BUSINESS PROCESS REENGINEERING

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92-2

What is a Process?

- **A specific ordering of work activities across time and space, with a beginning, an end, and clearly identified inputs and outputs: a structure for action.**

- **فرایند:**

  - **شیوه نظام یافته اجرای فعالیت ها**
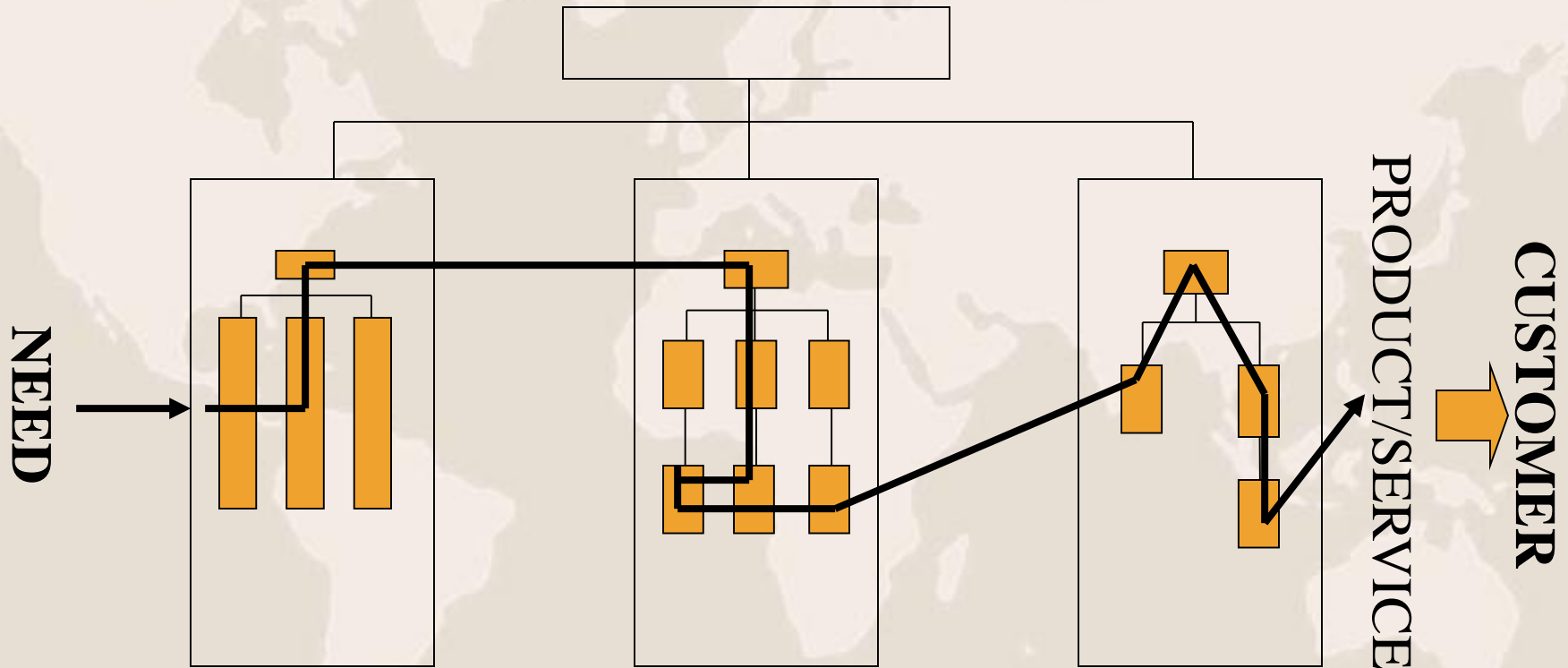
What is a Business Process?

- **A group of logically related tasks that use the firm's resources to provide customer-oriented results in support of the organization's objectives**

Process: Where and Who?

