

# Beyond Business Process Reengineering

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**Professor Athula Ginige**

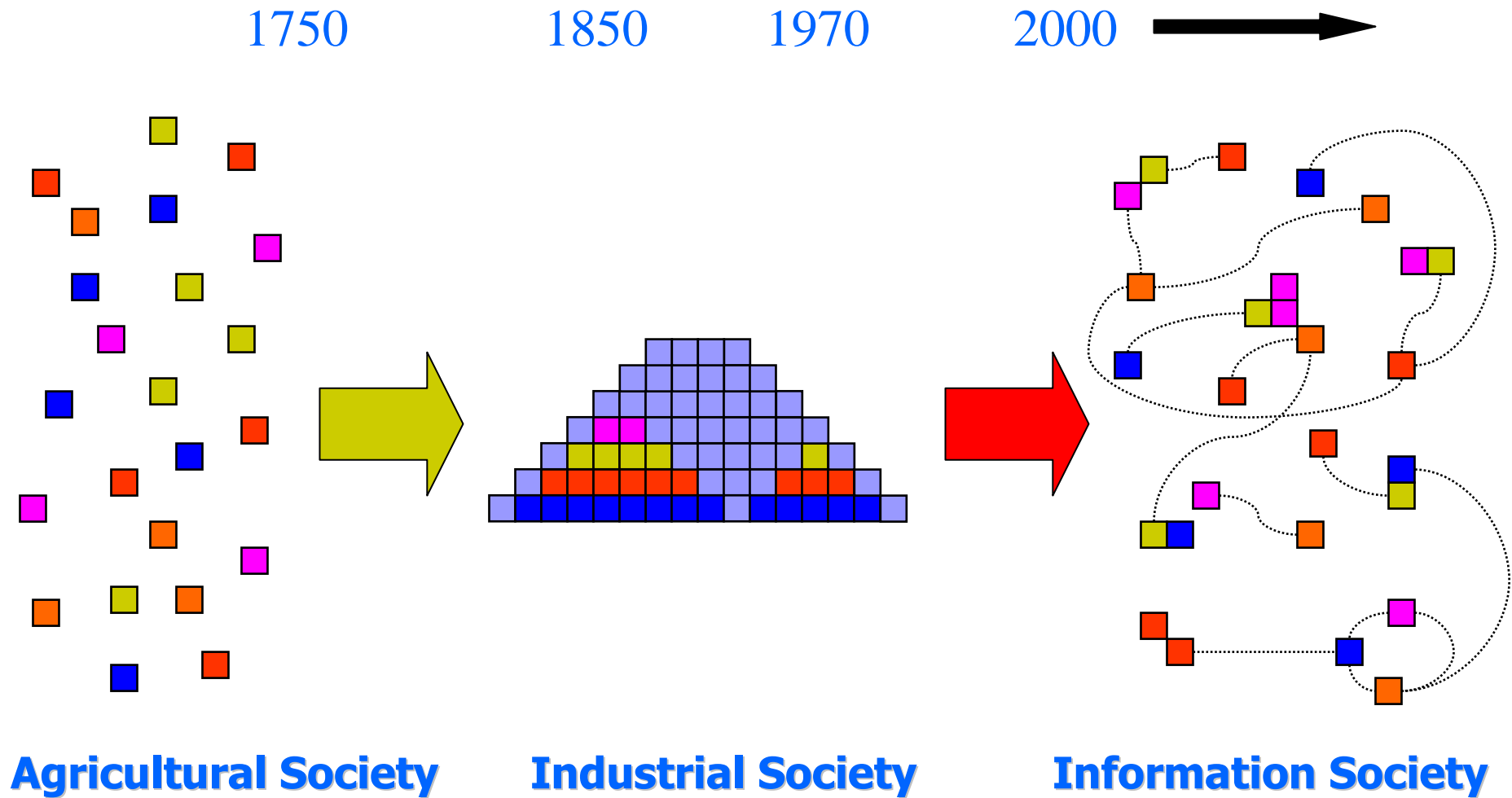
School of Computing and Mathematics

Business Process Evolution Studies Research Node

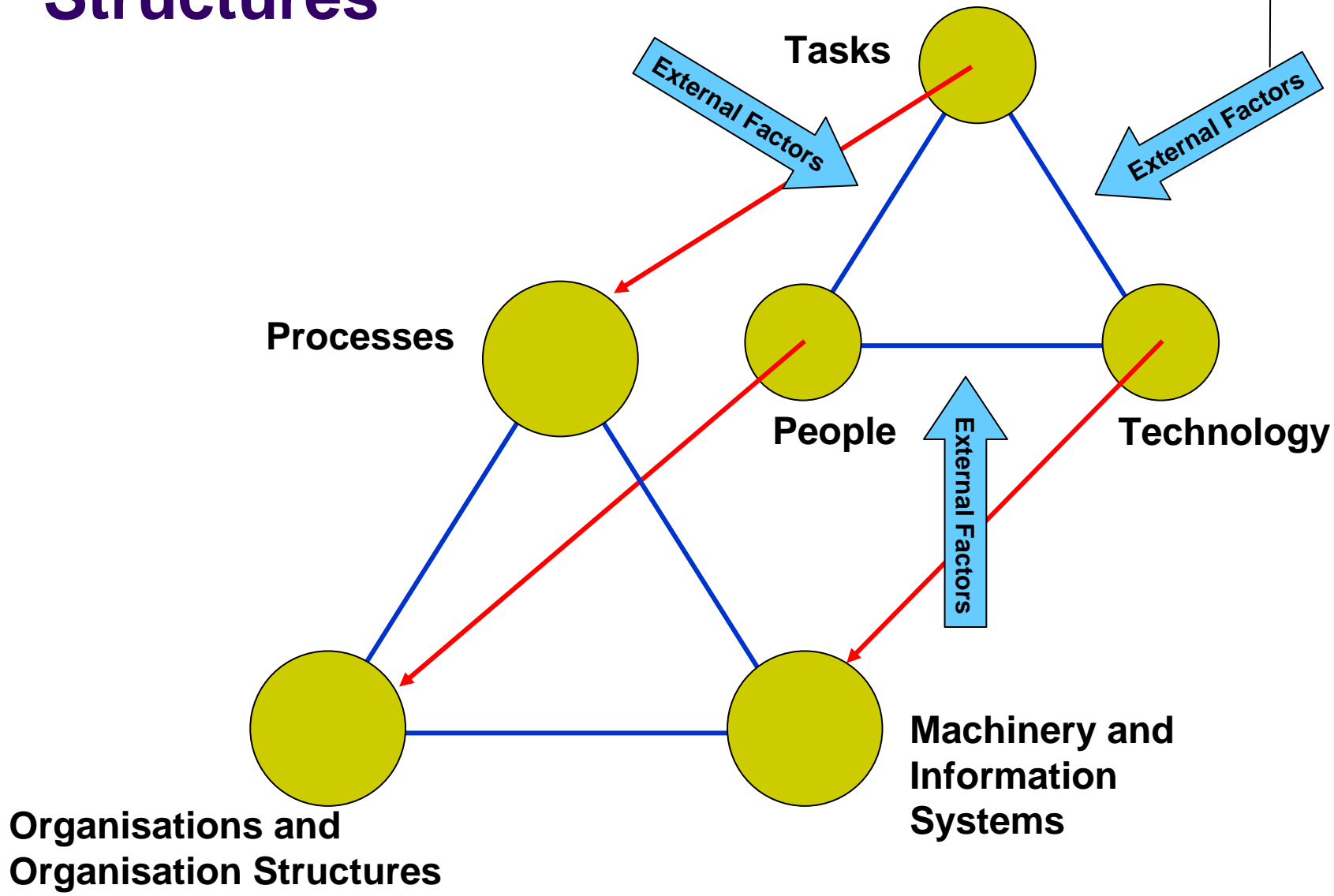
University of Western Sydney

Australia

# Social Transformation



# People – Technology – Tasks and Structures



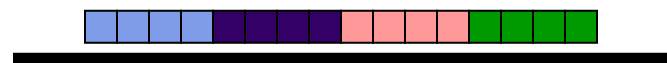
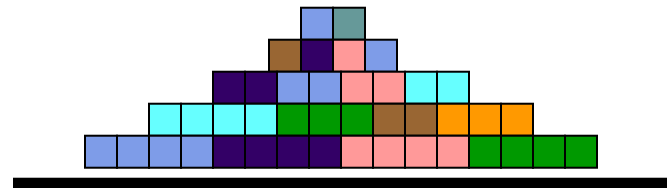
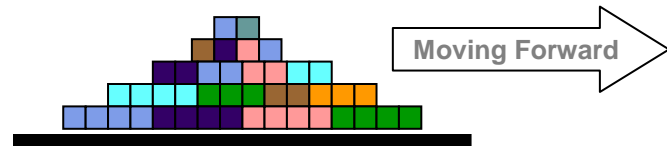
# Evolution of Organisational and Management Structures

