Chapter – 2

Business Process Re-Engineering -
Wheel of Change in Business:
An Overview
In order to have a better appreciation of what Business Process Re-Engineering really means it would be pertinent to have an insight into the nature of Business Process. What is a Business Process? How does it differ from any other process? Business process or Business activities are not discrete or unrelated pieces of work. "They are parts of recurrent work processes within which they are located, sequenced and organised. A process is a set of logically related tasks or activities oriented towards achieving a specified outcome"\(^1\). "A process is a collection of activities which creates an output of value to the customer and often transcends departmental or functional boundaries."\(^2\) A process has a starting point and an ending point, an implicit or explicit logical sequence of operation, a specific time period for its completion, a defined end-result, and specified customers, i.e. recipients of the outcomes. Customers can be either internal or external to the company. For example, one common process found almost in every organisation is the order processing. Order processing begins with procuring an order and ends with delivery of goods to the customer. It also includes all other related activities in between. Likewise other basic processes may include developing a new product or service, launching a new product in the market, procuring goods from suppliers, preparing the organisation's budget, processing and paying insurance claims, and so on. Typically a business process involves a number of steps performed by different people in different departments.

The structural elements that constitute a process "provide the basis for its analysis, appraisal, and redesign for achieving higher levels of efficiency and effectiveness, economy and speed, and quality and output"\(^3\).

A set of interconnected processes comprises a business system. "The performance of a business firm is, thus, the outcome of the interrelated operation of its constituent work processes. The redesign of processes, therefore, provides a powerful basis for improving the performance of a business enterprise."\(^4\) The processes are generally independent of the formal structure or the organisation chart of a firm.

However, not all the processes in a business organisation have equal contribution in achieving the organisational objectives. Some processes turn out to be extremely critical for the success
and survival of the enterprise. BPR focuses on such critical business processes out of the many processes that go on in any company. These are the core business processes of the company. A core business process creates value by the capabilities it provides to the competitiveness.

**What is core business process?**

Core business processes are critical in a company’s evaluation by its customers. They are vital for success in the industry sector within which the company is positioned. They are crucial for generating competitive advantages for a firm in the marketplace.

While some core business processes are easily identifiable, some core business processes may not always be immediately apparent. The following instances serve to show that core processes need to be identified carefully in terms of their bearing on a firm’s competitiveness:

- In the insurance industry, the actual work that leads to a balance of competitive premium for customers, and profit after claims for the company is a core business process.
- In the banking industry, the activities that help mobilising deposits and generating funds for advances to customers, is a core business process.
- For a company with strategic alliances, alliance management process.
- In a fast moving consumer goods industry, marketing and brand management is a core process.
- In the electronics and semi-conductor industries, new product development is a core process.

The core processes of a company may change over a period of time according to the shifting requirements of its competitiveness. Since the objective of re-engineering is to provide competitive advantage to the enterprise, it is extremely important to identify those core processes, which need to be focused for achieving excellence. In order to do this we have to necessarily start from the organisation’s business vision, and drive from there the processes that have to be the best in the world in order to realise that vision.

The business vision inexorably focuses on the future - competition, products and customer expectations in the years to come, and how the enterprise is planning to succeed in that environment. Therefore, starting a re-engineering exercise from the business goals preserve the
focus on the customer thereby ensuring that the process (along with the corresponding attributes and measures) selected for re-engineering are those that provide added value to the customer, and are not only of significance to internal procedures and controls."

2.2 CHALLENGES OF EMERGING BUSINESS SCENARIO

The business scenario all over the world has undergone a radical change during the last few decades, which has its own impact on the Indian business scenario as well. Globalisation, technological advancement and innovative processes have broken the boundaries of business and commerce. The customers of the world have been brought closer to each other. "Satellite television and the internet have unified the world's consumers. Closed economies such as the Russian block of countries (India, China and many others) have opened up, bringing more than two billion additional consumers on every company's radar screen." This has resulted in a free market situation both for the producers as well as the consumers. Producers of goods and services can now find out market for their product or services across the world ignoring the limitations of geographic boundaries. "Traditional advantages that companies enjoyed, such as geographical proximity to resources and market are no longer able to provide the significant competitive differentials that they once did." On the other hand this opening up of the economy has enhanced the awareness of the customers and has exceedingly raised the expectations. Customers of today are more conscious about the quality of products or services they look for and are of more demanding nature, seeking value for the money they spend. Companies are, consequently, under constant pressure to meet the challenges of either meeting the customers' expectations or face extinction.

