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The Never Ending Story "Business Process Reengineering"

The idea of reengineering was first mentioned in an article in Harvard Business Review 1990 by Michael Hammer. The method was popularly referred to as Business Process Reengineering, also known under the acronym "BPR". According to Michael Porter "The literature on re-engineering employs the term processes. Sometimes it is a synonym for activities. Sometimes it refers to activities or sets of activities that cut across organizational units. In any case, however, the essential notion is the same – both strategic and operational issues are best understood at the activity level."

Business Process Reengineering is meant to be an approach for corporate change and, according to Michael Hammer, describes a "fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical measures of performance such as cost, quality, service and speed".

Related topics to BPR are, for example, "Overhead-Value Analysis", "Cycle-Time Reduction" or the "Concept of Process Redesign" but also "Delayering" can be considered a related topic.

There is no right or wrong methodology for effective and successful Business Process Reengineering, due to the fact that this approach differs and highly depends on the individuality of corporations.
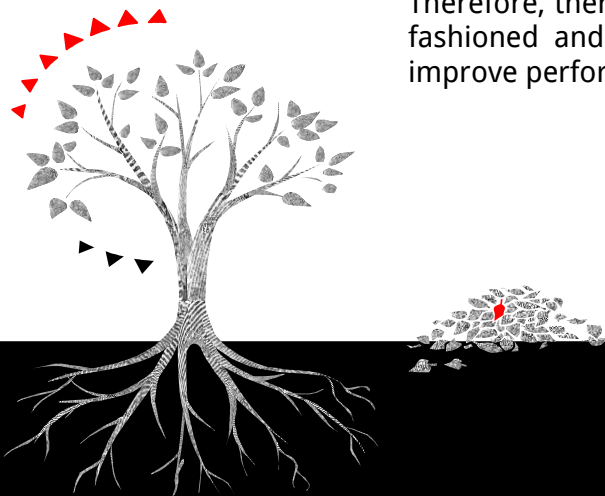
A set of major steps within this approach are:
- ❯ Refocusing corporations values in balance with customers' needs
- ❯ Identification of processes to be re-designed
- ❯ Redesigning identified processes to meet the stated needs
- ❯ Alignment of the organization with new processes in terms of staff and responsibilities
- ❯ Implementation of new processes (and organizational changes)
- ❯ Evaluating new processes
- ❯ Improving business processes across the organization

Business Process Reengineering is not an uncommon concept in this modern business world. But especially the last step of continuous improvement is often understood as a never-ending process of improvement of performance of corporations.

Most of the private or public organizations don't have standardized procedures to measure the performance and productivity of their organizational processes. But especially costly and time consuming business processes will cause the inefficiency and ineffectiveness of the organization.

Therefore, there is an increasing need to thoroughly analyze and reengineer old-fashioned and obsolete business processes in organic grown corporations to improve performance and decrease inefficiency.