BPR - Business Process Reengineering

Design

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BPR - Design

4. Map the ideal process

Map the ideal process

- **To map your ideal process, you must:**
  - **Complete preliminary work**
  - **Set new goals and establish new measures**
  - **Create a new process flow chart**

Complete preliminary work

- You've identified process performance gaps in the previous step
- Before you sit down to draw an actual map of the new process, you and your team must decide how you can close those gaps
- Maybe you've already decided upon a design that will achieve breakthrough opportunities
- More than likely, however, you still have to consider the following suggestions:

Suggestions

- **Can we make the process simpler?**
  - **Is our language or are our explanations too complex?**
  - **Can we make them simpler?**
  - **How about paperwork?**
  - **Is there a way to simplify forms, reports, even memos?**

Suggestions

- **Are we asking for unneeded reports or data?**
  - **Are there any parts of the process that can be eliminated?**
- **Can technology help?**
  - **What tools or equipment can improve the process?**
  - **How they improve it?**

Suggestions

- **Is new computer hardware or software necessary for our reengineering effort?**
  - **Will we need to provide training for any new equipment?**
  - **Do we need training to use already existing equipment?**
- **Can we reduce time and/or cost?**
  - **Where are the delays in our current process?**
  - **Are steps designed in the correct order?**
  - **Where are we getting the least amount of return?**

Process Design Alternatives Worksheet

- These considerations, although general, apply to most organizations looking to improve processes
- Don't attempt to reengineer a process unless you realize the existence of your current process's deficiencies
- You can use the following Process Design Alternatives Worksheet to help your team think through your process
- Also encourage your team members to share their ideas and conclusions with employees involved

Goals and measures

- **Set goals and establish measures worthy of your reengineering effort but also be realistic**
- **Your best bet is to set goals and establish measures that at least meet customer requirements: from there try to meet what competitors provide**

New process flow chart

- **Reengineering involve more than pinning up your old flow chart and tearing off chunks of it**
- **Reengineering a process mean that you are doing something new, not just reducing the old**
- **The new process flow chart need also be checked by the experience of employees working directly with the process after you've finished flow charting it**

Eliminate uncertainties

- **Next three steps:**
  - **Solicit input**
  - **Design**
  - **Verify**
- **…you will encompass more possibilities and eliminate more uncertainties in your new process flow chart**
- **Mapping the ideal process is the best approach, next you will work on redefining your process support requirements**

Reengineering approach

- **Old approach (too expensive in term of money and time):**
  1. **Deep analysis**
  2. **Faultless execution**

- **New approach (more effective and cheaper):**
  1. **Quick planning**
  2. **Experimentation and analysis**
  3. **Feedback to modify & re-design ….**

To be creative

"BPR is a creative activity where analysis, innovation, experimentation and learning are following each other indissolubly"

Re-engineering pattern

- **It's a no-structured activity where are important following milestones:**

  a. **Removal of "no-value" operations**
  b. **Information flow optimisation**
  c. **Focus on parallel/overlapped activities**
  d. **Differentiation of Standard vs. Complex activities**
  e. **Differentiation of Core vs. Staff activity**
  f. **Change controlling system**
  g. **Advanced technology oriented approach**

Re-engineering pattern

h. Check information technology support system
i. Create process units
j. Focus on customer needs
k. Introduce overall skills
l. Define process owner/manager profiles
m. Introduce proxy system
n. Define dedicate and skilled staff
o. Re-organize supply chain
p. Define unit batch
q. "Pull" planning systems
r. Introduce evaluation and remuneration system
s. Establish recruitment and career systems

a. "no-value" or "trash" operations removal

- **All no-value operations must be deleted**
- **Ex.:**
  - **Useless report**
  - **Duplicated authorization connected to hierarchical organization**
  - **Downstream corrections of upstream mistakes**

b. information flow optimisation

- **Complex flows of documents or paper must be identified and deleted**
- **Ex.:**
  - **Documents or information outward-return**
  - **Hierarchical controls paper**

c. focus on parallel activities

- **Cycle time reduction can be achieved starting downstream operation before ending upstream**
- **More sequence of operations, after analysis, could be developed in parallel**
- **Parallel execution (when possible) mean time (and cost) saving**

c. focus on overlapped activities

- **Overlapping it's more difficult than parallel approach**
- **It's necessary to analyse deeply any process aspect before to decide about possible overlapping**
- **Overlapping process mean information exchange between functions and activities**
- **Ex.**
  - **New product development process: it's necessary to define specific interfaces between products and process engineering functions**

