

BPRB 03*Business Process Reengineering & Benchmarking*

Roll No: _____

Total No. of Printed Pages: 5

Total Number of Questions: 6 (Six)

Maximum Marks: 60

Note: Question Number 1 is Compulsory of 20 marks

Answer any 4 from Question Number 2 to 6 carrying equal marks

Q1. CASE – Change Management when two giants merged
Business Challenge

Global businesses increasingly seek greater scale to improve efficiencies and clout in their lines of business—with the overall goal of boosting shareholder value. However, along with scale also come increased complexity and difficulty in coordinating geographically dispersed operations?

This is precisely the challenge that NORWEGIAN COMPANY faced when it merged with US Company. Following the combination, NORWEGIAN COMPANY was challenged to immediately begin integrating the operations of the two companies to achieve economies of scale, reduce the cost and complexity of information technology systems for business and improve the overall experience consumers have with technology. Performed on a country-by-country basis, this integration process involved physically blending NORWEGIAN COMPANY and US Company resources, facilities and people, and solidifying its image as a unified, high-performance company.

In Norway, both NORWEGIAN COMPANY and US Company had facilities in Oslo and, between them, employed 450 people. Immediately after the merger, NORWEGIAN COMPANY established shared management teams and reorganized processes and functions to support "the NORWEGIAN COMPANY way," a shorthand expression for the core values of the company. These values have served NORWEGIAN COMPANY well throughout its more than 50 years, and have been a critical factor in the company's ability to continually grow its business while never losing sight of its responsibility to customers, shareholders and employees.

Throughout the transition, NORWEGIAN COMPANY's executives were very focused on understanding current employee behaviours and acknowledging where changes needed to occur to achieve the vision of a unified NORWEGIAN COMPANY whose new business model would enable the company to dominate its markets. These leaders further recognized that the real challenge of integration would come when the company formally merged its people and resources into one new, shared facility. At that point, the vision of the new company in Norway would really come to life.

NORWEGIAN COMPANY Norway turned to Consultant for help in making sure that its integration momentum would not falter during the actual relocation. NORWEGIAN COMPANY selected Consultant because of its history of helping

companies identify and capitalize on ways to improve overall business performance. Playing a key role in NORWEGIAN COMPANY's decision were Consultant's track record of successful project execution; deep understanding of not only NORWEGIAN COMPANY's business and values, but also the technology industry overall; extensive experience in developing innovative tools and technologies; and proven, holistic approach to organizational change

How the consultant helped

For NORWEGIAN COMPANY's integration to be successful, the company needed to maintain an effective, external focus and continue to serve its customers throughout the integration process. Hence the Norwegian Company turned to a Consulting firm. To that end, Consultant quickly assembled a team to help the company design, implement and manage—over a period of just three months—six distinct activities:

- E-survey—Consultant and NORWEGIAN COMPANY Norway created and distributed a tailored, Web-based survey to all employees to reveal cultural characteristics, differences between the ex-NORWEGIAN COMPANY and ex-US Company workforces, attitudes toward the integration and areas of potential risk. The e-survey helped the NORWEGIAN COMPANY/Consultant team understand the workers' expectations, assess awareness of NORWEGIAN COMPANY core values and develop programs to guide a smoother transition.
- Defining Focus Areas—Based on the results of the e-survey, Consultant worked with NORWEGIAN COMPANY Norway to identify potential areas of resistance during the integration process, craft messages and define activities to promote and secure the effective cooperation between employees.
- Integration Portal—To answer any questions employees might have about the integration process and the office relocation, Consultant and NORWEGIAN COMPANY quickly developed a one-of-a-kind Integration Portal, integrated with NORWEGIAN COMPANY's existing website and internal Web-publishing tools. Using an easy-to-use navigation structure and a subway map metaphor, the portal provided practical information (e.g., "Where will my workspace be located in the new facility?"), as well as updated messages from NORWEGIAN COMPANY leaders that managed workers' expectations and kept them focused on productive activities. This portal was hugely successful, logging 10,000 "hits" in the month prior to the move.
- Office Relocation Event—Consultant worked closely with NORWEGIAN COMPANY to create a "no-hassle" transition on the day of the office and workforce relocation. The team made

sure that "info butlers" and technical support resources were on site to guide employees on arrival, answer any questions they might have throughout the day and solve any setup problems immediately. The team also set up "base stations" on site to encourage the NORWEGIAN COMPANY and US Company groups to meet and interact with each other. For many, this was the first time they met their new colleagues. Finally, the team helped ensure that NORWEGIAN COMPANY's management created a positive atmosphere by providing important information related to the new direction and hosting special meetings with their work groups.

