**Online File W9.10**

**EL SAWY’S REDESIGN PRINCIPLES AND TACTICS**

The following are 11 principles proposed by El Sawy (2001) for successfully implementing business processes redesign. They are organized in 4 major groups:

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**Group 1: Commonsense Principle:**

*Principle 0: Streamline*

Remove waste, simplify, and consolidate similar activities. This principle has been practiced by Industrial Engineers for generations and it is a cornerstone in the just-in-time methodology.

**Group 2: Reconstructing and Reconfiguring Around Processes:**

*Principle 1: Lose Weight*

**Common Tactics:**

- Redesign time-sequential activities to be executed concurrently
- Create closed-loop teams for quicker flexible interaction
- Do NOT allow a support activity to gate a core value-adding process
- Design for continuous flow rather than stop-start batches
- Modify upstream practice to relieve downstream bottlenecks.

*Example: Flagstar Bank (MI, USA) flagstar.com/inside/news.jsp*

*Principle 2: Orchestrate*

**Common Tactics:**

- Partner a process with another enterprise dw.com
- Outsource a process to another enterprise ups.com
- Insourse a process back into the enterprise chemconnect.com
- Route the process through an infomediary

*Example: UPS*

*Principle 3: Mass-Customize*

**Common Tactics:**

- Flex access by expanding the time window for the process
- Flex access by migrating the physical space in which the process happens sunglasshut.com
- Create modular process platforms
- Push customization to occur closest to the customer
- Enable dynamic customization of product offerings nike.com

*Example: Dell*

*Principle 4: Synchronize*

**Common Tactics:**

- Match the offerings on the physical and virtual parts of the process
- Create common process platforms for physical and electronic processes lego.com
- Track the movement of physical products electronically fedex.com

*Examples: Borders Books; CVS Corporation go.borders.com/about.cvx*

(continued)
Group 3: Changing Information Flows Around Processes:

**Principle 5: Digitize and Propagate**

Common Tactics:
- Shift data entry to customers and digitize it
- Make the process as paperless as possible as early as you can [microsoft.com](http://microsoft.com)
- Make information more easily accessible upstream and downstream to those who need it [walmartstores.com](http://walmartstores.com); [pg.com](http://pg.com)
- Shrink the distance between the information and the decision

*Examples:* E-wallets; Microsoft, job application process; Swedish police, issuance of passports

**Principle 6: Verify**

Common Tactics:
- Provide on-demand tracking information for customers of the process
- Provide reporting capabilities that provide on-the-fly analysis
- Design standard partner interface processes for seamless exchange of information

*Examples:* FEDEX: shipping process; MISQ review process; TSMC, manufacturing process [tsmc.com.tw](http://tsmc.com.tw)

**Principle 7: Sensitize**

Common Tactics:
- Build in customer feedback loops to detect process dysfunction
- Enable software smarts to trigger quick business reflexes
- Attach environmental probes to the process to monitor change

*Example:* Hertz, pricing process [hertz.com](http://hertz.com)

Group 4: Changing Knowledge Management Around Processes:

**Principle 8: Analyze and Synthesize**

Common Tactics:
- Provide “what-if” capabilities to analyze decision options
- Provide “slice and dice” data analysis capabilities that detect patterns
- Provide intelligent integration capabilities across multiple information sources

*Example:* Merrill Lynch [ml.com](http://ml.com)

**Principle 9: Connect, Collect, and Create**

Common Tactics:
- Create a community of practice around the process
- Create expertise maps and “yellow pages” related to the process
- Build knowledge repositories that can be reused to enhance the performance of the process
- Develop a FAQ database through the doers of the process
- Embed knowledge-sharing spaces for interactive dialogues around the process

*Example:* DaimlerChrysler [daimlerchrysler.com](http://daimlerchrysler.com)

**Principle 10: Personalize**

Common Tactics:
- Learn preferences of customers and doers of the process through profiling
- Insert business rules in process that are triggered based on dynamic personal profile

(continued)
- Use automatic collaborative filtering techniques
- Keep track of personal process execution habits

*Examples:* Ritz-Carlton Hotels [ritzcarlton.com](http://ritzcarlton.com); American Airlines [aa.com](http://aa.com); Amazon.com; Barnes & Noble [barnesandnoble.com](http://barnesandnoble.com)

*Source:* Compiled from El Sawy (2001), with material added by Moez Limayem (City University of Hong Kong).