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BUSINESS PROCESS REENGINEERING- TO ENABLE BOTTOM-UP PARTICIPATION IN A TOP DOWN REFORM PROGRAMME WITH THE ROLE OF INFORMATION TECHNOLOGY, CREATIVITY AND HUMAN RESOURCES

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ABSTRACT

The scenario in the business world is changing at a speed, where organizations will find difficult to cope. There is a distinct change projected in the business world as we enter the 21st century, requiring radical thinking in handling business operations.

Presently, organizations talk in terms of a market comprising of large customers having common needs. Individual variations in expectations are ignored. In the future organizations will have to cater to smaller market segments, whose needs are much more than the basic functional needs. The organizations will play the role of a provider of service, meeting all comprehensive needs of the customer. The challenge to managers would be how to handle the risk in the shortest decision response time. The aspect of technology management has to concentrate more on risk management, arising out of change in the technology, the bases of competition, innovation of new product or services at a very fast rate. Information technology, creativity and people have a profound role to play in the re-engineering process. A company that cannot change the way it thinks about information technology can not re-engineer. So would a company that equates technology with automation. Also a company that looks for problems first and then seek technology solutions for them cannot re-engineer. The contribution of information technology is high compared to other technologies for radical redesigning of the process

Keywords: Business Process Reengineering, Information Technology, Creativity Human Resources.

Introduction

To enable bottom-up participation in a top down reform programme and role of information Technology, creativity and human resources in Re-engineering a business process and to understand the information management principles that guide the use of information in support of re-engineering.

The 21st century organization would be different in structure, style and character. The needs would be fulfilled at a higher speed, so that no competition takes away the business due to poor response. The organizational goal would be to maximize the value offered to the customer at the least cost and at the greatest speed. The customers would be satisfied with the basic needs and psychological expectations like style, design, flavor, color, quality and so on. It became in practice only when the customer-oriented operation becomes open to the

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associated people. It would require effective and efficient decisions, proper training, education, support and rewards. The customer may be delighted with the product or service to exceed all the value expectations, the related processes in such a way that new changes are made quickly so that customer loyalty will be maintained and business leadership remains challenged.

In order to handle new challenges, organizations will have to re-engineer the business and management process.

What is Re-engineering?

Re-engineering may be defined as the fundamental rethinking and radical design of business processes to achieve dramatic improvements in critical, contemporary measures of performance such as cost, quality, service and speed.

Fundmental- why do we do what we do? And why do we do it the way we do? Asking these fundamental questions forces people to look at the tacit rules and assumptions that underline the way they conduct their business.

Re-engineering begins with no assumptions and first determines what a company must do, then how to do it. It takes nothing for granted. It ignored what is and concentrate on what should be.

Radical Redesign – Means getting to the root of things; this means no change with what is already existing but throwing away the old or disregarding all existing structures and procedures and inventing new ways of accomplishing work. This is business reinvention – not business improvement, enhancement or business modification.

Business Processes – is collection of activities that takes one or more kinds of inputs and adds the value to the customer by creating the effective and efficient output. The individual tasks with in the process are important, but none of them matter's what to the customer if the overall process does not delivers the goods.

Dramatic Improvements – Re-engineering is not about making marginal or incremental improvements but about achieving quantum leaps in performance. Re-engineering should be brought in only when a need exists for heavy blasting. Marginal improvement is concerned with fine-tuning whereas dramatic improvement demands blowing up the old and replacing it with something new. This dramatic improvement have been identified in three types of companies-

1. When they find themselves in deep trouble
2. When they are not yet in trouble but management has a futuristic view to analyze the problem.
3. When they are in peak position and have no discernible difficulties, either now or on the horizon but management is ambitious and aggressive. They see an opportunity to further lead over their competitors.

Business Process Reengineering involves changes in structures and in processes within the business environment. The entire technological, human, and organizational dimensions may be changed in BPR. Information Technology plays a major role in Business Process Reengineering as it provides office automation, it allows the business to be conducted in different locations, provides flexibility in manufacturing, permits quicker delivery to customers and supports rapid and paperless transactions. In general it allows an efficient and effective change in the manner in which work is performed.

