

Applying the Regatta Metaphor to Analyze BPM Maturity Levels in MTNL, Swiggy and Amazon

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Abstract: *This live project focuses on analyzing the business process management (BPM) maturity of three companies-MTNL, Swiggy and Amazon-using regatta Metaphor as a visual and conceptual tool. The aim of the project is to assess BPM maturity in MTNL, Swiggy and Amazon using Regatta metaphor as an analytical tool to identify which company is ahead and why. Descriptive type of research has been used. Data has been collected via company profiles, news articles, annual reports, case studies, YouTube interviews or documentaries. Several tools including: Regatta metaphor framework and BPM maturity levels has been used. The key findings indicate that MTNL operates at low level of BPM maturity, while Swiggy and Amazon operate at medium and high level of BPM maturity. The 3 companies(MTNL, swiggy and amazon) have been compared with boat race, wherein MTNL is like an old and damaged boat which floats but struggles to move forward; swiggy is like a modern boat which moves steadily but is occasionally off-balance; amazon is like a high-tech speedboat which is always ahead and adjusts instantly to race conditions.*

Keywords: MTNL, Swiggy and Amazon

I. INTRODUCTION

1.1 What is Business Process Management (BPM)?

- Business Process Management (BPM) is a systematic approach (doing things step by step in an organized way) which organizations or companies use to make their workflows more effective, efficient and adaptable.
- It involves analyzing,implementing,monitoring,and optimizing business processes to improve performance.
- In simple terms, BPMmeans managing work done in an organization-from start to finish to make sure everything is done effectively, and business goals are also met.

Let's relate the concept with blinkit:

Blinkit delivers groceries and daily needs within minutes. To do it successfully, it can use systematic approach to prevent delays, wrong deliveries and much more.

Let's break it down:-

Without BPM (No system)

- Orders will be taken randomly.
- Stores would not be checked for product availability.
- Delivery partner may not be familiar with the route.
- Customer feedback would not be collected.
- Result? Confusion, delays, and poor services.

With BPM (Systematic approach)

- Customer will place an order.
- System will check the availability of the product in the nearest warehouse.
- Order will be packed immediately.
- Delivery partner will be assigned.



- Delivery will be completed.
- Feedback will be collected.
- Every step is organized, monitored, and improved over time. This ensures Blinkit works efficiently- fast, accurate, and consistent.

1.2 What is Regatta Methaphor?

- A regatta is a boat race, where several boats compete to reach the finish point first.

Metaphorical meaning in BPM

Any company or organization is a boat in the race.

- A race refers to the steps a company or an organization follows to improve its business processes and make them more effective.
- Some companies (boats) are fast, well-coordinated, and ahead (Mature BPM).
- While others are slow due to outdated systems or poor coordination (Low BPM Maturity)
- This metaphor helps us visualize and understand how companies differ in their process improvement journey.

Why it is important?

- BPM Maturity varies across companies.
- The Regatta Metaphor helps us compare companies BPM progress.
- It sets a stage to analyze why some companies lead and others lag.

1.3 What is BPM Maturity?

- It means how well-developed and advanced a company's BPM practices are.
- In simple terms, it means how well grown and mature a company is when it comes to managing its internal processes.

Think of it like human growth:

- A baby can't talk or walk-it's just the beginning.
- A teenager is growing, learning, and making progress.
- An adult is fully developed, efficient and can handle complex things.

LEVELS OF BPM

Level	BPM Maturity	Description
Initial	Low	Processes are unorganized, mostly manual, reactive
Repeatable	Basic	Processes are defined but inconsistent
Defined	Medium	Processes are documented and standardized
Managed	High	Performance is measured and monitored.
Optimized	Very high	Continuous improvement, automation & innovation.





Why is BPM Maturity important?

- Companies with low BPM Maturity waste time, repeat mistakes and lack coordination.
- Companies with High BPM Maturity are more efficient, reduce costs, and adapt faster to changes.

Objectives of the study:

- To assess BPM maturity in MTNL, Swiggy and Amazon companies.
- To use the Regatta Metaphor as an analytical lens.
- To identify key process challenges and areas for improvement.
- To suggest strategic BPM initiatives.
- To identify which company or organization is ahead and why.

