

# Business Process Re-engineering Myth or Reality?

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## What is Business Process Re-engineering?

A means of achieving radical improvements in business performance and competitiveness through a re-evaluation and redesign of core business processes.

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## Image of IS Department

“A group of expensive technical staff who do not relate well to the business needs of the organisation”

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## Skills Required for Business Process Re-engineering

- Psychology of seeking continuous improvement and service
- Seeking of projects which lead to step change in organisation's effectiveness

Source: Andersen Consulting

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# Case Study 1

## Major Utility Driving Forces



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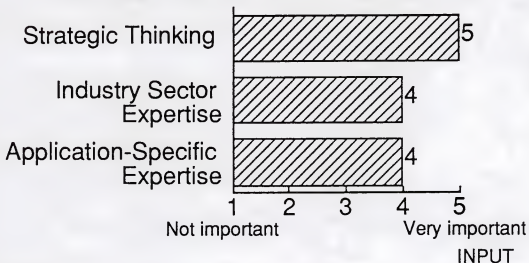
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# Case Study 1

## Vendor Selection Criteria



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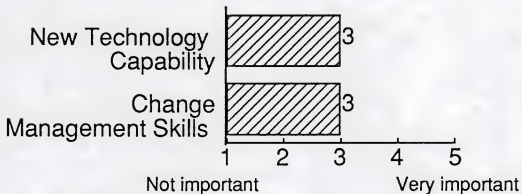
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# Case Study 1

## Vendor Selection Criteria



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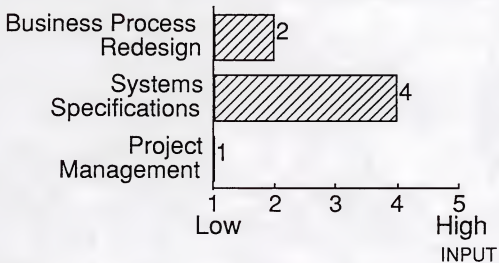
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# Case Study 1

## Extent of Vendor Involvement



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# Case Study 1

## Extent of Vendor Involvement



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## Case Study 2—Reinshagen

- Benchmarking—to pinpoint areas for improvement
- Cross-functional impact analysis
- Activity-based costing to understand overheads

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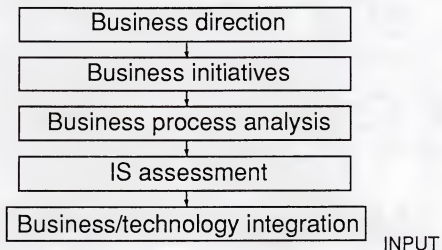
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# EDS—Business Information Planning



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## Gemini Consulting

- Business transformation through multidisciplinary projects
- Targeting Fortune 100
- European business transformation revenues of \$75 million

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## Cap Gemini Sogeti

- Developing international account liaison
- Forging closer links with Gemini Consulting
- Board-level transnational approach

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## Digital—Consulting Revenue Growth

Market Sector	Growth Expectations
IS consulting	Very High
Strategy consulting	Medium - High
Process re-engineering	Medium - High
HR consulting	Medium

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## Digital—Business Process Re-engineering Contracts

Client	Aim of Project
GEC Express Lifts	Significant competitive advantage over main competitor
Barge Nationale de Paris	Customer service improvement and cost reductions

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## Coopers & Lybrand BreakPoint BPR

- Core process definition
- BreakPoint identification
- Process re-design
- Change management

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