

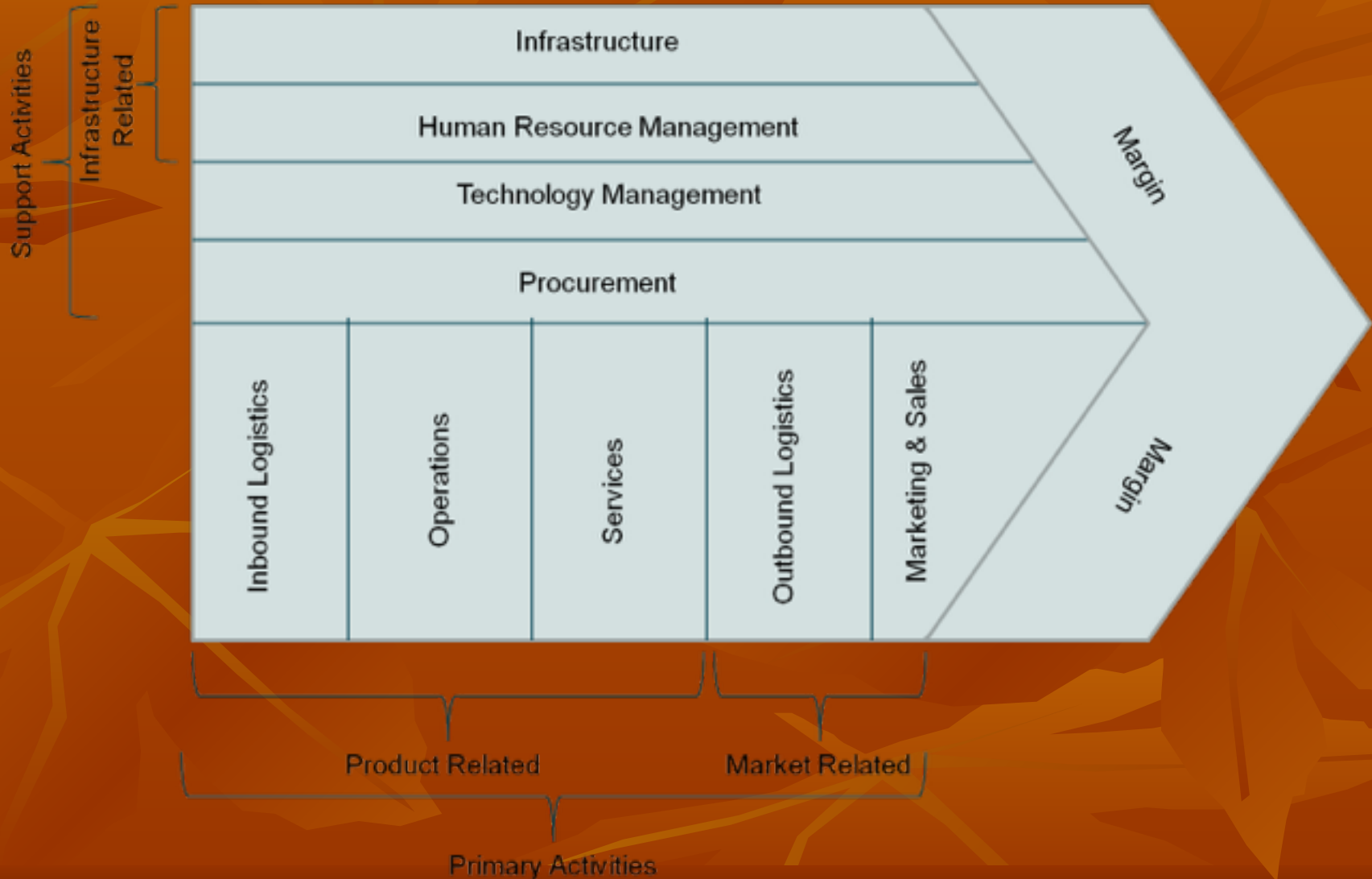


From Business Processes to ERP Softwares

Business Process

- **Tenner and Detoro:** a single or combination of tasks that add value to inputs to convert them into outputs by the application of human interactions, methodologies and techniques.

