Business Process Reengineering

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ARIN XXIII
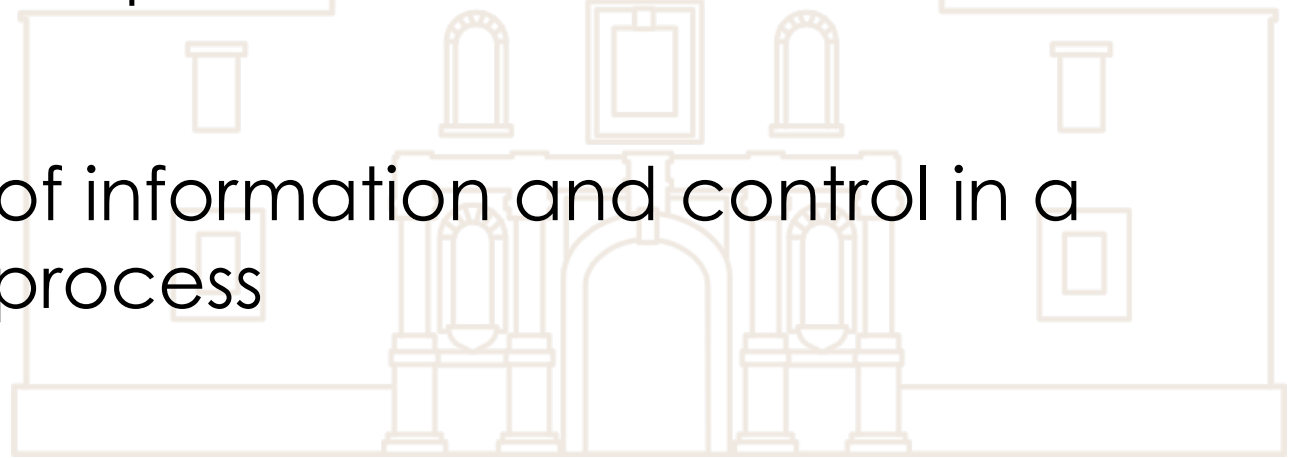SAN ANTONIO
26-29 APRIL 2009

Definitions

- **Business Process**
  - Collection of interrelated tasks that takes one or more kinds of input and creates an output that is of value to the business and achieves a specific result for the customer

- **Workflow**
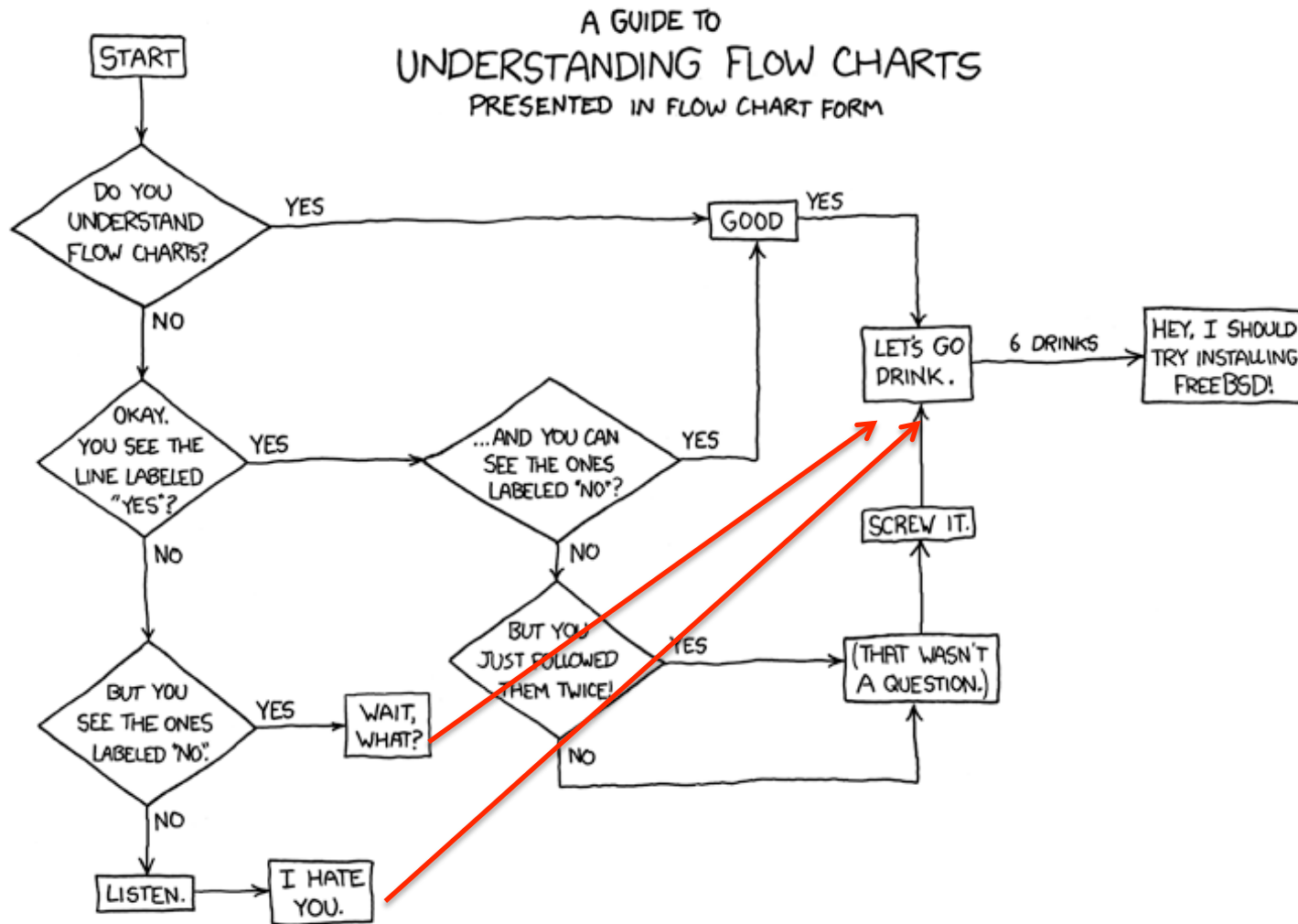 - The flow of information and control in a business process

