KUMARI PHARMACY

BUSINESS PROCESS REENGINEERING REPORT



Group No: 02

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1.0 Introduction to Company.

Kumari Pharmacy is one of the largest medical supply stores in Piliyandala town, which was started 12 years ago (2008). It was a small medical store at the beginning but through the years it has been developed and currently it is recognised as a major pharmaceutical supplier in the Piliyandala town area.

Starting as a sole proprietorship, Mr. Kodithuwakku is the owner of the business while his wife Mrs. Kumari is working as the manager of the pharmacy.

Registration number: J13804

Location: https://goo.gl/maps/C81hrJvoLWtpUKPm7 (Near Cargills Food City)

Employee count:

Owner

Manager

Pharmacist

• Four Employees (Number of employees can subject to changes from time to time)



The normal opening hours of the pharmacy is 9am to 9pm. There are employees who work for the normal working hours (9am to 5pm) and there are employees who work over time till the pharmacy is closed.

As we have noticed, they are still using many manual procedures which could be automated and make their work easier. We identified them and discussed with the managerial level about the possibilities in re-engineering the business.

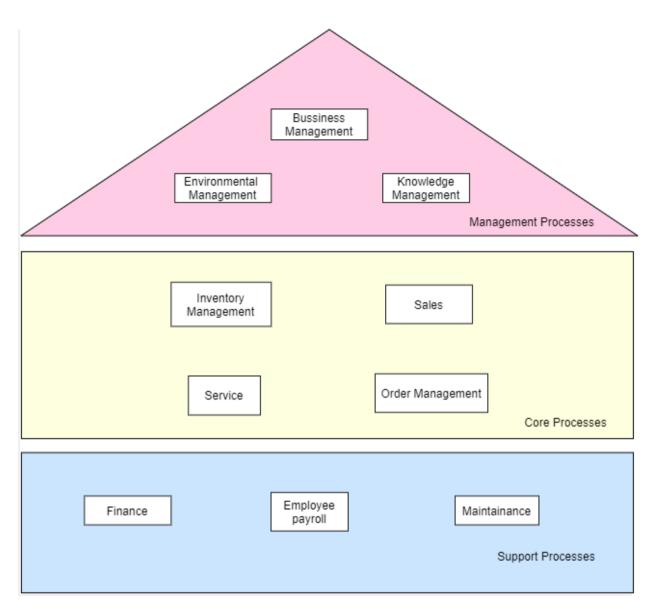
2.0 Reasons for selecting the company.

- ❖ The first reason was that we had a connection with the pharmacy as one of our members has been buying medicine from this pharmacy for years, and they agreed to provide their details in order to make our project a success, whilst many companies refused to provide due to privacy issues and COVID-19 effects.
- ❖ All the processes in the company have been done manually for 12 consecutive years and it has been hard to manage all stuff manually as the number of customers are growing.
- ❖ It has caused the lack of reliability as there have been mistakes while getting the stock counts daily.
- ❖ The company management must cross check all the stocks again when the pharmaceutical Agents visit the pharmacy once a week which will be time consuming and which will affect the customer services on that particular day and it will consume time and additional effort which will cause a lack of efficiency.
- ❖ As a system is not maintained the employees must manually check for the stocks availability when the customers request, which will be time consuming. It will be ok for the fast-moving medicine as the employees will find them easily, but the things that are moving rarely will consume time to find them manually which create the need of a system.
- Also there have been issues when calculating the salaries because, even though they are paid monthly, the salaries are calculated by the day and the presence to work is marked manually and also the salaries have been calculated by hand.
- ❖ The calculation of salaries gets complex as the OT payments are calculated. Normally the basic pay goes for the working hours within 9am to 5pm, and after that until 9pm the payments are calculated as OT payments.





