

## 1: Buy Business process reengineering: The Ultimate Step-By-Step Guide - Microsoft Store

*GAO published a guide to assist federal agencies in their business process reengineering efforts, focusing on: (1) identifying customer needs and performance problems; (2) controlling risks and maximizing benefits; (3) reassessing strategic goals; (4) managing organizational changes; and (5) implementing new processes.*

This is the first article in a three-article series summarizing the GAO guide. This article is intended to provide a summary of the framework provided by GAO for making a decision to pursue reengineering efforts. Mission, Outlook and Priorities Government agencies seldom have mandates that result in major mission changes. Agency leaders need to identify and assess the impact of recent issues such as shifts in demographics, budget cuts and changes in technology. Once an analysis is conducted of alignment with mission objectives, it is recommended to map a high-level view of critical processes. Detailed process mapping is not needed at this stage; simply an overview showing how processes are linked together. Performance Metrics Determine Areas for Reengineering Measuring process performance and comparing performance against goals is critical to determining which processes require reengineering. If organizations are able to measure performance and identify gaps between actual and target outcomes, then areas with significant room for improvement are candidates for reengineering. It can also be helpful if specific problems that stand in the way of meeting mission goals can be identified. Smaller gaps in performance or a known issue may be able to be addressed using other approaches. Benchmarking initiatives can also provide a basis for determining which processes require reengineering. External benchmarking against the goals and performance of leading organizations in the field can provide a wealth of relevant information. Using dissimilar organizations for benchmarking is also encouraged in order to inspire new ideas for ways of working. Once a list of processes for possible improvement has been identified, the list should be prioritized based upon defined criteria. Possible criteria include consideration of potential return on investment or direct impacts to mission goals and stakeholders Is Reengineering the Best Solution and is the Agency Prepared? Using the prioritized list of potential processes for improvement, several broad criteria can be used to determine if reengineering is a viable improvement effort. The Assessment Guide lists the following questions to help determine when reengineering is appropriate: Does the process have a long cycle time with many sequential activities, multiple hand offs, checkpoints, and significant waiting time between work steps e. Did benchmarking show that other organizations can do the same or analogous process much better? Is the process highly dependent on information, so that information technology might be used to speed the work flow, collapse work steps, and improve realtime decision-making? Executive leadership commitment is essential to success with involvement from top management in directing change management activities. Preparations may also need to be made through evaluating available expertise. An investment may need to be made in training, tools or outside resources. Many trends in business come and go, but business process reengineering is a fundamental business exercise to revisit often. Look for the 2nd article in this series for guidance on assessing the new process development efforts.

## 2: Business process modeling - Wikipedia

*process reengineering projects in a federal setting, determine the soundness of these efforts, and identify actions needed to improve the prospects for their success. The nine major assessment issues in this guide deal with elements considered by experts.*

Ongoing continuous improvement The aspects of a BPM effort that are modified include organizational structures, management systems, employee responsibilities and performance measurements, incentive systems, skills development, and the use of IT. BPR can potentially affect every aspect of how business is conducted today. Wholesale changes can cause results ranging from enviable success to complete failure. If successful, a BPM initiative can result in improved quality, customer service, and competitiveness, as well as reductions in cost or cycle time. One department may be optimized at the expense of another Lack of time to focus on improving business process Lack of recognition of the extent of the problem Lack of training People involved use the best tool they have at their disposal which is usually Excel to fix problems Inadequate infrastructure Overly bureaucratic processes Lack of motivation Many unsuccessful BPR attempts may have been due to the confusion surrounding BPR, and how it should be performed. Organizations were well aware that changes needed to be made, but did not know which areas to change or how to change them. As a result, process reengineering is a management concept that has been formed by trial and error or, in other words, practical experience. As more and more businesses reengineer their processes, knowledge of what caused the successes or failures is becoming apparent. Otherwise, BPR is only a short-term efficiency exercise. Significant changes to even one of those areas require resources, money, and leadership. Changing them simultaneously is an extraordinary task. Since BPR can involve multiple areas within the organization, it is important to get support from all affected departments. Through the involvement of selected department members, the organization can gain valuable input before a process is implemented; a step which promotes both the cooperation and the vital acceptance of the reengineered process by all segments of the organization. Getting enterprise wide commitment involves the following: Before any BPR project can be implemented successfully, there must be a commitment to the project by the management of the organization, and strong leadership must be provided. However, top management commitment is imperative for success. By informing all affected groups at every stage, and emphasizing the positive end results of the reengineering process, it is possible to minimize resistance to change and increase the odds for success. The ultimate success of BPR depends on the strong, consistent, and continuous involvement of all departmental levels within the organization. This team will form the nucleus of the BPR effort, make key decisions and recommendations, and help communicate the details and benefits of the BPR program to the entire organization. The determinants of an effective BPR team may be summarized as follows: Team members who are selected from each work group within the organization will affect the outcome of the reengineered process according to their desired requirements. The BPR team should be mixed in depth and knowledge. For example, it may include members with the following characteristics: Members who do not know the process at all. Members who know the process inside-out. One or two members of the best, brightest, passionate, and committed technology experts. Members from outside of the organization [19] Moreover, Covert recommends that in order to have an effective BPR team, it must be kept under ten players. If the organization fails to keep the team at a manageable size, the entire process will be much more difficult to execute efficiently and effectively. The efforts of the team must be focused on identifying breakthrough opportunities and designing new work steps or processes that will create quantum gains and competitive advantage. Too often, BPR teams jump directly into the technology without first assessing the current processes of the organization and determining what exactly needs reengineering. In this analysis phase, a series of sessions should be held with process owners and stakeholders, regarding the need and strategy for BPR. These sessions build a consensus as to the vision of the ideal business process. They help identify essential goals for BPR within each department and then collectively define objectives for how the project will affect each work group or department on individual basis and the business organization as a whole. The idea of these sessions is to conceptualize the ideal