Porter's Value Chain Theory as the Basis of Business Processes

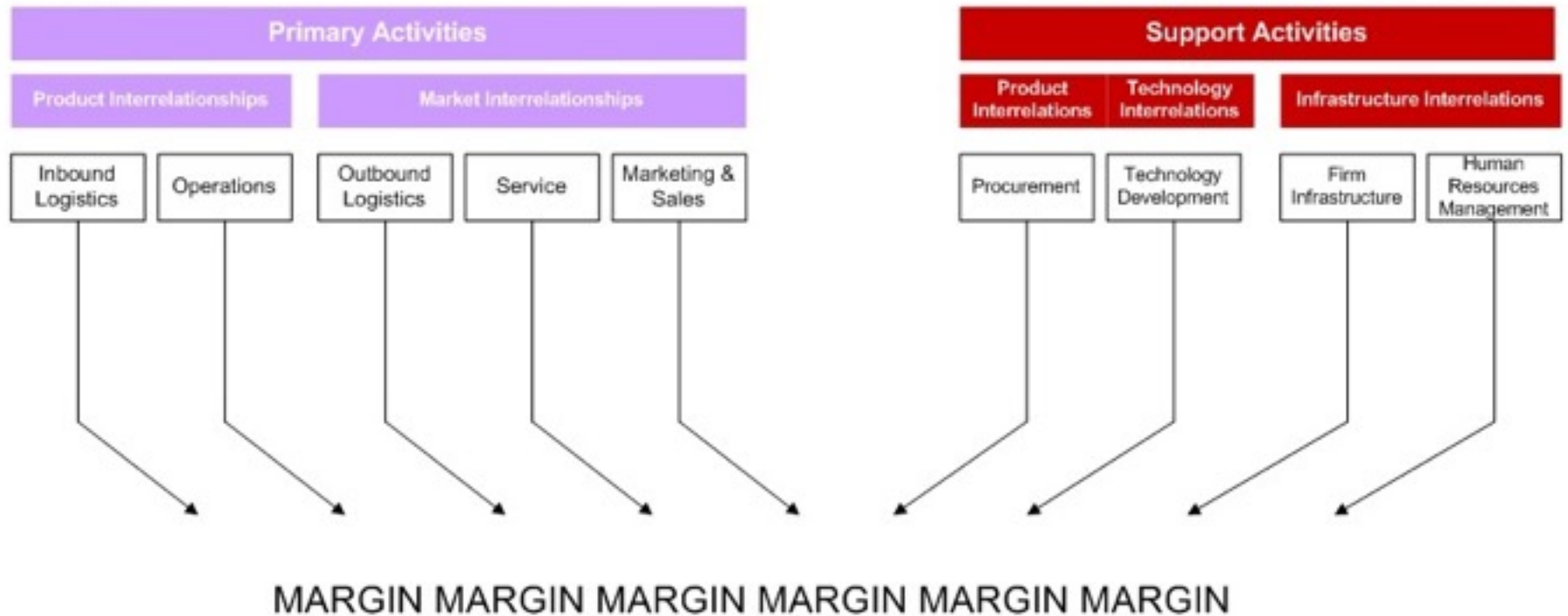


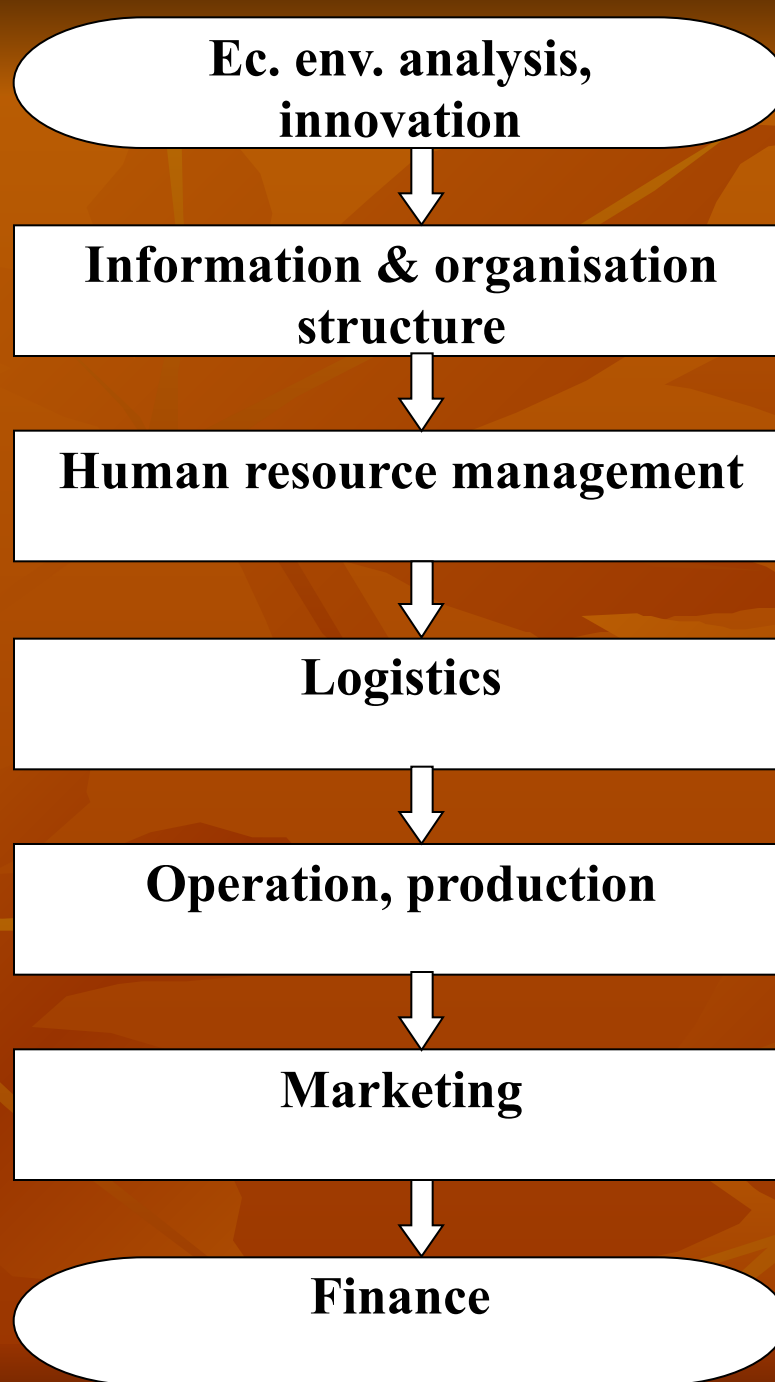


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VALUE CHAIN ANALYSIS

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Simon Sándor (2004) :
logical and hierarchical
structure of business
processes

Business Process Management

- **Muehlen and Ho:** BPM is the lifecycle of the discovery, specification, implementation, execution, monitoring and controlling of the business processes.
- BPM is a systematic approach to improving an organization's business processes. BPM activities seek to make businesses more effective, more efficient, and more capable of adapting to an ever-changing environment

Business Process Reengineering

- **Hammer and Champy:** Reengineering is defined as the fundamental rethink and radical redesign of business processes to generate dramatic improvements in critical performance measures - such as cost, quality, service and speed.

