



# **IMPLEMENTATION OF BUSINESS PROCESS MANAGEMENT IN SRI LANKA**

BY

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## Abstract

Current global environment demands a constant drive to outperform and out-innovate the competition. Most organizations have identified business process improvement in an agile environment as the key to success in a competitive environment.

Business Process Management (BPM) is one of the outstanding topics in today's business management discussions. It is a discipline which looks at organizations as a collection of processes. BPM enables process improvement while managing change. BPM can make a huge difference because it focuses on the business and combines both technologies and disciplined methodologies that build on top of corporate culture and values. According to a research by Gartner (2008), the BPM market growth in 2006 was 2 billions in USD. The projected growth in 2011 is more than 5 billions in USD.

Attention to BPM is now growing fast as organizations explore new ways to master their disorderly business processes to close the gap between strategic vision and goals and the operational execution and achievement of the goals. Those who deployed BPM enjoy enormous benefits of BPM.

Irrespective of many successful implementations and studies done in the business world, Sri Lankan Organizations are reluctant to adopt BPM due to lack of understanding of BPM and misconceptions about BPM. Lack of visibility into business processes and lack of knowledge in their business operations are some challenges they face.

According to questionnaire responses analysis, 77% of current initiatives or organizations in Sri Lanka are for business process improvement. Only a few, organizations have defined standard process models for their values chains; they



occasionally have defined standard measures for evaluating the performance of major processes and sub processes.

The organizations look at BPM as a way to save money by reducing cost, improve productivity and improve quality of processes and customer satisfaction to remain competitive.

Proper implementation of BPM enables the ability to process more with less effort and higher quality. The core benefits of BPM are efficiency, effectiveness and agility. Benefits also consist of financial benefits such as low costs, higher revenue and improved productivity.

In conclusion, the impact of business process management on organizational performance in transition economy and a set of guidelines is explained for implementing BPM in Sri Lanka.

## Declaration

This thesis is a presentation of my original research work. Wherever contributions of others are involved, every effort is made to indicate this clearly, with due reference to the literature, and acknowledgement of collaborative research and discussions.

The work was done under the guidance of Mr. Sanjeev Jayaratnam, Visiting Lecturer, University of Moratuwa, Sri Lanka.

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I declare that the above are correct to the best of my knowledge. *A /*

***UOM Verified Signature***

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**Name of the Supervisor: Mr. Sanjeev Jayarathnam**

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## **Acknowledgement**

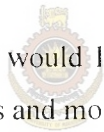
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## List of Symbols, Notations, Abbreviations and Acronyms

B2Bi	– Business to Business Integration
BAM	– Business Activity Monitoring
BPM	- Business Process Management
BPR	– Business Process Reengineering
CEO	– Chief Executive Officer
COO	– Chief Operating Officer
CFO	– Chief Financial Officer
COE	– Center of Excellence
CPU	– Central Processing Unit
CRM	– Customer Relationship Management
EAI	– Enterprise Application Integration
EPC	– Event-driven Process Chains
ERP	– Enterprise Resource Planning
GE	- General Electric
ICT	– Information and Communication Technology
IDC	– International Data Corporation
IRR	– Internal Rate of return
IT	- Information Technology
MRP	- Material Requirements Planning
PDCA	– Plan Do Check Act
QA	– Quality Assurance
ROI	– Return on Investment
SIPOC	– Supplier, Input, Process, Output, Customer
SOA	- Service Oriented Architecture
TCO	- Total Cost of Ownership
TQM	– Total Quality Management
UML	- Unified Modeling Language
XML	- extensible Markup Language