business process for the organization and build a business process model. Those items that seem unnecessary or unrealistic may be eliminated or modified later on in the diagnosing stage of the BPR project. It is important to acknowledge and evaluate all ideas in order to make all participants feel that they are a part of this important and crucial process. Results of these meetings will help formulate the basic plan for the project. This plan includes the following: The business needs analysis contributes tremendously to the re-engineering effort by helping the BPR team to prioritize and determine where it should focus its improvements efforts. This linkage should show the thread from the top to the bottom of the organization, so each person can easily connect the overall business direction with the re-engineering effort. This alignment must be demonstrated from the perspective of financial performance, customer service, associate value, and the vision for the organization. There is always a possibility that an organization may make significant investments in an area that is not a core competency for the company and later outsource this capability. Such reengineering initiatives are wasteful and steal resources from other strategic projects. These are vital factors that contribute to building an effective IT infrastructure for business processes. An effective IT infrastructure composition process follows a top-down approach, beginning with business strategy and IS strategy and passing through designs of data, systems, and computer architecture. IT strategic alignment is approached through the process of integration between business and IT strategies, as well as between IT and organizational infrastructures. Walmart, for example, would not have been able to reengineer the processes used to procure and distribute mass-market retail goods without IT. Ford was able to decrease its headcount in the procurement department by 75 percent by using IT in conjunction with BPR, in another well-known example. This, in turn, is determined by the types of activities embedded in a business process, and their sequencing and reliance on other organizational processes. As a result, there are many factors that prevent the effective implementation of BPR and hence restrict innovation and continuous improvement. Change management, which involves all human and social related changes and cultural adjustment techniques needed by management to facilitate the insertion of newly designed processes and structures into working practice and to deal effectively with resistance, is considered by many researchers to be a crucial component of any BPR effort. One of the most overlooked obstacles to successful BPR project implementation is resistance from those whom implementers believe will benefit the most. Most projects underestimate the cultural effect of major process and structural change and as a result, do not achieve the full potential of their change effort. Many people fail to understand that change is not an event, but rather a management technique. Change management is the discipline of managing change as a process, with due consideration that employees are people, not programmable machines. An important step towards any successful reengineering effort is to convey an understanding of the necessity for change. Organizational culture is a determining factor in successful BPR implementation. Culture in an organization is a self-reinforcing set of beliefs, attitudes, and behavior. Culture is one of the most resistant elements of organizational behavior and is extremely difficult to change. BPR must consider current culture in order to change these beliefs, attitudes, and behaviors effectively. Messages conveyed from management in an organization continually enforce current culture. Change is implicitly driven by motivation which is fueled by the recognition of the need for change. The first step towards any successful transformation effort is to convey an understanding of the necessity for change. Implementing BPR successfully is dependent on how thoroughly management conveys the new cultural messages to the organization. People should be the focus for any successful business change. BPR is not a recipe for successful business transformation if it focuses on only computer technology and process redesign. In fact, many BPR projects have failed because they did not recognize the importance of the human element in implementing BPR. Understanding the people in organizations, the current company culture, motivation, leadership, and past performance is essential to recognize, understand, and integrate into the vision and implementation of BPR. If the human element is given equal or greater emphasis in BPR, the odds of successful business transformation increase substantially. BPR is a successive and ongoing process and should be regarded as an improvement strategy that enables an organization to make the move from traditional functional orientation to one that aligns with strategic business processes. It is essential that the automation infrastructure of the BPR activity provides for performance measurements in order to support continuous improvements. It will need to efficiently capture appropriate data

and allow access to appropriate individuals. To ensure that the process generates the desired benefits, it must be tested before it is deployed to the end users. If it does not perform satisfactorily, more time should be taken to modify the process until it does. A fundamental concept for quality practitioners is the use of feedback loops at every step of the process and an environment that encourages constant evaluation of results and individual efforts to improve. This will also contribute to a continuous risk assessment and evaluation which are needed throughout the implementation process to deal with any risks at their initial state and to ensure the success of the reengineering efforts. Anticipating and planning for risk handling is important for dealing effectively with any risk when it first occurs and as early as possible in the BPR process. Hammer and Champy use the IBM Credit Corporation as well as Ford and Kodak, as examples of companies that carried out BPR successfully due to the fact that they had long-running continuous improvement programs. However, in order to achieve that, there are some key success factors that must be taken into consideration when performing BPR. BPR success factors are a collection of lessons learned from reengineering projects and from these lessons common themes have emerged. In addition, the ultimate success of BPR depends on the people who do it and on how well they can be committed and motivated to be creative and to apply their detailed knowledge to the reengineering initiative. Organizations planning to undertake BPR must take into consideration the success factors of BPR in order to ensure that their reengineering related change efforts are comprehensive, well-implemented, and have minimum chance of failure. Some prominent reasons include: Reengineering assumes the need to start the process of performance improvement with a "clean slate," i. According to Eliyahu M. Others have claimed that reengineering was a recycled buzzword for commonly-held ideas. Abrahamson argued that fashionable management terms tend to follow a lifecycle, which for Reengineering peaked between and Ponzi and Koenig They argue that Reengineering was in fact nothing new as e. The most frequent critique against BPR concerns the strict focus on efficiency and technology and the disregard of people in the organization that is subjected to a reengineering initiative. Very often, the label BPR was used for major workforce reductions. Thomas Davenport, an early BPR proponent, stated that: But the fact is, once out of the bottle, the reengineering genie quickly turned ugly. I was reflecting my engineering background and was insufficient appreciative of the human dimension.