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

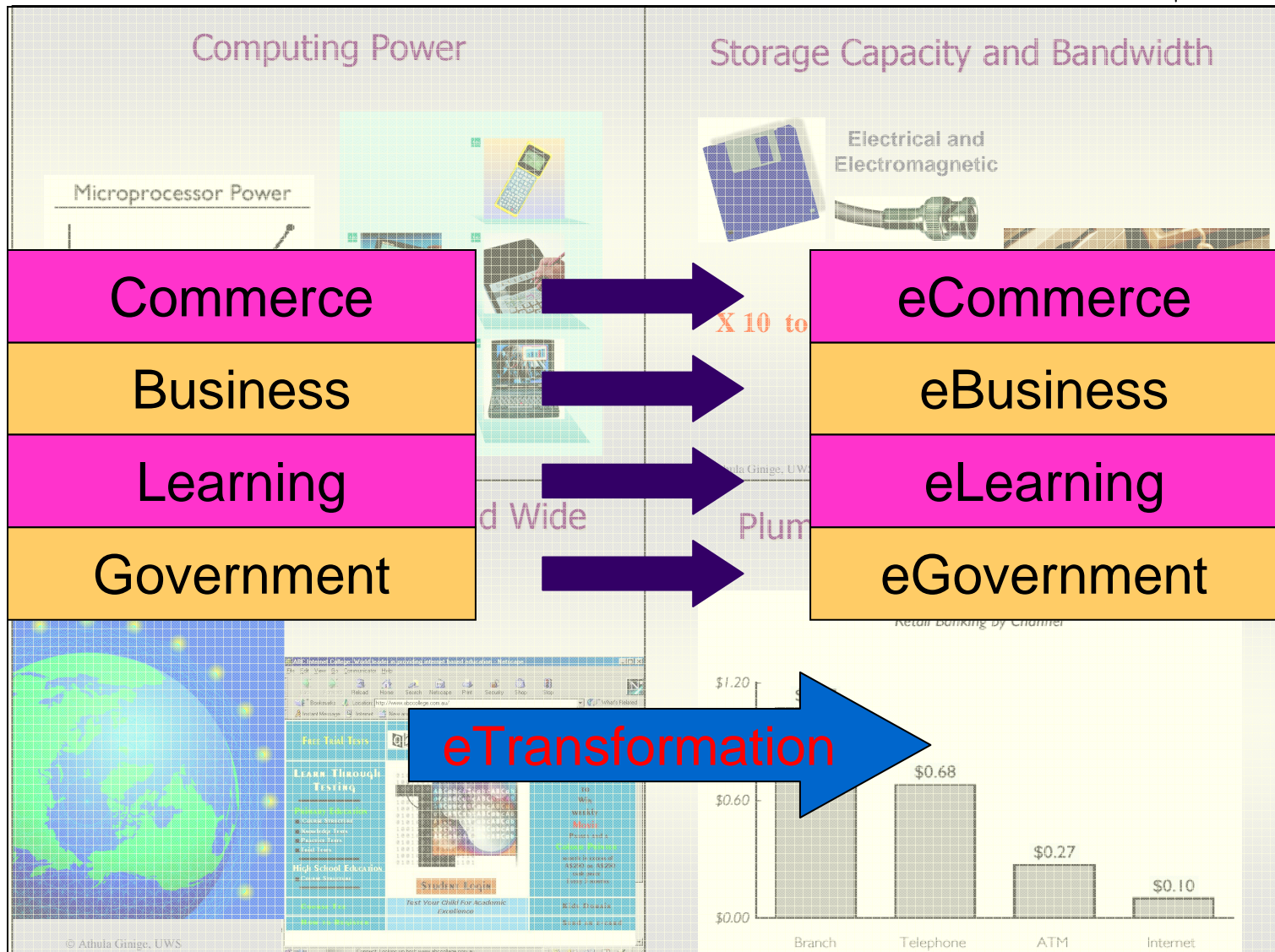
Alfred Sloan  
Management Structures  
Apply division of Labour to Management

