Six Sigma

Six Sigma is a set of techniques and tools for process improvement. It was introduced by engineer Bill Smith while working at Motorola in 1986. It seeks to improve the quality of the output of a process by identifying and removing the causes of defects and minimizing variability in manufacturing and business processes. It uses a set of quality management methods, mainly empirical, statistical methods, and creates a special infrastructure of people within the organization who are experts in these methods. Each Six Sigma project carried out within an organization follows a defined sequence of steps and has specific value targets, for example: reduce process cycle time, reduce pollution, reduce costs, increase customer satisfaction, and increase profits. Processes that operate with "six sigma quality" over the short term are assumed to produce long-term defect levels below 3.4 defects per million opportunities

Features that set Six Sigma:

- A clear focus on achieving measurable and quantifiable financial returns from any Six Sigma project.
- An increased emphasis on strong and passionate management leadership and support.
- A clear commitment to making decisions on the basis of verifiable data and statistical methods, rather than assumptions and guesswork.

Six Sigma projects follow two project methodologies

DMAIC

The DMAIC project methodology has five phases:

- ***D**efine* the system, the voice of the customer and their requirements, and the project goals, specifically.
- ***M**easure* key aspects of the current process and collect relevant data; calculate the 'as-is' Process Capability.
- ***A**nalyze* the data to investigate and verify cause-and-effect relationships. Determine what the relationships are, and attempt to ensure that all factors have been considered. Seek out root cause of the defect under investigation.
- ***I**mprove* or optimize the current process based upon data analysis using techniques such as design of experiments, mistake proofing, and standard work to create a new, future state process.
- ***C**ontrol* the future state process to ensure that any deviations from the target are corrected before they result in defects. Implement control systems such as statistical process control, production boards, visual workplaces, and continuously monitor the process. This process is repeated until the desired quality level is obtained.

DMADV

The five steps of DMADV

The DMADV project methodology, known as DFSS ("**D**esign **F**or **S**ix **S**igma"),features five phases:

- ***D**efine* design goals that are consistent with customer demands and the enterprise strategy.

- ***M**easure* and identify CTQs (characteristics that are **C**ritical **T**o **Q**uality), measure product capabilities, production process capability, and measure risks.
- ***A**nalyze* to develop and design alternatives
- ***D**esign* an improved alternative, best suited per analysis in the previous step
- ***V**erify* the design, set up pilot runs, implement the production process and hand it over to the process owner(s).

Six Sigma identifies several key roles for its successful implementation

- *Executive Leadership* includes the CEO and other members of top management. They are responsible for setting up a vision for Six Sigma implementation. They also empower the other role holders with the freedom and resources to explore new ideas for breakthrough improvements.
- *Champions* take responsibility for Six Sigma implementation across the organization in an integrated manner. The Executive Leadership draws them from upper management. Champions also act as mentors to Black Belts.
- *Master Black Belts*, identified by Champions, act as in-house coaches on Six Sigma. They devote 100% of their time to Six Sigma. They assist Champions and guide Black Belts and Green Belts. Apart from statistical tasks, they spend their time on ensuring consistent application of Six Sigma across various functions and departments.
- *Black Belts* operate under Master Black Belts to apply Six Sigma methodology to specific projects. They devote 100% of their valued time to Six Sigma.
- *Green Belts* are the employees who take up Six Sigma implementation along with their other job responsibilities, operating under the guidance of Black Belts.

Need for implementation of BPM:

> Business process management (BPM) is a big concept. It incorporates analysis of business processes, automation, optimization, workflow design, and business strategy. Understanding BPM and devising a plan beforehand are essential to successful BPM implementation, but once it's been properly implemented the benefits can be tremendous.
>
> *BPM helps you optimize process, drive out inefficiency, and boost morale.*

Organizations of all sizes and types use BPM to improve business processes from end to end. A particular BPM implementation usually starts by defining the steps involved in a work process so you can determine what can be improved, what can be automated, and how it can be tracked. With the right BPM software solution, BPM can be completely customized, which is critical because no two organizations operate exactly the same, and differentiators are keys to competitiveness. Following are 5 keys to successful implementation of BPM.

