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**A STUDY ON IMPLEMENTATION OF ADVANCED MODULE FOR
BUSINESS PROCESS MANAGEMENT SOFTWARE TO SERVE CLIENTS
OF SEVERAL DOMAIN AND HELP TO IMPLEMENT COST
OPTIMIZATION TECHNIQUE**

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ABSTRACT

Present business scripts are changing fleetly; it's the time to automate all the process operation especially in IT/ ITES sector. The automation will help an association to find out optimal and effective business process. It also help to ameliorate process, restructure process and make the entire process so robust that it can manage the conflict and according to request or profitable changes it can spark some subsequence process which will be effective to survive in similar unpredictable terrain. The automation of BPM provides lots of benefit to association. It helps to

- *Increase the profit*
- *Reduce the functional cost*
- *Eradication of Data Entry Crimes*
- *Critical Failure Avoidance*
- *Higher Customer Satisfaction Levels etc.*

Adaptable business processes affect in increased functional perimeters and thus in true competitive advantage. An nimble enterprise can continuously ameliorate crucial business processes and acclimatize them to changing circumstances. Effective business process operation has again surfaced as a core business asset. As BPM increases in significance, the business process layer within the technology mound has also gained adding attention.

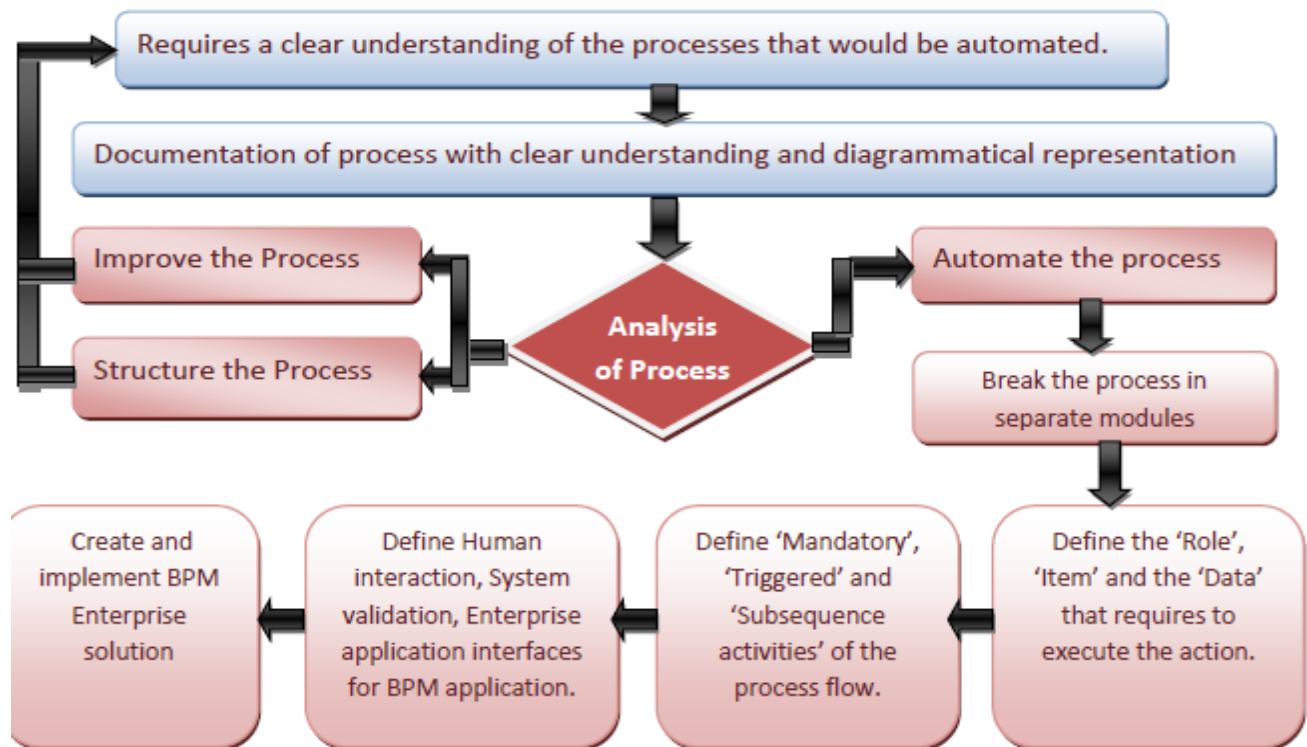
The Capability- Quality grounded methodology not only a approach but also one crucial approach to apply result according to current request scripts. This not only helps you to minimize the threat of you development but also give you a quality base outgrowth. The outcome which is not centralize but for all in employee. Last but not the least we can say this methodology will give on result that not only for the association but also for the prople, for the process and led towards success.

