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**BUSINESS ANALYSIS:
TOOLS AND
TECHNIQUES FOR
IMPLEMENTING
CHANGES FOR
ORGANIZATIONAL
SUCCESS**

Mário Sérgio Corsini

Bachelor of Science in Accounting from Faculdades “Rui Barbosa”. Graduate: Business Management and Controllership from the Universidade de Jales- SP; Graduate: Business Pedagogy by Faculdades Metropolitana de Ribeirão Preto SP; Graduate: Public Management by Faculdades Metropolitana de Ribeirão Preto SP; Graduate: Financial Education with Neuroscience for Teachers. DSOP methodology. Unoeste Universidade de Presidente Prudente SP. Graduate: Accounting and Public Budget by Faculdades Metropolitana de Ribeirão Preto SP

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Abstract: Business analysis is made up of various techniques and tools used to understand the needs and limitations inherent to an organization, as well as the potential and opportunities, with the intention of disclosing positive changes. Therefore, it acts as a complete diagnosis that indicates the path to growth and organizational success in the near future. This project, when implemented, provides numerous advantages, such as transparency about the strengths and limitations of organizations that will be overcome in the pursuit of their goals. Business analysis supports decision-making related to action plans for implementation and improvements. It is necessary to be aware that, in business analysis, the goal is always to produce value and to understand how this value is produced for your client, enhancing it. If your company has a well-structured strategic planning, the time has come to analyze it in a way that makes it possible to identify your business goals and how it interacts with the value that is generated for the customer and what the main needs or demands will be. To identify the processes, it is essential that you contact each sector of the organization to understand how the activities are carried out, who is responsible, what are the expected results and what is the relationship between the other sectors.

Keywords: Business analytics. Decision making. Expected results. Business goals. Potentialities. Opportunities.

INTRODUCTION

Business Analysis encompasses understanding how companies achieve their goals and defining the capabilities they require to deliver products and services to their customers.

It contains the deliberation of goals, how this goal connects with the most peculiar

goals, the definition of action plans that an organization agrees to achieve the goals and goals and determine the way in which the various business sectors and stakeholders internally and externally are related.

The company's resource planning is a specific information system for the integrated management of processes that totally or partially covers the business of an organization and its dealings with the supply chain, customers and government.

This system integrates information between business processes automatically and in real time. It provides more efficient management, improves processes, ensures greater productivity and reduces costs.

It is composed of the best business practices in the market, producing positive changes in the organizations' businesses. It also enables organizations to quickly resolve compliance issues with regulatory and tax matters, ensuring compliance through software updates when legislation changes.

The value chain is an instrument for managing processes.

It is composed of the tasks that the organization performs with the intention of creating value for customers and demonstrating the interrelation between them.

By reinforcing these links between activities, it will be inevitable to generate a competitive advantage, favoring the development of the organization and its profitability.

It is necessary to understand that organizations are holders of a value proposition, that is, they are maintainers of the advantages that products and services have in relation to the competition. This is the value identified by the client.

The best way to understand precisely what a value chain is is to understand what the words chain and value mean for organizations and for customers.

In this scientific article, the methodology of bibliographic research will be used with a theoretical basis built from specific bibliographic sites.

VALUE ANALYSIS: IN SEARCH OF BETTER RESULTS

Value analysis is developed through the use of techniques whose goal is to identify the functions of the object under study, providing the value of these functions and providing the lowest achievable costs, ensuring a level of quality equal to or greater than that of the initial product.

Analyzing value means reducing costs related to production, increasing the quality of the product, the degree of customer satisfaction, the percentage of sales and, consequently, the results achieved by organizations.

The value chain, for Carvalho and Laurindo (2003, p.111), [...] "is a set of technologically and economically distinct activities that the company uses to carry out its business". Value analysis is essential when it comes to establishing the desired value in relation to functional performance and the relevance of material resources or inputs required for each function to be carried out.

Understood in another way, it is useful to quantify the value of each step of the process, reaching the best proposals in relation to the cost-benefit of the project in a global way.

APPLYING VALUE ANALYSIS IN THE STANDARDIZATION OF PRODUCTIVE PROCESSES

The efficiency of value analysis is unquestionable, especially when it involves optimization and functional performance, considering material resources as essential elements in the elaboration of each strategic function.