## 3: Business process reengineering | All you need to know

*BUSINESS PROCESS REENGINEERING. Business process reengineering (BPR), as defined by the U.S. Government Accountability Office (GAO), is a systematic, disciplined improvement approach that critically examines, rethinks, and redesigns mission-delivery processes in order to achieve dramatic improvements in performance in areas important to customers and stakeholders.*

Both relates to radical redesign of an organization at a relatively short period. Both are having the primary intend to optimize workflow and improve productivity. But, the chicken and egg question remained, whether an organization reengineer business process before implementing ERP or directly implement ERP and reengineer by adopting standard business process, included in the ERP package. BPR means not only change but radical change within a short period. This change is achieved by complete revamp of organizational structure, business process workflow, job description, performance measurement and adoption of information technology. Some of Basic characteristics of BPR are: View business as a set of customer both internal and external oriented processes rather than a set of departmental functions. Processes must have clear cut ownership. Non value adding activities within a process should be eliminated.. Gather information only once at the point of origin. A successful BPR implementation brings significant improvement to productivity, customer service and bottom-line. There are pain and difficulties during implementation and instances where BPR efforts did not achieve desired result. Notwithstanding, the risk is worth taking. Otherwise, there will be grater risk of being overtaken by competitors who develop and progress rapidly through BPR. Implementation phases Project kick off: Project goal, project team and communication standards are agreed upon. A number of workshops are held where project scope, sponsors commitment, project risk, milestones and deliverables are discussed. A SWOT strength, weakness, opportunities and threat analysis is carried out with active participation of all. Process identification and data gathering: Current practice of Interfacing with business partners is gathered. Bottlenecks, delays, complexity, internal blame games, idle assets etc. Use of existing technologies is comprehended. Major and strategic business processes to be reengineered, are identified. Stakeholders categorize the processes to be reengineered and agreed upon on the timeline of implementation. In this phase, actual reengineering begins. A number of brain storming sessions are held with project team and other stakeholders, where current business processes are critically analyzed to determine non value adding activities and identify excess control and check, always with customer value as a focal point. Impact of new technologies on process improvement is also evaluated. New process ideas with reduced check and control and enabling technologies such as Workflow automation and ERP, are envisaged. Benchmarking is also done with best of breed industrial peers. Blueprint of new system: Blueprinting involves modeling workflow and information requirement, of new business processes. New organization structures, human resource need, performance monitoring and compensation, technological needs, are also outlined. Normally, a first cut redesign scheme is produced which is modified after gathering actionable feedback from the stakeholders. A migration strategy and a migration plan is the first step of transformation. Migration strategy may decided as a pilot, phased or big bang implementation. The migration plan would include establishment of new organizational structure, detailed training and reallocation of workforce, and cut off dates for implementation. Change management and introduction of new technologies will form an important part and may need engagement of outside consultants for this specific purpose. There should be provision on the plan to tweak the implemented system so as to get maximum value out of it. Therefore, a question is raised whether it is logical to directly implement ERP and re-engineer business processes by adopting world class practices, contained in ERP packages. This approach would avoid embarking on BPR which is expensive, time consuming and often risky. Also reengineered process arising out of BPR exercise may not be best of class. On the other hand, there is a grave risk in this approach if a proper ERP package is not chosen. Process orientation and ownership will be lacking from employees which may lead to major implementation difficulties.

## 4: Business Process Reengineering Assessment Guide | Download eBook PDF/EPUB

*Discusses nine assessment issues that are grouped into three major areas: assessing the decision to pursue Business Process Reengineering (BPR), focuses on strategic & general management issues that need to be resolved before an organization embarks on a BPR project.*

