BLACKBIRD FOR TRAINING

Business Process Reengineering (BPR)

7 – 11 June 2027
Lyon (France)



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Course Introduction

Business Process Reengineering is a structured approach to redesigning core business processes in order to achieve significant improvements in cost, quality, speed, service, productivity, and customer experience. Unlike minor process adjustments, reengineering challenges existing assumptions, questions outdated procedures, and examines whether work should be performed differently, simplified, automated, combined, or eliminated altogether.

Organizations often continue operating through processes that were created for earlier technologies, structures, regulations, or customer expectations. Over time, additional approvals, handovers, controls, forms, and reporting requirements may be added without reviewing the entire workflow. This can result in duplicated effort, long cycle times, unclear accountability, excessive costs, fragmented data, inconsistent service, and difficulty responding to operational change.

Business Process Reengineering addresses these challenges by focusing on end-to-end processes rather than isolated departmental activities. It examines how work moves across functions, systems, employees, suppliers, and customers. This broader perspective helps organizations identify delays, bottlenecks, unnecessary controls, repeated data entry, ineffective handoffs, and activities that consume resources without creating meaningful value.

The course provides participants with a practical framework for identifying processes that require fundamental redesign, documenting the current state, measuring performance, analysing root causes, and developing an improved future-state process. Participants learn how to connect process redesign with organizational strategy, customer requirements, digital transformation, operational excellence, and measurable business outcomes.

A central theme of the program is the distinction between continuous improvement and radical process redesign. Continuous improvement is appropriate when an existing process remains fundamentally sound and requires gradual refinement. Reengineering is more suitable when the process structure itself prevents major performance gains. Participants learn how to determine the appropriate level of change and avoid applying large-scale redesign where targeted improvement would be more effective.

Technology plays an important role in modern process reengineering, but automation alone does not correct a poorly designed process. Automating unnecessary approvals or inefficient workflows may simply make waste occur faster. The course therefore emphasizes redesigning the process before selecting enabling technologies. Participants explore how workflow systems, data integration, automation, analytics, digital services, and artificial intelligence can support redesigned processes when aligned with clear operational needs.



The program also addresses the human and organizational dimensions of change. Process redesign frequently changes responsibilities, decision rights, job roles, controls, performance measures, and relationships between departments. Without effective governance, communication, stakeholder involvement, and change management, even technically sound redesign initiatives may face resistance or fail during implementation.

This course is relevant to executives, managers, process owners, business analysts, operations professionals, quality specialists, project managers, engineers, digital transformation teams, internal consultants, and employees responsible for organizational improvement in government and private-sector institutions. It is applicable across banking, healthcare, manufacturing, telecommunications, energy, logistics, public administration, education, utilities, retail, and professional services.

Course Objectives

By the end of this course, participants will be able to:

- Explain the principles and strategic value of business process reengineering.
- Distinguish between process improvement, redesign, and transformation.
- Identify business processes that require fundamental change.
- Define process boundaries, customers, inputs, outputs, and stakeholders.
- Document and analyse current-state processes.
- Measure process cost, quality, time, capacity, and service performance.
- Identify bottlenecks, duplication, delays, waste, and non-value-added work.
- Analyse the root causes of poor process performance.
- Develop customer-focused future-state process designs.
- Simplify workflows, approvals, roles, and decision points.
- Evaluate opportunities for automation and digital enablement.
- Assess process risks, controls, and compliance requirements.
- Build a practical business case for process redesign.
- Plan the implementation of redesigned processes.
- Manage stakeholder engagement and resistance to change.
- Develop performance measures and a reengineering roadmap.



Course Modules

Day 1: Business Process Reengineering Foundations

- Definition and purpose of process reengineering.
- Evolution of process-based management.
- Processes, functions, tasks, and workflows.
- End-to-end process thinking.
- Customer and stakeholder value.
- Reengineering versus continuous improvement.
- Strategic drivers for process redesign.
- Characteristics of high-performing processes.
- Common causes of process inefficiency.
- Process ownership and accountability.
- Reengineering governance structures.
- Critical success and failure factors.

Day 2: Current-State Process Analysis

- Process selection and prioritization.
- Defining process scope and boundaries.
- Identifying customers and suppliers.
- Inputs, outputs, controls, and resources.
- Process mapping techniques.
- Roles and responsibility analysis.
- Handoffs and decision points.
- Cycle-time and waiting-time analysis.
- Cost and resource analysis.
- Bottleneck identification.
- Waste and non-value-added activities.
- Current-state performance diagnosis.

Day 3: Future-State Process Redesign

- Redesign principles and creative thinking.
- Challenging process assumptions.
- Eliminating unnecessary activities.
- Simplifying approvals and controls.
- Combining related tasks.
- Reducing handoffs and delays.
- Moving decisions closer to the work.
- Parallel versus sequential processing.
- Standardization and process flexibility.
- Customer-focused process design.
- Future-state process mapping.
- Testing redesign alternatives.



Day 4: Technology, Risk, and Change Enablement

- Technology as a redesign enabler.
- Workflow and process automation.
- Data integration and single-source information.
- Digital forms and self-service processes.
- Analytics and performance visibility.
- Artificial intelligence applications.
- Technology selection criteria.
- Process risk assessment.
- Internal controls and compliance.
- Stakeholder analysis and engagement.
- Resistance to process change.
- Communication and change-readiness planning.

Day 5: Implementation, Measurement, and Practical Application

- Reengineering business-case development.
- Benefits, costs, and resource requirements.
- Implementation planning and sequencing.
- Pilot testing and phased deployment.
- Roles, responsibilities, and governance.
- Process documentation and procedures.
- Training and capability development.
- Key performance indicator selection.
- Baselines, targets, and benefit tracking.
- Post-implementation review.
- Practical process-reengineering case study.
- Development of a reengineering roadmap.

Why Should You Attend This Course?

- Identify processes that require fundamental redesign.
- Reduce delays, duplication, and unnecessary handoffs.
- Improve service quality and customer experience.
- Lower operating costs and improve resource utilization.
- Develop clear current-state and future-state process maps.
- Simplify approvals, responsibilities, and decision-making.
- Align process redesign with digital transformation.
- Avoid automating inefficient or unnecessary work.
- Strengthen process controls and risk management.
- Build stronger business cases for change initiatives.
- Improve stakeholder alignment and implementation readiness.
- Create measurable and sustainable process improvements.



Course Conclusion

Business Process Reengineering provides organizations with a disciplined method for achieving major improvements when existing workflows, structures, and controls are no longer capable of supporting strategic or operational needs. It encourages leaders to reconsider how value is created rather than simply making small adjustments to established practices.

This course equips participants with practical skills for selecting processes, analysing current performance, identifying root causes, and developing future-state designs. It also strengthens their ability to balance efficiency, customer value, technology, risk, compliance, and organizational readiness.

Participants can apply the course outcomes by redesigning high-impact workflows, simplifying approvals, clarifying responsibilities, reducing delays, and introducing appropriate digital solutions. They will also be able to establish performance measures that demonstrate whether the redesigned process is delivering the intended results.

Over the long term, effective process reengineering helps organizations become more responsive, efficient, and adaptable. It creates a stronger foundation for operational excellence, digital transformation, improved service delivery, and sustainable organizational performance.

