Business Process Reengineering
Class Session 4 – Fall 1385

Cultural Effects in BPR
Systems and Technology
Methodology for BPR
X-Engineering
باقی راز می‌ماند و باقی نیستند. هاگوی نیرندترین می‌باشد. 

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• Most difficult/critical
  – Cause of most failures
• Reinforced by relating to
  – Performance measurement
  – Incentives/Recognition
  – Employee morale/values
• Matches strategy/vision
• Needs education/mentors
• Leader
• Process Owner
• Reengineering Team
• Steering Committee
• Reengineering Czar
Simplify before Automate
Parallel with Visual
Think Inductively
Only when value-add
Use to disrupt old rules
Use as Competitive Edge

Automating a Mess = Automated Mess
Old Rule: Information can only appear in one place at one time.

Technology: Shared databases

Old Rule: Business must choose between centralization & decentralization.

Tech.: Telecommunication Networks

Old Rule: Only experts can perform complex work.

Technology: Expert Systems

Old Rule: Managers make all complex decisions.

Technology: Decision Support Systems
Old Rule: Field Personnel need offices to transmit and receive information.

Technology: Portable PCs & Wireless communication

Old Rule: You have to find out where things are.

Technology: Automatic tracking and identification technology

Old Rule: Best marketing is by personal contact.

Technology: Interactive Videodisks

Old Rule: Plans get revised periodically.

Technology: Cheap High-performance computing.
Clean Sheet, Rapid, Formal

- Unrestricted opportunity for creativity & change
- Lack of corporate baggage
- New independent vision
- If system beyond repair
- Resistance to change
- Risk, Disruption
Plan Global, Act Local

- **Pilot Case**: Proof of concept, early success
- Factory within factory
- Start with Strategic
- Minimum Disruption
- Not spread too thin
A BPI Roadmap

Having a Roadmap is critical
Roadmap should match case
Need complete work, no short-cuts
A Roadmap for Project
Sample Methodology 1

– Porter Model of the organization (big picture of entire firm)
– Vision and Mission for the entire organization
– Definition of a chosen process, and why it was chosen
– Vision and goals for the chosen organization/process
– Symptom and problems with the current state of the process
– Measurement indicators for the process (all quantitative)
– Level 1 and Level 2 maps of the current (as-is) process
– Competitive or non-competitive benchmark for the process
– Case for action for process improvement or reengineering
– Identification of the customer and customer needs analysis
– Review/analysis of the current state and its problems/issues
– Initial improvements in the process without reengineering
**Rapid Reengineering**

*Systematic Methodology*

1. Preparation
2. Identification
3. Vision
4. Design
   - Cultural
   - Technical
5. Transformation
<table>
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<tr>
<th>Task</th>
<th>Technique</th>
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<tbody>
<tr>
<td>1.1 Recognize Need</td>
<td>• Needs Assessment</td>
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<tr>
<td>1.2 Feasibility Study</td>
<td>• Feasibility Analysis</td>
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<tr>
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<td>• Readiness Assessment</td>
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<tr>
<td>1.3 Develop Executive Consensus</td>
<td>• Facilitation</td>
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<td>• Goal Seeking</td>
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<td>1.4 Train Team</td>
<td>• Team Building</td>
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<td>• Motivation</td>
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<td>1.5 Plan Change</td>
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<td>• Project Management</td>
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## 2. Identification

<table>
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<tr>
<th>Task</th>
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</thead>
</table>
| 2.1 Study Customers           | • Market Research  
                               | • Customer Modeling                           |
| 2.2 Define & Measure Performance | • Performance Measures  
                                | • Cycle Time Analysis                        |
| 2.3 Define Entities           | • Process Modeling                              |
| 2.4 Model Processes           | • Process Modeling  
                               | • Process Value Analysis                     |
| 2.5 Identify Relationships   | • Entity-Relationship M.                       |
## Task 2.6 Extend Process Model
- Process Modeling
- Supplier Integration & Partnership Programs

## Task 2.7 Map Organization
- Process Modeling
- Workflow Analysis
- Organization Mapping

## Task 2.8 Map Resources
- Activity-based Cost Accounting

## Task 2.9 Prioritize Resources
- Process Value Analysis
<table>
<thead>
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<th>Task</th>
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<tr>
<td>3.1 Understand Process Structure</td>
<td>• Work Flow Analysis</td>
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<td>3.2 Understand Process Flow</td>
<td>• Work Flow Analysis</td>
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<tr>
<td>3.3 Identify Value-adding Activities</td>
<td>• Process Value Analysis</td>
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<td></td>
<td>• Cycle Time Analysis</td>
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<td>3.4 Benchmark Performance</td>
<td>• Benchmarking</td>
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<tr>
<td>3.5 Determine Performance Drivers</td>
<td>• Work Flow Analysis</td>
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### 3. Vision

