



Subregional Capacity Building Workshop on Business Process Re-engineering (BPR) for Trade Facilitation

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CONTENTS of Part 2

I. Steps of BPR	3
II. Conducts BPR	10
Step 1 : BPR Planning	
Step 2 : Analysis	
Step 3 : Modeling	



Steps in BPR

Steps In BPR

→ Step 1

Define Objectives

→ Step 2

Grasp Requirements

→ Step 3

AS-IS Analysis

→ Step 4

TO-BE Modeling

→ Step 5

Execution Plan

Define objectives of BPR

- Must be defined in the quantitative and qualitative terms.
- Based on goal, requirements, and challenges
- May change the objectives by communication with the participants during BPR

Identify Customer needs

- Capturing current issues
- Capturing customer requirements
- the following parameters into the consideration:
 - Type of Customer and customer groups.
 - Customer requirements and tendencies.
 - Customer problems and expectations

Studying the existing process

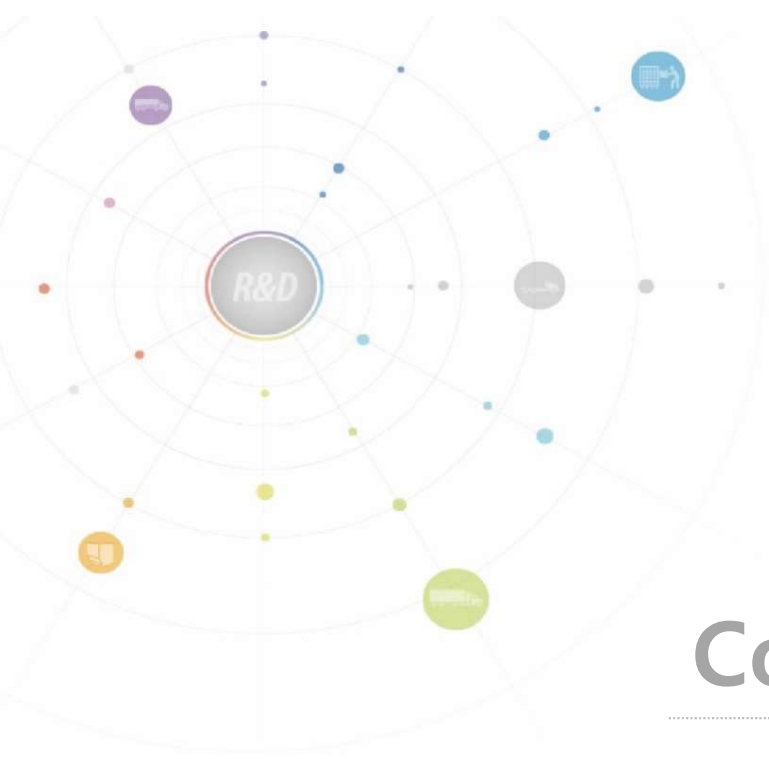
- The existing process is a base for the new process
- Before TO-BE modeling, must analyze the existing business process
- By AS-IS Analysis, extract the right and wrongs of the existing business process
- This result should be an input of TO-BE modeling

Formulate a Redesign business plan

- Based on the result of AS-IS analysis, defines the required changes
- Then, defines strategical items with the required changes
- Considering the objectives of BPR, the best among all the strategical items is selected

