



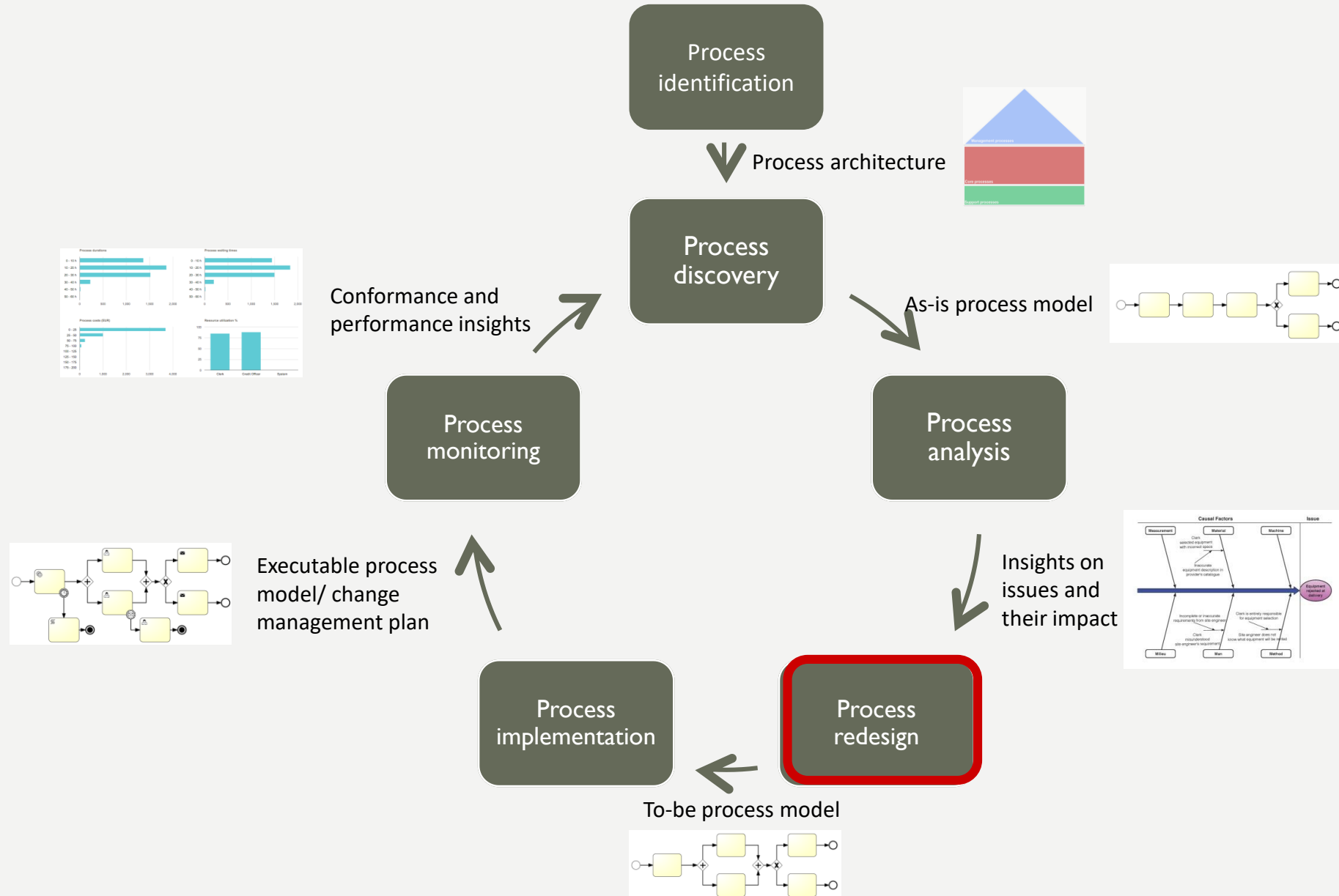
ISYS90081

**BUSINESS PROCESS MANAGEMENT
WORKSHOP WEEK 9**

YOUR TUTOR

- Winn Chow (Senior Tutor)
- winn.chow1@unimelb.edu.au
- Office: Doug McDonell - 9.23
- Here, you can find my workshop slides:
- <https://github.com/winnchow/ISYS90081-Tutorials>

THE BPM LIFECYCLE



PROCESS REDESIGN DRIVERS

Ambition: Transactional vs Transformational

Transactional Redesign

- Doesn't put into question the current process structure
- Seeks to identify problems and resolve them incrementally, one step at a time

Transformational Redesign

- Puts into question the fundamental assumptions and principles of the existing process structure
- Aims to radically change the process structure

SOME PRINCIPLES OF BPR

1. Capture information once and at the source
2. Subsume information-processing work into the real work that produces the information
3. Have those who consume the output of the process drive the process
4. Put the decision point where the work is performed, and build control into the process

