Business Process Re-engineering

An approach towards improving service delivery
What is BPR

Business Process Re-engineering (BPR) is the fundamental rethinking and radical redesign of organizational processes, in order to achieve dramatic improvements of current performance in cost, speed, and quality of service.

Dr. Michael Hammer
Characteristics of BPR

**Customer-centric Process Orientation**
- Using customers’ needs to drive process design

**Rules Breaking**
- Question old business rules such as specializations, sequencing and organizational barriers

**Creative Use of Technology**
- Harness the power of ICT
BPR Framework

Project Initiation
Map Current Processes
Re-Design Processes
ICT Enablers
Re-tool
Re-orchestrate
Prototype

Change Management
Communications Management
Governance and Project Management
BPR Framework

Project Initiation → Map Current Processes → Re-Design Processes
Re-tool → Re-orchestrate → Prototype

Objectives
- Understand the reasons for change
- Do necessary preparations before starting the project

Deliverables
- Sponsors Commitment
- Project Team assembled
- Vision for project
BPR Framework

Project Initiation ➔ Map Current Processes ➔ Re-Design Processes ➔ Re-tool ➔ Re-orchestrate ➔ Prototype

Objectives

• Understand current processes
• Identify inefficiencies and bottlenecks

Deliverables

• As-is processes
• Key metrics on current processes – cost, time, quality
BPR Framework

Project Initiation → Map Current Processes → Re-Design Processes → Re-tool → Prototype

Objectives
- Identify outdated business rules
- Redesign new ways of doing things

Deliverables
- Breaking current business rules
- New ideas for doing things differently
- High level ‘to-be’ processes
BPR Framework

**Objectives**
- Ensure alignment between organization and re-engineered processes
- Create new job descriptions
- Identify and enact supporting legislation
- Determine factors of production required

**Deliverables**
- New organization design
- Legislative changes to be tabled
- New job descriptions
- New reward structures
- Requirements for factors of production
**BPR Framework**

**Objectives**

- Conduct an environmental scan of technology enablers
- Identify technology options to satisfy re-designed processes

**Deliverables**

- High level technology architecture
BPR Framework

Project Initiation  Map Current Processes  Re-Design Processes

Re-tool  Re-orchestrate

Prototype

Objectives
- Test the new processes in a low risk environment
- Re-define design of new processes

Deliverables
- Execute new processes end-to-end
- Data analysis of prototype
- Modifications to the design of new processes
BPR Framework

- Project Initiation
- Map Current Processes
- Re-Design Processes
- ICT Enablers
  - Re-tool
  - Re-orchestrate
- Prototype

Supporting Areas:
- Change Management
- Communications Management
- Governance and Project Management