#### Continued

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<td>3.6 Estimate Opportunity</td>
<td>• Cycle Time Analysis</td>
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<td>3.7 Envision the Ideal (internal)</td>
<td>• Visioning</td>
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<td>3.8 Envision the Ideal (external)</td>
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<td>• Supplier Integration</td>
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<td>3.9 Integrate Visions</td>
<td>• Visioning</td>
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<tr>
<td>3.10 Define Sub-Visions</td>
<td>• Visioning</td>
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<td>4a.2 Identify Job Characteristic Clusters</td>
<td>• Skill Matrices</td>
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<td>4a.3 Define Jobs/Teams</td>
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<tr>
<td>4a.4 Define Skills and Staffing Needs</td>
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<td>4a.5 Specify Management Structure</td>
<td>• Self Managed Work Teams</td>
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<td>4a.6 Redraw Organization Boundaries</td>
<td>o Organization Mapping</td>
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<tr>
<td>Task</td>
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<td>4a.7 Specify Job Changes</td>
<td>• Skill Matrices</td>
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<td>4a.8 Design Career Paths</td>
<td>• Skill Matrices</td>
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<td>4a.9 Define Transitional Organization</td>
<td>• Organizational Restructuring</td>
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<td>4a.10 Design Change Management Organization</td>
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<td>4a.11 Design Incentives</td>
<td>• Employee Rewards and Incentives</td>
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<td>4a.12 Plan Implementation</td>
<td>• Project Management</td>
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## 4b. & 5. Other Tasks

### Technical Design

1. Model Entity Relationships
2. Re-examine Process Linkages
3. Instrument and Informate
4. Consolidate Interfaces
5. Redefine Alternatives
6. Relocate & Re-time Controls
7. Modularize
8. Specify Deployment
9. Apply Technology
10. Plan Implementation

### Transformation

1. Perform Technical Design
2. Develop Functional Design
3. Simulation and Evaluation
4. Develop Test Plans
5. Develop Roll-out Plans
6. Evaluate Personnel
7. Construct Systems
8. Train Staff
9. Pilot New Process
10. Refine and Transition
The Next Frontier of Business Performance

JAMES CHAMPY

X-Engineering
X-Engineering

کاره‌ای گزارش‌های ۵ آذرکوچی یوزدیل

افزایش کیفیت و عمارت

سازمانی

دارنده ترقی مشارکت: شرکت‌های، تامین کنندگان، کارگر بوده و کسب‌وکاران

مشتری: دانشجویان، گروه‌های انجمنی، خدمات خانوادگی، کیفیت، قیمت، شرایط

جهانی نیوی، ظرفیت، کارکرد، خدمات خانوادگی

اینگی از پنج‌نگه، خانواده، کیفیت و ارزش: از آبزیانی به کهیزی
Harmony á երկեր

openness á հնար

mutuality հաղորդ

interoperability միավոր
# The Agenda

Michael Hammer

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Agenda Item 1: Run your business for your customers, ETDBW

- Present a single face to your customers.
- Work in different ways for different classes of customers.
- Know what your customers will ask for before they do.
- Make your customers’ experience a seamless one.
- Let customers do more for themselves.
- Measure the things that customers really care about.
Agenda Item 2: Add More Value for Your Customers

• Think of yourself as a provider of solutions, rather than products or services.

• Distinguish between what you are selling and what your customer is buying.

• Take a broad view of your customers’ underlying problems that go beyond you and your products.

• See what your customers do with what you give them, & either do it for them or help them with it.

• Price in terms of value rather than cost.
Agenda Item 3: Create a Process Enterprise

- Obsess about the end-to-end processes that create all value for your customers.
- Ensure that every person understands processes and his/her role in them.
- Appoint senior process owners to measure, manage, and improve the processes.
- Create a process-friendly company by aligning facilities, compensation, and structure around processes.
- Develop a culture of teamwork & shared responsibility.
- Set up a process council so that you don’t replace functional silos with process sewers.
- Manage in process terms everything you do to make your company better.
- Make process into a way of life.
Agenda Item 5: Base Managing on Measuring

- Take measurement out of accounting and make it part of every manager’s job.
- Abandon the measures you have inherited from the past.
- Develop a model of your business that links your overall goals to specific things you control.
- Put in place measures & targets for the key items in this model.
- Design measures that are objective, timely, easy to calculate, and easy to understand.
- Make ongoing performance improvement inevitable by incorporating it into a disciplined measurement-based process.
- Let facts & measurement triumph over intuition & opinion.