PRINCIPLE 1

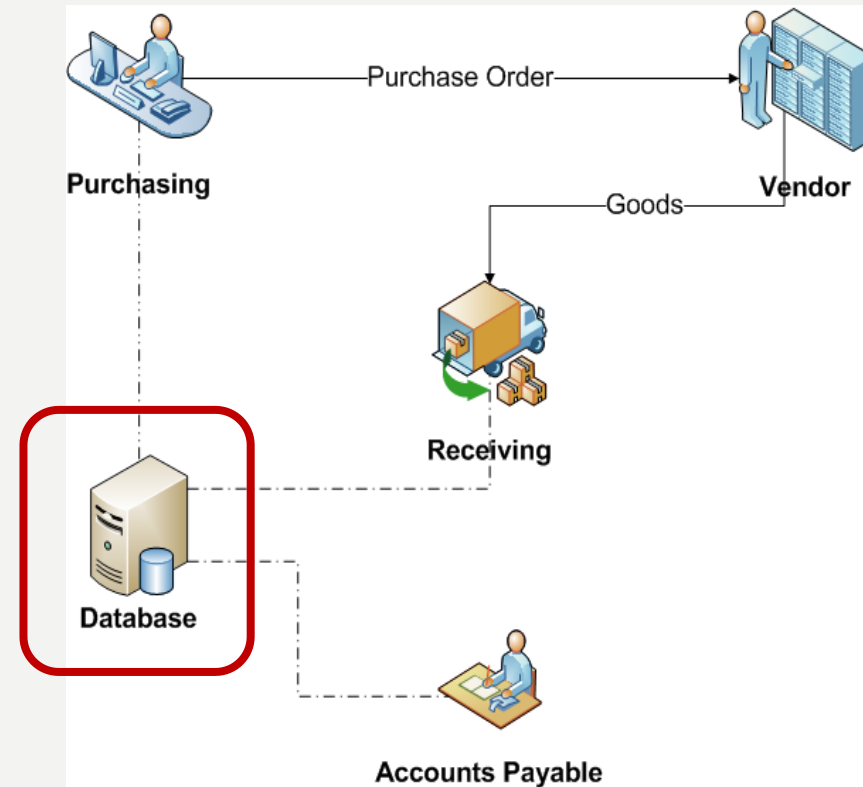
Capture information once and at the source

Shared data store

- Don't send around data, share it!
- All process participants access the same data

Self-service

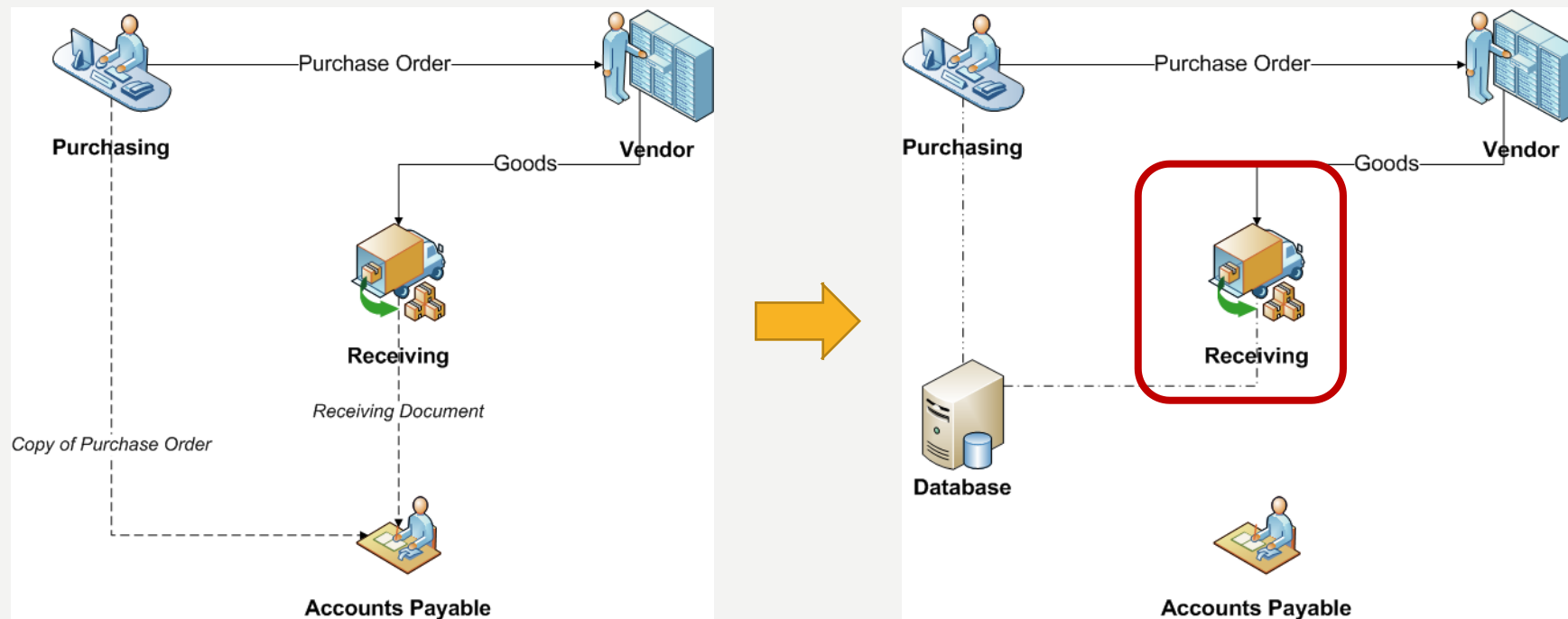
- Customers perform tasks themselves (e.g. collect documents)
- Customers capture data themselves



PRINCIPLE 2

Subsume information-processing work into the real work

- In the Ford example: recording the fulfillment of the PO is done directly by Receiving upon the receipt of the goods, and not afterwards by Accounts Payable



PRINCIPLE 3

Have those who consume the output of the process drive the process

Examples:

- Vendor-managed inventory
- Scan-based trading

More generally, the idea is to push work to the process participant who has the most incentive to do it



PRINCIPLE 4

Put the decision point where the work is performed, and build control into the process

We should:

- Empower process participants to make their own decisions
- Provide them with information needed to make decisions themselves

This allows us to:

- Replace back-and-forth handovers between workers and managers (transportation waste) with well-designed controls