

A Literature Review on Business Process Reengineering

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Abstract: Business process reengineering (BPR) has been one of the key techniques used by many companies to effectively run their business in conjunction with information technology. The definition of BPR has been a hot subject in the information systems world over the last few years, as shown by the volume of literature devoted to it. Due to the diverse existence of this research field, this paper aims to contribute to established knowledge by addressing the following questions: (1) What is the most recent advancement in BPR as recorded in selected database? (2) What are the problems and advantages of BPR? (3.) What are the possible prospects for BPR research in the future? A total of 27 articles from the Scopus databases are evaluated in terms of publishing year, components of BPR areas and possible future research directions.

Keywords: Business process Reengineering Literature review Future research Advantages

I. INTRODUCTION

In today's world of fast-advancement technology, the penetration of information technology (IT) into enterprises is accelerating. The employment of information technology in the organization's fundamental operations is inextricably linked to the execution of everyday tasks. With efficient business process management, organizations have recognized the value of technology and its role in increasing the efficiency and quality of their business processes. While BPM assists firms in continually improving their processes, it also keeps an eye out for technology advancements that may be incorporated into the construction of efficient processes through Business Process Reengineering (BPR) [1]. As a result, firms should be able to continually redefine their businesses with the assistance of IT, demonstrating that IT serves as a tool/catalyst for BPR [2]–[4]. Furthermore, several empirical studies demonstrate a beneficial relationship between organizational performance and process management [5]. Thus, it is anticipated that widespread awareness of the BPR idea may be achieved. The objective of this article is to conduct a review of the BPR literature produced between 2012 and 2021 in order to gather information and current breakthroughs in this subject in order to suggest future areas for study and implementation. This article examines the examination of the Elsevier (SCOPUS) database's literature. The findings of this study are aimed at illuminating and clearly differentiating the present state of BPR development, as well as its application, method, and other characteristics, and to contributing to future research for academics and practitioners alike by addressing the following questions:

1. What is the most recent advancement in BPR as recorded in a selected database?
2. What are the problems and advantages of BPR?
3. What are the possible prospects for BPR research in the future?

The next part includes an overview of BPR, followed by a description of the study methodology, a categorization of the findings, and finally, the findings and discussion. The last portion offers conclusions, which include limits and future research areas.

II. LITERATURE REVIEW

It all started in the 1990s, when Michael Hammer, the father of reengineering, wrote an essay in the Harvard Business Review titled "Reengineering work: don't automate, annihilate." The article's beneficial effects on many companies were so profound that it became a trend in 1994 [6]. Hammer and Champy [7] provided the definitive description of the business process reengineering is a 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.

BPR is a time-honored method for re-inventing business processes. Re-invention has relied heavily on managerial acumen, innovation, and common sense when it comes to reforming management. As a result, by definition, BPR advocates for abandoning the whole business process in favor of developing wholly new ones. While formulating definitions is simple, attaining them in practice is a different story. In comparison, as definitions

have developed, research appears to have incorporated technical features to help with business process reinventions. To some extent, both descriptions are accurate, since modern firms face growing pressure to adapt their services to the unrelenting changes in technology, politics, and the surrounding environment. It is becoming increasingly necessary for businesses to enhance the quality of services they provide in order to maintain a competitive edge.

Additionally, firms are no longer able to serve their clients through traditional management processes. Additionally, clients, competition, and change have compelled them to enter an intensive environment with excessive demands, necessitating mass output and high-quality services with rapid response times [8]. To satisfy these expectations, companies can not rely just on information technology to accomplish their objectives; they must also examine their basic processes and make necessary modifications. The fundamental tenet of BPR is the redesign of processes, particularly those that contribute to the organization's development of business value, with IT serving as a vehicle for automating procedures [8]. Thus, firms may use BPR to assess their core business processes and systems and reorganize them on a periodic basis to ensure they remain adaptable to future redesigns.