Definitions

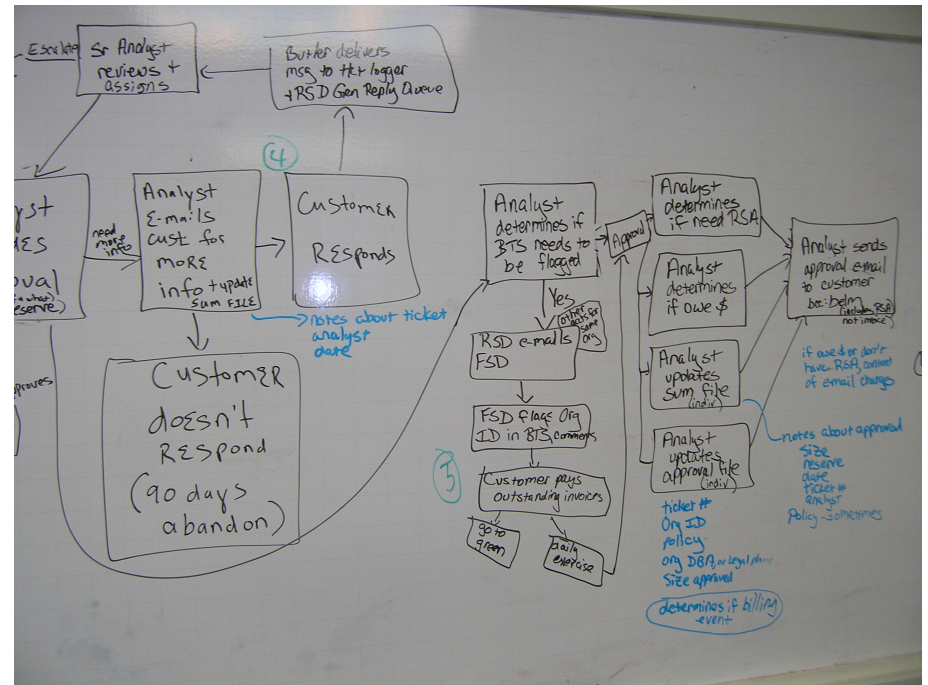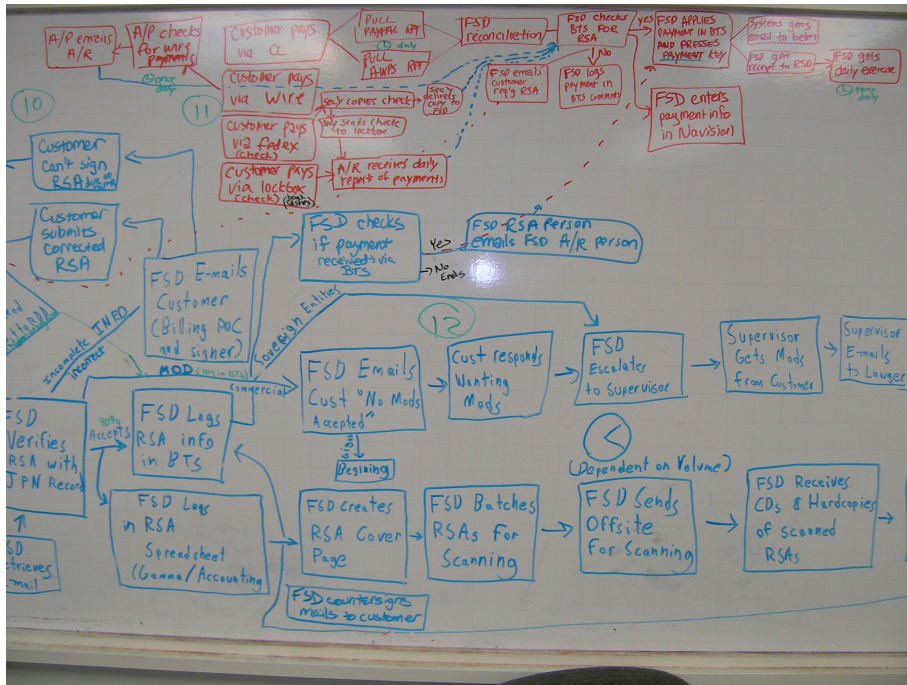**"If you can't describe what you are doing as a process, you don't know what you're doing."**