KEYWORDS: *As-Is-Value Chain, Target Value Chain, Business Focus Area, Business Function Matrix, Strategy And Goal Specific Architecture, Strategic Partner, Change Management Toolkit, “Diagnosing Resistance” And “Reinforcing Change”, “Availability Of Service Centre”, “Easy Availability Of Spare Parts”, “Fast Execution Of Order”, “Marketing With Emotion”.*

INTRODUCTION

Business Process Management is once again a pressing senior management concern. Today, a successful BPM strategy can power an enterprise’s full business process cycle and help achieve innovation, differentiation, and bottom line growth. The importance of BPM lies in its ability to enable companies to quickly adapt to changing circumstances, meet critical regulatory compliance, and rapidly improve critical business processes. In short the Business Process Management can be describing as Business process management (BPM) is a systematic approach to improving an organization's business processes. BPM activities seek to make business processes more effective, more efficient, and more capable of adapting to an ever-changing environment. BPM is a subset of infrastructure management, the administrative area of concern dealing with maintenance and optimization of an organization's equipment.

The significance of “Business Process Management” is-- Business processes are a fundamental building block of organizational success. Even though effectively managing business process is a key activity for business prosperity there remain considerable gaps in understanding how to drive efficiency through a process approach. Building a clear and deep understanding of the range process, how they function, and how to manage them is the major challenge facing modern business.



Steps of evaluating BPM approach

Methodology:

The proposed methodology encapsulates the basic principles of BPR, and provides a template for organizations anticipating, or already engaged in, reengineering programs. Though not proven as yet, it is anticipated that adherence to this methodology will increase the likelihood of success of the reengineering effort. To use Hammer's words, it attempts to clarify the "rules" for reengineering.

Adaptable business processes result in increased operational margins and therefore in true competitive advantage. An agile enterprise can continuously improve key business processes and adapt them to changing circumstances. Effective business process management has again emerged as a core business asset. As BPM increases in importance, the business process layer within the technology stack has also gained increasing attention.

Findings:

How prescribed researched modules for Business Process Reengineering module helps organization to enhance productivities:

1. Involvement of "Senior Management" to initiate BPR program: The "Senior Management" have the hierarchical knowledge about the 1] Organizational process flow and execution, 2] Technical capability of organization capability 3] Human Resource 4] Financial Stability 5] Stability in organizational "As-Is-Value Chain" and "Target Value Chain" 6] Activity models of "Business Focus Area" of organization. 7] Integrated Service Model and Business Services Model of Business Focus Area 8] Conceptual Data Model to "Business Function Matrix" and "Industry Standard Business Documents".

2. Identify and document the shortcomings and inefficiencies of current business processes: This step is responsible to find out the pit fault of “Current Business Process”. In this step we ensure why the revamp or reengineering is required. Lots of steps are there to identify the flaws of a process.

3. Create a “Strategy and Goal Specific architecture” for organization and choose “Strategic Partner”: The core business of the existing and future organization must be identified. It is possible that a significant proportion of company resources are involved in support or peripheral activities, and is not key to revenue generation. The core skills required by the company can thus be identified and other skills possibly are outsourced. These may again result in "early wins" of the project.

Note: Hitachi Data System (HDS), the software hand of Hitachi wanted to introduce new high speed processer in its entire device and by moving toward an open systems environment, they frequently need outside help to make the transition smoothly. IT Services will provide the software development resources, needed to take full advantage of equipment.