II. RESEARCH METHODOLOGY

- Type of research: Descriptive
- Data Collection: Company profiles, News articles, Annual reports, Casestudies, YouTube interviews or documentaries.
- Tools used: Regatta Metaphor framework, BPM Maturity levels.
- Sample size: 3 companies or organizations (MTNL, Swiggy and Amazon)

Company profile & BPM Analysis

1. Mahanagar Telephone Nigam Limited (MTNL)

- Founded: 1986
- Headquarters: New Delhi, India
- Type: Government-owned
- Industry: Telecommunications
- Overview: MTNL is a state-owned telecommunications service provider in India, primarily operating in Delhi and Mumbai. It offers services such as landline, mobile (GSM/3G), broadband, and fiber-based internet.



Key Services:

- Fixed-line and mobile telephony
- Broadband and FTTH (Fiber to the Home)
- Internet leased lines
- MPLS-VPN and other enterprise services

Recent Developments: MTNL has faced stiff competition from private telecom players and has seen a decline in market share. The company is currently under the revival plan led by the Government of India and may be merged with BSNL.

2. Swiggy

- Founded: 2014
- Headquarters: Bangalore, India
- Type: Private
- Industry: Food Delivery / Online Marketplace
- Overview: Swiggy is one of India's largest online food ordering and delivery platforms. It connects customers with local restaurants via a mobile app or website and provides on-demand delivery through a vast network of delivery partners.

Key Offerings:

- Food delivery from restaurants
- Swiggy Instamart (grocery and essentials delivery)
- Swiggy Genie (pickup and drop services)
- Swiggy Dine out (restaurant table reservations and offers)

Funding & Valuation: Swiggy has raised billions in funding from investors like SoftBank, Accel, and Prosus Ventures. It is considered one of India's leading tech unicorns.

3. Amazon

- Founded: 1994
- Founder: Jeff Bezos
- Headquarters: Seattle, Washington, USA
- Type: Public (NASDAQ: AMZN)
- Industry: E-commerce, Cloud Computing, AI, Digital Streaming
- Overview: Amazon is a global technology company and one of the largest e-commerce platforms worldwide. It offers an extensive range of products, services, and digital content. Amazon has also become a leader in cloud computing via AWS (Amazon Web Services).

Key Segments:

- E-commerce (Amazon.com)
- Amazon Web Services (cloud platform)
- Devices (Kindle, Echo, Fire TV)
- Prime (streaming, delivery, membership benefits)
- Logistics and Delivery Services

Amazon India: Launched in 2013, Amazon India is one of the top online retail platforms in the country, competing with Flipkart. It also promotes local sellers and MSMEs through programs like Amazon Saheli and Amazon Karigar.



Company	Bpm maturity	Description
MTNL	Low	Outdated technology Manual systems Poor customer service Limited digital presence Slow adaptation to change
Swiggy	Medium	Uses modern apps and automation in delivery. Expanding into groceries and Instamart Faces process gaps during Scaling and peak hours
Amazon	High	Advanced automation Real-time tracking Machine learning for demand prediction Strong SCM, logistics, and customer satisfaction Always innovating processes.

III. APPLICATION OF REGATTA METAPHOR

Imagine a boat race (regatta):

- MTNL is like an old, damaged boat with a tired crew — it floats but struggles to move forward.
- Swiggy is a modern boat with an energetic crew, moving steadily but occasionally off-balance.
- Amazon is a high-tech speedboat with perfect coordination — always ahead, adjusting instantly to the race conditions.
- Business Performance Analogy: Companies as Boats

Company	Boat type	Crew description	Performance
MTNL	Old, damaged boat	Tired crew	Floats but struggles to move forward.
Swiggy	Modern boat	Energetic crew	Moves steadily, occasionally off-balance
Amazon	High-tech speedboat	Perfect coordination	Always ahead, adjusts instantly to race conditions.



