Refine Considerations of Redesign Planning

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ABSTRACT

Organizations adopting a practical approach find that many of the ladders in their order cycles have zilch commotion with delivering the essential results. It is occasionally hard to recognize why few of the steps exist by any means. Receiving divest of all gratuitous steps, means earlier customer service of significantly lower cost. This is fine, but doing this frequently incises transversely the functional departments. The concept of intensification of the processes in an organization is surely fading time by time and requires business process reengineering with its essence and myth to equip them with new vision and strategy. The small mistakes while redesigning generates immense problems and even leads to failures.

The leading idea behind this paper is to present key points regarding which organizations should focus upon while redesigning the planning in implementations of Business Process Reengineering (BPR) to cut-down the number of failures. This is facilitated by understanding and combining different studies and results in the development of Business Processes Reengineering.

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1) UNDERSTANDING THE SCENARIO

The business environment in the 21st century pushes the need to form a competitive, high-involvement workplace, emphasis on managing business processes. Organizations are more concerned with three types of corporate transformations: improving operations, strategic transformation, and corporate self-renewal (Barbara & Philipp, 1994).

There are two scenarios for organizations, behind the motivation of business process reengineering. In the first one the organizations are interested in the change of process for improvement in services and products depending upon their needs and requirements. In the second scenario the products and services are accurate as per market or customer

needs but they are interested to improve and make efficient the current process (back-office process), relatively in second case when all things are going fine but organization still not satisfied with the existing process. The issues of cost and performance are behind for this second case. In comparison, the first scenario is to achieve the level of quality along with customer retention. (Chang and Powel 1998) stated these two scenarios as 'seek efficiency' and 'enhance capabilities' in the perspectives of approach for process redesign.

Modification in processes, intermediation, and re-intermediation efforts are often inadequate when the organizational structures, attributes, and their methods for organizational work reach towards the fair understanding. "Hierarchical and networked practices may be internally consistent but just opposed against one another typically they compete" discussed in the difference between "lean manufacturing" and "mass production" in a survey of attributes (Erik, Amy and Marshall, 1997).

2) DEFINE STEPS FOR IMPROVEMENTS

Along with prior or current available methodologies of businesses process redesign, at the stage of understanding of all the dimensions of the current business process and during redesigning the process there should be few more important steps required to include properly and these steps are:

- Measuring new process life
- Status of expectations and time frames
- Pre decided improvement plans
- Estimate pre decided plans (cost and number of quality management cycles require after implementation)

Normally all processes are associated with their properties and life which should need to be measured initially and need to be modified time by time as per market trend and customer needs and feedback by implemented internal operational or historical data or from external information holders. "To talk about transforming work processes and organizations without talking about information technology is like talking about politics without television" (Susan, 1998). Another way to find the opportunity of BPR/A is organizations own effort and self decision without pressure by finding either a Business Intelligence solution or the development of e-solutions e.g. Internet applications for customer retention and feedback along with loyalty programs (Eneka Albizu and Mikel Olazaran, 2006).

3) PROCESS PLANNING

Planning the project goals and objectives including management and technical activities need to be measured as per process owner whether it is sub process, see Table 1. At this point comes the project planning and management is as part of process owner but on the other hand the Information Systems (IS) team plays an important role to facilitate, and monitor the activities of the project.

Table 1: Planning activities
Settle on technical operations mode
Level of expertise of coordinator
Mode of communication in cross functional process
Establish level of the effort (time limit)
Map stages in solving the problem
Decide appropriate project management tool
Determine technical risks
Monitor plans and activities

A process control mechanism is a key to ensure the level of achievement at any phase or any level and proper communication with the entire sub process owner by meetings to understand the status and requirements with in the budget and proper feed back channel are necessary.

At the time of economic feasibility, implicit and explicit cost both matters especially when we have scenarios of cross functional processes.

4) PROCESS MEASUREMENT AND QUALITY TRADEOFF'S

The relationship among product quality, process capability, and maturity has been recognized as a major issue.

