



PERÚ

Presidencia
del Consejo de Ministros

Secretaría de Gobierno
y Transformación Digital



행정안전부

Ministry of the Interior and Safety



Siempre
con el pueblo

BPR/ISP Methodology Training

Peru-Korea Collaborative Initiatives of
Digital Government for Year 2021

2021



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1. Course Introduction & Key Terminology

Course Overview (1/2)

► Course Structure

No.	Lesson	Remark
1	Lesson 1.1 Course Introduction and Key Terminology	Definitions
2	Lesson 2. BPR/ISP Methodology Overview	Examples
3	Lesson 3. Course Wrap-up	Definitions

Course Overview (2/2)

➤ Lessons in Brief

Lesson	Description	Remark
Lessons 1. Course Introduction and Key Terminology	To introduce learning objectives, course features, understanding of BPR, understanding of ISP, and BPR/ISP Relations.	Definitions
Lessons 2. BPR/ISP Methodology Overview	To introduce BPR/ISP Methodology overview with examples for participants to understand some of key activities effectively	Examples
Lesson 3 Course Wrap-up	To summarize the concept and methodology of BPR and ISP and confirm learning objectives achieved	Definitions

Learning Objectives

- At the completion of this BPR/ISP Methodology course, you will be able to:
 - Understand clearly and explain properly **the concept and definition of BPR and ISP.**
 - Understand **success factors of the BPR/ISP project.**
 - Understand **how to carry out a project along with the project lifecycle** defined into five phases from project initiation to project completion.
 - Understand definitely **what key activities for each phase or sub-phase** are and acquire **proper techniques and skills** to perform those key activities.
 - Analyze your current state especially of business process and ICT.
 - Discuss critical issues and major requirements with using some techniques in structured manner, which enables you to persuade key stakeholders effectively.
 - Design and discuss future state in accordance with the concept of architecture.
 - Develop and propose **a feasible and practical action plan.**
 - And nurture BPR/ISP government officials in charge or engaged in the government BPR/ISP projects.

Course Features

- The course features are :
 - To be designed for Peruvian government to **cultivate leading BPR/ISP government officials engaging BPR/ISP projects** in each ministry or any other organization in Peruvian government.
 - In-short term, trained government officials engage or perform the project, which enables Peruvian government to carry out BPR/ISP project better with resources with basic concepts and skills.
 - To be provided to Peruvian government officials with **practical and realistic means to carry out BPR/ISP projects**.
 - To consists of **introduction, explanation in detail and examples** for Peruvian government officials in order to **achieve learning objectives**.
 - To ensure sustainability of digital government projects by **building the capacity for the project plan, development and implementation**.
 - To acquire **core competencies and skills required** to perform BPR/ISP projects.

Understanding of a Project

➤ Definition of a Project

- A project consists of a concrete and organized effort motivated by a perceived opportunity when facing a problem, a need, a desire or a source of discomfort (e.g., lack of proper ventilation in a building). It seeks the realization of a unique and innovative deliverable, such as a product, a service, a process, or in some cases, a scientific research.
- Each project has a beginning and an end, and as such is considered a closed dynamic system. It is bound by the triple constraints that are calendar, costs and norms of quality, each of which can be determined and measured objectively along the project lifecycle. Some projects produce some level of formal documentation the deliverable(s), and some impacts, which can be positive and/or negative.

➤ Definition of a Project Lifecycle

- The Project Life Cycle consists of four main phases through which the Project Manager and his team try to achieve the objectives that the project itself sets. The four phases in general that mark the life of the project are: conception and start, planning, execution, and implementation and closure.

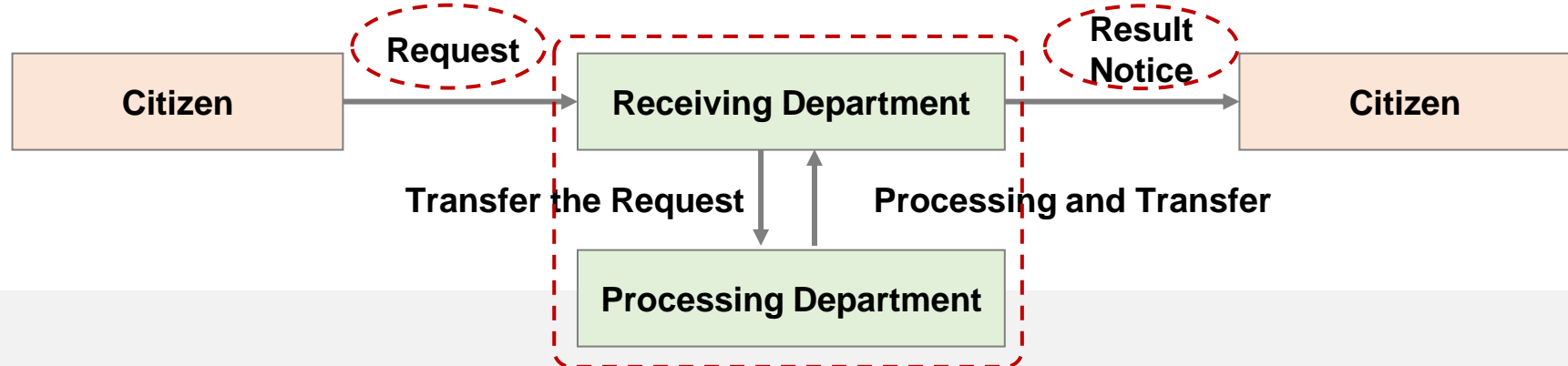
Understanding of BPR (1/2)

➤ Definition of Process

- Process is a series of actions or steps taken in order to achieve a particular end, which requires one or more inputs to be dealt with and produces outputs valuable to clients.
- Process should be specific, repetitive and definite, and elements for input and output should be measurable.

➤ Example of Process

- When a citizen files a request, the receiving department receives the request and transfers it to the assigned department to process it. Once the request is processed, the citizen gets the result notice by diverse channels such as email.



Understanding of BPR (2/2)

➤ **Background of BPR**

- As IBM and other companies representing the United States declined and manufacturing productivity lagged behind Japan, it was introduced as an innovative way to enhance competitiveness to make up for this.

➤ **Definition of BPR**

- BPR (Business Process Reengineering) is a business management strategy, originally pioneered in the early 1990s, focusing on the analysis and design of workflows and business process within an organization. BPR aimed to help organizations fundamentally rethink how they do their work in order to improve customer service, cut operational costs, and become world-class competitors.
- “The fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service and speed.” (Hammer & Champy, 1993)

Understanding of ISP (1/2)

➤ Definition of ICT

- ICT (Information and communications technology) is an extensional term for information technology (IT) that stresses the role of unified communications and the integration of telecommunications and computers, as well as necessary enterprise software, middleware, storage and audiovisual, that enable users to access, store, transmit, understand and manipulate information.
- ICT is also used to refer to the convergence of audiovisual and telephone ICT is an umbrella term that includes any communication device, encompassing radio, television, cell phones, computer and network hardware, satellite systems and so on, as well as the various services and appliances with them such as video conferencing and distance learning. ICT also includes analog technology, such as paper communication, and any mode that transmits communication.

➤ Roles of ICT

- ICT could be improvement tool, enabling techniques and driving forces.

