

Study on Strategic Alignment of Business Logics, Business Processes & Sub-Processes: In Effective Strategic Decision Making Mechanism for Decision Makers with Business Performance Analyst

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Abstract— Effective Strategic planning is the key to success in today's dynamic competitive business world. The key business entities, processes and drivers need to be tactically and strategically frequently revised to strengthen any business plan for action. Study in this article emphasized on to bring in pioneering changes or alignment for effective decision making mechanism and innovate or select best fitted-in technologies according to voyage from business plan to business process management. This article first briefly discusses each entity involved from business plan/rule (BR) for creating business logics advances through support of business performance analyst to formulate business processes which bifurcates into sub-processes for business process management (BPM) for this various available options of suitable technologies accordingly to implement these sub-processes. All such activities from creation, monitoring and feedback from each business entity are performed by business performance analyst (BPA). For this article presents a flowchart, tree structure and comprehensive pictorial representation of all the integrated entities at one place to bring in awareness among entrepreneurs to realize the alignment mechanism and role between the five entities. Through this depiction of practical implementation within business organization effectively assist entrepreneurs for their effective decision making in enhancing, establishing and stabilizing their business.

Index Terms — Business Plan/Rule, Business Logics, Business Process, Business Sub-Process, Alignment, Business Process Management, Business (Performance) Analyst.

1 INTRODUCTION

“Strategy” is not just mere a word but it has in-depth impact from individual to business organization. In this highly competitive economy, especially small businesses need a strategy to flourish and grow. The strategy making in this article focuses on mistakes earlier made by the decision makers before further future business plans/rules are made should be given the top priority. The question to ask is: playing to win, not just trying to stay in the game? Delaying decisions on strategy can have enormous consequences for any business.

It's “about making specific choices” in your business. Company leaders, they say, commit five kinds of **mistakes** when laying out their strategies:

- Leaders define strategy solely as a vision. Mission and vision statements are elements of strategy, but they aren't enough. They offer no guide to productive action and no explicit road map to the desired future.
- Leaders define strategy simply as a plan.
- Leaders deny that long-term (or even medium-term) strategy is possible because of a rapidly changing world.
- Leaders define strategy as the optimization of what they are already doing in their current business.
- Leaders define strategy as following best practices, such as benchmarking against competition, and then doing the same set of activities.

Why strategy often goes wrong? They note that making choices is hard work, and it doesn't always fit into all the other work to be done in a business. Plans and tactics are also elements of strategy, but they aren't enough either. A detailed plan that specifies what the firm will do (and when) does not imply that the things it will do add up to sustainable competitive advantage.[1]

Keeping the above mentioned mistakes as a note can help in avoiding such mistakes in creating effective business plans by the leaders (decision makers). Business planning strategically specifies each logical point which is known as **business logic** to be converted into **business process**; such created each business logic through each **business decision logic** which justifies such business logic, as a business logic platform. In other way business logics are proper subset of decision logics as decision makers draft business logics using a business rule by the help of BPA. For business-to-business contributors, interactions without requiring intensive collaboration between service developers as in BPM. Therefore, a service-centric perspective that separates service interfaces from conversation specifications (communication mechanism). Distinguishing between business logic and service functionality allows to treat services as pools of interfaces that can be described using service specifications and composed using conversation specifications.[2] This technicality of communication mechanism is covered especially for business contributors.

In the traditional application model, services are tightly cou-

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pled alignment with the processes they support. For example, whenever a server's process changes, existing clients using that process must also be updated. However, electronic commerce is moving toward plethora of e-technologies based interactions, where corporate enterprises use abundance of e-technologies to interact with each other dynamically, and a service in one enterprise could spontaneously decide to engage a service fronted by another enterprise. For regular update flexibility facility exist within loosely coupled technologies are used.[2] , [3].