The situation in the Indian context is even further strenuous. Globalisation and the economic liberalisation initiated in early 90's ushered in a new era in the Indian Business Scenario marked by a highly competitive environment. "Consequent upon the economic liberalisation and announcement of new economic policy, the Industrial policy was drastically re-written in July, 1991, abolishing the licensing of industries on virtually all items except those constituting environmental problems, or involving national security. Provisions of the monopolistic legislation (provided in MRTP Act) were also liberalised to encourage investment by large
industrial houses. Measures were taken to encourage foreign direct investment (FDI) by amending FERA and foreign collaboration procedure7.

A review of the salient features of the Industrial policy and the tariffs and trades as prevailing in the pre-liberalisation and post-liberalisation era would help in appreciating the impact of liberalisation on the Indian business. They are shown in the table below:

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<th></th>
<th>Pre-liberalisation</th>
<th>Post-liberalisation</th>
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<tr>
<td>1. Compulsory license</td>
<td>Compulsory license from Govt. for setting up any industry</td>
<td>Licensing abolished in all industries except alcohol, cigarettes, pharmaceutical and defense equipment.</td>
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<td>2. Restriction on foreign ownership</td>
<td>Automatic approval for 51% foreign equity in most industries.</td>
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<td>3. Restriction on capacity expansion</td>
<td>Removal of such restriction</td>
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<td>4. High import and excise duties</td>
<td>Import duties in line with SA countries</td>
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<td>5. Control on imports</td>
<td>Control on imports</td>
<td>Free imports</td>
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<td>6. Restrictions on raising funds from the market</td>
<td>Companies free to tap capital</td>
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<td>7. High personal taxes</td>
<td>High personal taxes</td>
<td>Tax rates slashed</td>
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“Liberalisation of the Indian economy, that includes making the rupee convertible for revenue expenditure such as technology fees, royalty and import of capital goods and raw materials, lowering of import duties, removing restrictions on import and exports gained some serious momentum in mid-nineties”8.

The abolition of licensing and control over a wide range of industrial activities and encouragement of foreign direct investment have opened up the door of Indian industries both to the domestic entrepreneurs as well as to the foreign investors. This has resulted in substantial investment in the industrial activities even in the areas which are already saturated. On the other hand it has paved the path for entry of global operators into the Indian market not only with the industrial and capital goods but also flooding the market even with wide variety of consumer products of day to day use. “Sudden availability of international quality goods has
imposed on Indian business houses the urgent need to become globally competitive. As India faces the new millennium as a player in an integrated world economy, its industries need to address the challenges posed by the diminishing cross-border restrictions on the movement of capital, labour and technology.

Such opening up of the economy coupled with increased awareness and the accelerated pace of technological development, especially the advancement of Information Technology during the last decade have posed unexpected challenges to the business. "Internet access to airline, hotel and car rental reservation services has driven many travel agents out of business. Today video conferencing is raising spectra on the horizon for airlines and other business that depend on business travelers. Phone banking has turned high street banks into mere wastelands, with more empty desks and tellers. The popularity of e-mail is making post offices rethink their reasons for existence. E-commerce is making many companies restructure their traditional warehousing and distribution infrastructures. Increased health concerns are also threatening established business and opening opportunities for new ventures. Wide awareness of the harmful effects of smoking has resulted in declining volumes for cigarette companies. On the other hand, gyms, yoga centers and organic health food companies are thriving".

Pollution control legislation enacted by the government has forced many companies to wind up their business, and compelling others to add expensive effluent treatment plants to stay in business, consequently affecting the profitability. "Large-scale deforestation in some parts of India has prompted the courts to put a ban on further tree felling, forcing the closure of a number of plywood manufacturers. Longer life spans are putting enormous pressures on health services, pension schemes and housing. Information technology-related businesses are weaning the best Business School talents away from traditional business houses.

Moreover, government deregulation and the consequent globalisation of trade have effectively removed monopolies and the benefits thereof. Consumer awareness is assuming a new dimension, going beyond protecting its self-interest".