History[ edit ] Techniques to model business process such as the flow chart , functional flow block diagram , control flow diagram , Gantt chart , PERT diagram, and IDEF have emerged since the beginning of the 20th century. Still, these represent just a fraction of the methodologies used over the years to document business processes. It was not until the s that the term became popular. Process thinking looks at the chain of events in the company from purchase to supply, from order retrieval to sales, etc. The traditional modeling tools were developed to illustrate time and cost, while modern tools focus on cross-functional activities. These cross-functional activities have increased significantly in number and importance, due to the growth of complexity and dependence. New methodologies include business process redesign , business process innovation, business process management , integrated business planning , among others, all "aiming at improving processes across the traditional functions that comprise a company". In the Object Oriented approach, it was considered to be an essential step in the specification of business application systems. Business process modelling became the base of new methodologies, for instance those that supported data collection, data flow analysis, process flow diagrams and reporting facilities. Around , the first visually oriented tools for business process modelling and implementation were being presented. In the most basic sense, a business model is the method of doing business by which a company can sustain itself. That is, generate revenue. The business model spells-out how a company makes money by specifying where it is positioned in the value chain. Business process[ edit ] A business process is a collection of related, structured activities or tasks that produce a specific service or product serve a particular goal for a particular customer or customers. There are three main types of business processes: Management processes, that govern the operation of a system. Typical management processes include corporate governance and strategic management. Operational processes, that constitute the core business and create the primary value stream. Typical operational processes are purchasing , manufacturing , marketing , and sales. Supporting processes, that support the core processes. Examples include accounting , recruitment , and technical support. A business process can be decomposed into several sub-processes, which have their own attributes, but also contribute to achieving the goal of the super-process. The analysis of business processes typically includes the mapping of processes and sub-processes down to activity level. A business process model is a model of one or more business processes, and defines the ways in which operations are carried out to accomplish the intended objectives of an organization. Such a model remains an abstraction and depends on the intended use of the model. It can describe the workflow or the integration between business processes. It can be constructed in multiple levels. A workflow is a depiction of a sequence of operations, declared as work of a person, of a simple or complex mechanism, of a group of persons, [5] of an organization of staff, or of machines. Workflow may be seen as any abstraction of real work, segregated into workshare, work split or other types of ordering. For control purposes, workflow may be a view of real work under a chosen aspect. Artifact-centric business process[ edit ] The artifact-centric business process model has emerged as a holistic approach for modelling business processes, as it provides a highly flexible solution to capture operational specifications of business processes. It particularly focuses on describing the data of business processes, known as "artifacts", by characterizing business-relevant data objects, their life-cycles, and related services. The artifact-centric process modelling approach fosters the automation of the business operations and supports the flexibility of the workflow enactment and evolution. As a result, business process modelling tools can provide transparency into business processes, as well as the centralization of corporate business process models and execution metrics. Post-execution optimization is available based on the analysis of actual as-performed metrics.

## 5: | National Center for State Courts

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What is the risk? Published by poster on October 8, Save time, empower your teams and effectively upgrade your processes with access to this practical Business Process Re-engineering BPR Toolkit and guide. Address common challenges with best-practice templates, step-by-step work plans and maturity diagnostics for any Business Process Re-engineering BPR related project. Download the Toolkit and in Three Steps you will be guided from idea to implementation results. Set concrete goals, tasks, dates and numbers you can track Featuring new and updated case-based questions, organized into seven core areas of process design, this Self-Assessment will help you identify areas in which Business Process Re-engineering BPR improvements can be made. Examples; 10 of the standard requirements: Teaches and consults on quality process improvement, project management, and accelerated Business Process Re-engineering BPR techniques What is the right balance of time and resources between investigation, analysis, and discussion and dissemination? If not, what are the discrepancies? What measurements are being captured? Is the team equipped with available and reliable resources? Complete the self assessment, on your own or with a team in a workshop setting. Use the workbook together with the self assessment requirements spreadsheet: The workbook is the latest in-depth complete edition of the Business Process Re-engineering BPR book in PDF containing requirements, which criteria correspond to the criteria inâ€¦ Your Business Process Re-engineering BPR self-assessment dashboard which gives you your dynamically prioritized projects-ready tool and shows your organization exactly what to do next: Shows your organization instant insight in areas for improvement: Ensures offline data protection of your Self-Assessment results Dynamically prioritized projects-ready RACI Matrix shows your organization exactly what to do next: Examples; 10 of the check box criteria: Is the most suitable form of contract being used? Has a deputy treasurer been appointed to sign checks when the treasurer is unable to perform that duty? What type of information goes in the quality assurance plan? Are regulations and protective measures in place to avoid corruption? To whom will the deliverables be first presented for inspection and verification? What were the challenges that you encountered during the execution of a previous Business Process Re-engineering BPR project that you would not want to repeat? Probability and Impact Assessment: Is the customer technically sophisticated in the product area?

## 6: Trending Everyday: Business Process Reengineering - Analysis + Strategy + Management

*For more concrete best practices in BPR, you can refer to the assessment guide by the United States General Accounting Office. It was released to help U.S. Federal Agencies test their "reengineering project, from initial strategic planning and goal-setting to post-implementation assessments."*

