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بروجاكس للتدريب والتطوير  
Projacs Training and Development

**Business Process Re-Engineering BPR to  
Reduce Cost, Raise Quality, and Speed Service**  
إعادة هندسة الأعمال (الهدرة) لتخفيض التكلفة ورفع  
الجودة وتطوير الخدمات

07 – 11 October 2019

Istanbul

A Member of:



PROJACS ACADEMY



ProjacsAcademy.com



## Introduction

Globalization trends and competitive pressure urge many organizations to radically change their business processes. As organizations need to Reduce Cost, Raise Quality, and Speed Service, various change management approaches such as business process re-engineering (BPR) are being adopted. This management concept relates to the fundamental rethinking and radical redesign of an entire business system to achieve significant improvements in business performance. Business process reengineering and business process change in general have become one of the most popular topics in organizational management creating new ways of doing business.

Many organizations have conducted BPR as means to improve productivity and gain competitive advantage. For example, a survey of 180 US and 100 European companies found that 75% of these companies had engaged in significant re-engineering efforts in the past three years. Regardless of the number of companies involved in re-engineering, the rate of failure in re-engineering projects is over 50%. Some of the frequently mentioned problems related to BPR include the inability to accurately predict the outcome of a radical change, difficulty in capturing existing processes in a structured way, the level of costs incurred by implementing the new process, or inability to recognise the dynamic nature of the processes. Many studies suggest that the 'success' of BPR projects could be increased by developing dynamic models of business processes prior to their radical change.

## Objectives

Business process reengineering is the main way in which organizations become more efficient and modernize. Business process reengineering transforms an organization in ways that directly affect performance.

The two cornerstones of any organization are the people and the processes. If individuals are motivated and working hard, yet the business processes are cumbersome and non-essential activities remain, organizational performance will be poor. Business Process Reengineering is the key to transforming how people work. What appear to be minor changes in processes can have dramatic effects on cash flow, service delivery and customer satisfaction. Even the act of documenting business processes alone will typically improve organizational efficiency by 10%.

## Who Should Attend?

This course is recommended for anyone involved with any type of projects:

- Top Managers,
- Chief Executive Officers,
- Finance Managers,
- Human Resources Managers,
- Program and Project Managers,
- Engineers and Planners,
- Managers of a strategic and/or portfolio management office
- Tendering Managers,
- Maintenance Managers,
- Facilities Managers,
- Operation Managers,

## Course Outline

### **DAY #1: (1. DIMENSION - STRATEGY)**

#### **1. CONTEXT SETTING**

- BUSINESS PROCESSES OVERVIEW
- THE CHANGING ENVIRONMENT
  - FORCES DRIVING CORPORATE CHANGE
  - CUSTOMERS
  - COMPETITION
  - CONSTANT CHANGE

#### **2. STRATEGIC PLANNING (PORTOFOLIO ANALYSIS)**

- ORGANIZATIONS STRATEGIC ANALYSIS
- CLASSIFICATION OF STRATEGIES
- INTERACTION OF STRATEGIES
- PROCEDURES FOR STRATEGIC PLANNING
- DEVELOP ALTERNATIVE STRATEGIES
- PORTFOLIO, PROGRAM AND PROJECT MANAGEMENT
- PROJECT AND PROGRAM ACHIEVEMENTS
- BENEFITS PROFILE

#### **3. REVIEW OF DIFFERENT MANAGEMENT SKILLS**

- PROJECT LEADERSHIP
- COMMUNICATION SKILLS
- DOCUMENTS MANAGEMENT
- PRIORITIZATION

- CRITICAL THINKING AND PROBLEM SOLVING
- CHANGE MANAGEMENT
- NEGOTIATION SKILLS
- DECISION MAKING

## WORKSHOPS

- WS (1): STRATEGIC ANALYSIS OF KING FAISAL HOSPITAL IN DAMMAM
- WS (2): LEADERSHIP ASSESSMENT
- WS (3): PRIORITIZATION
- WS (4): PROBLEM SOLVING
- WS (5): DECISION MAKING

## **DAY #2: (2. DIMENSION - PROCESS)**

### **4. A MODEL FOR BUSINESS PROCESSES**

- THE HUMAN ELEMENT
- THE CUSTOMER-SUPPLIER RELATIONSHIP
- CUSTOMER-SUPPLIER COMMUNICATIONS
- TRADITIONAL PROCESS DEFINITION METHODS
- PROCESS MEASUREMENT
- BUSINESS PROCESS DEFINITION
- WHO ARE THE CUSTOMERS?
- CASE STUDY LESSONS
  - MISSING ROLES AND PHASES
  - CONNECTING THE COMMITMENTS
  - ESTIMATES VERSUS COMMITMENTS
  - STRUCTURING ACCOUNTABILITY
  - ROLES AND ORGANIZATION STRUCTURE
- DESIGNING BUSINESS PROCESSES
  - NEW PROCESS DESIGN
  - REDESIGNING PROCESSES
- BUSINESS PROCESS DEFINITION: A NEW TOOL
- BUSINESS PROCESS REENGINEERING EXAMPLE: CUSTOMER RELATIONSHIP MANAGEMENT
  - CRM PROJECT OVERVIEW
  - CRM PROJECT APPROACH
  - SAMPLE TRANSACTION SCENARIOS