Understanding of ISP (2/2)

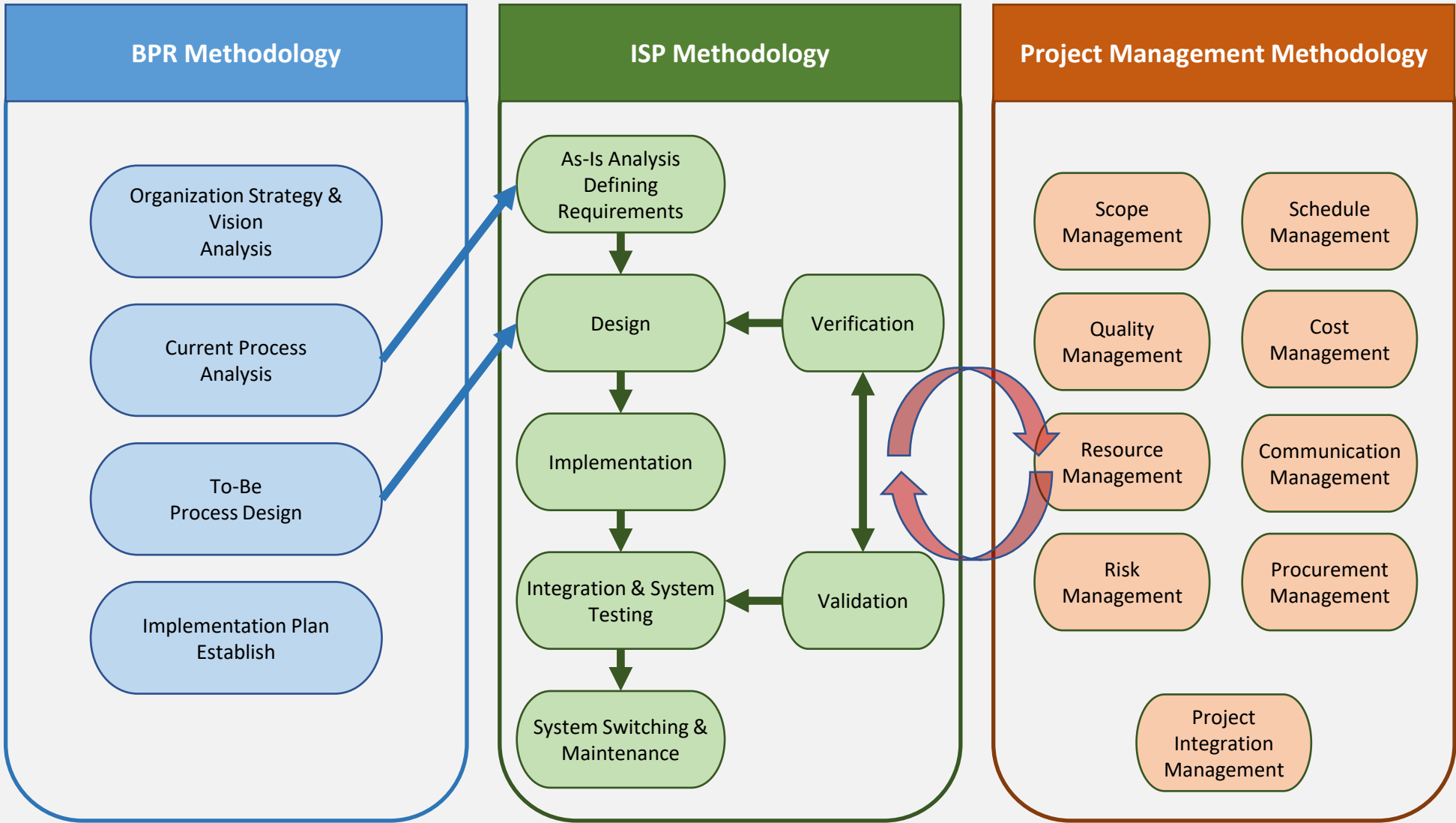
➤ Background of ISP

- **The paradigm shift:** Change from the existing chimney industry society to the knowledge and information industry.
- **Globalization:** The advent of an era of infinite competition through networking around the world that transcends the concept of time and space.
- **The rise of IT :** IT has emerged as an absolute factor in the survival of the organization and has emerged as the core of corporate management that creates new businesses.

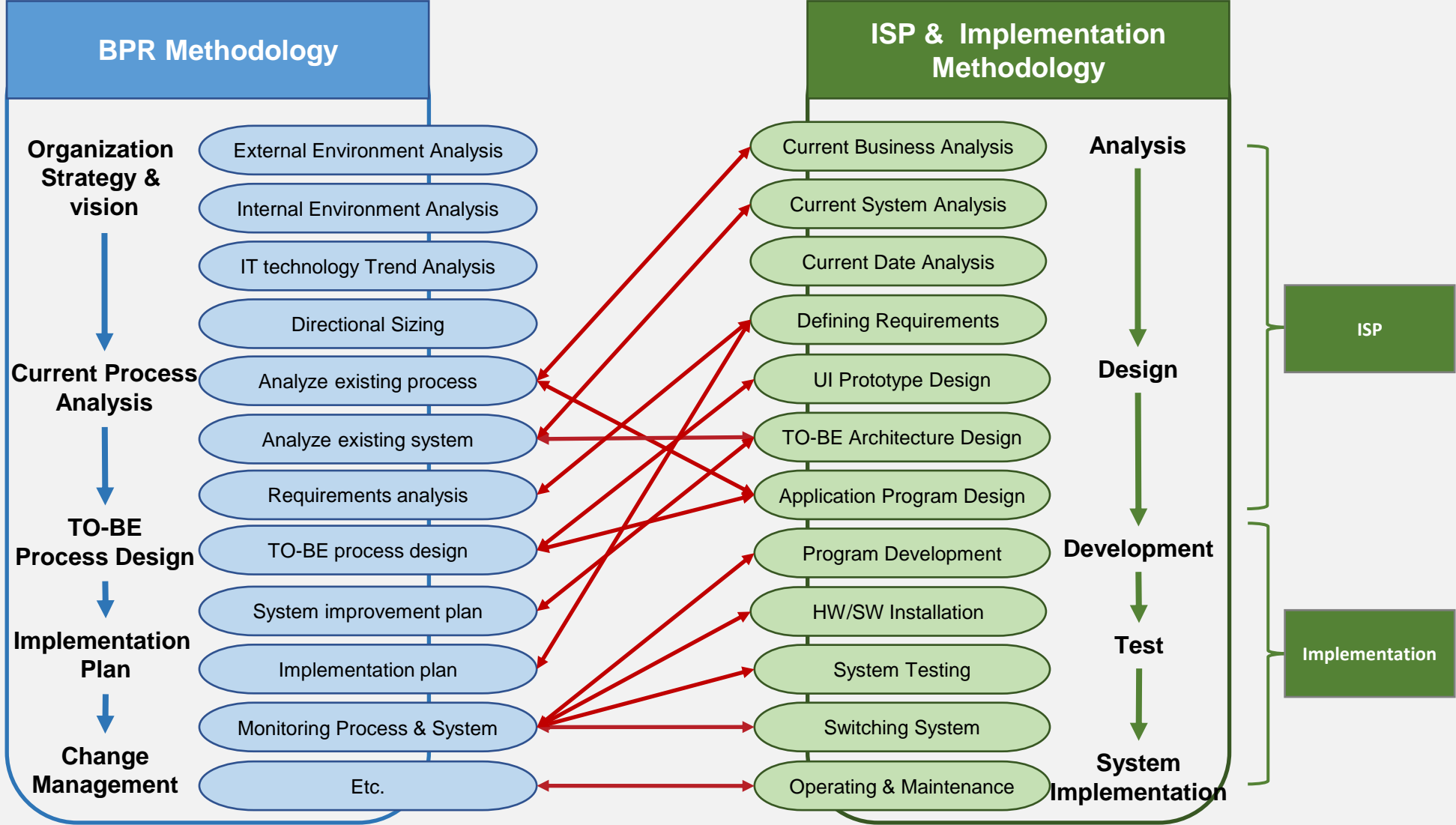
➤ Definition of ISP

- ISP (Information Strategy Planning) refers to systematic activities that identify strategic information needs within an organization, explain business activities and data areas, evaluate the current degree of information support, provide an integrated framework for information system development, and use information technology to create integrated information system plans.