1. Qualify Your Goals Beforehand

Before implementing BPM, you have to ask: "Why are we doing this?" The answer should cover things like:

• What process (es) are we focusing on?
• What should come from that process?
• Does the process meet its goals?
• What aspects of the process need improvement?
• What changes would improve those aspects of the process?

2. Obtain Buy-In from Up and Down the Org Chart

Obviously management and executive buy-in and approval are important. But so is buy-in from the front-line users who will deal with the process every day. Everyone involved should understand the goals of BPM and should feel comfortable providing feedback during planning and implementation. Educate and communicate. Find out what their concerns are and make clear the advantages that BPM is expected to bring. Communicate with your IT team from the very start. Even if they're not directly responsible for designing workflows, they need to know if any changes to IT infrastructure will be required.

3. Select Your BPM Software Carefully

That "perfect" BPM software they're selling may not be right for your organization at all.

Ultimately, you and your team are the only ones who can determine which BPM software solution is the right one for your needs. Just as plenty of outsiders have an opinion on what type of car you should drive, there are plenty of people ready to tell you which BPM software you need. Your software should allow easy collaboration and communication, and it should allow you to define workflows without having to hire a programmer or pull someone from your IT team. It should also offer you extensive customization options, because your processes are unique, and your BPM solution must be uniquely implemented in light of them.

4. Monitor and Measure after Implementation

BPM is built on a foundation of commitment to continual improvement. So that means you can't just implement BPM and walk away. Understand your baseline performance before implementing BPM so you'll have something against which to measure your performance afterward. Plan for documentation of BPM implementation from the beginning. If you monitor, measure, and fine-tune in a manageable, tactical fashion, you iteratively make your BPM process better and ready the organization to expand BPM to other processes.

5. Don't Think of BPM as a "Project"

Finally, don't think of BPM as a project with a definite beginning and end. Yes, there are definable steps involved, but BPM is more about a journey toward process optimization and an approach to making that happen. A "project" is too limiting for what BPM actually is, which a system for anticipating is and managing changes as circumstances change or technology allows. Implementing BPM requires planning, communication, and hard work, but once people see their ideas come to life and processes become optimized, they will understand why BPM exists and what it actually does.

Impacts of IT in Accountancy

The biggest impact IT has made on accounting is the ability of companies to develop and use computerized systems to track and record financial transactions. IT networks and computer systems have shortened the time needed by accountants to prepare and present financial information to management. This system allows companies to create individual reports quickly and easily for management decision making. Other capabilities of computerized accounting systems are: Increased Functionality, Improved Accuracy, Faster Processing, and Better External Reporting.

1. Increased Functionality

Computerized accounting systems have also improved the functionality of accounting departments by increasing the timeliness of accounting information. By improving the timeliness of financial information, accountants can prepare reports and operations analyses that give management an accurate picture of current operations. The number of financial reports has also been improved by computerized systems; cash flow statements, departmental profit and loss, and market share reports are now more accessible with computerized systems.

2. Improved Accuracy

Most computerized accounting systems have internal check and balance measures to ensure that all transactions and accounts are properly balanced before financial statements are prepared. Computerized systems will also not allow journal entries to be out of balance when posting, ensuring that individual transactions are properly recorded. Accuracy is also improved by limiting the number of accountants that have access to financial information. Less access by accountants ensures that financial information is adjusted only by qualified supervisors.

3. Faster Processing

Computerized accounting systems allow accountants to process large amounts of financial information and process it quickly through the accounting system. Quicker processing times for individual transactions has also lessened the amount of time needed to close out each accounting period. Month- or year-end closing periods can be especially taxing on accounting departments, resulting in longer hours and higher labor expense. Shortening this time period aids companies in cost control, which increases overall company efficiency.