Systems as Planned Organizational Change

- **Business process management (BPM)**
  - **Variety of tools, methodologies to analyze, design, optimize processes**
  - **Used by firms to manage business process redesign**

Systems as Planned Organizational Change

- **Steps in BPM**

  1. **Identify processes for change**

  2. **Analyze existing processes**

  3. **Design the new process**

  4. **Implement the new process**

  5. **Continuous measurement**

## Systems as Planned Organizational Change

- **Variety of tools for BPM, to**

  - **Identify and document existing processes**

    - Identify inefficiencies

  - **Create models of improved processes**

  - **Capture and enforce business rules for performing processes**

  - **Integrate existing systems to support process improvements**

  - **Verify that new processes have improved**

  - **Measure impact of process changes on key business performance indicators**

Spectrum of Change

- **Automation**

- **Rationalization of procedures**

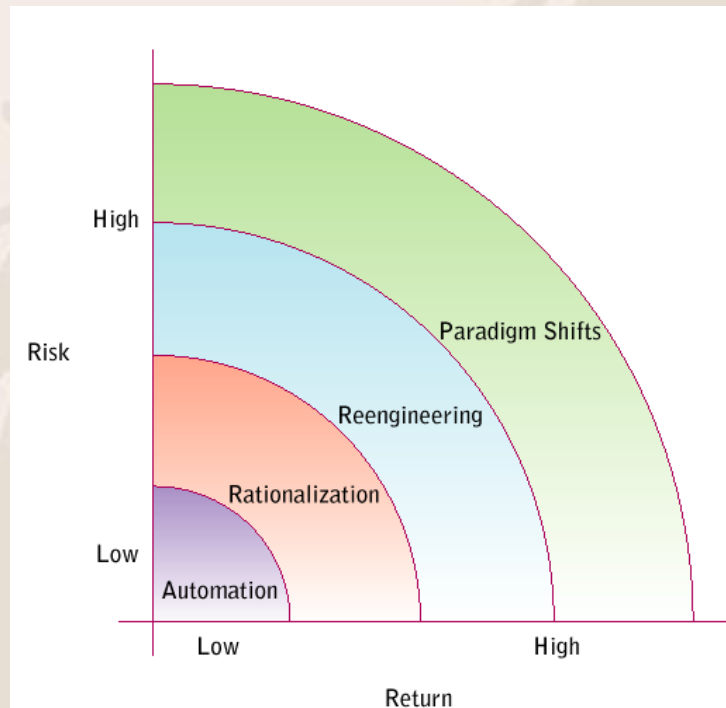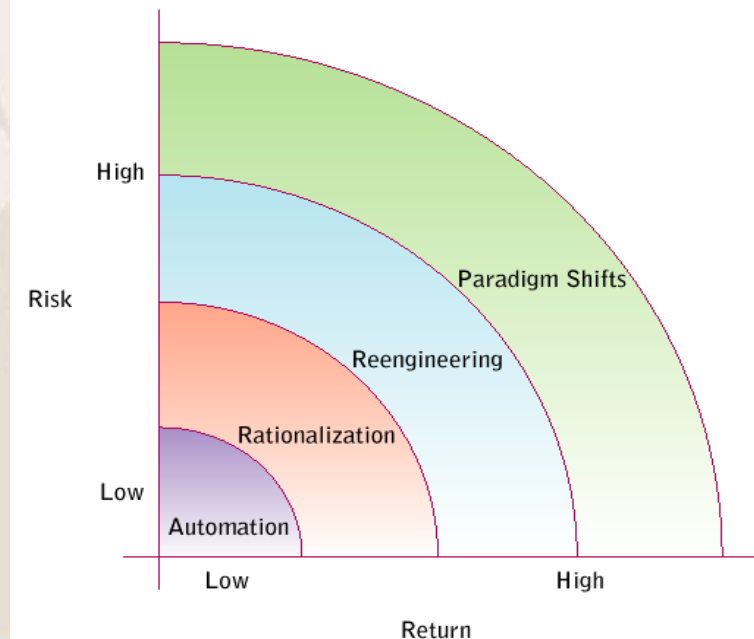- **Reengineering**

