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DynamicsCon REGIONAL

Reengineering First:

Aligning Business Processes for a Successful Dynamics 365 BC Implementation

Discussion

- *What process in your organization feels like it was designed by a committee... in 1998?*

- *What's more dangerous—doing things the wrong way, or doing the right things in the wrong way?*

- As developers, how often do we stop and ask: *Are we digitizing a broken process?*

- Which is harder — building the system, or getting users to change how they work?

- How often do business users ask for features that reflect *how things have always been done*, instead of how they *could* be done better?

Why Business Process Reengineering?

| Repeated inefficiencies and bottlenecks. | Increased customer complaints or service delays. | Redundant approval layers or manual workarounds. |

"We can't automate chaos. We must rethink it first."
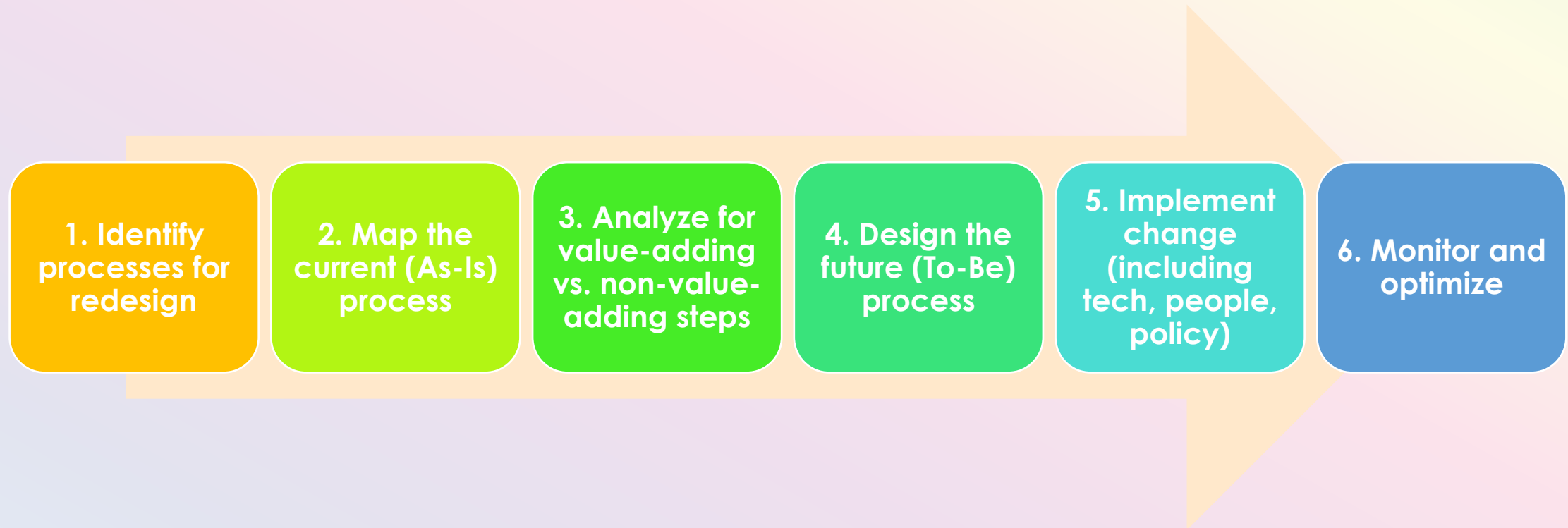
Automation Vs Reingineering

Aspect	Automation	Reengineering (BPR)
Definition	Using technology to perform existing tasks faster or more efficiently.	Fundamentally rethinking and redesigning how work is done to achieve dramatic improvements.
Goal	*Efficiency* – do the same thing, faster or cheaper.	*Effectiveness* – do the right thing in a new, better way.
Change Level	Incremental improvement.	Radical transformation.
Approach	"Let's automate what we already do."	"Let's rethink *why* we do it, and if we should do it at all."
Example	Adding a workflow to an existing leave approval system.	Redesigning leave approval to empower line managers with decision rights — eliminating 3 layers of approval.
Tools	RPA, scripts, system integration, ERP modules.	Process mapping, stakeholder interviews, redesign workshops, change management.

"If you automate a bad process, you just get bad results faster."
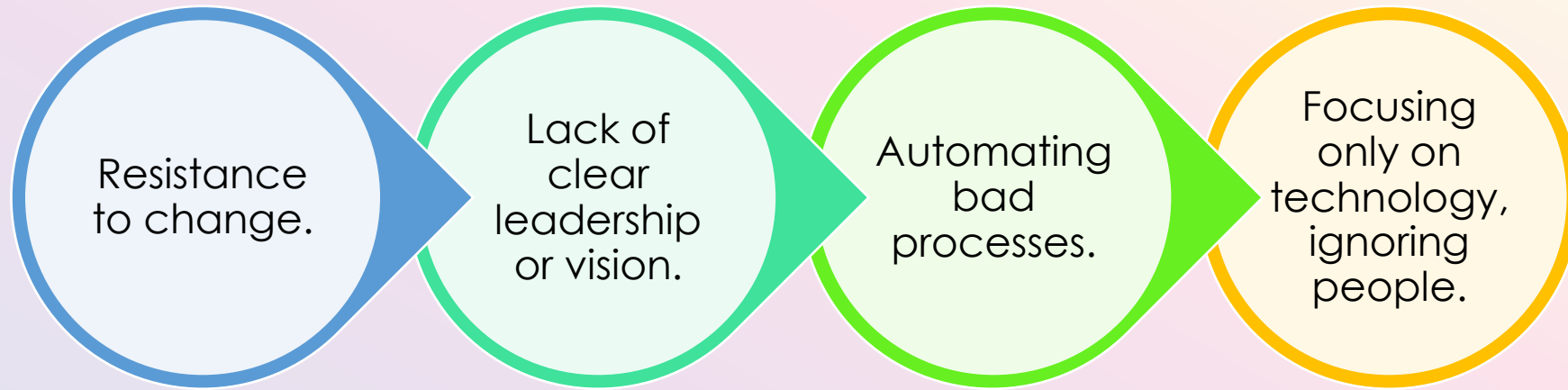
Business Process Reengineering Framework?

