

Revitalizing Efficiency; Business Processing Reengineering in Organizational Transformation

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Abstract: *Business Processing Reengineering (BPR) is a strategic management approach aimed at fundamentally rethinking and redesigning an organization's core business process and existing resources to achieve dramatic improvements in efficiency, effectiveness and competitiveness. Companies reduce organizational layers and eliminate unproductive activities. Business Process Reengineering (BPR) originally pioneered in the early 1990s, focusing on the analysis and design of workflows and business processes within an organization. BPR aims to help organizations fundamentally rethink how they do their work in order to improve customer service, cut operational costs, and become world-class competitors. According to early BPR proponent Thomas H. Davenport (1990), a business process is a set of logically related tasks performed to achieve a defined business outcome. Re-engineering emphasized a holistic focus on business objectives and how processes related to them, encouraging full-scale recreation of processes, rather than iterative optimization of sub-processes. BPR is influenced by technological innovations as industry players replace old methods of business operations with cost-saving innovative technologies such as automation that can radically transform business operations. Business process re-engineering is also known as business process redesign, business transformation, or business process change management.*

Keywords: Business Processing Reengineering, strategic management, core business process, improve customer service, organization automation, business transformation, cross functional teams

I. INTRODUCTION

Business Processing Reengineering is the analysis and design of workflows and processes within an organization. According to Devanport, "a business process is a set of logically related tasks performed to achieve a defined business outcome. Reengineering maintains that optimizing the performance of sub processes, can result in some benefits, but cannot yield dramatic improvements if the process itself is fundamentally inefficient and outmoded. Business Process Reengineering involves the radical redesign of core business processes to achieve dramatic improvement in productivity, cycle times and quality. BPR helps to reduce organizational layers and eliminate unproductive activities into two key areas;

- Redesign functional organizations into cross functional teams.
- Use technologies to improve data dissemination and decision making.

BPR began as a private sector technique to help organizations fundamentally rethink how they do their work in order to improve customer service, reduce operational cost and become world class competitors. Basically, BPR is the fundamental rethinking and radical design made to an organization's existing resources. It is more than just business improvising. It is an approach for redesigning the way work is done to better support the organization's mission and reduce cost to achieve in all business performances. The four phases of BPR are;

- Identifying the process.
- Review, update and analysis.
- Design.
- Testing and implementation.

The study mainly concentrates on how Business Processing Reengineering can be used as a management trend which can help the organization to focus on company values and customer needs. The study also focuses on redesigning the core process often using information technology and also recognizes the cross functional teams to improve the business

process. Cross functional teams are multidisciplinary or interdisciplinary teams with different functional expertise working towards a common goal. Rethinking the basic organizational issue is also an aim of this study. This study also concentrated on the expressive changes that happened in the organization after applying BPR and the effect of cost reduction and cycle times of business and the quality improvement in business.

1.1 Research Objectives

- Identifying and analyzing existing business processes to understand their efficiency, bottlenecks and areas for improvement.
- Evaluating and defining key performance indicators to measure the effectiveness of reengineered processes and overall organizational performance.
- Assessing the current technology infrastructure and determining how technology can be enhanced.
- Reviewing and potentially restructuring the organizational hierarchy to better align with reengineered processes.
- Identifying the potential risk associated with process changes and developing strategies to mitigate these risks during the implementation phase.

1.2 Limitations of the Study

- Insufficient involvement and responses from key stakeholders can result in critical insights and requirements that affect the success of reengineering effort.
- Inaccurate and incomplete data also affects accuracy.
- Time availability is also a major problem in the study.

II. REVIEW OF LITERATURE

- **Galliers R. D, Baker BSH (1995);** Analyzed the current thinking on BPR and is evaluated in the context of four schools of thought- classical, process, evolutionary and systematic - with respect to business strategy, with aspect of management of change literature and with concepts taken from the socio-technical and soft operational research traditions.
- **Jeffy L. and James E. (1994);** Found that an explanatory framework is developed based on two constructs- expertizehalf-life and information half-life. It is proposed that under certain conditions high project failure rates are associated with weak coupling between reengineering projects.
- **G. M. Giaglis, R. J. Paul, R. M. O'Keefe (1999);** Inheriting the interrelationship between business process and the underlying information technology infrastructure imply that the design of these two organizational facts should be performed in parallel, this does not seem to be the case in practice.
- **Maul R. S, Weaver A. M, Childie S. J. Smart, P. A. Bennet (1995);** Found that the empirical research into issues faced by 25 companies undertaking BPR programs are presented.
- **AljazziFetais, Galmal M. Abdella, Khalifa N Al-Khalifa, Abdel MagidHamouda (2022);** Expressed that the sustainability of many business organizations depend on the adoption of new means that ensure the organization's survival when faced with increasing global or even local competition.
- **Peter O Neill, Amrik S Sohal (1999);** States that a review of existing literature on BPR and based on literature review, proposes a number of topics that can be developed as potential research projects.
- **Muhammed Nauman Habib, Attaullah Shah (2013);** Focused on providing a comprehensive overview of overall development of BPR concept, theories, models, approaches and outcomes and success and failure causes.
- **Majid Al- Mashari, Irani and Zairi (2001);** Stated that every firm wants to achieve efficiency and effectiveness in reducing cost of production, improving quality of product and also providing timely and speedy products and services to the customer.

- **Talwar (1993)**; Emphasized on rethinking and reconstructing the organizational structure, workflow and value chain. In the era of technology, globalization and rapid change in customer's need, it is essential to realize the importance of change.
- **Hammer M. and Champy (1993)**; Thinks it as radical change and rethinking of the overall process to achieve overall performance in terms of cost, quality, service and speed.

III. RESEARCH METHODOLOGY

Business Processing Reengineering was introduced to the American private sector by Hammer in 1990, who came up with that BPR as a management tool for implementation. In this paper the study conducted to identify whether BPR can be an emerging trend in management. The systematic literature review is focussed on publications extracted from the pre-quest database. The content analysis method is mainly used to collect data. Other important methods used for the data collection are given below:

- Interview Method: Conducting face to face interviews with key personnel to gain in-depth insights into existing processes, challenges and potential areas for reengineering.
- Surveys and questionnaires: Collect opinions and feedback from employees and stakeholders to understand the current processes, identify inefficiencies and gather suggestions for improvements.
- Observation Method: Observing the current business processes to identify bottlenecks, redundancies and areas for improving.
- Document Analysis: Reviewing existing documentation such as process manuals, reports and workflow diagrams to identify areas for enhancement.
- Data Analysis: Analyzing quantitative data such as performance metrics.

IV. CONCLUSION

In conclusion, that business processing reengineering has emerged as a powerful and transformative trend in contemporary management that holds immense promise for offering organizations dynamic approaches to adapt to the ever evolving business landscape, embrace change and innovation. BPR brings at the potential benefits to the organization such as:

- Adaption to change
- Enhancing efficiency
- Customer centric approach
- Digital transformation
- Operational excellence
- Globalization and competitiveness
- Change management
- Sustainability and environmental concerns
- Continuous improvement

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