Overall coverage of business performance of services/product from outside or within business organization, business plan is drafted (as policy definition phase)with all kinds of significant guidelines with clarity of mission, vision and objectives for which best suited business model is developed customization(alignment) mechanism and performance is evaluated through monitoring each sub-process by business performance analyst(BPA). This business performance analyst plays a key role as craftsman in developing business process out of business plans laid out by business decision makers (company's leaders) where as significant inputs are given by BPA, this business processes (with sub-processes) are managed and executed by business process management presented through Flowchart in Figure 2.0 helps in better decision making. This BPM actively integrates and performs(as policy enforcement phase) through best-fit in e-technologies from various options as this article brings out the flowchart in Figure 1.0 accordingly pictorial representation projected below in Figure 2.1 as briefed below:

BUSINESS ENTITIES: 1. Business Plan/Rules (BR), 2. Business Process Management (BPM) , 3. Technologies, 4. Business Contributors (BC), 5. Business Performance Analyst (BPA). Business Plan/Rule (i) Decision Logics, (ii) Business Logics 2. Business Process Management (BPM)
(i) Major Processes – a) Presentation in application layer, b) Coordination/Alignment/Information Generation in logical layer, c) Data Collection/Access Data access layer. (ii) Detail Process (Sub-Processes) – a) **Presentation** (Strategic, Tactical), b) **Coordination** (Coordinates with Application Layer, Validate Users, Logical process based on command(translates commands), Calculation & Evaluation, Fetch data/information on commands, Coordination with the place where data/info. Stored, Data/Info. Delivery, Develop Communication Mechanism for Coordination). c) **Data Collection/ Access** (DB Design, Data Dictionary). 3. Technologies Used – a) **Presentation** (SAP, ERP, .Net, Java, J2EE, etc.), b) **Coordination** (SAP, ERP, ORACLE, XML, SOA, Cloud Computing, C-SOA, etc.), c) **Data Collection/Access** (ORACLE, XML, MySQL, DB2, etc.). 4. Business Contributors – a) **Customers** (Stakeholders, Vendors, Suppliers, etc.), b) **Consumers**. 5. Business Performance Analyst – a)Plans, b) Monitoring , c) Feedbacks, d) Metrics, e)

Business Analytics. This has been represented through Tree Structure in Figure 1.0.

2 Business Plan/Rule (BR)

2.1 Business Plan/Rule – An Introduction

A business plan is any plan that works for a business to look ahead, allocate resources, focus on key points, and prepare for problems and opportunities. Businesses need plans to optimize growth and development according to priorities.

There are at least two completely different meanings for the two-word phrase "business plan:"[4]

1. Business plan: what's supposed to happen in a business.

This normally includes priorities, strategy, assumptions, milestones, responsibilities, sales forecast, expense budget, and cash flow.

2. Business plan: a document used to summarize a business to serve as part of the process of seeking investors.

That first-definition business plan is about optimizing management. It includes regular plan vs. actual review, course corrections, and managing rapid change. It doesn't assume that there's virtue in sticking to a plan for no other reason. It lives on computer. The slide deck, the pitch, and the document are output of that plan. It's Plan-As-You-Go business planning.

The second-definition business plan is something like sales collateral; it's business goal is communicating a deal to investors, or supporting a loan application. It's important to a subset of businesses that are seeking investment or commercial loans.

Business organization needs a plan in business no matter what is the size of venture. A business getting started and just hoping everything will turn out alright is not a reliable strategy. Instead a strong, well-researched plan will yield success over time. Sometimes business planning is also needed whenever a major change is required. This is a responsible decision but good for the business environment. Though, it can save small business some serious money, as it requires sensible tactical planning to implement properly. To start a simple startup plan includes a summary, mission statement, keys to success, market analysis, and break-even analysis. This kind of plan is good for deciding whether or not to proceed with a plan, to tell if there is a business worth pursuing, but it is not enough to run a business with.

2.2 Standard Business Plan/Rule

A normal business plan, one that follows the advice of business experts (Business Performance Analyst) includes a standard set of elements, as given below. Business Plan formats and outlines vary, but generally a plan will include components such as descriptions of the company, product or service, market, forecasts, management team, and financial analysis.

Plan will depend on your specific situations. For example, description of the management team is very important for investors while financial history is most important for banks. Even if developing a plan for internal use only, one may not need to include all the background details that already known. Make your plan match its purpose. The important specific business plan depends on the case, but usually it's the cash flow analysis and specific implementation details.[5]

If there are the main components, the order doesn't matter that much, but here's the outline order suggested by Business Plan Pro and LivePlan software:[5]

1.Executive Summary: Write this last. It's just a page or two of highlights.