3.0 Process Architecture of the company.



- Business Management This covers all the aspects regarding the general, financial, legal and human resource management in the business itself and also, here the business manager has the responsibility of managing all the top administrative tasks. The pharmacy may also want to perform a mini-budget analysis so that they could find out the methods where they can run out from costs. In this stage, the business manager needs to have a clear and a broader understanding about the accounting, marketing and administrative procedures in the organization.
- Environmental Management As the steps taken to environmental management, the pharmacy has taken steps to reduce the water and electricity wastage. Specially, the processors do not require a larger amount of water. They have fixed some low-flow fixtures inside the pharmacy. And also, to reduce the wastage in electricity, since this is not a fully air-conditioned premise, they have taken steps to promote airflow through the pharmacy and block the afternoon sun. They have used the natural lights as much as possible.

- ❖ Knowledge Management Since the pharmacist has a broader knowledge, he has to work collaboratively with all the employees by sharing the knowledge he has and make them aware of the scope and capacity of the work they should perform.
- ❖ Inventory This is the process which facilitates the procurement of medicine which the manager assumes will meet the prescribed safety and health standards at a cost-effective price. The manager always considers the buying policies, rules and regulations in each and every re-purchase because providing pharmaceutical drugs is a sensitive procedure.
- ❖ Sales process Even though there are some drugs that could be purchased without the prescription but most of the drugs require the recommendation of a medical officer. So once the patient or a guardian brings a receipt to the pharmacy, the employees will give the relevant medicine. In the sales process, it includes all the bill entering and issuing and rechecking procedures .
- Service process The employees are entitled to provide the health instructions and service guidelines to the patients when required. This process should be under the direct supervision of the pharmacist. And also, if a patient asks about the usage in a certain medicine, the employees provide the information regarding that.
- ❖ Finance process Since this acts as a support process, this is where all the payments should be handed over to the employees and any balance amount remaining to hand over to suppliers will clearly recorded. And as a result, the balancing of the monetary values will be easier at the end of the month.
- ❖ Employee payroll The salaries of the employees should be calculated separately (since there are employees who are doing overtime work and who are not) There is a fixed monthly salary for each employee and the overtimes will be added to it if any. This complete process comes under the employee payroll
- And also, if there is any damage occurred in the building premises, they should inform the owner of the premises. As this is a pharmacy, hygiene is one of the most important factors. So the employees should keep the work environment clean and neat. Operational level employees are responsible for sweeping and mopping the floor since there's no separate worker assigned as cleaner employees should make sure that the customers (patients) and the employees both have the comfortability when they are in the pharmacy. They could provide fans, seating facilities and water filters for the convenience of them.

4.0 Reasons for selecting the processes mentioned.

4.1 Payroll Management.

Employee management mainly consists of two subsystems which are identifying the employee records & handling the payment of the employees. In the existing system managing the employees has been done manually. Where for example when an employee comes to the office employees have to mark a signature on a book to make sure that employee has attended for the working on that particular day. But if that particular book is misplaced then all the employee records will be misplaced. Another part of the employee management is handling the salary of the employees, where in the current system it will also be done manually using the employee record which if the employee records is misplaced or mishandled then it will directly affect the payment handling of the employees. When calculating the OT of the employees, it will also be done manually, which may result in errors as well.

4.2 Stock management.

In the existing system the available stock will be checked manually, where at the end of the everyday employee will check the amount, where if there isn't stock available or if it's close to being finished then, the pharmacist will contact pharmaceutical agents to inform them that there is a requirement of additional products. Since checking of the stock is calculated manually in daily it may result in human errors & would give the chance to the employee who calculates stocks to cheat and mark wrong data.

Also when recording the payment, recording of the data regarding that payment will be done manually. Hence when updating & calculating the stock, it has to be done manually through the bill which may also result in errors. Also it's important to keep track of the payment records which were done earlier, but due to keeping track of data manually, it may lose credibility & efficiency as well.

4.3 Order Processing.

In the existing system customers have to provide the prescription of the medicine which they want & will provide the prescription to the pharmacist, which he/she will then select the required medicine manually. If the medicine is not available then, it will waste the time of the customer. Which may then lead to customer dissatisfaction.