BPR/ISP Relations (1/2)

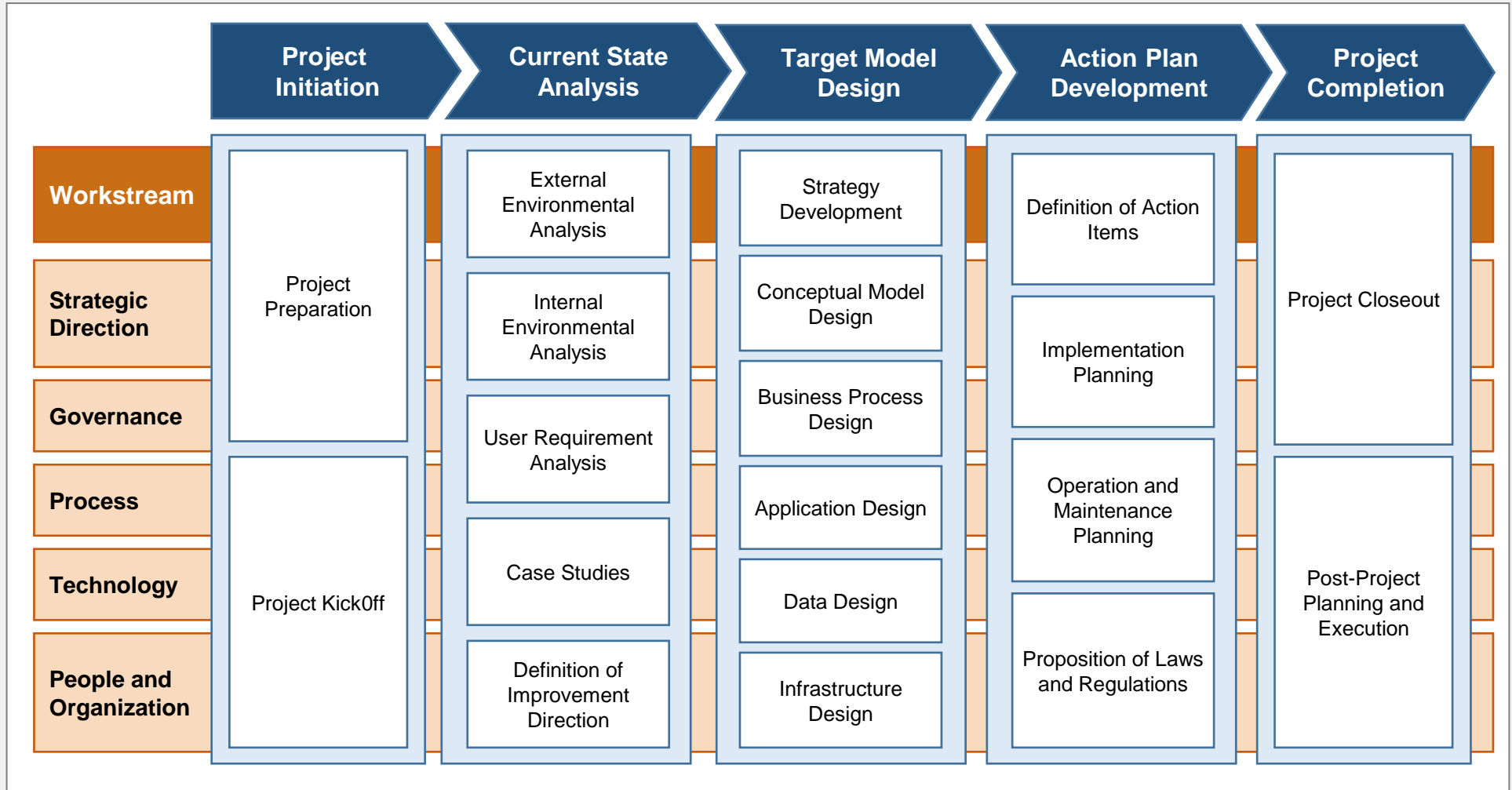


BPR/ISP Relations (2/2)



BPR/ISP Methodology Overview (1/7)

➤ BPR/ISP Methodology: Phase, Sub-phase and Subject Area



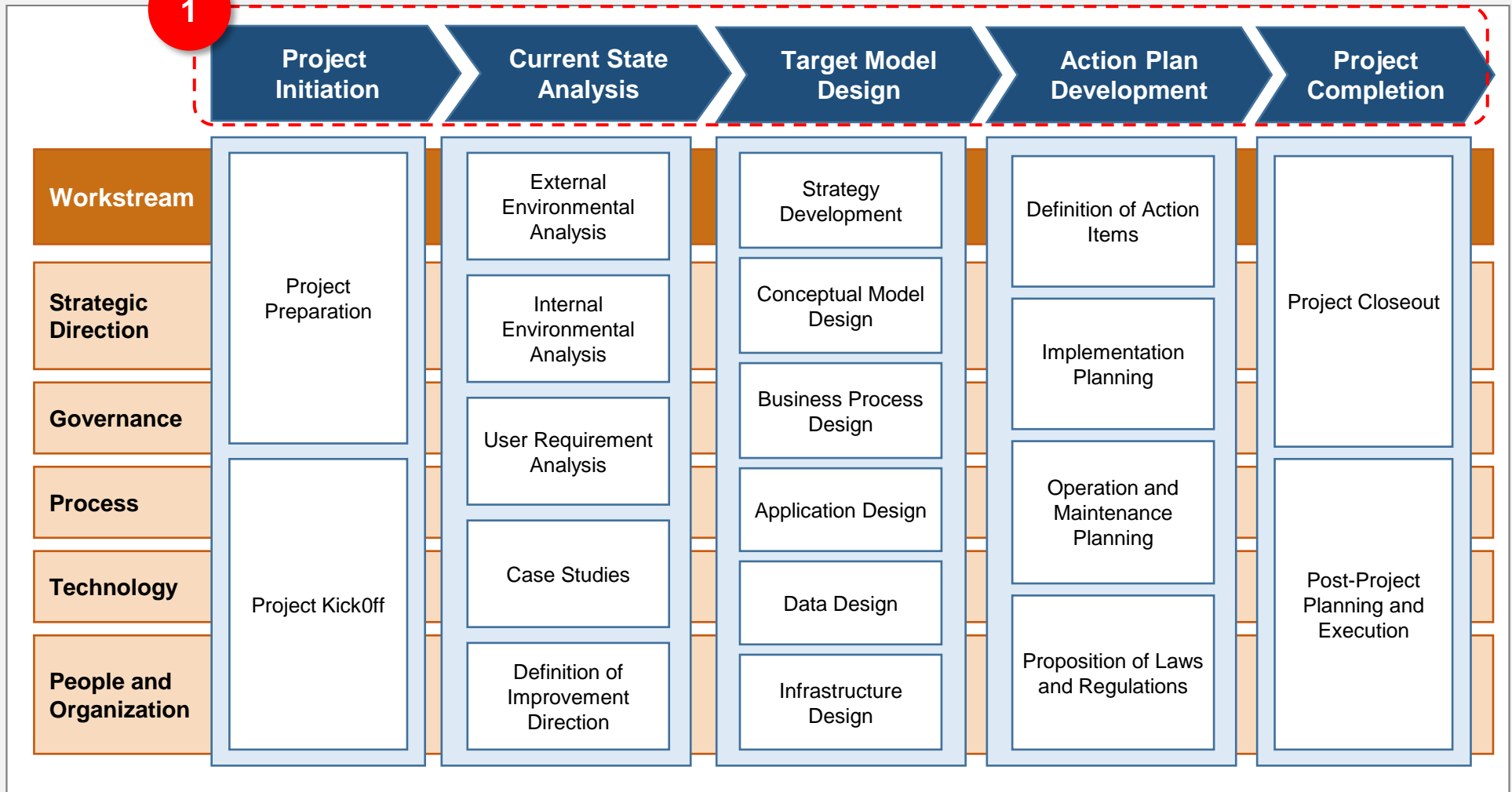
BPR/ISP Methodology Overview (2/7)

