Preface

If business process reengineering (BPR) is as powerful a tool as it appears to be, organizations must develop the capability to analyze and redesign their business processes. Since many elements of the redesigned processes will be implemented as computer application systems, new modeling and communications techniques will be required to facilitate communication between the business person and information technologists. This publication is intended to help consultants, customer information systems management, and IBM account teams understand the new methodologies and tools which must be employed to document and understand the current processes and aid in the design of new ones. The objectives of this document are to:

- Document the major forces driving organizations to reexamine their business processes.
- Describe a framework for understanding business processes.
- Position business process reengineering and its outputs within the framework for information systems architecture described by John Zachman.
- Examine technologies that support the reengineering process and the capture of business rules and facts for use in developing application systems. A common business process, an application for mortgage financing, is introduced to illustrate the use of these technologies in the BPR process.
- Investigate workflow technology as a logical extension of a process-oriented view of business processes and the BPR process. The mortgage financing sample application is implemented in IBM’s workflow management tool, FlowMark, to illustrate this linkage.
- Discuss how the outputs of a BPR process can complement the development of application systems.

Some knowledge of business process reengineering concepts and traditional application development techniques would increase the value of this publication.
How This Document is Organized

The document is organized in four major parts:

Part 1, “Context Setting” on page 1
This part describes the volatile business environment that is causing companies to examine the way they do business. This part is comprised of the following chapters:

• Chapter 1, “Business Processes Overview”
• Chapter 2, “The Changing Environment”
• Chapter 3, “A Model for Business Processes”
• Chapter 4, “Information Systems Architecture”
• Chapter 5, “A Case Study”

Part 2, “Roadmap” on page 47
This part describes two methods for defining your business: IBM’s Enhanced Line of Visibility Methodology and workflow management. This part consists of the following chapters:

• Chapter 7, “Workflow Management”

Part 3, “Tools for Productivity” on page 99
This part describes the various IBM tools that are available to aid in the process of documenting, capturing requirements, and implementing possible reengineered alternatives. Three tools are discussed: Business Modeling Tool, VisualAge Requirements Tool, and FlowMark. This part consists of the following chapters:

• Chapter 8, “Business Modeling Tool”
• Chapter 9, “VisualAge Requirements Tool”
• Chapter 10, “FlowMark”

Part 4, “Conclusions” on page 173
This part consists of our conclusions and closing thoughts. We recommend reading this part if you are interested in a summary or overview of the ideas in the book.

Related Publications
The publications listed in this section are considered particularly suitable for a more detailed discussion of the topics covered in this document.


• *FlowMark for OS/2: Managing Your Workflow.* SH19-8176-01.

• *FlowMark V2.1 Managing Your Workflow.* SH19-8243-00.

• *US English Modeling Workflow.* SH19-8175-01.

• *FlowMark V2.1 Modeling Workflow.* SH19-8241-00.

• *IBM LOVEM/CABE Consultant’s Guide Version 2.0.*

• *Business Modeling Tool User’s Guide.*

A complete list of International Technical Support Organization publications, known as redbooks, with a brief description of each, may be in:

*International Technical Support Organization Bibliography of Redbooks, GG24-3070.*

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