d. standard vs. complex activities differentiation

- **Standard vs. complex activities differentiation mean:**
  - **HR costs saving**
    - **Wage differentiation (line employee-expert)**
    - **Skills and know-how better focused**
    - **High people motivation**
  - **Automate standard activities**
  - **Process time reduction (ex. credit allowance)**
  - **Possibility to work in parallel (ex. order data entry)**

e. core vs. staff activities differentiation

- **Core vs. staff activities differentiation mean:**
  - **Concentration of forces on core activities improvements (value operations)**
  - **Different evaluation for staff activities (no-value operations):**
    - **Outsourcing of no-value operations**
    - **Parallel carrying out (ex. Orders in charge to production planning - supplier/agreement portfolio in charge to purchasing dept.)**
    - **Possible synergies with other divisions (ex. accounting, HR, IT, …)**

f. control system change

- **Managerial control must be erased when it expand standard lead time**
- **Whole organization must focus on value delivery**
- **It's better to concentrate efforts on punctual activities check and control**
  - **ex. Purchasing vs. Accounting invoices control activity**

g. advanced technology oriented approach

- **Use of specific know-how to carry out process**
- **Main issues:**
  - **Conflicting partnership between different functions**
  - **Language discrepancies**
  - **Lack of understanding**
  - **Managers interaction (defensive approach)**
  - **……**
- **Ex.**
  - **QFD: Quality Function Deployment to integrate new product development process between different functions (R&D, Manufacturing, Marketing, Purchasing, Quality, ...)**

h. IT support system

- **IT systems are the preferential way to support BPR for more reasons, if fact they are:**
  - **Process oriented by definition**
  - **Promoters of new communication channels**
  - **By-pass solutions for hierarchical obstacles**
  - **Easy to use to develop automatic solutions**
  - **Very flexible and change drivers**

i. process unit creation

- **Introduction of process units instead of functional organisation**
- **Specific process units can be organized in term of people, activities, skills, know-how, machinery,…..**
- **Each unit must be self governing to carry out the process autonomously**

i. process unit creation

- **Customer and process oriented people with different cultures**
- **Relationship inside the unit must be self-managed by members**
- **Unit manager will take a role of "coach" of 20-30 people per unit**
- **Ex.**
  - **Volvo: 740-760 mod. manufacturing zone**

j. focus on customer needs

- **The challenge is to avoid delay or misunderstanding in customer service**
- **Ideally everybody in the company should attend every customer**
- **Xerox introduced a specific program named ICS (Integrated Customer Service) system:**
  - **Information technology support**
  - **Training systems**

h. overall skills

- **Introduction of team members enable to carry on every activity in a process**
- **Case manager as a skilled team leader**
- **Many advantages:**
  - **Pack of activities**
  - **Flexibility**
  - **Sickness**
  - **……**

I. process owner & process manager

- **The process owner has the following characteristics:**
  - **Process team co-ordination (coach)**
  - **Responsible for project effectiveness and efficiency (problem solver, trainer, …)**
  - **No hierarchical authority on team members**
  - **He's appointed process manager only in case will be create a process units systems**

I. process owner & process manager

- **the "boss" profile is changing into a "leader" perspective:**
  - **from "order" ⇒ to "explain targets"**
  - **from "control peers" ⇒ to "control process"**
  - **from "judge the best" ⇒ to "discuss opportunities"**
  - **from "distribute benefits" ⇒ to "manage resources"**
  - **from "decide everything" ⇒ to "persuade about solutions"**
  - **from "defend unit from outside" ⇒ to "solve problems of interface with other company entities"**

m. proxy system

- **"delegate lower levels" mean "make easier and more flexible the whole process"**
- **Different assignments:**
  - **Targets, strategy ⇒ manager**
  - **Unit organization ⇒ operative level**
- **Operative performance index can be delegate directly to each unit (Build-in feedback), taking on management only global process performance indicators**

n. skilled staff definition

- **Process re-engineering normally re-design and reduce staff activities**
- **Line employees are charged of all operational activities**
- **Staff employees:**
  - **Support and update line**
  - **Take in charge complex cases**
  - **Develop strategic activities (ex. 3M case - purchasing dept.)**