➤ Definition of Phase, Sub-phase, Activity and Task

- ✓ The term project phase refers to a collection of activities within a project with composing project lifecycle. Each project phase is goal-oriented and ends at a milestone. Reaching these milestones means the project progresses.
- ✓ Each phase can be divided into sub-phases. And sub-phase is defined as a set of activities within a project.
- ✓ Project activity is basically a milestone, a section or a task that has many sub-tasks under it. In simple words, any activity that requires a number of tasks to be completed in order to complete that activity is known as a project activity.
- ✓ A task is a work item or activity with a specific purpose related to the larger goal. It is a necessary step on the road towards project completion. Single tasks are typically assigned to a single person or team, while the larger project could be a organization-wide endeavor.
- ✓ Here in BPR/ISP Methodology, phase, sub-phase, activity and task are used to define hierarchical structure of project activity in order.

BPR/ISP Methodology Overview (3/7)

► BPR/ISP Methodology: Phase



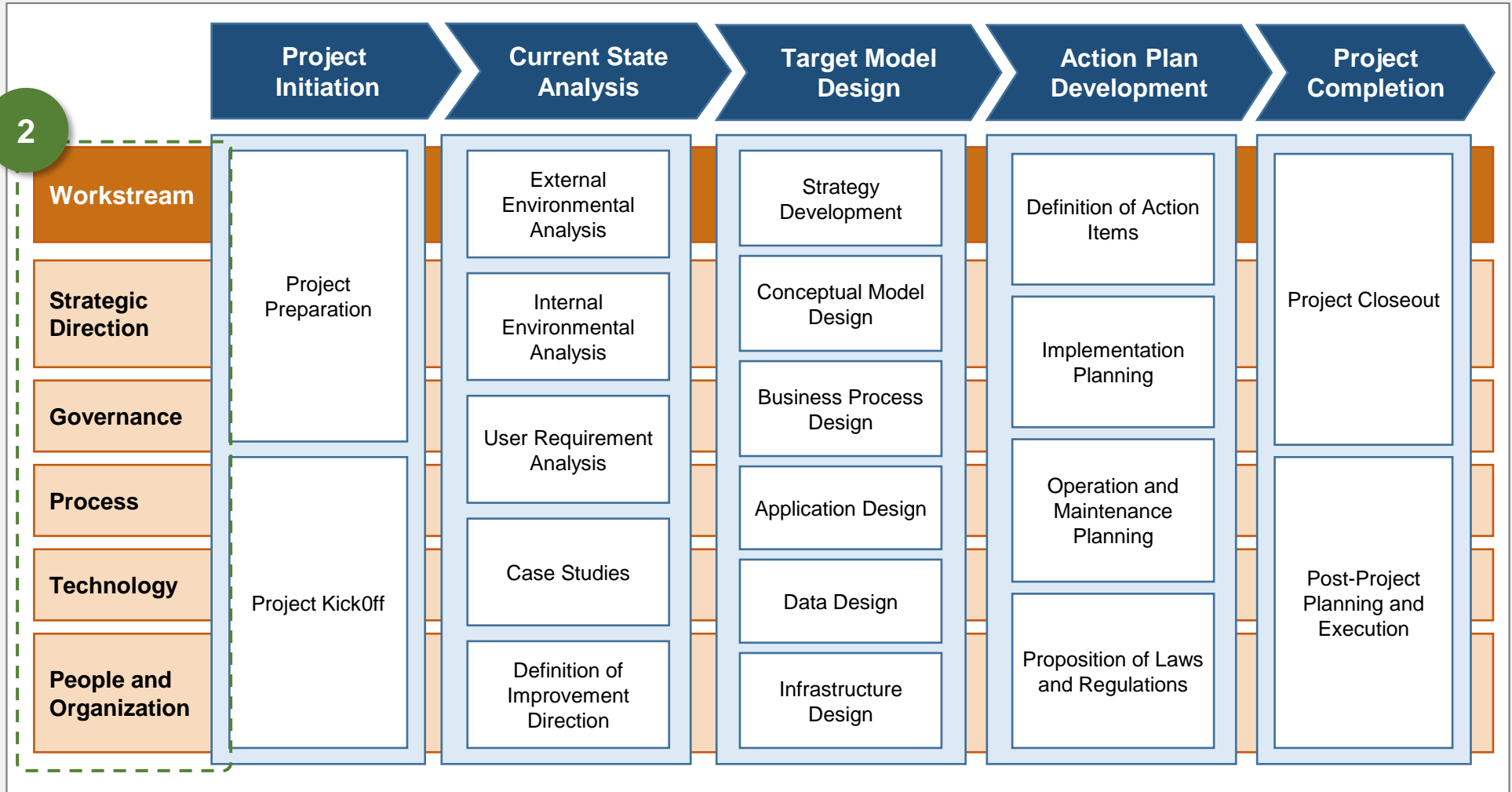
BPR/ISP Methodology Overview (4/7)

► Five Phases of BPR/ISP Methodology

- ✓ Project initiation phase encompasses all the steps project sponsor, project owner and project team take before a project is approved and any planning begins.
- ✓ Current state analysis phase is to define improvement direction based on the results of current state analysis aligned with the project objectives.
- ✓ Target model design phase is to design target model in detail by each architecture which is business architecture, application architecture, data architecture and technology architecture.
- ✓ Action plan development phase is to define action items to actualize designed model, develop implementation, operation and maintenance plan and propose enactment and/or revision of laws and regulations.
- ✓ Project completion phase is to closeout the project officially with finalizing outputs and to initiate essential activities for the subsequent implementation projects.

