CHAPTER 5.0
SMALL - MEDIUM ENTERPRISES (SMEs)

Major companies claimed several jargon leap performance improvements after employing business process re-engineering. Chang et al. (55), (57) stated that there is little known about the experience of small and medium-sized companies (SMEs) and commented on its structure, resources, culture, information technology systems, scope, scale and motivation of BPR and links these to literature observations, comparing and contrasting with larger organizations. Cagliano (46) reviewed the difficulties facing small and medium-sized enterprises and reported on a study of BPR diffusion amongst the machinery industry to assess SMEs attitudes toward BPR. Suggested, after an analysis of user needs, to develop local support services to meet their needs. Halachmi et al. (102) experienced BPR in the private sector being important for lessons to be learned by the public sector but does not indicate a preferred model.

Jarrer et al. (121) studied pitfalls of failure of firms concluding that each organization's approach reflected its own individuality. Raymond (206) made an attempt to identify the success factors that determine the advantages and the differences between SMEs and large companies with regard to BPR. Reports that the size and duration of projects are smaller in SMEs and that SMEs often have to use external consultants because of limited human and financial resources. Added that SME's are less rigorous in their approach to BPR - which again could be down to the lack of resources. Suggests that SMEs should pursue BPR more rigorously.

Studies were conducted by the researcher in five different industries that carried out re-engineering. These five industries were both of small and medium in nature and also of different kind either in type of production or products. Following is the list of the different type of industries taken for performance analysis.

- Medium Enterprise - Batch Production - Similar Products.
- Small Enterprise - Job Order - Similar Products
- Small Enterprise - Assembly Line - Allied Products
- Medium Enterprise - Continuous Production - Single Product.
- Small Enterprise - Job Order - Similar Products.

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