III. METHODS

To address the aforementioned concerns, a series of publications from 2012 to 2021 were analyzed. The rationale for focusing only on the previous few years is because, though the notion of BPR has been for more than a decade and is continually being redefined, focusing on the previous few years enables us to watch global trends. Additionally, all of the material reviewed for this research is linked to BPR and its application. The literature search was conducted using Elsevier (SCOPUS) indexed journals. By analyzing the database, we will be able to determine the amount to which the core management information field, in comparison to other study topics, is committed to the notion of BPR. This article employs the peer-reviewed literature technique since it is considered that journals are often utilized as a source for getting information and publishing new discoveries [9]. The Elsevier (SCOPUS) database was searched using the terms "Business Process Reengineering"; 51 articles were retrieved from the SCOPUS journal list. All articles are re-filtered to reflect the search's objective. It has already amassed up to 35 publications. Following a review of the journal's reputation, 27 papers were published in reputable journals.

IV. RESULTS

The following figure summarizes the categorization of articles by year of publication. The years with the most publications were 2015 and 2016. It's interesting to discover that numerous Scopus journals that address BPR are no longer included in the Scopus database. Additionally, journals such as the Journal of Business Process Management (three papers), the International Journal of Business Process Integration and Management (two papers), and the International Journal of Service and Operations Management (two papers) have expressed a strong interest in this issue.

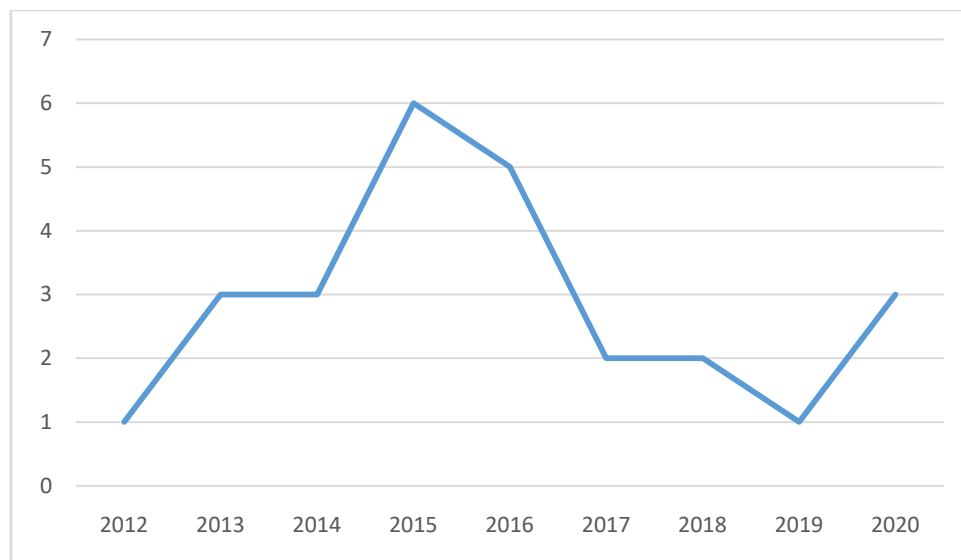


Fig. 1. Trend analysis of publications

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This literature review assessed 27 major research to identify diverse papers connected to business process reengineering from a variety of respectable publications on Scopus. The journals' Scimago Journal Rank (SJR) and Category Q (Q1-Q4) are shown in Table 1. Journal publications are listed alphabetically by Category Q, with the most articles on BPR being published in journals classified as Q1, and so far, the subject is BPR. It is still a fascinating subject to explore.

