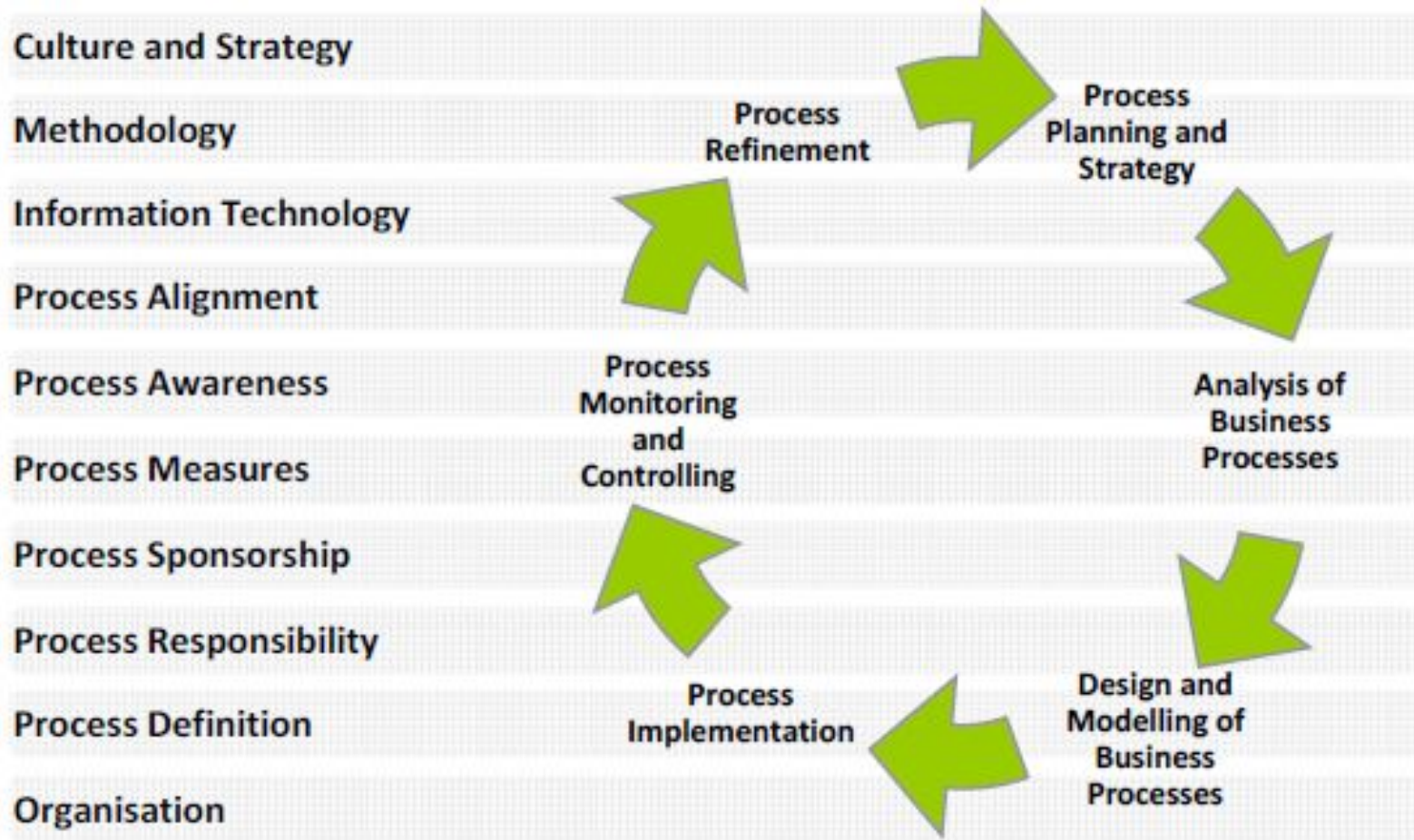
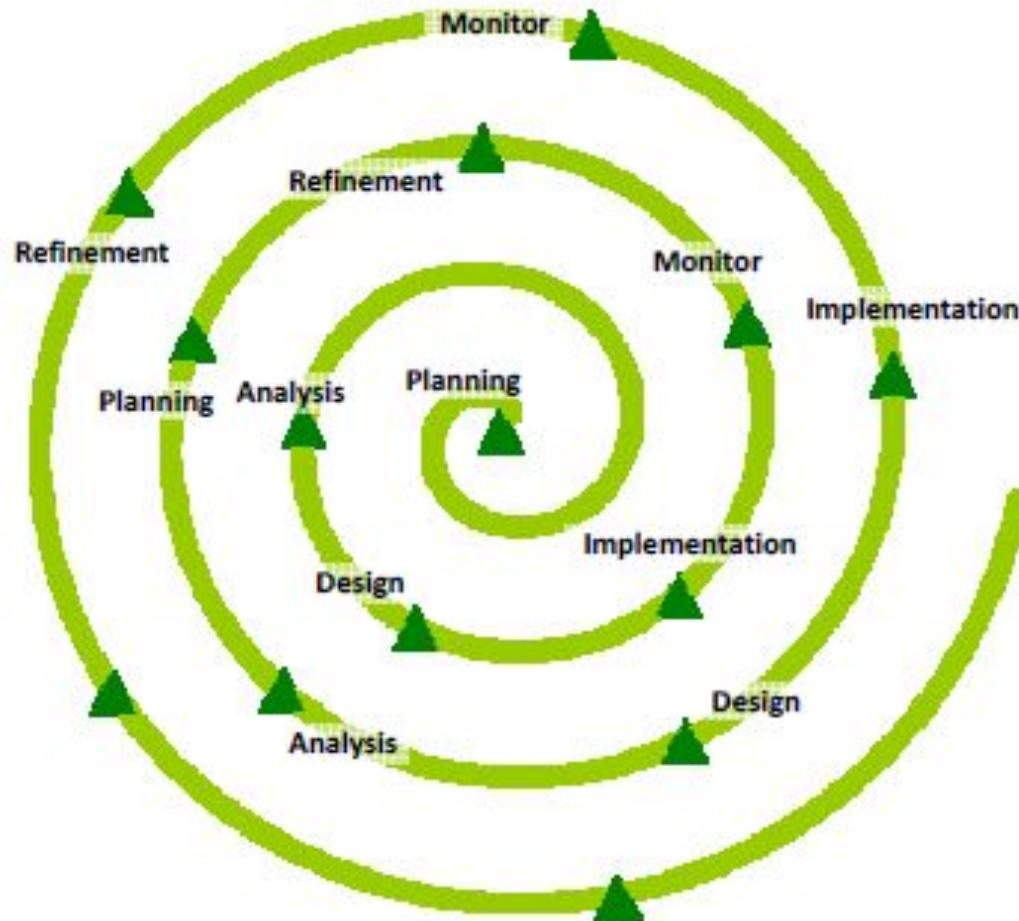