- **Paradigm shift**
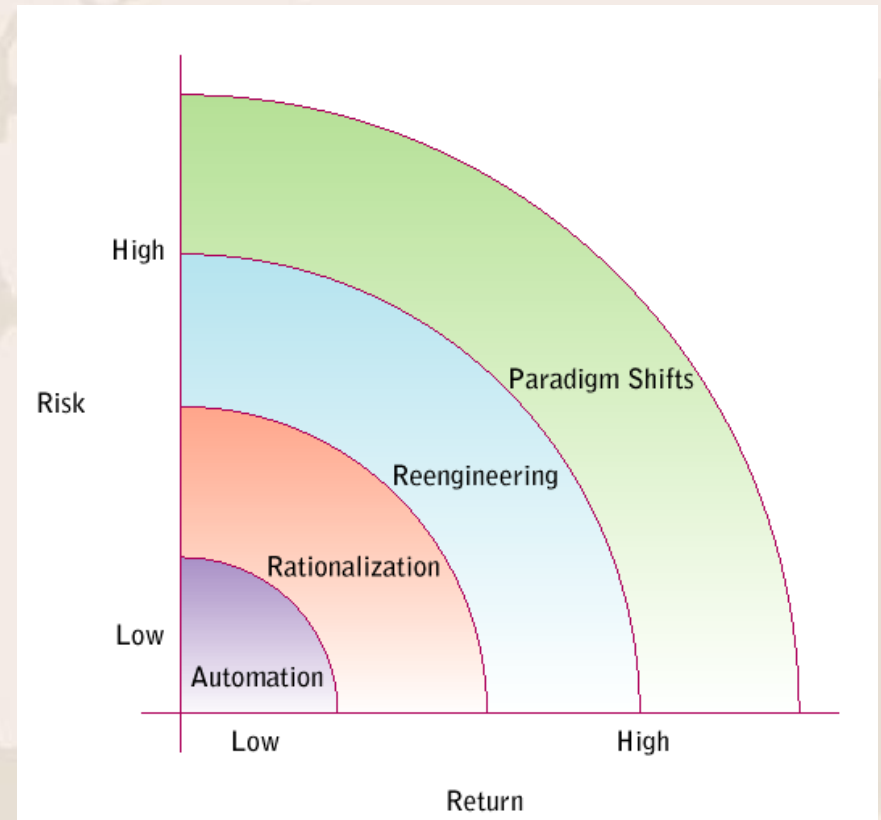
Automation

- **refers to computerizing processes to speed up the existing tasks.**

- **improves efficiency and effectiveness.**

Rationalization of Procedures

- **refers to streamlining of standard operating procedures, eliminating obvious bottlenecks, so that automation makes operating procedures more efficient.**

- **improves efficiency and effectiveness.**

Business Process Reengineering

- **refers to radical redesign of business processes.**

- **Aims at**

  - **eliminating repetitive, paper-intensive, bureaucratic tasks**

  - **reducing costs significantly**

  - **improving product/service quality.**
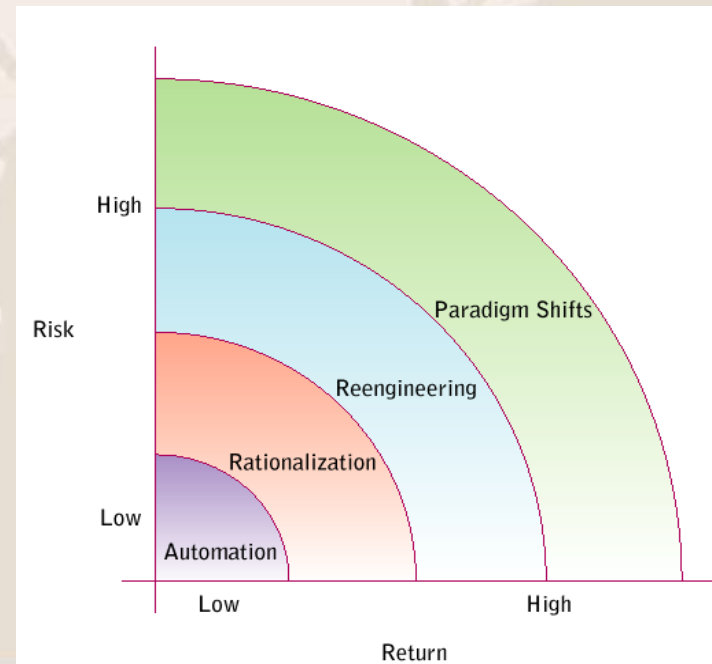
Paradigm Shift

- refers to a more radical form of change where the nature of business and the nature of the organization is questioned.