The globalization of the economy and the liberalization of the trade markets have formulated new conditions in the market place which are characterized by instability and intensive competition in the business environment. Competition is continuously increasing with respect to price, quality and selection, service and promptness of delivery. Removal of barriers, international cooperation, technological innovations cause competition to intensify. All these changes impose the need for organizational transformation, where the entire processes, and organization climate and organization structure are changed. Hammer and Champy provide the following definitions:

Reengineering is 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.

Process is a structured, measured set of activities designed to produce a specified output for a particular customer or market. It implies a strong emphasis on how work is done within an organization. Each process is composed of related steps or activities that use people, information, and other resources to create value for customers as it is illustrated in the following example.

Business processes are characterized by three elements: *the inputs*, (data such customer inquiries or materials), *the processing* of the data or materials (which usually go through several stages and may necessary stops that turns out to be time and money consuming), and *the outcome* (the delivery of the expected result). The problematic part of the process is *processing.* Business process reengineering mainly intervenes in the *processing* part, which is reengineered in order to become less time and money consuming.

An example of a business process: Credit card approval in a bank.

An applicant submits an application. The application is reviewed first to make sure that the form has been completed properly. If not, it is returned for completion. The complete form goes through a verification of information. This is done by ordering a report from a credit company and calling references. Once the information is verified, an evaluation is done. Then, a decision (yes or no) is made. If the decision is negative, an appropriate rejection letter is composed. If the decision is positive, an account is opened, and a card is issued and mailed to the customer. The process may take a few weeks due to workload and waiting time for the verifications, is usually done by several individuals.

The term “Business Process Reengineering” has, over the past couple of year, gained Increasing circulation. As a result, many find themselves faced with the prospect of having to learn, plan, implement and successfully conduct a real Business Process Reengineering endeavor, whatever that might entail within their own business organization.

An Example of BPR Application.

A typical problem with processes in vertical organizational structure is that customers must speak with various staff members for different inquiries. For example, if a bank customer enters into the bank determined to apply for a loan, apply for an ATM card and open a savings account, most probably must visit three different desks in order to be serviced, 2. When BPR is applied to an organization the customer communicates with only one person, called “case manager”, Manager completes an application for a loan in electronic form, which in turn is submitted through the network to the next team member, the credit control director, who examines the credit status of the customer. If the credit status is not satisfactory, the credit manager approves rejection of the loan and a rejection form is filled and it is returned to the

case manager. The case manager explains to the customer the reason that his application was rejected. On the other hand, if the credit status of the customer is satisfactory, the application is submitted electronically to the next team member, who calculates interest rates and payment tables. The application is then submitted to the credit manager for approval using a digital signature. The approval of the application along with the payment table is Delivered to the customer by the case manager.

Most importantly, while the loan application team was processing the loan application, the case manager "triggered" the account team to open a savings account and the ATM team to supply the customer with an ATM card. The customer leaves the bank having a response for his loan application, a new savings account and an ATM card, and all these without having to move around the desks for signatures and documents. All the customer's requests were satisfied at the same time in parallel motion. The difference between the vertical organization and the cross-functional organization lies in the way businesses are organized internally. The vertical organization is organized based on functional units (e.g. the sales, the accounting department). In cross-functional organizational units the main organizational unit is the process. Since "doing business" is mainly running processes, it would be very logical to organize companies based on processes. For instance, the ordering process crosses different departments. The sales department for order taking, the accounting department for credit control and invoicing, the logistics department for inventory control and distribution, and the production department for producing the order.

An Every day Business - Customer Conversation...

Throughout the conversation there is an emphasis on department functions. Each employee is satisfied with the fact that "I have done my job but I do not know what the others did". Nobody would like to take total responsibility. While this situation seems awkward, it is the most usual case in most organizations. Most of the times it is up to the good will of some employees, like the logistics manager, for the customer to receive some type of service. Using BPR the company will be organized based on processes. The company will organize an order processing team, breaking the departmental barriers. The team would be composed of a case manager to respond to the customer's requests, and employees from assuming a customer calls the company to ask why his order has not yet arrived to its premises. "*Let me transfer you* to *the accounting department to check if the order was invoiced*" responds the telephone operator.

