

A review on BPR and RSCM in an Auto Ancillary Industry: A Combined Thought

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Abstract:- Ecological and fiscal issues have significant impacts on Reverse Supply Chain Management (RSCM) and are consideration to shape one of the developmental keystones of sustainable supply chain. Business Process Reengineering is a subterfuge- determined organizational inventiveness, basically reexamine and redesign business practice with the intention of accomplishing competitive step forward in quality, receptiveness, expenditure, customer fulfillment and other critical process performance measures. In this research paper we offer an appraisal of BPR vision focusing upon the use of informational techniques to facilitate a shift way from linear sequential work organization towards parallel work and multidisciplinary team work.

Keywords:- Introduction, Review on Methodology, Product Development Cycle, Frame of Work, Results & Conclusion, References

I. BUSINESS PROCESS REENGINEERING

BPR is a speedily growing discipline, which wraps a huge number of actions. While conventional engineering converts engineering concepts and models into real components, but in reverse engineering real parts are transformed into engineering models and concepts. It advantage of the wide ranging use of CAD/CAM systems need not to be restated now. The term BPR was first defined by Michael Hammer in his seminal article 'Re-engineering work: don't automate, obliterate,' which appeared in 1990 in Harvard Business Review (Hammer-1990).

What is Reengineering?

□ **Reengineering** is the 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.

□ **Process** is a structured, measured set of activities designed to produce a specified output for a particular customer or market. It implies a strong emphasis on how work is done within an organization. "(Davenport 1993).

Components of BPR: - The three components of re-engineering are as follows:

1. Reintegrating the Tasks:

Combine smaller process sub-tasks and sub-activities into larger, integrated units and packages. The management should reduce the number of parts, components, segments and constituents in products and processes as well as reduce the number of parts in products and processes.

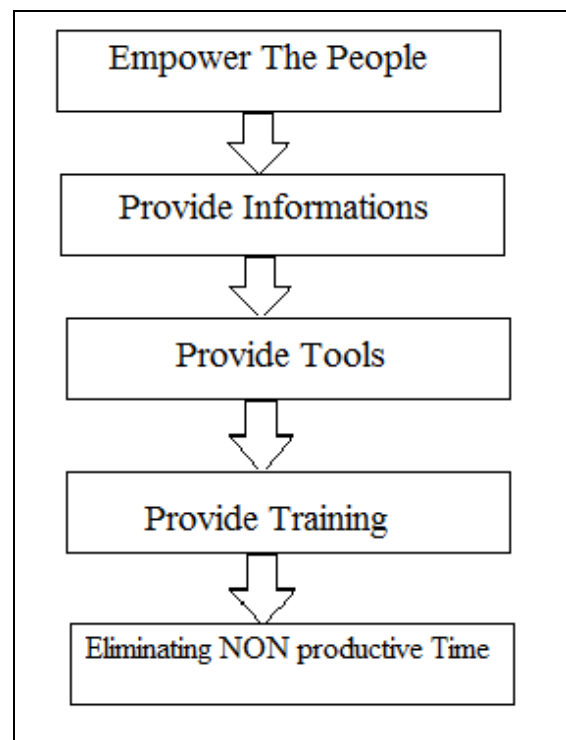
2. Reintegrating the Labour:

Allow the workers to perform and co-ordinate larger rather than smaller portions of the process. The management should encourage multi functionality, job rotation, de-specialization and integrated process design.

3. Reintegrating the Knowledge:

Knowledge is the ability to coordinate one's actions purposefully one is specialized, atomized and reduce to a machine appendage one cannot coordinate action, but only perform single and simple and commands. There need for an integrated rather than specialized education

II. REVERSE SUPPLY CHAIN MANAGEMENT



What is Reverse Logistics?

