



BUSINESS PROCESS REENGINEERING: AN ANALYSIS OF CRITICAL SUCCESS FACTORS

Prof. Urvashi

Deptt. of Commerce , S. A. Jain College,
Ambala City.

ABSTRACT:

The current competitive business environment has forced business leaders to consider business process reengineering (BPR) in their search for dramatic improvement in organizational effectiveness. This paper provides an extensive review of the existing literature by classifying the articles into four research streams, presents a comprehensive practical reengineering plan for achieving a true organization transformation, and suggests future research directions for BPR under each of these streams.

KEYWORDS: redesign, change, strategy.

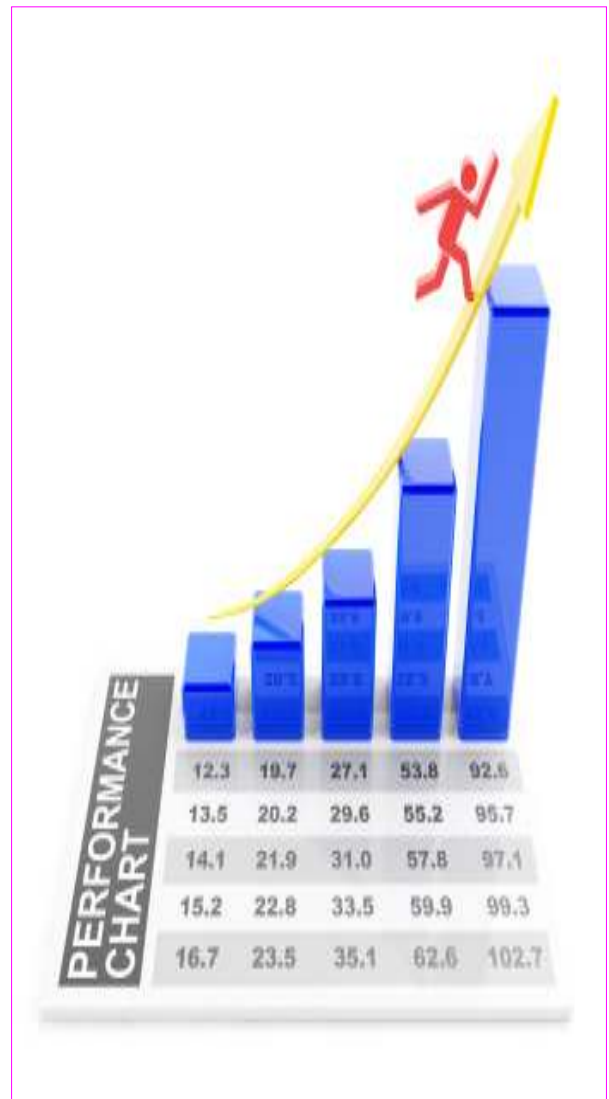
INTRODUCTION:

The dramatic changes in business environment have drastically enforced enterprises to increase organizational awareness and responsiveness in internal and external

environments. According to Hesson, the efficiency of administrative processes has become a major concern for many organizations. Consequently, traditional management tools and techniques can no longer help enterprises in new circumstances. Organizations must focus on the development of more flexible, coordinative, team- and communication-based capabilities.

FRAMEWORK

The essence of BPR is to make a systematical enterprise revolution. The primary goal is to redesign and restructure those key work processes which face the customers directly and provide customers with value. BPR focuses on the whole process. With the help of Information Technology (IT), BPR provides the opportunity to reengineer the process, reduce radically the number of activities to carry out a process and find new ways of to do things . BPR helps organizations to change their old fashioned structures into cost efficient, effective and innovative processes BPR has been implemented in both service and manufacturing firms in different countries around the world. Successful implementation of BPR brings many benefits to the organization. According to



Farmer customer satisfaction, increased productivity, higher flexibility, increased employees and improved coordination, and improved competitive advantage are the main benefits of successful BPR implementation. BPR helps organizations to achieve new heights of success by dramatically changing existing business processes

CRITICAL SUCCESS FACTORS FOR BPR IMPLEMENTATION

Successful implementation of BRP involves defining and deployment of several critical success factors. To date, different researchers have defined different CSFs for successful BRP implementation. Based on a comprehensive review of the literature, viewpoints of the academics and interviews with several SME managers.