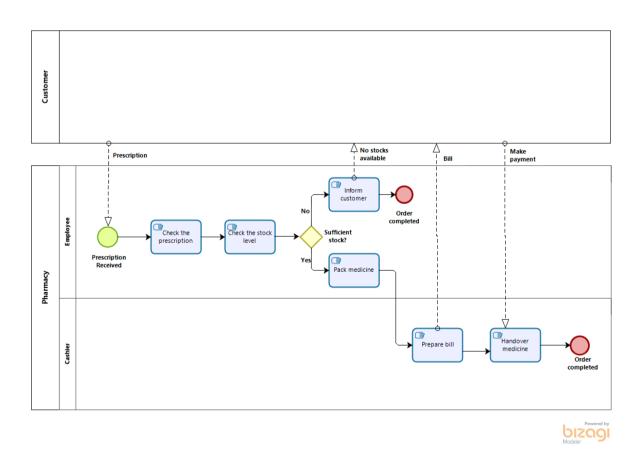
5.0 As Is Diagrams & To Be Diagrams for the selected processes.

5.1 Order Management.

As-is process model for order management.

The process starts by the customer. The customer provides the prescription to the pharmacy at their visit. The employees in the pharmacy check the prescription inorder to identify that the prescription is a recognised one or not. After that the employee checks the stock level and their quantities manually. If the stock level is not sufficient enough to provide to the customer, the employee informs the customer and ends the flow. If the stocks are available, the employee packs the medicine. Then the cashier prepares the bill and sends it to the customer. Customer makes payments in order to obtain the medicine. Finally the packed order is sent to the customer.

The As Is diagram for the order management Process is as follows,



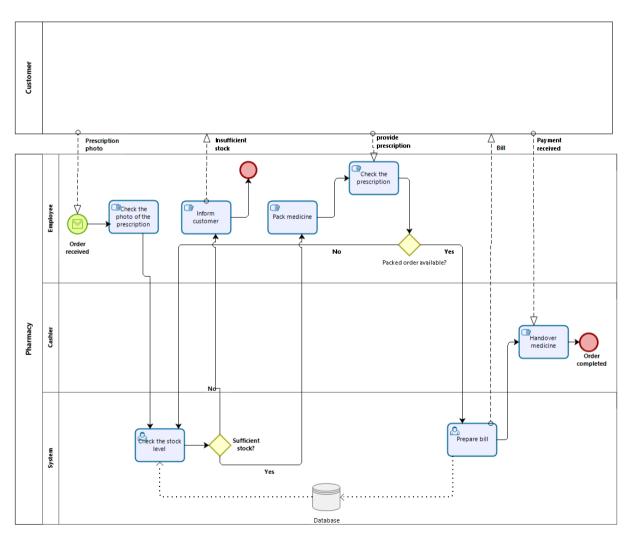
Issues in the order management process

- Check the stock level manually by the employees which is time consuming.
- ❖ Purchase order is given after the customer arrives at the pharmacy and the customer will be unsatisfied if the relevant product is unavailable..

To-be process model for order management

This gives the chance to place an order beforehand. The prescription can be sent using WhatsApp/Viber prior to the arrival. By using the created system, we make sure to find the brands of different medicinal products, cosmetics, beverages available and their available quantities. A database will be used in the re-engineered process to make sure that the checking data of the stocks available in the process of order management. If the stocks are available, the employee packs the medicine. When the customer visits the pharmacy, the employee checks the prescription with the previously sent prescription through whatsapp/viber. If it matches, the cashier prepares the bill and sends it to the customer. Customer makes payments in order to obtain the medicine. Finally the packed order is sent to the customer .If it does not match, again check the stock level and continue the process. It is efficient and takes the minimum time as possible, which will benefit because the time is crucial for the products of the pharmacy.

