

Business Process Reengineering

What it takes to remain competitive ... in today's turbulent business environment



Synopsis

The Manufacturing industry has Six-Sigma and Lean Production ...

All that the service industry needs is Reengineering - a sharp WEAPON that cuts through ALL KPIs - quality, cost, cycle time, customer satisfaction, productivity - in one fell swoop !

The hierarchically and functionally-organised structure of today's business organisation, with its highly specialised, task-oriented work force ... may have served us well for the past two centuries ... BUT, is clearly and certainly lacking the **agility** and **flexibility** to adapt to the challenges presented by today's business environment - rapid explosive changes, relentless competitive pressures and increasingly diverse and difficult customer demands!

The time has come ... **the conventional business organisation URGENTLY needs a radical make-over, if it is to stay in the forefront of Productivity! It needs to be Reengineered!**

Reengineering -

The RADICAL redesign of business processes for DRAMATIC improvement ...

Reengineering is a comprehensive, powerful methodology which re-designs a business process from a clean-slate, based on customer requirements.

Its back-to-basics, **customer-focused** approach guarantees optimal results which impact all KEY strategic business KPIs – productivity, cost, error rates, quality, customer satisfaction, cycle-time and the like - concurrently in a mutually reinforcing manner.

This methodology almost **invariably results in automation and computerisation**. Computerisation by itself will NOT work because, as Michael Hammer, the Grand Master of Reengineering puts it: "Automating a mess yields an automated mess." Most organisations commit the grave error of JUMPING straight into computerisation, thereby ending up computerising SUB-optimal processes.

Reengineering is essential, to ensure that the process and hence the automated/computerised system that is eventually put together is one that fully SERVES customer requirements. Reengineering ensures EFFECTIVENESS; computerisation delivers the EFFICIENCY by performing the now EFFECTIVE process, efficiently.

Business Process Reengineering is THE WEAPON, your competitive weapon, which can IMPROVE all your KPIs in one fell swoop, rendering a LEANER, **more productive** organization, efficiently delivering just what your customers are asking for (effectiveness) ...

What you will learn

At the end of this course, participants will:

- ✘ be sensitised to the critical need to reengineer the way work is done in today's work-place
- ✘ be re-orientated from the current task-orientation to a PROCESS-orientation
- ✘ be familiar with the characteristics of reengineered processes
- ✘ have learned a structured approach to reengineer processes for maximum productivity
- ✘ know how to go about making BPR a way of life in an organisation

Course Structure

- ✓ Intro to Reengineering
- ✓ The Process-orientation paradigm
- ✓ Reengineering & Biz Excellence
- ✓ Understanding the current process
- ✓ Process flow charting
- ✓ Understanding customer requirements
- ✓ Distilling the "Voice of the Customer"
- ✓ A structured approach to Reengineering - Syndicate exercises on real-life process
- ✓ Thinking out of the box
- ✓ Flexing paradigms
- ✓ Characteristics of Reengineered processes
- ✓ Characteristics of Reengineered organisations
- ✓ The role of IT in Reengineering
- ✓ Uncovering & shattering assumptions
- ✓ Success stories
- ✓ Designing Performance Indicators
- ✓ Processes requiring Reengineering
- ✓ Organising for Reengineering
- ✓ Reengineering team composition
- ✓ Critical success factors
- ✓ Leadership & change management
- ✓ What Reengineering is; what it isn't

Course Methodology

Applying Toyota's Just-In-Time concept, this workshop is BEST run JUST-in-TIME. This means running it as in-company course, whereby, the trainee unit is not an individual, but a team responsible for a pre-selected PROCESS which critically needs to be reengineered.

So, in this workshop, we don't just teach theory; neither do we use hypothetical cases. We work on REAL-life cases, on the pre-selected processes participating teams bring into the workshop. Yes, the reengineering of these processes commence right during the workshop, facilitated by the Facilitator.

Success Stories

Here are just a few success stories There are thousands of others too many to enumerate ...

Company & Process reengineered	Quantum leap improvements in KPIs
1. Progressive insurance (auto) Claims administration	Revenue/employee increased 70%; claims processing time reduced from 28 to 7 days
2. Aetna Life Insurance Underwriting	Turned \$450m annual loss to \$50m annual profit
3. FORD Motors Accounts Payable	Headcount reduction from 500 to 125
4. IBM Credit Credit approval	1000% (100 times) improvement in productivity; cycle time reduction fr 7 days to 4 hours
5. GTE Call Centre	% of problems resolved on first call went from 1 in 200 to 2 in 5
6. Saturn Corpn (General Motors) Design & Mfg of the Saturn	Record market share; 3 rd in Quality, 2 nd only to luxury cars Lexus and the Infiniti, which cost 3X the Saturn

What ex-participants say about this program

- ✓ It is **clear and concise**.
- ✓ Clear explanation of RE process & concepts
- ✓ **Excellent** in effectiveness
- ✓ Very **beneficial and interesting**
- ✓ Very **enlightening** experience. Thank you.
- ✓ Course content **interesting & enlightening**
- ✓ Trainer was **excellent**.
- ✓ Alert coaching from Instructor
- ✓ The Instructor's knowledge and presentation of the course
- ✓ Trainer is good and able to present the concepts well
- ✓ Instructor was able to give **very good examples** to illustrate various points
- ✓ The **energy level** of Chor Hoong and the many excellent examples she shared
- ✓ Trainer is energetic and have **lots of passion** in driving the course
- ✓ **Practical**; good mix of theory, concepts, case studies & video learning
- ✓ Case studies given bring out the ideas / concepts of the Reengineering
- ✓ Using an actual business process during the syndicate exercise and seeing it "radically" transformed.
- ✓ Appreciate very much
- ✓ The course was interesting and have gained insights into BPR
- ✓ ... a **very useful** tool that can be applied to a lot of business situations
- ✓ **Good planning, good organization** & delivering of the course.
Knowledgeable & able to relate with experience.
- ✓ The overall delivery of the course is very good.
It is **well-structured** & the whole idea of BPR is well delivered.
It is a very **fruitful learning experience**.
- ✓ **Opens up one's mind** & diverts thinking away from traditional methods and ideas
- ✓ **Pushes thinking beyond** traditional / customary **boundaries**
- ✓ **Totally change the way I look at CHANGES** to apply the proper knowledge to my company

Who should attend

CEOs, Top Management, Decision-makers, business owners and Management-appointed teams with processes which critically need to be reengineered

Pre-requisites See above

Course duration 2 days (public)
3 days (in-house)