TABEL I.
SCIMAGO JOURNAL RANK (SJR) FROM THE SELECTED JOURNAL

No	Author	Title	Publication Title	SJR	Q Category
1	Esbenshade[10]	Customer-driven management models for choiceless clientele? Business process reengineering in a California welfare agency	Work, Employment & Society	2,03	Q1
2	Huang [11]	How business process reengineering affects information technology investment and employee performance under different performance measurement	Information Systems Frontiers	1,09	Q1
3	Bevilacqua [12]	Business Process Reengineering of emergency management procedures: A case study	Safety Science	1,18	Q1
4	Bruccoleri[13]	Shared Leadership Regulates Operational Team Performance in the Presence of Extreme Decisional Consensus/Conflict: Evidences from Business Process Reengineering	Decision Sciences	1,24	Q1
5	Borgianni[14]	Business Process Reengineering driven by customer value: A support for undertaking decisions under uncertainty conditions	Computers in Industry	1,43	Q1
6	Rinaldi [15]	Improving the efficiency of public administrations through business process reengineering and simulation A case study	Business Process Management Journal	0,67	Q1
7	Hakim [16]	Fuzzy model on selecting processes in Business Process Reengineering	Business Process Management Journal	0,67	Q1
8	Haseeb [17]	Application of formal methods to modelling and analysis aspects of business process reengineering	Business Process Management Journal	0,67	Q1
9	Cheng [18]	KM-oriented business process reengineering for construction firms	Automation in Construction	1,84	Q1
10	Radosevic[19]	Implementation of business process reengineering in Human Resource Management	Engineering Economics	0,3	Q2
11	Adefulu[20]	Business process reengineering and operational costs of selected Nigerian airline companies	Problems and Perspectives in Management	0,23	Q2
12	Bertolini[21]	Business process reengineering of drugs storage and distribution: A case study	International Journal of Procurement Management	0,35	Q2
13	Hashem [22]	Organizational enablers of business process reengineering implementation: An empirical study on the service sector	International Journal of Productivity and Performance Management	0,42	Q2
14	Bhaskar [23]	A critical analysis of information technology and business process reengineering	International Journal of Productivity and	0,42	Q2

			Quality Management		
15	Jung [24]	Crossing the management fashion border: The adoption of business process reengineering services by management consultants offering total quality management services in the United States, 1992-2004	Journal of Management and Organization	0,63	Q2
16	Mohapatra [25]	Framework for supporting 'business process reengineering'-based business models	International Journal of Business Innovation and Research	0,3	Q3
17	Sin [26]	The influence of IT infrastructure in business process reengineering project performance in Islamic banking	JurnalTeknologi	0,19	Q3
18	Musa [27]	Knowledge map and enterprise ontology for enhancing business process reengineering in healthcare: A case of radiology department	International Journal of Enterprise Information Systems	0,26	Q3
19	Asika[28]	Modelling critical success factors of business process reengineering and business performance of Nigerian oil and gas companies	International Journal of Services and Operations Management	0,26	Q3
20	Bhaskar [29]	Business process reengineering framework and methodology: A critical study	International Journal of Services and Operations Management	0,26	Q3
21	Bhaskar [30]	Business process reengineering: A process based management tool	Serbian Journal of Management	0,28	Q3
22	Ghatari[31]	Business process reengineering in public sector: Ranking the implementation barriers	International Journal of Process Management and Benchmarking	0,32	Q3
23	Anand [32]	Business process reengineering through lean thinking: A case study	Journal of Enterprise Transformation	0,11	Q4
24	Ghanadbashi[33]	Applying data mining techniques to business process reengineering based on simultaneous use of two novel proposed approaches	International Journal of Business Process Integration and Management	0,12	Q4
25	Jovanoski[34]	Links between strategic goals, information technology and customer satisfaction during business process reengineering	International Journal of Business Process Integration and Management	0,12	Q4
26	Mojtaba[35]	The challenges of implementing Business Process Reengineering in social security organization: The impact of structural features and human resource management	Biomedical and Pharmacology Journal	0,19	Q4

27	Ozcelik[36]	Effects of business process reengineering on firm performance: An econometric analysis	Studies in Computational Intelligence	0,19	Q4
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V. DISCUSSION

A. Issues and Advantages of Business Process Reengineering

Business Process Reengineering (BPR) is a method for the analysis of enterprise processes with a process oriented approach [16]. BPR effectively deals with the management of business processes to achieve significant improvements in performance [17]. In general, the following issues and challenges come from the current main investigation. Several case studies are analyzed from the literature examined. The case study of a California public welfare agency's business process reengineering indicates that the employees faced intensification and lost autonomy. Since the 1980s, with the rise of neoliberalism, the public sector has been more administered by private sector principles. In the 1990s, several US firms adopted reengineering as a successful technique for implementing changes to make the company more efficient and competitive.