2.Company Description: Legal establishment, history, start-up plans, etc.

3.Product or Service: Describe what you're selling. Focus on customer benefits.

4.Market Analysis: You need to know your market, customer needs, where they are, how to reach them, etc.

5.Strategy and Implementation: Be specific. Include management responsibilities with dates and budget.

6.Management Team: Include backgrounds of key members of the team, personnel strategy, and details.

7.Financial Plan: Include profit and loss, cash flow, balance sheet, break-even analysis, assumptions, business ratios, etc.

Such above outline components are known as **decision logics** taken up for developing long/elaborated business plans and crafted into **business logics** for suitable business model with the support of technical support of BPA, who leads in designing and monitoring BPM for execution(i.e. through tactical approach). All business plan and process depends upon business domain to formulate business model to achieve business goals.

3 BUSINESS PROCESS MANAGEMENT (BRM)

3.1 BPM- An Introduction

Business logic is the bridge between rules/policy and execution (*Business Process*). **Strategies** is for business plan/rules known as **strategic planning** and **tactics** is for executing (command / workflow) those plans as **tactical planning** for which BRM has to be formed. It is the set of business policies and procedures that execute organization's value proposition to their customers and provides real differentiation against competitors. It constitutes of both business rules and workflows and provides business accountability for strategy, from concept to execution. Business rules express business policy such as price, product, geography and channels. Workflow expresses the ordered missions for passing of documents or data from one entity (system or person) to another.[6]

BPM is a software system that streamlines through alignment mechanism all business processes by automating manual tasks and integrating them with existing systems. The BPM system provides visual process modeling tools to define the key business drives, process workflow, and integration tools to connect to the existing infrastructure. The BPM system executes the process, orchestrating task flowing through integrating the system. The numerous and complex liaisons surrounding the business internal and external policies, the internal control and statutory required procedures and the manual activities needed to accomplish all this utilizing information from people, systems and data formats throughout the enterprise.[7] And at every turn, there are gaps in standards, logic, documentations, systems, policies, knowledge and so much more which has to be monitored by the business performance analyst(BPA). This strategy can help in Business Process Re-Engineering.

Business Process Management (BPM) offers a solution and helps business organization visualize a business process, define the process workflow and integrate the process into an existing infrastructure. Adding intelligence into BRM with business rules and BRM capabilities enhances the value of the technology dramatically by allowing business analysts to play a larger role in accurately defining the business requirements, business processes and managing the sophistication and complexity of real world business perplexities. A business-oriented rules and process modeling tool helps business analysts prevent business mistakes (as mentioned above in introduction [1]) in business logic from being built into the process, improves efficiency and ensures that the final product truly meets the business need. It also makes it easier for IT to convert those requirements into executable computer code as well as to consolidate and integrate legacy systems throughout the improved business process. [7]

As a result, the market is shifting to make it easier for companies to implement the technology. One approach is for business contributors' like stakeholders, vendors, etc. are to offer canned templates which either recycle implementations from their other customers or are marketing versions without real execution value, but these templates tend to be difficult and cumbersome to customize. Another approach is model-driven BPM applications which are architected to be repeatable and scalable for very specific functional or vertical business processes. A model-driven application uses libraries of business rules combined with workflows as well as user interfaces to close the gap from conceptualizing a need to implementing a solution. It incorporates proven best practices for a particular process and allows each business to easily customize it to fit their needs, just like most people today start with a base house plan and work with the builder to include unique features that make the home a perfect fit to fit their lifestyle. [6]

3.2 BPM – Rule Driven

A rules-driven BPM system uses business rule engine technology to drive the business process. The system allows a BPA to craft a business model the process and automate human tasks by defining the business rules to be applied, rather than wait for a developer to code the logic of the task. This bridges the gap between business and IT, enabling each group to do what they do best, which in turn reduces costs, improves productivity and accelerates time-to-value.

As the value of rules-driven process management becomes more well-known, the push to include it in all solutions is becoming stronger. According to reports from Gartner, Forrester and Delphi, customers are listing business rules capabilities as a “must-have” feature for any process management technology under consideration.