BPR/ISP Methodology Overview (5/7)

► BPR/ISP Methodology: Phase



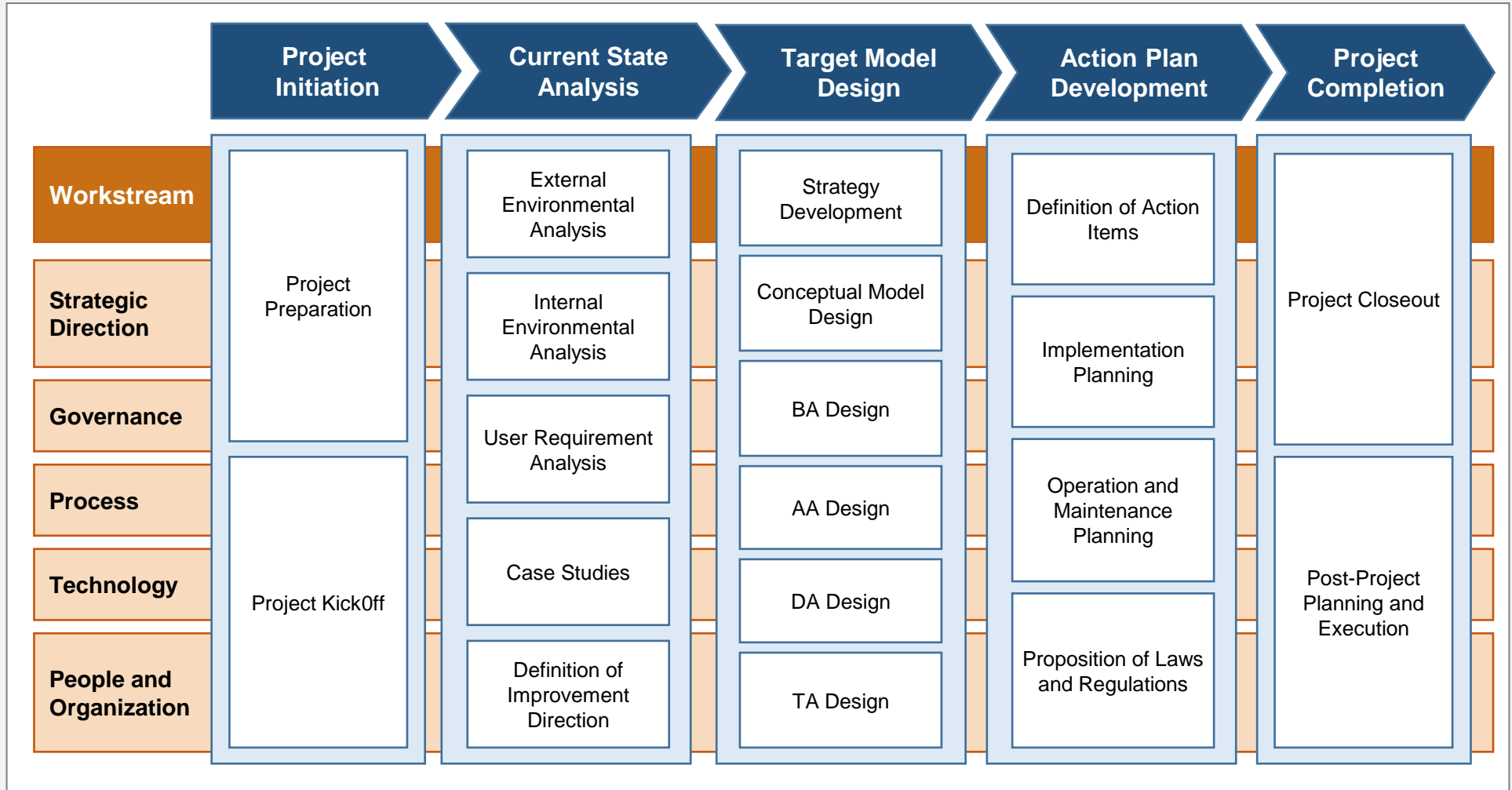
BPR/ISP Methodology Overview (6/7)

➤ Five Workstreams of BPR/ISP Methodology

- ✓ Workstream is a perspective or work main mainly for current state analysis and target model design.
- ✓ Strategic direction workstream overarches improvement direction and strategy development of BPR/ISP project as well as provides key perspectives on current state analysis and target model design as to ensure outputs compliant with national and organizational strategy and aligned with them.
- ✓ Governance workstream is to develop the processes that ensure the effective and efficient use of IT in enabling an organization to achieve its goals.
- ✓ Process workstream is one of main subjects for current state analysis and target model design, business process or procedure or function
- ✓ Technology workstream is one of main subjects for current state analysis and target model design, information communications technology or digital or digital technologies
- ✓ People and organization workstream are to analyze organization and to conduct organizational redesign and competency map.

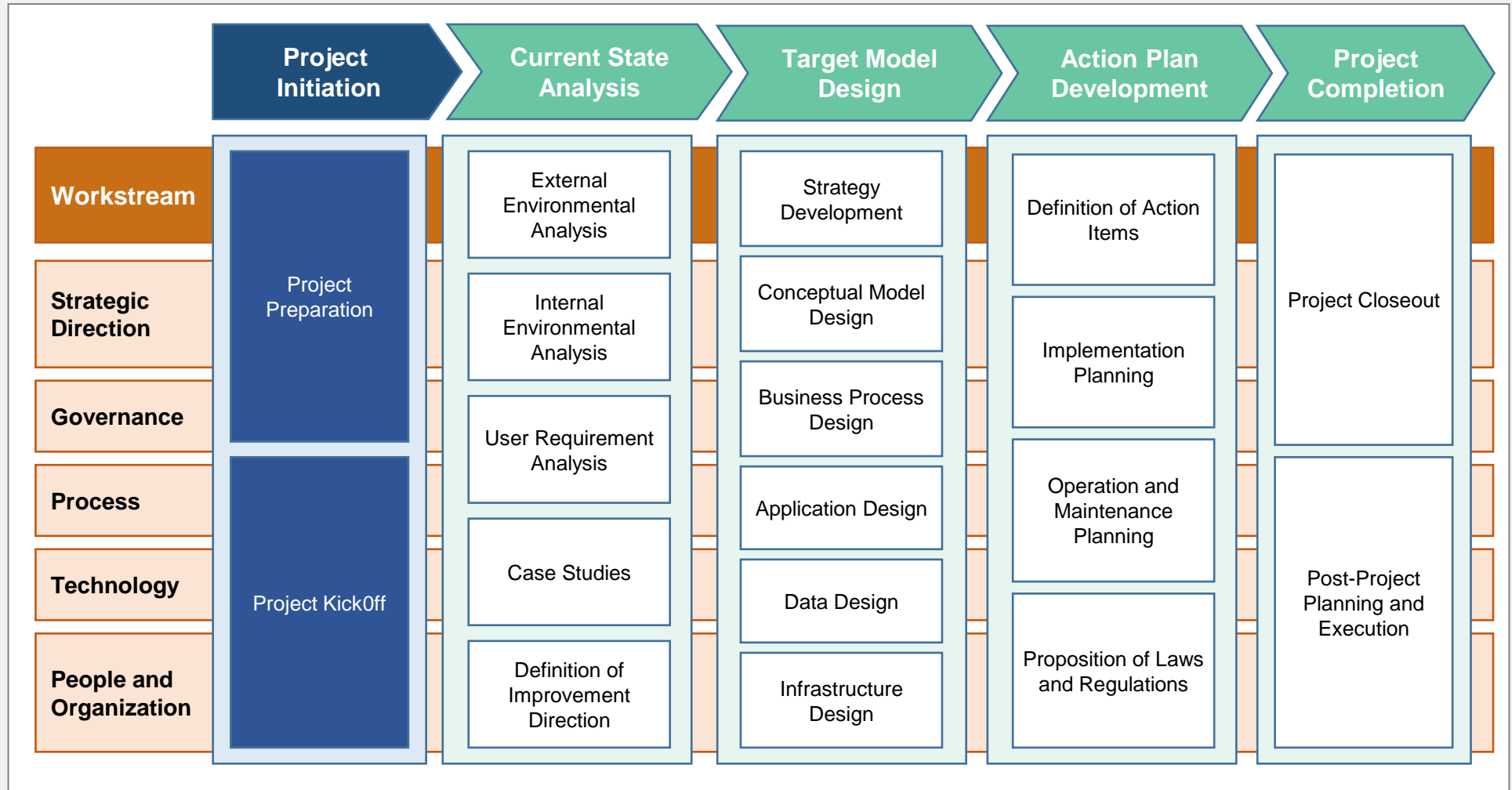
BPR/ISP Methodology Overview (7/7)