The customer must explain his problem to the accounting department again. "*We had invoiced your order, but I don't now if already shipped to you. You need to call the logistics department, unfortunately I could not transfer you since they are located in another city*". The customer calls the logistics department and explains the situation again. The logistics manager responds "*that although the order should have been distributed to you, I haven't yet received the order from them in the production department*". *"Please hold on a minute, I will try to talk to them to find out what happened*". The inventory manager tried to help out the situation, since he felt that the customer was getting aggravated from the other side of the phone. After a while he said "*Sir I am Sorry, it is the finish department's fault. Somebody had forgotten your order in the finish storage. I will have it send out to you as soon as possible*." After this odyssey the customer was seriously considering whether he would place another order.

The process must be designed to trace an order step by a step electronically and provide an answer back to the customer quickly. *The customer must speak with one person*, the case manager. All internal controls are the responsibility of the order processing team. BPR focuses on team building operations around processes and building a company mentality to personnel.

The objective of the technique is to build customer-oriented effective organizations. The customer does not care if the accounting department works adequately; he wants to see his order processed, as it should be. If the management of the company overheard this conversation, they would be desperately sought for a solution to the problem. Most frequently they would change around the organizational chart and would replace people in the company hierarchy or would modify the roles and responsibilities of some employees. Businesses continuously are overcoming some major or minor changes in the way they operate without having the desired outcome. Their effort is crashed on the departmental barriers and the employee mentality to protect their personal or functional interests.

How can BPR be Applied to an Organization?

When British Telecom had announced their Business Plan, all competitors were eager to find out who would be the new CEO of the organization. To the surprise of all the new CEO it was the customer. The company had decided to transform all the operations of the organization the way customers wanted them to operate. The most important action in applying BPR is the company's strategic goal to provide customer oriented services. BPR is a technique used to implement this type of organizational structure. Having the management commitment for change, another very important factor for implementing BPR, is the enabling role of Information Technology. The way that businesses are organized around departments is very logical since, for instance, there were physical barriers in the communication of the accounting department with production department. (The warehouse could be in another location in another part of the city). So it wasn't possible for a cross-functional team to communicate efficiently. In the 90s when telecommunication technologies were becoming abundant and low costing BPR was becoming a worldwide applicable managing technique for business upgrade, enabled by the technology. Employees can easily operate as a team using intranets/extranets, workflow and groupware applications, eliminating distances. We can work together even though we are located in different places. Empowering people. Empowerment means giving people the ability to do their work: the right information, the right tools, the right training, the right environment, and the authority they need. Information systems help empowers people by providing information, tools and training.

Providing Information. Providing information to help people perform their work is a primary purpose of most information systems although they provide information in many different ways. Some systems provide information that is essential in informing a business process, such as the prices used to create a customer's bill at a restaurant. Other systems provide information that is potentially useful but can be used in a discretionary manner, such as medical history information that different doctors might use in different ways.

Providing Tools. In addition to providing the right information, empowering people means giving them the right tools. Consider the way planning analysts' produce consolidated corporate plans based on plans of individual divisions and departments. If the plans are submitted on paper, it is a major task to add up the numbers to determine the projected corporate bottom line. When the plan is changed during a negotiation process, the planning analyst has to recalculate the projected results. With the right tools, the numerical parts of the plans arrive in a consistent, electronic format permitting consolidation by a computer. This leaves the analyst free to do the more productive work of analyzing the quality of the plan.

Providing Training. Since information systems are designed to provide the information needed to support desired work practices, they are often used for training and learning. As shown by an expert system and a decision simulator, they sometimes provide new and unique training methods. IBM developed an expert system for fixing computer disk drives. The expert

system was an organized collection of the best knowledge about fixing these disk drives, and it fostered rapid and efficient training. Before the system was developed, technicians typically took between 1 and 16 months to become certified, but with the expert system, training time dropped 3 to 5 months.