- **Project Support for the NORWEGIAN COMPANY Management Team**—In addition to coordinating activities and processes on the day of the relocation, Consultant helped develop and execute the plan, tools and checklists for detailed project control and also identified high-risk areas and possible consequences.
- **Creative Concept**—Consultant developed a creative concept to help communicate the critical issues and messages related to the integration. Using a popular local comedian, Consultant created a series of highly entertaining videos—available via the Internet over the three-week period prior to the relocation—that explained the core values and new rules for the NORWEGIAN COMPANY organization.

The success of this project is due, in large part, to NORWEGIAN COMPANY's commitment to its employees and core values. In fact, NORWEGIAN COMPANY is quite unique in terms of the attention it places on creating and maintaining a dynamic culture that drives business results—a critical component of a high-performance business. The success is also due to Consultant's ability to mobilize quickly and put together a comprehensive and creative approach to relocation and facility integration—an approach that relied on proven methodologies and "out-of-the-box" thinking.

Building on the successful completion of the relocation program, NORWEGIAN COMPANY once again turned to the Consultant—this time for help in changing the organizational culture so it best supports "the NORWEGIAN COMPANY Way." For this project, Consultant has hosted executive forums, workshops, team discussions and interviews to define NORWEGIAN COMPANY's existing culture. Armed with information from these sources, as well as data from the eSurvey tool, Consultant is now helping NORWEGIAN COMPANY determine and implement the changes needed to align the culture in a way that best supports NORWEGIAN COMPANY's goals.

High Performance Delivered

With Consultant's help, NORWEGIAN COMPANY completed one of the most successful relocations in history and, most important, maintained its marketplace momentum during the move.

In a move of such scope, most companies typically see their performance drop as employees acclimate to their new environment and new way of working. With Consultant's detailed planning capabilities, integration tools and creative on-the-ground assistance—all delivered in a very short time frame—80 percent of NORWEGIAN COMPANY's workforce was operating at full capacity by 10 a.m. on the day of the transition. Within five hours, the entire company was operating as if a change had never occurred. According to a NORWEGIAN COMPANY program manager, "We never missed a heartbeat, due to the effort from the Consultant team."

In addition to improving employee satisfaction and maintaining a unified image for its customers, NORWEGIAN COMPANY also achieved significant financial benefits from the well-executed move. The company estimates that the successful integration reduced the amount of time spent on internal processes by 20 hours per employee and that the successful communications effort—primarily via the Integration Portal—reduced the amount of time spent on internal communications and information search by 15 hours per employee. Combined, these efficiencies translated into nearly \$720,000 in cost savings. Consultant is now building on the relocation success to help identify and drive the cultural changes needed to cement NORWEGIAN COMPANY's core values throughout the organization. By aligning behaviours to core values, the new NORWEGIAN COMPANY will be in an even better position to dominate Norway's technology services market.

Questions:

1. Discuss in your own words the integration process after the merger of the two companies.
 2. Which factors were affected the most? What was the impact/outcome on various factors and the new merged company?
- Q2. (a) Define BPR. Explain the principles of reengineering.
(b) List and briefly define the various steps to be taken for BPR implementation.
- Q3. (a) What is the role of IT in BPR? What are the activities involved when BPR is applied to managerial process and software process?
(b) How does BPR differ from other management techniques?
- Q4. How is BPR related to ERP? Can we implement an ERP package without BPR? Explain giving functional examples.
- Q5. What is bench marking and various steps of Benchmarking? Explain in detail the Benchmarking Process Model.

Q6. Write Short Notes (Any Three)

- a) Seven Quality tools
- b) People Role in BPR
- c) Various flow charts and applications of charting tools
- d) Business Process Modelling and Standardization

- End -