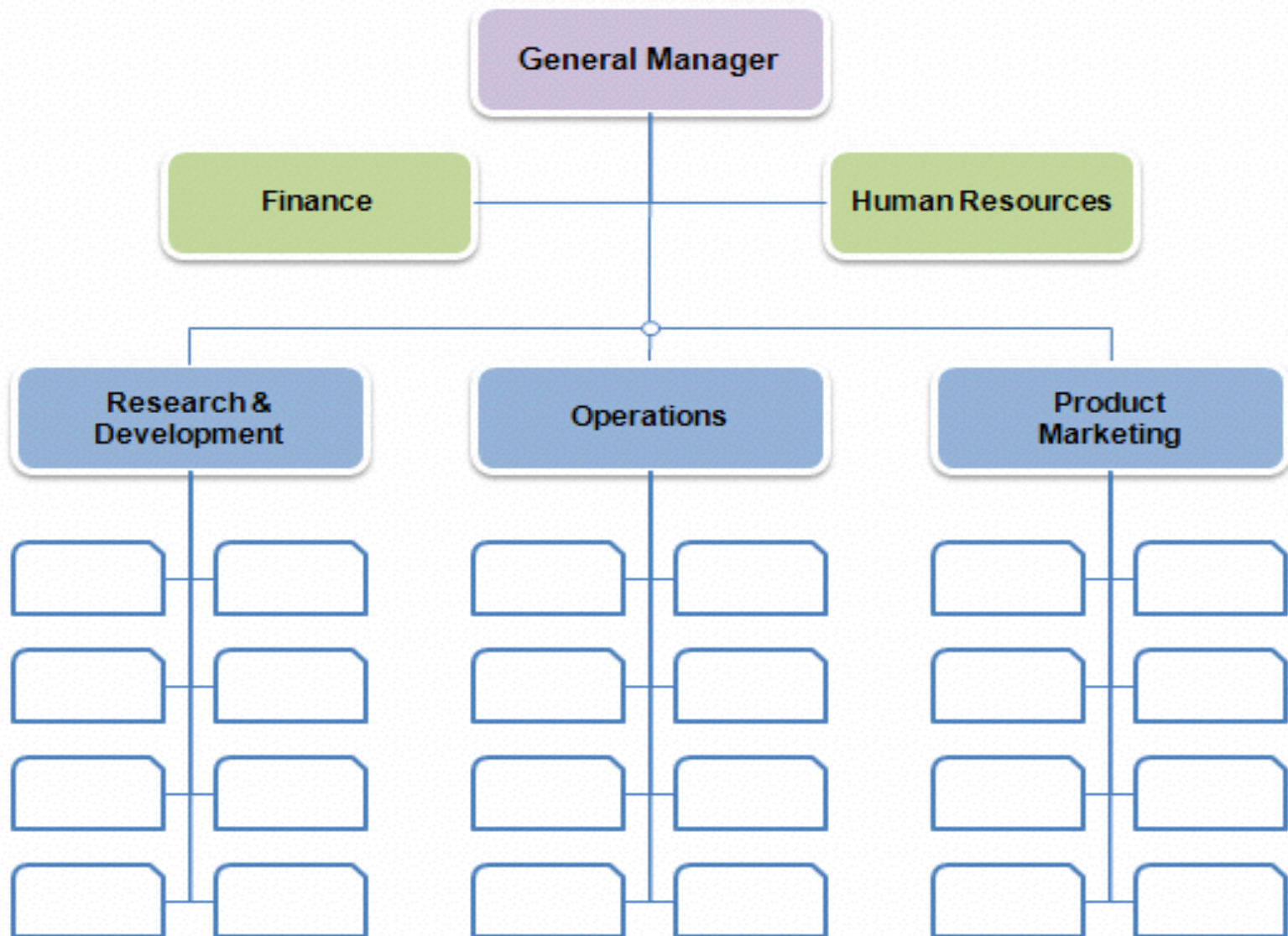
The Technological and the Economic Background of the Reengineering

- Engineering induced mass-produce
- Mass-produce induced division of labor
- Division of labour induced large organisations
- The developed division of labour needs to manage processes, **mainly business processes**
- At large organisations management and controlling needs **IT infrastructure**