Business Process Reengineering is defined as a radical redesign of processes in order to gain significant improvements in cost, quality, and service. Evidence reveals that new social services management strategies have not been implemented in ways that promote service quality [10]. We found that functionally focused BPR projects on average are associated more positively with firm performance than those with a cross-functional scope. This may indicate that potential failure risk of BPR Projects may increase beyond a certain level of scope. IT budget, advertising expenditure, and market share are positively associated with all of our performance variables [36]. By evaluating the business process involved, firms may rethink workflows to further increase performance. Companies setting up BPR performance metrics will encourage managers or line employees to utilize innovative business processes. Most Taiwan firms are original equipment manufacturers (OEMs), and the research predicts they will likely boost their competitiveness by paying greater attention to internal operations [11].

The aviation sector, as one of national economy and development's most essential drivers, includes navigational assistance suppliers, ground-based facilities and eight airline operators. The company manager should employ reengineering to reach a suitable top and bottom line. The aviation industry carriers have major issues. Nigerian indigenous airlines' high operating expenses are at odds with the profitability and continuous existence of airline firms [20].

In 'Knowledge Map and Enterprise Ontology for Enhancing Business Process Reengineering In Healthcare', Alhaji Musa and MohdOthman [27] reported that this study addresses the issue of inefficiencies in healthcare processes that were raised in literature such as high failure rate. The study proposes an artifact based on knowledge map and enterprise ontology to find non-value added transactions and subsequently reengineered them to improve healthcare management. A strategy based on design science methodology by merging knowledge map, business ontology, and learning to detect non-value-added transactions and then reengineer them to improve healthcare efficiency. The artifact depends on organized procedures including enterprise model generation and subsequent examination.

In 'Business process reengineering of drugs storage and distribution', a group at the Department of Industrial Engineering led by Massimo Bertolini[21] noted that pharmaceuticals represent a large portion of the costs in the healthcare industry due to the significant costs of these products. Progressive changes in the markets, increasing globalisation and the consequent new business prospects are currently imposing the need for a continuous reconsideration of business management methods. This business process reengineering research began to characterize the system from acquiring the As-Is status. The idea aims to realize a highly automated central warehouse, capable of managing vast quantities of items. When the pharmacist transmits the picking order, the management software allows the robot to identify and select the commodities from the warehouse. With this robotic pick-up system, the warehouse guy no longer needs to choose and inspect the products.

A business process reengineering (BPR) project is one of the most important projects in the public sector, but it is not easy to implement because of a number of barriers. In 'Business process reengineering in the public sector', Ghatari [31] reported that in his research, they try to identify the basic factors and dimensions involved in the success or failure of business process reengineering projects, in the public sector. To adapt to the changing environment, public organisations need to improve the quality of their services.

The fierce competition in the globalized business world has forced financial institutions to change their operation processes. Information technology infrastructure influences the performance of banks. IT infrastructure is a must for organizations to develop innovation. Sin [26] is applying the measurement of Islamic banking

performance by using the Maqasid al-Shari'ah Framework: (1) educating individuals, (2) establishing justice and (3) promoting public interest. Islamic banks need to build an effective IT infrastructure for successful BPR implementation. New innovation in product and service will make organizations become unique and reach competitive advantage.