The evolving factors of reliability and efficiency are another considerable issue while redesigning the process. The two factors reliability and efficiency have to be decided at optimized level. Reliability is towards the risk management and efficiency is measured by performance and when these factors combine then success ensures.

In consideration of reliability, the strategic management must have a sense of what and where they want to be in future. The need to determine intended organization's goals with involving risks and decide what their role should be as the organization's strategy towards those goals is approach to overcome workload.

The next area of efficiency demands realistic approach towards understanding of execution time, delay time and cycle time. Especially in manufacturing environment, the realistic targets for cycle time derived and ensured properly. Such improvements like job, process, or structural redesigns, depend on the situation.

Often, the redesigning efforts help the teams to recognize, for the first time with processes or situation, the importance of internal workforce deployment. Here the organizational needs to start working to attract experienced talent to build a team to meet upcoming challenges. This is a vital issue for organizations which are ready to grow by their own efforts, enthusiasm and willingness.

The scope of the change was enormous, affected parties often plead for time to adopt (Barbara & Philipp, 1994). The situations offer no choice but to change critically the need to handle and examine the options before coming on track of reengineering.

5) IT AS A PROCESS MIGRATION OR CHANGE

Normally organizations understand IT as their ultimate solution or viable transformation of business processes but this trend is not focusing on transforming the organization to compete. On other hand the need and allure of automation perhaps push the concept of redesigning in background.

The Business Process Management (BPM) would become a core element of IT strategy in development of effective infrastructure. According to META Group, Inc., the Business Performance Management (BPM) marketplace will grow by 15%-20% in 2004. The BPM market grew to approximately $1.1 billion in 2003. Although this growth represents a 10%-15% increase over the 2002 marketplace, this was less than most BPM vendors had anticipated for the year. A recent META Group study uncovered that, within the next 18 months, 85% of firms will work on a BPM project (CRM Today, 2003). The business process management software market is one of the fastest growing segments within infrastructure software and is estimated to top $1 billion dollars by 2008 (BP Trends, 2006).

Business processes vary organization by organization but IT solutions at enterprise level

do not always satisfy the requirements. Technology implementers always stress on localization of business applications on processes instead of customization and this change plays as anti-clock wise growth for organization in absence of serious evaluation of IT solution by understanding eye. At this stage only those organizations survive their processes can be easily streamlined and, straight aligned normally in Small and Medium Size Enterprises (SMEs).

The initiative towards IT redesign is satisfy the transformation when information generation is meaningful with different perspective and levels. To take benefit from IT as a technology enabler it is crucial to understand the limitation of business solutions as well as quiet understanding of process integration and process migration.

Consideration of software tools as a core element of BPR is not harmonized by means of the myth and soul of reengineering. We understand software solutions by definitions accurate for existing processes without going for in depth evaluation of limitations and lessons from other sources.

The impacts of technology are positive and play a role in organizational growth. Especially in the case of IT implementation in reengineering, when processes, requirements, and capabilities are clear in vision. In view of Thomas H. Davenport, IT is a decisive aspect in the sensation of process reengineering and its role is based on two phases of contribution for better design before process design and after the completion (Davenport, 1993).

There is no harm to implement and take initiative by using IT but it is necessary to break down our requirements first and build IT strategy for reshaping processes. In the case of ASIA processes and legacy systems the involvement of risk factor increased and typical involvement of enterprise application integration (EAI) required with expertise to bridge communication between applications or business processes.

The fact of high initial setup costs and decrease in operating costs are true but at other end the cost of up-gradation also matters. Due to change and modernization in technology, most of the companies will again stand on the position to invest on the name of new and enhanced functionalities for competitive advantage, which is offered in golden a wrap.

6) COMPLEXITIES OF PROCESS GAP

Business processes are based on the combination of horizontal workflows that relates/interrelates with various business functions.

The core elements of the organization and their integrated work need to breakup the processes in several components. There after their relationships among the departments and functions used to identify the dependencies to overcome the gaps. Then the reshaping effort can be applied in focused manners. Only in the affected or intended area's, instead to apply more effort and resources to rebuild or revise the whole process. And it is important to gain a clearer understanding of whether they are on the right track.

