
Business Process Reengineering and End-to-End Redesign Training Course

6 – 10 September 2027
Geneva





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Programme Summary

Business process reengineering and end-to-end redesign is the subject of this five-day training course for directors and transformation leaders at advanced level, ending with a reengineering charter and to-be blueprint for one core process. Incremental fixes rarely help when a process crosses many departments. The approach moves from selection and diagnosis to clean-sheet design, a pilot and leading people through the change. Mars Training Centre UK delivers this programme in business process reengineering.

The Business Case

New systems laid over fragmented work move cost and delay rather than remove them. Radical redesign of a small number of end-to-end processes, sponsored at executive level, concentrates investment where customers feel the difference. Leaders who own the redesign, rather than the technology function alone, decide which steps disappear, which roles change and which controls move into the flow itself.

- End-to-End Cycle Time: Shortens as handoffs, approvals and queues are removed.
- Cost per Transaction: Falls as non-value-adding steps are eliminated and routine work is automated.
- First-Time-Right Rate: Rises as checks are built into the design rather than added at the end.

Principles and Evidence Base

- Hammer and Champy Reengineering Principles: Organising around outcomes rather than tasks guides the clean-sheet design in Session 3.
- Process and Enterprise Maturity Model PEMM: Process enablers and enterprise capabilities frame the readiness assessment in Session 1.
- Lean and SIPOC: Value-added analysis and process scoping structure the as-is diagnosis in Session 2.
- Kotter 8-Step Change Model: Urgency, coalitions and anchoring behaviours shape the people-side plan in Session 5.

Intended Participants

- Executives who sponsor cross-functional change and decide which processes to redesign.
- Leaders who head transformation, excellence or modernisation offices.
- Process owners accountable for an end-to-end flow across departments.
- Senior managers who must make redesigned processes work with digital platforms.

The programme serves banking, government services, healthcare and utilities.



Learning Outcomes

1. Participants will be able to prioritise candidate processes for reengineering using value, pain and feasibility criteria.
2. Participants will be able to diagnose an as-is process to expose waste and root causes of delay.
3. Participants will be able to construct a to-be process design that applies reengineering principles and digital enablers.
4. Participants will be able to justify a redesign with a business case covering benefits, costs and risks.
5. Participants will be able to plan a pilot with measures that confirm the redesign works.
6. Participants will be able to design a change plan that secures adoption by staff and managers.

Programme Structure

Day 1: Reengineering Strategy and Process Selection

Which processes justify radical redesign rather than gradual improvement?

- Reengineering Versus Continuous Improvement: When Each Fits
- Enterprise Process Map and Core Process Identification
- Selection Matrix: Strategic Value, Customer Pain and Feasibility
- PEMM Readiness Assessment of Enablers and Capabilities
- Executive Sponsorship and Process Owner Roles

Day 2: Diagnosing the As-Is Process

Where does the current process lose time, cost and quality?

- SIPOC Scoping and Process Boundaries
- Swimlane Mapping of Handoffs and Decision Points
- Value-Added Analysis and Waste Identification
- Cycle Time, Touch Time and Queue Measurement
- Root Cause Analysis of Rework and Delay

Day 3: Designing the To-Be Process

What would the process look like if designed from a clean sheet?

- Clean-Sheet Design Around Outcomes and Customer Journeys
- Case Worker, Single Point of Contact and Parallel Processing Patterns
- Eliminating Approvals and Embedding Controls in the Flow
- Digital Enablers: Workflow Platforms, RPA and Self-Service
- To-Be Model Documentation in BPMN 2.0



Day 4: Business Case and Pilot Design

How is a redesign proved before it is rolled out?

- Benefit Mapping From Redesign to Financial and Service Measures
- Cost, Investment and Risk Assessment of the To-Be Design
- Pilot Scope, Success Criteria and Comparison Baselines
- Role, Structure and Policy Changes Triggered by the Redesign
- Rollout Waves and Decommissioning of Legacy Steps

Day 5: Leading Business Process Reengineering Change

How do leaders make the redesigned process stick across the organisation?

- Kotter 8-Step Model Applied to Process Change
- Stakeholder Impact Analysis Using the Day 2 As-Is Map
- Process Performance Dashboard Drawn From Day 4 Pilot Measures
- Process Owner Governance for the Day 3 To-Be Design
- Reengineering Charter and Blueprint Completion

Methodology

The programme relies on case analysis and structured design exercises. Teams take a claims or permit process from selection to pilot plan, then repeat each step on a process from their own organisation, using cases from banking, government services and hospitals. Each step ends with peer review of the design choices.

- Suggested activity: Scoring five candidate processes on a selection matrix.
- Suggested activity: Redesigning a multi-approval permit process from a clean sheet.
- Suggested activity: Role-playing a briefing to staff whose jobs change under the new design.

Capstone Output

Each participant completes a reengineering charter and to-be blueprint for one core process. It contains the selection rationale, as-is diagnosis, to-be design, business case, pilot plan, change plan and governance model, and is used to seek executive approval and launch the redesign team.

Frequently Asked Questions

Is the business process reengineering programme suitable for directors and process owners?

Yes. It is set at advanced level for leaders who sponsor or own cross-functional processes, and assumes experience of managing operations or change.



Which models does business process reengineering training rest on?

It rests on the reengineering principles of Hammer and Champy, the Process and Enterprise Maturity Model, Lean value-added analysis with SIPOC, and the Kotter 8-step change model.

How is the charter from business process reengineering training used at work?

You can present it to your executive committee for approval, brief the team that will pilot the new process and track benefits after rollout.

How does business process reengineering differ from a course on continuous improvement?

Continuous improvement makes small gains within an existing process. Business process reengineering questions the process itself and redesigns it end to end.