COLLABORATIVE WORKING ENVIRONMENT

Collaborative working environment is one of the most widely cited factors in the literature. In organizations, employees work together. Having friendly interactions is a main feature of any dynamic environment. Collaborative climate reduces resistance to change and simplifies BPR implementation

TOP MANAGEMENT COMMITMENT AND SUPPORT

Top management plays the most important role in the organization and determines the strategic direction of the organization. The degree of top management support in BPR implementation is very critical. Top management should have adequate knowledge about BPR implementation and make important decisions in BPR implementation process. In addition top management should motivate employees and have a friendly interaction with BPR team .

IT INFRASTRUCTURE

To achieve the expected results in BPR implementation, appropriate IT infrastructure is needed. In most projects, BPR starts from IT department. IT is a natural partner of BPR and plays a critical and central role in BPR projects . IT not only speeds up the process to be carried out but also integrate processes and reduces errors, hence improves productivity

TRAINING

Training plays a crucial role in BPR implementation. Since BPR changes the organizational processes, employees should have adequate skills to do the new tasks. Through a proper training program, employees will have an in-depth comprehending of their new tasks.

ADEQUATE FINANCIAL RESOURCES

Obviously, implementing BPR without adequate financial resources is unthinkable. Budget allocation to BPR is a long-term investment for achieving favorable results. BPR implementation is a costly process. Therefore, organizations should have adequate financial resources for implementing changes and facing with unpredictable situations. Successful BPR can potentially create substantial improvements in the way organizations do business and can actually produce fundamental improvements for business operations. However, in order to achieve that, there are some key success factors that must be taken into consideration when performing BPR.

BPR success factors are a collection of lessons learned from reengineering projects and from these lessons common themes have emerged. In addition, the ultimate success of BPR depends on the people who do it and on how well they can be committed and motivated to be creative and to apply their detailed knowledge to the reengineering initiative. Organizations planning to undertake BPR must take into consideration the success factors of BPR in order to ensure that their reengineering related change efforts are comprehensive, well-implemented, and have minimum chance of failure. This has been very beneficial in all terms

REFERENCES

[1] M. Hesson, H. Al-Ameed, and M. Samaka, "Business Process Reengineering in UAE Public Sector: A Town

- Planning Case Study," Business Process Management Journal, vol. 13 no. 3, pp. 348-378, 2007.
- [2] M. Al-Mashari, Z. Irani, and M. Zairi, "Business Process Reengineering: A Survey of International Experience," Business Process Management Journal, vol. 7, no. 5, pp. 437- 455, 2001.
- [3] M. Attaran, "Information Technology and Business-process Redesign," Business Process Management Journal, vol. 9, no. 4, pp. 440-458, 2003.
- [4] M. E. Terziovski, P. Fitzpatrick, and P. O'Neill, "Successful Predictors of Business Process Reengineering (BPR) in Financial Services," International Journal of Production Economics, vol. 84, pp.35-50, 2003.
- [5] N. Abdolvand, A. Albadvi, and Z. Ferdowsi, "Assessing Readiness for Business Process Reengineering," Business Process Management Journal, vol. 14, no. 4, pp. 497-511, 2008.
- [6] G. Valiris and M. Glykas, "Business Analysis Metrics for Business Process Redesign," Business Process Management Journal, vol. 10, no. 4, pp. 445-480, 2004.
- [7] K. K. Chan and T. A. Spedding, "An Integrated Multidimensional Process Improvement Methodology for Manufacturing Systems,"