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Business Process Reengineering

Guru Prakash Singh¹

Department of Management, Galgotias University, Yamuna Expressway Greater Noida, Uttar Pradesh, India¹

ABSTRACT: Business process re-engineering (BPR) is a tool for companies in the area of quality management, customer support and the elimination of operating costs. In the current sense, BPR may be an important strategic instrument to sustainably foster the competitive edge of international or Indian (public and private) manufacturing firms. In this article, study on BPR and quality control has been compiled and updated so far. The research sought to offer an analysis of the general evolution of BPR, hypotheses, methods, problems and outcomes. It was concluded that the implementation of BPR is not complicated, while various conditions exist and explanations for modification vary in this area. The conclusion reached was based upon earlier research studies. The only and generally acceptable BPR model and the widely available technique are still required.

KEYWORDS: Business process engineering, Change management, Tools, Techniques, Evolution.

I. INTRODUCTION

Business Process Reengineering (BPR) is not unknown in the business community. For the first time, it has been implemented in the American business community as a catalyst for transformation for over two decades. Hammer was the first person to propose BPR and is known as BPR's inventor[1]. BPR is a tool to bring in fundamental improvements to the market process and was first introduced in the early 1990s as a substitution of absolute quality control in the private sector (US firms) (TQM, a Japanese approach). BPR is said to be a new process management approach, which brings with it a radical change in organizational performance (improvement). Hammer believes that the overall performance of the entire process in terms of costs, quality, service and speed will be radical and re-thinking, and other researchers call it an analytic and workflow re-designing process in an organization. In the other side focused on rethinking and reconstructing the corporate system, workflow and value chain[2].

It is important to understand the value of transformation in the age of technology, globalization and the exponential change in consumer needs. Thus, in today's mass competition climate and dramatic technical developments, Reform is becoming inevitable and management and consultants will therefore be extremely concerned to prepare accordingly, or they (the company) will become competitive (out of market). BPR is an effective instrument used to implement transition and has shown that over the decades it has been the significant methods because of their features and performance[3]. Any business needs productivity and efficiency in the reduction of manufacturing costs, increased product quality and the prompt and rapid supply of goods and services to its consumers. Therefore, BPR is the only (consistent) technique that achieves revolutionary findings (if used correctly). BPR adaptation is necessary because of its I.T (Information Technology) and computational capacity and usage. It was also reported that its openness to the technologies is responsible for the appreciation of BPR as a tool for progress. Thus, its growth and its ability to adopt the new technologies played the key role in the progress of the evolving phase (BPR)[4].

II. LITERATURE REVIEW

1. Defining BPR:

Several authors have interpreted their own improvements for organizations, such as BPR for evaluating and developing the workflows and procedures within and between organizations. The fundamental overhaul of market processes and their progressive rethinking to enhance desperately contemporary efficiency metrics such as expense, consistency,

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service and speed drastically. Other scholars focused on the rethinking, redesign and streamlining of the corporate framework, procedures, operating structures, management structures and community affairs by generating and integrating meaning[5].

On the other hand, BPR claims that the procedures, organizations and supporting information systems must be simultaneously revamped so as to dramatically increase time, expense, efficiency of the goods and services of the firm and its consumers. Describes the simple revisit and overhaul of internal procedures and structure, based around the core expertise of the Company to significantly enhance corporate performance, as the main components of BPR. BPR[6].

Although the meaning tends to be far broader than the others, their term outline is as far-reaching. Both TQM and BPR have concentrated in practice on identifying and running business processes for the output in a given business setting. Neither TQM nor BPR have concentrated on strategic advice or planning, but components will of course be required to accomplish this vision. There is also no desire or willingness to reinvent market or industry with any approach in its own right[7]. More specifically only one such term applies to information systems. Information systems. Thus it is safe to conclude that IT solutions do not actually depend on BPR. It is common knowledge that IT can be an effective facilitator, and aims to fundamentally change rather than introduce ICI as a feature of the organizational process overhaul. Although experts in IT emphasize that the latest systems are at the heart of BPR, rather than the technology itself the task is increasingly to bring about operational transformation and vision[8].

Hammer and Champy identify three kinds of companies that undertake reengineering:

- Companies that find themselves in deep trouble. They don't have a choice. If the expenses of a company are in order of magnitude greater than the competition or if their customer service is so abysmal that consumers actively condemn it, the rate of product loss in the company is higher than the competition, if in other words it has to increase the order of magnitude, then market reengineering is obviously important.
- Companies that are not in trouble but whose management can see trouble coming,
- Companies that are in peak condition and see an opportunity to develop a lead over their competitors.

2. BPR Tools and techniques:

The separate BPR concepts suggest that the purpose of BPR is to dramatically change procedures. But the methods and strategies used in company reconstruction processes are not unique to them. As a consequence of this vacuum, authors and consultants were both looking for the right reengineering application using several different instruments[9]. These tools and techniques include:

Process visualization: While many authors refer to the need to develop an ideal “end state” for processes to be re-engineered, the key to successful reengineering lies in the development of a vision of the process.

Operational research/method study: The tools of operational research and method study are ideally suited to the re-engineering task, but that they are often neglected. Change management. Several authors focus on keeping the human side of re-engineering into account, in particular organizational change management. Some writers say that reforming management is the toughest reengineering challenge. In the other hand, the human aspect of re-engineering is introduced because of the potential danger to operating methods and employment.

Benchmarking: Various authors suggest that benchmarking is part and parcel of reengineering, as it facilitates visualization and creation in other organizations of processes considered to be in operation.

Process and customer focus: According to some authors, the primary goal of BPR is to overhaul systems to enhance consumer efficiency. This is a powerful link to the methodologies of process management advocated by quality

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authors. In certain cases, the language used by management experts for process enhancement is nearly similar. The main difference seems to be that of size, as mentioned above.

It should be remembered that there are few writers who speak about any BPR technique. Most of them involve a combination of instruments, but the type and complexity of the blend depends on the application (technological). Although any debate lies at the heart of the particular methodologies to be employed, BPR must be combined with other facets of management as a strategic cross-functional operation if it wishes its success. This is particularly true since it is not the methodologies themselves, but rather the way that they are used which is unique in BPR. Of particular interest are the links between BPR and TQM[10]. In summary, therefore, BPR can be seen to represent a range of activities concerned with the improvement of processes. While some authors appear to suggest that tools and techniques are the key, most authors suggest that a strategic approach to BPR and the development of a BPR strategy is the key to success. There seems little doubt that efforts on the scale of BPR must be strategically driven and supported by senior management if they are to succeed.

III. CONCLUSION

The paper provided a literature analysis on reengineering of market processes. He first spoke about the need for reengineering and then attacked the literature for describing BPR, BPR and technological tools. The literature obviously has doubt about what is BPR. While the idea of continuous improvement is more in common with Overall Quality Control, BPR is a drastic overhaul of company practices to produce a significant improvement. A selection of process optimization methods and strategies can be used to visualize procedures, organizational research/method analyses, change management, benchmarking and systems, and customer attention.

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