The To-be diagram for the order management process is as follows,

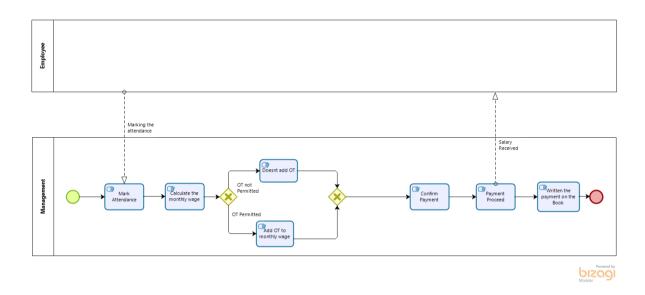


5.2 Payroll Management.

As-Is process model for Payroll management.

The process will be started when the employee attends work, in the pharmacy. The Manager will then mark the attendance on the book, when employees come to the work. Considering the number of days which employees attend to the work, monthly wage will be calculated. When calculating the monthly wage manager will check whether that particular employee has been permitted for OT or not. If the employee is permitted for the OT, that OT payment will be added to the monthly wage, if not that employee will only get the monthly wage. After the manager concludes with that process of calculating the monthly wage, that payment will be confirmed by the higher management (Owner). And at last salary will be proceeded to the Employee in hand.

The As Is diagram for the payroll management is as follows,

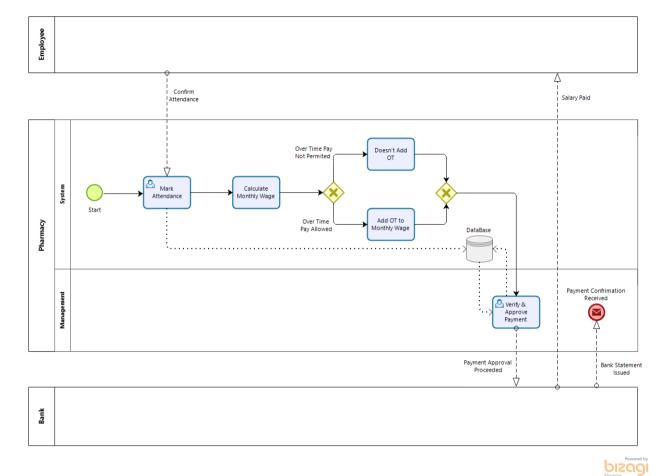


To-Be process model for Payroll management.

So when it comes to the reengineering of the payroll management system, we identified some loopholes in the existing system. They are, Calculating the wages or OT manually is time consuming and the risk of making an error is high and also as the attendance is marked manually in a book. There is a risk that the details in the book can be different or have faults and also there is a possibility of misplacement of the book. To attain those issues we suggested to include a payroll management process to the system which we are going to implement. This process will store the attendance of the Employees and it will be fed with the calculation equation of salary and OT. As the working hours will be marked or stored in the database, the system will automatically calculate the monthly wages on the 24th day of each month. After calculating it, the management has to approve it by cross checking with the database to approve. After confirming the amount, those details will be saved as the amount paid in the system and it proceeds by informing the bank the amounts they have to directly transfer. We have added this function in order to safeguard the security of the pharmacy, where they don't have to keep unnecessary

amounts of money in their drawers. The bank will do the transfer on the 25th of the month to the employees bank account and at the end of each month the pharmacy will receive a bank statement which they can keep as a confirmation of proof for the salary expenses done.

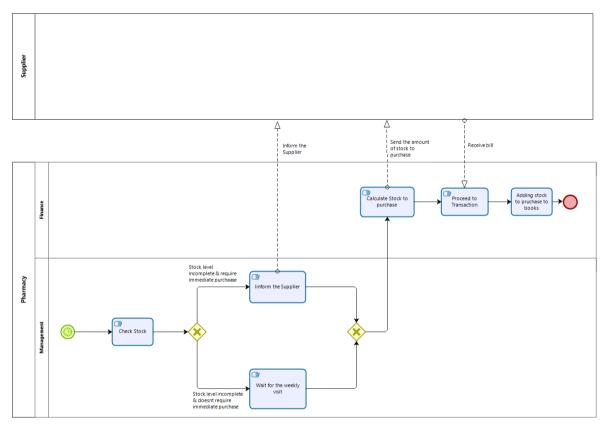
Below is the To-Be process model,



5.3 Stock Management.

As-Is process model for Stock Management Process.