| 1. Identify processes for redesign | 2. Map the current (As-Is) process | 3. Analyze for value-adding vs. non-value-adding steps | 4. Design the future (To-Be) process | 5. Implement change (including tech, people, policy) | 6. Monitor and optimize |

"We can't automate chaos. We must rethink it first."

BPR Vs Continuous Improvement

BPR is radical and transformative.

CI is incremental and ongoing.
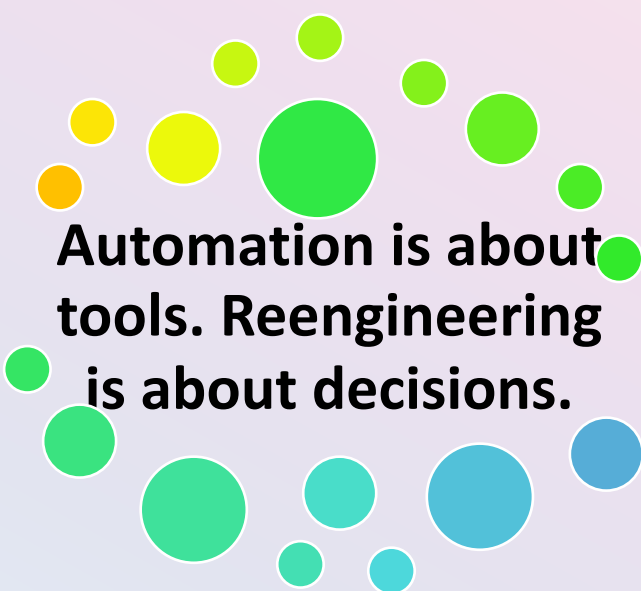
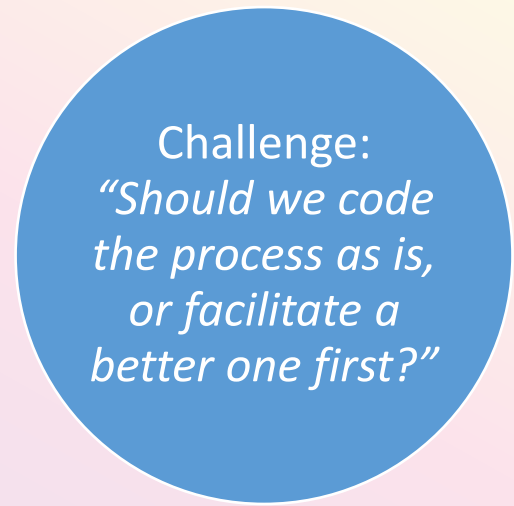*"Kaizen is fixing the plane while flying; BPR is redesigning the plane altogether."*

How to deal with an implementation where processes are Brocken/bad?

Automation is about tools. Reengineering is about decisions.

As developers, ask: *"Is this feature request asking for speed — or for a rethink?"*

Challenge: *"Should we code the process as is, or facilitate a better one first?"*

How-Step 1: Don't Blame the System — Surface the Process

Start by shifting the mindset:

"The system didn't fail — it exposed broken processes."

Use this moment to:

Facilitate a *process mapping* session with users.

Ask: *"What are you trying to achieve here?"* rather than *"What button are you pressing?"*

How-Step 2: Educate Users on the Purpose of the System

Many users try to force old workflows into new systems. You can say:

"The ERP isn't a faster version of your spreadsheet — it's a new way to work."

Bridge understanding by:

Demonstrating **how the system supports good practices**.

Showing **what doesn't work** and why (e.g. approvals, double data entry).

How-Step 3: Initiate 'Mini-Reengineering' Cycles

You may not be able to overhaul everything at once. But you can:

Identify **quick wins** – e.g. removing an unnecessary manual step.

Co-create **revised workflows** with users (especially power users).

Focus on **one department or process** at a time for deeper improvement.

How-Step 4: Build Cross-Functional Teams

Bad processes often cross departments.

Form small taskforces with IT + users + process owners to:

Trace pain points.

Redesign small workflows.

Agree on changes that the ERP can reinforce.

How-Step 5: Build Cross-Functional Teams

Ask users what workarounds they're using (e.g. manual logs, Excel outside the system).

Treat these as clues to process misalignment.

Work with leadership to reengineer the actual process.

How-Step 6: Involve Leadership for Accountability

Leadership must own the process redesign.

Present data on delays, duplication, or compliance risks to get buy-in.

Use KPIs (time saved, errors reduced) to make your case.