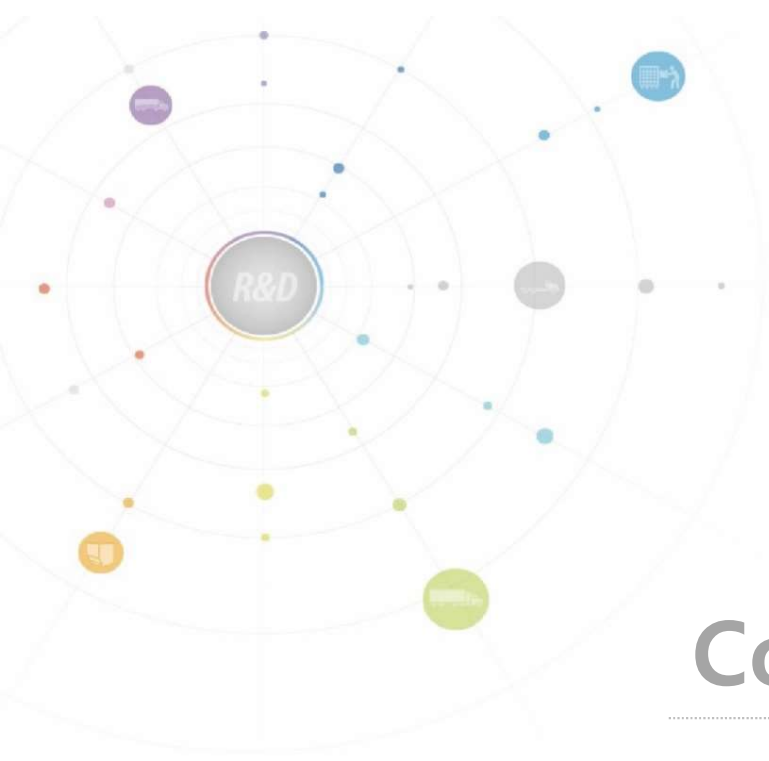
Implement the Redesign

- Define implementation plan for the output of TO-BE Modeling
- Implementation plan includes the goal, scope, schedule, and resources, etc.
- Sometimes, ISP(Information Strategy planning) may be needed before implementation



Conducts BPR

- Analyzing -> Redesigning current business processes and their components
 - > For effectiveness, efficiency and added value contribution to the objectives of the business
- Have to gather and refine business requirements for BPR
- BPR Conduct Step
 - 1. Planning : objectives, scope, target, schedule, formation of the BPR team
 - 2. Analysis : requirements, challenges, benchmarking, and AS-IS
 - 3. Modeling : TO-BE modeling, Execution Plan



Conduct Step 1: BPR Planning

BPR Planning

- The BPR Step begins with planning activities that include the formation of the core modernization implementation team(s) with representatives from sponsor business areas, the creation of a BPR scope document, and an examination of existing blueprint artifacts that relate to a BPR
- This Task is largely an examination of existing artifacts and formal establishment of the BPR team.

Activities

- Establish the BPR team
 - Project Sponsor
 - Project Proponent
 - Team BPR Facilitator
 - Core Subject Matter Experts
 - Other Teams or groups the project will need to work with or interview during the project, including other BPR teams, oversight committees, etc.
- conduct kickoff workshop

Activities

- During the kickoff workshop, determine and document how much time core team members are expected to devote to the project (how many hours per week)
 - How often will the team hold meetings?
 - Where will meetings be held?
 - How will information be communicated between team members (changes to diagrams, comments, etc.)?

Activities

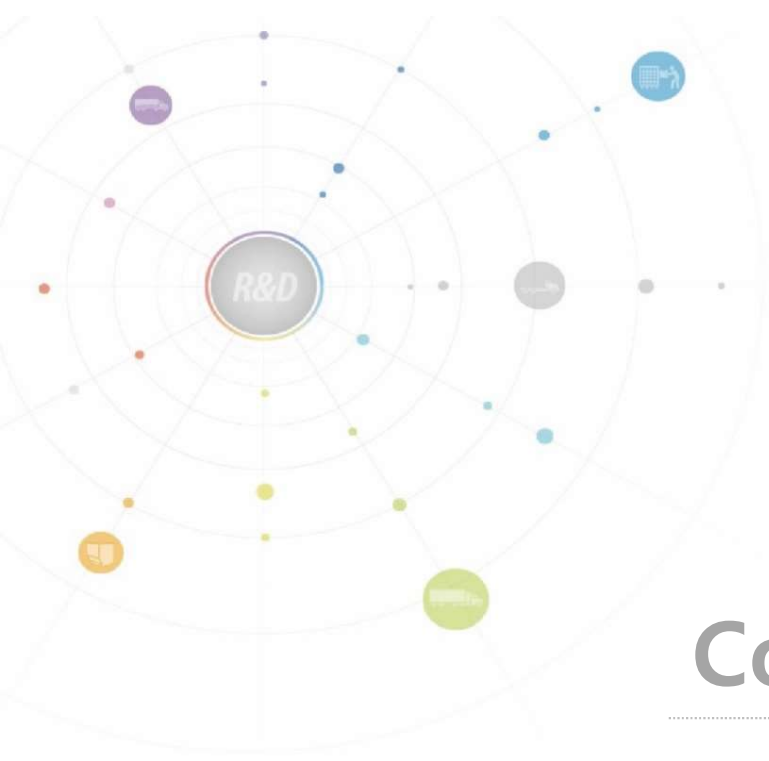
- Determine and document BPR Charter & Scope
 - Describe the business issue or problem that justifies the project from a “process” perspective and document this within the BPR Scope.
 - Examine existing process artifacts for the conceptual diagram of the current process and clearly delineate the process boundaries for that which is in scope for the BPR effort.