4 TECHNOLOGIES – As Information Technologies (IT) to facilitate Business World

Information generated of any business organization is separate infrastructure than business activities model. Information has its own system based on business plan and being executed through BRM with support of IT. Technologies used as tool where in continuation research within information technology leads to ongoing process of transformation as innovation which are taking place within business organizations around the world. Though BPR(Business Process Reengineering) does gets into vast study in improving business processing apart from this there are few grey areas that there is a common three(n)-tier architecture focuses on how transformation is taking place within the business process in business elements using three(n)-tier architecture. Enterprise Resource Planning (ERP) of System Analysis and Processing (SAP) used in mapping business logics interlinking and integrating business components, now days it has become successful tool in transforming business. [7]

The impact of IT in today's era of dynamic industries and technical environment may be made clearer by considering the impact of IT on to business world. IT can have a transformational effect on a business; IT can facilitate and innovate with bringing in supportive changes to business in the area of business process, product, service, management, and even environment as business transformation to capitalize on global competitive market. Alignment can be defined as configuring the application of IT in an appropriate and timely manner, in harmony with business goals, strategies, and needs. It is important to recognize that alignment does not address how IT is aligned with the business; it is how IT and business are aligned with each other. Alignment is a prerequisite for IT en-

able to transform the business and in numerous cases actually drive and achieve according to business strategy. One of the most important missions for IT in the 21st century is to be architects of aligning business and IT. The metaphor of architecture is chosen because IT strategy is not just about technology – it is about the purposeful creation of integrated environment that leverage human skills, business processes, organizational structures, and technologies to transform the competitive position of the business. When these areas are aligned – i.e., mutually supporting – a company's ability to respond to increasingly tentative and evolving markets (the external environment) is significantly enhanced through any of the options SOA, Cloud Computing or C-SOA. This can help enterprise define entirely new markets or set the standard of excellence in their industry. [7]

Changes and innovation in industries either for their survival or growth in today's focused competitive market they have to capture as much customers with CRM for Business Contributors, for this they have to rely onto enhance services at large scale needs to manage huge database(i.e. database software used ORACLE,XML etc.) and to facilitate with effortless access utilizing computer networking to reach out each individual customer, for this enterprise have to depend on latest effective technologies and knowledgeable enough to manage and control the business not only for business contributors but also for their products.[7]

5 Business Contributors (BC)

Business Contributors are users such as stakeholders, business partners, vendors, distributors, etc. consumers/customers to the business, for whom and by whom the business organizations exist. For them any business organization is set-up to meet their needs is the first point in any business plan as the requirement in creating the business as objective. To meet this business objective all kinds of strategies and tactics are designed from BRM, BPM to IT. As mentioned above in technologies used for business contributors satisfaction through CRM. There is tremendous effect on business through e-business while buyers and suppliers use internet technologies for their purpose in any type of business. The innovation in marketing has also taken place as one of the effective changes has brought into business plans and business process when business world converted mass marketing to one-to-one marketing by the advent of e-Business culture. [7]

Business contributors are the key concern area for business plan in any business organization as there is total dependency on them of any business. All kinds of business processes have to be are very much flexibly coupled for one-to-one transaction and interaction with each business contributors for their

retention and satisfaction to survive and grow one's business.

6 Business (Performance) Analysts (BPA)

A **Business Analyst (BA)** is someone who analyzes the existing or ideal organization and design of systems, including businesses, departments, and organizations. BAs also assess business models and their integration with technology.

Business Analyst requires eight competencies to improve any business mentioned below: [8]

1. Eliciting Requirements,
2. Creating the Business Requirements Document
3. Structured Analysis
4. Object-Oriented Analysis
5. Testing
6. End-User Support
7. IT Fluency
8. Business Process Re-Engineering

Through above required competency job to be performed are in least four tiers of business analysis:[9]

1. Planning strategically – the analysis and translate the organization's strategic business and technical needs, assisting in achieving in crafting and drafting business objectives according to the business domain.

2. Operating/business model analysis – the definition and analysis of the organization's policies and market business approaches with high-level feasibility studies and gathering of the requirements, tracing the requirements during implementation (traceability matrix) through effective strategic collaborative measures.

4. Process definition and design – the business process modeling (often developed through process modeling and design), designing and/or reviewing test cases, processing change requests and manage project scope, alignment of processes, security features, developing communication mechanism.