4. Better External Reporting

Reports issued to outside investors and stakeholders have been improved by computerized accounting systems. Improved reporting allows investors to determine if a company is a good investment for growth opportunities and has the potential to be a high-value company. Companies can utilize these investors for equity financing, which they use for expanding.

BPMS

Business process management (**BPM**) is a discipline in operations management that uses various methods to discover, model, analyze, measure, improve, optimize, and automate business processes. BPM focuses on improving corporate performance by managing business processes. Any combination of methods used to manage a company's business processes is BPM.[3] Processes can be structured and repeatable or unstructured and variable. Though not required, enabling technologies are often used with BPM.

As an approach, BPM sees processes as important assets of an organization that must be understood, managed, and developed to announce and deliver value-added products and services to clients or customers. This approach closely resembles other total quality management or continual improvement process methodologies and BPM proponents also claim that this approach can be supported, or enabled, through technology. As such, many BPM articles and scholars frequently discuss BPM from one of two viewpoints: people and/or technology.

Definitions

BPM Institute defined Business process management as:

> The definition, improvement and management of a firm's end-to-end enterprise business processes in order to achieve three outcomes crucial to a performance-based, customer-driven firm: 1) clarity on strategic direction, 2) alignment of the firm's resources, and 3) increased discipline in daily operations.

The Workflow Management Coalition, BPM Command several other sources use the following definition:

> Business process management (BPM) is a discipline involving any combination of modeling, automation, execution, control, measurement and optimization of business activity flows, in support of enterprise goals, spanning systems, employees, customers and partners within and beyond the enterprise boundaries.

Gartner defines business process management as:

> "The discipline of managing processes (rather than tasks) as the means for improving business performance outcomes and operational agility. Processes span organizational boundaries, linking together people, information flows, systems and other assets to create and deliver value to customers and constituents."

The concept of business process may be as traditional as concepts of tasks, department, production, and outputs, arising from job shop scheduling problems in the early 20th Century. The management and improvement approach as of 2010, with formal definitions and technical modeling, has been around since the early 1990s. Note that the term "business process" is sometimes used by IT practitioners as synonymous with the management of middleware processes or with integrating application software tasks.

- Visualize – functions and processes
- measure – determine the appropriate measure to determine success
- analyze – compare the various simulations to determine an optimal improvement
- improve – select and implement the improvement
- control – deploy this implementation and by use of user-defined dashboards monitor the improvement in real time and feed the performance information back into the simulation model in preparation for the next improvement iteration
- Re-engineer – revamp the processes from scratch for better result.

Total Quality Management

Total Quality Management (TQM) describes a management approach to long-term success through customer satisfaction. In a TQM effort, all members of an organization participate in improving processes, products, services, and the culture in which they work.

The key concepts in the TQM effort undertaken by the Navy in the 1980s include:

- "Quality is defined by customers' requirements."
- "Top management has direct responsibility for quality improvement."
- "Increased quality comes from systematic analysis and improvement of work processes."
- "Quality improvement is a continuous effort and conducted throughout the organization."

Total quality management can be summarized as a management system for a customer-focused organization that involves all employees in continual improvement. It uses strategy, data, and effective communications to integrate the quality discipline into the culture and activities of the organization. Many of these concepts are present in modern Quality Management Systems, the successor to TQM. Here are the 8 principles of total quality management:

1. Customer-focused

The customer ultimately determines the level of quality. No matter what an organization does to foster quality improvement—training employees, integrating quality into the design process, upgrading computers or software, or buying new measuring tools—the customer determines whether the efforts were worthwhile.

2. Total employee involvement

All employees participate in working toward common goals. Total employee commitment can only be obtained after fear has been driven from the workplace, when empowerment has occurred, and management has provided the proper environment. High-performance work systems integrate continuous improvement efforts with normal business operations. Self-managed work teams are one form of empowerment.

