



Business Process Reengineering is a discipline in which extensive research has been carried out and numerous methodologies churned out; but what seems to be lacking is a structured approach. In this paper we provide a review of BPR and present 'best of breed ' methodologies from contemporary literature and introduce a consolidated, systematic approach to the redesign of a business enterprise.

White Paper

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BUSINESS PROCESS REENGINEERING

Business Process Reengineering (BPR) is the analysis and design of workflows and processes within an organization. Re-engineering is the basis for many recent developments in management. Many recent management information systems (MIS) developments aim to integrate a wide number of business functions such as enterprise resource planning (ERP), supply chain management, knowledge management systems, groupware and collaborative systems, Human Resource Management Systems and customer relationship management.

Business process reengineering is also known as business process redesign, business transformation, or business process change management.

Why Business Process Reengineering:

Business Process Reengineering (BPR) is basically the fundamental rethinking and radical re-design, made to an organization's existing resources.

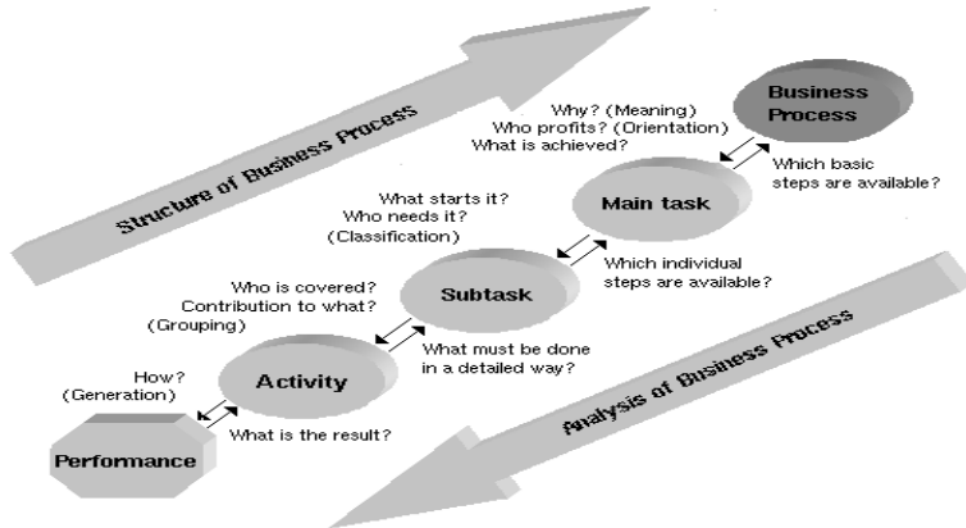
It is an approach for redesigning the way work should be done to better support the organization's mission and reduce costs. Reengineering starts with a high-level assessment of the organization's mission, strategic goals, and customer needs. Basic questions are asked, such as "Does our mission need to be redefined? Are our strategic goals aligned with our mission? Who are our customers?" An organization may find that it is operating on questionable assumptions, particularly in terms of the wants and needs of its customers.



Only after the organization rethinks what it should be doing, should it go on to decide how best to do it.

Our Working Methodology of Business Process Reengineering

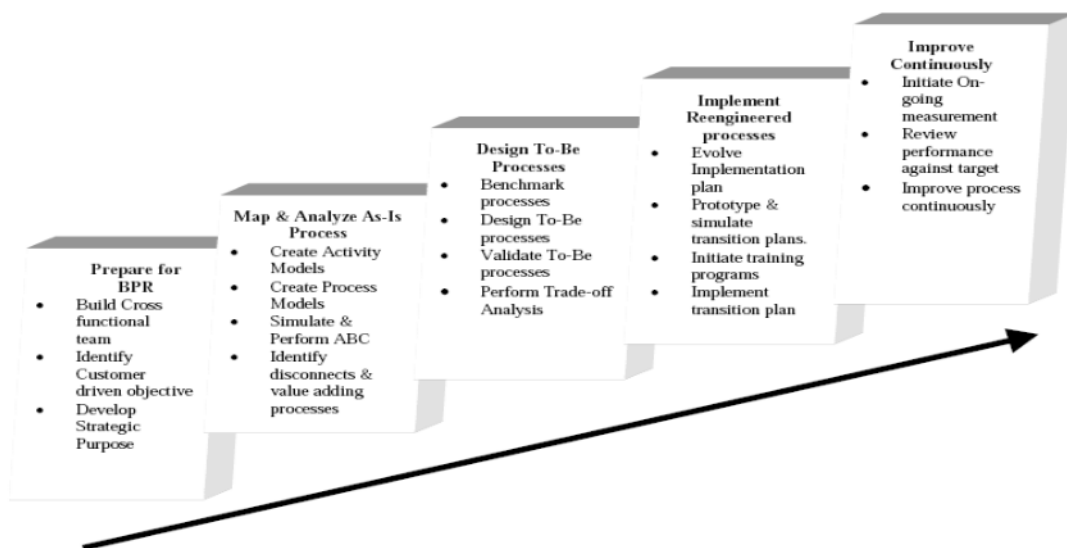
Within the framework of this basic assessment of mission and goals, reengineering focuses on the organization's business processes—the steps and procedures that govern how resources are used to create products and services that meet the needs of particular customers or markets. As a structured ordering of work steps across time and place, a business process can be decomposed into specific activities, measured, modeled, and improved. It can also be completely redesigned or eliminated altogether. Reengineering identifies, analyzes, and redesigns an organization's core business processes with the aim of achieving dramatic improvements in critical performance measures, such as cost, quality, service, and speed.



