

COMPANION WORKSHEET PACK

Business Process Reengineering

A Process That Has Run a Long Time Is Not Necessarily a Correct Process

9 Worksheets · 3 Categories · A4 Print-Ready

High-Volume · Niche-Search · Specific-Case

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PART 1

High-Volume Worksheets

Universal worksheets — what most operators reach for daily or weekly. Run these on a regular cadence regardless of business size or stage.

Monthly Process-Cost Roll-Up

Estimate the full cost of running each critical process per month — staff time, rework, owner interventions, and error correction. Numbers make redesign decisions easier.

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PROCESS NAME	AVG STAFF-HOURS/MONTH	STAFF COST (IDR/HR × HRS)	REWORK INCIDENTS/MONTH	AVG REWORK TIME (HRS)	REWORK COST (IDR)	OWNER INTERVENTIONS/MONTH (×15 MIN EACH)	OWNER COST (IDR)	TOTAL MONTHLY COST (IDR)

1. Compare the total monthly cost against the estimated one-time cost of redesigning that process (typically 2–4 working days of management time). If monthly cost exceeds redesign cost, the ROI case for redesign is already closed.

2. The 'Owner interventions' column is frequently the largest cost and the most invisible one. If interventions exceed 10 per month on one process, that process has a decision-bottleneck that cannot be solved by adding staff.

PART 2

Niche-Search Worksheets

Rare-situation worksheets — high value when the situation hits. Run these only when the trigger appears, but keep them findable.

Full SIPOC for One Critical Process

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SIPOC COMPONENT	CONTENT	VERIFIABLE? (EACH WORD CHECKABLE INDEPENDENTLY)

1. Test the Output row: for every word in the output definition, write down the verification method (timestamp, signature, physical count, document number). If any word cannot be verified by a person who was not present when the work happened, rewrite the output until it can.

2. After the Process column is filled (5–7 steps maximum): run the three-question elimination test on each step before declaring the SIPOC complete. A SIPOC that maps unnecessary steps documents the wrong process.

Redesign vs Incremental Improvement Decision Matrix

Use this before committing time to either path. Honest answers to seven questions determine which approach fits the actual condition of the process.

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QUESTION	ANSWER (YES / NO / PARTIAL)	IMPLICATION
More than 40% of steps cannot be explained with a reason tied to the current output		Yes → redesign from output; Partial/No → elimination may suffice
The output the process was designed for is no longer the right output for this business		Yes → redesign required; the underlying architecture is wrong
Staff running the same process show more than 20% completion-time variation		Yes → process is not standardized; full redesign is needed before any system implementation
Problems recur at the same steps despite repeated corrections		Yes → root cause is process architecture, not execution; redesign
The process cannot absorb 2x current volume without adding owner decision points		Yes → decision bottleneck present; redesign delegation authority into the process
More than 3 approval steps exist and fewer than half have documented criteria		Yes → approval accumulation; redesign from output clears this more reliably than elimination
A planned ERP or WMS go-live is within 6 months		Yes → standardize first; do not configure a system around an unresolved process

1. Three or more 'Yes' answers: redesign from output is the right path. Use the Output-Based Design Session Guide from Chapter 4 as the working format.

2. Fewer than two 'Yes' answers: incremental elimination is appropriate. Use the Three-Question Elimination Sheet (Chapter 5) as the working format. Do not redesign what does not need it.

Process-Ownership Reassignment Framework

Use when a redesigned process has no designated owner, when ownership needs to shift after a reorganization, or when a process owner is leaving. Complete before the transition happens, not after.

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PROCESS NAME	CURRENT OWNER (ROLE)	REASON FOR REASSIGNMENT	PROPOSED NEW OWNER (ROLE)	THREE RESPONSIBILITIES TRANSFERRED (ANSWER 'HOW IT WORKS / WHO TRAINS / WHO UPDATES')	HANDOVER SESSION DATE	FIRST QUARTERLY REVIEW DATE
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1. For each row: the new owner must be able to answer three questions without referring to the previous owner. Write those answers in the 'Three responsibilities' column before the handover session, not during it. Gaps in that column are documentation gaps, not knowledge gaps — fix the documentation.

2. Schedule the first quarterly review before the handover is complete. A review scheduled after the fact has a 64% non-completion rate (KPMG Indonesia, 2022). Put it in the calendar today.

PART 3

Specific-Case Worksheets

Pre-framed scenarios — each worksheet walks you through a single, concrete situation. Read the scenario, then fill in your version of it.

New ERP Requires Process Redesign Before Go-Live

Scenario: A service business with 60 staff signed a contract for an ERP system. The implementation consultant has asked for process documentation to configure the system. The business has no documented processes. Go-live is in four months. The consultant is billing Rp 8 million per day.

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CRITICAL PROCESS	DOCUMENTED? (Y/N)	VARIATION BETWEEN STAFF BELOW 20%? (Y/N)	OWNER ASSIGNED? (Y/N)	READY FOR ERP CONFIGURATION? (Y/N)	ACTION REQUIRED BEFORE CONFIGURATION	TARGET COMPLETION DATE

- Any process where all four 'Y/N' columns are not 'Yes' cannot be configured into the ERP accurately. The consultant will default to an industry-standard template for that process — which will not match how your business works. Every 'No' is a hidden customization cost paid later in billable hours.
- Sequence: document the process → standardize (bring variation below 20%) → assign owner → then and only then hand to the consultant for configuration. Running documentation and configuration simultaneously doubles consultant time. Sequence saves money.

Auditor Requires Process Documentation for COSO Compliance

Scenario: A distributor with Rp 45 billion in annual revenue is preparing for a credit facility review. The bank’s auditor has asked for documented internal controls for three critical processes: cash receipts, procurement approval, and goods receipt. The business has no control documentation. The review is in eight weeks.

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PROCESS STEP	WHO EXECUTES?	APPROVAL REQUIRED? (Y/N)	WHO APPROVES?	EVIDENCE OF EXECUTION (LOG / SIGNATURE / TIMESTAMP)	EVIDENCE OF APPROVAL (COUNTER-SIGNATURE / SYSTEM RECORD)	SEGREGATION OF DUTIES: EXECUTOR ≠ APPROVER? (Y/N)

- For every 'N' in the last column: the person who executes and approves is the same. This is a segregation-of-duties gap. For the credit facility review, this is flagged as a control weakness. Assign a different approver role before the review — even a senior peer approval is better than none.
- For every blank in the 'Evidence of execution' column: the control exists in the process map but not in verifiable practice. From the auditor's view, a control without evidence of execution is a control that does not exist. Define the evidence format (who signs, where, when) and run it for at least four weeks before the review to produce a usable sample.

Companion to:

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by Ibrahim Anwar

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