As the analysis report was depicting that the software hand of HDS is not too strong to support such kind of complex software development and even this project may hamper the basic productivity, Hitachi built a “Strategic Partnership” with “Information Technology Services, Inc” to provide “Custom Client/Server Application” solutions and “Software Outsourcing Services”.

4. Market Research on Business Focus Areas and Customer Needs: Understanding customer needs is key to the success of the program. Market research can be conducted by specialist companies to ascertain customers' opinion of the organization’s product and services portfolio, and how it can be improved.

This research enables reengineering effort to address customer's actual, rather than assumed requirements. Great effort can be expended to provide specific products and services to those customers who do not meet their requirements. The three basic requirement analyses are:

- The determination of customer needs, benchmarking, and understanding of existing processes, will enable the reengineering of core processes to be prioritized. It may be that one or more existing processes already provide satisfactory levels of performance. Depending on the resources available, one or more of the unsatisfactory processes will be identified and prioritized for reengineering.
- The performance goals for these processes will then be determined. This should also accurately reflect the true objectives of the organization, e.g. specific quality of service standards, cost reductions, defects etc., as identified from market research and benchmarking.
- For each process the costs of the reengineering project and the expected financial benefits are determined. It is important that the true costs of the projects, which are likely to be significant, are visible to senior management.

5. Change Management Toolkit: Change Management Toolkit contains templates and guidelines to help effectively employ change management and write a complete and professional change management plan. Complete assessment tools and implementation guidelines will help to implement change management strategy. The “Change Management Toolkit” includes three basic case along with “Checklists”, “Templates” and “Assessments Documents”.

- **Tool to be prepared for change:** Utilize the most up-to-date assessment tools to prepare a change management strategy.
 - **Managing change:** Templates, guidelines and checklists help you create effective change management plans including your communication plan, training plan, sponsor roadmap and resistance management strategy.
 - **Reinforcing change:** “Diagnosing Resistance” and “Reinforcing Change” will make change management process complete. Use the popular models to manage employee resistance, resolve conflicts and identify corrective action steps. For e.g. : Bank of the West automated their loan origination and approvals processes to reduce loan processing time from 7 days to less than on day, save an expected \$1.5 million, and improve staff productivity.
- 6. Identify which functions and/or processes are performing well and are candidates for inclusion in the future state:** In this state the existing functions are categorized in to different groups. First of all, expert use to examine the Entire Framework, Process Flow Diagram, Basic Business Needs etc. Then, expert creates the frame work of new system along with all functionalities that will be imposed. After that, the comparison between two process happen and the existing process are documentaries. For e.g. by implementing this methodology- TIO's Appian BPM-based Claims Management solution, called "Pearl", has been heralded as the most successful technology rollout in the company's history – delivered on-time and on-budget with rapid results. The system is generating reductions in Ongoing Claim costs through automation efficiencies, and more importantly has provided the capacity to enable TIO to commence its game-changing Case Management program.
- 7. Identify potential opportunities for functions and/or processes harmonization across departments, geographic locations, Bureaus, etc.:** In this step expert use to find out the “Opportunities” and “Business Values” for the process. The opportunities may be “Revenue Generation Capability”, “Providing values to Customer”, “Providing Quality to Product”, “Change in Product chain, Quality or Price”, “ Understand unrevealed customer needs”, “New requirement of customer depending on region and community and business verticals”, “Enhancing the execution capability of other process”. The detail “Market Research” and “Process Modeling” use to happen in this phase.
- **Note:** A leading Indian automobile manufacturer of multi-utility vehicles. The company was facing challenges due to globalization, entry of manufacturers such as Toyota into the Indian market, import of second-hand vehicles under World Trade Organization (WTO) mandates, and more stringent emission, noise and safety norms. Satyam analyzed the “Market Condition” along with the “Geography” and “Verticals”. Satyam found out in India preferable factors are the “Availability of Service Centre”, “Easy Availability of Spare parts”, “ Fast execution of Order”, “Marketing with Emotion” etc. hence it suggested some “System Solution” which are :**Order Management, Customer Management, Vendor Management.** The benefit was dramatic, with the introduction of “Order Management” schedule adherence for vehicle dispatch improved from 70 percent to 95 percent and, in the spare parts department, order-to-delivery cycle times were trimmed by more than 50 percent. Similarly, “Customer Management Processes” were

enhanced, too. Sales forecasting improved from 30 percent to 70 percent and a customer complaint reduced by 50 percent.

