



# **BUSINESS PROCESS RE-ENGINEERING FRAMEWORK AND METHODOLOGY: A CRITICAL STUDY**

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**Abstract :** In large corporations, as well as smaller and medium-sized organizations, processes can accumulate over time, resulting in legacy snarls that are deeply rooted in how things are done. BPR is a tried-and-true methodology that helps companies unwind the Gordian Knots that keep them from achieving true cost reduction and improvement.

The act of modifying an organization's primary functions with the purpose of boosting efficiency, enhancing product quality, and/or lowering costs is known as business process re-engineering (BPR). This begins with a thorough examination of the company's workflows and the identification of significant areas for improvement. Companies use BPR consultants to help them migrate to standardized practices.

**IndexTerms - Business, Reengineering, Method, Frame.**

## **I. INTRODUCTION**

You may have heard the term BPR recently in connection with process optimization and increased company profitability, but what precisely is it? The phrase "business process reengineering" (BPR) refers to the process of reengineering business processes. Business process reengineering (BPR) is defined as a systematic, disciplined approach to reducing organizational costs and redundant business processes by analyzing existing human and automated workflows.

In large corporations, as well as smaller and medium-sized organizations, processes can accumulate over time, resulting in legacy snarls that are deeply rooted in how things are done. BPR is a tried-and-true methodology that helps companies unwind the Gordian Knots that keep them from achieving true cost reduction and improvement.

The act of modifying an organization's primary functions with the purpose of boosting efficiency, enhancing product quality, and/or lowering costs is known as business process re-engineering (BPR). This begins with a thorough examination of the company's workflows and the identification of significant areas for improvement. Companies use BPR consultants to help them migrate to standardized practices.

It's important to separate this from business process improvement, which focuses solely on improving an organization's current procedures. BPR, on the other hand, aims to create significant improvements to a company's overall systems. BPR professionals' day-to-day responsibilities will vary because they operate in a range of industries.

### **1.2 Key Business Process of Business Process Re-engineering:**

Business Process Reengineering comprises a thorough reworking of key business processes in order to improve productivity, cycle times, and quality. Businesses that employ Business Process Reengineering start with a blank sheet of paper and rethink existing processes to deliver greater value to their customers.

**I. BPR's requirements and goals (Business Process Re-engineering):**

1. The nature of company operations is changing: In all sectors, rapid changes are occurring. Fitter, smarter, and more streamlined processes are replacing traditional methods. Changes must be adopted quickly, and organizations that do not adapt will likely fail. In this setting, there is a pressing need to change the company's architecture, which cannot be accomplished without restructuring inefficient operations.
2. Cost and cycle time reduction: Businesses employ BPR to reduce inefficient processes and unnecessary human labor. The importance of having management levels decreases when a business reorganizes by teams. It also increases information flow while lowering the chances of errors and task repetition.
3. Promotes quality: BPR is essential in all of an organization's efforts to promote quality. Because BPR lowers work disintegration, this happens.
4. Improved outcomes and goods: The organization and its employees can spend more time and effort to improving products thanks to efficiency and focused aims. Reengineering business processes benefits the entire organization and the benefits are reflected in product advancements.
5. Simple and streamlined operation: At the conclusion of the BPR procedures, the company has streamlined its functions and eliminated extraneous processes that previously slowed its operations. As a result, corporate operations become more focused on the objectives established during BPR.
6. Increased efficiencies: A streamlined operation is the result of increased efficiencies. Things move easier and faster when operations and change processes are simplified, which increases overall efficiency.

**II. Business Process Reengineering Steps:**

**STEP 1: Determining the necessity of change:** No matter how hard you try to reengineer business processes; it won't make sense unless you explicitly express the need for change. Starting with the analytical phase of reengineering, you must ask the most basic questions about your firm and how it operates:

- a) What motivates us to do what we do?
- b) Why are we doing things the way we are?
- c) What are our objectives?
- d) How would business process reengineering affect our organization?

Asking these core questions will compel you to examine your business's assumptions and implicit rules. It will also assist you in determining fundamental business processes, company needs, and the manner in which workflows are carried out. The critical decision point for reengineering is defining the need for change.

**STEP 2: Putting together a case management group:**

Reengineering business processes is difficult. You won't be able to accomplish it yourself unless you have the necessary expertise. It all boils down to explaining the need for business process reengineering and enlisting the help of the appropriate individuals.