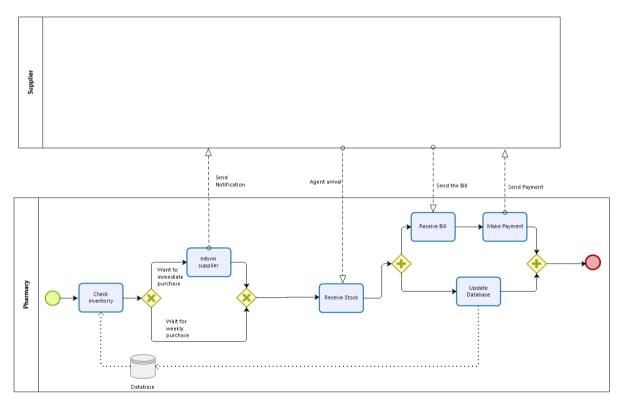
In the existing process, one of the employees counts the stock manually everyday. Therefore, he may come with one of the two outcomes. Either the stocks will be enough until weekly purchase or the stocks will not be enough and require an immediate purchase. If the stocks are enough, there will not be anything to further purchase. If the stocks are not enough, they have to call and inform the suppliers for further purchases. So that the suppliers will send the items either from self-delivery or from courier service. After the items arrived, the manager should enter the amounts to the books manually so that the stock differences can be easily tracked. In the purchase, the finance department receives the value for the items purchased as an invoice and they will settle the payment manually as a transaction.



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To-be process model for Stock Management Process.

As per the solution we decided, the pharmacy has to develop the software through which the employees can access the stock. Weekly, the software will indicate when the stock levels are going down below a certain amount and it will provide a notification. It will provide the necessary calculations for the purchase to be done. Since this is an automatic process, the complete process will be convenient to implement. So there will be no manual checking to see the stock updates. If that indicates a stock to purchase more, the manager or simply the employee should give a manual notification (Ex-A phone call) informing that they need an additional purchase. So that the supplier could deliver it to them. Then the pharmacy will receive the stocks. After that, they will receive the bill and will do the transaction, and also updating of the database will be done as a parallel process.



6.0 Reasons for suggesting the reengineering solution.

6.1 Payroll Management.

- ❖ Calculating the salaries using the system will ease their lives and increase the efficiency and the accuracy of the work done by the company.
- Also, it will help to maintain payment of salaries directly by the bank which will increase security and it will make money handling easy.
- ❖ It will enhance the transparency of all salary calculations and keep track of the salary expenses which can be used for analysing the cost and making management decisions.

6.2 Stock Management Process.

- This will avoid the need of counting the stock manually day by day, as the system will automatically maintain the quantities of stock when they have been purchased and sold.
- ❖ Also, it will make the process more accurate and there will not be any chance to steal the stocks from the pharmacy by the employees.
- ❖ It will make the reordering process easier as it will automatically update the stock up to the time where they will be buying the pharmaceuticals from the agent.

6.3 Order Management Process.

- This gives the chance to order online, the prescription has to be sent using WhatsApp prior to the arrival and the customer can collect them by showing the actual prescription at the pharmacy.
- The system will help the employees to find the availability of stocks which will enhance the efficiency by reducing the delay due to checking the manual stock.

7.0 User roles inside the previous process.

7.1 Order management.

7.1.1 Customer.

Customer is the end beneficiary of the whole process. He places the order expecting that he could purchase the pharmaceutical products given by the medical officer in charge. Customer hands over the prescription to one of the employees at the pharmacy. If the pharmacy has sufficient stocks, the customer could purchase and if not, he will get a recommendation of another brand by the employee. So that the customer can choose to proceed or not proceed according to his preference. Finally, the total amount will be calculated manually by the employee and the bill will be presented to the customer.