5. IT/technical business analysis – the interpretation of business rules and requirements for technical systems (generally within IT, sometimes referred to as systems analysis), acceptance, installation, and deployment.

BPA work functionalities are as follows:

Identifies area of concern and improvements in business operational areas and provide appropriate action plans through monitoring. Develop and implement performance metrics to improve business operational efficiency. Analyze root causes of business problems and recommend corrective measures. Maintain documentations for problem identification, definition and solving procedures. Provide optimal business solutions to achieve operational and financial goals. Review and

recommend improvements to existing business programs Suggest new techniques and technologies to meet or exceed business goals. Identify skill gaps and provide appropriate trainings to resources as gap of achievement compared to benchmark. Provide direction and support to business teams whenever required. Develop business presentations for management and customers as needed through proper communication mechanism. Monitor business performances regularly on tacking feedback on routine basis and generate performance reports to management. Develop, update and enforce business policies and procedures.

There are various roles of Business Analyst as combination of different types of analyst roles given below: [10]

- Requirements analysts who are responsible for requirements elicitation.
- Systems analysts who are responsible for analyzing the requirements to determine the system needs to fulfill those requirements.
- Business analysts who are responsible for understanding the business and making recommendations for improvement.
- Business system analysts whose responsibilities are a combination of those of a requirements analyst, business analyst, and a system analyst.

These types of roles are according to the competency which a **Business (Performance) Analyst** must have from designing of business plans for decision makers till alignment of execution as metrics of business process for BPM with selecting best-suited option of technologies used according to the business domain. The Flowchart below shown in Figure 1.0 assist BPA in delivering valuable inputs for refinement in Business Plans/Rules through alignments of business logics, business processes and sub-processes with technologies shown in Figure 2.1. To formulate such alignment this article presents Tree Structure of each business entities containing business logics bifurcates into process and sub-processes shown in Figure 2.0.

Figure 1.0: Flow Chart to Develop Efficient Business Model through Better Decision Making for Business Decision Makers and assist Business (Performance) Analyst

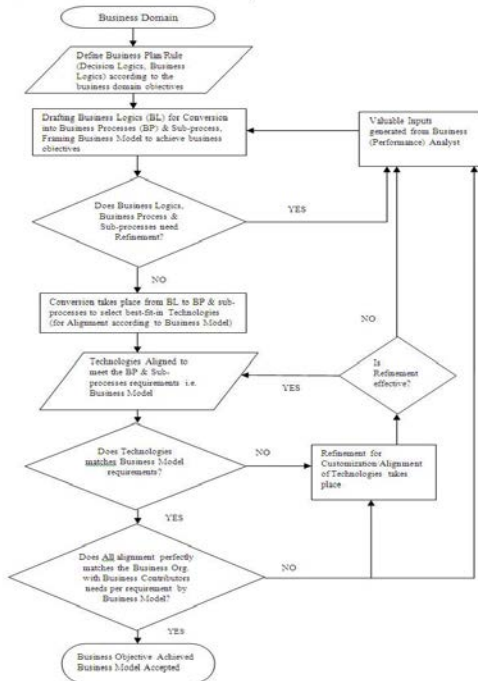


Figure 2.0: TREE STRUCTURE Elaborates the Alignment of Business Logics into Business Process & Sub-Process