Make business process reengineering the responsibility of one person or a small group of individuals. Hammer identifies four responsibilities in the reengineering of corporate operations in his book:

- A person who authorizes and motivates the BPR is known as a leader.
- Process owner: a manager who is in charge of a specific process and the reengineering effort that is centered on it.
- Reengineering team: employees that are dedicated to the reengineering of a certain process, diagnosing it and overseeing its redesign and achievement.
- Steering committee: Typically, top management creates and supervises the organization's reengineering plan.
- Reengineering advisor: a person in charge of developing reengineering processes and technologies within the firm, as well as fostering collaboration across the company's various reengineering projects or departments. You don't have to define all of the roles; you can combine, modify, or create your own. However, having a person or group of qualified

staff monitor the BPR is critical. It will assist in avoiding complication, long acceptance wait times, and mistakes in the meanwhile.

### **STEP 3: Selecting the Reengineering Process:**

- BPR isn't appropriate for all business processes. It's also a good idea to evaluate what should be changed once you've decided it's time for a change. To identify the best procedures for reengineering, you must first comprehend what the process is attempting to achieve.
- Analyze your data, look for gaps and issues, and eliminate wasteful processes based on your findings.
- It's worth noting that sometimes simply improving processes is enough. More information can be found in our article [How to Implement Business Process Improvement Successfully](#).

### **STEP 4: Create a process map and define goals:**

- When you've decided what you want to focus on and what you want to accomplish, it's time to take the necessary steps to rebuild the selected business process from the ground up.
- Complex procedures can lead to chaotic workflows, which can make commercial tasks more difficult. As a result, mapping can assist you in establishing a clear process structure.
- KPIs are another crucial component against which you will measure performance and make improvements. All of the important data can be captured using performance indicators. "If you can't measure an activity, you can't enhance it," remarked H. Harrington. Setting priorities, setting realistic goals, and agreeing on requirements and output specifications will also be easy.

### **STEP 5: Management reengineering:**

- It's now time to put all of your knowledge into practice. Process reengineering is similar to change management. You devise a strategy, implement changes, and evaluate the results. It's time to put all of the redesign ideas into action.
- It's important to remember that processes are about people and exist as a result of individuals. As a result, it's critical to assist staff in their work. What is the best way to accomplish this?

Use dedicated software to reduce the needless chain of actions, personnel involved in the process (who could instead focus on their task), and bureaucracy. These programmes can act as a database and automate tasks with a few mouse clicks.

### **STEP 6: Ongoing feedback and auditing:**

Reengineering business processes is a multi-step process. It's all about constant monitoring and evaluation, identifying bottlenecks and faults, and acting quickly when things go wrong. To ensure compliance, conduct an audit of your BPR. Change your KPIs as your business model evolves, market demands and trends move, and other factors come into play. Also, don't overlook critical judgment. Feedback, both positive and negative, is beneficial and can aid in the reengineering of your company processes. To make progress, you must keep the bar high and continue to enhance your activity even when you achieve your objectives.

## **III. Business Process Reengineering Benefits:**

- **Purpose Clarity:** With the exception of a few high-profile processes that run in line of business applications and a few compliance-related procedures, most organisations are unable to describe and record their processes from beginning to end. The first stage in any successful BPR deployment is to have a thorough understanding of your present business processes in order to guarantee that you are automating the right things - if that is your desired outcome - while avoiding the risk of future costly mistakes.
- **Simplified and Streamlined Operation:** At the conclusion of this project, the company will have a streamlined operation that has eliminated redundant processes (or steps in a process) that previously slowed things down. Customers will be lot happier with the service they receive as a result of this. Efforts will be more directed toward organizational objectives, employees will have a clear route to follow, and customers will be much happier with the service they receive.

- **Increased Efficiency:** Eliminating redundancy in your operations and fine-tuning processes will allow things to go through the process more easily and quickly, resulting in a significant increase in overall efficiency.
- **Better Results and Products:** With streamlined, digital procedures, you and your employees can devote more time and energy to creating relationships with your consumers. Furthermore, by improving communication across cross-functional teams, information is delivered through the channels faster, allowing your company to be more robust to market changes.
- **Increased ROI:** All of the above advantages work together to help you get the most out of your process improvement investment.

**1.3 Conclusion:** BPR was thoroughly examined, from its origins to its actual implementation and outcomes. The literature revealed that BPR is a universal strategy, although there is a lack of agreement between researcher and practitioner perspectives. Different authors have their own explanations and methodologies for BPR, and they all get to the same conclusion.

According to the literature, BPR is a customized technique, meaning that each company uses it in its own unique way to meet its goals and demands.

Furthermore, it is discovered that the notion of BPR is largely misunderstood, and that it is primarily employed for IT induction or organization restructuring. There is still a need for a BPR model that is exclusive and universally accepted, as well as a model that is widely used.

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