Business Process Management (BPM): Analysis of effectiveness in organizations and efficiency in integration with service management

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ABSTRACT
The proposed research is to be carried out in the field of Business Process Management which ultimately deals with optimization in organizational performance. In the proposal a framework model of BPM will be developed for service organizations. The research will consolidate techniques and frameworks from other similar approaches in order to build an effective model that will be useful for service based organizations. Both quantitative and qualitative methodology will be used in this approach. The research will focus on New Zealand ICT organizations and universities which deal with ICT Services and can adopt BPM for their efficiency. The research will analyse data from both internal and external resources and careful consideration of methodology will be done. Transparency will be maintained all through the research and with the proposed model the organization will have the capacity to give excellent support to both internal and external IT services.

Keywords: Business Process Management, BPM, Service Management, SOA

1. INTRODUCTION
BPM falls in to the category of an advanced approach for management efficiency adopted from quality management (Hradesky, 1994) which was an earlier approach followed by organizations along with business process re-engineering. Trkman (2010) has analyzed the critical success factor of BPM and Leymann, Roller, and Schmidt (2002) have done research linking BPM with web services. For the concept of Integrating BPM with other services Beimborn and Joachim (2011) have done an evaluation on the impact of service oriented architecture and business process management. According to Dayal, Eder, Koehler, and Reijers (2009), research related to BPM were mostly done focusing on the European countries. There was little indication of data on proposing a BPM model for organizational effectiveness considering New Zealand (NZ) context and this is what makes this research a unique one.

2. RESEARCH QUESTION
The research question is “How can we build a Business Process Management workflow model for organizational effectiveness considering the NZ context?”

Methods: The research solution for this question will involve both qualitative and quantitative methodology. Opinions and ideas are generated apart from systematic transferring of data gathered in to statistical method. The methodology used in the paper follows both quantitative and qualitative methodology. The research will follow telephonic surveys, Interviews for data analysis and restrict the research to NZ region.

3. LITERATURE REVIEW
The ICT should be aligned with the business objective of an organization for effective IT service quality. BPM has been positioned as a top business need among various senior professionals in the coming years (Gartner Group, 2005). According to Zairi (1997), BPM plays a critical part in improving the standard of decision making among ICT organizations can be possible by moving towards process oriented approach (Houy, Fettke, & Loos, 2010). However, the adoption of BPM in the service industry needs a specific framework for efficient operation management (Reijers, 2003).
Business process and service process needs to be implemented for better customer solution (Reijers, 2003). Therefore, it is evident that BPM can be implemented in service management industry. Both process and service management outcome follow the same idea of better quality and customer satisfaction. According to Indulska et al. (2009), process oriented approach follows a specific methodology which needs effective tools to organize consistent delivery.

When researched about the modelling techniques Indulska, Recker, Rosemann, and Green (2009) suggested that business process modelling is a set of tools that support BPM with effective organization efficiency. But according to Reijers (2003), BPM lacks in guidance and set of tools for individual process at different stages. Currently there is no research evidence of linking the business process towards an individual process or functionality of service management. ITSM should be engaged and involved in contributing not only to the complex activities but also at the bottom level in order to deliver value, improve processes and compliance, recognize and reduce costs and risks (Knapp, 2010).

4. THEORETICAL FRAMEWORK

According to the various researched literature it is evident that there are strong possibility of integrating BPM with the service process. Organizations dealing with a systemized service approach will need a process methodology that helps in business agility. According to Beimborn and Joachim (2011), Service Oriented Architecture (SOA) acts as architecture that supports integrating business processes with IT services. The process of integrating it eventually implies that SOA can play a vital role in integrating business process and IT services. The business managers and business analysts play an important role in this integration as the solution is developed quickly.

The model proposed (Figure 1) would have a specific impact on the quality of business process and cost. The issue of IT service organizations is that it doesn’t have proper governance throughout the business lifecycle (Van der Aalst, 2013). The process of implementing a model that connects BPM and service would help in process transformation and not depending on redevelopment of the process again. This eventually would empower to minimize the fund used on upkeep and make them accessible for new business activities.

![Figure 1: BPM-Service Management model](image)

In order to transfer the set of information from the BPM we use business process modelling to represent the business process in a schematic representation. This modelling will help in layering out the involved processes and also sorting out the involved operation. In order to move the conceptual process involved and implement it in the service management we propose SOA as a gateway which helps transfer the conceptual modelling in to services. By this way the involved processes are equipped in an effective way to handle the concepts of service management. The services involved in service management like change management, configuration management, problem management and service level agreement will be managed and overviewed by BPM with the help of modelling and SOA framework. The entire lifecycle of the project would be monitored by BPM. With integration of BPM and ITSM, the transformation in terms of efficiency and production of an organization can be experienced.

5. CONCLUSION

It is evident that the research will help in implementation of BPM in service based companies across ICT organizations / department across NZ. The issue of combining the effective governance and the service improvement will help process and service synchronization and will also drive the business to a higher level. The research is not restricted to a particular domain (example: finance, insurance) which could be considered for future research.

6. REFERENCES