3. Process-centered

A fundamental part of TQM is a focus on process thinking. A process is a series of steps that take inputs from suppliers (internal or external) and transforms them into outputs that are delivered to customers (again, either internal or external). The steps required to carry out the process are defined, and performance measures are continuously monitored in order to detect unexpected variation.

4. Integrated system

Although an organization may consist of many different functional specialties often organized into vertically structured departments, it is the horizontal processes interconnecting these functions that are the focus of TQM.

- Micro-processes add up to larger processes, and all processes aggregate into the business processes required for defining and implementing strategy. Everyone must understand the vision, mission, and guiding principles as well as the quality policies, objectives, and critical processes of the organization. Business performance must be monitored and communicated continuously.
- An integrated business system may be modeled after the Baldrige National Quality Program criteria and/or incorporate the ISO 9000 standards. Every organization has a unique work culture, and it is virtually impossible to achieve excellence in its products and services unless a good quality culture has been fostered. Thus, an integrated system connects business improvement elements in an attempt to continually improve and exceed the expectations of customers, employees, and other stakeholders.

5. Strategic and systematic approach

A critical part of the management of quality is the strategic and systematic approach to achieving an organization's vision, mission, and goals. This process, called strategic planning or strategic management, includes the formulation of a strategic plan that integrates quality as a core component.

6. Continual improvement

A major thrust of TQM is continual process improvement. Continual improvement drives an organization to be both analytical and creative in finding ways to become more competitive and more effective at meeting stakeholder expectations.

7. Fact-based decision making

In order to know how well an organization is performing, data on performance measures are necessary. TQM requires that an organization continually collect and analyze data in order to improve decision making accuracy, achieve consensus, and allow prediction based on past history.

8. Communications

During times of organizational change, as well as part of day-to-day operation, effective communications plays a large part in maintaining morale and in motivating employees at all levels. Communications involve strategies, method, and timeliness.

Stakeholders in BPM Lifecycle

Business Process Management (BPM) involves particular stakeholders who are specialists in BPM. A project manager involved in a BPM project may have other stakeholders to consider like the internal project team, end users and so on, but when identifying their stakeholders they should also look for people or groups who fulfill these roles:

Chief Process Officer: This person will be accountable for business process management within the organization, standardizing and streamlining business processes. They will own the bpm method, BPM lifecycle, plans and strategy. They will be responsible for ensuring that bpm is embedded in the management philosophy.

Business Engineer: These are the subject matter experts for their departments or area. They are not necessarily technical, but they will know about the strategy for their divisions, the alignment to the overall business strategy and goals. You could also think of these stakeholders as the senior managers who will feed information into business process modeling for their specialism, for example heads of HR, finance, IT, sales and so on.

Process Designer - Process Designers are the skilled individuals who are responsible for producing the business process models. They will work with the Business Engineers to research, observe and document the business processes. Designers will use Business Process Modeling Notation (BPMN) to model the processes.

Process Participant - These are the frontline or end users of the business processes. They will input to the process modeling by explaining their activities, hand-offs and dependencies within their processes.

Knowledge Worker - Knowledge workers are also process participants, but they use software to perform activities within a process for example, invoicing or payroll. They will have a detailed knowledge of the steps followed with the software applications used.

Process Owner - Each process should have an owner who is responsible for managing the process and identifying inefficiencies and improvements during the modeling and optimization stages of the BPM lifecycle. They work closely with the process participants and process designers.

System Architect - System architects are responsible for developing or configuring the business process management systems (bpms). See an example architecture diagram for a BPMS. Developers - During BPM new software solutions may be needed or existing solutions may be integrated with other solutions or customized to improve a business process.