Business Process Reengineering BPR aims at cutting down enterprise costs and process redundancies, but unlike other process management techniques, it does so on a much broader scale. Business Process Reengineering BPR - also known as process innovation and core process redesign - attempts to restructure or obliterate unproductive management layers, wipe out redundancies, and remodel processes differently. However, there are fundamental differences that distinguish the two. BPI might be about downsizing the current team size or tweaking a few rules here and there. But reengineering is an unconstrained approach to look beyond the defined boundaries and bring in seismic changes. BPI is like upgrading the exhaust system on your project car. The process framework principally remains the same when BPI is into play. BPR, on the other hand, rejects the existing rules and often takes an unconventional route to redo processes from a high-level management perspective. Another good analogy can be seen in trying to live a healthy lifestyle. BPI might involve finding a way to get to the gym more often and eat less sugar. But BPR is an entire lifestyle change that starts with how you buy food, how you incorporate movement and exercise into your day, and how to reduce stress. Business Process Re-engineering - Case Study Of all the disciplines that guide the enterprise world and its management of processes, nothing comes close to a solution that is as radical - and controversial - as Business Process Reengineering BPR. And it is argued over because it usually demands heavy investment read training and IT resources, budget cuts across department lines and many times results in employee layoffs. Think of it as doing a full resto-modification on an old muscle car. That old Corvette worked fine back in the s, but the rusty frame needs some work and a new automatic transmission would be great. BPR takes a look at every system and tries to find ways to reengineer them to be faster, more efficient, and smoother. In BPR, the process always starts with companies putting down new ideas on a clean slate to rethink the existing processes from ground up. Core Questions Before a company decides to adopt BPR for their functional reshuffling, they usually answer the following questions: Who are our customers? What values are we offering them? Are the current processes delivering expected values? Do the processes need to be redefined or redesigned? Are the processes in sync with our long-term mission and goals? How would we handle the existing processes if we were a new company? If a company concludes that it is, in fact, operating on complacent grounds, it has to identify the right kind of solution to address the problem or consider BPR for a total overhaul. The reengineering process they adopted made a substantial difference to them, dramatically cutting down their expenses and making them more effective against increasing competition. Many of these companies were losing clout in their domain because customer expectation was growing while they were still stuck with the traditional ways of doing things. An exemplary case of Business Process Reengineering, BPR rewiring processes happened in an American telecom company that had several departments to address customer support regarding technical snags, billing, new connection requests, service termination, etc. Every time a customer had an issue, they were required to call the respective department to get their complaints resolved. The company was doling out millions of dollars to ensure customer satisfaction, but smaller companies with minimal resources were threatening their business. The telecom giant reviewed the situation and concluded that it needed drastic measures to simplify things - a one-stop solution for all customer queries. It decided to merge the various departments into one, let go of employees to minimize multiple handoffs and form a nerve center of customer support to handle all issues. The company equipped the team with new software that allowed the support team to instantly access the customer database and handle almost all kind of requests. Now, if a customer called for billing query, they could also have that erratic dial tone fixed or have a new service request confirmed without having to call another number. While they were still on the phone, they could also make use of the push-button phone menu to connect directly with another department to make a query, or input a feedback about the call quality. The redefined customer-contact

process enabled the company to achieve new goals. It reorganized the teams and saved cost and cycle time. It accelerated the information flow, minimized errors, and prevented reworks. It improved the quality of service calls and enhanced the customer satisfaction. It defined clear ownership of processes within the now-restructured team. It allowed the team to evaluate their performance based on the instant feedback.

**Who Is It For?** The problem with BPR Business Process Reengineering is that the larger you are, the more expensive it is to implement. A startup, five months after a launch, might undergo a pivot including business process reengineering that only has minimal costs to execute. However, once an organization grows, it will have a harder and more expensive time to completely reengineer its processes. But they are also the ones who are forced to change due to competition and unexpected marketplace shifts. Telecommunication companies in the late 90s, for example, had to toddle for a steady pace when they faced competition from new entrants equipped with better technologies. Over the years, multi-national banks, automobile manufacturers, aviation companies, and other big corporate institutions have benefitted by embracing BPR. But more than being industry-specific, the call for BPR is always based on what an organization is aiming for. BPR is effective when companies need to break the mold and turn the tables in order to accomplish ambitious goals. For such measures, adopting any other process management options will only be rearranging the deck chairs on the Titanic.

**Does It Always Work?** Contrary to what many enterprises believe, BPR is not always the panacea to solve all kinds of business process problems. Enterprises also seem to differ in their views about the success of BPR, because a significant number of organizations who applied BPR to their functions failed to achieve their goals. Due to its radical nature, BPR is an all-or-nothing approach that highly depends on how strategically was it applied to the processes. However, BPR can eliminate process deficiencies when all other performance-boosting methods fail, essentially because the latter usually aims at speeding things up while keeping the traditional rules intact. When it comes to identifying whether or not BPR fits your bill, the most important question to ask - do you really have to do it? BPR is not an experimental discipline because it requires heavy cost, dedicated resources, and a new start over. Instead, you should save process redesigning to big processes that really matter, like introducing new services or taking your customer service to new heights.

It was released to help U. Tie your Business Process Reengineering BPR goals to organizational goals instead of tasks to ensure high employee turnout and their consistency to the application. You should also combine top-down and bottom-up initiatives so that people who were at the forefront of the handling the BPR transition are able to take ownership even after the consultants walk away. Like any other initiatives, company culture plays a big role in applying BPR because eventually, it is about the people who reinforce the new work design and keep it going. In short, business process reengineering is called for when there is a need. If you have a great car that just needs a few improvements, then business process improvement may be the answer. You May Also Like,.