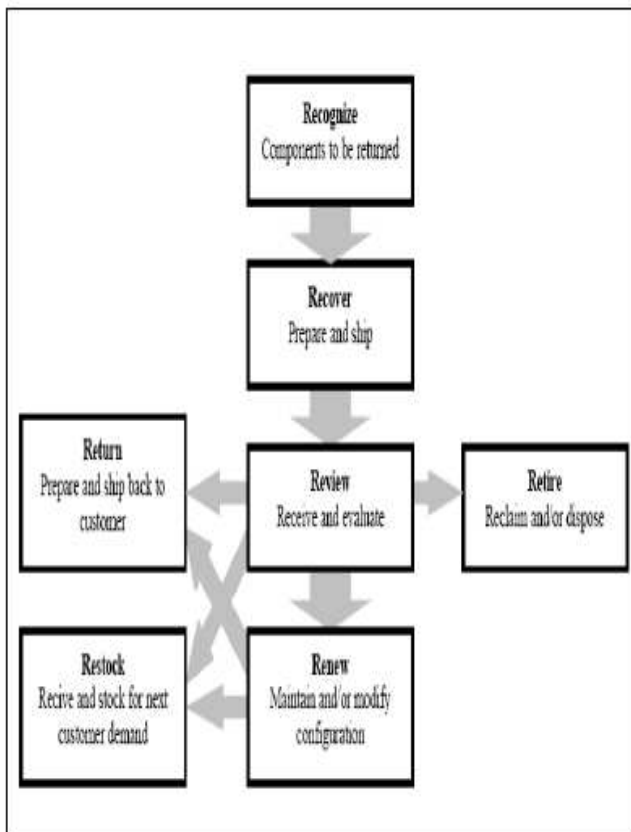
Logistics is defined by The Council of **Logistics Management** as:

"The process of planning, implementing, and controlling the efficient, cost effective flow of raw materials, in-process inventory, finished goods and related information from the point of origin to the point of consumption for the purpose of conforming to customer requirements." Reverse Logistics/RSCM, the business or return course due to product recovery, goods return, overstock form a closed loop supply chain. The recorded success of RSCM basis on measures of both producers and patrons. The time producers require producing products which are easy for dismantling, reprocess, recycle and reproducing paid to the law of environmental protection. On the other side no of users helping culture protection by delivering their used products to collection centers is increasing. [1]. According to the survey, the total cost occurred in RSCM is very huge amount and to reduce it, high utilization of collection centers, selection of appropriate location are critical issues. According to the findings of Rogers & Tibben Lembe

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(1998) the total logistic cost amounted is \$862 billion in 1997 and total cost spent in RSCM is \$35 billion which is 4% of total logistic cost.



How to manage Reverse Logistics: There are many ways to improve the reverse logistic process. It is presented below some of the elements that can improve when functioning properly will improve the reverse logistics.

1. Process development
2. Information support systems
3. Horizontal relationships
4. Performance measurement
5. Customer relationship management
6. Transportation issues
7. Warehousing issues

