Preface

Business Reengineering holds great promise for companies by changing the way they do business and breaking down outdated assumptions and rules.

Organizations go for Business Processes Re-engineering (BPR) to improve organizational effectiveness and efficiency, and achieve competitive advantage. But to improve processes without first knowing which business plans do the processes address, and what information is needed to support those plans, may prove to be an exercise in futility.

BPR addresses all three areas: business plans, business processes and business information. These must fully support each other for re-engineering to successful. The re-engineered processes are able to cross-previous functional boundaries, bringing not only improvements in business efficiency and effectiveness but in many cases also competitive advantage. This research study amply bears this out, showing how the various companies considered in the study achieved this.

This research study is based on authentic experiences in Business Process reengineering (BPR). Whatever is mentioned herein is relevant to the Indian context and implementable and therefore valuable.

The first chapter is an introduction to Business Process Reengineering. It discusses the why and whereof of BPR shedding light as to why an organization moves in to reengineer its Processes. It also sheds light on the Pre-reengineering. When it started and what were the dimensions involved.

The second chapter is an in-depth review of literature on the various aspects and wide ranging areas of BPR such as: What is this business for? Which processes require a rethink? What is the state of the technology? Are present management practices enablers or not? What kind of culture is desired? How to do the work? What kind of people are required to do the work? Besides these few examples a lot many issues have been covered that an organization planning for Reengineering its Processes may require looking into.

A detailed research methodology for carrying out the research study on Business Process reengineering is covered in chapter three.

Any exercise in reengineering affects several dimensions of an organization. Chapter 4.A – E covers the study on reengineering conducted in the various Indian Companies. Each
addresses specific issues of the said companies in question. It bears upon the reasons why they had to reengineer what they did. Issues common to each were: Information technology, People, Change management and the benefits derived.

A few years ago many would not have come forth to share his/her views on the subject, but the situation has drastically changed. The people, during the study were highly cooperative and enthusiastic and did not hold back on information about their reengineering activity.

These are but a few companies who successfully implemented reengineering and derived a host of benefits from doing so. These companies happen to be amongst the successful few.

Chapter five and six covers the analysis of the data gathered through questionnaires administered and the conclusions & benefits derived by the companies under study respectively.