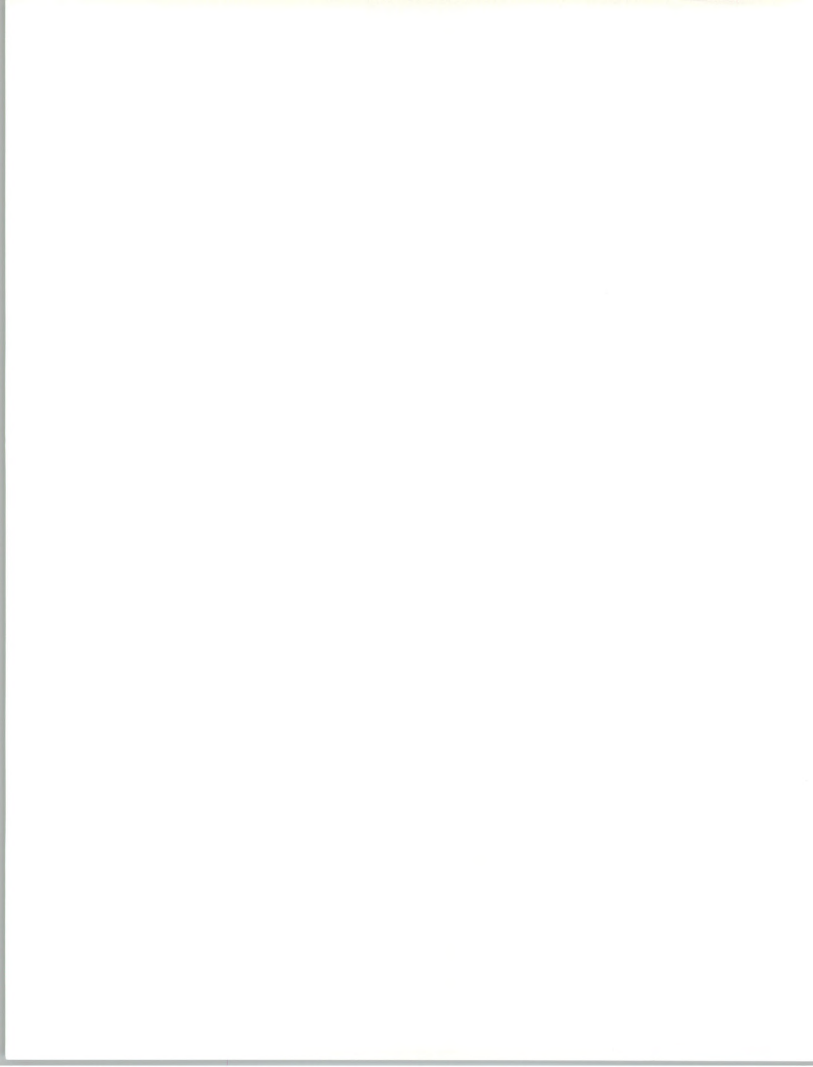


**Business Process
Re-engineering
Myth or Reality?**

John Willmott
Consultant



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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The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry, no matter how small, should be recorded to ensure the integrity of the financial data. This includes not only sales and purchases but also expenses and income. The document provides a detailed list of items that should be tracked, such as inventory levels, accounts payable, and accounts receivable. It also outlines the procedures for recording these transactions, including the use of double-entry bookkeeping to ensure that the books balance.

The second part of the document focuses on the analysis of the financial data. It explains how to calculate key financial ratios and metrics, such as the gross profit margin, operating profit margin, and return on investment. These metrics are used to evaluate the company's performance and identify areas for improvement. The document also discusses the importance of comparing the company's performance to industry benchmarks and competitors. This helps to provide context and identify trends in the market.

The final part of the document covers the preparation of financial statements. It provides a step-by-step guide to creating the income statement, balance sheet, and cash flow statement. It also discusses the importance of auditing the financial statements to ensure their accuracy and reliability. The document concludes by emphasizing the role of financial reporting in decision-making and the overall success of the business.

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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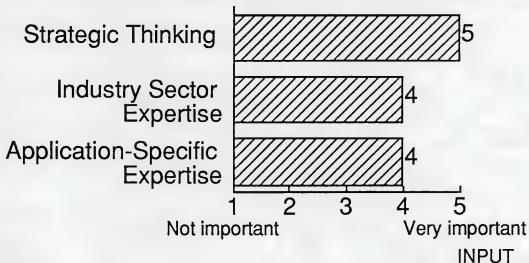
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Case Study 1

Vendor Selection Criteria



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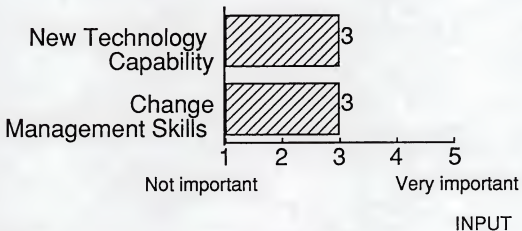
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Case Study 1

Vendor Selection Criteria



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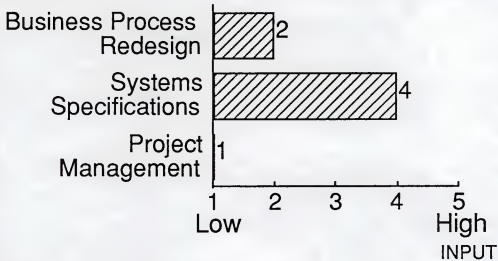
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Case Study 1