- improves strategic standing of the organization.
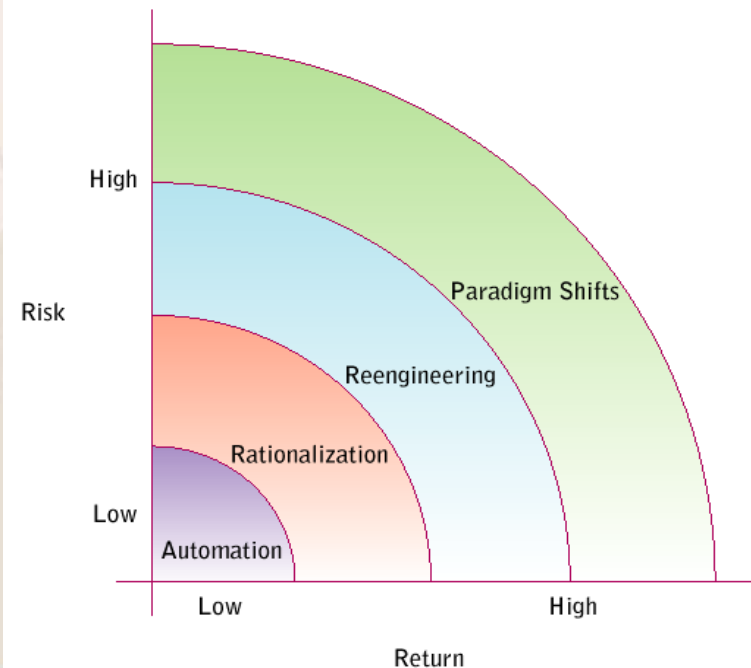
Spectrum of Change

1. **Automation**

   – **Increases efficiency**

   – **Replaces manual tasks**

2. **Rationalization of procedures**

   – **Streamlines standard operating procedures**

   – **Often found in programs for making continuous quality improvements**

3. **Business process redesign**

   – **Analyze, simplify, and redesign business processes**

   – **Reorganize workflow, combine steps, eliminate repetition**

4. **Paradigm shifts**

   – **Rethink nature of business**

   – **Define new business model**

   – **Change nature of organization**

Business Process 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."
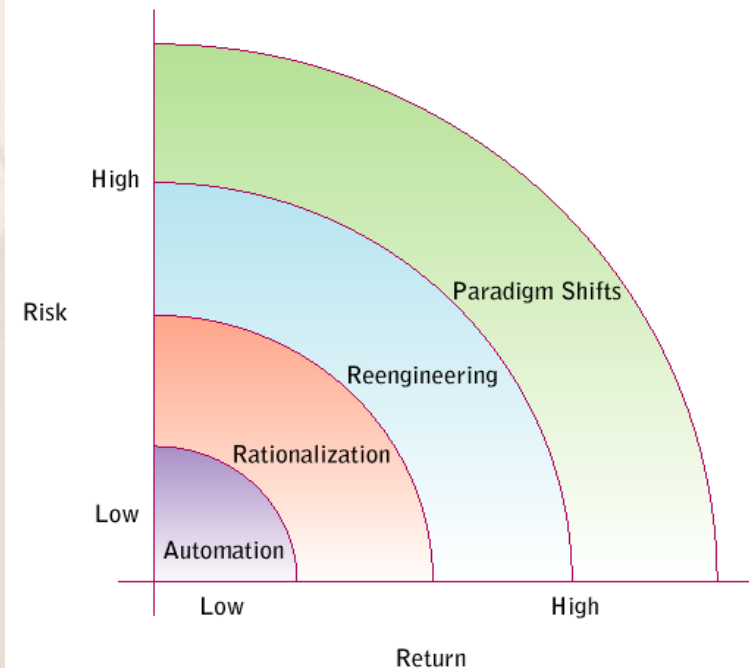
Business Process Reengineering, WHY ?