The impact of globalisation and economic liberalisation, which have contributed to the complexity of the competitive scenario have manifested in:
The emerging nature of the competitive scenario in the post-liberalised era, as stated above, has created an extremely difficult condition for the Indian business. For more than 50 years the Indian businesses have been operating in a highly controlled economy, which protected them not only from international competition but also from domestic competition and because of controls on capacities staying well below the market needs, creating thus a seller's market. However, after enjoying the benefits of operating in a protected market and limited global competition for so many years, Indian enterprises are now at a crossroad. They are faced with a crisis for survival. They have to seriously think and evolve strategies to survive or face extinction.

Some major steps towards the path of economic liberalisation, known as the second-generation reforms, are yet in the midcourse of implementation. "These are:

- Financial sector reforms - opening up of the insurance sector, restructuring the bank and divesting the government control on the nationalised banks.
- Legislative action - amendment to the Companies Act, passing of the Money Laundering Law, Setting up of a Competition Commission in place of the MRTP Commission.
- Tax reforms-introduction of full-fledged VAT, stricter compliance of existing tax laws."¹²

Full implementation of these steps is like to create an exceedingly difficult situation for the Indian business enterprises. In order to successfully meet the challenges thrown by the highly
competitive, complex, turbulent business environment, the firms will have to endeavour at excelling in all aspects of cost, quality, performance and innovation in delivery of products/services. They have to be flexible enough to be adaptive to changes. “This will require the firms to critically re-examine their structures, processes and control systems towards redesigning them around customer expectations. They will be forced to be both efficient and effective, low-cost and high quality producers and creative innovator at the same time. They have to be able to meet the challenges of continuous change, or decline and die.” 13

2.3 CHANGE - AN IMPERATIVE NEED

It transpires from what has been discussed in the foregoing sections that for survival the Indian business organisations must change. They must develop the flexibility to be adaptive to the changes in environment. Even this may not be enough. They must anticipate the future trend of business environment and take appropriate remedial measures well in advance before it is too late. As the volume of business declines consequently affecting the revenue earnings and profit margins, the organisations must make radical changes in strategy to successfully meet the new challenges. Better-managed companies having foresight can read the symptoms early and embark on turnaround strategies at a time when they are still able to control their destinies.

What is it that they must change? Almost everything. They must change their attitude. They must change their philosophy of carrying out the business. They must strive at changing their products/services so as to meet their customers’ rising expectations. They must change their style of working. They must constantly endeavor to improve the quality and yet offer a competitive price to sustain in business. They may have to think of introducing innovative delivery system to be more attractive to their customers and to achieve competitive advantage. This will require the organisations to critically analyse their business processes and change the process to effect desired level of improvement.

Another reason for which an imperative need is felt for process change is that most of the processes that the organisations are engaged in might have been developed by their functional units over a period of time and might have been evolved based on a series of unplanned decisions. Seldom there has been any serious effort to systematically analyse the processes and
measure their effectiveness towards the organisational efficiency. Quite often the individual
departments or units of a company aim at optimising their own performance disregarding the
resultant effect on other areas of operation. This may result in a sub-optimal performance for
the organisation as a whole. The overall business processes in an organisation extending over
several departments may be quite lengthy, time consuming, costly and inefficient.

Moreover, “the existing business processes and work patterns are largely obsolete and
irrational. They organise work as a sequence of narrowly defined individual tasks or activities,
specify restrictive job roles into departments, devise elaborate mechanisms to monitor and
control the performance of these tasks or activities, and provide managerial positions to
administer the incumbents of narrow job roles. The hierarchic layers process and transmit
work-related information upwards for appraisal and decision-making.”14

Such fragmentation of work processes makes it difficult to improve the quality of work
performance and also develops a narrow vision among the employees. As a result the
employees tend to focus more on the narrow goals of their own departments at the cost of
larger goals of the organisation as a whole. This results in piecemeal accomplishment of tasks
without looking at the overall goal. As the small fragments of work move from person to person
and from unit to unit, delays keep on mounting and it enhances the chances of errors. In such a
situation, the emerging critical issues often remain unattended, as they do not fit into the
narrow definitions of tasks or roles of an individual department.