Knowledge regarding BPR through an investigation of important organizational enablers. Infrastructure, people management, change readiness and low formalization are significant enablers of BPR implementation in the Egyptian banking sector. Egyptian banks paid more attention to become ready for change through many procedures. Study investigates the role of organizational factors in the business process reengineering implementation process. Results show that several organizational factors enable the implementation of BPR within Egyptian banks. Findings suggest employee involvement and empowerment, team working, training, and reward and recognition are the main foundations to achieve proper people management [22].

The quick emergence and rapid spread of a management practice, followed by its sudden downfall has been well documented and explained in studies of management fashion. This study extended the 'jumping on the ship' thesis to circumstances where two competing management fashion trends seek supremacy in the management knowledge industry. The firm with rich experience and capabilities in IT consulting can improve its organizational identity as a techno-structural change expert by adopting the BPR service category[24]. The Knowledge-Life-Cycle constructing sheet analysis is used to address the serve gap in the business operation process, a KM-oriented BPR model able to clearly analyze business knowledge asset and management demands for business operation processes [18].

The importance of improved business processes for a company's performance is widely recognised in business literature and practice. Along with issues in a variety of industrial areas, there are also issues with the use of models and frameworks. An empirical framework was created to examine the effectiveness of the CSFs of BPR on both primary and secondary measures of business performance in the oil and gas industry. Findings based on the survey revealed that successful BPR can positively affect business Performance of Companies [28].

Several studies provide factors and methodology, which can be considered while preparing a readiness framework for BPR. They confirmed that the most problematic issues regarding large-scale implementations are within the domain of knowledge and change management. Organisations can be considered as learning and evolving organisms. Ample evidence has shown that organisations tend to evolve by means of using business process engineering. Three threads of management thought namely the strategic positioning of a firm; BPR and organisational capabilities have been used in research [25].

Most process redesign efforts are focused on cost reduction, decreased process cycle time and quality improvement. Jovanoski proposes a model linking strategic goals and IT, utilised during process reengineering, as predictors of customer satisfaction. Jovanoski proposes a model linking strategic goals and information technology. Results show that strategic goals were significantly correlated with both utilised IT solutions and customer satisfaction. IT solutions had a direct effect on customer perceived ease of use and attitude towards the introduced change and utilised technology [34].

Ghanadbhasi's presented model allows Data Mining (DM) techniques to identify and analyse business processes in order to achieve useful knowledge for process improvement. This approach is considered in the form of a consolidated combinational architectural model of process monitoring based on knowledge management in business processes and CRISP-DM standard in DM process. Second approach elaborates application of data mining techniques to identify and analyse business processes [33].

Business systems are made up of processes. Core processes of different industries have presented in an effective manner. Die Test creates an output that is of a value to the customer. Processes are collections of activities of businesses that result in an output. Business process reengineering is a tool for process change and management [30]. The module pursues the double goal of taking into account the customer sphere and evaluating the risk associated with the decisions to be undertaken, according to the level of disagreement among the decision makers. An algorithmic model for supporting decision making that quantitatively relates the phases of a business process with its outputs [14]. The working group agreed to carry out a BPR study in the municipality, with the general aims to improve the quality of services. It emerged that the services to the customers are fulfilled by two main business units of the municipality [15].

Anand [32] studied business process reengineering through lean thinking. The current study answers the first research question of whether lean software development can be implemented in Indian software organizations and details the procedure to perform the same. The second research question, that value stream mapping can be used very well to completely reengineer the software development process of a firm that develops core software services, is positively supported by his study.

Over the past five decades, the concepts of quality management and productivity improvement have been practiced and implemented in Indian as well as other developing countries. It has been estimated that more than 70% of BPR implementations have failed to achieve expected results due to a lack of suitable framework and methodology. BPR and TQM are the most commonly used methods mostly used by the manufacturing or service organisations for greatest improvement in business processes. Objectives of companies initiating reengineering projects include: improved customer satisfaction, shortened process cycle time, improved product/service quality level, reduced costs in production and marketing [23], [29].