### **5. REENGINEERING PROCESS DESIGN**

- INTRODUCTION
  - DOCUMENT PURPOSE
  - DOCUMENT STRUCTURE
- OVERVIEW OF BUSINESS PROCESS REDESIGN
  - BUSINESS PROCESS REDESIGN
  - BPR AND E-GOVERNMENT
- BUSINESS PROCESS REDESIGN METHODOLOGY

- BUSINESS PROCESS REDESIGN METHODOLOGY
- BPR METHODOLOGY STAGES
- DELIVERABLES
- WORK PLAN FOR REDESIGNING GOVERNMENT SERVICES
- PROCESS MODELING AND DESIGN
- TECHNOLOGY DESIGN
- ORGANIZATION MODELING AND JOB DESIGN
- CLOSING THE DESIGN PHASE
- 6. WORKFLOW MANAGEMENT**
- APPLICATION STRUCTURES
- BUSINESS REENGINEERING
- APPLICATIONS
- AN APPLICATION INTEGRATOR
- THREE DIMENSIONS OF WORKFLOW DEFINITION
  - THE PROCESS VIEW: WHAT IS PERFORMED
  - THE ORGANIZATION VIEW: WHO PERFORMS
  - THE INFRASTRUCTURE VIEW: WHICH RESOURCES ARE USED
- RESOURCE MANAGER VI BEYOND BPR
  - BUILD TIME SUPPORT
  - RUNTIME SUPPORT
  - ADMINISTRATION
- PROCESS-BASED APPLICATION DEVELOPMENT
- WORKFLOW-BASED APPLICATION DEVELOPMENT
- PROCESS VERIFICATION
- OBJECT-ORIENTED TECHNOLOGY

**DAY #3: (2. DIMENSION - PROCESS)**

**WORKSHOPS**

- WS (6): THE IMPLEMENTATION OF BUSINESS PROCESS REENGINEERING IN KING FAISAL HOSPITAL IN DAMMAM
- WS (7): A CASE STUDY IN BUSINESS PROCESS MANAGEMENT IN HEALTHCARE IN KING FAISAL HOSPITAL IN DAMMAM
- WS (8): A SIMULATION-BASED BPR SUPPORT SYSTEM FOR SUPPLY CHAIN MANAGEMENT
- WS (9): RESTRICTIONS IN PROCESS DESIGN: A CASE STUDY ON WORKFLOWS IN HEALTHCARE
- WS (10): CENTRALIZATION OF INTENSIVE CARE UNITS: PROCESS REENGINEERING IN KING FAISAL HOSPITAL

**DAY #4: (3. DIMENSION - TECHNOLOGY)**

**7. KEY PERFORMANCE INDICATORS FOR MEGA-PROJECT**

- HR BALANCED SCORECARD
- MANAGING MEGA-PROJECT AND MASTER / SEMI DETAILED
- PERFORMANCE MEASUREMENTS

- KNOWLEDGE MANAGEMENT IN CONSTRUCTION COMPANIES
- 8. A FRAMEWORK TO HELP IN CLASSIFYING PROCESSES RELATIVE TO THEIR IMPORTANCE AND CURRENT PERFORMANCE LEVEL**
  - BENCHMARKING AND BUSINESS PROCESS RE-ENGINEERING
  - IMPROVE THE PERFORMANCE OF THEIR ORGANIZATIONS
  - THE CONCEPT OF PROCESS IS PLACED WITHIN A STRATEGIC CONTEXT AND AN APPROACH TO INTEGRATING STRATEGY WITH PROCESS IS ARTICULATED
- 9. SOURCES OF INFORMATION**
  - WHO CAN YOU GET DATA FROM?
  - WHERE CAN YOU GET ADDITIONAL INFORMATION?
  - SPEED - HOW LONG WILL THE PROCESS TAKE?
  - CHOOSING YOUR BENCHMARKING APPROACH

**DAY #5: (5. DIMENSION - CULTURE)**

**10. CULTURE**

- DEFINITION AND CHARACTERISTICS OF CULTURE
- TYPES OF CULTURE
- CREATION OF CULTURE
- MEASUREMENT OF CULTURE
- ROLE AND VALUE OF CULTURE
- CAN CULTURES BE CHANGED?
- SHOULD CULTURES BE CHANGED?
- HOW TO CHANGE CULTURE