8. Gather what materials exist and review these to identify Candidate Business activities: In these steps the organization concentrates on those “Business Process” that are already modified and applied. Possibly, some of the process that already converted to automated process or refine and redefine can be used as sub-procedure or sub-method of any large methodology. For example, to re-engineer “Internal Process Management” of any organization, one functionality implemented to another client can be accepted as “Exist Material”. **For example**, Bharat Sanchar Nigam Ltd or BSNL, one of the leading telecomm service provider of India had one system which was responsible for company’s “Finance”, “Commissioning” & “Operations”. But, all system was separate.

HCL who was the broker of the design, have first named the modules of these three separate system and using the being module with perpetration of couple of new features. Also HCL enforced these entire modules in an ERP system. To apply this new system HCL did not use any separate data storehouse. They also bear on the being data storehouse.

9. Extend and upgrade the birth model In this exertion, the preliminarily developed birth model is extended and meliorated, grounded on input from representatives of all corridor of the business, within the engagement compass. The cross-enterprise nature of the work product means that the ideal is to produce a model that represents the conditions of all the business areas. As this requires a degree of cross-enterprise agreement, the stylish approach is to use eased, modeling shops, attended by representatives from all corridor of the business concerned.

10. Elect functions and/ or processes within the compass of the BFA trouble need farther analysis After perpetration of all the functions and “Planned Re-engineered Process”, it’ll be the time to review the system and get a raspberry- eye view. The top-down and nethermost-up review of frame and proposed model show some openings that can be added as enhance hand.

Once these openings are linked, the coming step is to find out the 1) Produce a demo operation for entire re-engineered model. 2) Plug-in for the process 3) Plug-out if bear 4) Examine the eschewal- come and effect of out- come 5) eventually the behavior of entire system.

11. Give the base for sizing the trouble needed to understand and assess the current terrain and/ or redesign the unborn terrain Produce the model which has some “Business Intelligence” (BI), though this step can be consider as voluntary but in near future this step may be proved as essential. Because, now a days the data collection installations and conditioning are getting automated.

Note Microsoft has one silent point for its “Windows Operating System” services. It generates a “Report” automatically about the abstract condition that it has faced during prosecution and automatically sends to “Microsoft Corporation” after taking stoner authorization. These documents are used to further “Re-Engineering” of products.

12. Use the Abstract Data Model Identify all realities created by an exertion Abstract data model is created by gathering business conditions from colorful sources like business documents, discussion with functional brigades, business judges, smart operation experts and end druggies who do the reporting on the database. Data modelers produce abstract data model and further that model to functional platoon for their review.

“AmeriChoice” Health Services, Inc. enforced Perot Systems DIAMOND (R) 950 health benefits administration system software for security purpose and the egregious purpose of “ Cargo Participating”.

13. Produce the business process chart for the current regularized (As-Is) process this step a system use to design to model the opinions, conduct, and conditioning of an association or system. The system construct (AS-IS) models that have a top-down representation and interpretation, but which are grounded on a bottom-up analysis process. Beginning with raw data (generally interview results with sphere experts), the modeler starts grouping together conditioning that are nearly affiliated or functionally analogous. This models help organize the analysis of a system and promote good communication between the critic and the client. It's useful in establishing the compass of an analysis, especially for a functional analysis.

14. Research and Benchmarking. After the creation of regularized process models, the coming step is benchmarking and analysis. “Benchmarking is the comparing of both the performance of the association’s processes and the way those processes are conducted with those applicable peer associations to gain ideas for enhancement.” The peer associations need not be challengers or indeed from the same assiduity. Innovative practices can be espoused from anywhere, no matter what their source.