o. supply chain re-design

- **During process re-design the choice "Make or buy" is one of most critical decision**
- **3 evaluation criteria**
  1. **Skills: who is making best this activity today?**
  2. **Best cost/price: who could make this activity more efficiently than us?**
  3. **Strategic context:**
     1. **Which would be the consequences of this choice for my core business?**
     2. **Which new extra-value for our customers after this supply chain re-design? (Wal Mart – P&G case)**

p. unit batch

- **This approach suggest to proceed with a new step if at least 1 unit of the "output" is completed**
- **This change can reduce lead time**

q. pull planning systems

- **To improve planning efficiency could be introduced a pull system (ex. Kanban) in place of traditional push system (ex. MRP)**
  - **Kanban model use identification cards from empty containers to full up them again**
  - **Last step "pull" previous steps reducing stocks of WIP**

r. evaluation systems

- **Middle management is normally adverse to BPR solution because of de-bureaucratization approach**
- **It's necessary to change evaluation and remuneration system that must be:**
  1. **Process (not individual) performances oriented**
  2. **Focused on shared (not individual) responsibilities**
  3. **End-of-process (not step by step) performances considering**

s. recruitment and career systems

- **New recruitment approach: must be selected people that:**
  - **Accept responsibilities in changeable environment**
  - **Think about overall process perspective**
  - **Take in charge decisions and risks**
  - **Are outputs and targets oriented**
  - **Work for customers and outputs, not for their boss**
  - **Share success and benefits with the rest of their team**
- **To have a successful career mean to increase skills and experiences in horizontal context**

Re-engineering environment

- **Comfortable meeting room to hang all documents needed on the walls**
- **Clear and huge process flow-chart always consultable**
- **Clear and huge new process flow-chart proposal where would be possible easily add suggestions, changes, comments, ideas, ….**

Capital investments request

- **It's necessary to evaluate as soon as possible an investments evaluation:**
  - **People training**
  - **New IT support systems**
  - **New technologies, devices,…**
- **It's a difficult undertaking to evaluate true benefits but it's possible to assess them approximately and to compare to real investments**

The simplicity way

- **The challenge: improving coordination inside company organization**
- **Two philosophy:**
  - **Classical: co-ordination instruments improvement (Matrix organization, staff activity, ….)**
  - **New: process organization simplifying**

Organization re-design

- **From "pyramidal-functional" model to "horizontal-federal" model where:**
  - **Each unit (max 4-5 corresponding to critical processes) is independent and making final output**
  - **Middle management will disappear**
  - **A general manager will coordinate structure with small staff**
  - **Information and communication systems are lean and horizontal**

Design

5. Redefine process support requirements

Questions

- **You have mapped your new process by creating a flow chart that identifies the steps in your process**
- **Now you have to decide what your new process require to support it**
  - **Will you need to redesign jobs?**
  - **Do you need new computer system?**
  - **What will it take for your reengineered process to operate as designed?**

Areas

- **You'll be looking at three different areas of support when you redesign a process:**
  - **People**
  - **Technology, support tools**
  - **Finance**

People

- **Process reengineering includes a human element. If your process is completed by people, they will be impacted by the reengineering**
- **Part of designing a reengineered process involves discovering how it changes the work people do**
- **You might want to fill out a Role Transition Worksheet for each position that will change when your reengineered process takes effect**
- **You'll list the present and future job responsibilities. That will give you a handle on new job requirements**

ROLE-TRANSITION WORKSHEET

ROLE-TRANSITION WORKSHEET			
POSITION TITLE:		FUTURE TITLE:	
PRESENT RESPONSIBILITIES		FUTURE RESPONSIBILITIES	
KEY FUNCTIONS	KEY RESPONSIBILITIES	ADDITIONS (*) DELETIONS (-)	TARGETED RESULTS

Technology

- **The potential of today's technologies for controlling work, communicating and accessing information by employees, customers and suppliers is very high**
- **If you have identified a technological tool that will support your process, implement it into your design**
- **Benchmarking can be especially helpful here checking which technology is used by the competitors**

Other supports

- Technology is often an essential ingredient of process reengineering but it takes more support to create a recipe for success
- Other categories of support tools such as office furniture, new forms, additional telephones, electric panels, signs, etc.., may not appear essential but in reality are definitively necessary
- Look at the flow chart of the new process and list what is necessary to implement: if you need more people you need office space too
- Talk to the employees who will be affected by the reengineered process: if they realize that you are open to their concerns and opinions, your implementation will go much smoother