Activities

- Discuss and document BPR project budget considerations with the project sponsor
 - Is travel involved, how much, when and approximate expected costs?
 - Are there software or hardware requirements to consider?
 - What are the estimated fees associated with consultants involved?
 - What other resources will be required?
 - Other anticipated expenses?

Outputs

- BPR Team Document
- BPR Scope / Charter Document



Conduct step 2: Analysis

Create/Refine AS-IS Process Baseline

- Before redesigning the process, they should understand and formally document the existing process.

Research and Benchmarking

- Benchmarking is the comparing of both the performance of the organization's processes and the way those processes are conducted with those relevant peer organizations to obtain ideas for improvement.
- The peer organizations need not be competitors or even from the same industry
- Innovative practices can be adopted from anywhere, no matter what their source.

Activities

- Examine and update existing process artifacts
 - to ensure they identify resources associated with the process from start to finish
 - to ensure they include existing automated applications and the role they play in the process
 - to identify who does what, when, why, how, and what the products, roles, responsibilities, etc. are
 - to ensure existing application / systems included within the scope are documented

Activities

- The business process map for the current normalized (As-Is) process.
 - normalize existing process models
 - validate mappings of activities to data subject areas (Inputs / Outputs), systems (Mechanism), and strategic goals / objectives (Controls)

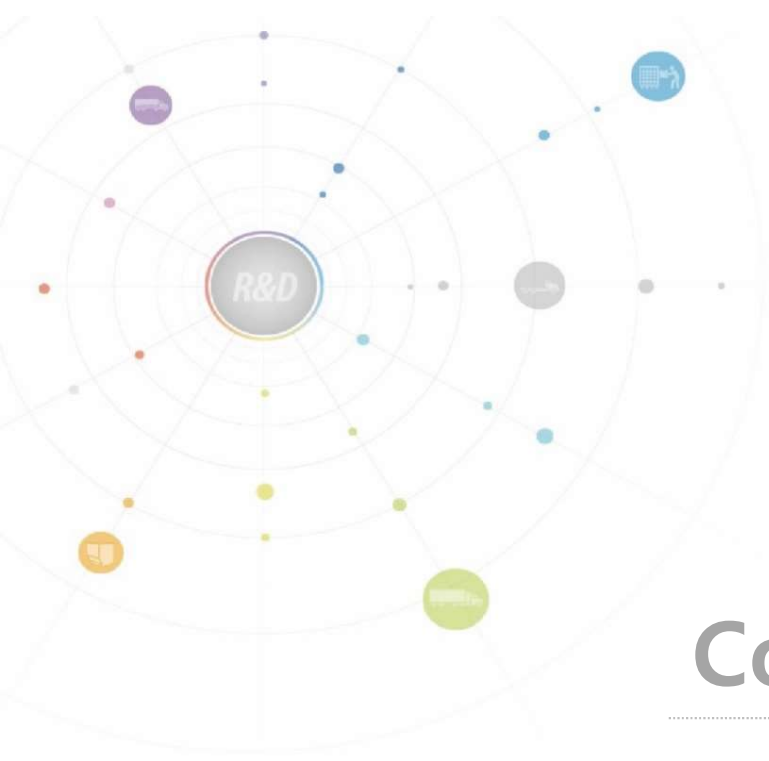
Activities

- Group / classify similar activities
- Remove redundant activities (or eliminate paper process)
- Extend and refine the baseline model
- Validate the As-Is models with business owners and Subject

Matter Experts

Outputs

- Normalized As-Is model(s)
- BRM Hierarchy Diagram (if applicable)
- Conceptual Data Model (if applicable)
- As-Is Integrated Services and Systems Model (if applicable)



Conduct Step 3: TO-BE Model

Develop TO-BE process

- The goal : produce one or more alternatives to the current situation
- The development of the future (To-Be) process model roughly follows the documentation of the normalized As-Is processes.
- As with As-Is process development, it is necessary to elicit comments from domain experts and to group and normalize collected activities.

Principles

- Examine best practices, Perform operations assessments
- Analyze the solution from end-to-end
- Eliminate Non-Value-Added Activities
- Identify and document risks associated with implementation of the automated processes
- Identify and document process improvement (from baseline to target) based on metrics identified and documented in AS-IS Analysis
- Validate the To-Be with business owners and Subject Matter Experts
- Define implementation plan

Outputs

- Normalized To-Be model(s)
- Updated To-Be Integrated Services and Systems Model (if applicable)
- Updated Data Standards Document (if applicable)
- Recommendations and Findings Presentation (includes documented process improvements and expected ROI for implementation)
- Implementation plan



Q&A



감사합니다.

Thank you