“Poor and inefficient operation of business processes result in a number of adverse
consequences, both direct and indirect for the firm. These consequences manifest themselves in
various ways and forms.”15 Customers’ needs are not properly understood and consequently
not met properly. Priorities remain unclear. Measures taken to improve the performance have
quite often been incomplete and inconsistent since they lack a total view of organisational goals
and performance objective. Piecemeal attempts to improve upon isolated tasks and activities
obviously fail to produce expected results. Resource allocations are often made on wrong areas
and fail to improve efficiency.
Besides, most of the existing work processes were developed before the advent of computers and IT revolution. Even after the massive penetration of information technology, most organisations have usually applied the technology only in a limited way to automate their existing work methods or to speed up the isolated or narrow components of a larger existing work process. These sub-units of the organisations have also tended to mechanise their own specific domain of work by limited use of computer, without any sustained effort being put on the purpose and logic of business process in totality. This has resulted only in some sort of mechanisation of the existing work methods without bringing in any appreciable change in the process and output. Consequently, though substantial investment has been made on IT by many organisations, improvement in the performance has only been marginal. Such investments have rather been misdirected and have, by and large, failed to provide any competitive advantage of service and speed, innovation and quality in the performance of the enterprise.

On the other hand, ample instances are available from established Japanese industries as well as new entrepreneurial ventures in Japan that it is possible to achieve a much higher level of process performance by redesigning the process. It has been possible to double the speed of normal production, utilise assets several times more productively and respond to customers’ needs and expectations much more rapidly. This could be achieved by effecting a total change in the process instead of a piecemeal change. It is, therefore, imperative that for many organisations on the decline, changing the process or redesigning the process may be the only viable alternative for turnaround. They must break themselves free from their primitive and archaic work processes that drag them down.

Issues that emerge from the foregoing discussions on the need for change, form the underlying premises of Business Process Re-Engineering (BPR). They may be briefly outlined as follows:16

- The operational excellence of a company is a major basis for its competitiveness.
- The business strategy of a company should be oriented towards leveraging its operational excellence into the marketplace.
- A customer-focused organisation needs to be defunctionalised, and realigned in terms of a process orientation.
Process need to be managed, not functions.

For considering totally new ways of redesigning processes, each and every concept, assumption, purpose, and principle, needs to be abandoned temporarily.

Continuous improvement is a deficient approach when a company is far behind the industry standards, and needs rapid quantum leap in performance.

Dramatic improvement in performance is the prerequisite for overcoming competition.

How to compete is more important than deciding about where to compete.

2.4 RE-ENGINEERING: THE ROAD TO CHANGE

If change is the means to survival, as it emerges from the foregoing discussions, the obvious question that automatically follows is that how to effect such changes, and what is that need to be changed. One concept that best answers such questions and which has been considered as a revolutionary approach towards survival and success of an organisation is what the Americans call Business Process Re-Engineering or simply Re-Engineering.

Re-engineering is not another lofty idea imported from Japan or elsewhere. It is not a new trick or a short-cut method that promises to boost the quality of a company’s product or services or to achieve any reduction in cost. It is neither a programme to boost up morale of workers nor it helps to motivate the sales force. Business Re-Engineering is not about doing any miracle. “Business re-engineering means starting all over, starting from scratch.”

Re-engineering, in other words, means pulling aside much of the age-old practices and procedures of doing a thing developed over hundred years of management experience. It implies forgetting how work has been done so far, and deciding how it can best be done now. In re-engineering old job designs, old systems of departmentalisation, old methods of working etc., all cease to have any relevance. At best they only retain some historical importance. What matters most in re-engineering is how we want to organise work today, in the context of today’s markets and given technological developments. “At the heart of business re-engineering lies the notion of discontinuous thinking - identifying and abandoning the outdated rules and fundamental assumptions that underlie current business operation.”

There is no place for a partial change or gradual change in re-engineering. Re-engineering does not allow a compromise formula. It is a total change or no change at all. Re-engineering, therefore, has most appropriately been
defined as "the fundamental rethinking and radical redesign of business processes to achieve
dramatic improvements in critical, contemporary measures of performance, such as cost,
quality, service and speed." The very definition of re-engineering focuses on certain key
elements or core concepts which need further probing to have a proper understanding of what
re-engineering really means and what it does not.

What is BPR?
Business Process Re-Engineering (BPR) refers to the analysis and redesign of workflow and
processes both within and between the organisations.
First, re-engineering begins with a fundamental rethinking. In doing re-engineering, people
must ask some most basic questions about their organisation's and about their operations. They
try to find out answers to such questions like "Why do we do, what we do? And why do we do
it the way we do?" An attempt to find out answers to such questions may startlingly reveal
certain rules, assumptions and operational processes as obsolete and redundant. Re-engineering
does not begin with anything given or with any assumption. The thinking process in re­
engineering begins with a totally free state of mind without having any preconceived notion.
Re-engineering first determines what a company must do. And then it decides on how to do it.
Re-engineering ignores what the existing process is and concentrates on what it should be. If
something is not required to be done it is outright discarded.