Henry Ford  
Assembly Lines  
Brought work to worker -1890

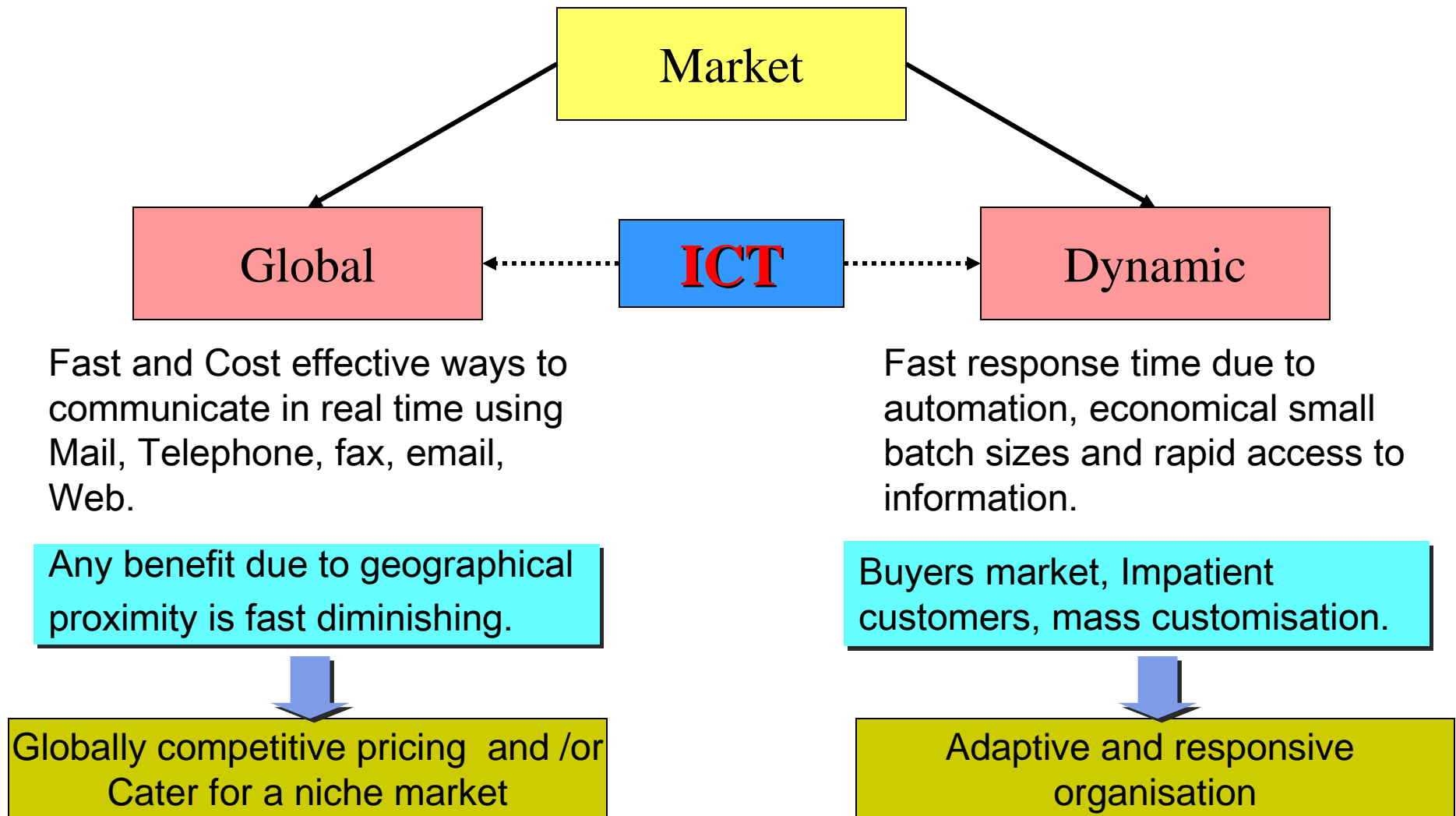
Adam Smith  
Concept of Division of Labour  
Ref. Wealth of Nations - 1766