➤ BPR/ISP Methodology: Phase, Sub-phase and Subject Area



Project Initiation Phase (1/2)

► BPR/ISP Methodology : Project Initiation Phase

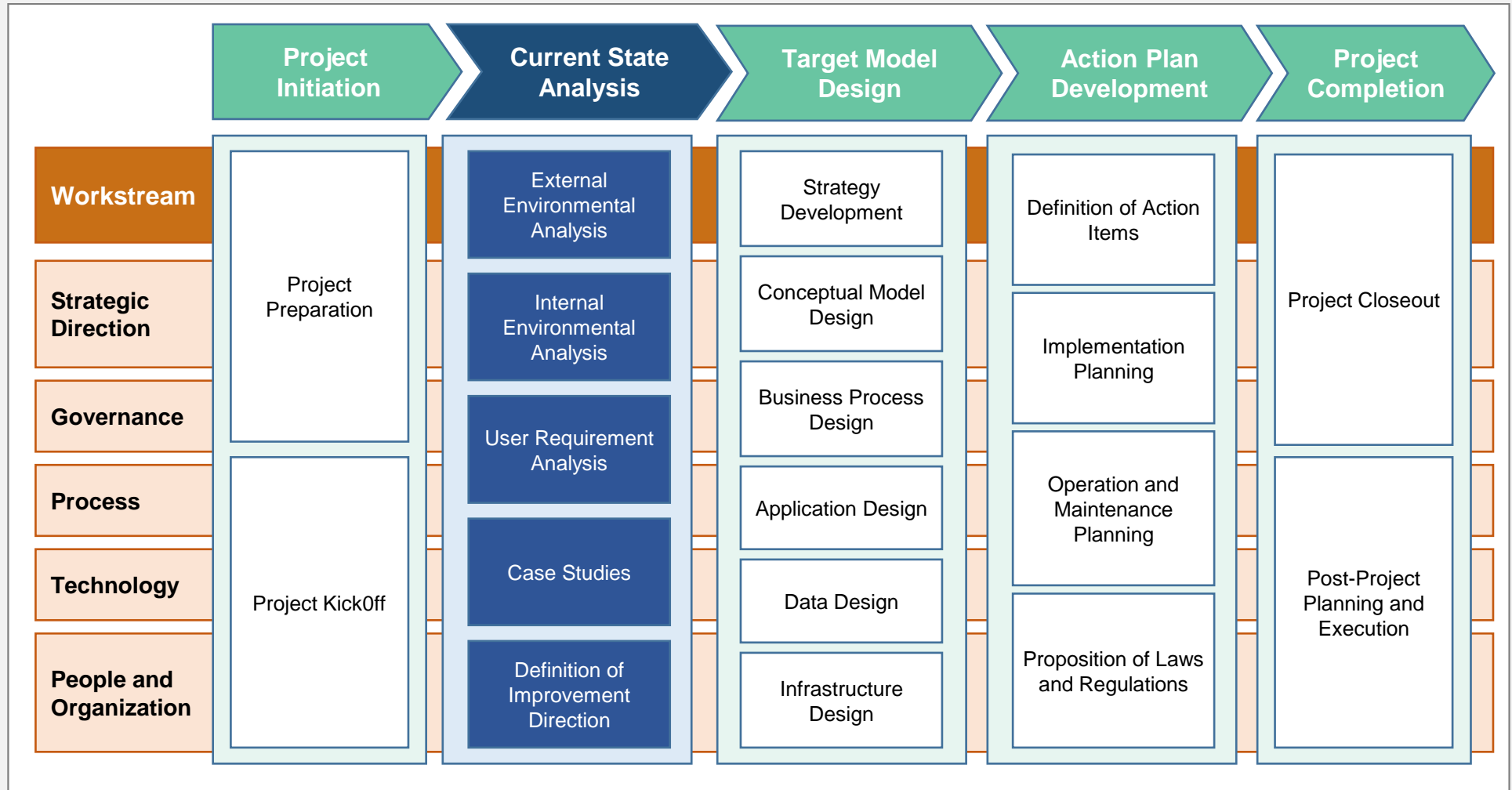


Project Initiation Phase (2/2)

- **Project Initiation: Definition, Objectives, Outputs and Critical Success Factors**
 - ✓ Project initiation phase **encompasses all the steps project sponsor, project owner and project team take** before a project is approved and any planning begins.
 - ✓ The objectives of project initiation phase are to define the project at high level and **have key stakeholders on board of the project as well as the project organization ready to perform the project.**
 - ✓ The most important outputs of project initiation phase are **performing project organization and consensus among key stakeholders**, which drives the efficient and effective project execution and ensure success of the project.
 - ✓ Critical success factors of project initiation phase are to **secure sponsorship, ownership and leadership from the top, build a consensus among key stakeholders**, and have the project organization qualified and equipped.