Development wave of BPM

Once you are in a situation where you understand your business processes (What-is), you need to know to manage them. Managing is not let-going, it is more than that. Managing is a regular process of understanding and improving. So let us discuss the major key factors that drive Business Process Management to make you understand if you are managing your business processes well or not:

1. Improved Process Cost: In past six months have you done any improvement in your existing process to make it more cost effective? If not, record it that there has been no improvement in this specific process past six months. It also proves that your Business Process Management is not effective.

2. Decrease in CoQ or Cost of Quality: If you are incurring the same cost on your process quality and there has been no reduction, it needs to be re-looked into the way it is being examined.

3. Improved PTT: Process throughput time should improve (decrease) gradually with the enhancement in the process.

4. Training Time: Don't bother too much if your training time or training cost is going higher if you are meeting all other factors mentioned here 25% plus. If not, it would be a worry point.

5. Reduction in Internal Complaints: If process drivers and users have realized a substantial reduction in complaints pertaining to the process, you are definitely moving in right direction.

6. Reduction in Customer Complaints: The worst situation could be that customer has stopped complaining you about your product or system because you have stopped handling it. Jokes apart, if customer complaints have reduced and complaint resolution time has improved (reduced), it is a healthy sign.

7. Your 'Surety' about 'Tomorrow': If you are more confident 'today' about your 'tomorrow' than you were 'yesterday', you are steering your business process management well.

Categories of Business Process or Types

Human-Centric Business Process Management activities cover the following aspects with regard to the tasks carried out by humans:

How the process works

- What goes in and out of the workflow?
- Monitoring volume and productivity
- Deciding on performers and stake holders

System-intensive processes

These are the processes in which millions of transactions take place every day, which interact with packaged applications, custom applications, external applications, and very occasionally with humans. Examples include trade reconciliations, supply chain management, and line provisioning in the telecommunications market.

A high volume of transactions, the need to integrate with other systems, and a high degree of straight-through processing with very limited human interaction puts you in this category.

Decision-intensive processes

These processes require users to review documents for approval, enter data from those documents into a back-office system, and make decisions. Action is driven by information found in scanned images or electronic forms, or possibly electronic documents created in Microsoft Word or other tools. If your processes have a strong need for image capture, forms processing, and document management, make this BPM category your highest priority.

Document-intensive processes

These processes require users to review documents for approval, enter data from those documents into a back-office system, and make decisions. Action is driven by information found in scanned images or electronic forms, or possibly electronic documents created in Microsoft Word or other tools. If your processes have a strong need for image capture, forms processing, and document management, make this BPM category your highest priority.

Some of the examples of document intensive processes include new-account opening, invoice processing, and litigation support or industry-specific processes like medical records, mortgage origination, claims processing, or loan approval.

Principles of BPM:

1. Principle of context-awareness

You cannot even treat your four kids in the same way. But many BPM projects and consultants apply the same cookbook approach to all organizational processes, which results in numerous project failures. Going beyond this narrow approach, the principle of context-awareness points out that BPM requires consideration of the given organizational setting.

2. Principle of continuity

BPM is often introduced in an organization through short-term projects that aim to solve specific inefficiencies. Yet, it is important to go beyond only achieving quick wins. The principle of continuity stresses that BPM should be a permanent practice that facilitates continuous gains in efficiency and effectiveness. **Never hire a consultant that has a "the project is successfully completed when the client pays the invoice" attitude.**

3. Principle of enablement

Many organizations merely invest in BPM tools or consultants rather than in capabilities. Thus, they are likely to acquire components that they may not really understand and may not be capable of fully utilizing to achieve their process objectives. The principle of enablement focuses on the need to develop individual and organizational BPM capabilities. **All successful BPM programs, that I know, had strong in-house knowledge.**

4. Principle of holism

BPM projects often only focus on single organizational aspects, such as the operational excellence of a single process, a single department or for support processes only. Resulting disappointments on the limited contribution of such projects call for the principle of holism, which emphasizes the need for a holistic scope of BPM.