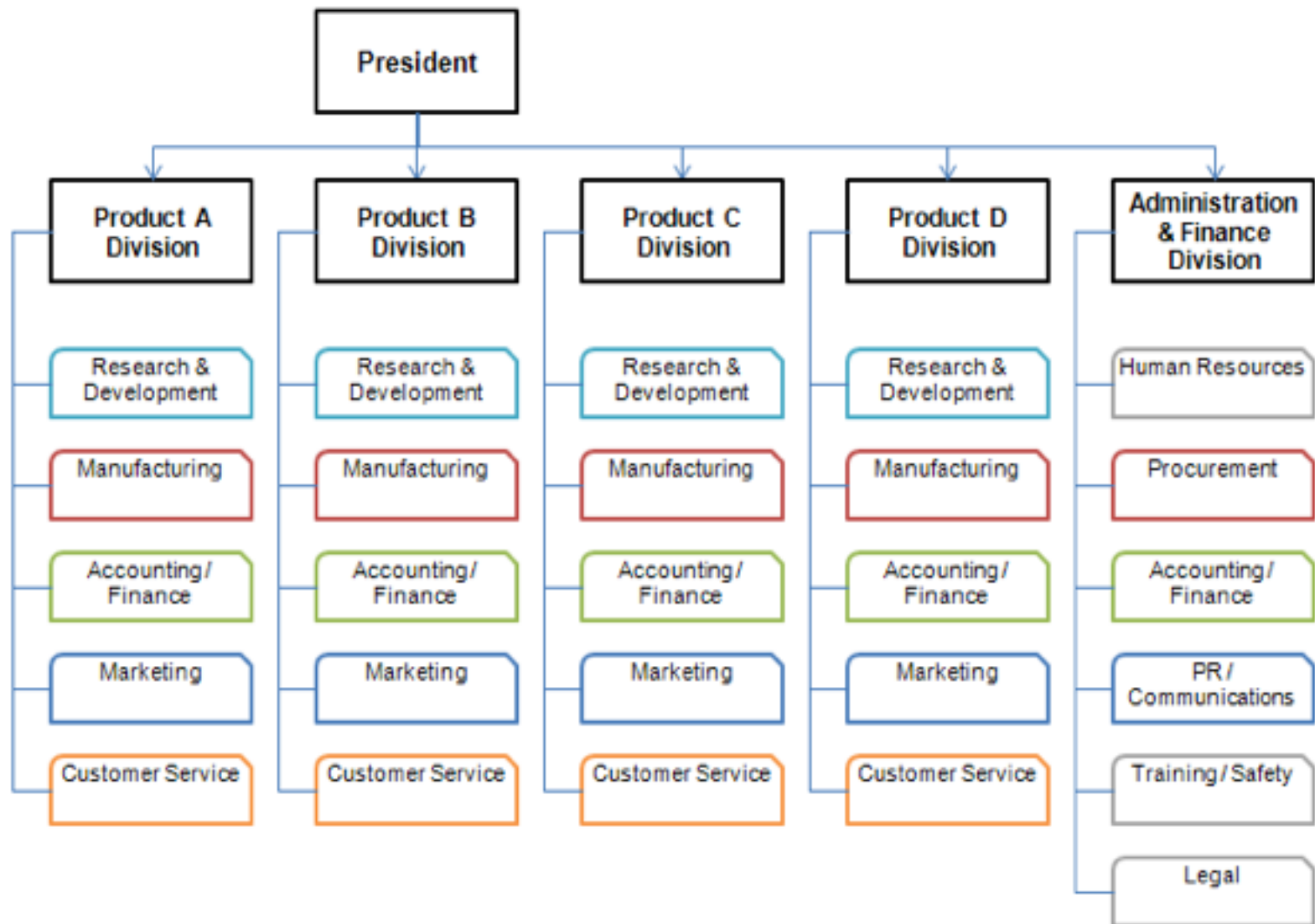
Why is the modern concept so new?

- While corporate reorganization often focuses on the makeup of structural entities such as departments, the core processes enacted to deliver products or services tend to remain a core binding element for organizations.
- The result is new organizational forms and developed controlling and accounting