Eliminating Unproductive Uses of Time. Information systems can reduce the amount of time people waste doing unproductive work. Although the primary function of salespeople is selling, the time breakdown for salespeople averaged 36 percent spent on prospecting and selling, 39 percent spent on prospecting an selling, 3 percent on servicing accounts, 19 percent on doing administrative chores, and 6 percent on training. Better use of information systems could save much of their unproductive time performing chores such as collecting product or pricing information, determining order status for a customer, resolving invoice discrepancies, and reporting of time and expenses.

Eliminating Unnecessary Paper. One common way to improve data processing is to eliminate unnecessary paper. Although paper is familiar and convenient for many purposes, it has major disadvantages. It is bulky, difficult to move from place to place, and extremely difficult to use for analyzing large amounts of data. Storing data in computerized form takes much less physical space and destroys fewer forests, but that is only the beginning. It makes data easier to analyze, easier to copy or transmit, and easier to display in a flexible format. Compare paper telephone bills with computerized bills for a large company. The paper bills identify calls but are virtually impossible to analyze for patterns of inefficient or excessive usage.

Eliminating Unnecessary Variations in the Procedures and Systems. In many companies, separate departments use different systems and procedures to perform essentially similar repetitive processes, such as paying employees, purchasing supplies, and keeping track of inventories. Although these procedures may seem adequate from a totally local viewpoint, doing the same work in different ways is often inefficient in a global sense. Whenever the systems must change with new technology, new regulations, or new business issues, each separate system must be analyzed separately, often by someone starting from scratch.

Minimizing the Burden of Record Keeping, Data Handling, and General Office Work. Since processing data is included in most jobs, improving the way people process data is an obvious place to look for information system applications. *Focus on basic data processing tasks*: Reducing the burden of record keeping means being more efficient and effective with the six components of data processing. Those components are capturing, transmitting, storing, retrieving, manipulating, and displaying data. *Capture data automatically when generated*: Capturing data automatically at the time of data generation is especially important in minimizing the burden of record keeping. In depth, BPR assumes that the current processes in a business are inapplicable and suggest completely new processes to be implemented by starting over. Such a perspective enables the designers of business processes to disassociate themselves from today's process, and focus on a new process. The BPR characteristics - outcomes include the following:

- Several jobs are combined into one.
- Decision-making becomes part of the job of employees (employee empowerment).
- Steps in the processes are performed in natural order, and several jobs get done simultaneously.
- Processes have multiple versions. This enables the economies of scale that result from mass production, yet allows customization of products and services.

- Work is performed where it makes the most sense.
- Controls and checks and other non-value-added work are minimized.
- Reconciliation is minimized by cutting back the number of external contact points and by creating business alliances.
- A single point of contact is provided to customers.
- A hybrid centralized/decentralized operation is used.

BPR is achieving dramatic performance improvements through radical change in organizational processes, rearchitecting of business and management processes. It involves the redrawing of organizational boundaries, the reconsideration of jobs, tasks, and skills. This occurs with the creation and the use of models. Whether those be physical models, mathematical, computer or structural models, engineers build and analyze models to predict the performance of designs or to understand the behavior of devices. More specifically, BPR is defined as the use of scientific methods, models and tools to bring about the radical restructuring of an enterprise that result in significant improvements in performance. Redesign, retooling and reorchestrating form the key components of BPR that are essential for an organization to focus on the outcome that it needs to achieve. The outcome pursued should be an ambitious outcome (as for instance, are a 24-hour delivery to any customer anywhere in the world, approval of mortgage loans within 60 minutes of application, or ability to have on-line access to a patient's medical records no matter where they are in any major city in the world). These types of visionary goals require rethinking the way most organizations do business, careful redesign. They will additionally need very sophisticated supporting information systems and a transformation from a traditional organizational structure to a network type organization.

Objectives of BPR

When applying the BPR management technique to a business organization the implementation team effort is focused on the following objectives:

*Customer focus***.** Customer service oriented processes aiming to eliminate customer complaints.

Speed. Dramatic compression of the time it takes to complete a task for key business processes. For instance, if process before BPR had an average cycle time 5 hours, after BPR the average cycle time should be cut down to half an hour.