## 7: Business process reengineering - Wikipedia

*Business process re-engineering (BPR) is a business management strategy, originally pioneered in the early s, focusing on the analysis and design of workflows and business processes within an organization.*

This allows a company to reduce costs and improve productivity through newer, more efficient processes. It is important to remember however, that though there are instances where this is necessary, business process reengineering is not without its disadvantages. This makes it vital to weigh your decision carefully. Most people are vary of change and do not manage to adapt to it easily. This aspect needs to be kept in mind when trying to make the decision to go through with the activity. To this end, they said, information technology was the key element for allowing this to happen. Hammer and Champy said that most large companies made now invalid assumptions about their goals, people and technology that were impacting the workflow. They suggested seven principles that could be used to reengineer and help streamline workflows, thus improving quality, time management and cost. Hammer and Champy suggested the following seven principles in their book. Organize around outcomes, not tasks. Identify all the processes in an organization and prioritize them in order of redesign urgency. Integrate information processing work into the real work that produces the information. Treat geographically dispersed resources as though they were centralized. Link parallel activities in the workflow instead of just integrating their results. Put the decision point where the work is performed, and build control into the process. Capture information once and at the source. What does this mean in simpler language? Essentially, for a successful BPR effort, it is important to look at all the tasks that are working to achieve the same goal. This exercise can then allow several jobs to be combined into one. In addition, parallel processes leading to the same outcome should be connected within the process rather than just combining results at the end. Also, it is important to look at all available resources and place the actual work where it makes the most sense. To make the process most efficient, the power to make decisions regarding it should be given to the people performing the process and any unnecessary control systems should be eliminated. Instead of having extra processes to record information relating to the process, a resource within the process should provide all necessary data to increase accuracy and reduce redundancy. This clear identification makes the difference between BPR success and failure. Are they taking too much time to complete? Is the quality of the outcome being compromised? Whatever the issue, each process must be judged objectively either against industry standards or ethically obtained competitor best practices. Without such a system, it is not possible to keep a check on all factors affecting the change. Before setting out on a radical BPR activity, it is vital to set in place information systems that can deal with the magnitude of the change. A failure at a testing stage should never be implemented at a larger scale. BPR projects fail more often than not for a variety of reasons but a basic reason is the inability to identify and accept any limitations at the testing stage. Providing updated documentation, organizational structures, governance models as well as updated charts of authority and responsibility leave little room for confusion and allow a smooth transition into the new way of work. Business process reengineering is a radical change activity that cannot be repeated if it goes wrong the first time. It is often a high risk activity that involves monetary investment and a risk of demotivated employees. In is essential to have buy in all the way from top management down and it should have a broad functional scope. As with all activities it runs the risk of failure. A BPR program can be successful if: Customer needs are made the priority and this vision is used to appropriately direct business practices. There are cost advantages to be achieved that help the organization become more competitive in its industry A strategic view of all operational processes is taken with relevant questions being asked about the established way of work and how it can be developed over the long term into more efficient business practices There is a willingness to look beyond tasks and traditional functional boundaries with a focus outcomes. Through this, entire processes can be eliminated or amalgamated into fewer but more relevant and powerful processes throughout the organization. There is a real desire to simplify the way of work by objectively assessing all activities and tasks and eliminating any that add less value and more complexity. A BPR program will fail if: It is seen as a way to make minor adjustments and improvements to existing processes. If there is no clear willingness to put all existing process

onto the chopping block, there is no chance of success. It is seen as a one-time cost cutting exercise. In reality, cost reductions are often a handy by product of the activity but not the primary concern. It is also not a one-time activity but an ongoing change in mindset. There is no success in gaining dedicated long term commitment from management and the employees. Bringing people onboard is a difficult task and many BPR initiatives never take off because enough effort is not put into securing support. There is less effort to redesign and more to automate. One department is prioritized at the expense of the process. In the new scenario, a buyer no longer needed to send a copy of the purchasing order form to the creditor administration. Instead, he registers an order in the online database. When the items appear at the store, the storekeeper check whether these correspond to the purchase order form in the system. In the old system he did not have access to this form. If the items match the order, he accepts them and registers this in the computer system. If they do not, the items are returned. The K-Minus program was created and the meat, corn shells, beans, lettuce, cheese and tomatoes for their restaurants were now prepared in central commissaries outside the restaurant. At the restaurants, the prepared ingredients are assembled when ordered by a customer. Better employee morale, increased quality control, fewer accidents and injuries, bigger savings and more time for focusing on customer business processes are some of the successes of the new way of work. With more niche markets identified Hallmark executives were convinced that the product development process needed to be redesigned. Using reengineering, the goal was set to change cycle time to one year. They discovered to their surprise that two thirds of the product cycle was spent on planning and conceptualizing the card rather than on printing and production rework as had previously been thought. Although there have been many BPR success stories, the process became somewhat unpopular in the late s. There were many organizations who went through the attempts to redesign processes but did not manage to reap any of the myriad benefits promised. So it is essential to plan carefully before undertaking this exercise. First and foremost, a business problem needs to be identified. Are we manufacturing at higher costs than our industry? Is there a newer way of work that we have not brought into our processes? Do our processes seem overly complex? Are too many people doing too many similar things? After setting clear objectives and securing support from all levels of management within the company, it is important to approach the process as one of continuous learning and to keep an eye on new and emerging problems as well the existing way of work. The success of any BPR initiative hinges on how deeply a process improvement mindset is created and nurtured by both management and the process owners themselves. For further learning you can read through the following presentation.

