

# Business Process Engineering

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# Process Re-Engineering process - overview

- 5 step process
  - Identify the Business case and the process objectives.
    - Strategy (People, Processes, Technology)
  - Agree the current 'as is' process.
  - Analysis and concept design of 'to-be' processes.
  - Detailed design.
  - Implementation.

# Process Re-Engineering process – Step 1

- Identify the Business case and the process objectives.
  - Strategy alignment.
  - Clear view of prioritised actions derived from business case:
    - ❖ Required performance characteristics.
    - ❖ Critical Success Factors (CSF's) for the project.
    - ❖ What options are possible?
    - ❖ A SWOT analysis of the situation required (“To Be”).
    - ❖ Scope of proposed development (BPR / other projects).
  - Process inventory and prioritisation (scope identification).
  - How the project will be managed.
  - Updated business case.
  - Communication strategy and initial communications.
  - Barrier identification and risk register created.

# Process Re-Engineering process – Step 2

- Agree the current 'as is' process.
  - A clear, unambiguous, agreed, documented, understanding of the current ("As-Is") processes based on facts.
  - Identify the drivers of performance (baseline) and the current metrics.
  - Identify disconnects, performance gaps and other issues.
  - Cross functional participation.
  - Focus on information transfers.
  - Process prioritisation.
  - IT impact identification.
  - Updated business case.
  - Communications as per communications strategy.
  - Barrier identification and updated risk register.

# Process Re-Engineering process – Step 3

- Analysis and concept design of ‘to-be’ processes.
  - An innovative and lean proposed processes, which are realigned to and meets the requirements established in Step 1.
    - ❖ A simplified, reorganised, responsive, proposed process with waste removed.
  - Control systems established to manage the proposed process.
  - Quick wins identified.
  - Identification of changes to IT systems / Practices / Organisation.
  - Outline of Management of Change process (Roadmap fro change).
  - Updated business case.
  - Communications as per communications strategy.
  - Barrier identification and updated risk register.
  - Agreement to move into detailed design.

# Process Re-Engineering process – Step 4

- Detailed design.
  - A proven, detailed design of the proposed process & control systems to make work flow & manage dynamic states.
  - Pilot of re-designed process.
  - Identification of resource requirements (systems and people).
  - Cross functional participation.
  - Identification of key MI to performance manage processes and drive further improvement.
  - A costed implementation plan of the new process
  - Justification (cash flows) of the new process (implementation & running costs).
  - Engage in Management of Change process.
  - Updated business case.
  - Communications as per communications strategy.
  - Barriers and risks engineered out?

# Process Re-Engineering process – Step 5

- **Implementation.**

- Handover of the new process to operations (management of change).
  - ❖ Definition of successful handover criteria.
- Support to operations during cut-over and for a pre-determined time post cut-over.
- Training of personnel & feedback.
- Measures of performance to drive further improvement (continuous improvement).
- Post implementation review to ensure the benefits have been achieved & the lessons learned.