

Current issues in Business Process Re-engineering

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ABSTRACT

Today every organization want to achieve rapid growth and higher position in today's competitive business environment, so they used to apply many managerial tools and techniques to improve their workflow, quality of product, increase productivity and reduce cost and one of the most effective tool is Business Process Re-engineering (BPR) which can be a game changer to any business but many organization has not taken BPR into consideration. This paper reviews and elaborates the Business Process Reengineering, steps, importance and enlist the current issues which affect the implementation of BPR in business. BPR is an effective managerial tool which smartly deal with the managerial as well as technical changes of any organization. The result shows the human factors which hinder the implementation of BPR.

Keywords: BPR, Definition, issues, importance, steps.

1. Introduction

Business Process Reengineering if properly executed can bring positive and effective change to any of the business. If Business Process Re-engineering is properly taken care, then it can make miracles on a failing company by increasing the rate of benefit and productivity.

In spite of these benefits Business Process Re-engineering is quite difficult task to perform. It basically includes implementation of change or redesigning of existing process in an organization, for which people are used to.

Business Process Re-engineering is a process of recreating a core business with an aim of improving product's quality, its output or reducing its cost. Basically, BPR involve the inspection of company's workflow, examine the processes that are useless and inefficient and finding the ways to eliminate or change them.

In 1990s Business Process Re-engineering came into limelight when an article called Re-engineering work: Don't Automate, Obliterate published by Dr. Michael Hammer in the Harvard Business.

Many organization are using new technologies for automation of fundamental ineffective processes, as opposed to creating something new.

People usually misunderstood the BPR process they usually bang their head on the things which are already being developed rather than creating something new. BPR is the process of changing the existing workflow of any business but there are various issues which can hinder implementation of BPR due to which organization does not accept BPR because it involves changes in the flow by which people are used to but without changes there is no growth.

"Change may not always bring growth, but there is no growth without change"

2. Steps of BPR

Implementing BPR is very difficult task, it can be time-taking, risky and expensive. Unless and until you manage each step successfully and carefully, your attempts might fail.

Step 1: Identify the process which is inefficient or need changes

For any task to initiate it is very necessary to properly examine the process which needs changes. Firstly, you should identify all the process which is inefficient and which are not working well. Then noted down all the processes and identify those process which should need changes first and which process is effecting the most in the growth of the organization. You should carefully understand the process which you are going to change.

Step 2: Communicate the change

In every organization support of each individual is very necessary for any change to implement. You have to communicate to all individual that why change has to be needed. You have to convince them for the change because they are used to with the existing process and they might hesitate or don't like the changes and do not give you the support of theirs because of various issues.

Communication should be very effective and motivational, so that everyone should trust on you. Motive for change should be properly communicated and should be very clear.

Remember you should not only consider the good side of the change but you should also aware of bad or adverse effect of the change in case of failure .So you should also communicate the effect if process might fail and you should be ready to handle that adverse effect as well, so, you have to do lots of work for convincing all individuals for their support and help and cooperation, because without cooperation you will never implement the change with success.

Step 3: Develop a team

For any goal to achieve it is very necessary that correct team should be selected with clearly define responsibilities to each team member. The team should consist of individuals who are highly motivated, skilled and have positive attitude. So that they can work as a whole and be ready to face any situation and knows how to handle it.

Step 4: Prepare a plan or redesign the process

After making correct team, you have to do lots of research with the help of team experts and team members. You should develop a plan which is feasible and effective. Redesign the existing process in such a way that it will give benefit to all individuals and as compare to previous process it is well manageable and effective. For preparing a plan you should also take suggestions of employees and collect their views and thoughts then properly analyze the response of each individuals with team experts you never know if you can find better solution from their views.

Step 5: Execute the plan

After you have all set start implementing your plan on a small scale and if you find a positive result then start implementing it to a large scale and if you find failure then go back and develop a new potential solution.



Figure 1: Process of BPR

3. Current issues of Business Process Reengineering

There are various issues exist which can hinder the implementation of Business Process Reengineering, there are some of them discuss below.

1. Inappropriate information of reengineering

Consistent change is concerned with little incremental enhancements in trade processes. For instance, if a request satisfaction process which more often than not takes two weeks is decreased by maybe a couple days, there is a change which is very little. This sort of minor upgrades ought not to be considered as

reengineering. In BPRE, for instance, a procedure might be fundamentally changed and the time taken to finish this procedure can be decreased definitely.