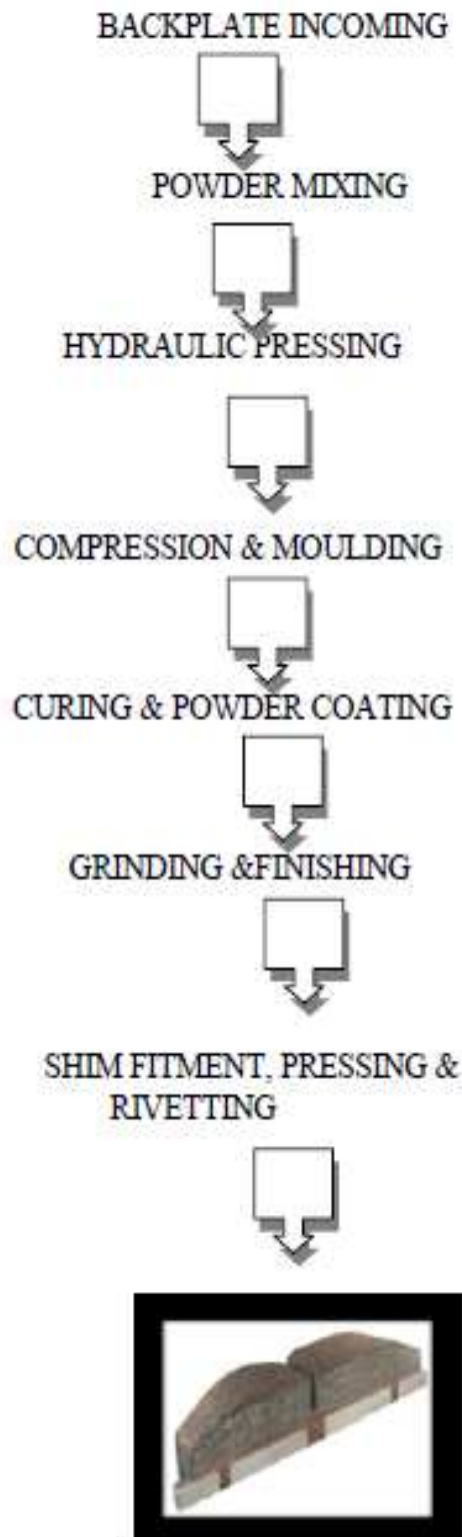
Common Reverse Logistic Activities:-

MATERIALS	ACTIVITIES
PRODUCTS	RESELL SELL VIA OUTLET SALVAGE RECOGNITION REMANUFACTURE RECLAIM MATERIAL RECYCLE LANDFILL
PACKAGING	REUSE REFURBISH RECLAIM MATERIAL RECYCLE

Company Profile:-Roulunds Braking (India) Pvt. Ltd. is leading manufacturer of Disc Brakes Pads in India, is known for Global quality Asbestos free passenger vehicles Disc brake pads, started its production recently in 1998 under name Hilton Roulunds (India) later changed to Roulunds Braking (India) and have state of the art manufacturing facility at Sonapat in state of Haryana.. The company is continuously supplying its friction material to highly competitive European Market / USA Market or we can say

that company is 100% export oriented unit. The company products are well accepted in the global market because of its quality, competitiveness and delivery commitment. The company is a wholly owned subsidiary of MAT (Midwest-Air Technologies), based at USA, MAT is Investment Company. The company total manpower is 1200 and turnover is 220 Billion P.A. the company uses purely asbestos free technology for friction lining materials. It comprises the huge utilization of Hydraulic as well as Mechanical Presses for production.

Product Development Cycle of RBI:-



Frame of Work:-

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S.N.	Complaint	Process	Counter Measure	Improvement
1	Spots	Pressing	Foreign Material Entrapping; Under Layer Creation	Cleaning Of Punches Regularly
2	Porosity	Pressing	Less Weight Of Powder Mix; Improper Temp.	Proper Setting Of Balance; Adequate Knowledge Of Machine Parameters To Operators
3	Cracks	Pressing	Groovenot Clear; Improper Handling	Ensure Proper Cleaning Of Groove Before Operation
4	Counter Thickness	Powder Mixing	Improper Balance Of Powder, Operator Negligence	Ensure Proper Working Of Physical Balance, Employ Single Man For Balancing Only
5	Unclear Gap Between Layer	Powder Mixing	Improper Mixing Of Powder	Ensure Proper Proportionate Of Powder
6	Green Pads/ Rusted Pads	Curing	Presence Of Poisture At Plate Surface; Improper Curing	Ensure Moisture Free Plate Before Curing; Checking Of Process Parameters
7	Low Thickness	Grinding	Improper Recipy Selection; Lack Of Knowledge About Procees Parameters	Provide Training To Operators About Recipy And Parameters Selection
8	Setup Failure	Grinding	Operator Negligence; Less Skilled Operator	Provide All Necessary Instructions To Operators Before Operation
9	Gap Creation Between Plate And Shim	Shim Fitment	Improper Cleaning Of Pads; Poor Quality Material Used	Ensure Proper Cleaning Of Pads After Each Stroke And Use Good Quality Of Material
10	Back Plate Failure	Assembly	O/S; U/S Of Tool; Improper Tool Selection	Ensure Physically Checking Of Tool After Each Stroke

III. RESULTS & CONCLUSION

A passionate customer focus, superior process design and a strong motivated leadership are vital ingredient to the procedure for the success of any business organization. BPR along with RSCM is the way that every organization should adopt to attain their fundamentals for success. Neither it provide a sensation cure on a tray nor a painless quick fix, rather it promotes arduous hard work and activate the people involved to not only the alteration what they do but targets at varying their basic way of thinking itself. In this paper I have attempted in evolving a structured approach to reengineering