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Activity Process Re-Engineering-Greatest Challenges In Implementation of ERP Systems in Government Organization

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Abstract : In recent year, the implementation of enterprise resource planning in different small, medium and large scale industries is not at all a problem with respect to financial investment. The top level management also interested to implement integrated customized software for their organization. But it has observed that almost half of the implementation is fruitless for their organization. This has happened due to problem in mappling from manual system to automatic system. In this paper we are interested to more thrust on the challenges of activity process re-engineering of enterprise resource planning system in government organization

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1. Introduction

Activities related to Manufacturing among global nations are speedily changing. Earning from manufacturing sectors and foreign trades are fuelling fiscalgrowthresultinga country to expand theireffort on creating latestindustrial hubsby investing in most updated infrastructure and facilities in education. Country as a whole andthe industrial hubsboth are searching to a latest and updated technology which will assist in their business processto increase the economy. Manufacturing hubs were increased with the increase of globalization of economy as a whole and the business process and reporting requirement becoming more critical in day by day. As a result ERP vendors were focused more on incorporating robust manufacturing functionality into their software and functionality like logistics operation, planning for production, material management and different production functionality continued to be important aspects of any ERP systems.

The core function of any government is to develop different policy, Planning Monitoring and implementation of different schemes and delivery of different services for its citizens, aligning these activities with major administrative function linked with Financial Management, Human Resource management, Purchasing systems and monitoring different files and documents. Civilian facilities for the emerging nation like India face a challenging task of handling with variousactivities that are essential to dispense requiredfacilities to its residents. One has to find the way to work together with civilians to deliver these services in a better way that is receptive and held responsible to the contentment of the citizens. Basicallygovernment's activities are divided into severaldepartments and divisions,

each of which having the responsibility to develop, manage and provide some services. The inhabitant needs to identify which division or department is accountable for providing, which service, and even then one often understands that his real requirement are normally segregated among different functions of a different offices, and that these offices not at all organized to have a integrated view of fulfilling one's specific need. In this situation, even if one spends all the time spending around these different administrative center, may still be left unfulfilled because of disintegration of different division of government activities.

Present ERP systems available in the market, some extent has not given lot ofemphasis to target government sectors and as a result their existing functional module and customizable business processmay not accurately matched with desired government functionality and as a result activities process reengineering will be the major and toughest activities when a government sector will go for ERP systems implementation.

Therefore in this article we have emphasized the different facets of Activity Process Reengineering (APR) that encompasses the analysis and restructure of activity processes and workflows in any government sector. A activity process is a set of related work activities that are accomplished by an employees to attain required goals. Basically, activity process is the way we execute our work and activity process reengineering is the process of altering the way we do our work to do it better to achieve the goals. The important objective is to escape from previousways of wrong work doing, and effect essential restructureof

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processes to attain intense enhancements in critical areas (such as control of cost, improvement of quality, service, and response time) through the comprehensive use of information technology. This activity process redesign also called as business process redesign, when we target the same in commercial sector. In this artcle also the word APR and BPR have used interchangeably.

2. Why Engage in Activity Process Reengineering

Due to following reason Activity process reengineering is required in Government sectors to make the activity more adaptable, receptive, well-organized and effective for all stakeholders, including citizens, employees and for the large benefit of the country.

Empower employees those are concerned in each process to have decision-making and ownership in the process.

Changing importance from handling activities to focusing on results.

Escape from 'score keeping' and focusing on controlling and coaching so employees can measure their own performance.

Change the company's coordination from a functional assimilation to a process or cross-functional integration. This allows for an increase in organizational information among its partners and a larger degree of flexibility in accomplishing assignments.

Change from serial operations to synchronized operations. In other words, multitask instead of just doing one thing at a time.

Dispose of exaggeratedly critical and difficult processes in favor of simple, well-run processes.

Prevent to build an empire and protect the existing state of affairs. Instead, develop new systems and processes that looks towards the future.

3. Challenges in implementation ERP systems:

Enterprise resource planning (ERP) system facilitates an organization to assimilate all its important business activities in order to improve productivity and continue to dispose different information system which helps to any business to achieve its objective. Effectiveimplementation of ERP system helpsanbusiness to gatherbenefits in terms of improved efficiency and to keep in a position to competeothers with an advantage. Since major cost and high risk involves in ERP Systems implementation.It's a challenging task to implement ERP. Implementation of ERP systemsinvolves in entire organisation such as procedure, people, and philosophy.Government

organization may combat with number of challenges that in implementing ERP systems. Significant capital investment in implementing ERP systems forces a, organizationsto envisage positive consequences so that organization's targets are achieved. To successfully implementation an organizations haveto proactively plan for alleviating different risks and to have successful implementation on time and not impacting in more cost due schedule overrun. There are not much research work available presently related to the challenges of ERP implementation in Government sectors. As a result utmost care to be taken to identify the risk areas in implementing ERP in government sectors, so that cost and time involves in it gives an better output. This information related challenges in implementing ERP in government sectors with a specific emphasize on activity process reengineering may give a fair ideas for those government sectors presently process to implement ERP systems for their operation excellency.Government Organisations are under constant pressure from its different stake holders toconstantly increase their progress and provide better services to its citizens. For this government organisations need to work on extensively in issues like technologicaldifficulty, compatibility, standardization and also in organizational and human related issueslike oppositionto change, organizationalphilosophy, mismatchedactivity processes, projectmisgovernment, top managementresponsibility, etc." this can be categorized in following manners with degree of impact from high to low.