7.1.2 Employee.

The duty of the employee here is to select the relevant pharmaceuticals according to the prescription provided. If the stocks are not sufficient enough to provide to the customer, he should inform the customer about that and provide some suggestions from different brands. If the customer agrees to go with that, he should add the replaced item to the shopping cart (manual). Furthermore, he should provide the additional instructions for the patient about the medicine if the doctor did not state them. And also, he should ask for the assistance of the pharmacist if there's anything doubtable.

7.1.3 Pharmacist.

The pharmacist is the person who has the legal authority to supply medicine. He could provide additional instructions to the patient if required. Also he could suggest alternative pharmaceuticals depending on the disease.

7.1.4 Cashier.

This is the user role responsible for calculating the total amount when the relevant medicine is chosen by the employee. Cashier is maintaining a receipt book*** and records all the amounts manually and calculates the total for each prescription. The evidence they keep for the organization itself is the carbon copy of the bill.

7.2 Inventory management.

7.2.1 Employee.

Employees get the count of stocks manually at the end of each day. And will report the amount to the manager that should be purchased.

7.2.2 Manager.

Since the sales representatives visit the organization weekly manager is responsible for deciding and keeping the amount of pharmaceuticals to be purchased. If there is a need for an emergency purchase the manager should contact the supplier and inform them. If there is a change in supplier firm or if there are new suppliers to be added the manager should inform the owner about the respective changes.

7.2.3 Owner.

Owner is the person who is responsible for giving the approval to change or add suppliers or any other critical decision taken in the inventory management process.

7.3 Payroll Management.

7.3.1 Employee.

Employees are responsible for recording the start and end times of the work for each day in the employee register. This includes the over time hours if any.

7.3.2 Manager.

This is the user role who calculates the total amount of salary by using the respective working hours of each employee recorded in the employee register. He will calculate the salary as a manual process including the overtime pay as well. Handing over the salary to the employees will also be done by him as a manual cash in hand process.

8.0 User roles inside the re-engineered solution.

8.1 Order management.

8.1.1 Customer.

Here the customer has to send a photograph of the prescription via viber or whatsapp to the pharmacy. In here, he has to clearly mention the doctor's name and contact number in order to contact him if required. The photograph should be clear enough to see the names of the medicines. Bringing the prescription is a must in order to receive the medicine. Also the customer can physically visit the pharmacy, show the prescription and buy the medicine from the pharmacy counter.

8.1.2 Employee.

Employees have to maintain the system by handling the stock, entering the database when new stock arrives. Also the employee has to accept the orders which they get via WhatsApp. If they visit the pharmacy they can make the reservation and pack the medicine and sell to the customers.

8.1.3 Manager.

Manager is the person responsible for entering the details of new drugs to the system and removing the not selling medicine from the system. Also he has the responsibility to notify when the stock level goes down below a certain amount.

8.1.4 Cashier

Billing the selling items is done by the cashier.

8.2 Payroll Management.

8.2.1 Employee

The manager marks the presence to work when the employees arrive and at the departure, in the system. The employee will be enabled for OT if they work after 5pm. The employee will receive the salary on the 25th day of each month.

8.2.2 Bank

Bank is an external entity which supports the new system. Getting the service of the bank will secure the pharmacy as it won't have to maintain large amounts of money at the pharmacy to pay salary. Also it will provide proof of all the expenses done through the bank statement which will be an additional benefit for the pharmacy to track on their expenses.

8.2.3 Manager

Manager records the presence of the employees in the system. Also the manager has to approve the salary by cross checking with the database. After confirming the amount, he can request the bank to pay the relevant amounts to the employee's bank accounts.

8.3 Inventory Management.

8.3.1 Supplier

The supplier will be visiting the pharmacy weekly and the manager can request the medicine which is lacking in the store. Also they will come and supply the medicine when there is an emergency. In the same time they will make all the invoicing procedures in order to do the payment.

8.3.2 Manager

Manager is the one responsible for requesting medicine at an emergency in order to run the business smoothly and efficiently. And he has the responsibility of paying the money for those pharmaceuticals bought.