Finance

- **Wouldn't it be great if you could go ahead with your reengineering plan without having consider its cost?**
- **You want your reengineering effort to have a positive impact on your organization**
- **You don't want to achieve market improvement if it will ruin your organization financially**
- **You will have to conduct a cost/benefit analysis of your reengineering project to determine whether it's advisable to move forward**

Cost/Benefit analysis

- **Can be described as a complete, realistic comparison of costs and resulting benefits associated with implementing a decision**

- **If you're contemplating whether to recommend continuing with the reengineering effort, you're probably weighing a number of cost/benefit considerations:**

Considerations

- What are the current and desired states and their corresponding measures?
- What are the realistic costs related to reengineering?
- What tangible and intangible benefits will result from the reengineering effort, both long and short term?
- Which benefits are most important to customers?
- How will we ultimately balance the cost and benefit factors to make a decision?

Cost/Benefit worksheet

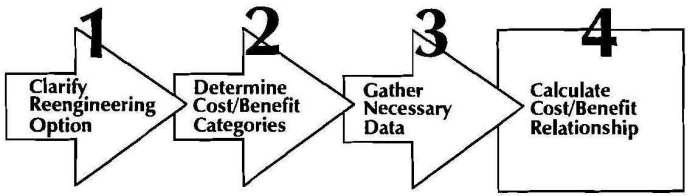
- **Determine cost/benefit categories for your organization then gather the data for each (guesstimating when necessary) and calculate cost/benefit relationship**

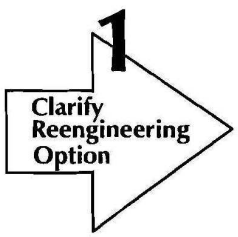
- **If the benefits appropriately outweigh the cost, you have the green light to begin developing your change management plan**

COST/BENEFIT MODEL

The Cost/Benefit Model consists of the following four steps:

1. Clarify Reengineering Option
2. Determine Cost/Benefit Categories
3. Gather Necessary Data
4. Calculate Cost/Benefit Relationship





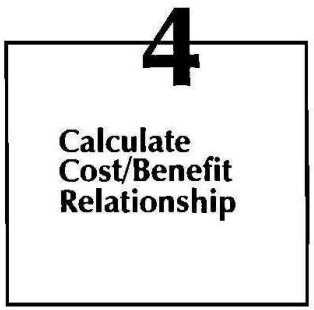
- Describe the proposed option
- Verify the option's link to specific organization-wide goals/Key Result Areas
- Summarize predicted/expected process performance gains
- Determine whether cost/benefit analysis is really worth doing *(Is an option already a given?, Is it too expensive to do cost/benefit analysis for this option?, Is it a politically influenced situation, for which cost/benefit analysis is just an exercise?, etc.)*
- Build *(and get sign-off if necessary)* a cost/benefit analysis project plan *(objectives, roles, deliverables, dates, etc.)*

- Locate similar, valid efforts to identify categories and line items; can lean on company archives, finance people, professional associations, other companies, resources such as libraries and on-line services
- Partner with knowledgeable people *(finance, subject-matter experts, workers close to the option, customers)* to brainstorm cost/benefit categories and line items; make it a team effort to ensure creative and comprehensive brainstorming and refining
- Refine categories and line items to final list; input on *"Cost/Benefit Calculation Worksheet"*

COST/BENEFIT MODEL

(continued)

- Use appropriate data gathering methods
- Document assumptions completely and accurately
- "Guesstimate" when necessary
- Project results as realistically as possible
- Calculate relational benefits where appropriate



- Project cost/benefit over appropriate time periods (*1 year, 2 years, etc.*)
- Consider contingencies
- When possible, develop three possible scenarios of cost/benefit analysis: Best, Probable, Worst
- Make sure as many possible "*what if's*" are considered and accounted for during analysis
- Avoid slanting, hiding, or inappropriately overemphasizing data
- List appropriate conclusion(s)/recommendation(s)

COST/BENEFIT CALCULATION WORKSHEET

Scenario: ☐ **Best** ☑ **Probable** ☐ **Worst**

All figures are: ☑ Annual ☐ Monthly ☐ Other_____

COSTS			BENEFITS		
Category/ Process Factor	Amount	Total	Category/ Process Factor	Amount	Total
Labor Category			**Labor Category**		
Equipment/Materials Category			**Equipment/Materials Category**		
Other Categories			**Other Categories**		
Totals	Ongoing: One-time: Total:		**Totals**	Ongoing: One-time: Total:	

COST/BENEFIT CALCULATION WORKSHEET *(continued)*

Comparison Of Costs And Benefits	**Year 1** *(One-time + Ongoing)*	**Year 2+** *(Ongoing)*
Total Benefits=		
Total Costs =		
Difference (Benefits – Costs) =		

(If the difference is positive, the option being considered may be a viable one; however, the magnitude of the difference should be examined. See the section below.)