Current State Analysis Phase (1/2)

► BPR/ISP Methodology: Current State Analysis Phase

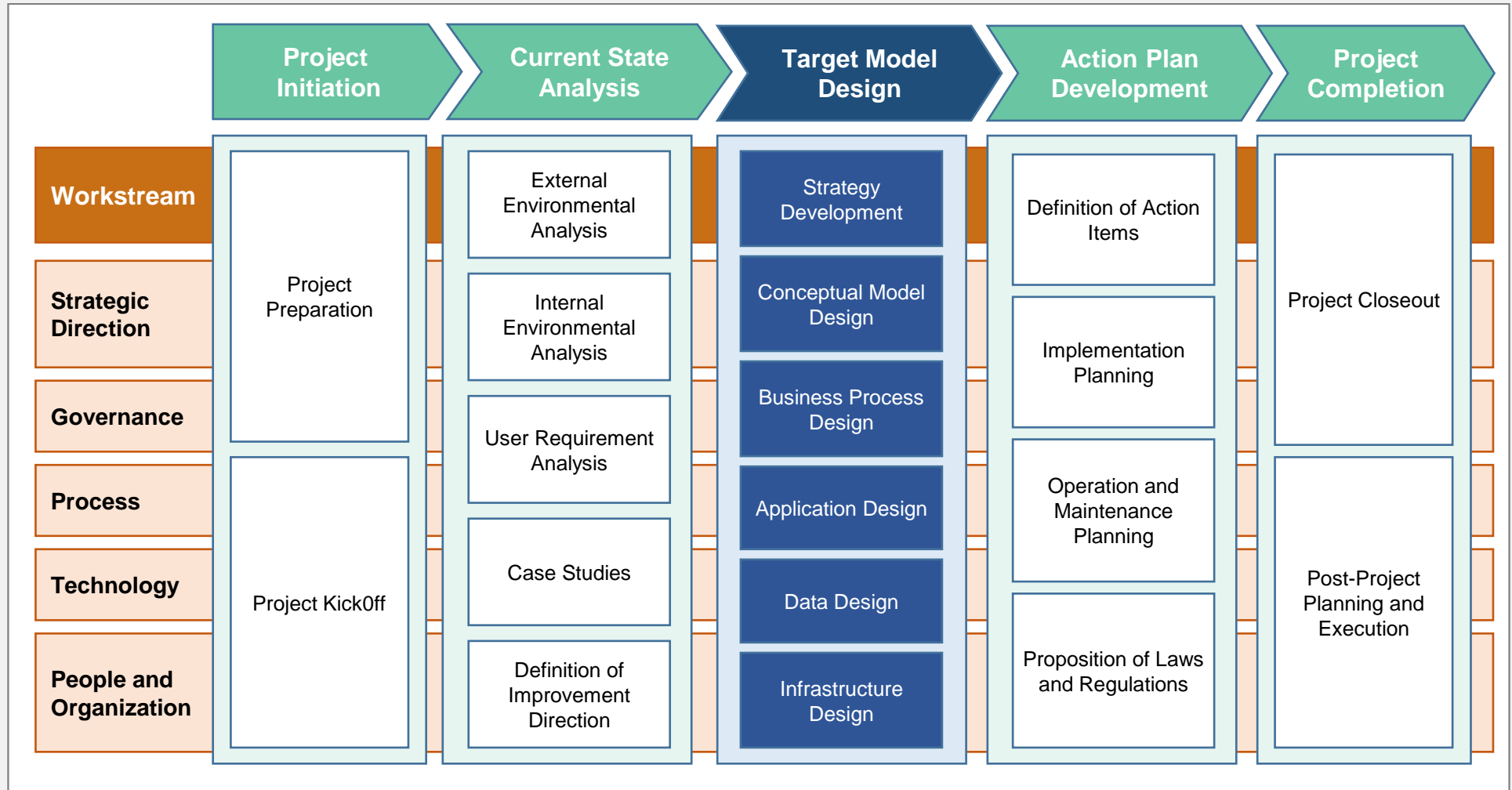


Current State Analysis Phase (2/2)

- **Current State Analysis: Definition, Objectives, Outputs and Critical Success Factors**
 - ✓ Current state analysis phase is to **define improvement direction through current state analysis** at the perspectives such as process innovation, digital transformation, etc. **aligned with the project objectives.**
 - ✓ The objectives of current state analysis phase are to **understand current state of mainly business process and ICT** with key issues more objectively and with user requirements clearly and to **deduce improvement direction**, which enables project organization set guiding principles for the future state.
 - ✓ The most important outputs are **objective and clear current state of mainly business process and ICT** with key issues and major requirements identified, which is the basis for decision-making to move towards target model.
 - ✓ Critical success factors of current state analysis phase are to **perform objective and through analysis of current state** by competent and skilled resources, **build a consensus on the results of analysis** among key stakeholders, and make decisions on items agreed in a timely manner.

Target Model Design Phase (1/2)

► BPR/ISP Methodology: Target Model Design Phase

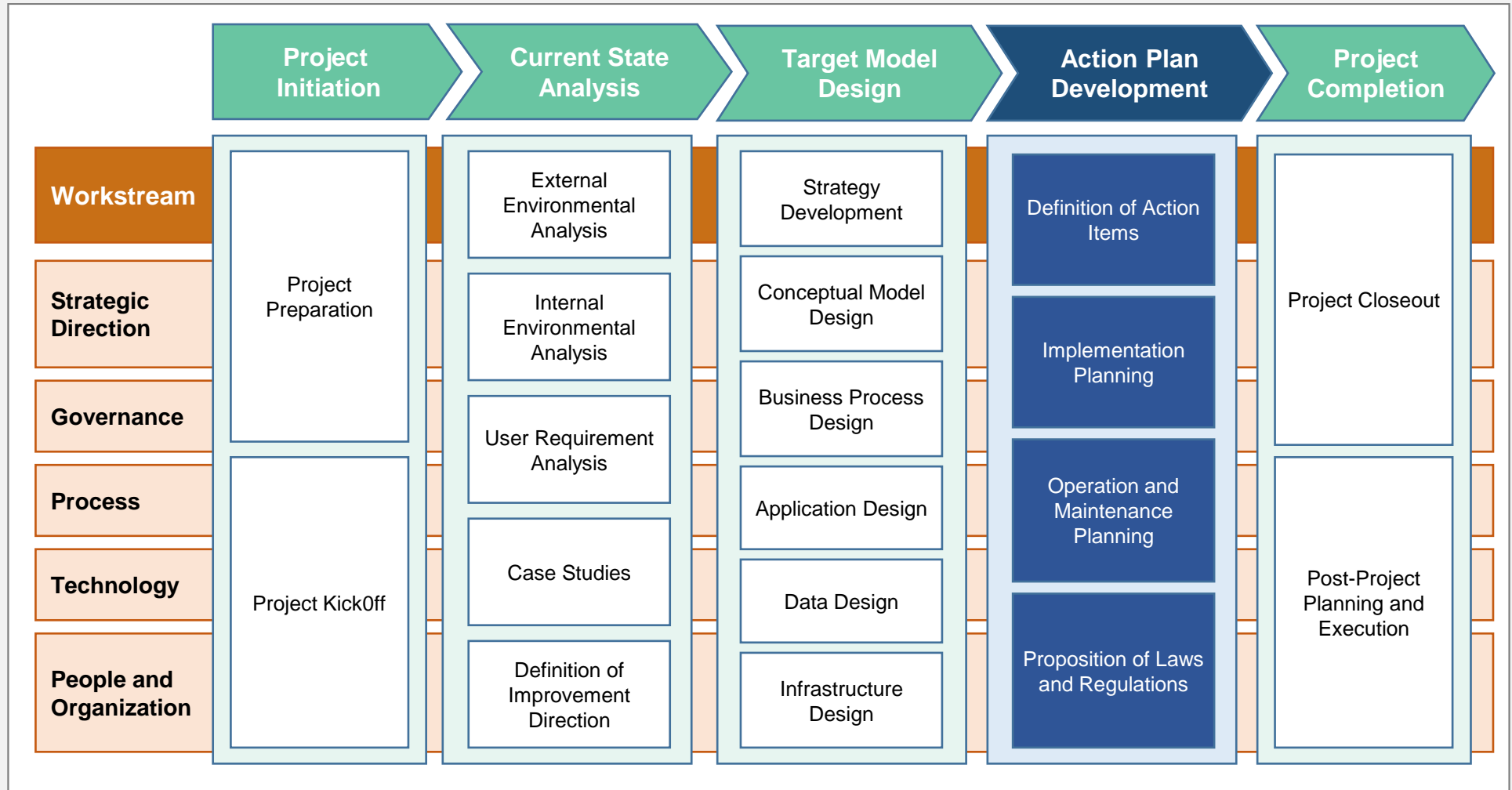


Target Model Design Phase (2/2)

