

Project Title	Business Process Re-Engineering Case Study
Team Size:	5-6 members per team
Due Date and Deliverables	<ol style="list-style-type: none"> 1. Week 6 – 15 minutes before class (Business Case Presentation Slides) 2. Week 13 – 15 minutes before class (Innovation Presentation Slides) 3. Week 13 – Sunday, 12 Nov, 11:59 PM (Business Case Writeup) <p>See Deliverables section for more details</p>
Percentage of Overall assessment: 35%	
Consultations	Email your instructor to schedule consultations.

Learning Outcomes

This project will contribute towards the following learning outcomes:

- Gain knowledge of a business process and create As-Is models
- Apply static analysis techniques to analyse the As-Is process
- Design solution models for the To-Be process
- Analyse and compare the As-Is and To-Be processes
- Apply process innovation ideas on the To-Be process
- Communicate effectively orally and in writing with different audiences

1. Project Description

Business Process Reengineering

You and your teammates are part of the Business Process Engineering team.

1. **Pick a business process in a context of your choice**, which users are facing issues with. The As-Is business process **must have at least 12 tasks** (do include some manual tasks), **4 roles, 2 decision gateways and 2 IT applications**.
2. **Study the As-Is process and propose a To-Be process** that will help the company overcome the issues. Your proposed To-Be process **must have at least 2 IT applications and at least 1 automated task**. You **must retain/modify 1 existing IT application from the As-Is and, also introduce at least 1 new IT application**. Report your findings and solution to the executive management team.
3. **Prepare a Concept Solution Blueprint for the proposed To-Be process**.
4. **Innovate your proposed To-Be process, present and discuss 2 process innovation ideas** to the executive management team.

Note: You can discuss with other teams, but if there are teams having similar business processes, the teams will be requested to design a new business process.

2. Deliverable 1 – Business Case Presentations (10%)

20-min presentation

Your team is going to present the current situation and recommendations to the business process you have studied to the head of the Business Process Engineering team. Your presentation should include the following points:

1. Brief introduction about the selected process
2. As-Is process workflow details (**with at least 12 tasks, 4 roles, 2 decision gateways and 2 IT applications**)
3. RCI: Root cause analysis on **at least 3 issues (different root causes and different issue categories is mandatory)**
4. RCR: **At least 1 recommendation for each root cause** identified from the previous analysis
5. Proposed To-Be solution with the recommendations and justification (e.g., relevant resource analysis)
6. Changes in the To-Be process workflow compared to the As-Is process

Remark: Only clarification questions will be asked by the head of the BPE team throughout the presentation.

Grading Rubrics

Content				
Aspects	Excellent (A)	Good (B)	Satisfactory (C)	Sloppy (D)
As-Is Process Workflow Model	The workflow model correctly describes the selected process with the specific requirements stated in the project description	The workflow model fairly describes the selected process with minor errors, while satisfying the project requirements	The workflow model fairly describes the selected process with major errors, or did not satisfy the project requirements	The workflow model poorly describes the selected process and also did not satisfy the project requirements
RCI & RCR Model	RCI and RCR are excellent without errors, and satisfy the project requirements	RCI and RCR are good but with minor errors, and satisfy the project requirements	RCI and RCR are with major errors, or did not satisfy the project requirements	RCI and RCR are poor and did not satisfy the project requirements
Justification for the proposed To-Be process	The justification is reasonable, and the process analysis is appropriate	The justification is reasonable, but the process analysis could be improved	Both the justification and the process analysis could be improved	Both the justification and the process analysis are poor
Presentation Style				
Informativeness and clarity	Deliver the business case details clearly and efficiently assuming the audience had no background	Deliver the business case details efficiently but the clarity could be improved	Both the presentation flow and clarity for the business case could be improved	Cannot deliver the business case details properly even after the audience reviewed the slides
Visual usage	Uses excellent visuals with proper style such as parallelism	Uses clear and appropriate visuals	The visuals are appropriate but not clear occasionally	The visuals are problematic and confusing
Non-verbals	Excellent in eye contacts, gestures, and postures	Good in eye contacts, gestures, and postures	Satisfactory in eye contacts, gestures, and postures	Sloppy in eye contacts, gestures, and postures
Verbals	Excellent in pace, rhythm, and volume	Good in pace, rhythm, and volume	Satisfactory in pace, rhythm, and volume	Sloppy in pace, rhythm, and volume

3. Deliverable 2 – Innovation Presentation (15%)

15-min presentation + 5-min Q&A

The client of the business process you have studied invites your team to present a process innovation plan. Your team is going to pitch the executives of the client on the process innovation plan, which should include the following areas:

1. State **2** process innovation ideas (based on Week 10's materials) for your proposed To-Be process
 - a. Refer to the To-Be Process Workflow Model when you present your ideas
 - b. If the current To-Be process already has innovation ideas, you may present these ideas directly
2. Discuss how technology can aid in your process innovation ideas
3. Discuss the potential impacts and benefits of your process innovation ideas
4. Discuss the possible challenges/limitations of your process innovation ideas (e.g., technology, people, governance)

