Literature Review on Case study of Business Process Reengineering

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Abstract —The business Process reengineering is an tool to achieve dramatic output for any business. The main focus is to controlling of the process related with time, where time has been more important element to control the process. This paper has related to survey of a BPR tool used for dramatic changes in the business.

Keywords— BPR: Business Process Reengineering.

I. INTRODUCTION

BPR is an dramatic tool which is used for change dramatic outputs in speed, quality, cost, service. Every company has its focus on cut down the cost get great benefit for their organisation. BPR main target is time factor where they emphasis without compromising the quality of the service or product. This concept of BPR is incomplete without the word of IT industry. IT helps is the core matter for the BPR. Business process reengineering techniques has used in production, purchase, quality, assembly line, finance, sales, HR, technical development.

II. BUSINESS PROCESS REENGINEERING

Business Process Reengineering one cited as being normative comes from Michael Hammer and James Champy [1] and was presented in their seminal book Reengineering the Corporation: A Manifesto for Business Revolution. Hammer and Champy [1] define BPR as: Reengineering is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical contemporary measures of performance such as cost, quality, service and speed. Process is a set of activities and each activity has defined with somewhat to complete its task to calculate in terms of time.

It is a fundamentally changes of functional department to process team. Conversion of simple tasks to multidimensional work, just like single window. People’s roles have been changed from controlled to empower. Employees get educated rather than training/skilled person. Employee gets more result oriented. We can check ability of Employee after BPR. Values are changed from protective to productive. Organisational changes get converted hierarchical to flat. The crux of the matter of the business process engineering is learning to think inductively. The new breakthroughs; new technology can inductive in the BPR techniques.

Business-process reengineering is offering organizations benefits of strategic, tactical, and operational with financial, nonfinancial, and intangible factors. Such benefits include improved quality of products, processes, flexibility, reduced costs, and improved efficiency and effectiveness.

III. BUSINESS PROCESS REENGINEERING - CASE STUDY REVIEW

The case study which reflects impacts of BPR on the organisation. The case study in IHP in supply change management concluded that business process re engineering has improved performance of organization in supply chain management in terms of productivity and reducing supply errors [2]. BPR has been implemented in Income Tax Department, Ministry of Finance, and Government of India benefited in functional operations in to bulk and upgradation of manpower skills would help to deliver taxpayer services. This had converted in to higher revenue mobilization [3]. BPR for a South African government agency Mahindra Satyam made various recommendations to the department regarding. Mahindra Satyam works on Cycle Time, Process Controls, Risk, Quality, Duplication, Redundancy and Compliance and improved clients requirement [4]. The BPR used in Uganda shows that 30.4% of BPR projects has been used of contribution of Information technology, the technology which leads more contribution in the BPR [5]. Even though BPR itself as rebus or refine to form as an effective tool was proved by Business Process Reengineering [BPR] the REBUS approach. In which systematic and multidisciplinary approach to research in BPR is improved rate of success of BPR projects,[6]. Customer perception after implementation of BPR in the State Bank of India was studied and published by Prof. S. V. Satyanarayana and Dr. N. V. Kavitha. The ultimate effect is positive due to BPR in the bank. [7]. The utilization of Surgical doctor and operation theatre were more complicated in Singapore hospital. Use of BPR technique and simulation software ‘MedModel’ utilization of resources has been increased due to its end effective, hence gets efficiency improved, which was described by Arun Kumar and Linet Ozdamar in the paper Business process Reengineering at the hospitals- a case study at Singapore Hospital. [8]. In Iranian SME’s a lot of BPR has been implemented to achieve its benefits. The author has been categorized this critical success factor of BPR in to two parts Driver and Second one is dependent factor. After evaluation Author has rated most influential factors and their inter relationship between
them.[9]. The author Syafrani Fithri and Jamaiah H. Yahaya explained a case study of cargo company in Malaysia has implemented BPR which they have another alias name workflow reengineering methodology successfully improve organization’s business processes.[10]. Effect of business process reengineering on logistics performance a case study of Taiwan, author Chien-wen Shen explains how BPR has significantly better than the firms before BPR implementation. The author has examined logistics processes such as receiving, storage, and picking, order processing, and shipping [11]. In financial sector BPR has played a vital role in bonds, mortgages and loans the author Hajo A. Reijers and Kees M. van Hee has explained the case study in Dutch consultancy branch of Deloitte & Touche applied the method presented in this paper in three other client engagements.[12]. In an inventory management in Indian refinery system especially in Materials management the expectation of Management from BPR effectiveness is process time reduction is fifty percent, cost reduction is 30 percent and customer satisfaction is 90%. The suggested model had given a good performance.[13]. Even though BPR has implemented in Government project, Ministry of Personnel Grievances, pensions and in income tax department. The author has studied case study of Income Tax department where he founds major changes in Facilitation Centers and Receipt and Dispatch Units, Changes to PAN/ TAN Issuance and Management and lastly Assesses Tax Credit Accounting System.[14]. In the Mahindra the BPR program produced dramatic benefits that affected Product Management process, the manufacturer reduced new product development time by 50 percent, from 72 months to 36. In Order Management, schedule adherence for vehicle dispatch improved from 70 percent to 95 percent. And, in the Spare Parts Department, order-to-delivery cycle times were trimmed by more than 50 percent. Customer Management Processes were enhanced, too. Sales forecasting improved from 30 percent to 70 percent and a customer complaint redresses were reduced by 50 percent. Finally, in Vendor Management, the client reduced materials costs by six percent and vendor development time by 30 percent.[15]. Michiko Miyamoto, Shuhei Kudo, and Kayo Iizuka has explained japan company scenario in the paper Measuring Business and Information Technology Value in BPR: An Empirical Study in the Japanese Enterprises258 Japanese firm-level data collected have been analyzed using structural equation modeling. These results would contribute for achieving effective BPR by showing effective tasks and environment to be focused [16].

IV. BUSINESS PROCESS REENGINEERING MEASURING PROCESSES.

In a BPR mostly the following processes has been concentrated to get its maximum effect. Production, Purchase, Quality Control, Assembly line, Finance, Sales, HR, Customer perspective, Learning and Growth, Design/R & D/technical Development, Overall Performance. Mostly researchers have used sampling tests to analyze the case study collecting data, analyzing the data and reporting the data. lastly comparing actual performance to performance targeted. The researcher has mostly emphasis on to reduce the time without compromising cost, quality and service.

V. CONCLUSION

After reviewing BPR case studies some of the common benefits of BPR are increase effectiveness, Reduces cost, Meaningful job for the employees, improvement in organizational approach, Growth of business. The final focus on each paper is increase in customer satisfaction, increased employee satisfaction, increased flexibility of the organization, better use of existing staff, improved cost, service time, reduced operational cost, elimination of process bottleneckness.

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