## Introduction

This article is a follow-up to "How to Dismantle Complex Business Processes? s follow-up. When analyzing the business process, I found that it is a very complex system design, involving multiple dimensions such as content, users, goods, data, etc. There is a lot of work to disassemble and refine. Without the ability of system design, it is difficult to solve this complex work well.

## The value of system analysis

Before starting the system analysis, I made some background notes: In the consulting: this content marketing system, there are very many systems involved, there are many modules and functions to be implemented and split, and there is a lot of work to refine. In the consultation: This is a relatively complex business process, involving many positions such as product, technology, operation, data, design, etc.; so this system of content marketing will involve many modules such as content marketing, live e-commerce, and short video platform. This is why we need to analyze the system. For example: when doing data analysis, all the data should be cleaned and organized and compared and analyzed; so as to ensure in-depth data mining and analysis; otherwise it is impossible to make decision basis. Another example: when establishing business processes, it is necessary to disassemble and optimize from multiple dimensions.

## Define the demand and find the problem

By sorting out the system, we can find a problem, that is: we need to find the problem in this system. Because the current content marketing system, involving a very large number of functions, and there are many to be refined, and we have to solve the problem is not the same. So when disassembling all the functions, it must be disassembled according to a point; and this point is generally the business pain point or demand pain point. If we analyze the business system, we start to analyze it without thinking through all the functions and doing it thoroughly. Then the next analysis may be relatively blind, so we must have a correct thinking and method to do. Then here we use another tool "funnel diagram" to assist us in the analysis process to divide the steps of the problem; this is a very good tool that I have used myself, you can refer to it.

## Find out the business process

So we need to analyze the system once, from the perspective of business processes, the content marketing system to disassemble and optimize, in order to ensure that this business process is scientific and reasonable. For example, after we understand the situation of a company, we will find that this company business is very complex. We need to find these elements from the company, operations, users and other dimensions; but it is difficult to find a specific point; so we need to connect these business nodes in series. The business node that is connected is a more complex but not unstructured business process. In this process, multiple modules and functions are involved; so we need to disassemble and optimize the business process first: linking and connecting each node to find out what each node can do. So below, I will take our company as an example to disassemble.

## Business process disassembly method

In practice, we often encounter many situations that are not in line with the process: there are many illogical, repetitive, inefficient, repetitive or ineffective work, and even many ineffective or unnecessary processes, resulting in low efficiency of both enterprises and individuals. When analyzing business processes, I have summarized two methods: Direct decomposition method: directly split the links in the process into units and form a flow chart based on the connection between the units. This method is more suitable for "small and scattered" business, because each department is an independent individual, and it would be difficult to split the department into units and then disassemble them. For example, a short video production module (may include planning, copywriting, etc.), after splitting it into a series of modules, each link is relatively independent of each other. For example, the short video production process may involve copywriting (including content selection, copywriting, etc.), directing/writing/filming production/post-editing and other parts, which is easy to understand if it is split into a module. Direct optimization method: each link in the process is optimized and improved, and finally a whole is formed, which is very easy to disassemble clearly and with generality. For example: short video production requires a planner (director / scriptwriter), photographer (shooting staff), video editing (post-editing staff) these people to cooperate to complete a shake video or short video creation is required for a period of time. Therefore, when dismantling the process, you can first use the short video template to split each link into a module for optimization and improvement. For example, if there are several people responsible for short video planning, shooting and post-editing; if only one person is responsible for short video production, then it will be easy to split each link into multiple modules; at the same time, each stage can be split into a series of modules. The direct optimization method is not suitable for "small and scattered" business processes, because in practice, it is often necessary to split each business module into different business units for iterative development, and each link has its own relatively independent implementation; at the same time, it is also necessary to consider the relationship between the various links and the mutual influence between the processes. The process disassembled by the above two methods should be able to be applied to the "small and scattered" business process design. "Small and scattered" generally refers to an optimal solution when splitting complex business processes - the minimum granularity method; this method is also suitable for simple processes or simple connection lines between a single department for disassembly and analysis. For example, when there are three parts in short video production: planning (copywriting), shooting (camera), and editing (post-editing), they can be split into three separate parts: planning (copywriting), shooting, and editing. "Small and scattered" is suitable for large companies to break up large teams or simple connection lines between multiple departments. For example: in e-commerce platform, there are brand department (sales department), brand department (marketing department), art department (marketing department), operation department, technology department/operation department and other departments are closely connected; at this time, these departments can be split into brand department - operation - technology department - operation department - operation director. "Small and scattered" is suitable for companies with relatively small business scale. For example: the sales department usually has only 3 to 4 or 5 to 8 people; for this kind of company, each salesperson can work independently and can complete the sales work without other process operations; in this scenario, the business process needs to be further broken down into sales process and operation process; at this time, the sales process can be broken down into 4 modules: product - marketing department in charge; the marketing activities can be broken down into: marketing department -Marketing activities in charge.

## How to improve the ability to think?

When you have enough information, then think about the problem, it will become easier. In "How to Dismantle Complex Business Processes", the author talks about how we can think about problems in a systematic way when you have certain information. In "How to Dismantle Complex Business Processes," the authors propose a "horizontal and vertical" approach to thinking. A "horizontal" means breaking down multiple things or tasks into parts. For example, for a merchandise system, many parts of the product classification, shelving, inventory management, etc. need to be broken down; if you break down all the parts to a fine enough level at the beginning, you can make the complex things simple. "Vertical" means to do things with a global view. For example, how does a company's product development plan break down into multiple small goals and steps to finally complete the entire product development work? If you have the ability to think systematically, you can break down complex things into smaller parts; if you don't have this ability, you will feel overwhelmed when you do complex work again.