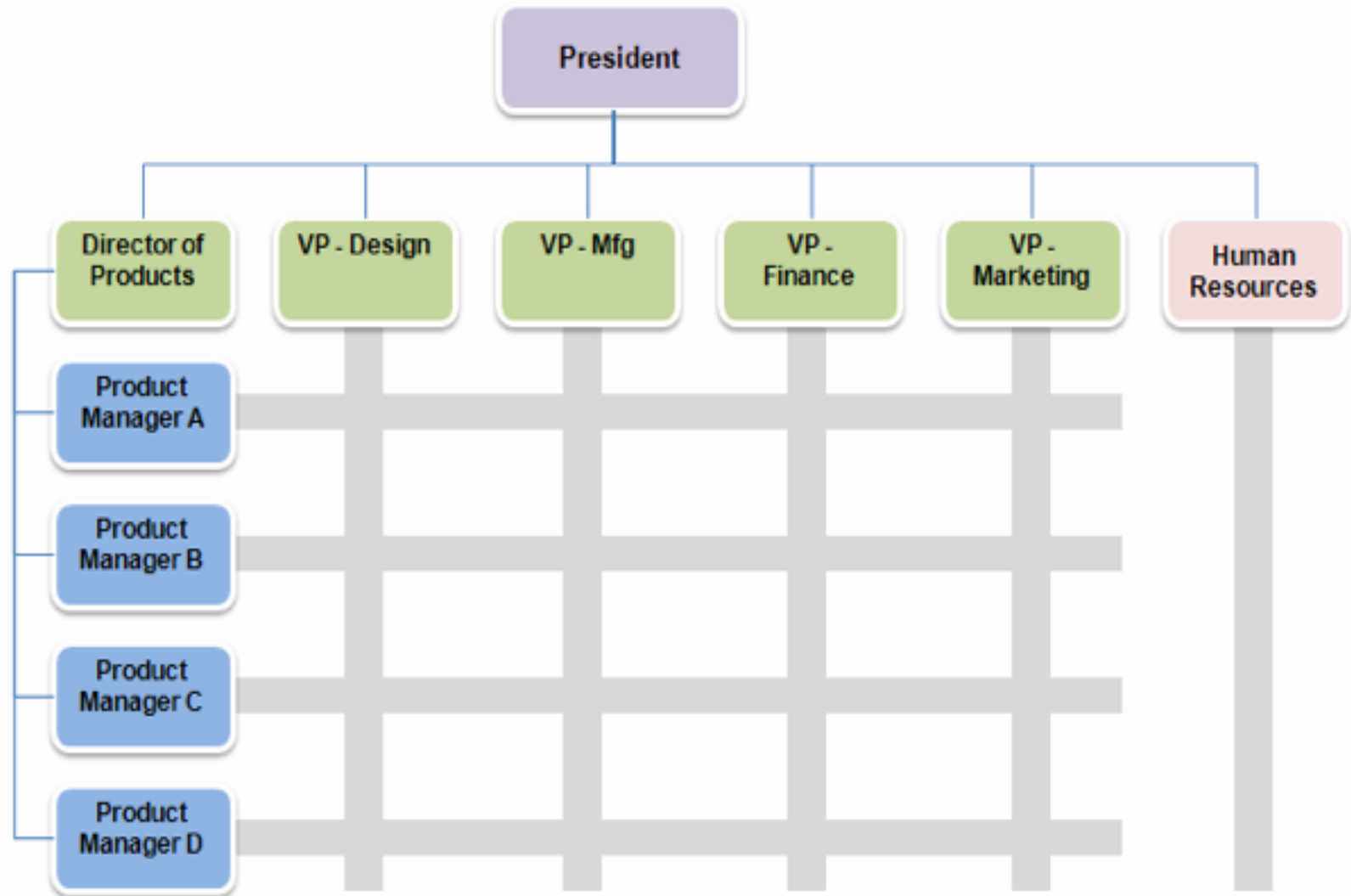
Functional Organizational Structure



Sample Divisional Organizational Structure



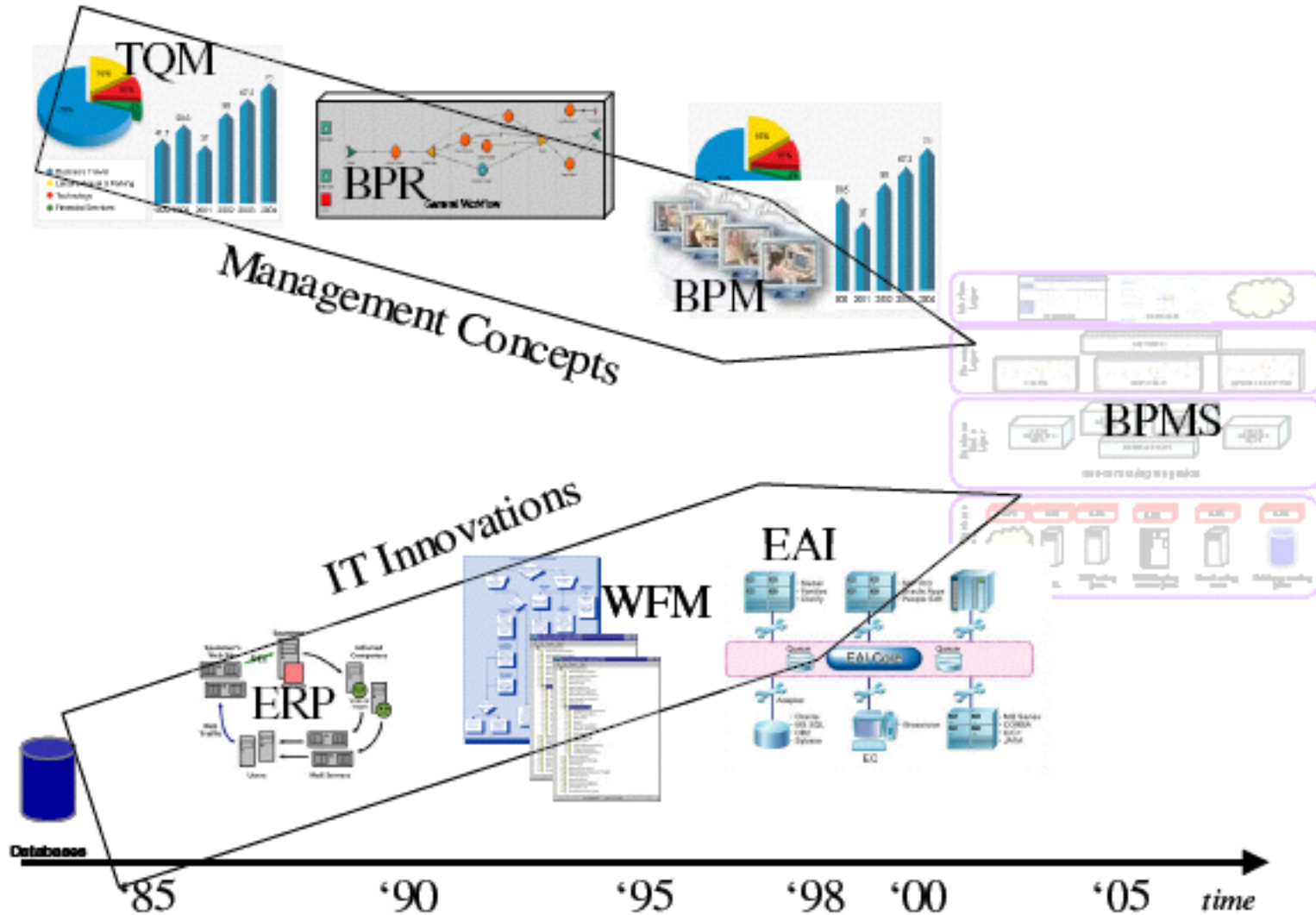
Sample Matrix Organizational Structure



The Characteristics of a Reengineered Corporation

- Job descriptions expand and become multi-dimensional
- The emphasis moves away from the individual and towards a team
- Professionals become the key focus points for the organization, not the managers
- The organization becomes aligned with the end-to-end process rather than departments.