Compression. Cutting major tasks of cost and capital, throughout the value chain. Organizing the processes a company develops transparency throughout the operational level reducing cost. For instance the decision to buy a large amount of raw material at 50% discount is connected to eleven cross checking in the organizational structure from cash flow, inventory, to production planning and marketing. These checking become easily implemented within the cross-functional teams, optimizing the decision making and cutting operational cost.

Flexibility. Adaptive processes and structures are changing conditions and competition**.** Being closer to the customer the company can develop the awareness mechanisms to rapidly spot the weak points and adapt to new requirements of the market.

Quality. The level of quality is always the same controlled and monitored by the processes, and does not depend mainly on the person, who servicing the customer.

Innovation. Leadership through imaginative change provides organization to competitive advantage.

Productivity. Improve drastically effectiveness and efficiency.

Types of firms / organizations that BPR can be applied -

BRP could by implemented to all firms (manufacturing firms, retailers, services, etc.) and public organizations that satisfy the following criteria:

- Minimum Number of employees**:** 20 (at least 4 in management positions).
- Strong management commitment to new ways of working and innovation.
- Well formed IT infrastructure.

Business Process Reengineering could be applied to companies that confront problems such as the following:

- High operational costs
- Low quality offered to customers
- High level of ‘’bottleneck” processes at pick seasons
- Poor performance of middle level managers
- Inappropriate distribution of resources and jobs in order to achieve maximum performance, etc.

Re-Engineering and Facts

- Information Technology played a very important role in business re-engineering, but is not the same as automation. Automating the existing process with information technology provides more efficient ways of doing the wrong kinds of things.
- Re-engineering is not restructuring or downsizing. Downsizing and restructuring means doing less with less whereas re-engineering means doing more with less.
- Re-engineering is not the same as quality improvement, total quality management. Quality program work within the framework of a company’s existing processes and seek to enhance them by means of continuous improvement. Whereas re-engineering starts with discarding the existing and replacing them with new one. So it is like an innovation.
- Re-engineering is about rejecting the conventional wisdom and received assumptions of the past. It is about inventing new ways to process structure that have a little or no resemblance to the previous structure.

Role of Information Technology as An Enabler in Re-Engineering

The role of information technology as an enabler is very important and significant in re-engineering. The true power of technology is to offer answers to problems people do not know they have. Breaking rule is how people learn to think inductively about technology during the re-engineering process. Teleconferencing and EDI (Electronic Data Interchange) are the best examples. To recognize the power inherent in modern technology, there are so many applications are in use-

Shared Data base

Traditionally a person collects information on a paper, placed in a folder and only one person can use it at a time. But database technology allows many people to use the information simultaneously.

Expert System

The value of expert systems technology lies in its allowing a non expert to operate at nearly the level of a highly trained expert. By eliminating the handoffs, delays and errors inherent in a traditional sequential process, the re-engineering process can achieve order improvement in time, accuracy and cost.

Decision Support System

Modern Data base technology allows information an equal participation to make the decision to management and frontline workers, as it is widely accessible. When accessible data is combined with easy to use analysis and modeling tools, frontline workers with proper training become capable of working fast, effective and sophisticated decisions.

Wireless Data Communication and Computers

With mobile phones, laptops, palmtops and personal computers people can connect to information sources wherever they are.

Interactive Videodisk

Earlier the training was the ultimate solution for any type of functioning or query. Videodisks allow watching a video segment on a computer screen and then ask questions or answer them on screen. For information that is the best communicated visually, this technology proves very useful.

Principles of Information Management In Business Re-Engineering

With the importance of information technology, it is important to know the basic information management principles, which guide the use of information in support of re-engineering.

Eliminating the Problem Eliminates Information About the Problem

Most business processes reflect old and outdated ideas about operations, such as the belief that defects are inevitable. The main purpose is eliminating unnecessary and problematic work processes eliminates the need for information to control those processes.

Simplify the Process and Simplify the Information in the Process

The business system is surrounded with the dynamic environment. The information system collects, produce and distribute information related to those work steps in the mistaken belief that they are supporting value-adding activities. More efficient process dramatically reduces the quantity and complexity of information collected, stored and distributed to support them.

