

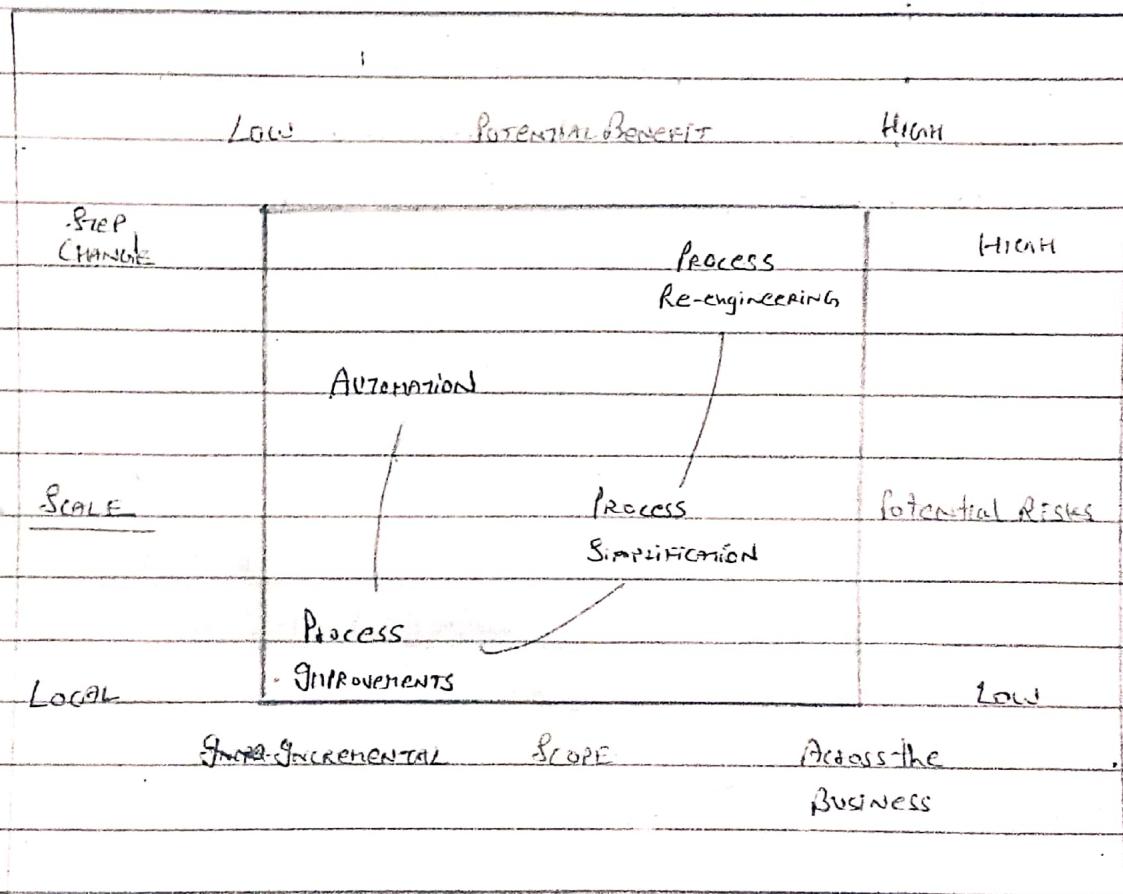
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# Business Process Re-engineering

(UNIT - IV)

THE CONCEPT OF BUSINESS PROCESS RE-ENGINEERING, CONCEIVED AS MEANS TO RADICALLY IMPROVE THE PERFORMANCE EFFICIENCY & ENHANCE THE COMPETITIVENESS OF A FIRM.

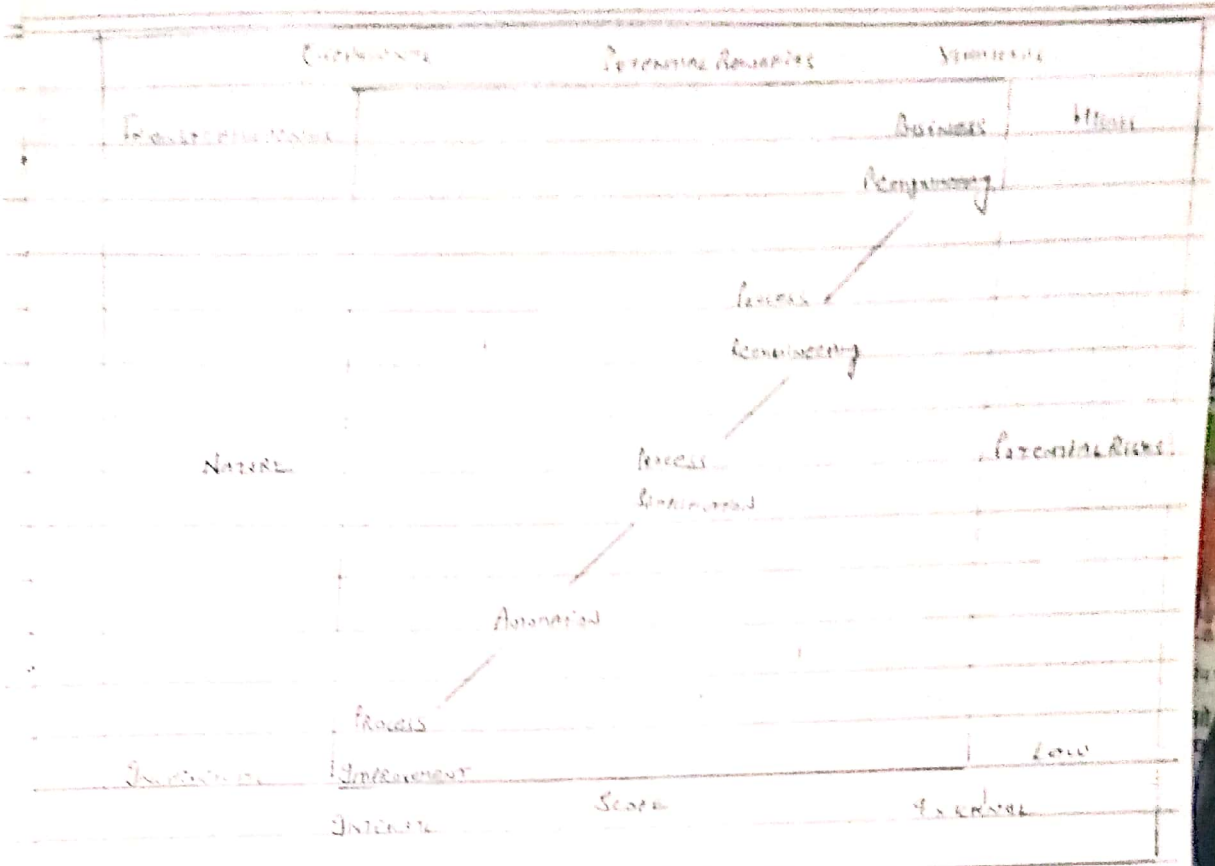
HAMNER & CHAMPEY, "RE-ENGINEERING IS THE FUNDAMENTAL RE-THINKING & REDESIGN OF BUS. PROCESS TO ACHIEVE DRAMATIC IMPROVEMENTS IN CRITICAL, CONTEMPORARY MEASURES OF PERFORMANCE, SUCH AS COST, QUALITY, SERVICE & SPEED."