IT Approaches Management



Prelude for Business Processes Management

Orientation of Development	Cost reduction Division of Labour	Quality and Workforce Management	Process Innovation, Business on the Internet	24x7, Flexibility, Modularity
Business	Assembly line, functional hierarchy	Multi branch companies, conglomerations	End-to-End processes	Hypercompetition, telework
Information Technology	Engineering, Normalization	MRP, MIS, computer-aided automatisation	ERP, CRM, SCM	EAI, SOA, BPMS
Management techniques	PDCA-cycle, financial modelling	TQM, Process Improvement ,	Six Sigma, BPR, Buy vs Build,	Outsourcing , BPM
	1750-1960 Industrialism	70-ies, 80-ies, Process Improvement	90-ies Reengineering	After 2000 Process Management

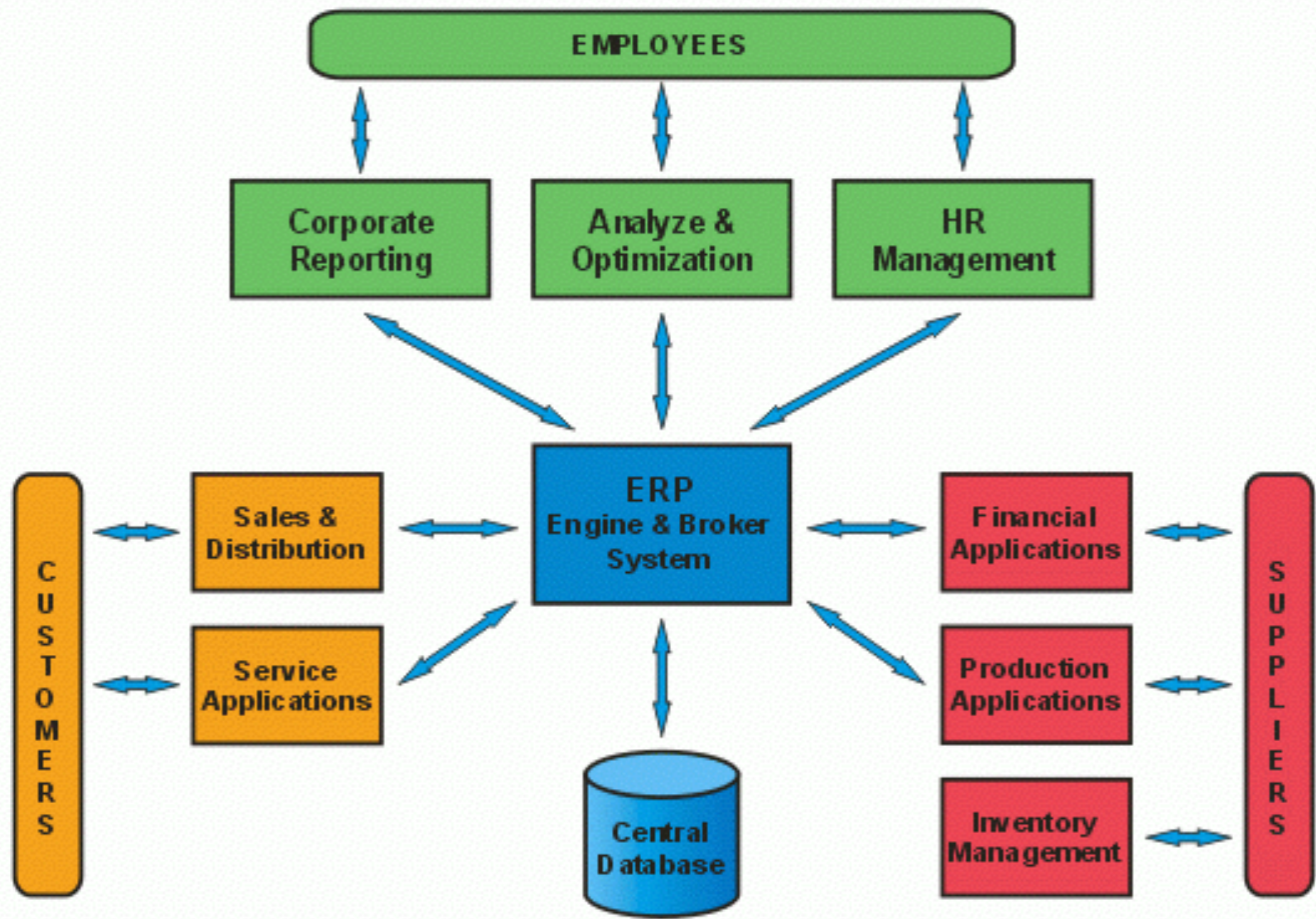
- **Material requirements planning (MRP I.)** is a production planning and inventory control (usually computer-aided) system, which is used to manage manufacturing processes
 - Ensures materials are available for production and products are available for delivery.
 - Maintains the lowest possible material and product levels in inventory
 - Plans manufacturing, operational activities, delivery schedules and purchasing activities.

- **Problems with MRP I.:**
 - cumulative errors,
 - could not harmonize
 - the „lead time”,
 - inventory,
 - simultaneous production,
 - manpower or machine or supplier capacity