On the off chance that a firm can't produce get through or development thoughts to change the ways the assignments are being performed at display and realize sensational process change, at that point the association's push to reengineer the procedure has fizzled. Regardless of whether the firm accomplishes minor change, such process can be actualized, however it ought not to be considered as reengineering.

Another case of change might be presentation of PCs in different bureaus of an association for decreasing administrative work by individuals. Additionally PCs do the errand with more noteworthy speed and precision. In any case, such a change can't be dealt with as business process reengineering.

2. Reengineering too many processes at initial stages

Top administration of an association might be very excited about BPRE and may start reengineering of excessively numerous procedures at the same time. A firm might be diverted by the examples of overcoming adversity of its rivals and attempt to make up for lost time with them as right on time as could be expected under the circumstances. This may incite them to take up numerous reengineering ventures at once. Despite the fact that such activities might be calculable, they are not practicable, in light of the fact that the firm may experience an excessive number of unexpected issues which might be hard to determine when an excessive number of procedures are taken up for reengineering.

The pioneer of the reengineering group may not be in a situation to commit enough time to direct numerous procedure proprietors and monitor their exercises. Additionally the PC offices may not be satisfactory to deal with excessively numerous IT-empowered procedures. Thus in the underlying stages, just a couple of key procedures ought to be reengineered. The favorable circumstances are:

- (i) The pioneer will have the capacity to invest enough energy to cooperate with the procedure proprietors and offer his proposals for development.
- (ii) The individuals from the group pick up inside and out involvement from dealing with few procedures and this will be valuable in the execution of different procedures later on.
- (iii) The group pioneer and individuals can detect the states of mind and practices of individuals toward BPRE at the underlying phases of presenting BPRE and they can find a way to inspire individuals towards BPRE and make a situation helpful for BPRE.

3. Lack of training

The firm intending to present BPRE, ought to organize preparing projects to individuals from reengineering group to give specialized abilities expected to reengineering a procedure. Likewise the preparation program should weight on changing errand situated outlook of learners to process-arranged reasoning. Numerous BPRE ventures will come up short as a result of lacking preparing. Consequently the administration should give legitimate consideration regarding train the procedure proprietors and BPRE colleagues satisfactorily for the accomplishment of BPRE.

The mentors must have a genuinely clear information of the way the organization works and the demeanor of its representative towards change. The preparation ought to be engaged at changing the state of mind of representatives towards BPRE and change.

The preparation materials should help the members to relate the contributions of preparing projects to their hierarchical condition and the sort of work they are doing. The preparation program ought to incorporate point by point dialog of behavioral issues like collaboration, imagination, administration, inspiration, hierarchical culture, correspondence and so forth.

In the start of the preparation program, the provisional activity gets ready for reengineering a picked business process must be readied. In this activity arranging exercise every one of the members must be effectively included. For this, the members might be partitioned into little gatherings and each gathering might be requested to set up its activity design. The activity design must incorporate the accompanying:

(a) Line of activity (What):

What move to be made? i.e., what are the assignments to be performed for reengineering a procedure?

(b) Time (When):

At the point when to finish every one of the assignment engaged with the line of activity? This gives a period skyline for the activity design.

(c) Concerned office (Who):

Who should complete what undertakings? This determines, the individual, gathering or division to be given the duty of doing the predetermined assignments inside the stipulated time.

(d) Mode of activity (How):

How to finish the undertakings engaged with reengineering the procedure?

This stipulates the manner by which the assignments must be completed.

Each gathering readies the arrangement as per the above organization and each gathering presents their activity design. After every one of the gatherings included finish their introductions, a consolidated general activity design is readied. In this activity of setting up the general arrangement, the mentors and every one of the learners must be included. The general activity design is then submitted to the pioneer of the BPRE group for his/her endorsement.

The pioneer may roll out some significant proposals to improvement and enhance the arrangement. The pioneer counsels with the individuals who are associated with the arrangement of the general activity design before joining the progressions or alterations. This participatory approach guarantees the dedication of all concerned (i.e., the group pioneer and colleagues, process proprietors and different workers who are engaged with reengineering the procedure) to the fruitful usage of the reengineered procedure.

The execution of the preparation program require not be depended to outside preparing associations, rather, a couple of center gatherings of people who have been as of now prepared in the preparation programs sorted out by the administration utilizing the outer preparing organizations or preparing specialists might be given the duty to go about as facilitators for the preparation programs led companywide. These center gathering people (asset people or gatherings) require not lead formal preparing programs. Rather they may go about as specialists and connect with different workers to:

- (a) Highlight the constraints of the current procedures and their unfavorable impact on the execution of the organization.
- (b) Explain the targets of BPRE and the advantages that can be accomplished by reengineering the dangerous procedures.
- (c) Clarify the questions and the inquiries of the individuals who are influenced by the presentation of reengineering.