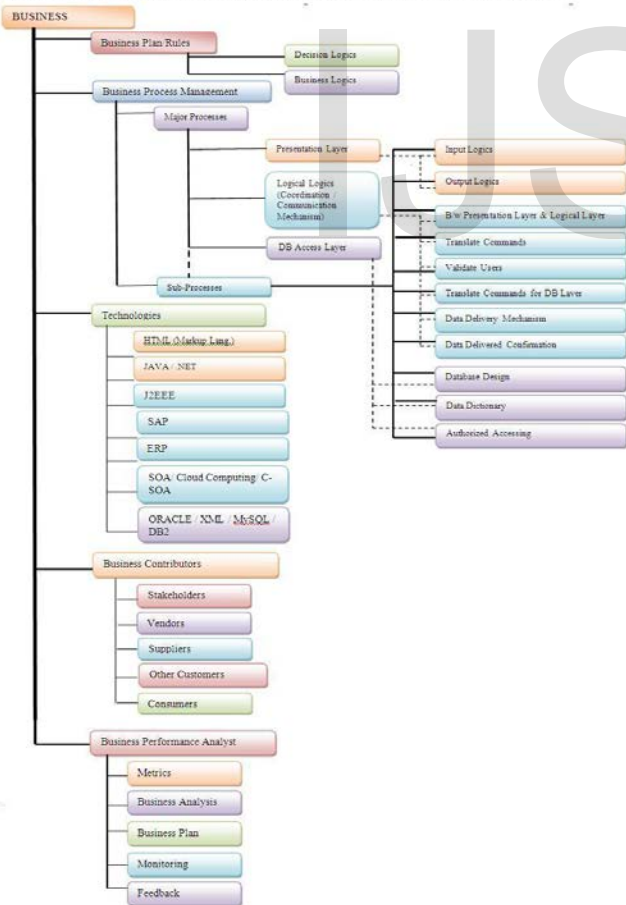
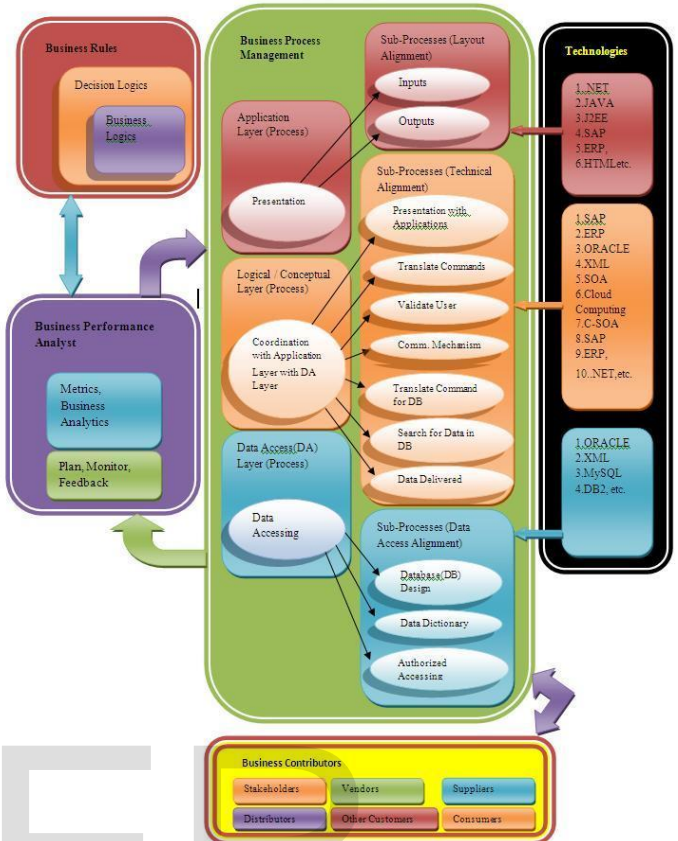


Figure 2.1: Decision Making for & through Alignment of BR, BPM, Technologies, BC & BPA



7 CONCLUSION

Strategy has become the most powerful term that company leader's have to be more focused and alertness (to avoid mistakes) towards strategies. Strategies require specialist's assistant in drafting strategic business plans which is effectively performed by Business Performance Analyst. The overall dependency of any business is on effective strategies to be inculcated into business plan according to business domain and business environment. To draft business plan/rules business needs combination of efficient and sensible decision makers with valuable inputs from BPA.

The reason it is so difficult to innovate in operations is that it has been difficult for businesses to create and maintain the business logic that represents a company's policies. This is where business process management, implemented correctly, can help. Model-driving applications allow business analysts to generate valuable inputs for change, manage and redeploy alignment of business logic largely along with IT option selected through study of flowchart presented in this article to successfully achieve business objectives. BRM is the key area (layout) where business processes are being projected through pictorial representation in this article by the tree structure derived in this article to study and to be monitored then any of the best-fit-in IT can be opted according to the business model.

This article emphasized on study in creating best business practice through formulation of efficient business logics, it's effective alignment for the acceptance of customized business domain model and achieve business objectives by business organization's vision and business contributors.

This article also brought the prominence of Business (Performance) Analyst as plays a key role in either from establishing business or stabilizing business through re-engineering for innovative changes for their survival and enhancement through his/her competencies.

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