# ICT is changing many things



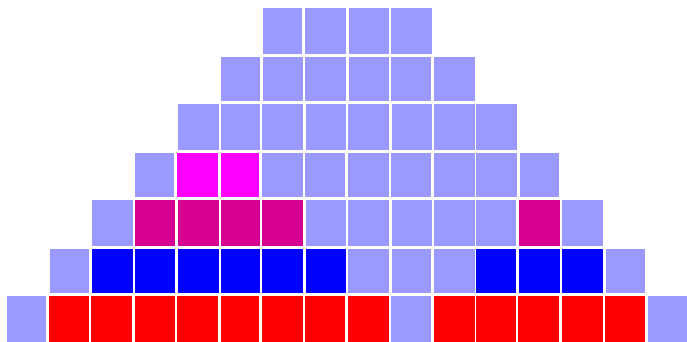
# Changing Market Place



# Make and Sell vs Sense and Respond

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

# Changing Business Processes

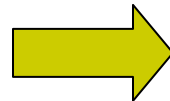


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 Concept of Division of Labour  
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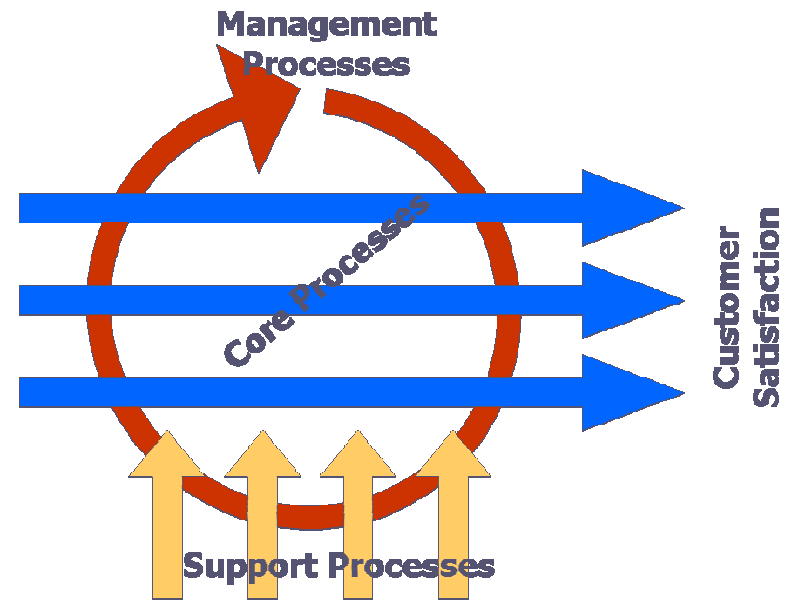
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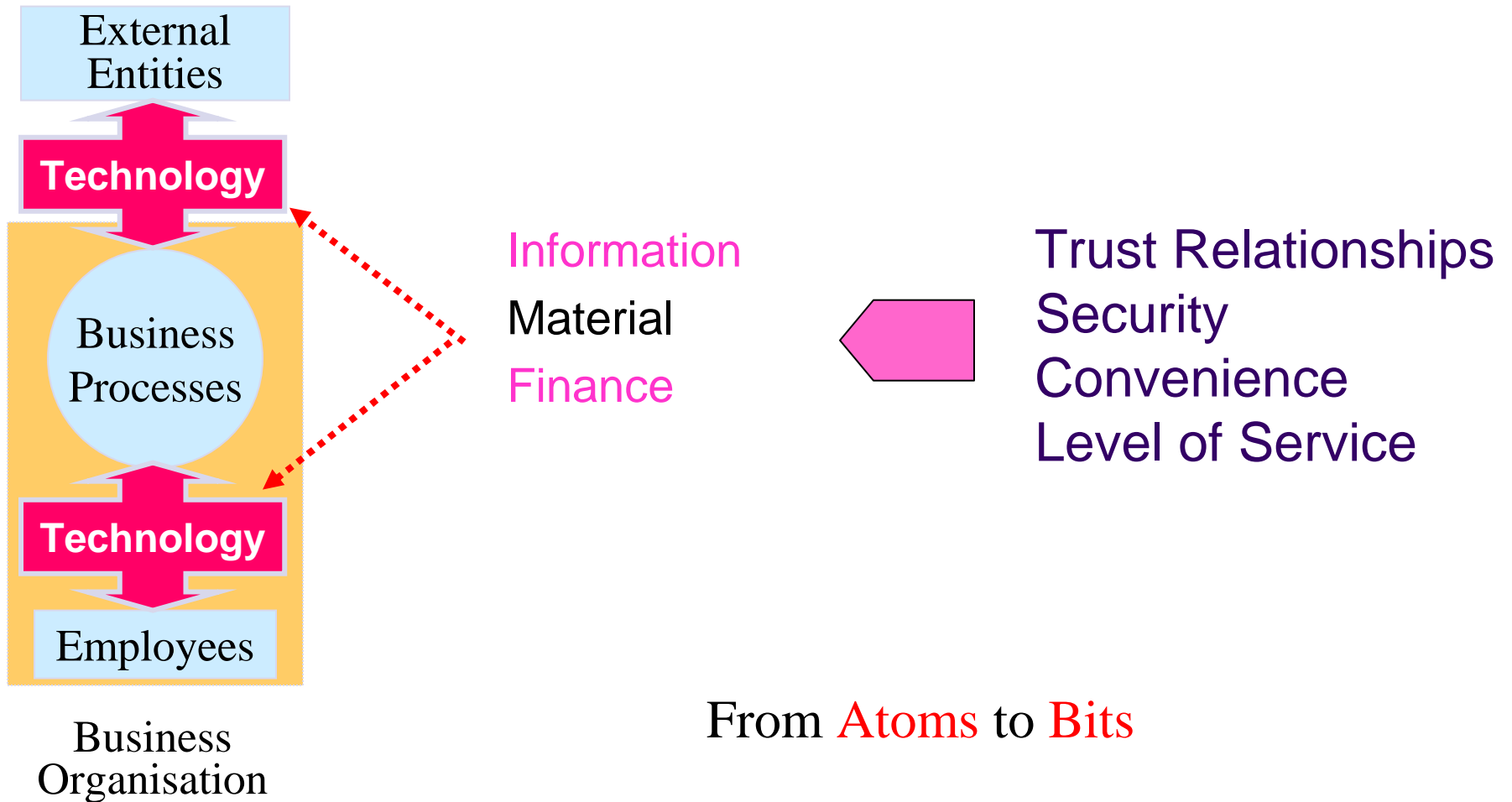
Customer Request