Furthermore, recent research indicates that between 60% and 80% of reengineering programs fail [37]. Mojtaba [35] examines the relationships between structural characteristics, and human resources management on the Business Process Reengineering implementation in the Social Security Organization. Researchers divide BPR implementation problems in government agencies in both human and technical challenges [37], [38]. Human resources have a significant impact on the BPR implementation.

B. Future Research of Business Process Reengineering Implementation

Numerous organizations that have actually utilized BPR will estimate the future research of BPR based on the literature: In the public sector, future research should directly ask managers about service quality and where service quality has deteriorated, examine how managers explain or rationalize such an outcome. The existing literature is largely based on single case studies, and future research could take a more comparative approach (across organizations, sectors and countries) in order to understand how managerial orientations interact with various contextual and institutional factors to produce local outcomes as well as broad trends and patterns [10].

Bevilacqua [12] provides a complete and consistent model for the functions required by a public information chain in an emergency and the relationships and data that support the integration of those functions. The hierarchical structure allows the representation of any portion of the information flow chain in detail and provides an overall view of the system. The use of such a representation enhances communication between emergency system analysts, developers and users. It permits all the actors involved, each with different competencies and responsibilities in the emergency, to work on different aspects of the total system and yet produce a consistent result in the final system integration.

Practical implications – The case study allowed deriving some useful guidelines to improve the efficiency of the public administration examined, as well as to identify some TO BE configurations that could be implemented in practice. Originality/value – Scientific literature includes a limited number of studies that evaluate the efficiency of public organizations in real contexts [15]. Another useful avenue for future research is to carry out a comparative study with companies in the service sector, or by conducting cross-country studies, to provide good insights on the effectiveness of BPR implementation [28], [31].

Further research focusing on examining the model developed for this study on different service sectors in different contexts may provide additional insights into the implementation of BPR. Moreover, in-depth analysis is required; thus, future studies can be conducted using qualitative methods or longitudinal approaches exploring the relationship between BPR factors in the service sector. In addition, other factors may influence the implementation of BPR, such as individual characteristics, political factors and/or network effects. Investigating these factors would be a fruitful area for future research [22].

Conducting further studies investigating the effects of variables such as the occupational levels of managers and supervisors involved in the BPR implementation are recommended. Furthermore, it is recommended to study the effects of the governmental organizations on the BPR implementation to determine the priorities of management strategies [35].

Business Process Reengineering (BPR) is a method for the analysis of enterprise processes with a process oriented approach, which through radical process redesign, some companies have boosted large-scale improvements in their vital business performances. But with BPR potentials, tremendous improvement comes along with a high degree of risk that causes a project to fail [16]. Different industry types can be compared and analyzed for further research [11].

Bruccoleri [13] extends the recent group conflict management literature by showing that not just conflict, but even extreme consensus has the potential drawback in the group decision-making process, and future studies have to consider these double aspects when investigating consensus reaching process for effective decision.

Briefly, Cheng [18] established a KM-oriented BPR model able to analyze clearly business knowledge asset and management demands for business operation processes, and fused relevant KM activities to the BPR model effectively to serve as the basis to construct the KM business environment. Furthermore, the feasibility of the model was verified using an actual construction firm case to promote the concept in future research directions and practical applications.

This area has the potential for future research and applications. Many believe that technology transfer, in the form of automation, is the sole answer to business problems. The future role of IT has been identified into three main categories: (1) Participate as a member of the reengineering team, but do not take control of the project (2) Define technology solutions to enable new business processes and take time to educate operational managers about new technology (3) Implement technology needed to support the new business processes. Be sure to set expectations and define deliverables clearly. IT managers and staff have to become business analysts, knowledgeable of business needs and able to combine a business orientation with technical expertise. This will help in integrating business knowledge with technical skills [23].