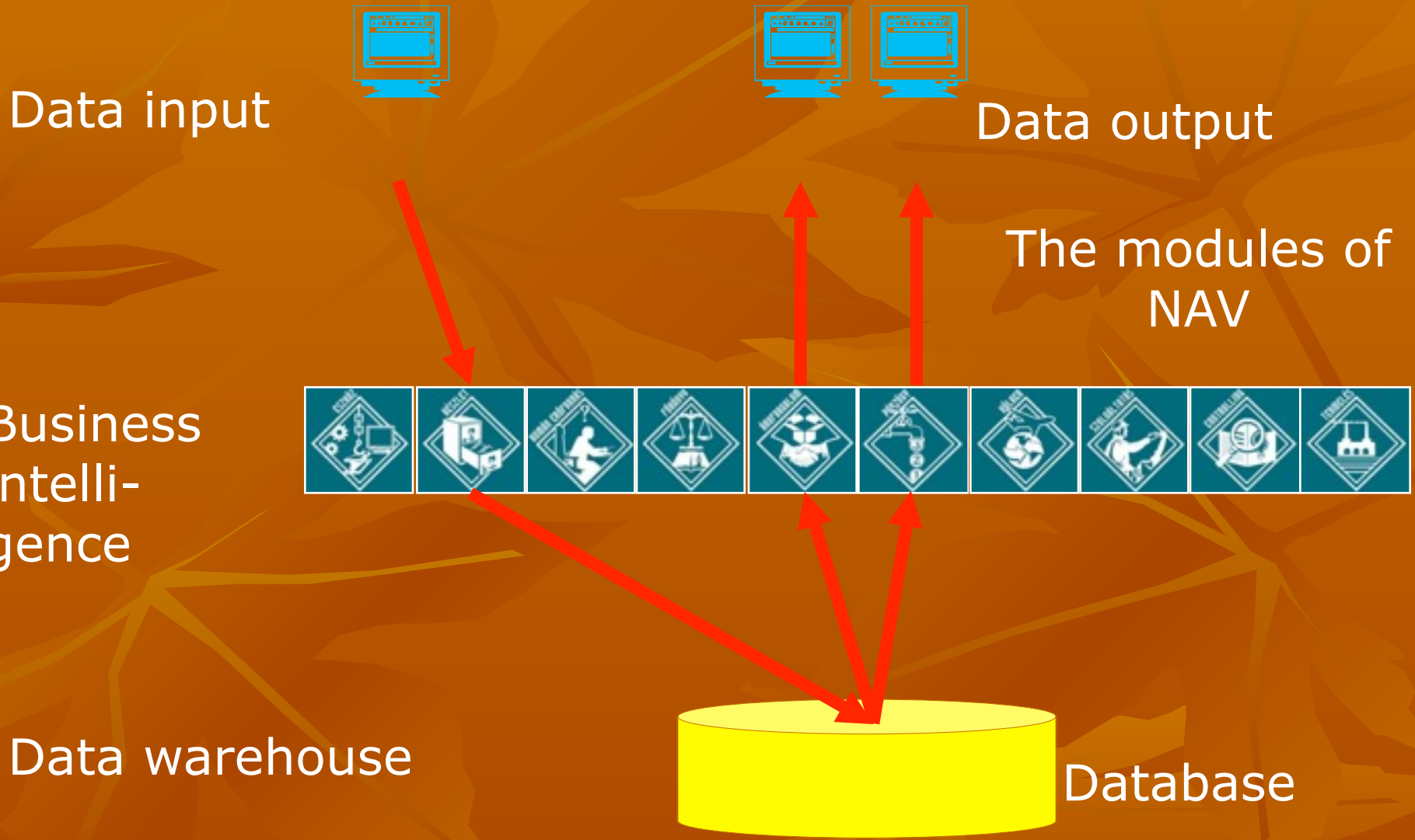
- **Manufacturing Resource Planning (MRP II)** is defined as a method for the effective planning of all resources of a manufacturing company. (no need for software)
- Usually it has an operational planning, a financial planning part, and a simulation capability
- Data about the cost of production, machine time, labor time and materials used, final production numbers, is provided from the MRPII system to accounting

Enterprise Resource Planning

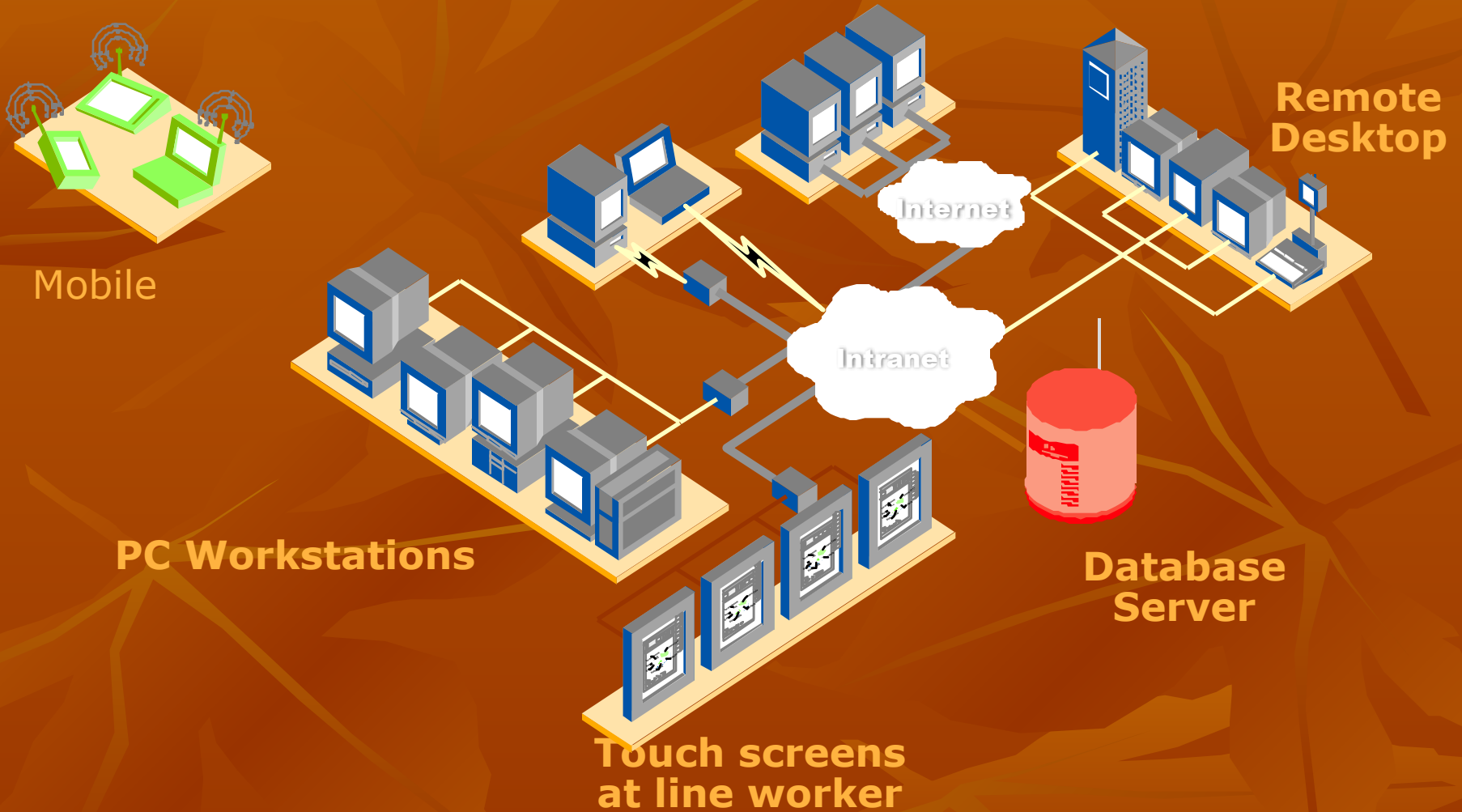
- The ERP systems integrate all departments and functions across a company onto a single computer system that can serve all departments.
- The ERP ensures integration of all the information flowing through the company (financial, accounting, human resources, sales, manufacturing, distribution, project and inventory management, planning and maintenance, customer information and e-business)