- **Competition**
  - **Local**
  - **Global**

- **Change**
  - **Technology**
  - **Customer Preferences**

- **Integrate people, technology, & organizational culture**

- **To Respond to rapidly changing technical & business environment and customer's needs to achieve Big performance gains**

Key Steps

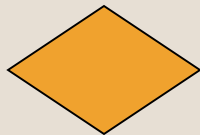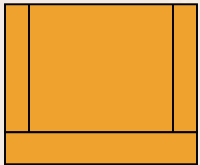| Select The Process & Appoint Process Team |
|---|
| Understand The Current Process |
| Develop & Communicate Vision Of Improved Process |
| Identify Action Plan |
| Execute Plan |

BPR Symbols

An Activity

A Document

A Decision

Data (input as outputs)

BPR Symbols

A Predefined Process

Start The Start of a Process

End The End of a Process

→ Representing a Relation

BPR Symbols

Continuation of the process at the same page at an equal symbol with the same number. Used when a relation arrow crosses another relation arrow

Off-Page Connector - Process will continue on the next page

Integration Relation - A relation to another module is identified and described

Rules For Data Symbols

Start

Symbol used to identify the start of a business process

Generate Purchase Order

Activities must be described as a verb

OK? → Yes

No

Decisions have *only* two possibilities (Yes & No)

→

Crossing lines are not allowed

End

If one side of the decision has no further processes defined this symbol has to be used

Rules For Data Symbols

I   Continuation symbol within the same number must be present twice on the same page

Purchase Order   Name the document

A   Off- Page Connector is used to continue a process at the next page or to let the process to flow over at the previous to the next page. If more than one is needed use A, B, C, D …

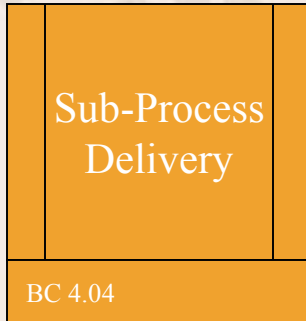**Posting of Bonus**   Name the data

Rules For Data Symbols

Sub-Process Delivery
BC 4.04

Predefined Processes always have a relation to level and stream by a number in the line below a sub-process description

A predefined process must be described in a different flowchart. To make the relation clear between the predefined process and the belonging flowchart a unique alpha numeric number should be assigned to this predefined process.
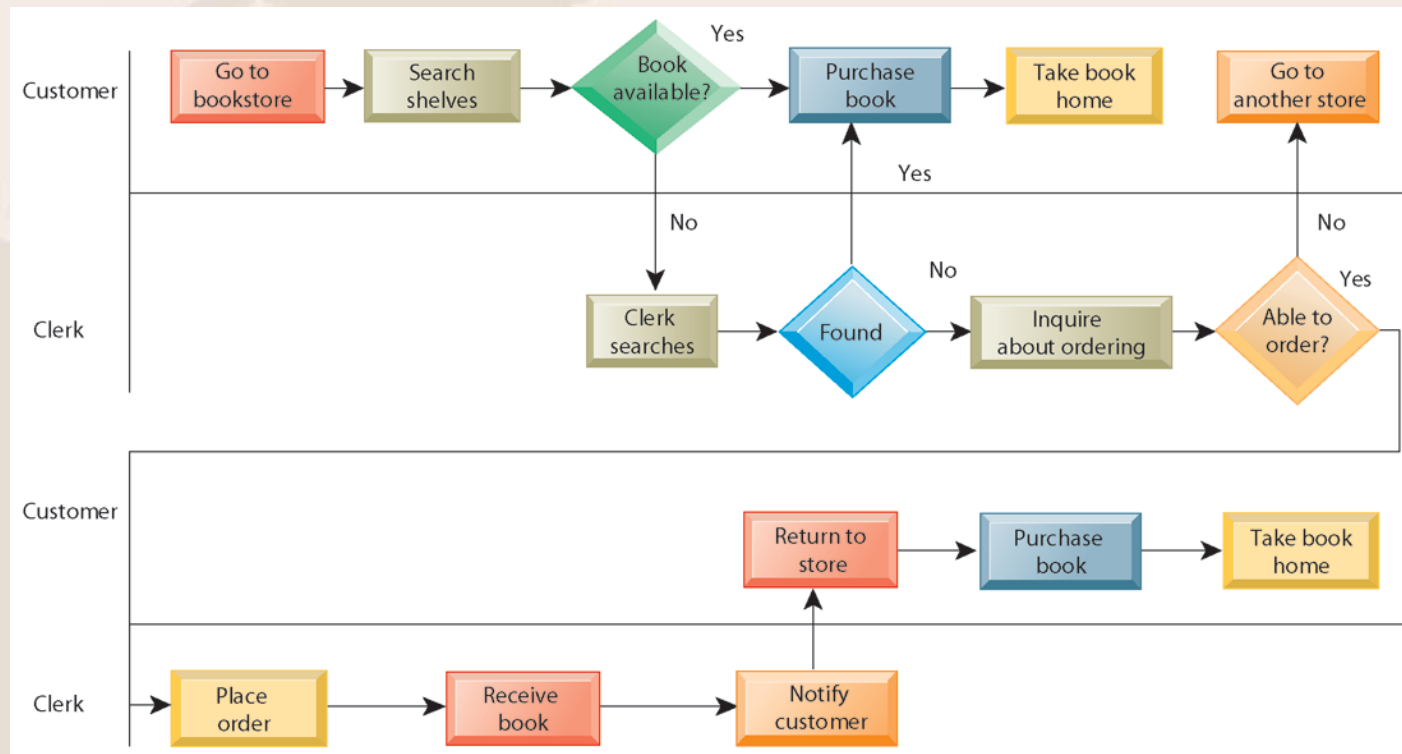
Systems as Planned Organizational Change

