Business Process Re-Engineering (BPR)

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Lacks in Effectivity and Efficiency have different symptoms

**Deficits in Effectivity:**
- no convincing mission statement
- unclear strategic goals
- Missing knowledge of success factors and success potentials
- unclear market aims
- Missing knowledge of customer problems, needs, demands and expectations
- unclear process and product aims

**Deficits in Efficiency:**
- many complaints
- many mistakes
- high product costs
- long throughput times
- lacking delivery reliability
- lacking delivery ability
- high inventory
- small flexibility

Unsatisfied Customers
Unsatisfied Employees
BPR Integration Model

- **Strategy**
  - Market/competitive strategy
  - Business strategy
  - Organization strategy
  - IT strategy

- **Organisation**
  - Organization structure
  - Job structure and content
  - Career management
  - Leadership style
  - Performance management
  - Corporate culture

- **Business Processes**
  - Core business processes
  - Performance measurements
  - Outcome definitions
  - Workflow procedures

- **IT**
  - Knowledge-based / expert systems
  - Database management
  - Digital imaging
  - Telecom networks
  - Internet technologies
  - IT as competitive advantage
Four Pillars of BPR: interconnected
BPR wheel

1. Business Process Strategy
2. Business Process Design (Analysis)
4. Business Process Implementation
5. Business Process Controlling

CHANGE MGMT

Go Live
Develop Change Plan
Identify I.T. levers
PROCEDURE FOR CHANGE MANAGEMENT

Examples

Business Process Strategy

Business Process Design (Analysis)

Business Process Design (Optimization)

Business Process Implementation

Business Process Controlling

Intensity of Change Management

Time