Appropriate use of Information Technology

The firms fit technology according to the needs of the firm and the capabilities of the workforce, taking into account the firm's existing culture, coordinating systems and configuration. Thus the information systems should be appropriate to the requirements of their work processes.

Targeted information

Much of the information available in organization is unfocussed and unreliable. The challenge of information management in business process re-engineering is not to make information available or to share as much as possible, rather it is to focus the attention of the firm's managers and workers on information which contributes value to their business processes.

Flexible Information System

As flexibility and speed become critical in the design of business processes, they are also becoming the drivers of information services strategy.

Manageable Work Groups Make Information Needs More Manageable

A team focus in companies result, in more active employee participation, greater trust, learning and more effective information management. With a greater team focus in business process management, information management become more focused on the business requirements of the team and less dependent on individual needs.

Many public and private sector organizations and SMEs Word-wide had undergone major reengineering efforts. The technique was applied first to multinational corporations, such as IBM, AT&T, SONY, GENERAL ELECTRIC, WALL MART, HEWLLET PACKARD, RELIANCE, TATA, BIRLA AND OTHERS having as a result major downsizing in their organizational structures. Later, the banking sector began to reengineer with a great degree of success such as CITIBANK, ICICI, IDBI, STATE BANK OF INDIA, HSBC and others. Major utility companies used reengineering as a technique to improve service. BPR is also being used to change the organizational structure of public services. Today most SMEs are investigating the re-engineering technique and a lot of them are applying re-engineering, since the technique is applicable and affordable to almost all SMEs. This is proved by the increasing demand for BPR consultants in Greece and worldwide. Most of the times re-engineering is applied as a “must” when innovative IT tools are introduced to SMEs. Tools such as SAP, BAAN and various ERP systems that promote the horizontal organizational structure are the vehicles for re-engineering the organizational structure in order to adapt to the horizontal operational subsystems of the tools. For the first time we can say “ that IT does not only support management, IT changes the organizational structure”. Today 120 businesses from small to medium size in Greece and thousands in Europe have installed such types of IT systems reengineering also their organizational structure.

Role Of Creativity In Business Process Re-Engineering

Creativity is a kind of activity, which develops a new way/idea that has not previously existed. This creativity depends upon person to person. A person is highly qualified, it does not mean that he will be creative and vice–versa. In re-engineering a process, a team needs to draw upon all of these ways of being creative, to draw ideas from others, process to develop new ways of doing things, to develop new ways of using existing resources, be they human or technical and to consider new outputs that would meet the customer’s requirements in better ways than the output created by the current process. The re-engineering team should not only consider the obvious alternatives but also explore previously not though of options, recognizing that these options exist but will not recognized without additional thought.

Creativity seen as a special human power that will dissolve difficult problems, generate spectacular ideas and products, break new intellectual ground and transform lackluster organizations into lively one. In an organization re-engineering may be done through creativity, as-

- Open channels of communications
- Non-specialized are assigned to problems
- Ideas are evaluated on their merits rather than on the status of their originator.
- Encourage experiments with new ideas rather than making rational prejudgments.

- Participative decision making should encouraged.
- Feel the employees, let the work be fun.

A number of techniques of creative thinking may be used for business re-engineering. Brainstorming is based on the principle that quantity of ideas begets quality and to get many ideas it is necessary to suspend evaluation of ideas during the idea generation phase. In attribute analysis, the attempt is to generate alternative ways of satisfying the major characteristics a product or activity must posses. In synectics, a group of persons search for original solution to intractable problems through the principle of constructive psychological strain.

Let us now look at creativity as it applies to different elements of the marketing mix-

PRODUCT- The emphasis on product development will shift from developing product to providing solutions. This would involve expanding the conventional definition of the product as a physical entity bound by a category to a total service or solution.

Take, for example, the electronic products. Historically, these were sold as stand – alone products. Gradually service guarantees were built in. Now purchase financing has been built into the product package. Another aspects of innovation is to challenge product category boundaries. Take, for example, the biscuit industry. Biscuits are perceived by consumers as a wholesome snack to be given to children and eaten with tea. Britannia little hearts challenged this category. Its marketing package covering product form, packaging, taste, and appeal helped break the category boundary and offered it as an alternative to chips and other savory snacks, hitherto a different category.