8.3.3 Employee

Employees have the responsibility of entering the new stocks which are already existing in the system, when new stocks arrive at the pharmacy but he doesn't have the ability to enter new categories of medicine into the system. Employees can regularly check the stock and inform the Manager when new stock is needed.

9.0 The functional requirements of the proposed system.

9.1 Actors in the system.

- 1. Owner
- 2. Cashier
- 3. Pharmacist
- 4. Manager/system handler
- 5. Employee
- 6. Customer

9.2 Functional requirements.

9.2.1 Owner.

- Invest capital
- ❖ Give the approval to change or add suppliers
- **❖** Login to the system
- Logout
- View details

Owner can view details of the pharmacy. He can view almost all the details in the system.

- 1. Stock management process.
- 2. Order management process.
- 3. Payment handling process.
- 4. Employee management.
- 5. Salary calculation.

Request edits.

The request is sent to the system handler(manager) mentioning the faults or the mismatchings in the system details.

9.2.2 Cashier.

Issuing bill.

Cashier is responsible for issuing the bills according to the total amount of medicine purchased and the money transactions take place within the pharmacy.

- ❖ Login to the system.
- Logout.
- View details.

Can view the employee details, total number of normal hours worked, total number of OT hours they worked, etc. Can view details of the stocks available and their quantities.

* Request edits.

Can send requests for the manager regarding the mismatching's on employee details and the stocks available in the system.

9.2.3 Pharmacist.

- ❖ Have legal authority to supply medicine
- Provide additional instructions to the patient if required
- Suggest alternative pharmaceutical depends on the sickness
- ❖ Login to the system
- **❖** Logout
- View details

Can view the employee details, total number of normal hours worked, total number of OT hours they worked, etc. Can view details of the stocks available and their quantities.

Request edits

Can send requests for the system handler(manager) regarding the mismatching on employee details and the stocks available in the system.

9.2.4 Manager

- * Responsible for deciding the amount of pharmaceuticals needed.
- Contact the supplier and inform about emergency purchases.
- ❖ Inform the owner about the respective changes such as change in supplier firm, adding of supplier, adding of employee etc.
- Login to the system.
- Logout.

❖ View details.

Manager can view details of the pharmacy. He/she can view almost all the details in the system.

- 1. Stock management process.
- 2. Order management process.
- 3. Payment handling process.
- 4. Employee management.
- 5. Salary calculation.

❖ Add details.

Manager can add details of the,

- 1. Stock management process.
- 2. Order management process.
- 3. Payment handling process.
- 4. Employee management.
- 5. Salary calculation.

Response and take necessary actions to requests.

When the owner, employee, pharmacist and cashier requests to edit incorrect data, the manager manages all the requests and takes necessary actions after checking the validity.

Manage all the access permissions for the users in the system according to their user roles

9.3 Employee

- Select the relevant pharmaceutical according to the prescription provided
- ❖ Inform the customer about the different brands available
- ❖ Provide additional instructions to customers on how to use the medicine
- ❖ Obtain assistance to solve the doubts from the pharmacist
- **❖** Login to the system
- Logout
- View details

Can view the employee details,total number of normal hours worked,total number of OT hours they worked, etc. Can view details of the stocks available and their quantities.

Request edits

Can send requests for the system handler regarding the mismatching on employee details and the stocks available in the system.

9.4 Customer

- Place the order.
- **♦** Make the payment.
- * Receive medicine and bill.

10. The non-functional requirements of the proposed system.

It is important for pharmacy management to articulate and develop non-functional requirements, particularly when direct patient care becomes more dependent on this system.

10.1 Security

Data security of the system is ensured by several methods. Authentication and authorization of users is one method, which is sure that unwanted users are prevented from entering the system and viewing or altering system data. This is fulfilled by using user IDs and passwords to identify each user. Hence unregistered and unauthorized users are prevented from accessing the system data. Access control is another method to ensure that each user has access to a specifically relevant set of information, which prevents unwanted alteration of data by unexpected users.

