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### Business process management in Vietnamese and foreign companies

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#### Abstract

In 2021, in response to the outbreak of the COVID – 19 epidemic, Vietnam has applied the strictest prevention and control measures. This has affected the growth rate in consumption, investment and exports. However, entering 2022, restrictions have gradually been eased, business activities have resumed, and Vietnam's economy and trade have prospered significantly. In recent years, with strong solutions to strongly shift the economic structure, improve

the business environment, attract investment capital, and develop production and business, it has contributed to labor restructuring. Business process management in Vietnamese and foreign companies also flourished. The benefits, roles and steps to establish business process management are important for businesses large and small in the period of establishment and establishment growing.

**Keywords:** Business Process, BPM, Domestic Enterprises, Foreign Enterprises, Vietnam

#### 1. Introduction

When activities in society are relatively simple with a small scale, management is carried out on the basis of experience with the flexibility of the head of the organization. Experience is getting richer and people are drawing from which normative things can be applied in many similar situations. Today management activities are mainly based on a warehouse basis. In society in a broad sense management can be the management of an entire country. But here I just want to mention the management of business processes.

In today's market economy, when the types of small and medium enterprises appear a lot and develop quickly. But there are also many businesses that also have to go bankrupt or move to another type of business because of inappropriate and lax management, not considering it as the main pillar to support the roof despite the background. That's why we see how governance stands in the business.

#### 2. Theoretical Framework

##### 2.1 Definition of Management:

##### 2.1.1 What is Management?

Management is the continuous, organized, oriented, purposeful and planned influence of the managing subject on the managed object in order to command, control, and link the elements participating in activities into a unified whole, regulating the activities of the stages on a regular basis to achieve a definite goal in the changing conditions of the environment. Management is an indispensable activity in the operation of the State and any organization or enterprise.

Management is an administrative activity for a business, state agency or non-profit organization,... This activity involves strategizing and coordinating available resources to accomplish. Management activities originate from cooperation in labor, the assignment of tasks and problems arising in the working process that require collective efforts. Thereby it will help you to accomplish the overall goals set by the organization.

##### 2.1.2 Features of Management:

Management is the purposeful influence of management entities on the object of management. Here the subject of management is the person or the organization of the person. Human individuals or organizations must be representatives with authority, authority and responsibility to link and coordinate the individual activities of each individual towards the common goal of achieving the goal.

### 2.1.3 The Role of Management:

Management aims to create unity of will in the organization between managers and managers; between people who are managed together. Orient the development of the organization on the basis of identifying a common goal and directing all efforts of management objects to that goal.

Organize, regulate, coordinate and guide the activities of individuals and organizations, reducing uncertainty to achieve management goals. Motivate every individual in the organization by stimulating, motivating; misalignment and errors to reduce losses and deviations in the management process.

Create environments and conditions for the development of every individual and organization, ensuring stable, sustainable and effective development.

## 2.2 Definition of Business Process Management:

### 2.2.1 What is Business Management?

Business management, is the administration of a commercial enterprise. It includes all aspects of overseeing and supervising the business operations of an organization. From the point of view of management and leadership, it also covers fields that include office building administration, accounting, finance, designing, development, quality assurance, data analysis, sales, project management, information-technology management, research and development, and marketing.

The management of a business includes the performance or management of business operations and decision-making, as well as the efficient organization of people and other resources to direct activities towards common goals and objectives. In general, "administration" refers to the broader management function, including the associated finance, personnel and MIS services.

### 2.2.2 What is Business Process?

A business process is a series of interconnected steps, assigned to relevant departments to perform specific tasks. Each department will specialize the task to achieve the goal in the best way.

### 2.2.3 What is Business Process Management?

**Business Process Management (BPM)** is a discipline that deals with any combination of modeling, automation, execution, control, measurement and optimization of business activity flows. Support business objectives, expansion systems, employees, customers, and partners inside and outside the corporate boundaries.

**BPM** is how businesses create, edit, and analyze predictable processes that make up the core of their operations. Each department in the organization is responsible for receiving raw materials or data that are then converted into finished products. Each department has many core processes to handle. With business process management, a company can take a step back and look at all these processes as a whole and individually. This will analyze the current state and identify areas for improvement to make the organization more effective.

### 2.2.4 Why is Business Process Management Important?

Business processes lack organization and systematization, which can lead to anarchy. On an individual level, each person sees only part of a process. They don't know the whole process of the company. And don't understand the

impact of a small process on the whole company's process.

Processes that are not managed effectively will cause damage to the business:

- Waste of time
- Waste of money
- Facing many problems
- Departments/departments blame each other
- Missing data
- Dismayed employees

Businesses should manage business processes in an organized manner to improve their processes. And help optimize all activities of the company.

### 2.2.5 What are the benefits of implementing Business Process Management?

Whether the business succeeds and achieves the set goals depends greatly on the business management process. Businesses need to build a suitable and effective business management process. And a complete business management process will bring great benefits to the business:

Business activities are strictly and clearly monitored, bringing transparency to products and services and gaining trust and credibility for partners and customers.