4. Activity Process Re-Engineering in Government Sectors

Activity Process Reengineering is the essential changing and fundamental redesign of different activity processes to realize intense developments in up-to-date measures of performance such asprice, excellence, service and speed.Process is nothing but a structured and measured set of activities designed to generate a specified output that required for a particular stakeholder. It denotes a strong emphasis on how work need to be done within an organization.

Processes, people's, philosophies and technologies are the major ingredient of APR, which mechanizes activity

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processes throughout the organization and provides with a well-prepared and well-managed management information system. While implementing ERP systems, the government organizations have two options to consider.Either it has to reengineer the different activity processes prior to implementing ERP systems or directly implement aERP systems thatbest suitable for these sectors and avoid reengineering.

5. The Different Phases and activities of BPR

The 1st stage in activity reengineering is to arrange for the change for action and convey the detail changes to be done to achieve the objective as defined in the vision statement. The change for action is a report of the organization's activity problem and present situation; it represents the explanation for the requirement for change. The "vision statement" ellaborates how the organization is going to function and plans the kind of output it must realize. Both qualitative and quantitative report can be used during a APR effort, as a token of reengineering purposes, as a metric for calculating the development of the project, and as a result to keep reengineering action going.

The delivery and the statement of the case for action and the vision statement is the higher management concern, higher management should update it to the senior management team and thereafter the rest of the employee.

In the 2nd Phase the highest significance is to recognize the prospect of different activities and its consequence, we need to identify which practices have the highest impression on our functioning? While all the stake holders are usually have no purpose to know our procedures in detail, they can still be a decent cause of information for matching the comparative importance of those processes and we need to interact with different stake holders about their most significant issues, such as price, delivery time of services, or any other quality information. Then, we need to use theirresponse to make a significance list of the activities that most upset their critical issues. Activities that release results to internal stakeholders like employee should also be measured in this category.

In the 3rd Phase, It is impractical to reengineer all the high-pitched activities of an organisation at the same time. Therefore, it has to be determined which are the activities to be addressed first. This is a very significant part of aAPRProcess. According to an organisation'splanned objectives more principles could be described for choosing activities for redesign, such as whether a activityunderwrites to the organisation'splanned route, has an impact on
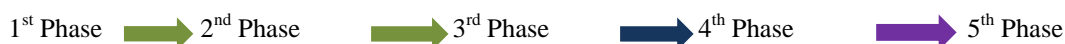
In the first option of reengineering activity processes, before implementing ERP, the government organization needs to analyze its existing processes, identify non-value adding actions and reform the process to create a value addition for thecitizens. The major problem of this is that the reengineered process may not be the up to the standard, as the establishment may not have experience the best practices applicable.
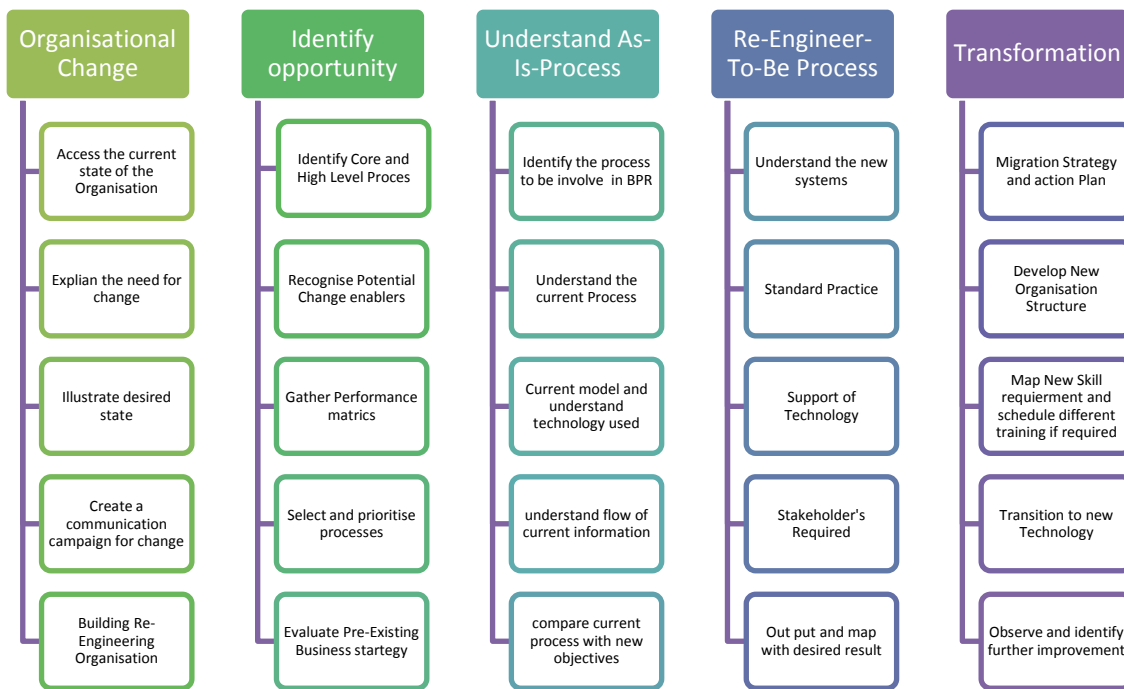
stakeholder satisfaction e.t.c. and more prominently we need to understand the Selected Business activities.