Furthermore, only the manager has the right to add system data, delete system data and edit requests which controls unwanted users from entering the system.

Not only that, the security of the system can be enhanced by maintaining a backup system. It contains at least one copy of all data considered worth saving. If computer crashes, it causes the loss of valuable data. If you had backed ups on sales reports, stocks, employee salaries, it may seem possible to recover it.

10.2 Accuracy

As all the data entered into the system is done by the manager to a criteria and as almost all the data will be verified at certain points of the process of the system, the information received from the system can be claimed as accurate. This process results in quality information, relevant for each user. All the calculations regarding the salary and stocks are done by the system. So the accuracy is very high.

10.3 Usability

The system will be designed with simple interfaces, which will be easy and efficient for all the users, of any experience level in handling technical systems. The system replaces all the physical documentation of salary calculation and stock records, which makes it efficient, which makes it easier for users to retrieve the relevant information they need without going through piles of bills, files and system users get the most of the benefits as it is easy for them to know their working hours, stocks levels following few easy steps.

10.4 Maintainability

A proper maintainability can be seen in the system. Stock management system plays an integral role here. Proper maintainability in the stocks including add stocks, delete stocks, update stocks can be seen. Maintainability is the ease with which a product can be maintained in order to correct defects or their cause, repair or replace faulty or worn-out components without having to replace still working parts, prevent unexpected working conditions, maximize a product's useful life, maximize efficiency, reliability, and safety, meet new requirements, make future maintenance easier with a changed environment.

10.5 Efficiency

Manager uses the system to add,delete, update stocks, employee details, etc. It may eventually causes for the reduction of the response time and the increasement of efficiency of the processes. Checking of the stocks manually in daily basis may result in delays and errors. By monitoring stocks the system allows for accurate and efficient reordering. It paves the way to reduce the time spend on above tasks by the system users.

The manager calculates the salary manually by using the respective working hours and overtime. It is a time consuming process as well as the probability of having mistakes is high. We can manage employee details using the newly implemented system. It will reduce the response time and increase the efficiency.

11.0 Client Feedback.

Manager, Kumari Pharmacy and Groceries, No 291/1, Suwarapola, Piliyandala, 01-10- 2020

University of Colombo School of Computing, No 35, Reid Avenue, Colombo 07

Regarding the re-engineering process of our organization

This is to inform you that the students of the Informations Systems degree programme have contacted me and asked whether there are some processors to re-engineer in our organization. As I gave my permission, they visited here and contacted me several times to gather information. After the visit, following are the processes they decided to re-engineer in our organization.

- 1.Order management
- 2.Stock handling
- 3.Payroll management
- 4.Billing system

I hereby certify that all the information provided here is accurate according to my knowledge and the re-engineering solutions they provided are feasible and possible to implement.

This letter is issued upon their request.

Thank you,

-Manager

Kumari Pharmacy and Groceries

12.0 Student Feedback.

Studying about the Kumari Pharmacy and Groceries was a great opportunity which gave us a practical exposure on how to apply the knowledge we gained in BPM subject in this semester. This was a great opportunity to learn about the processes of a leading pharmacy situated in Piliyandala, Sri Lanka. It was a motivation towards our group. The manager, pharmacist and employees of the Pharmacy were supportive in helping us to understand their processes. With a clear understanding of the current processes, we were able to introduce changes to the existing processes, which had issues due to the lack of system of software usage, verification issues and the reliability as all the calculations are done by hand which made it efficient with the use of business process management and business process reengineering knowledge. Each member of the team was enthused about this project and equally contributed for the re-engineering of this pharmacy's existing process and towards the success of our project. Also, we think that this system will improve the performance of the pharmacy more effectively and efficient. Hence in order to improve the performance we will be proposing a stand-alone application, which can be accessed by the employers, Manager, pharmaceutical & the owner .When using the stand-alone application it can be used to improve the task such as handling the stock, payroll handling which are currently done manually.