The second key element in the re-engineering involves radical redesigning of process. Radical
redesigning means going to the root of the problem areas and not attempting to make any
superficial changes. Radical redesign involves completely discarding all existing structures and
procedures and evolving completely new ways of doing the work. "Re-engineering is about
business reinvention - not business improvement, business enhancement, or business
modification."

Third key concept that lies behind re-engineering is that it aims at achieving dramatic
improvement in performance. If an organisation feels the need for marginal improvement in
any of its operation at any point of time, the same can be achieved by conventional methods of
adjustments in operating processes and re-engineering is not the answer. Re-engineering is
meant for replacement of the old process by altogether new one to achieve dramatic improvement in the performance.

It follows from the above and also from the characteristics of the definition of re-engineering that its main focus is on the process. In an attempt to improve performance, most people in business focus their attention on tasks, jobs, people, structure, but fail to pay adequate attention on the process. Business process, as already mentioned earlier, has been defined as the series of activities that utilises various inputs to create output that are valued by customers. Not all the processes in an enterprise enjoy equal importance in creating customer value. In order to improve its competitive position a firm must try to identify the generic business processes, which significantly add to the value for its output to the customer and should try to focus on re-engineering these processes first. “The generic business processes of a firm needing redesign may be classified into three broad categories as follows:

- Processes pertaining to development and delivery of product(s) and/or services. These may include research, design, engineering, manufacturing, and logistics, besides purchasing/procurement and materials management.
- Process involving interface(s) with customers. These usually include marketing, advertising, order fulfillment, and service.
- Process comprising management activities: These include strategy formulation, planning and budgeting, performance measurement and reporting, human resource management, and building infrastructure.

In the context of these generic business processes, BPR may be viewed as a means of solving generic business problem through an imaginative leveraging of IT capabilities.”

2.5 ROLE OF INFORMATION TECHNOLOGY IN BPR

The accelerating pace at which information technology has developed during the past few years had a very large impact in the transformation of business processes. Various studies have conclusively established the role of information technology in the transformation of business processes. That information technology is going to play a significant role in changing the business processes during the years to come has also been established by a recent study conducted by M.I.T.
Before we attempt at a critical appreciation of the role of information technology in business process re-engineering, let us have a look at how IT has made an inroad into the business processes and why it is that some firms are increasingly relying on use of Information Technology to improve their business performance. The highly competitive, complex and uncertain business environment of today is compelling the firms to look back in introspection to critically examine their functions and processes and to find out ways to excel at containing cost, improving quality and innovating delivery system. Such emergent compulsions have fostered the growing use of IT by firms as a means to achieve excellence in performance. Besides the imperative need of coordination across different divisions or departments of the company, effective leveraging of limited resources, reacting fast to the changing market condition, have brought out the importance of IT as valuable competitive resource. Certain organisations could achieve a much higher level of performance as compared to their competitors, mainly through innovative use of IT. Some of the other factors that have contributed to the increasing use of IT by different enterprises are:

- By speedy processing and transmission of information, IT helps in reducing the time required to perform a business process. Such reduction of time also improves management decision-making by faster availability of data to the decision makers. IT also increases the accuracy and improves the efficiency of the business process, which is largely dependent on heavy information flow.

- By increasing the speed of a firm’s operations, IT can provide improved customer service. For instance, using IT to expedite order processing a manufacturer can reduce the delivery time for a product to its customers.

- “IT can improve the quality of service not only by responding more quickly to customer inquiry, but also by streamlining communication between the firm and the customer. Customers can use a single point of contact and obtain precise and current information.”