AS-IS BUSINESS PROCESS FOR PURCHASING A BOOK FROM A PHYSICAL BOOKSTORE

Process Flow Diagram (PFD)/ Process Model (PM)

Systems as Planned Organizational Change

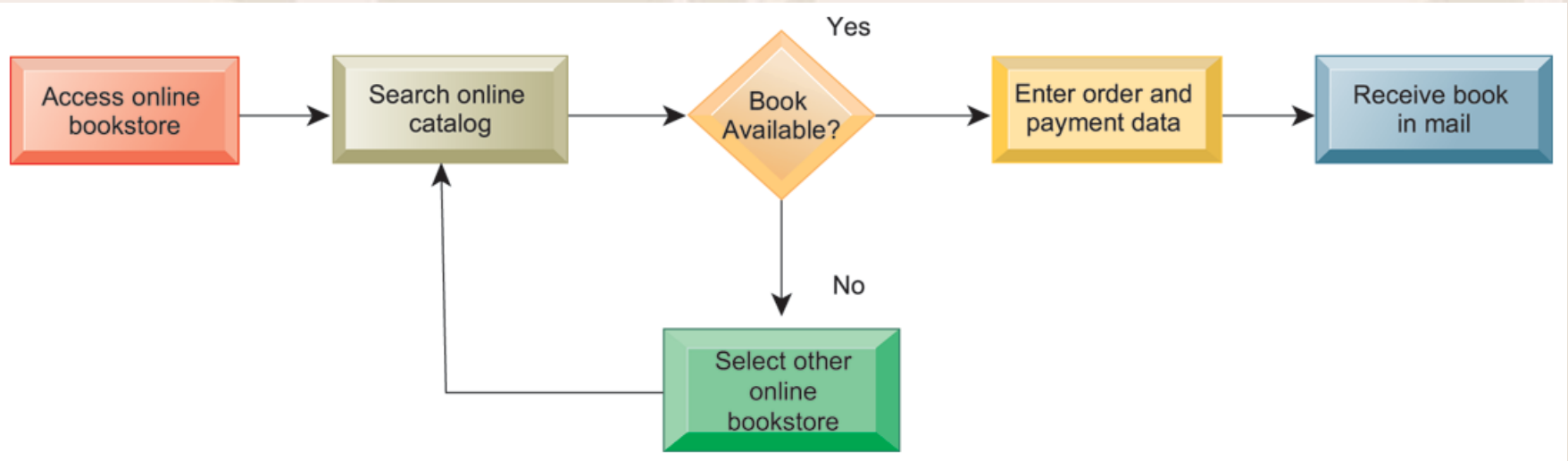## REDESIGNED PROCESS FOR PURCHASING A BOOK ONLINE

FIGURE 13-3   Using Internet technology makes it possible to redesign the process for purchasing a book so that it requires fewer steps and consumes fewer resources.

امام سجاد علیہ السلام:

نَظَرُالمُؤمِن فی وَجہِ اَخیہِ المُؤمِن لِلمَودۃَوَالمَحبۃ لَہُ عِبادۃ

نگاہ مؤمن بہ چہرہِ برادر مؤمن خود از روی دوستی و محبت بہ او، عبادت است.

(تحف العقول ص 282)

پایان