



Identifying Processes for Reengineering

When embarking on a business process reengineering (BPR) initiative, a critical first step is identifying the right processes to reengineer that will deliver maximum impact. Some key considerations for identifying high-potential processes:

Strategic Alignment

- Processes that are most critical to achieving business strategy and goals
- Processes that need transformation to enable new strategies

Customer Value

- Processes that directly impact customer experience
- Processes where better performance leads to higher customer value

Pain Points

- Processes that are clearly broken with many pain points
- Processes with significant bottlenecks, delays and inefficiencies

Technology Enablement

- Processes where automation can drive major improvements
- Processes constrained by legacy systems limitations

Cost Reduction

- Processes with highest cost or budget overruns
- Processes with redundant steps that can be simplified

Change Resistance

- Processes with status quo cultural mindset
- Processes ripe for radical rethinking and transformation

Quick Wins

- Moderate effort processes that can show early results
- Creates momentum for larger/difficult processes later

Piloting

- Self-contained processes or microcosms of larger processes
- Focused processes for validating approach before scaling

In summary, the biggest bang from BPR comes from choosing processes with the right mix of strategic impact, problems/pain points, technology enablement potential, cost reduction opportunities, quick wins and piloting possibilities. A pragmatic approach assessing multiple factors drives maximum transformation.