

## CHAPTER 06 - CONCLUSION

Firstly, results of the analyzed data of the pilot study are reviewed in this chapter and secondly, attention is focused on changes that should be made to the questionnaire and the exemplar approach through the results thus obtained. Thereafter, activities that should be done for a future study are reviewed.

From this study it was expected to evaluate the business process re-engineering approaches based on evaluation of the business process re-engineering approaches of e-Government projects being implemented under public sector re-engineering program. Reasons for this is that, firstly, a business process re-engineering should be done for e-Government projects coming under the public sector re-engineering program and there might be possibilities of following varying approaches, in doing business process re-engineering by process re-designers who have been assigned the task. As a result of adopting various approaches, the successes visible in business process re-engineering across these projects could vary significantly. As such, it was expected through this study to examine whether the objectives of the Re-engineering Government Program could be realized.

Accordingly, the methodology adopted for this study was the evaluation of the approaches used in business process re-engineering of each e-Government project according to a proposed exemplar approach. For this purpose, a broad literature review surrounding the topic of business process re-engineering was done, and based on information thus garnered along with inspirations from the RUP framework in the field of SE, an exemplar approach for business process re-engineering was innovated to systematically include the characteristics that are featured in successful business process re-engineering initiatives.

A questionnaire was formed based on the exemplar approach, and data was collected for the pilot study by conducting interviews and reviewing associated documents guided with the use of the questionnaire. Through the collection of this data for the pilot study, it was expected to improve the Exemplar Approach and the questionnaire, by recommending changes to them, based on feasibility, effectiveness and practicality following analysis of the pilot study data.

## 6.1 Summary of Research Findings

Due to the limited timeframe this research study, research activities had to be confined to the pilot study only. As such, particulars of four e-Government projects were collected in the pilot study and they were analyzed. Based on the analyzed data, the results could be summarized as follows:

- Enthusiasm for business process re-engineering of e-Government projects, has been increased, project by project.
- Business process re-engineering of projects initiated much earlier has not been done. The reasons for this phenomenon that are public sector business process re-engineering is a new concept and the dearth of business process re-engineering consultants with the requisite knowledge, skill and attitudes.
- Another feature noted is that, procedures have not been followed, so as to clearly identify approaches which should be adopted for a business process re-engineering activity.
- The main characteristics visible in the two projects in which business process had been re-engineered, was that the process re-designer had adopted an approach of his own.
- When the evaluation was done with respect to the exemplar approach, it was possible to observe the degrees of success of the main functions in the data analysis. Accordingly, based on the percentage of adherence to the recommended main functions, the e-pensions project was noted to be far ahead of the other projects with the e-NIC project in 2<sup>nd</sup> place.
- A strong correlation was observed between the success factors rating of the pilot study BPR projects, and their adherence levels to the main functions of the Exemplar Approach.

Based on the pilot data analysis and observations, the following conclusions may be drawn:

- Although the iterations recommended by the exemplar approach were not seen, in any pilot study BPR project, adopting such an iterative approach would produce a more practical and effective business process re-engineering.

- Attainment of the milestones as recommended by the Exemplar Approach, when passing each and every phase would have enhanced the BPR initiatives in the pilot study.

The following points could be mentioned as changes that should be made to the questionnaire:

Out of the four projects subjected to this pilot study, re-engineering of two projects had not actually been done. An additional section of the questionnaire should be formed to collect data on projects where the re-engineering process has not been done. Also, questions should be added to strongly verify whether a process re-engineering has actually been done or not.

On account of the short timeframe allocated for the research study, this research work had to be limited only up to the pilot study. Therefore the time limit factor was a hindrance in realizing the research objectives.

However, it should be noted that significant gains have been achieved as a result of this research work in terms of the formulation of an Exemplar Approach for business process re-engineering of public sector organizations in Sri Lanka. Furthermore, the pilot study has to some extent validated the usefulness of this Exemplar Approach as an evaluation tool as well.

## **6.2 Future Research Work**

This research is wide open for future research and an appraisal in respect of the process re-engineering success of the Re-engineering Government Program could be done by carrying out a study on all e-Government projects in Sri Lanka.

Also, it is further emphasized, that the exemplar approach presented in this study could be adopted as the systematic approach for public sector BPR initiatives in Sri Lanka.

Finally, future research activities in extending this research study could be listed as follows:

- Modifying the questionnaire based on information that emerged through the pilot study.
- Collection of data from e-Government projects whose business processes have been re-engineered using this amended questionnaire.
- Evaluation the e-Government projects coming under the Re-engineering Government Program by analyzing data thus collected.
- Accordingly, arriving at a conclusion with regard to the successes and failure of the BPR approaches adopted for business process re-engineering of each and every e-Government project.
- Accessing the influence of the BPR on each and every e-Government project towards realizing the basic objectives of the Re-engineering Government Program.



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