5. Principle of institutionalization

In many organizations, entrenched habits and adverse circumstances promote silo behavior, preventing horizontal process thinking and acting. **The principle of institutionalization calls for embedding BPM in the organizational structure.** The introduction of formal BPM roles and responsibilities ensures that the "horizontal discipline" is given its due weight. **Of course, don't forget: if you just give new titles to employees, the only beneficiary of BPM will be the business cards printer.**

6. Principle of involvement

Organizational changes can be very threatening and often trigger employee resistance. **The principle of involvement stresses that all stakeholder groups who are affected by BPM should be involved.** Since introducing BPM typically means that many jobs change and many

people will be affected, the responsiveness of people and their true commitment toward the change is critical to the success of BPM. **But you know what: I prefer resistance to passiveness**. The passive: "do your stuff but leave me alone; nothing will change anyway" attitude is more detrimental than resistance.

7. Principle of joint understanding

In many BPM projects only few employees understand the process language that is used. The principle of joint understanding draws attention to BPM as a mechanism to introduce and sustain a common language allowing different stakeholders to view, frame and analyze organizational systems. **In one case, the company put the key terms on large dices and put them on the tables of the key employees.**

8. Principle of purpose

BPM is a management method to achieve organizational change and create value. If there is one thing that we all search for in life it is a sense of purpose. While this principle is seemingly obvious, it is in practice often forgotten. **For example, often the number of modeled processes is taken as the main indicator or project's success.**

9. Principle of simplicity

BPM initiatives can easily be set up consuming enormous amounts of resources. **Hey, I (or any other consultant) can spend as much money as your organization can afford to pay me.** The principle of simplicity suggests that the amount of resources (e.g. effort, time, money) invested into BPM should be economical. An organization should carefully choose which processes require which level of attention from a strategic, technical, staffing, etc. viewpoint.

10. Principle of technology appropriation

Countless IT solutions can be used to foster the efficiency and effectiveness of business processes. The principle of technology appropriation emphasizes that BPM should make opportune use of technology, particularly IT. **Do not forget IT - it does matter** and not only as an afterthought.

Business Process Automation:

Business process automation (BPA) is the automation of business processes through technology, allowing businesses to cut costs and increase productivity. Organizations use automation in many forms—from simple employee on boarding to complex accounts payable processes—to eliminate the need for employees to route paper from one physical location to another for recording, work processes or approvals. With today's leading automation software, any manual paper process can be automated to achieve these goals. Key elements to identify a process for automation:

- The process requires consistency across the organization
- The process is repeatable
- The process needs to be free from error, every time

Business process automation aims to make processes more cost-efficient, streamlined, error-proof and transparent. With automated processes in place, organizations save time and ensure best practices are implemented to improve overall operational efficiency.

Benefits:

#1: Increasing Value per Work – Automating useless processes means that your employees will no longer have to deal with them. Meaning, they'll be able to focus on work that creates more value (and makes **more money**) for your business.

#2: Higher Employee Satisfaction – Anyone that's ever held a position as an intern knows that menial, robotic tasks are extremely bad for motivation & enjoyment of work. No matter how you look at it, no one's going to enjoy doing grunt work all day. If such things can be automated, both you and your employees will be happier (doing more meaningful work).

#3: Minimizing Human Error – No matter how much attention to detail your employees has, they're still human. There's always a small chance that someone will forget something, an email will be left unsent, etc. The consequences here can be anything between minor to catastrophic. The right software will remind you your tasks on a regular basis.

BPA is a means of automating recurring business processes through the use of software & different app integrations. Meaning, instead of having your employees to menial & simple tasks, you just let the software take care of it.

Here are some specific examples of how BPA can work…

Customer Support – If you own any kind of website, you probably have some sort of customer support software set up. While the software tends to differ in functionality, most of them allow you to automate responses to customers. You can just create an automatic response to any message that has "LinkedIn" mentioned, saying that it's a known issue and will soon be solved. This allows your support team to attend to tickets that are less-known.

