CHAPTER 6: CONCLUSION

6.1 Introduction

In this chapter, the researcher will give a conclusion based on the data found in chapter four and chapter five. Outcomes, limitation of the research and future work are further elaborated in this chapter.

There were two main objectives for this research. The first objective was to study, analyse, critique and compare the design and development of existing BPR case tools. The second objective was to develop the first phase / prototype of BPR tool which is the modeling of As-Is process and analysis component of a web-based BPR case tool, which enables BPR teams from small and medium organization to utilize the tool online from anywhere at anytime. Research was done to gather and gain knowledge of BPR case tools before developing BPR4U. Various ways such as searching from the Internet, gather information from journals, magazines and books were used by the researcher. It took quiet a number of months to gather the information on BPR and existing case tools used for BPR initiative. During the research, the researcher went through so many barriers especially during the analysis on existing case tools because usually BPR case tools are very expensive and it was quiet difficult to get a free BPR case tool to be analyzed. Anyhow, three BPR case tools were identified and analyzed and summarized in chapter four.

After completing all the necessary steps from literature review, the researcher developed BPR4U to assist BPR teams especially from small and medium organization to view their companies’ existing processes in order to eliminate / amend any of the processes as well as create new processes.
6.2 Outcomes of the Research

The deliverables of this research are described based on the research objectives presented in Section 1.6 which includes the study, analysis, critique and comparison the design and development of existing BPR case tools and to develop the first phase / prototype of BPR tool which is the modeling of As-Is processes. This is a web-based BPR case tool which is accessible 24/7.

First Objective: To study, analyze, critique and compare the design and development of existing BPR CASE tools.

There are many case tools available in the market for BPR. The researcher found that most of the tools are comprehensive, complicated as well as expensive. These tools have more features to analyze which are not crucial for small and medium organizations. These organizations only need to know the basic flow of the processes as well as the resources utilized in order to improve. To comply with the above mentioned objective, the researcher chose three existing stand-alone BPR case tools i.e. SmartDraw, BONAPART and WebSphere Business Modeler. Based on the analysis done on these three tools, it is known that the tools have their own advantages and disadvantages. This has been described in Chapter 4. From the results obtained, the researcher is able to fully understand the development process of BPR case tool such as the case tool to be user friendly, system requirements to be medium level and not too high, as well as basic analysis features to be encrypted in the tool such as resources utilized by each process especially man power, time duration and costing.
Second Objective: To develop the first phase / prototype of BPR tool which is the modeling of AS-IS process and analysis component of a web-based BPR CASE tool.

BPR4U was completed to help small and medium organization to evaluate their organizations’ existing processes. It allows information (organization’s As-Is processes) to be stored on web servers, and are available to anyone i.e. registered users who are related to the organization. It permits user collaboration where the user could update the information from anywhere and at the same time another user within the same organization could access the information. The system development of BPR4U was explored in chapter 5. Based on the evaluation of the system, the majority of users are satisfied with the system and commented that the system is a platform for them to identify their company processes, pitfalls as well as resources utilization.

6.3 Limitations of the Research

Although there are large number of tools available in the market, the researcher only chose three stand alone BPR case tools to comply with the first objective of this research due to cost as well as time constraints. The second objective emphasizes the modeling and development of the As-Is processes and therefore the system does not incorporate To-Be processes which is the next phase in BPR life cycle. Moreover, the processes to be keyed in by users would be more straight forward where there is no reverse or multiple processes within a process. This is because, the researcher’s main concern was to emphasize on evaluating the processes with the intention of improving the processes in order to give more profit and maximize resource utilization by the users. BPR4U only has 3 main analysis features that are man power, duration and costing of the processes. BPR4U could be enhanced by adding more analysis features as well.
6.4 Future work

After completing this research, the researcher suggests that two main tasks should be considered in the future. One of the tasks is, to choose more stand alone BPR case tools to analyse in order to gather more information with sufficient financial support as the case tools are expensive. For future enhancement, the researcher ought to compare more case tools before developing a new case tool with comprehensive features.

Another task is to enrich the features of BPR4U. Since the researcher used prototype methodology, the features structured in BPR4U are very basic and minimal. The enhancement ought to be done was described in chapter five. Apart from that, generic collaborative tools such as newsgroups or bulletin board could be incorporated in BPR4U in order for the users to post any topics for discussion, comments of participants could be displayed and a threaded discussions developed by users who are located in different geographical location. Help menu would be a value added function as well that can be considered for the new user to get to know the tool better.

6.5 Conclusion

Through this study, the researcher not only has an in-depth knowledge on the history of BPR and its advantages, but also has detailed understanding on BPR life cycle as well as business processes. This research explored the fundamental features that a BPR case tool should have from the comparison of the existing BPR tools. By doing this research, an in-depth understanding of BPR case tools can be achieved, and BPR4U is developed to fulfill the objectives of this research. The BPR study shows that it has an important role in improving an organization’s performance and efficiency by decreasing the time consumed,
cost, and required resources. Different business models were studied and accordingly we found that there are differences between them in structure and evaluation strategies. BPR4U demonstrates the easier and simpler way to view the business processes and it includes analytical features. Every task in the tool was designed for its importance and benefits to the user. This tool will help the user to know more about his/her business processes, identify the drawbacks based on the analytical features, and suggest solutions to improve their business processes. The developed tool can play a pivotal role in the analysis and redesign activities of BPR.