4. Inappropriate observing of reengineered forms

Reengineering a procedure requires imaginative or get through thoughts on which to base the reengineering venture. Despite the fact that a procedure or framework can be drastically enhanced at first, it tends to weaken if satisfactory endeavors are not put to keep up and enhance the procedure further (i.e., constant incremental change must succeed get through change). This requires legitimate checking of the usage of a reengineered procedure. Generally there will be an unfavorable effect on the reengineered procedure and the advantages may not be noteworthy.

In real practice, it is watched that procedures or frameworks, if not checked subsequent to reengineering, have a tendency to decay extra time. Henceforth nonstop observing is required to keep up the coveted level of process execution. This will guarantee that the coveted execution level is kept up and furthermore sufficient exertion is put to enhance the procedure encourage through imaginative thoughts and recommendations.

Since individuals tend to be utilized to old methods for getting things done, it is basic that customary observing of the reengineered procedure is an absolute necessity. Individuals need to unlearn a significant number of their old practices and adjust to the better approaches for performing undertakings. Reengineering requests better approaches for considering and doing work.

5. Wastage of time because of point by point process examination

For process proprietors and colleagues to comprehend the procedure before reengineering it, point by point investigation of the procedure isn't fundamental. A point by point examination of the procedure expends parcel of time. However, it doesn't imply that the reengineering colleagues endeavor to reengineer a procedure with shallow information of the procedure.

What they have to comprehend is the general information of the undertakings and their significance to the procedure all in all. Point by point information of the undertakings may condition the reasoning of the colleagues and they may feel that every one of the assignments are vital for completing the procedure and along these lines, none of the errands can be changed or disposed of. This sort of reasoning is inconvenient to produce inventive and imaginative thoughts.

A few directors who contradict BPRE demand that the BPRE group must carry out a nitty gritty examination of a procedure chose for reengineering before they endeavor to transform it. In any case, if the BPRE group takes up point by point examination, they will be trapped in that and won't have the capacity to reengineer the procedure.

What is vital for the colleagues is to comprehend why a few errands are being performed in a current procedure and if these undertakings are discovered important or pertinent, what ought to be done to enhance their execution definitely. A definite learning of how these errands are performed isn't important for reengineering the procedure.

6. Dread of disappointment

In BPRE, disappointment isn't censured, yet praised in light of the fact that disappointment is the venturing stone to progress. Dread of disappointment checks imagination and advancement. Any intense change is constantly connected with certain level of danger of disappointment. There is no assurance that everything will function admirably when a reengineered procedure is being executed.

There are numerous vulnerabilities in BPRE. There is absence of past experience while a procedure is reengineered. Likewise there is no certification that each individual who is associated with the procedure will broaden his/her help to the group and collaborate with it. Assist the assets required may not be accessible in time. The BPRE venture can't be arranged well ahead of time like other customary activities.

Due to dread of disappointment, the BPRE group may endeavor to play safe and as opposed to going for the best arrangement, they numerous pick an imperfect arrangement, which might fulfill. This will influence the nature of the result of reengineering exertion.

The BPRE group pioneer has the obligation of driving out the dread of disappointment in the colleagues. Likewise, the pioneer ought to energize the colleagues regardless of whether they bomb in their reengineering wander. He or she ought to request that the individuals research the reason for disappointment as opposed to addressing them for disappointment. Nonetheless, the pioneer may prompt the colleagues to gain from disappointment and make fundamental move to maintain a strategic distance from disappointment in future.

7. Horrible hierarchical condition

In spite of the fact that the BPRE group pioneer, process proprietors and individuals from the reengineering group are focused on the achievement of BPRE ventures attempted by them, if the greater part of representatives in the firm are wary and fearful about the accomplishment of BPRE ventures, it is exceptionally troublesome for BPRE to be effective in such firms.

Before presenting BPRE, the best administration must illuminate every one of the representatives at all levels in the association that the administration is resolved to enhance a large number of its current business forms radically. Top administration should convey to insufficiencies and inadequacies of the current procedure to representatives to guarantee their help for reengineering. Additionally the administration ought to convey the advantage of BPRE in quantitative terms to the workers.

It is vital that best administration persuades center and junior level directors about the need to reengineer certain business forms in light of the fact that these individuals are the individuals who are straightforwardly influenced by BPRE. They are troubled about BPRE acquiring exceptional changes, for example, process-introduction and group based hierarchical culture, which would bring about their loss of energy and control.

