be taken into account.

Metric	Indicator	
ROI = (CLTV) / (TIS + TIM)	100	ROI = 1
Where:	75	0,75 < ROI < 1
TIS=Total Invested in Sales	50	0, 50 < ROI <= 0,75
TIM= Total Invested in Marketing	25	0, 30 < ROI <= 0,50
CLCV = Customer Life Cycle Value	0	0 <= ROI <= 0,30

The use of tools connects the consumer experience with business results. In summary, after the investigation and consultation with different Marketing professionals, it was concluded that it is necessary to have a set of minimum basic tools to be able to position the company and adapt to today's times, having the client as the center of commercial interest. Thus, a set of metrics and indicators has also been defined for this characteristic. Examples of these are presented below. **NTSN:** Number of Tools that Manage Social Networks in your organization. **NSMS&S:** Number of Suite of marketing, sales and customer service tools. **NTVC:** Number of tools that allows finding viral content. **NTSI:** Number of tools to search for influencers. **NTHS:** Numbers of tools to tell highlight stories. **NeMSP:** Number of email marketing service providers. **NWAT:** Number of web analytics tools.

From these direct metrics, the derived metric Percentage of Tool Uses (PTU) is defined as:

$$(PTU) = ((NTSN + NSMS\&S + NTVC + NTSI + NTHS + NeMSP + NWAT) / \text{Number of Total Tools})$$

To interpret the PTU metric, the elementary indicator is defined:

$$DUDMT = \text{Degree of Use of Digital Marketing Tools} = \begin{cases} 0 & PTU = 0 \\ 0,2 & 0 < PTU < 0.25 \\ 0,4 & 0.25 \leq PTU < 0.5 \\ 0,65 & 0.50 \leq PTU < 0.75 \\ 0,8 & 0.75 \leq PTU < 1 \\ 1 & PTU = 1 \end{cases}$$

## 4 Case Study: Migration to the Cloud of Business Processes

The management of a media company decided to carry out a control over the software and processes involved in the transition or evolution of the company in the new world panorama regarding BPs in the new paradigms. Currently, marketing strategies must be thought of in a real and integrated way, putting the user at the center. This means that the consumer must not only be central in a marketing action, but also in all organizational decisions. The user crosses all the areas of the companies, for which reason his relevance has to be considered integral. The decision has been made to restructure the BP, adapting them to the new technological requirements. It can be said that the workflow consists of automating the processes of a company or organization to carry out its commercial activities. For this, the figure 2 show the activities that make up the workflow of the review process of the activities to be carried out in the analysis of the current situation of the organization's BP were considered.

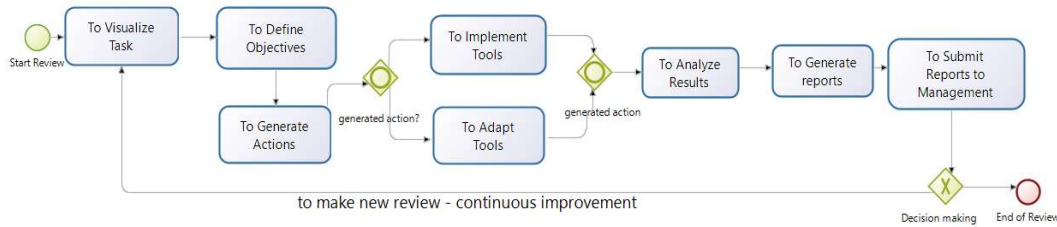


Figure 2. Business Review Process Workflow

For the work, the previously defined Workflow model was used, keeping in mind what refers to the *knowledge of the clients* and the use of the *tools* with respect to *performance*. It focused specifically on the *analysis of the data*, which is one of the sub-characteristics of interest as far as the client is concerned. At this point, different technologies are used that allow the analysis of large volumes of data and information regarding customer preferences, which helps decision-making for a better approach to customers or users. One of the first activities carried out was the analysis of the data/information that was available on customer preferences. A study of the documents used to record the results of BPs was carried out. To do this, the amount of advertising targeted to each client based on their preferences or needs was counted. Of the purchases and budget requests, a traceability was made with the records of the same and the advertising and personalized recommendations that were made. It was possible to verify that, through the employees, it was possible to have an approximation of the behavior of the clients. But a marked lack was observed in regards to the digital information of the same. There were few functionalities or queries about it. Table 1 shows a summary of the measurements carried out.