The elimination, consolidation and alternative work activities shall be effectively applied when processes are available in documented form. Examination of current processes and its different aspects is easier when sub process involvements and capabilities target their objects.

European proverb suggests "A halfway solution may lead to wasted resources, organizational exposure, or even failure" (Barbara & Philipp, 1994). Processes extension and patches normally become habitual in organizations. And effects negatively rather than problem solving and creates a gap for organizational long term goals.

7) KEEP EFFORTS ON RIGHT TRACK

The paradox between theory and practice is a cutting edge of the implementation of process reengineering. Those organizations which try to save the cost and utilize their already utilized available resources for BPR may not accomplish targets although they have good motivation and skilled persons. "The accommodation strategy poses that the contradictions in BPR should be accepted, not as a deficiency but as a normal feature of organizational life" stressed in theoretical avenues and practical guides (Marie, Boudreau and Daniel, 1996). Actually compatibility and alternate are not solutions. Along with focused and clear strategy, total commitment from process executors and planners is a prerequisite. For radical change it is necessary that the process owner must have thinking out of the box (unconventional thinking).

New concepts and emerging technologies are arriving in market day by day. Automation and standards are stressing the organizations to put more and more to make them capable. Sometimes for achieving growth organizations forgot to pursue the principles and basics. "In fact, some of the principles that companies have already discovered while reengineering their business processes can help jump start the effort for others." Michael Hammer highlighted the principles of reengineering (Hammer, 1990). Technology works for those who are able to use and can take benefits from it.

The scenario of the existence of weak management layer establishes direct communication in between the upper and lower hierarchy. At this stage, lack of control and logical elimination of organizational layer starts which leads towards the failure of management.

In the case of the above discussion on logical absence of management layer, organization faces cost overheads and expenses on business applications which are useless. The facilitation without assumption and understanding the requirement generates decline in internal controls, time delays, and flattened culture. Finally the decision point is moved to other layers and corporate culture effects in terms of values, employee norms, expectations, assessments, organizational boundaries, planning, risk, and trust.

8) PLANNING MISTAKES AND PREVENTIONS

At early stages, while starting the analysis and need recognition for BPR. The reasons and context which provides enabling platform to organizations must be specific. In terms of business strategy that, what they want to do? either business reengineering or business process reengineering. This decision is a first right step and key for success to help the picture clear of the overall project. Highlighted distinction of business reengineering and business process reengineering illustrated in Table 2.

The top management's tactics and interest is qualification but also a balanced equilibrium for advocating and involvement is necessary between internal external implementers for fruitful outcomes.

The scenario of "do less with more" is not treated only as an assumption or outdated approach in implementation of BPR. "While an organization's strategy can give direction to a BPR initiative, there is also a crucial link between an organization's resource and its business strategy." (J. Peppard, 1996).

Table 2: Business Reengineering vs Business Process Reengineering	
Business reengineering	§ Aligning processes to the business strategy § Identify process configuration to provide process capability § High-level view of the organization and its underlying processes defines the business architecture
Business process reengineering/ redesign	§ Redesign of individual processes for step improvement in performance § Usually relates to high-level processes although principles apply to all processes

In view of Klein and Mark (1994) the most fatal planning and reengineering mistakes are unclear definitions, unrealistic expectations, inadequate resources, taking too long, lack of sponsorship, wrong scope, technocentricism, mysticism, and lack of an effective methodology.

To handle the obstacles or moving smoothly in a right track, few points but key success factors are needed to undertaken and these are realistic expectations, commitment at every level, team work, clear vision and goals, positive attitude, optimistic thinking, and personal interest.

9) CONCLUSION

A good management practice shows that evaluation and reviewing processes continuously required to maintain quality and existence in the market. The process reengineering and improvement initiatives are always required within organizations to manage effectively Cost and Customer and these two areas based on performance and quality, those are not negotiable.

The more chances of failures are integrated with the initial planning of reengineering and this paper focuses the steps, key issues, and measurements require in implementation of projects and to make the vision clear and effects for the overall process.

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