Approval Management – Let's say you're working in procurement & are ordering the new machinery. For the order to be completed, it has to go through the approval of 5 different general managers. Without automation, you'd have to hunt down each management member & ask for signatures. With approval management software, all you have to do is click "start the approval process."

Employee On boarding – Whatever your industry is, you've probably done employee on boarding before. The process is usually very structured so rather than doing the whole thing from scratch, you can let **workflow** management software lead the entire process.

Business Process Automation can either be completely stand-alone s or be part of a larger initiative, such as…

- **Business Process Improvement (BPI)** – finding lackluster processes and improving them. In BPI, automation can either be a big part of it (overall improvement through automation), or just a tiny puzzle piece (automating a step in a process).
- **Business Process Re-engineering (BPR)** – BPR works just about the same as BPI, with the main difference being that it focuses on tearing down and rebuilding processes from scratch. Automation tends to play a big part in BPR initiatives; in most cases, if you're completely re-designing a process, it's because of new technologies.

- **Business Process Management (BPM)** – BPM is a methodology of continuous improvement – unlike BPI or BPR, both of which are one-time initiatives, BPM is something a company does systematically. Accordingly, BPA can play a part in streamlining and automating old proc

Cost of Quality:

Cost of Quality is all the costs in an organization resulting from not doing things right first time. Includes rework, correcting faulty data, waiting for missing information, dealing with customer returns and complaints. Can be analyzed as the cost consequences of internal and external failures, and the costs of prevention and appraisal. Cost of quality is generally not apparent or explicitly costed, and so constitutes the "hidden factory". The lowest cost way to reduce cost of quality is to build defect prevention into processes e.g. poka yoke, and to increase Sigma Level.

Benefits of accounting system automation

AUTOMATION: All of your payables, payroll and invoices can be generated automatically by the software – No More Handwriting Cheques

ACCURACY: Accounting software makes the calculations automatically and is designed to always be accurate to the smallest detail.

ACCESS TO DATA: Accounting/Bookkeeping software makes it easier to access your data securely from outside the office, particularly if you use an online or cloud based accounting software solution**.**

COST EFFECTIVE: Efficiency and speed saves you time and that will save you money.

EFFICIENCY IMPROVEMENTS: Simple and effective to manage your Accounts Payable – No more late charges or Cash Discounts lost. Monitor and view your Accounts Receivable at anytime – Gain Better Control of Your Cash Flow

REAL TIME REPORTING: You can see your company's financial position in "real-time" and make adjustments to your business strategy as needed. – Make better business decisions.

SCALABLE: As your company grows and your needs increase and become more complex a computerized accounting system can grow with you.

SPEED: Recurring entries can be automated saving you time each and every month. Generating up to the minute financial reports can be done with the click of a button.

SECURITY: Your financial records can be saved and stored in offsite locations so it is always protected from any unforeseen natural or man-made events. **– Your financial records are always protected.**

Accounting Software:

1. Fresh Books
2. Xero
3. Zoho
4. Books
5. Sage Intact

6. Quickbooks Enterprise

Agility in BPM

With the business environment in a constant state of change, it has become increasingly important that business processes adapt to new conditions quickly. BPM helps make processes more agile through a framework that requires rigorous documentation of the steps in a process. The rigor of the BPM process helps provide a clear comprehension of each step in the workflow process. Detailed knowledge can allow organizations to understand the impact that change may have on their business processes. An organization that understands the impact modifying its business processes may have on the organization's profitability may be better able to adapt to change and rapidly deploy the best option.

Optimization in BPM

Process optimization includes retrieving process performance information from modeling or monitoring phase; identifying the potential or actual bottlenecks and the potential opportunities for cost savings or other improvements; and then, applying those enhancements in the design of the process. Process mining tools are able to discover critical activities and bottlenecks, creating greater business value