Therefore, it is also indicated to quantify the value of each phase of the process, seeking alternatives that benefit the cost-benefit ratio of the project.

Repeatability can be achieved mainly through standardization, which is the process of developing and combining techniques in which standards for operating procedures are determined. It is, therefore, a relevant management tool for improving business performance (Gonzalez; Martins, 2007, n. p.).

Nowadays, value analysis is one of the main instruments used in operational processes in industries because it offers valuable information regarding production costs, thus contributing to improving decision-making and adding value to products and services will be offered in the consumer market.

However, it is important to observe that the simple imposition of a standard on the worker will not create in him the feeling of responsibility for the activity he develops. It is necessary to involve him in establishing the standard, explaining its goals and potential results. This way, avoiding treating it as a mere substitute for a machine and prioritizing participatory management, there will be much less resistance to changes and, therefore, the chances of success of the standardization process will increase considerably (Kondo, 2000. n. p.).

CALCULATING THE ADDED VALUE OF EACH PROJECT

Earned value analysis is a complex analysis of a project while it is still in the development phase.

Earned value management is a method of measuring and recording project performance based on planned spend, actual spend, and technical performance achieved to date. The Earned Value performance measurement method provides the calculation of variances and performance indices. From these

measurements, the current state of the project is defined and future performance is predicted, based on the previous performance of the product. (Lousada, 2006, n.p.)

Earned value is the budgeted amount of work performed, performed to date. Therefore, it is worth noting that the analysis of added value in projects allows answering the following questions: How much has been invested to date? How much of the work has already been done? Will the work be completed within the budgeted and approved time frame? Will the work be completed in the estimated time frame?

IMPLEMENTATION AND MANAGEMENT OF AN E.R.P SYSTEM. (ENTERPRISE RESOURCE PLANNING)

An ERP (Enterprise Resource Planning) which in its translation means Planning of the Resources of the Company, is a support system in the administration of the traditional processes of an organization in a global and generic way and with the function of a system that executes the management in several sectors such as accounts payable, receivables, logistics, finance, accounting, human resources, raw material control, and in some cases meeting legal demands.

“An information system can be defined as a set of interrelated components that collect (or retrieve), process, store and distribute information intended to support decision-making, coordination and control of an organization. In addition to supporting decision-making, coordination and control, these systems also help managers and workers to analyze problems, visualize complex issues and create new products” (Laudon; Laudon, 2004, p. 7).

This system is a software whose storage can be carried out through a dedicated server, or stored in the cloud or distributed in several hardware units.

Its main goal is to automate the routine practices of organizations with the intention of standardizing processes and the flow of information, integrating all areas of organizations.

With the use of an ERP system, performance monitoring will reduce operating costs, increasing production efficiency, premeditating scenarios and optimizing the organization's management.

If the company is having problems with the organization of information and consequently with the transmission of the same between the different areas, this is the right moment for the implementation of an ERP system.

The ERP system is an optimized and unified organizational system that automates repetitive processes by aggregating relevant information in a single space, facilitating the analysis of results and supporting the launch of newly constructed data.

It can be said that the ERP is an integrated system, which enables a single, continuous and consistent flow of information throughout the company, under a single database. It is an instrument for improving business processes, such as production, purchasing or distribution, with online and real-time information. In short, the system allows the complete visualization of the transactions carried out by the company, drawing a broad scenario of its business (Chopra and Meindl, 2003).

When implementing an ERP system as a management tool, the time dedicated to manual tasks will become available for the generation of new strategies and new plans related to the organization's operational leverage. The decision to implement this system will reduce process costs and bring more savings related to the reduction of applied resources.

With the union of the financial, administrative and commercial sectors, it will be easier to analyze the points of your organization that need more attention, as well as the opportunities to launch new endeavors.

The most relevant step for an organization is the implementation of the ERP system, so it is essential to analyze the factors that direct you to make this decision.

It is necessary to understand whether this solution is really what the company currently needs.

It is essential to know the activities that this tool develops so that they can gain the advantages in the best possible way.