Symbolic interpretation of bpm maturity using the regatta metaphor

IV. FINDINGS AND INTERPRETATIONS

- Amazon uses advanced automation like AI and robotics in its warehouses.
- Swiggy has automated order placement and delivery tracking but relies on manual intervention in some areas.
- MTNL still follows mostly manual processes like paperwork for service activation and complaint handling.



- Amazon provides fast, personalized, and hassle-free service.
- Swiggy ensures fast delivery but sometimes struggles with consistency during peak times.
- MTNL lacks a user-friendly interface and prompt customer service.
- Amazon quickly adopts new technologies and scales up.
- Swiggy shows moderate adaptability but faces challenges during high demand.
- MTNL is resistant to change due to bureaucracy and lack of innovation.
- Amazon tracks real-time data for every step in its process chain.
- Swiggy has basic dashboards for delivery tracking and feedback.
- MTNL has minimal process tracking and delayed response systems.
- Amazon involves employees in continuous process innovation.
- Swiggy encourages tech teams to improve apps and operations.
- MTNL lacks internal involvement in modernizing processes.
- Companies that actively improve and automate their processes (like Amazon) gain a significant edge over traditional ones (like MTNL), especially in customer service and scalability.
- Swiggy, though fast-growing, must improve backend operations to move closer to Amazon's efficiency and meet rising customer expectations.
- MTNL's performance reflects a larger issue in public sector companies where lack of BPM adoption results in inefficiencies and poor user experiences.
- The metaphor clearly shows how BPM maturity translates into real-world performance — companies with better BPM systems “race ahead,” while others fall behind.
- Beyond tools and tech, companies need a culture where BPM is everyone's responsibility, not just a management directive. Amazon excels here, while MTNL struggles.

V. RECOMMENDATIONS

Based on the BPM maturity levels of MTNL, Swiggy, and Amazon, here are some suggestions to help them improve and perform better in the long run:

1. General Suggestions for All Companies

- Companies should try to make their daily work smoother by using tools like software for tracking work, managing customers, or automating tasks.
- Employees should be trained to understand how to manage and improve business processes.
- It's important to regularly check how well things are working and fix what's not.
- Companies should also build a culture where teams are open to change and always looking to improve.

2. For MTNL (Low BPM Maturity)

- MTNL needs to shift from manual work to digital processes — for example, online billing, customer complaints, and service requests.
- They should document how work is done and try to make it more structured.
- Employees should get trained on modern tools and BPM basics.
- They can also look at successful companies to learn what's working in the private sector.

3. For Swiggy (Mid-Level BPM Maturity)

- Swiggy is doing well but should focus on improving how different teams work together — like delivery, customer support, and restaurants.
- They should use more data and predictions to plan deliveries better, especially during peak hours.
- Managing restaurant partners and delivery agents should be made even smoother.
- The company should ensure all processes can scale easily as they grow.



4. For Amazon (High BPM Maturity)

- Amazon should continue exploring new technologies like AI to stay ahead.
- They can lead by example and share best practices across industries.
- Amazon can also focus more on green and sustainable practices within their processes.
- Regular reviews can help them avoid becoming too rigid or over-relying on existing systems.

VI. CONCLUSION

The boat analogy tells us how different companies compete to reach the final point first. Like MTNL company uses outdated technology and it does most of its work manually with limited use of digital tools, so it has been described as old and damaged boat which floats but struggles to move forward. Likewise, Swiggy uses modern apps and automation in the delivery of its food items, so it has been compared with modern boat which moves steadily but is inconsistent. Lastly Amazon uses advanced automation, real-time tracking and machine learning for demand prediction, so it has been compared with high-tech speedboat which is always ahead and adjusts instantly to race conditions. This comparison shows that staying afloat isn't enough in today's fast-paced environment. Companies must constantly innovate and stay aligned internally to maintain speed and direction, like Amazon. Meanwhile, newer players like Swiggy must balance energy with consistency, and older firms like MTNL need transformation to stay relevant. In the race of business, the boat that wins aren't always the biggest — it's the one best prepared for change, with a capable crew and a clear course ahead. In the race of business, the boat that wins aren't always the biggest — it's the one best prepared for change, with a capable crew and a clear course ahead.

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