ERP in the Information System of Enterprises



Hardware Solutions for ERP





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Role Centers as Organisers of Business Processes

- Role Centers hide the 90 percent of the features an average persona doesn't need to see.
- Role Centers promote the actions and information that the proper persona needs, leaving him/her with an uncluttered window and an overview of upcoming tasks – helping to prioritize the tasks, and keeping the work productive
- The component activities of business processes can be bound in the Role Centers

Business Process Oriented Role Centers of NAV

The screenshot displays the NAV Role Center interface within a VMware Fusion virtual machine. The interface is organized into several key sections:

- Home Panel (Left):** A navigation menu listing various business entities such as Customers, Sales Orders, Sales Invoices, Sales Return Orders, Open, Bank Accounts, Cash Desk Accounts, Cash Receipts, Reminders, Finance Charge Memos, Items, Sales Journals, Cash Receipt Journals, General Journals, and Overdue Sales Invoices.
- Role Center (Main):**
 - Activities:** A central hub for key tasks, including:
 - Payments:** Overdue Sales I... (39), Sales Return... (0), and Custom... - Blocked (0). Actions include 'Edit Cash Receipt Journal' and 'New Sales Credit Memo'.
 - Document Approvals:** SOs Pendin... (0) and Approved Sales O... (22).
 - Microsoft Outlook:** A placeholder for the Outlook application.
 - Sales Orders per Status:** A bar chart showing the count of sales orders for 'Open' and 'Released' statuses. The 'Open' status has a count of approximately 22, and 'Released' has a count of approximately 20.
 - Sales Credit Memos per Status:** A bar chart showing the count of sales credit memos for 'Open' status, with a count of approximately 11.
- Right Panel (Dashboards):**
 - My Customers:** A dropdown menu for selecting a customer.
 - My Items:** A dropdown menu for selecting an item.
 - My Notifications:** A dropdown menu for selecting notifications.
 - Sales Orders per Date:** A scatter plot showing the count of sales orders over time from April 2012 to October 2013. The y-axis represents the count (0-20), and the x-axis represents the document date.
 - Open Sales Orders per Location:** A bar chart showing the number of open sales orders per location code. The y-axis is '# per location code' (0-12), and the x-axis lists location codes: FEHÉR, KÉK, PIROS, SÁRGA, and ZÖLD.

At the bottom of the screen, the system tray shows the date and time: 'CRONUS Rt. | 2015. január 29. | ÜZLETI-INTELLIG/Rendszergazda'.

The out-of-the-box Role Centers in NAV

- Accounting Manager
- Account Payable Coordinator
- Account Receivable Administrator
- Bookkeeper
- Chief Executive Officer
- Dispatcher
- Information Technology Manager
- Machine Operator
- Order Processor

The out-of-the-box Role Centers in NAV

- Outbound Technician
- President
- President – Small Business
- Production Planner
- Project Manager
- Purchasing Agent
- Resource Manager
- Sales Manager
- Shipping and Receiving

The out-of-the-box Role Centers in AX

- Accountant
- Accounting Manager
- Account Manager
- Accounts Payable Coordinator
- Accounts Receivable Administrator
- Budget Manager
- Chief Executive Officer
- Chief Financial Officer
- Controller
- Cost Controller

The out-of-the-box Role Centers in AX

- Credit and Collections Manager
- Customer Self-service
- Customer Service Representative
- Dedicated Sales representative
- Homepage for Users Who Fill Employees
- Environmental Manager
- Finance Director
- Human Resources Managers
- Marketing Manager
- Marketing Staffer

The out-of-the-box Role Centers in AX

- Operation Manager
- Order Processor
- Practice Manager
- Production Manager
- Purchasing Agent
- Purchasing Manager
- Retail Merchandising Manager
- Retail Operations Manager
- Retail Store Inventory Clerk
- Retail Store Manager

The out-of-the-box Role Centers in AX

- Sales and Marketing Executive
- Sales Manager
- Customer Service Operations Manager
- Shipping and Receiving
- Shop Supervisor
- Staffing and Recruiting Manager
- Super Sales Representative
- Training and Development Manager
- Treasurer
- Warehouse Manager, Warehouse Worker