Magnitude Of Difference

ROI = Return On Investment

$$\textbf{ROI} = \frac{\textit{return - investment}}{\textit{investment}} \times 100 = \_\_\_\_\_ \times 100 = \_\_\_\_\_\%$$

Where: ***return***=*benefits – ongoing costs*
investment=*one-time costs*

$\textbf{ROI} = \frac{\textit{return - investment}}{\textit{investment}} \times 100 =$	**By End Of Year 1**	**By End Of Year 2**
	_____ X 100	_____ X 100
=	_____ X 100	_____ X 100
=	_____ %	_____ %

Conclusion(s)/Recommendation(s)

Design

6. Develop change management plan

Consider organizational impact

- You need to analyze the impact of your reengineered process
- Too many companies neglect this important step because they feel analysis is a waste of time but in fact isn't
- Analyzing the impact is critical if you desire your new process to radically change the way your organization operates

Considerations

- **Who and what will be impacted, and how?**
- **What emotional factors need to be incorporated into the change management plan?**
- **How will the plan be monitored?**
- **Have all those who will be affected by the reengineered process been consulted about potential impact?**
- **Will the plan be designed to foster involvement and commitment to the recommended changes?**

Who and what will be impacted, and how?

- **Your team has already identified the tasks and organizational factors that will be affected by your reengineered process**
- **You have already soliciting information from your employees**
- **Now you need to take a closer look at the specific impact**

Who and what will be impacted, and how?

- **Write new job descriptions for those whose job will change**
- **Draw out the new organizational structure and write a new mission statement or list your organization's new values**
- **List all employees whose work processes, work style, attitudes will have to change**
- **Decide how the employees will be impacted by the changes**

What emotional factors need to be incorporated into the plan?

- **Emotions will run high when a change is in progress and may become uncontrollable**
- **The team will have to incorporate into the plan some way to manage emotions**
- **Consider ways to manage resistance, anger, anxiety, enthusiasm, excitement**

How will the plan be monitored?

- **For your reengineering effort to reach its goal of unprecedented improvement you will have to monitor it effectively**
- **Considerations include:**
  - **Who will direct your change management plan?**
  - **Who should be involved in identifying and resolving key issues?**
  - **What kind of tracking system will you use**
  - **What methods will you use to incorporate additional points into your plan?**

Who affected by the process has been consulted about impact?

- This issue needs to be dealt with continually
- At every step in each phase you need to consult those who will be impacted by the reengineered process
- Even after the changes are implemented, this issue will still be important
- You may discovered that the effort will affect many more employees than you originally thought: get them involved in the effort, ask for their input and see to it that you use it to your advantage

Will the change management plan foster involvement ?

- If your organization's employees are committed to the reengineering effort, your ability to make a radical change is enhanced
- Help all those affected by the change to keep the greater goal foremost in their minds
- You should have already been communicating your intent and in particular:

Why the process being reengineered?

- **Let them know the driving force behind your effort: customer needs, competitive advantage, etc…**
- **If your organization would fold without this last-ditch attempt, say so**
- **Knowing their jobs would be in jeopardy without this move can be a great incentive to support it**

What are the benefits?

- **Will customers flock to your organization?**
- **Maybe they will be given more decision-making opportunities, as the layers of the organization are stripped away**
- **They may learn new skills, which will increase their opportunities**
- **It could even be that the whole atmosphere or environment will be more conductive to their input**

Are there any employees that need to be addressed

- Think about what fears they may harbour
- Do they feel they will have to work much harder?
- Are they afraid they will lose their jobs?
- Maybe they are afraid some of their power will be taken away
- Answer each concern as honestly as possible
- Don't minimize risks but do focus on the benefits

Design your change management plan

- **Do so by:**
  - **Identifying change management plan requirements**
  - **Choosing a planning process and format**
  - **Deciding how to move the Action Plan forward**

Identifying change management plan requirements

- You need to decide what you will need to get you from the old process to the new one
- What will it take?
  - Time hiring temporaries?
  - Money?
  - Acting managers or consultants?
  - New roles?