Business Process Engineering (BPE)

BPM Lifecycle (1)



- The BPM activities are affected by several factors: leadership, values, culture and beliefs factors

BPM Lifecycle (2)



- Iterative, phased set of activities

Process Planning and Strategy

- Sets the strategy and direction for the BPM process
 - Plan starts with an understanding of organisational strategies and goals
 - Provides a foundation for a holistic BPM approach to ensure the alignment with organisational strategy and the integration of strategy, people, processes and systems across functional boundaries
 - Identifies appropriate BPM organisational roles and responsibilities, executive sponsorship, goals and expected performances measures and methodologies
-

Analysis of Business Processes

- Takes information from strategic plans, process models, performance measurements, changes in the environment and other factors in order to fully understand the business processes in the context of the overall organisation
-

Design and Modelling of Business Processes

- Document the sequence of activities, including the design of what work is performed, at what time, in what location, by what process actors using what methodology
 - Defines what the organisation wants the process to be and answers the what, when, where, who and how questions of how end-to-end work is executed
 - Ensures that the proper management controls and metrics are in place for compliance and performance measurement
-

Process Monitoring and Controlling

- Continuous measuring and monitoring of business processes provides the information necessary to adjust resources in order to meet process objectives
 - Measuring and monitoring also provides critical process performance information through key measurements related to goals and value to the organisation
 - Analysis of process performance information can result in improvement, redesign or reengineering activities
-

Process Refinement

- Implements the output of the iterative analysis and design cycle
 - Addresses organisational change management challenges
 - Aimed at continuous improvement and process optimisation
-

Examples

- Continuous vs Ad Hoc
 - Simple vs Complex
-

Continuous *vs.* Ad Hoc

Type	Continuous	Ad Hoc
Characteristics	Predictable Repeatable Uninterrupted	Unpredictable Variable Spontaneous
Example	Payroll Process	Expense Report



Simple *vs.* Complex: number of steps, number of participants, number of people/systems involved, number of exceptions

Type	Simple	Complex
Characteristics	Minimal Steps Few Participants No or Minimal Rules Single System	Multiple Steps Many Participants Complex Rules Multiple Systems
Example	Vacation Request	Deduction Management



Approved



Denied

- If [yes] AND [\leq \$100], then A
- If [yes] AND [\geq \$100], then B
- If [no] AND [\leq \$100], then C
- If [no] AND [\geq \$100], then D
- If [no] OR [\leq \$0], then E

Other examples...