This is an innovation in its truest sense. In the future, category boundaries are not likely to be as firm and marketers who do not understand this will be at a disadvantage.

PRICING- Innovation is key to profit as it enables consumers to perceive higher value and thus be willing to pay more. Without constant innovation, competition will beat at your franchise with lower prices.

It is therefore important that marketing, logistics, product development and purchase functions work together continuously to add value and reduce costs.

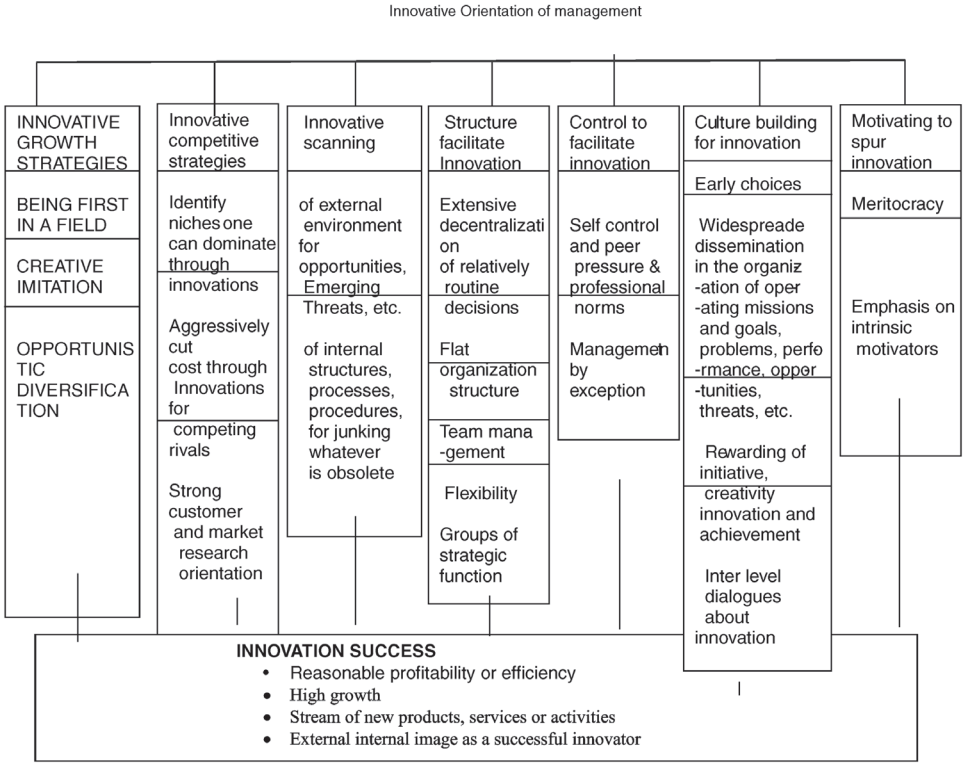
Physical Distribution

This is a lot of hidden profit in distribution logistics. Keeping stocks low without stock- out situations can help add to the bottom line. Using on-line systems, it is possible to organize distribution into one continuous loop and ensure minimum stocking sans stock outs.

To encourage innovation, the organization will have to be managed differently. It is very clear – few layers, HANDS ON approach at each level with focused objectives, minimal paperwork and avoidance of protracted discussions.

ADVERTISING- In the emerging high clutter environment, a few factors are going to determine success or failure. Advertising has to reward viewers' interest through elements of entertainment. Advertising to be successful has to touch a raw nerve by addressing a key hope, fear or belief. It has to be easy and first time comprehensible. This factor is extremely critical in view of high clutter and emerging rural consumers who can understand simple, focused messages.