Applying a management process to a business helps businesses operate smoothly, step by step to solve the problems of the business.

Optimize business processes, develop business operations and help businesses grow sustainably.

Having a business management process means that businesses will follow a separate management system, thereby minimizing the time to solve problems and help employees grasp work quickly.

The enterprise management process clearly defines the roles and responsibilities of each individual, department and group in the enterprise.

## 3. Research Methodology

Business management methods are the sum total of intentional ways of influencing management subjects and business objects in order to achieve the objectives of the enterprise under conditions permitting. The methods used must comply with the requirements of the law and the principles of business management. To manage businesses effectively, business administrators need to master some of the following methods:

- Scientific and detailed strategic planning: This is an effective business management method that managers must consider first. Strategic planning is the process by which managers identify and select business goals and map out specific actions to achieve that goal.
- Divide the work for each department, each employee in a logical and effective way: The outlined strategy of the enterprise will be implemented more effectively when the leader knows how to assign, arrange work and use human resources appropriately.
- Organization and stratification of employee systems in the enterprise: A good administrator isn't the one who does everything. To be able to stratify and arrange employees effectively, administrators must understand the specific capacity, qualifications, and workload of each employee to make decisions to empower and assign the right people. Business administrators also need to monitor, evaluate work results and reports from the heads of departments to be able to control work

activities comprehensively.

- Control the basic data of the business: In the operation of enterprises with many types of data, administrators need to know the specific division into each type and have a reasonable control mechanism for the following types of data:
  - Good control of cash flow
  - Control whether the amount of goods sold increases or decreases
  - Track receivables
  - Good inventory control
  - Control the productivity of each employee, each department

#### 4. Research Results and Discussion

Business Process Management helps organizations move towards a comprehensive digital transformation and helps them realize the larger goals of the organization. Here are some of the results of using BPM in your business:

- Improve business agility: The change and optimization of the business processes of the organization is necessary to keep up with market conditions. BPM allows organizations to pause business processes, make changes, and re-enforce them. Changing workflows, as well as reusing and customizing them, enables business processes to become more agile and provides organizations with deeper insights into the impact that process modifications have.
- Reduce costs and increase revenue: A business process management tool eliminates bottlenecks, which significantly reduces costs over time. The effect of this can be to reduce the time it takes to sell products, giving customers quick access to services and products, leading to higher sales and improved revenue. BPM solutions can also allocate and track resources to reduce waste, which can also reduce costs and lead to higher profits.
- Greater efficiency: The integration of business processes offers the potential for end-to-end improvements in process efficiency. With the right information, process owners can closely monitor delays and allocate additional resources as needed. Automate and eliminate repetitive tasks, further increasing efficiency in business processes.
- Better visibility: BPM enables to ensure real-time monitoring of key performance indicators. This enhanced transparency leads to better management and the ability to modify structures and processes effectively while tracking results.
- Compliance, Safety and Security: A comprehensive BPM ensures that organizations comply with standards and stay up to date with the law. BPM can also promote safety and security measures by properly documenting procedures and facilitating compliance. As a result, organizations can encourage their employees to protect organizational assets, such as personal information and physical resources, from abuse, loss, or theft.

Through the above results, we can build a business process management by ourselves through the following 5 steps:

##### Step 1: Design

Most processes include a form. Collect data and business processes to process it. Build your form and define each person's role for each task in the workflow.

##### Step 2: Model

Show the process in a visual layout. Edit details such as deadlines and conditions. To give a clear idea of the sequence of events and the flow of data (workflow) throughout the process.

##### Step 3: Execute

Perform the process by applying directly to a small group first. Then, extend it to the whole business. Be sure of the security of sensitive information by restricting access.

##### Step 4: Monitor

Track the process when implementing the workflow. Use the right metrics to determine progress, measure effectiveness, and locate inefficiencies.

##### Step 5: Optimize

When analyzing, pay attention to any changes that need to be made to your forms or workflows to make them more efficient. Consider steps to improve business processes.

#### 5. Conclusion and Recommendations

Understanding and defining processes is only an initial step. Process Documentation ensure that everyone can follow the correct process. Without this, the knowledge of processes depends on individuals and in the worst case, an organisation might lose the knowledge when staff leaves.

The Business model defines the value proposition and value statement, i.e. products and services to be delivered. Redefining such a value proposition is a constant task, in a dynamically changing environment. It is an ongoing reflection of what your customer needs and cares about ("Needs") and what you do well ("Core competencies").

Business processes describes the structured activities and the workflow for an effective, transparent and flexible transformation in creating value for the customer. Further, Management in this sense entails the process of decision-making and of process kickoff, as the system must be managed – it will not manage itself.

BPM as an ongoing optimization tool means change management through a continuous and endless feedback loop, which is to be applied in all dimensions per above. Such a lifecycle is customarily split into the steps Design – Modeling – Execution – Monitoring and Reengineering.

So, in order to have an efficient and optimal process for his business, the business owner first needs to understand what a good process is. From there, determine the specific requirements, governance characteristics and how to build processes in different suppliers to get the best choice.

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