In future study, the researchers are suggested to select multiple respondents to avoid bias, balance the perspective of BPR variables and concern with negative or positive feelings about the research topic and should adopt a conceptual research model that relates multiple independent variables with a dependent variable. Future research work in this area could also employ a mixed research method of quantitative and qualitative along with a questionnaire and oral interview as a research instrument for data gathering to provoke deeper insights that will enrich this field of study and investigate the role of a moderating variable in the relationship [20], [26], [28]. For future direction of the study, the evaluation can be extended to include not only descriptive but also analytical and observational evaluation methods. Secondly, the modeling phase can be extended to include state and action models so that mode-details understanding of the organization can be achieved. Lastly, the proposal can be implemented in a real organization having the identified problem thereby adding more validity to the artifact by having quantifiable evaluation [27].

Lastly, future work has suggested that can ensure successful implementation of proposed BPR framework and methodology The future of reengineering as the concept evolves is difficult to evaluate without considering the current business trends. A global economy has mandated greater operational effectiveness and efficiency, and imposed fantastic pressures for cost reductions. These pressures have cut across different segments of the economy, and greatly impacted the operations of service and manufacturing [23], [29], [30]. Furthermore, this research can be extended by documenting the entire implementation effort and difficulties faced, apart from reporting the benefits obtained in the case organization by comparing the “before lean” and “after lean” scenarios or by comparing the actual performance with respect to the projected performance listed in the future state map [32].

Future research can apply the proposed Data Mining BPR model to more extensive literature review to achieve new findings. In the second approach, more in-depth research is needed to assess the novel combinatorial model in real-world conditions [33].

Ozcelik [36] arguably, the effectiveness of BPR projects may not be uniform across all activities of a firm. This would be possible by defining new performance measures for different business units and comparing the resulting differences across them. Such an analysis may provide more specific insights about the design and value of BPR initiatives to project managers.

In general, the measures adopted explain high variance of their respective constructs. The model presents a solid structure and thus future research can survey additional items, such as employee involvement, management support, etc., as well as determine objective performance goals and measures of the reengineered process to predict its output quality. Hence, organisations that undertake IT enabled BPR can predict outcomes with minimum chance of failure, with increased customer satisfaction [34].

VI. CONCLUSIONS

This article explores and performs a comprehensive examination of BPR papers in the Scopus database. We noticed that, despite the fact that BPR has been for an extended length of time, the most publications occurred in 2015 and 2016. It's worth noting that some Scopus journals devoted to BPR have been discontinued from the Scopus database. Among the top journals, only one stood out: Journal of Business Process Management (three articles); the journals also regularly published on similar subjects throughout time. The data observed were constant throughout time, with little change. It would be interesting to see if this study could be expanded to include databases like Web of Knowledge and ABI Inform, as well as more technical libraries like the ACM Digital Library and IEEE Xplore, while still focusing on the BPRs key success factors. This enables us to better understand success and failure rates and work toward eliminating BPR's "theoretically based" components. Indeed, this permits a more systematic and sophisticated examination of BPR inside the leading journals, while also averting the top journals' publication drops. By commenting on the work's results, a path for future research might be set. When compared to other types of publications, articles from the Scopus database were much more frequent. It is worth mentioning that if the current

analysis focuses exclusively on the top publications, this may help level the playing field. In terms of the authors' approaches, only a limited amount of research has been conducted on developmental and data analysis issues, as well as BPR approaches. Clearly, further study is necessary to increase the body of data supporting these procedures. Forthcoming studies might pursue a more comparative (across firms, sectors, and nations) approach to better understand how managerial orientations combine with contextual and institutional elements to establish local results. Additionally, research concentrating on industrial application areas such as supply chain, automotive, logistics and healthcare should be done, since these sectors, especially healthcare, are undergoing substantial change. Additional elements, like staff participation and management support, might be surveyed in future studies. It is possible, the efficacy of BPR programs is not consistent throughout all of a firm's operations. It is advised to investigate the impact of governmental organizations on BPR implementation to establish the management strategies' priorities. The future of reengineering as a concept is impossible to predict without taking current business trends into account.

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