– Dr. W. Edwards Deming

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Flow Charts

A GUIDE TO UNDERSTANDING FLOW CHARTS PRESENTED IN FLOW CHART FORM

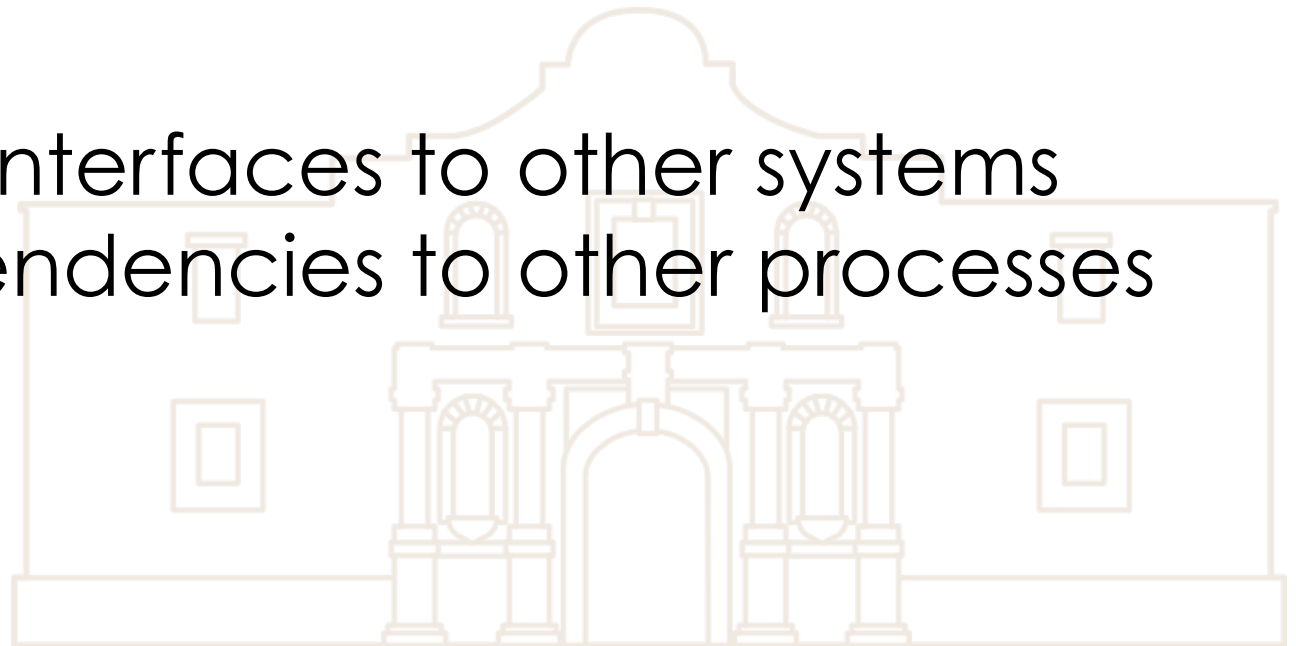# Flow Charts

Swimlanes

As-Is Process Progress Report
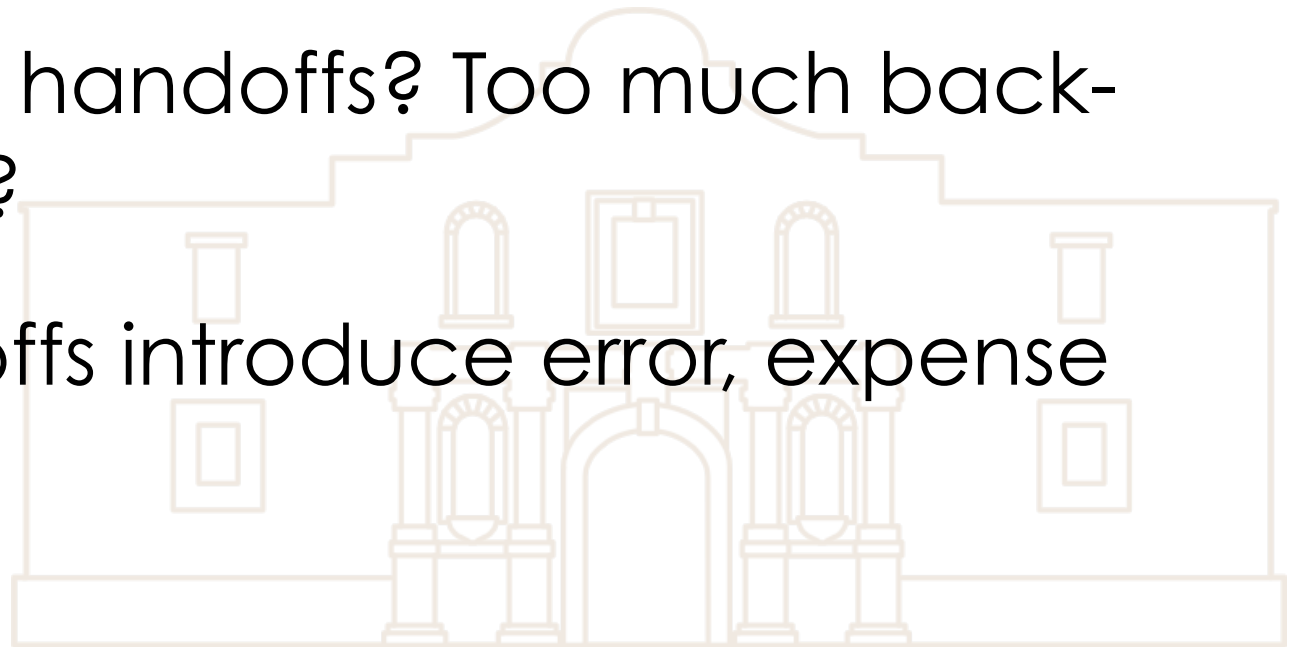
- **23** Completed
- **6** In Progress

As-Is Assessment

- Identify good elements to keep and bad elements to eliminate, improve, or replace

- Maintain interfaces to other systems and dependencies to other processes

As-Is Assessment

- Too many actors?

- Most appropriate actor?

- Too many handoffs? Too much back-and forth?

- Do handoffs introduce error, expense or delay?

As-Is Assessment

- Where are the bottlenecks?

- Sequential steps instead of parallel?

- Exceptions holding up norm?

- Policies and rules?

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As-Is Assessment

- Nonvalue-added steps?

- Duplication? Redundancy?

- Manual activities that could be automated?

- Lack of shared data?

- Data structures that have inconsistent formats, structures, or semantics?

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Goals – To-Be Process

- **How do we organize our activities so that we can minimize inputs, maximize outputs, and maximize value?**

- **Increase**
  - Efficiency
  - Effectiveness
  - Control
  - Agility
  - Process compliance

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Goals – To-Be Process

- **Improve**
  - Communication
  - Cooperation
  - Handoffs
  - Customer service

- **Provide visibility into process pipeline**
  - Operational forecasting
  - Measurable results
  - Allow for continuous improvement

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Questions?

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