IT also helps in distribution of informational knowledge. It enables the firms to disperse the decision making process down to operational levels. At the same time, rapid flow of information helps senior executives to monitor performance and take timely corrective measures wherever needed. Thus “IT provides smaller and more dispersed units/divisions
enough responsibility and adequate autonomy without an organisation weakening its centralised monitoring, review and direction."24

"As a matter of fact, IT provides companies a wide spectrum of potential benefits across multiple dimensions and functional areas as follows:

- Intra and inter-organisational communications
- Decision making
- Initiating rapid and timely responses
- Monitoring activities
- Improving productivity of teams and work-groups
- Crafting the company's competitive strategy

and so on."25 The range of potential benefits that are likely to be available to the business organisations through leveraging of IT is certainly to expand further due to continuing developments in information technology. However, despite the wide range of opportunities promised by IT in improving the business processes, the Indian enterprises have not been able to derive the full benefit out of its usage and application. The Indian business organisations "have not been able to convert technology promises into performance realities in any significant manner."26 Since information technology holds high promises for transformation of business processes to improve the organisational efficiency and performance, "we really need to understand the process of deriving benefits from IT if we are to succeed at re-engineering, because information technology forms a critical cornerstone of re-engineering."27

2.6 SIGNIFICANCE OF BPR IN ACHIEVING ORGANISATIONAL EXCELLENCE

What is the significance of Business Process Re-engineering towards achieving organisational excellence? How is Business Process Re-engineering different from any other exercise on organisation development or restructuring of organisations aimed at improving the firms' efficiency? It may well be argued that if improving the efficiency and performance is the objective, the same can as well be achieved by reorganising the work methodology or improving the systems and procedures. Well these may not be an answer to re-engineering. The difference between any of these exercises and re-engineering is quite significant. Re-engineering does not mean any partial modification or marginal improvement in the existing work
processes. Re-engineering is a revolutionary approach towards radical and total redesigning of the business processes. While re-engineering may lead to restructuring of organisation, any restructuring does not necessarily mean re-engineering. The basic principles that differentiate re-engineering from any other drive on improving organisational efficiency may be briefly summarised as follows:

1. At the core of re-engineering lies the concept of discontinuous thinking. Re-engineering does not have any scope for any partial modification or marginal improvement in the existing business processes. It aims at achieving excellence and a breakthrough in performance by redesigning the process entirely and radically. Obviously it requires challenging the necessity of existing rules and procedures and discarding the same to evolve altogether new processes.

2. BPR approach recognises that most of the existing rules and procedures of work methods are based on certain assumptions about technology, people and the goals of the organisation. These assumptions may not be valid any more. Besides many of these systems and procedures have failed to reap the benefits of massive development of information technology during the past few years. BPR recognises “the vast and expanding potential of IT for the most rational, simple, and efficient redesign of work structure.” BPR aims at utilising information technology for evolving a new process, instead of automating the existing process.

While re-engineering starts with the process it does not end there. The fundamental and radical changes that take place while re-engineering the process have their own implication on other parts of the organisation – almost on every part of it. Re-engineering requires viewing a process from cross-functional perspective. Re-engineering effort, therefore, focuses on a multidimensional approach disregarding the constraints of organisational structure and departmental boundaries.

“BPR efforts involve managing massive organisational change.” Re-engineering is not just changing the process. The change in process is almost always accompanied by a whole lot of
changes in other areas too. Work changes from task-oriented to process-oriented. People have the choice of making their own decisions instead of being directed. “Functional departments find their existence as redundant. Practically every aspect of the organisation changes beyond recognition.”

In view of the massive organisational changes involved in re-engineering, it is imperative that a re-engineering drive is supported by the vision and commitment of the organisation’s top leadership to see through its successful completion.

2.7 CENTRAL THRUST OF BPR

Although BPR is a multi-dimensional approach in improving the business performance its thrust area may be identified as “the reduction of the total cycle time of a business process. BPR aims at reducing the cycle time of process by eliminating the unwanted and redundant steps and by simplifying the systems and procedures and also by eliminating the transit and waiting times as far as possible. Even after redesigning of a process, BPR maintains a continuous effort for more and more improvement. Faster and efficient redesigned business processes provide a firm with many more opportunities for trying, testing, modifying and learning.”

![Customer Cycle vis-à-vis Operating Cycle](image)

Fig 2.1 : Customer Cycle vis-à-vis Operating Cycle

2.8 CORE OBJECTIVES OF BPR

- Fast cycle capability and competitiveness of the system
Development of boundary-less companies which includes customers, suppliers as part of integrated fast cycle system

Improvement on quality and cost follows after improvement on thrust area i.e., reduction of total cycle time of business process.

BPR is the continuous improvement of process.
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