For example, reflect on whether the amount required to install the ERP system is feasible for your budget and whether the time that will be saved also pays off in relation to the value of the new tool. Another practical example would be the use of the tool in the financial sector. If you no longer have control over the bills and even miss payment deadlines and important releases, perhaps this is the perfect time to automate finance processes.

In addition, it is an opportunity to better manage the relationship with the client and bring about changes that can directly benefit the client. The relationship with the public is essential to understand how to reach them more efficiently and accurately. As mentioned earlier, the ERP system is capable of completely transforming the way information is transmitted and organized within your company.

If applied correctly, ERP can simplify the routine of various sectors, ensure data security and storage and also offer a complete view of all the daily movements that occur in the company.

Even more, all processes are standardized and organized around the same parameters, which facilitates the team's adaptation process

to the system, since everything works under the same models.

One of the biggest benefits of ERP implementation is certainly the improvement in employee productivity. Freed from repetitive and bureaucratic tasks, they become available to invest more time and dedication to ideas that can drive the company's growth.

Finally, the general and detailed reports that are made available by the system can contain all the information you need to base your next innovation and growth strategy.

It is the ideal analysis to point out processes and investments that do not meet expectations and turn them into opportunities for new ideas and techniques. Installed as software, the ERP system often integrates with other online systems to bring all the information together in a single program.

As much as the main responsible for the change process are the professionals of the IT team, it is essential that all employees understand what the ERP system is and how it transforms the company's routine.

After all, he will be part of all sectors and will be responsible for transmitting important information from one end of the company to the other. Therefore, everyone needs to be part of the deployment.

It is interesting to gather a representative from each sector so that he can follow the process and point out issues that directly affect the rest of the team. In addition, training for the use of the ERP system needs to be started before the effective implementation of the tool. When everything is ready, the employees will already be aligned with the program and the changes can begin.

It covers the planning stages, through choosing the ideal supplier and system, investment, adapting the infrastructure and defining the strategy that will be adopted for the implementation process, such as training

employees to adapt the organizational culture to new methods and monitoring the results.

IMPLEMENTATION AND MANAGEMENT OF AN MRP SYSTEM - (MATERIAL REQUIREMENT PLANNING)

The MRP system is used to develop calculations that will be used to control the quantities of components required for the manufacture of products in a manufacture.

This system has the function of calculating inventories and defining the moment of purchase of each item that composes a product, respecting the needs and structure of the organization, eliminating the excesses or absence of some material in the stock.

Therefore, this software helps to develop methods and routines that act in planning the use and purchase of each material, also scheduling its production.

In the 1960s, the focus of manufacturing systems was inventory control. In the 1970s, as computers became more powerful and had a lower acquisition cost, MRP, an acronym for Material Requirement Planning, appeared, aimed at applications in manufacturing companies. The MRP system “basically translated sales production planning into the need for materials to produce them as these assemblies, subassemblies and components were needed on the shop floor” (Slack et al, 1996, p. 139).

The absence of defined processes causes organizations to remain in the open and are forced to resort to the usual way of managers to define on a day-to-day basis what to produce, what to buy, how much to produce and buy and when to produce and buy. This practice generates insecurity and little assertiveness in the process.

For this reason, the ERP system and the MRP are indicated to ensure your organization has a more assertive control over

planned activities in relation to the needs of manufacturing resources.

FINAL CONSIDERATIONS

ERP is an information system designed to manage resources, information and processes in an organization. It is formed by a common database that feeds interfaces and information for the organization's departments.

ERP involves areas such as Accounting, Human Resources, Manufacturing, Supply Chain, CRM; Project Management and Document Management.

An MRP system is focused on Quoting, Job Costing, Sales, Work Order Survey, Inventory Control, Purchasing and all manufacturing steps up to billing.

With MRP integrated into ERP, process manufacturers can: Ensure that the required materials in optimal quantities are on hand for production. Reduces overflow by keeping the lowest amount of materials available. Plan production schedules, shipments and purchase orders. Increases data integrity through correct data entry and employee use of the system through checks and balances. Experience real-time tracking and account balances. It reduces cash flow, thereby increasing profitability. Retrieve, analyze and share critical information and reports across the organization.

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