**11. BPR AND CULTURE**

- MANAGEMENT CONSULTANTS
- SOCIAL OR BEHAVIOURAL SCIENTISTS
- MEDIA COMMENTATORS
- BPR FAILURE RESEARCH

**12. TOOLS FOR PRODUCTIVITY**

- BUSINESS MODELING TOOL
- VISUAL AGE REQUIREMENTS TOOL
- FLOW MARK

**WORKSHOPS**

- WS (13): AN INTEGRATED SYSTEM FOR IMPROVING THE PRODUCTIVITY DURING OPERATIONS IN KING FAISAL HOSPITAL IN DAMMAM

## Training Method

- Pre-assessment
- Live group instruction
- Use of real-world examples, case studies and exercises
- Interactive participation and discussion
- Power point presentation, LCD and flip chart
- Group activities and tests
- Each participant receives a binder containing a copy of the presentation slides and handouts
- Post-assessment

## Program Support

This program is supported by interactive discussions, role-play, and case studies and highlight the techniques available to the participants.

## Schedule

The course agenda will be as follows:

- |                     |                  |
|---------------------|------------------|
| • Technical Session | 08.30-10.00 am   |
| • Coffee Break      | 10.00-10.15 am   |
| • Technical Session | 10.15-12.15 noon |
| • Coffee Break      | 12.15-12.45 pm   |
| • Technical Session | 12.45-02.30 pm   |
| • Course Ends       | 02.30 pm         |

## Course Fees\*

- **2,950USD**  
*\*VAT is Excluded If Applicable*

## مقدمة

اتجاهات العولمة والضغط التنافسية تحث العديد من المنظمات لتغيير جذري عملياتها التجارية. كما تحتاج المنظمات إلى تقليل التكلفة ورفع الجودة، و سرعة الخدمة، نهج إدارة التغيير المختلفة مثل الأعمال التجارية وعملية إعادة الهندسة (الهندرة) يتم اعتمادها. ويتعلق هذا المفهوم الإداري إلى إعادة التفكير بصورة جذرية وإعادة تصميم جذرية لنظام العمل بأكمله لتحقيق تحسينات مهمة في أداء الأعمال. ولذلك أصبحت عملية إعادة هندسة الأعمال وتغيير العمليات التجارية في عام واحد من المواضيع الأكثر شعبية في الإدارة التنظيمية لخلق طرق جديدة لتسيير الأعمال.

وقد أجرت العديد من المنظمات (الهندرة) كوسيلة لتحسين الإنتاجية واكتساب ميزة تنافسية. على سبيل المثال، وجدت دراسة استقصائية من الولايات المتحدة ان 180 و 100 شركات أوروبية أن 75٪ من هذه الشركات قد تشارك في جهود إعادة هندسة كبيرة في السنوات الثلاث الماضية. بغض النظر عن عدد من الشركات العاملة في مجال إعادة الهندسة، معدل الفشل في مشاريع إعادة الهندسة أكثر من 50٪. بعض المشاكل المذكورة في كثير من الأحيان تتعلق بالاستعراض وتشمل عدم القدرة على التنبؤ بدقة بنتائج تغيير جذريه، وصعوبة في التقاط العمليات القائمة بطريقة منظمة، ومستوى التكاليف التي تتكبدها المنظمات لتنفيذ عملية الهندرة الجديدة، أو عدم القدرة على التعرف على الطبيعة الديناميكية من العمليات. وتشير العديد من الدراسات أن 'نجاح' المشاريع BPR يمكن زيادتها من خلال تطوير نماذج ديناميكية من العمليات التجارية قبل تغييرها جذريا.

## اهمية الهندرة:

عملية إعادة هندسة الأعمال هي الطريقة الرئيسية التي من شأنها تصبح المنظمات أكثر كفاءة وتحديث. عملية إعادة هندسة الأعمال من الطرق التي تؤثر بشكل مباشر على الأداء.

إعادة هندسة العمليات الإدارية هي المفتاح لتحويل كيف يعمل الناس. ما يبدو أن التغييرات الطفيفة في العمليات يمكن أن يكون لها آثار وخيمة على التدفق النقدي، وتقديم الخدمات ورضا العملاء. حتى أن توثيق العمليات التجارية وحدها عادة ما تقوم بتحسين الكفاءة التنظيمية بنسبة 10٪.

## الحضور

- كبار المديرين،
- المدراء التنفيذيين،
- مدراء المالية،
- مدراء الموارد البشرية،
- مدراء البرنامج ومدراء المشاريع،
- المهندسين والمخططين،
- مدراء المكتب الاستراتيجي و / أو إدارة المحافظ الاستثمارية
- مدراء العطاءات،



•مدراء الصيانة،

•مديري المرافق،

•مديري العمليات