Beyond Business Process Reengineering

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Social Transformation

1750 1850 1970 2000

Agricultural Society  Industrial Society  Information Society

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People – Technology – Tasks and Structures

Processes

External Factors

Tasks

People

External Factors

Technology

External Factors

Machinery and Information Systems

Organisations and Organisation Structures
Evolution of Organisational and Management Structures

Large Scale Strategic Planning
Monitoring divisional performance and
Intervening to adjust plans and activities

Alfred Sloan
Management Structures
Apply division of Labour to Management

Henry Ford
Assembly Lines
Brought work to worker - 1890

Adam Smith
Concept of Division of Labour
Ref. Wealth of Nations - 1766

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ICT is changing many things
Changing Market Place

Market

Global

ICT

Dynamic

Fast and Cost effective ways to communicate in real time using Mail, Telephone, fax, email, Web.

Any benefit due to geographical proximity is fast diminishing.

Globally competitive pricing and/or Cater for a niche market

Fast response time due to automation, economical small batch sizes and rapid access to information.

Buyers market, Impatient customers, mass customisation.

Adaptive and responsive organisation

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## Make and Sell vs Sense and Respond

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Make and Sell</th>
<th>Sense and Respond</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mindset</td>
<td>Business as an efficient way of making and selling to a well defined market segment</td>
<td>Business as an adaptive system for responding to unanticipated requests in unpredictable environment</td>
</tr>
<tr>
<td>Example</td>
<td>Rail System</td>
<td>Taxi Company</td>
</tr>
<tr>
<td>Know-how</td>
<td>Embedded in products</td>
<td>Embedded in people and processes.</td>
</tr>
<tr>
<td>Process</td>
<td>Mass Production</td>
<td>Mass Customisation</td>
</tr>
<tr>
<td>Organisation Priority</td>
<td>Efficiency and predictability</td>
<td>Flexibility and Responsiveness</td>
</tr>
<tr>
<td>Profit focus</td>
<td>Profit margins on products and <em>economies of scale</em></td>
<td>Return on investment and <em>economies of scope</em>.</td>
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Changing Business Processes

Task based ➔ To Process based

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Impact of Information Technology

From Atoms to Bits

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eTransformation Road Map

External Processes

Basic Website
Interactive Site
E-Commerce Site
Integrated Organisation
New Processes

Internal Processes

Effective Individual
Effective Team
Effective Organisation

Process Sophistication

External Processes

Internal Processes
eTransformation Process

Understanding Global Change

Responding to Change

Implementing Change

Business Analysis

eTransformation Strategy

User Training

Business Processes
Workflow, Technology, People

Enhanced Using IT

Business Process Re-engineering

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Process-Oriented Organisation

- Integrated Enterprise
- Process-oriented Organisation
- Collaborative Organisations
- Ubiquitous Organisations
- Learning and Knowledge based Organisations

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## Challenges and Opportunities

<table>
<thead>
<tr>
<th>Integrated Enterprise</th>
<th>How to develop effective Enterprise Architectures (EA)? Process optimisation.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaborative Organisations</td>
<td>Development of Web 2.0 based Collaborative Technologies, access control models etc.</td>
</tr>
<tr>
<td>Ubiquitous Organisations</td>
<td>How to integrate Mobile technologies RFID technologies and other Sensor Networks in to EA</td>
</tr>
<tr>
<td>Learning and Knowledge based Organisations</td>
<td>Research into organisational Knowledge management, Business Analytics, Business Intelligent etc</td>
</tr>
</tbody>
</table>
Business Process Evolution Studies Research Node

- This is an initiative between School of Management and School of Computing and Mathematics.
- This has a very strong Applied Research focus.
- We work with Organisations in the Western Sydney Region to assist them to take advantage of new possibilities provided by Information and Communication Technologies to optimise their business outcomes and to become process based organisations.
- We study co-evolution of people, technology and tasks and how these can form in to various structures to counter external factors.
Working together

- We would very much like to work with your organisation to study how you can evolve in response to external factors and come up with innovative solutions.
Business Process Management (BPM) Executive Briefing Breakfast

Organised by:
Business Process Evolution Studies (BPES) Research Node
University of Western Sydney

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