- **Target Model Design: Definition, Objectives, Outputs and Critical Success Factors**
 - ✓ **Target model design phase** is to design future model in detail by each architecture enough to identify and define action items to materialize future state as designed.
 - ✓ **The objectives of target model design** are to ensure end-to-end process integration at process viewpoint and interoperability at ICT viewpoint, and design target model with addressing key issues and accepting major requirements.
 - ✓ **The most important outputs of target model design** are detailed target models in detail by architecture, which materializes vision, mission and strategy with achieving strategic goals.
 - ✓ **Critical success factors of target model design phase** are to design models efficiently within limited time by competent and skilled resources, make clear distinction with presenting key issues addressed and major requirements accepted, and have designs realistic enough to implement.

Action Plan Development Phase (1/2)

➤ BPR/ISP Methodology: Action Plan Development

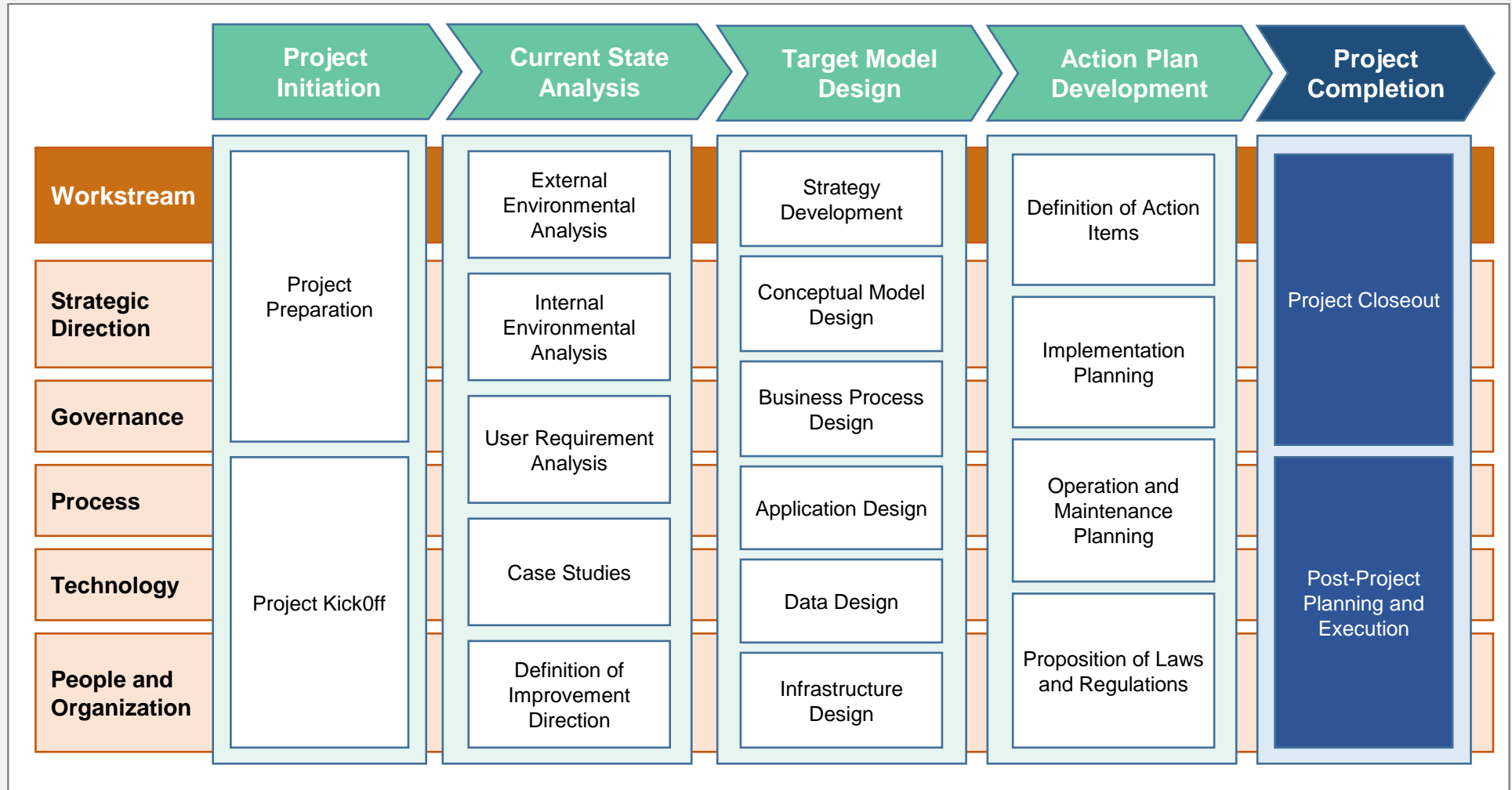


Action Plan Development Phase (2/2)

- **Action Plan Development: Definition, Objectives, Outputs and Critical Success Factors**
 - ✓ **Action plan development phase** is to develop plan for implementation and operation and maintenance and propose the draft to enact and/or reform laws and regulations.
 - ✓ **The objective of action plan development phase** is to development viable action plan for successful implementation and sustainable operation and maintenance with the proper laws and regulations in place.
 - ✓ **The most important outputs of action plan development phase** are willingness, readiness and ability to carry out implementation without delays and/or further decision-making.
 - ✓ **Critical success factors of action plan development phase** are to consider feasibility of the plans including budget, timeline and resources, to engage key stakeholders while developing the plans, and have the plans confirmed from the top who has the right **authority**.

Project Completion Phase (1/2)

► BPR/ISP Methodology: Project Completion



Project Completion Phase (2/2)

➤ Project Completion: Definition, Objectives, outputs and Critical Success Factors

- ✓ Project completion phase is to closeout the project officially and to initiate essential activities for the implementing project.
- ✓ The objectives of project completion are to close the ongoing project successfully and to be ready for the next project efficiently and effectively without any delays or further decision-making.
- ✓ The most important outputs are better performing project organization and skilled and qualified human resources, and consensus among beneficiaries, which ensures the success of implementation and operation and maintenance.
- ✓ Critical success factors of project completion phase are to communicate project outputs and next step within and outside the project organization efficiently and effectively, prepare the implementing projects with ensuring continuity of the BPR/ISP project, and acquire and share lessons-learned from the project.

Summary

➤ Course Overview

No.	Lesson	Remark
1	Lesson 1.1 Course Introduction and Key Terminology	Definitions
2	Lesson 2. BPR/ISP Methodology Overview (Part I)	Examples
3	Lesson 3. Course Wrap-up	Definitions



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Thank You