For illustration, Bharat Sanchar Nigam Ltd or BSNL, one of the leading telecomm service provider of India had one system which was responsible for company’s “ Finance”, “ Commissioning “ & “ Operations”. But, all system was separate. The service provider HCL has produced a model which brought “Finance”, “Commissioning” and “Operation” in a single ERP package. Also it tested the performance issue. The result was inconceivable, this system delivered services in a further cost-effective way. In addition to replacing heritage systems, this BPR & ERP metamorphosis program would yield better edge for BSNL.

15. Eliminate Non-Value-Added Activities and Perform Time Compression: Eliminate Non-Value-Added Activities by identifying and eliminating any activities that do not provide value to either internal or external customers. Perform Time Compression to reduce process time and overlap activities whenever possible. Speeding up business cycles can reduce costs and increase customer satisfaction that translates into increased revenue.

16. To further upgrade and validate information and business conditions in support of BFA modernization objects The process contains the “Demand Specification” document. The “ Structured Analysis” documents, “ Base line model” document, “ Beware frame”, “ Reuse Document”, “ Architectural document” etc. From BFA perspective the demand will be analysis again.

17. Reengineer the Process Once all the process has been completed now it's the time to produce the modules responsible for according to the "Process Document" with the "Proposed tool". After Creation this will run in two Successive terrain or serve i.e. 1) Development Environment Where the stoner check the delicacy of prosecution and can do "White Box", "Black Box," Unit testing", and "Regration Testing" etc.) Perpetration in Testing Environment Also the package or result will be transfer to the "Test Server" for "System Testing" and "Integration Testing" etc.

.18. Apply in Real World: After completion off all the above process the product or the solution will be launch to "Business Focus Are", "Production Environment" or "Operational Environment" etc. Today, e-business initiatives have made the need to streamline, integrate and automate processes even more pressing. But this time, we have an opportunity to do it right.

Present Market Scenarios:

"An Advance Business Process Operation (BPM) result helps enterprises, large and mid-sized bones, to ameliorate profit growth and productivity by 30 to 40 percent. Judges estimated that the BPM global assiduity is set to grow to USD 12 billion by 2011 which actually grow around USD 14 billion. Assiduity judges design that BPM is one of the strongest growth areas within the IT assiduity. All IT publishers have Business Process Operation in their table of contents and CIOs name BPM in their top three precedences.1 Packaged operation systems, dominant in the once decade, are now being rounded by middleware technologies to deliver important demanded enterprise dexterity. In this arena, Oracle's BPM results and service- acquainted armature (SOA) are leading the charge and making the thing of largely sought after business dexterity a reality.

CONCLUSION

Presently e-business enterprise has made the need to streamline, integrate and automate processes indeed more burning. But this time, we've an occasion to do it right. Companies are seeking ways to integrate spare processes, exclude gratuitous tasks and automate deployment of processes. The intent Make tasks more effective and less error-prone. Two effects separate BPR sweats of the history from moment's process integration enterprise. Our exploration findings are more affiliated with how effective bone can re-engineer the processes of according to the need. The Capability- Quality grounded methodology not only a approach but also one crucial approach to apply result according to current request scripts. This not only helps you to minimize the threat of you development but also give you a quality base outgrowth. The outgrowth which isn't polarize but for all in hand. Last but not the least we can say this methodology will give on result that not only for the association but also for the prople, for the process and led towards success.

Business process- driven operations — as opposed to business function packaged operations — follow the rearmost IT paradigm service exposure armature. Together, BPM and SOA define a new IT world, which drives invention and edge using being IT means and producing results within months. The new paradigm promotes approximately coupled IT systems that replace the former tightly integrated, hardwired packaged operations. Packaged operations are broken down into services of different granularities. These services are orchestrated on the process position and are simply consumed in a way that supports optimized business processes. For illustration ORACLE enforced the assiduity- leading modeling and simulation machine — Oracle Business Process Analysis Suite — which shares the same metadata format with the process prosecution machine and helps business and IT to seamlessly unite. Also, Oracle BPEL Process Director —

for mortal workflow-and operation- driven integration tasks with BPEL; part of the Oracle SOA Suite.

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During the research we took the help of following books which help us to collect all the tabulated secondary data and the structural approach to prepare the write –ups. The books and links are as follows:

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