Customer Knowledge	Scope	Percentage	Scope	Percentage
Behavior	Physical	62,5%	Online	5%
Particular Interests	Preferences	57%	Targeted Advertisement	0%

Table 1. Measures Summary

In Table 1, we worked with the characteristics and sub-features of the quality model such as: *Behavior* and *Particular Interests*. With regards to the behavior, *online* and *physical* or *face-to-face* behavior in the company was measured through the metrics defined for this purpose. A percentage of the customer's fingerprints were searched in the database in terms of the organization's online presence. It was very scarce, but at this point it was possible to notice that the company's website was intended for another time, this was made visible by the little information that was recorded of the customer's browsing. Measurements and observations using different instruments could find that *physical behavior*, which was assimilated by the knowledge of sellers, was more specific and of higher quality than *online*. Therefore, advertising addressed to the interests or tastes of the customer only occurred in the sales room through the sellers/employees, who could record in their memory the preferences of each customer. This highlighted the need to carry out more personalized work through different instruments, methods or techniques that will bring us closer to customers. Based on this, the organization should strive to understand how to adapt its sales strategies to the consumption habits of the “Millennial” generation. But how much does this behavior differ from other consumers? A study by Deloitte [19] indicates differences in consumption habits between millennials and non-millennials are increasingly declining. Despite not being digital natives, the latter *adapted* and *adopted* consumption patterns typical of the younger ones. In fact, the study indicates that 52% of non-millennials incorporated electronic stores as part of their shopping habits and grew by 8 points, almost matching the rate of use of millennials. Faced with this, organizations that have a good omnichannel strategy based on their customers' knowledge and the customization of the offer will be able to bring these end consumers product offerings that are relevant to them. Knowing the customer and their behavior, especially in e-commerce, is an essential task for organizations/companies to generate the best possible shopping experience, while increasing their sales. To make sales strategies more effective, the major commitment

of organizations is on automated customization, learning from every customer interaction. According to a report conducted by the Data & Marketing Association in the United Kingdom [20], 58% of the revenue of the companies surveyed came from personalized emails according to segments and prior interests of users. Effectiveness increases when customization is not by audiences and by adherence to consumer behavior on the site. Specifically, the promotion of the products in our case was only done through the website and an email. With which, it was intended to approach the client in a more personalized way. This meant that we had to search for messages sent and draw conclusions. This meant that there were no specific tools for data/information/knowledge analysis. Therefore, only 15% of these tools or instruments were registered, as regards the characteristic *performance tools* of our quality model with regards to data analysis. *Communication channels* are another important feature of marketing, reflected in the proposed quality model. This feature is subdivided into sub-features such as *External* and *Internal Platforms* or Organization-specific Platforms. As external platforms, a social network was used to some extent and very informally and dependent on an employee. It was also found that, at the time of the study, no regular network tools were used for information management. The strong measurement and study lay on the subject of institutional email as an *internal platform* of the organization. But the analysis of data and information was done by hand. Table 2 shows a summary of the results obtained.

Type of Tools	Use	Type of Tools	Percentage
Efficiency and Performance	Data Analysis		15%
Communication Channels	External Platforms	Social Networks	7%
		Networks Tools	5%
	Internal Platforms		30%

**Table 2.** Analysis Results

In this sense, as a recommendation or suggestion to the company it was reported that the tools allow organizations to adapt their display cases according to the browsing behavior of each client to offer them information and products in a way according to the customer's behavior on the site. It gives companies the ability to bring personalized recommendations to email marketing campaigns with content and promotions focused on consumer interests automatically. The goal: to increase conversion rates, profitability and not to exhaust potential consumers with irrelevant information. In this way, they will be able to discover the products that they want to buy more easily, that their experience in the display case leads them to make the purchase decision and that it can then be complemented with cross-selling. For this, organizations/companies must first know their customers, their online behavior and their particular interests. A very important point has to do with the characteristic of Conscious Use of Technological Resources. Among the things that can be done: i) Use sustainable cloud providers. Large public cloud providers operate their data centers very efficiently, and some generate their own renewable energy. ii) Use sustainable cloud providers. Large public cloud providers operate their data centers very efficiently, and some generate their own renewable energy. iii) Migrate suitable workloads to the cloud. iv) Collect, process and store less data/information. v) The decrease in the use of paper. vi) Good use of energy. For its measurement, the metrics were used:

$$DI = \text{Degree of Innovation} - DE = \text{Degree of energy use}$$

One of the interests of the company was to know the *Degree of Energy use, Degree of Innovation and Level of paperless*, to have a management that was based on sustainability. From the migration to the cloud of BPs, in particular to the use of cloud servers, and appropriating the sustainability provided by cloud service companies, a rethinking of the amount of data and processes that are still kept in the company and those that were migrated to the cloud. Next, a board of direct and indirect metrics is presented for the study of such a situation.

<b>Metrics</b> <b>PlessL = paperless level</b> $PlessL = \%UC + \%UDD + \%DS$ $\%UC = \% \text{ of the use of digital communication}$	<b>Metrics</b> <b>%Data = Total Data Percentage</b> $\%Data = \%DE + \%DC$ Where:
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<p>media.                  %UDD= % of use of digital documentation without printouts in paper.                  %DS = Percentage of digitized signature.  <b>DI = Degree of Innovation</b>  <math display="block">DI = \frac{\#LDA + \#NCS + \#SDA + \#NSC + \#DP}{5}</math>                 #LDA = Number of Languages of Data Analysis                  #SDA= Number of Software for Data Analysis                  #NCS = Number of Cloud Servers                  #NSC = Number of Servers in the Company                  #DP = Number of Digital Processes  <b>DE = Degree of energy use</b>  <math display="block">DE = \frac{\%CP + \%AEGL + \%DMC + \%SC + \%HSSY}{5}</math>                 %CP = % of Cloud Providers                  %SC = % of Servers in the Cloud                  %DMC = % of data that has been migrated to cloud servers.                  % AEGL = Alternative Energy Generation Level                  %HSSY = % of the use of sunlight within working hours taking into account the season of the year.</p>	<p>%DE= % of data that is still stored in the enterprise                  %DC = % of data that has been migrated to cloud servers.  <b>#Process = #PE + #PC</b>                  #PE = Number of processes that are still maintained in the enterprise                  #PC = Number of processes that have been migrated to cloud servers  <b>%PE = % of Processes in the Company</b>                  %PE = #PE / #Process                  %PC = % of Processes in the Cloud                  %PC = #PC / #Process  <b>#TNS = #NSE + #NCS</b>                  #NSE = number of servers in the enterprise                  #NCS = number of cloud servers                  #TNS = total number of servers  <b>%SE = % of Servers in the Enterprise</b>                  %SE = #NSE / #TNS                  %SC = % of Servers in the Cloud                  %SC = #NCS / #TNS</p>
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Sustainability	Innovation	Period
PlessL + DE = 0,09	DI = 0,27	2018 - 2020
PlessL + DE = 0,72	DI = 0,83	2021 - 2023

It was possible to visualize when carrying out the analysis of the application of the metrics the progress in what was visible in the different periods studied. At present, with the use of the CR metric, it has been possible to simplify the work of traceability through the sales department and the cross-linking of customer inquiries. With the registration and/or individualization of each one of the visitors, it was possible to observe the degree of return to the company's website. In addition, the use of the sales application, through a visitor counter to the site, made it possible to keep track of customer loyalty.

As for the company's customers, in the first post-pandemic months it was possible to observe that their levels of purchases dropped. Thus, it was thought that the new business modality could be complicated when faced with a new paradigm that made transactions difficult. With the implementation of data analysis, it has been possible to individualize the different profiles and areas of influence of the products offered. This led to the hiring of qualified personnel in data analysis, which allowed to have a more accurate snapshot of the company with respect to the 50,000 records of the preferences and customs of the company's clients. After the digital transformation of the business, with the data and information collected, it was possible to complement what, at the time, was recorded as profit only, that is, now it could be carried out, through indicators such as ROI, the measurement and evaluation of the amount consumed or spent by each of the clients and how it corresponded to the investment made by the company in terms of advertising and operating expenses in general. This precision contributed to the possibility of segmenting clients with regard to their expenses, and being able to give them a more precise treatment by amounts and amounts of operations, which in previous periods was only carried out in a general way. By having the customers categorized (Figure 1), they wanted to implement a business policy that focused on each of the customer categories. Therefore, it became necessary to compare the ROI of each category. For this, the ROIc metric was applied to each customer category:

$ROIc = \sum (CLCVi) / (TIS + TIM)$ Where: TIS=Total Invested in Sales – TIM =Total Invested in Marketing - CLCVi = Customer Life Cycle Value i
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Obtaining the following results:



2018-2020	CP	CH	CE	CC	2021-2023	CP	CH	CE	CC
<b>ROIc</b>	0,56	0,20	0,026	0,013	<b>ROIc</b>	0,66	0,165	0,26	0,19

## 5 Conclusions

The continuous improvement of processes is a fundamental tool for all companies because it allows them to renew or improve their BP. This implies a constant update that makes organizations more efficient and competitive. Therefore, designing and creating a profitable business model was one of the keys to the success of any e-commerce, but in order to know its profitability it was essential to always measure the results and know where to put the efforts. Running an ecommerce store can be very hard work. Many times a lot of money and time is invested in increasing the number of visits. The problem was how are these results measured? What resources are necessary? With what tool or medium could it be done? For this, a workflow quality model was defined with metrics and indicators to answer these questions and provide a tool that supports organizations in these situations.

A good e-merchant consults campaign performance daily, accesses ecommerce platforms to monitor metrics daily, see if a campaign is working. Data is nice, but sometimes this can cause us to focus on some irrelevant metrics and lose sight of the most important indicators for our business.

A series of actions were followed with which the characteristics and sub-characteristics that conditioned the company were captured, technological advances and market needs were kept in mind. The socio-economic moment of the pandemic and post-pandemic changed/will still change the customs of customers for a long time, so it was necessary to redefine the goals and objectives of the organization in order to adapt and remain competitive in the current market. This made it necessary to update and/or redefine some success criteria, expected benefits, inconveniences or unforeseen costs, and risks with the digital transformation strategy. As well as taking into account the characteristics of other corporate policies and tools that supported the digital transformation strategy.

Among the tasks that can be seen in a description of those responsible for marketing are usually found: responsibility for the integral management of the ecommerce channel, the preparation and execution of the Internet marketing business plan. To this is added that the definition and implementation of online sales actions and strategies, the planning and administration of the digital marketing budget and the generation of marketing strategies, branding and communication actions are also included.

Regarding the data, commercial content for the web and social networks must be developed, reports with management indicators (ROI) must be prepared, and other more operational issues such as product cataloging and inventory monitoring must be addressed to redefine marketing actions. with the role plugin. In other words, small companies usually combine the role of ecommerce leader with others, such as product or digital marketing, among others. The growth of the sector brought new demands from buyers in the delivery of orders: shorter times, new collection or delivery points, contactless payment. All these changes modified the sector in a few months, and in this scenario the largest and best-prepared online retailers have benefited the most. However, not all users search for the same thing, nor are they reported in the same way. When the company understands that, according to the journey, there are different consumer profiles at different stages in which they interact with the firm or make decisions, it is important what is done to understand what their users need. From this perspective, it is very helpful to be able to measure and evaluate the quality of software processes, services and products from the point of view of user experience, use of technology and responsible use of available resources. For this reason, it is proposed in the present work, a workflow quality model. Said model was instantiated to evaluate the quality of the processes on the way to the digital transformation of the BP of a medium company. Thus, after carrying out the instantiation of the quality model and the application of the metrics and indicators, it was possible to conclude that, in the project of migrating to the cloud and transforming the organization into a digital organization, it was necessary to make a series of adjustments and transformations in terms of BPs. It was necessary to hire HootSuite, which is a web

and mobile platform to manage social networks by people or organizations. HootSuite allows you to use, among others, the following social networks: Facebook, Twitter, LinkedIn, Google, Instagram, YouTube, Foursquare. In search of being able to reach the client from different sources and ways, it was decided to start with this application for the management of the two or three instruments that would begin to be used in the organization. As additional benefits of instantiating the quality model, its metrics and indicators and its use in the company, interesting things arose such as being able to evaluate customer status, sales, orders, etc. at different times and periods of time. This favored the monitoring of processes through metrics and indicators, and being able to act in a predictive or prescriptive way for the continuous improvement of the organization's business processes.

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