Choosing a planning process and format

- **Listing the requirements is not enough**
- **Your team will need to devise an Action Plan that is both detailed and specific**
- **Make sure it includes all major activities and then details specific responsibilities and timetables**
- **To best ensure a flawless execution you should consider also:**
  - **Communication systems**
  - **Feedback**
  - **Contingency plans**

Deciding how to move the Action Plan forward

- If you have planned sufficiently your people are aware of the effort and are willing participants
- Decide how you'll kick-off the effort
- Keep employees excited about the changes
- Make sure that:
  - Proper attention is given to roles, responsibilities, structures and resources
  - Change effort is made a top priority
  - Needed resource people are freed up from their normal responsibilities
  - Implementation timetable is realistic

Suggestions

- **List all people and areas that will be impacted by your process reengineering effort and explain how**
- **Check the emotions you expect from employees during implementation of the new process (excitement, enthusiasm, disbelief, anger, resistance, anxiety, other……)**
- **Describe how you will monitor your change management plans**

Suggestions

- **How will you gain involvement and commitment to your reengineered process?**
- **Complete a detailed action plan for at least one change in your process reengineering effort. Be sure to include tasks, persons, responsibilities, timetables, estimated hours, estimated costs**
- **Use specific forms to develop your project**

PROCESS TASKS WORKSHEET

TASK #	MAJOR PROCESS TASKS	SUBTASKS/DECISIONS	SYMBOL

TASK/ RESPONSIBILITY MATRIX

TASK/RESPONSIBILITY MATRIX							
TASK	RESPONSIBILITY						

ACTION PLAN

ACTION PLAN					
ACTION STEP/ TASK	RESPONSIBLE PERSON/TEAM	BEGIN DATE	END DATE	EST. HOURS	EST. COST

Actors

- **Steering committee**
- **Process owner**
- **Business process manager**
- **Re-engineering team (core team)**
- **Outsiders**

Steering committee

- **Top management + process owner**
- **Tasks:**
  - **Responsible for project co-ordination**
  - **Critical process definition**
  - **Process mapping evaluation**
  - **Targets identification**
  - **Process owner appointment**
  - **Resources allocation**

Steering committee

- **Other Tasks:**
  - **New process approval**
  - **Controversy settlement**
  - **Project support**
  - **Cross-functional communication**

Process owner

- **Reengineering team co-ordinator**
- **Project leader**
- **Profile:**
  - **Functional manager involved in BPR**
  - **Skilled on company activities**
  - **High motivated on project results**
  - **Flexible and performed "Coach"**

Business process manager

- **External consultant**
- **Skilled on methodological aspects**
- **Responsible for:**
  - **Steps definition**
  - **Process mapping method**
  - **Team constitution**
  - **Implementation monitoring**

Re-engineering (core) team

- **Managers representatives from company functions involved in the project + HR manager + IT manager + other partners representatives**
- **Tot. max 4-5 elements to keep efficiency and effectiveness**
- **Possible "flexible" solutions to evaluate**