Reengineering recognizes that an organization's business processes are usually fragmented into subprocesses and tasks that are carried out by several specialized functional areas within the organization. Often, no one is responsible for the overall performance of the entire process. Reengineering maintains that optimizing the performance of subprocesses can result in some benefits, but cannot yield dramatic improvements if the process itself is fundamentally inefficient and outmoded. For that reason, reengineering focuses on redesigning the process as a whole in order to achieve the greatest possible benefits to the organization and their customers. This drive for realizing dramatic improvements by fundamentally rethinking how the organization's work should be done distinguishes reengineering from process improvement efforts that focus on functional or incremental improvement.

Our strategy to Work

An intense customer focus, superior process design and a strong and motivated leadership are vital ingredients to the recipe for the success of any business corporation. Reengineering is the key that every organization should possess to attain these prerequisites to success.



Step1. Develop vision and Strategy of Work

As typical BPR projects involve cross-functional cooperation and significant changes to the status quo, the planning for organizational changes is difficult to conduct without strategic direction from the top. The impact of the environmental changes that serve as the impetus for the reengineering effort must also be considered in establishing guidelines for the reengineering project. Another important factor to be considered while establishing the strategic goals for the reengineering effort is to make it your first priority to understand the expectations of your customers and where your existing process falls short of meeting those requirements.

Step2. Develop Customer Requirement and goal for process

This calls for chalking out the requirements of the existing & prospective users of the system. Having identified the customer driven objectives, the goals & objectives to be achieved are rationalized. This will facilitate the customer to brief its 'Wish List' and strengthen the quality of the objective to be achieved. Further, the customer requirements encircle the overall scope of the project resulting in a forceful denial to the threat of the 'Scope Creep'.

Step3. Map and Measure the Existing Process to Integrate and Improve Enterprise

The main objective of this phase is to identify disconnects (anything that prevents the process from achieving desired results and in particular information transfer between organizations or people) and value adding processes. This is initiated by first creation and documentation of Activity and Process models making use of the various modeling methods available. Then, the amount of time that each activity takes and the cost that each activity requires in terms of resources is calculated through simulation and activity based costing (ABC). All the groundwork required having been completed, the processes that need to be reengineered are identified.

Step4. Develop all Possible Solutions to be Design and Reengineer the Process

The objective of this phase is to produce one or more alternatives to the current situation, which satisfy the strategic goals of the enterprise. The first step in this phase is benchmarking. "Benchmarking is the comparing of both the performance of the organization's processes and the way those processes are conducted with those relevant peer organizations to obtain ideas for improvement" The peer organizations need not be competitors or even from the same industry. Innovative practices can be adopted from anywhere, no matter what their source. Having identified the potential improvements to the existing processes, the development of the 'To-Be' models is done using the various modeling methods available, bearing in mind the principles of process design. Then, similar to the As-Is model, we perform simulation and ABC to analyze factors like the time and cost involved. It should be noted that this activity is an iterative process and cannot be done overnight. The several To-Be models that are finally arrived at are validated. By performing Trade off Analysis the best possible To-Be scenarios are selected for implementation.

Step5. Implement & Continuously Improve the reengineering process

The implementation stage is where reengineering efforts meet the most resistance and hence it is by far the most difficult one. If we expect that the environment would be conducive to the reengineering effort we are sadly mistaken. The question that confronts us would be, 'If BPR promises such breath taking results then why wasn't it adopted much earlier?' We could expect to face all kinds of opposition - from blatantly hostile antagonists to passive adversaries: all of them determined to kill the effort. When so much time and effort is spent on analyzing the current processes, redesigning them and planning the migration, it would

indeed be prudent to run a culture change program simultaneously with all the planning and preparation. This would enable the organization to undergo a much more facile transition.

After Implementation Services

A process cannot be reengineered overnight. A very vital part in the success of every reengineering effort lies in improving the reengineered process continuously. The first step in this activity is monitoring. Two things have to be monitored – the progress of action and the results. The progress of action is measured by seeing how much more informed the people feel, how much more commitment the management shows and how well the change teams are accepted in the broader perspective of the organization. This can be achieved by conducting attitude surveys and discrete ‘fireside chats’ with those initially not directly involved with the change.

As for monitoring the results, the monitoring should include such measures as employee attitudes, customer perceptions, supplier responsiveness etc. Communication is strengthened throughout the organization, ongoing measurement is initiated, team reviewing of performance against clearly defined targets is done and a feedback loop is set up wherein the process is remapped, reanalyzed and redesigned. Thereby continuous improvement of performance is ensured through a performance tracking system and application of problem solving skills. Continuous improvement and BPR have always been considered mutually exclusive to each other. But on the contrary, if performed simultaneously they would complement each other wonderfully well. In fact Total Quality Management(TQM) can be used as a tool to handle the various problems encountered during the BPR effort and to continuously improve the process.

Conclusive Result

BPR doesn’t offer a miracle cure on a platter. Nor does it provide a painless quick fix. Rather it advocates strenuous hard work and instigates the people involved to not only to change what they do but targets at altering their basic way of thinking itself. In this paper we have attempted in evolving a structured approach to reengineering.