- Management processes
 - used to measure, monitor and control business activities
 - ensure that a primary or supporting process meets operational, financial, regulatory and legal goals
-

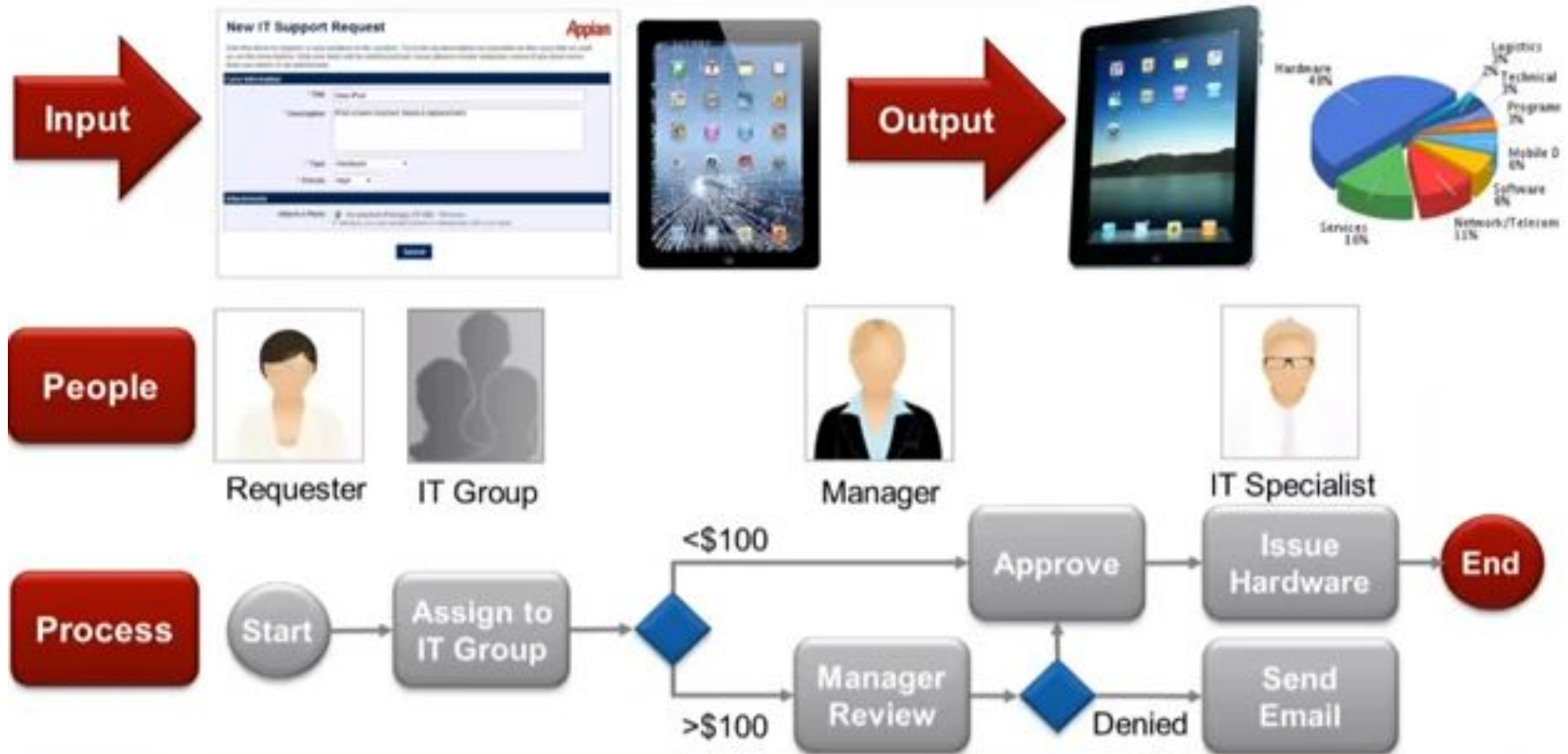
Other examples...

- Primary (core) processes
 - end-to-end, cross-functional processes which directly deliver value
 - represent the essential activities an organisation performs to fulfill its mission
-

Other examples...

- Support processes
 - support primary processes, often by managing resources and/or infrastructure required by primary processes
 - not directly deliver value (does not mean that they are unimportant to an organisation); e.g. information technology management and human resource management
-

Example: Request to IT Department



End of Lecture