Earlier to scheduling to reform, the reengineering squad needs to achieve a clear understanding of the current selected activities, regarding what they do, how better or how badly they achieve, and the serious issues that rule their functioning. Present model and recognize skill used along with current flow of information with making the activities towards our achievements of goals.

In 4th Phase we need to define the activities and process and this is the most imaginative stage of the APR, because new ways of work and new rules need to be conceived. Creativity and positive thinking should portray this stage. Redesigning aactivity is not a regular work and therefore we must methodically cognize it. we need to know what it does, how well or poorly it functions, and the serious issues associated with this that administer its functioning. But the objectivel here is not to examine the activities in intimate detail. Reasonably, we are observing for a high-level opinion that will deliver group members with the instinct and understanding to develop a totally new and high-class blueprint.The best wayto start to recognize a process is to look at it from the stakeholder's point of view. What are their needs? What difficulties do they have? What do they say they want and what do they really require? How do they use the outcome of our change activities? The finalobjective of our redesign is to create a process that increases ourcapability to meet stakeholder'srequirement. Therefore, it's important that the delivery squad truly recognise those needs. In fact, a reengineering team should understand its stakeholder better than they understand themselves.

The last phase is to transformation where migration strategy need to define along with what should the organizationstructure and what are the new skills to be adopted for fulfilling it need to be understand. If required technical and hand holding training to be imparted to the existing workforce to perform the same. Considering the above phases and activities the phases of APR can be presented in following manner.

1st Phase → 2nd Phase → 3rd Phase → 4th Phase → 5th Phase

Organisational Change	Identify opportunity	Understand As-Is-Process	Re-Engineer-To-Be Process	Transformation
Access the current state of the Organisation	Identify Core and High Level Proces	Identify the process to be involve in BPR	Understand the new systems	Migration Strategy and action Plan
Explian the need for change	Recognise Potential Change enablers	Understand the current Process	Standard Practice	Develop New Organisation Structure
Illustrate desired state	Gather Performance matrics	Current model and understand technology used	Support of Technology	Map New Skill requierment and schedule different training if required
Create a communication campaign for change	Select and prioritise processes	understand flow of current information	Stakeholder's Required	Transition to new Technology
Building Re-Engineering Organisation	Evaluate Pre-Existing Business startegy	compare current process with new objectives	Out put and map with desired result	Observe and identify further improvement

6. Challenges Faced in Government Sectors

Unfortunately, all BPR are not successfully completed. Most of the BPR are fall short of expectation. The following challenges are major concern so far Governemnetorganization are concern and utmost care to be given to get the expected result.

6.1 Resistance

Modification particularly thorough change ,continually encounters a great deal of hesitation. In many instances, this is most thoughtful delinquent that the organization to be confronted

6.2 Traditional business Process.

Outdated ways of performingidea do not end easily. They are habitually a part of the organization's philosophy. This means the philosophy and views held by persons will also have to be alter.

6.3 Cost and Time requirement.

APR is constantly aextensive procedure and it is costly to scrutinize carefully the way activity is handled and case to case the way the whole thing is done in order to find a quicker and more well-organized way to achieve it.

6.4 Skepticism.

Some people are doubtful about APR. Some view it as outdated systems development, but in a new cover with aelegant name. Others do not beleiveit can be done. A big difficulty is out lasting those who say it cannot be done.

6.5 Fear of Job Losses.

Since most of the activities are combined and processed with technology support, fear of joblesscause'sadoptability is a big question mark in government sectors.

7. Conclusion.

It is understood that all BPR are not successfully implemented and in different business sectors and when it comes to Government sectors utmost care to be taken for success fully completion of BPR. Thinking the work culture it is expected to strenuous resistance from employee side and it should be carefully handle by selling the change by constantly stressing positive aspects of change.Line of communication need to be open to prevent damaging and inaccurate rumors and mis-understandings. The trust and co-operation atmosphere to be created to allay fears of jobless and assurance to be given to employee that top management is genuinely concerned about the employee. Adequate training and hand holding program need to be arranged so that participation of the employeet increased

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