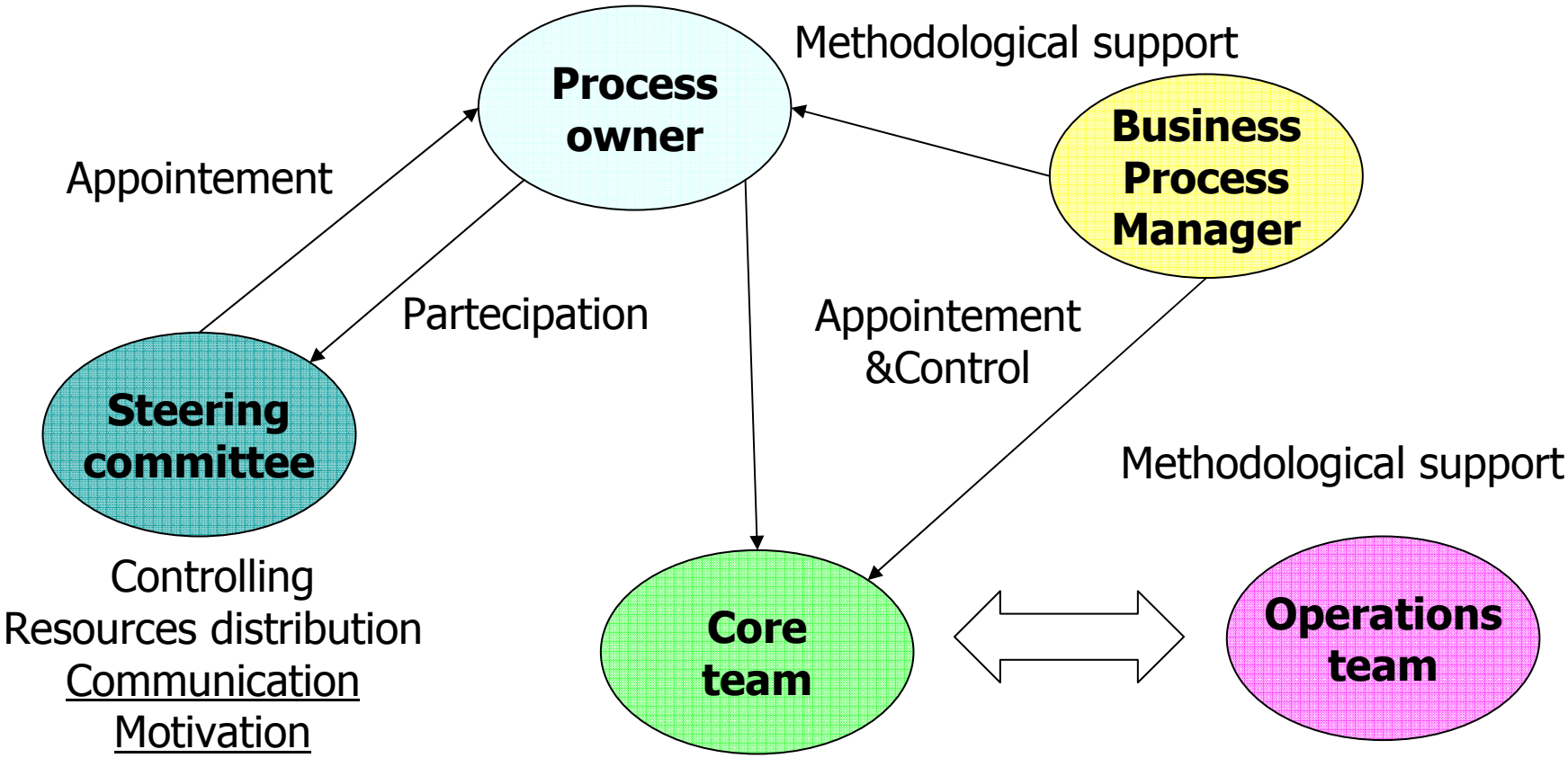
Re-engineering team

- **Team members characteristics:**
  - **Helicopter view**
  - **Operational skills**
  - **Authority**
  - **Creativity**
  - **Flexibility**
  - **High motivation**
  - **Full time involvement**

Re-engineering team

- **Clear targets and responsibility circle must be declared**
- **Customer oriented mindset**
- **Recurring meeting between re-engineering team and steering team to decide investments and modify strategy**

Organization model



Outsiders

- **Skilled people could "block" the re-engineering process**
- **"Outsiders" are necessary to introduce new concepts**
- **External consultants could help the process**
- **Right solution doesn't exist; functional solution must be shared**

Communication

- **Transparent communication inside organization is a key success factor on BPR project**
- **Many communication channels:**
  - **CEO individual letter or e-mail**
  - **Meeting to update about process**
  - **Billboard communications**
  - **…….**

Training program

- **Re-engineering team:**
  - **Modelling instruments**
  - **Simulation software**
  - **Experimentation technique**
  - **Performance monitoring know how**
- **Process owner:**
  - **Coaching skills**

Training program

- **Business process manager:**
  - **BPR management**
  - **Core process definition techniques**
  - **Process mapping systems**
- **Training "on the job" and when "it's necessary"**

Mindset changes

- **Why "change is necessary?"**
- **Change can be made only if people understand "why"**
- **Often this mean to give up privilege or power**
- **Slogan:**

  "You don't say to people it's necessary to change; you must change before"

Top management training

- **Top management must trained about BPR milestones.**
- **Different workshops:**
  - **BPR: strength/weakness**
  - **Top management involvement**
  - **Effective strategy for:**
    - **Change opposition**
    - **Commitment showing**