Grading Rubrics

Content				
Aspects	Excellent (A)	Good (B)	Satisfactory (C)	Sloppy (D)
Innovation Ideas	All two ideas are well presented with excellent supporting arguments	All two ideas are presented with adequate supporting arguments	Only one idea is presented with adequate supporting arguments	None of the ideas are supported with adequate arguments
Technology	The technologies adopted in the two ideas are well described and easy to understand for the executives of the client company	The technologies adopted in the two ideas are appropriately described	The technologies adopted in one of the two ideas are appropriately described	The technologies adopted in the ideas are not appropriately described
Challenges	The challenges of the two ideas are well discussed and properly addressed	The challenges of the two ideas are discussed with potential solutions	The challenges of one of the two ideas are discussed with potential solutions	The challenges of the ideas are not appropriately discussed
Presentation Style				
Persuasiveness and overall impression	Uses very impactful words to persuade together with appropriate non-verbals and verbals	Uses some impactful words to persuade together with appropriate non-verbals and verbals	Uses little impactful words to persuade together with appropriate non-verbals and verbals	Uses no impactful words to persuade together with appropriate non-verbals and verbals
Visual usage	Uses excellent visuals with proper style such as parallelism	Uses clear and appropriate visuals	The visuals are appropriate but not clear occasionally	The visuals are problematic and confusing
Non-verbals	Excellent in eye contacts, gestures, and postures	Good in eye contacts, gestures, and postures	Satisfactory in eye contacts, gestures, and postures	Sloppy in eye contacts, gestures, and postures
Verbals	Excellent in pace, rhythm, and volume	Good in pace, rhythm, and volume	Satisfactory in pace, rhythm, and volume	Sloppy in pace, rhythm, and volume

4. Deliverable 3 – Business Case Writeup (10%)

The head of the Business Process Engineering team asks your team to document the details and the models of the business process you have studied. The writeup should have at most 8 pages (excluding the Appendix). The writeup should include the following parts (You may copy the content directly from the previous deliverables):

1. Summary of the Modelling and Analysis parts
 - a. Overview of the selected process
 - b. As-Is and To-Be Process Workflow Models
 - c. Changes made from As-Is process to To-Be process with brief explanation
2. Solution Overview Model
3. Proposed process innovation ideas and the corresponding Business Model Canvas
4. Benefits and challenges of the proposed innovation idea

The Appendix of the writeup should include the following:

5. RCI & RCR Models
6. Use Case Model
7. Function Model
8. Reference materials (e.g., ChatGPT prompt and output, webpages)

Grading Rubrics

Aspects	Content			
	Excellent (A)	Good (B)	Satisfactory (C)	Sloppy (D)
Models	Model presentations are excellent without errors	Model presentations are good with only some minor errors	Model presentations are satisfactory with a limited number of major errors	Model presentations are poor with significant major errors
Report Structure	Report is well structured with professionalism; content is consistent across different sections	Report is well structure, but there is occasionally inconsistency across different sections	Report structure is satisfactory with some inconsistency across different sections; or exceeds page limit	Report structure is poor and full of inconsistency across different sections
Logical flow and clarity	The presentation of the report has excellent logical flow; the diagrams are clear and consistent	The presentation of the report has good logical flow; the diagrams are clear and consistent	The presentation of the report has satisfactory logical flow; the diagram clarity has rooms for improvement	The presentation of the report has poor logical flow; the diagrams are unrecognizable

5. Other Grading Factors

In addition, we will consider the following:

- Intra-team evaluation if any team issues are being raised

Intra-team peer evaluation is optional and is open to all team members. You can send the feedback of your intra-team peer evaluation to the faculty and/or instructor via email. Please do so early if you are facing team issues

- Punctuality in submission

within 1 hour	10% marks deductions off the total marks you would have received
each subsequent hour	Penalty will double (i.e., 20%, 40%, 80% and finally 100%)

- You are strongly encouraged to submit early

6. Resources

- You can use generative AI like ChatGPT or search engines like Google to help to finding a business process to work on. We provide a chatbot based on ChatGPT to come up with the business process:
<https://chatgpt.com/g/g-hnN8F8fPR-bpas-project-bot>
<https://poe.com/BPASProjectBot>
 - Please declare the usage of ChatGPT or other generative AI tools in your project and provide a summary of how the tools was used in your project. Quote the generated content and cite the reference materials in the appendix of the writeup.
- Sample reports – “Hotel California” (*Disclaimer: For reference only. The format and content may or may not be correct.*)
- Modeling Tips – How to model process with external participants

Appendix. Modeling Tips – How to model process with external participants

1. The initial activity performed by an external participant (e.g., customer, tenant) can be modeled as the process trigger. For example, the activity “Guest walks into a hotel” might serve as the trigger. Similarly, the final activity performed by an external participant can be considered the process’s ending point.
2. If an external participant performs an activity that involves an internal participant, you can treat it as an activity performed by the internal participant. For instance, when a guest requests for room type, they are interacting with the front desk staff. Thus, this activity could be considered as one performed by the front desk staff.
3. If an activity is solely performed by an external participant and cannot be eliminated, you may assign it a zero cost during cost analysis. However, the activity time should still be recorded as positive, since other participants may need to wait for the activity to be completed, affecting the total process time.