Numerous center and junior level administrators have achieved their present position in administration by playing out their employments in the conventional ways and not through process-introduction. Subsequently they may restrict reengineering secretly. They may not depute their high performing staff for getting to be individuals from BPRE groups. Since the entire hearted support of directors at all levels is fundamental for the achievement of BPRE, they should be advised to change their demeanor and acknowledge and bolster the new activities. They should be asked to either change or adjust to the new culture or to stop.

Once the reengineering thought is acknowledged by center and junior chiefs, they should be requested to persuade the bosses and representatives at bring down levels. This will make a helpful authoritative atmosphere which is great for presentation and execution of BPRE.

8. Deferral in accomplishing comes about

In the event that there is undue postponement in acknowledging critical enhancements in solid terms (i.e., quantifiable upgrades), the reengineering activities will be antagonistically influenced. In such cases, individuals will start to question about the abilities and advantages of reengineering and will take a gander at it as a craze. On the off chance that reengineering sets aside a long opportunity to yield the normal or wanted outcomes, even the best administration may get disillusioned and lose enthusiasm for reengineering.

Consequently to conquer this issue, it is fitting to center around key procedures which can be reengineered with little speculation and inside brief time. As indicated by Hammer and Stanton, from the season of beginning to consider a procedure to be reengineered till some solid advantages are acknowledged, it ought not to take over a year.

Be that as it may, this does not imply that the entire new process will be introduced and turned out to be completely operational inside a year. Then again it doesn't mean reengineering can extend forever. What is essential is that greater part of the errands of the reengineered procedure works at superior level inside a time of one year so that, there is sufficient proof about the recently planned process really functioning admirably practically speaking.

9. Unsuitable examination framework

The procedure proprietors and BPRE colleagues endeavor to reengineer a procedure and make it a win to meet the desire of the group pioneer. They ought to guarantee that the reengineered procedure ought to have sensational enhancements over the current procedure. To accomplish this, they need to work hard and even work additional hours in office. At the point when the reengineered procedure is effectively executed and the outcomes and advantages are sensational, it is very regular that they anticipate that prizes proportionately will be the endeavors they have put and the additions of the association because of reengineering.

With a specific end goal to spur the general population who have truly buckled down and affected sensational changes and upgrades through their endeavors must be effectively evaluated by top administration. Their execution ought not to be remunerated in the normal way by giving them ostensible prizes which may not live up to their desires. This will demotivate them and they may not put all their exertion' in the consequent reengineering errands relegated to them.

At the point when superior workers are sufficiently remunerated, they are exceptionally energetic and others additionally demonstrate distinct fascination in getting associated with reengineering ventures. Consequently legitimate execution examination and appropriate prizes worth the exertion of representatives will make an ideal height in the workers which is helpful for the accomplishment of BPRE.

The individuals from reengineering group, process proprietors and other people who contribute essentially to the achievement of reengineering ought to be compensated financially significantly, as well as their commitments ought to be perceived and increased in value by distributing their execution in house magazines, exceptional capacities and so on. The individuals from the BPRE group must be evaluated by the BPRE group pioneer and not by the leaders of the divisions from which they have come.

It is vital that the colleagues who have accomplished extreme changes and critical monetary benefit to the association must be compensated a level of that pick up as opposed to being remunerated with some additional augmentations in their pay or an advancement in acknowledgment of their execution. The conventional strategy for remunerating for good execution may not be very successful.

10. Failure to measure change

Change from reengineering must be estimated and appeared in quantitative terms with a specific end goal to demonstrate its significance (for instance, the measure of cash spared because of cost diminishment by altering a procedure). And still, after all that, the change ought to be emotional quantitatively. Then again, if reengineering brings about enhanced correspondence frameworks, or enhanced bookkeeping hones or enhanced hierarchical culture, every one of these changes can't be measured yet just communicated quantitatively. These outcomes are deciphered subjectively.

In any case, when the reengineered procedure yields huge quantitative advantages, all the while there can be some subjective enhancements, for example, enhanced nature of administration prompting higher consumer loyalty or enhanced nature of work life. Such subjective upgrades are likewise welcome notwithstanding the quantitative changes which are the principle goals of reengineering ventures.

11. Lack of concern of administration

Top administration of a few associations are self-satisfied when the business is going on well and they are not having any worry for reengineering their key business forms. In any case, sometime, they may feel the weight of rivalry and when they understand the need to enhance, it might be past the point of no return. Henceforth, some visionary at the best administration level may need to step up with regards to take up reengineering tasks or some lesser level supervisor may go about as an impetus and step up with regards to persuade top administration about the requirement for taking up reengineering ventures.

