Additional comments:
The topic of business process modeling becomes especially urgent nowadays due to the growing importance of the role of business process management (BPM) in the organization. Business process modeling is an essential tool which serves as a ground for such a significant and popular managerial discipline as business process management. The work is devoted to comparative analysis of business process modeling techniques in terms of representation.

Author has managed to construct the set of criteria to provide comparative analysis of mostly applied business process modeling techniques BPMN, IDEF3, IDEF0, ARIS (chapter 2) and develop a decision making tool (Figure 6) for a manager who faces the need to describe business processes in his organization. Besides the theoretical contribution master thesis has also a practical one. Author gives a detailed example of decision table application on the international case company Proctor & Gamble demonstrating in a vivid form (Figures 8–15) advantages and disadvantages of different business process modeling methodologies to solve promo cycle optimization problem.

The thesis could be improved by putting into comparison not only selected but other well-known business process modeling techniques like eEPC and UML and by making judgments on decision making tool quality after its verification on more than one case company.

Master thesis of Daria Butikova meets requirements of MIB program, and deserves a "excellent" grade, thus the author can be given the desired degree.

19.06.2012
Referee: Sofya V. Zhukova,
Associate Professor, PhD (Tech),
GSOM SPbSU