### 8: Chief Management Officer > Products and Services > Business Process Reengineering

*\*Some documents on this site require you to have a PDF reader installed. This can be downloaded [www.enganchecubano.com](http://www.enganchecubano.com)aded here.*

Examines a broad range of research and case studies that throws light on potential, social and human factors which determine the success of information technology. Discusses the progress that the INS Immigration and Naturalization Service has made toward addressing long-standing management problems as well as areas that continue to need attention. Addresses areas of progress and need for the reorganization of the INS and in the management of budget resources. Includes a sample of a survey of INS managers on management issues. A business organization, like a human body, is only as effective as its various processes. Daniel Hunt demonstrates in this groundbreaking book, the failure to appreciate this obvious fact is the reason most reengineering schemes fail. Managers whose job it is to improve company performance, like physicians who work to improve patient health, must develop a clear picture of how each process fits into the overall organizational structure; how it ought to function; and how well it is performing at any given moment; before they can form a diagnosis or devise a treatment strategy. Fortunately, a powerful new analytical tool that has emerged in recent years helps you to do all of that and much more. Developed at General Electric, process mapping has been implemented in companies around the globe, and the results have been simply astonishing. Now find out how to make this breakthrough reengineering technology work for your organization in Process Mapping. The first and only hands-on guide of its kind, Process Mapping arms you with a full complement of state-of-the-art tools and techniques for assessing existing business processes and developing a detailed road map for ongoing change and improvement. Internationally known management consultant and bestselling author V. Daniel Hunt guides you step-by-step through the entire process. He helps you assess the need for process reengineering in your organization and determine whether or not a process map is what you need. He shows you how to create a process mapping team and helps you select the best-buy process mapping tools for the job. He explains how to gather vital information about your business processes via focused interviews and other interview techniques, and how to use this data in implementing process mapping. He also offers expert advice on how to apply your process map to significantly improve business functions and bottom-line performance. Hunt draws upon the experiences of companies around the world whose process mapping success stories will be a source of inspiration and instruction. The first and only hands-on guide to a powerful new process mapping tool The most important new process improvement tool to come along in more than a decade, process mapping enables managers to easily identify and assess the various business processes that make up their organizations and to develop a road map for continued performance improvement. Now find out how to make this breakthrough management tool work in your organization by applying Process Mapping. Daniel Hunt, the bestselling author of Reengineering, Quality in America, and The Survival Factor, guides you step-by-step through the entire process. He gives you all the proven process mapping tools and techniques you need to:

## 9: Business Process Reengineering and Best Practices

*This Business process reengineering All-Inclusive Self-Assessment enables You to be that person. All the tools you need to an in-depth Business process reengineering Self-Assessment. Featuring new and updated case-based questions, organized into seven core areas of process design, this Self-Assessment will help you identify areas in which.*

Should the Agency Engage in Reengineering? Federal agencies are under increased pressure to perform better with fewer resources. The impetus to improve comes from 1 recognition that agency budgets cannot continue to grow like they have in the past and 2 legislation--specifically, GPRA and the ClingerCohen Act. Key Activities for the Agency: Identify and assess the impact of other change drivers, such as changing mission, demographic shifts, budget cuts, and downsizing. Define and map the business processes that are key to meeting customer and stakeholder needs. Well-defined missions and strategic goals form the foundation for the key business systems and processes and thus help ensure the successful outcome of their operations. Leading organizations strive to ensure that their day-to-day activities support their organizational missions and move them closer to accomplishing their strategic goals. Such strategic planning is also required by GPRA. Under GPRA, agencies must consult with both the Congress and other stakeholders in developing missions and strategic goals. They must also identify the external factors that could affect their ability to accomplish what they set out to do. Unlike many private sector companies, a federal agency cannot independently make major shifts in mission, lines of business, and customer base. However, there is pressure from both executive and legislative branches--as evident in the passing of GPRA--for federal agencies to take a hard look at their roles and responsibilities. Reassessing customer and stakeholder needs and other change drivers helps the agency to reevaluate and clarify its 15 strategic vision and goals. It also fosters an understanding of the source, nature, and priority of demands on its resources. For example, the reassessment could show that over time, goals, priorities, and activities that were once key elements of its original mission are now much less important. Similarly, new issues and mandates may have arisen that have become major activities for the agency--perhaps even its main business--thereby calling for changes in mission priorities. Further, some activities may no longer need to be done, or could be better performed by other federal agencies, state and local governments, or the private sector. Key Assessment Questions Has the agency identified important changes that could result in a major redefinition of roles and restructuring of the agency? Has the agency developed explicit mission goals that involve tailoring products and services to the needs of key customer groups? Has the agency revised its strategic plan, as appropriate, and formed a consensus on the goals it is trying to accomplish, for whom, and by when? Reengineering is customer-focused and outcome-oriented. Before an agency embarks on a reengineering effort, it should have a comprehensive understanding of who its current and future customers are and what their needs and expectations are as key input for improving the type, cost, quality, and timeliness of the products and services provided. It is also important to consider the business needs of the staff working within the agency internal customers and third parties outside the formal boundaries of the agency who are involved in delivering the services and products, such as state and local governments which help administer a federal program. Along with customers, stakeholders are another important source of requirements. Internal stakeholders include agency staff who would be directly and personally affected by changes in a particular business process. Stakeholders have a great impact on any improvement effort 16 and, when ignored, can jeopardize the success of the effort. It is also important to identify areas of fundamental disagreement that may make process improvement much more difficult to achieve. Key Assessment Questions Has the agency identified the external customer base for each of its major products and services? Has the agency identified its internal customers and third party providers and their needs and expectations insofar as they affect the key processes that provide products and services to external customers? Has the agency analyzed how projected demographic changes may affect its customer base? Is the agency using external and internal customer requirements to make major decisions about strategic goals, budgeting, and resource allocations? Is the agency focusing more attention on satisfying the requirements of its internal customers rather than its external customers? Has the agency identified stakeholders for each major