The center and junior level administrators must apply persevering push to urge the best administration about the requirement for reengineering a portion of the current key business forms which are wasteful

and non-profitable. This approach is basic for any association to survive and develop even with furious rivalry. Two methods for persuading top administration about the squeezing requirement for BPRE are:

- (i) Bench denoting the association's key procedures with different associations who are best-in-class.
- (ii) Bringing to the learning of best administration the developing client disappointment because of a portion of the current business forms.

Reengineering ought not to be dealt with as a one-time change process. Subsequent to accomplishing sensational enhancements in a portion of the key business forms, BPRE ought not to be ended. Or maybe, the organization ought to go into profundity of the reengineered forms and furthermore attempt to reengineer however many key procedures as could be expected under the circumstances and keep on improving the procedures as of now reengineered (i.e., incremental or nonstop change after achievement change).

Eventually, the association ought to make a procedure situated authoritative culture where the focal point of each representative ought to be in general process as opposed to on the particular undertaking performed by him or her, which is a piece of the entire procedure.

12. Non-accessibility of sufficient assets

Despite the fact that a BPRE group may propose an imaginative plan to reengineer a procedure, outline and assess the procedure model effectively, at the phase of usage of the reengineered procedure if sufficient assets are not accessible, the association can't understand the advantages of the reengineered procedure. This would bring down the eagerness of the colleagues and demotivate them in their ensuing reengineering ventures.

At the point when a reengineered procedure couldn't be executed because of absence of assets, the individuals who are against BPRE may attempt to persuade others that it is a troublesome objective for the organization to accomplish on the grounds that it can't manage the cost of it from money related perspective. In such circumstances, the BPRE pioneer must guarantee that satisfactory assets required for BPRE ventures are made accessible as and when required.

The colleagues must evaluate the right necessity of assets for reengineering as far as innovation, labor and so on. The asset prerequisites must be submitted to the BPRE pioneer for endorsement. The reengineering venture must be taken up simply after all the required assets are made accessible to the BPRE group. For instance, if a specialist must be discharged from an office to fill in as an individual from a BPRE group, the group pioneer must guarantee that the master representative is saved by the concerned office head.

13. Restricted worker mindfulness

Process-arranged reasoning must be standardized by imparting the message of the requirement for reengineering the business procedures to every one of the workers of the association. The representatives must understand that the association needs to direct its business based on business forms and not the assignments. They ought to have the capacity to comprehend the distinction between an errand and a procedure. They have to comprehend their parts in the entire procedure and furthermore their parts in actualizing the procedure.

BPRE ideas ought not to be limited to just administrative levels, the administrators and specialists additionally need to comprehend the same. They should know how their present errands are identified with BPRE ideas in light of the fact that their dynamic association is required amid the execution of reengineered forms.

Since the BPRE pioneer can't meet each worker independently or in gatherings to make them mindful of the ideas and ramifications of reengineering, he or she can play out the errand of making the departmental administrators mindful of reengineering. These administrators thusly meet their managers and specialists and clarify them in detail what is implied by process-situated reasoning and reengineering. Once in a while the assistance of outside specialists might be looked to present reengineering and lead mindfulness projects to every one of the workers of the association in clumps of representatives.

14. Discontinuance of reengineering subsequent to accomplishing seat stamp

In BPRE, to begin with, a company may bench-mark its key forms with those of its competitors or other companies which are best-in-class. Whereas it may be a rectify approach, it may be a huge botch on the off chance that the company suspends reengineering once it accomplishes the bench-mark. The reengineered prepare may have the capability to surpass the bench-mark and the company ought to investigate this possibility. Efforts ought to be put to reach a level over the existing seat check. To realize this, the BPRE

leader is anticipated to play a key part in spurring his group individuals to extend the level of the method advance.

4. Need for BPR

There are various reasons for implementing BPR in an organization. Some are as follows

1. BPR can save company which is running at a loss.
2. Can find new dimensions.
3. By changing the present process through BPR a losing business can make profits.
4. Continuous improvements will enhance the business performance.
5. Improvement in quality.

Conclusion

This paper has discussed about Business Process Reengineering, steps and its current issues. However, Business Process Reengineering has good as well as bad effect on business, it has very intense effect on business. If it applies correctly and properly then it can give your business a new height but if it fails then it will can give a loss as well. Although it is time taking process, costly but it can be a game changer for your business. It needs a lot of efforts and proper observation and cooperation of all individuals.

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