## SCOPE & SCALE OF CHANGE

BPR HELPS IN :-

- ① It views the organization through the eyes of the customer.
- ② It improves understanding of just how the org. works & could.
- ③ It complements work in TQM.
- ④ By focusing on measurable performance of the processes it is in fact a good way to have a results based change activity.



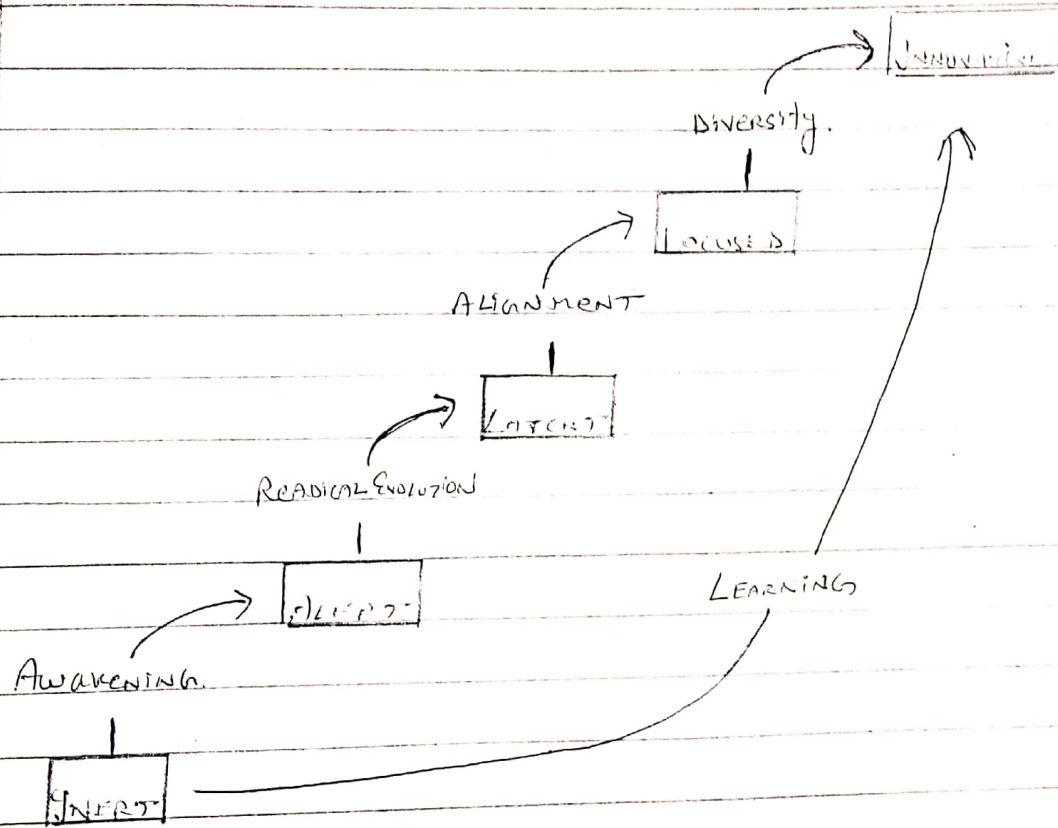
Levels of Analysis of Process

One of the first dilemmas is to establish what is meant by a business process. The issue is one of scale. The highest level process view of a manufacturing business might be :-

- DEVELOP NEW PRODUCTS
- SELL PRODUCTS
- MAKE PRODUCTS
- MANAGE THE BUSINESS

Diversity can be introduced by :-

- Taking conscious steps to create challenge & prevent ossification
- Encouraging continual dev. of market, technologies, product, processes & ways of working.
- Recruiting new people in to bus. from outside.
- Using teamwork as a way of life.
- Encouraging experimentation & risk taking.



### THE FOUR PHASE TRANSFORMATION

#### OBJECTIVE OF BPR

- ① COST OF DOING BUSINESS.
- ② UNIT COST MAT.
- ③ FEE FOR SERVICE.
- ④ CONTINUOUS PROCESS IMPROVEMENT.
- ⑤ LEADERSHIP.