Figure for Model of a Successful Innovative Organization



The Role Of Human Resourcess In Busines Process Re-Engineering-

Reengineering was originally viewed as a form of work design that had to be completely top-down. Because the process being addressed is usually broad, the thinking goes, only a small group of high-level process designers can analyze its entire breadth. It was thought that only those overlooking multiple functions may be able to see opportunities for innovation. However, in recent years more attention has been paid to participatory mechanisms of doing BPR. It is acknowledged that the design of more detailed process activities and flows can be done by those who do the work.3 In the first place they have experience performing certain procedures and secondly, they acquire ownership of the reform. Davenport, in his article, gives the example of several post-reengineering work teams who paid little attention to the prescribed process design because they had no hand in its creation. He warns that part of the problem with reengineering is that it ignores much of the proven benefits of participative work design.

Employee Participation through BPR

The steering committee generally is made up of the president, the director-generals, the directors of the staff services, a representative of P&O and representatives of the ministerial cabinet. The steering committee defines the strategy and validates at the end of every phase the work that has been done.

Sponsor of the Programme was in all cases the President . It is he or she who is the face of the whole process and who can be seen as the “engine” of the reform. The unconditional support of the President for the reengineering is identified as a critical factor of success.

The Programme Management Office consists in general of directors of staff and consultants. It is responsible for the daily management and the general coordination of the BPR and meets weekly.

Programme Managers are responsible for the certain specified programmes. They follow the programme from planning till implementation.

Internal BPR consultants are civil servants, designated by the President , to support and coordinate the reengineering.

For each programme a number of working groups have been composed.

In this technological era, we should not overlook the role of human systems. Without knowledge of human resource utilization and what they can enable, a team can not achieve a full potential for process re-engineering. With the Howthorne Plant of Western Electric company Experiment Elton Mayo and associates showed that the feelings and motivation of workers affected their productivity and performance. As with information technology, the true value of these systems is realized when they are used as levers for process change and not just as modern management techniques.

Autonomous Work Team

Each individual forms a link in a chin of activities that eventually results in a finished product and service for the customer of that process. That person who performs highly routinised and repetitive work, alienation from their work and even more general forms of poor mental health is possible.

Autonomous work teams are a reaction against this form of work where every member is responsible for the whole task or complete job. This way each member sees the finished product of their labor. They may be responsible for planning and decision making, job allocation, production targets, solving quality problems and other internally or externally problems. By this way it reduces the time taken to perform the process, and checking the process.

Therefore autonomous work enable jobs to be designed according to the task and changing the nature of some of these tasks or remove them.

Career Planning

By developing new career paths that are linked to processes, an organization can remove the barriers of dissatisfaction and enable the new design to be implemented in a way that will motivate rather than alienate. A true process orientation within an organization can increase the efficiency and effectiveness of the persons for those involved.

Conclusion

The areas of Business process re-engineering are those that drive the business e.g. quality, cost, cycle-time, service and supply chain management. Companies do not re-engineer the way people in those areas do their work. Re-engineering is for process only, and it does not consider what it is in the company but focuses on what it should be to get dramatic improvements of results. Therefore Business process re-engineering changes the organization from “task based” to “process based”. The process of re-engineering is a start-to- finish process, where the process begins with the understanding of customer’s needs and expectations. Business process re-engineering is a team based process and it works best when the team starts working from the customer’s end by working with the customers for knowing and understanding the scope. Process must be re-engineered to meet the needs and expectations

of customers at lowest cost with the help of information technology, creativity and human resource.

Strategic decision making is, not surprisingly, reserved for a small elite. The more the reengineering is focused on the operational processes by which people will actually have to perform their job, the more opportunities of participating can be identified. We saw that working groups have been created allowing large groups of civil servants to be involved in the reengineering of their organization. This seems to be a positive evolution.

BPR is identified as a very new way of working. It would break with past habits such as incremental change, working in a compartmentalized way and taking tasks or procedures for granted.

The other side of the coin would be that BPR is very time- and labour intensive. It demands a lot of resources during a reasonable amount a time. Furthermore the question can be raised to what extent it is realistic that an administration really starts from scratch.

One of the biggest risks for a successful reengineering seems to be the changeability of the political environment. This makes up the biggest difference was between reengineering in the private and the public sector, testified one of the consultants involved. Politics would cause abrupt reversals in policy, making continuity rather impossible.

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