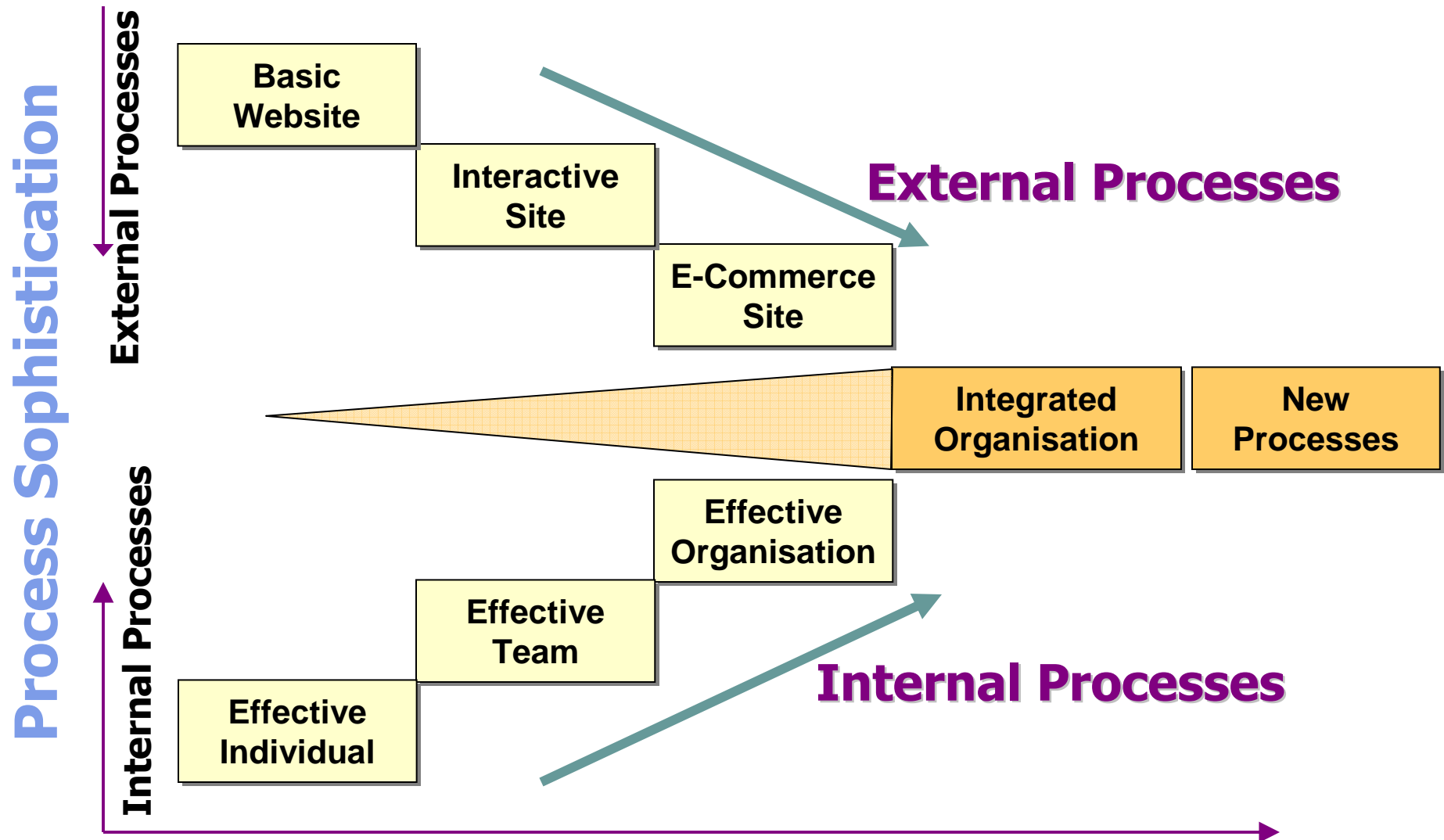
Task based → To Process based



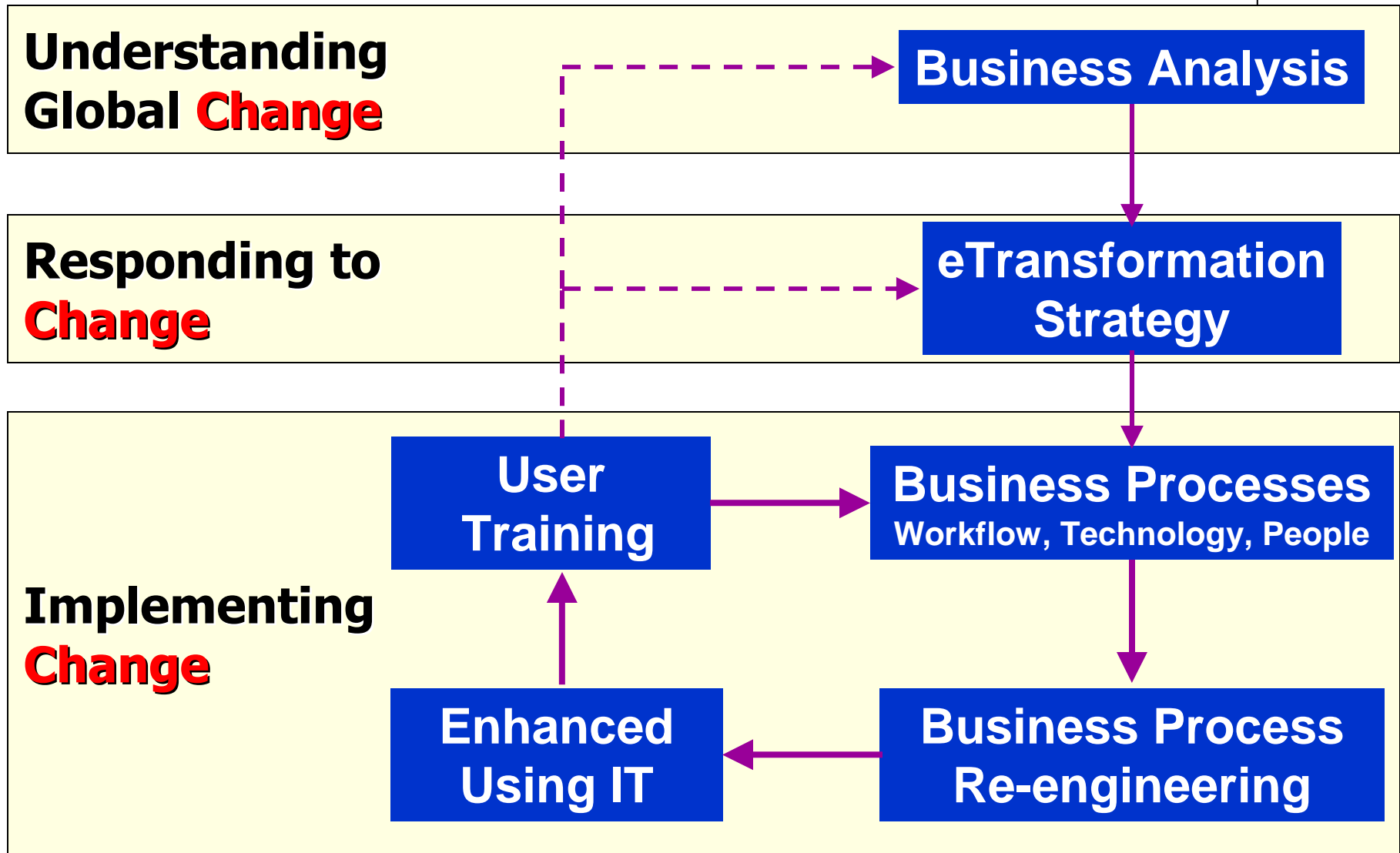
# Impact of Information Technology



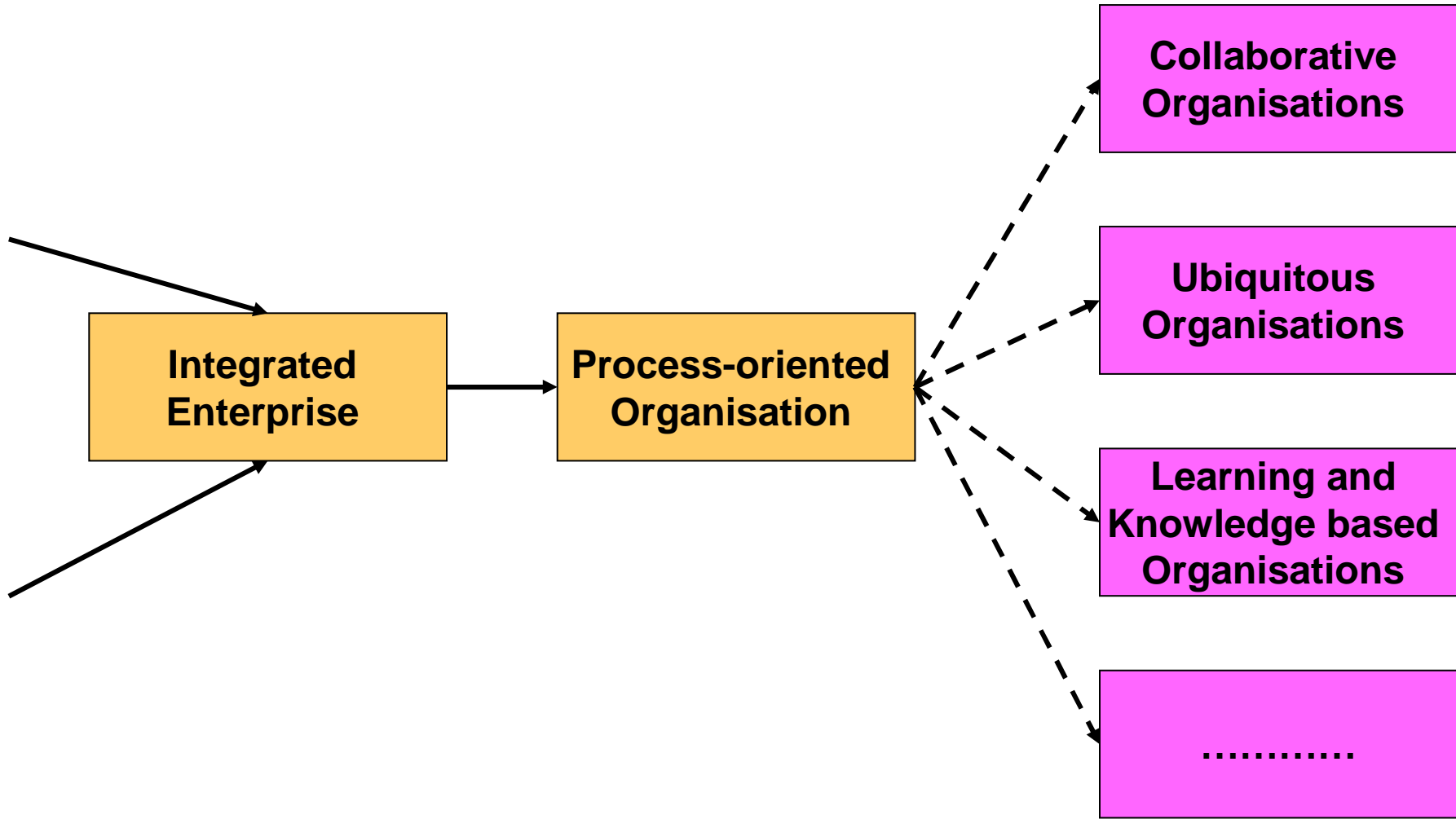
# eTransformation Road Map



# eTransformation Process



# Process-Oriented Organisation



# Challenges and Opportunities

**Integrated  
Enterprise**

**How to develop effective Enterprise Architectures (EA)?  
Process optimisation.**

**Process-oriented  
Organisation**

**Engineering New Business Processes  
and Business Process Management.  
Mass production to mass customisation.**

**Collaborative  
Organisations**

**Development of Web 2.0 based  
Collaborative Technologies, access control  
models etc.**

**Ubiquitous  
Organisations**

**How to integrate Mobile technologies  
RFID technologies and other Sensor  
Networks in to EA**

**Learning and  
Knowledge based  
Organisations**

**Research into organisational Knowledge  
management, Business Analytics,  
Business Intelligent etc**

# 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

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

**13 August 2008**