product and service? Has the agency identified and documented their needs, concerns, and priorities? Has the agency identified the key areas of agreement and disagreement among customer and stakeholder groups regarding mission, strategic goals, products and services, and performance? How serious are the differences? How well has the agency been able to broker trade-offs in these areas of disagreement? Has the agency analyzed whether its products and services are aligned with customer and stakeholder needs and business goals? Has the agency analyzed whether its products and services are being delivered in ways that best meet these needs? Along with customer and stakeholder expectations and needs, other factors can be powerful motivators for undertaking major performance improvements, such as cabinetlevel policy initiatives, budget and personnel reductions, pending reorganizations, devolution of functions to the state and local level, widespread pressure for governmental reform, and documented problems with fraud, waste, or abuse. The agency should determine which of these factors must be considered in assessing the need to change.

**Key Assessment Questions** What other factors has the agency identified that are driving it to change business processes and achieve dramatic improvements in performance? Has the agency considered the impact of these change drivers in its strategic planning? Agencies need to develop a common understanding of the processes they use to produce their products and services before they can set about to improve them. Like large private sector organizations, agencies can have a confusing web of interconnected processes and subprocesses, many of which cut across several functional departments. As a start, the agency should map each of its core processes at a high level. High-level process mapping typically results in a graphic representation depicting the inputs, outputs, constraints, responsibilities, and interdependencies of the core processes. This high-level map provides managers and staff with a common understanding of how the processes work and how they are interconnected. This mapping should be done quickly. As discussed in assessment issue 5, more detailed mapping is done after a process has been selected for reengineering.

**Key Assessment Questions** Has the agency identified its core business processes for each major product and service? Have the processes been mapped at a high level? See practices under Step 1: Define mission and desired outcomes. Anchor strategic planning in customer needs and mission goals. Benchmark against the goals and performance of leading organizations. Establish ambitious performance improvement goals that are mission-oriented and meaningful to customers and stakeholders. Select and prioritize processes to be improved. These organizations typically assess which of their processes are in greatest need of improvement in terms of cost, quality, and timeliness. By analyzing the gap between where they are and where they need to be to achieve desired outcomes, agencies can target those processes that are in most need of improvement, set realistic improvement goals, and select an appropriate process improvement technique. One method often used is benchmarking. Benchmarking provides reference points for defining ambitious, yet achievable, performance goals and also helps the agency learn methods that others have used to improve their business processes. Measuring the performance of its major processes helps an agency to determine how well it is meeting its mission goals. Processes with gaps between desired and actual performance are, by definition, candidates for improvement. Small gaps can often be bridged with a narrowly focused improvement effort. Processes with very large gaps may be so fundamentally inefficient that they need to be completely reengineered in order to meet performance goals. Cost covers the resources needed to produce and deliver the products and services. Timeliness concerns not only the amount of time it takes to complete the process, but also how long it takes to deliver the output to customers. It is important that performance measures not be focused only on internal operations.

**Key Assessment Questions** Does the agency use performance measures consistent with the requirements of GPRA to determine how well it is meeting desired outcomes and to identify and assess any performance problems? What indicators quality, cost, time, etc. Are these indicators adequate for measuring current and future performance requirements? Has the agency involved customers and stakeholders in developing the performance indicators? How well is the agency performing in relation to customer expectations? Has the agency identified any gaps between customer needs and current performance? How satisfied are customers and stakeholders with the current performance levels of the agency? How has the agency ascertained this? What, if any, performance information does the agency have for the past several years to show performance trends for each core process? What do the trends suggest as to the adequacy of the processes to meet future demands by customers and stakeholders?

Benchmarking is the comparison of core process performance with other components of the agency internal benchmarking or with leading organizations external benchmarking. When used in conjunction with performance measurement, benchmarking provides a powerful means of establishing a compelling business case for change. Many processes that seem unique to the government actually have counterparts in the private sector, especially in generic areas such as claims processing, loan management, real property maintenance, logistics, inventory management, etc. Also, it is important to note that the benchmarking partner does not have to be a similar organization, or even do similar work. For example, Xerox used L. Bean to improve order fulfillment. Looking at processes in dissimilar organizations can actually lead to the most fruitful improvements because it stimulates new thinking about traditional approaches to doing work.

**Key Assessment Questions** Has the agency benchmarked the performance of its core processes against internal or external benchmark partners? How did the agency select its benchmarking partners? Were dissimilar organizations included? Were state and local governments known for excellence in innovation included? Were the customer interfaces of the processes benchmarked? What were the benchmarking results and how is the agency using these results in establishing performance goals? The goal-setting process requires careful consideration. Performance goals should be realistically achievable to avoid negative consequences if they are not met, such as employee disillusionment or customer dissatisfaction. Ambitious goals, for example, may need to be broken into increments and staged in over time. On the other hand, setting 22 goals that are too modest can be counterproductive. They may lead the agency to focus on optimizing current work processes that are inherently inadequate, thereby further entrenching them and making them more difficult to change.

**Key Assessment Questions** Has the agency developed goals based on a careful, fact-based analysis of its performance and environment and has the agency linked the goals to mission, customer needs, and current performance?

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