Extent of Vendor Involvement



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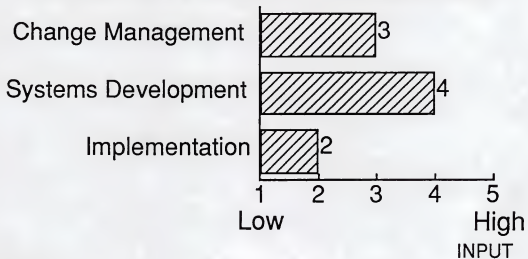
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Case Study 1 Extent of Vendor Involvement



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The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry, no matter how small, should be recorded to ensure the integrity of the financial data. This includes not only sales and purchases but also expenses and income. The document provides a detailed list of items that should be tracked, such as inventory levels, customer orders, and supplier invoices. It also outlines the procedures for recording these transactions, including the use of specific forms and the assignment of responsibilities to different staff members.

The second part of the document focuses on the analysis of the recorded data. It describes various methods for identifying trends and anomalies in the financial performance. This includes comparing current periods with previous ones, as well as analyzing the data by department or product line. The document also discusses the importance of regular reviews and reports to management, highlighting how this information can be used to make informed decisions about the business's future. It provides examples of key performance indicators (KPIs) and how they can be calculated and interpreted.

The final part of the document addresses the challenges of data management and offers solutions to common problems. It discusses the importance of data security and the need for regular backups. It also touches on the issue of data accuracy and the steps that should be taken to correct errors. The document concludes by emphasizing the value of a well-maintained and accurate record-keeping system for the long-term success of the organization.

Case Study 2—Reinshagen

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

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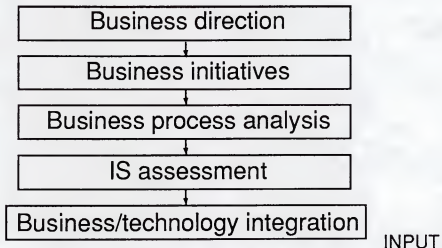
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The second part of the document focuses on the analysis of the recorded data. It explains how to calculate key financial ratios and metrics, such as the gross profit margin and the current ratio. These calculations are essential for understanding the company's financial health and performance. The document also discusses the importance of comparing the company's results to industry benchmarks and historical data to identify trends and areas for improvement. It provides a step-by-step guide to performing these analyses and interpreting the results.

The final part of the document covers the preparation of financial statements. It details the requirements for the balance sheet, income statement, and cash flow statement, and provides a template for each. It also discusses the importance of auditing the financial statements to ensure their accuracy and reliability. The document concludes with a summary of the key points and a call to action for the company's management to take the necessary steps to improve their financial management practices.

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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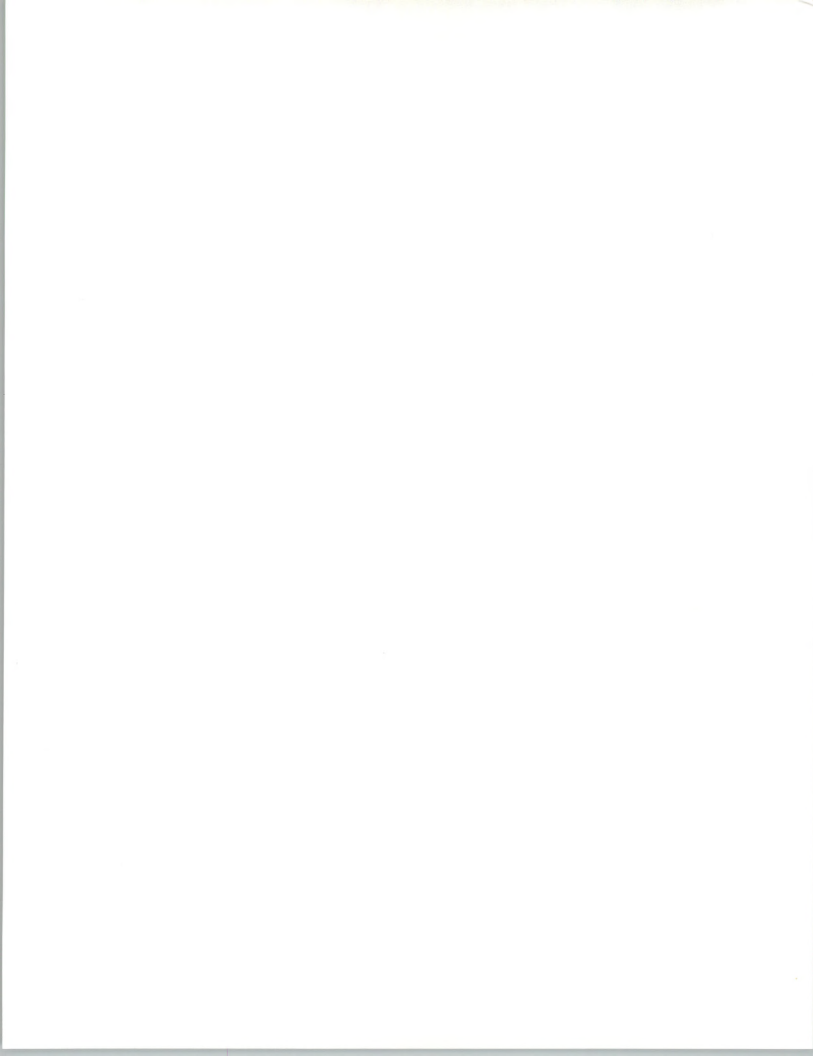
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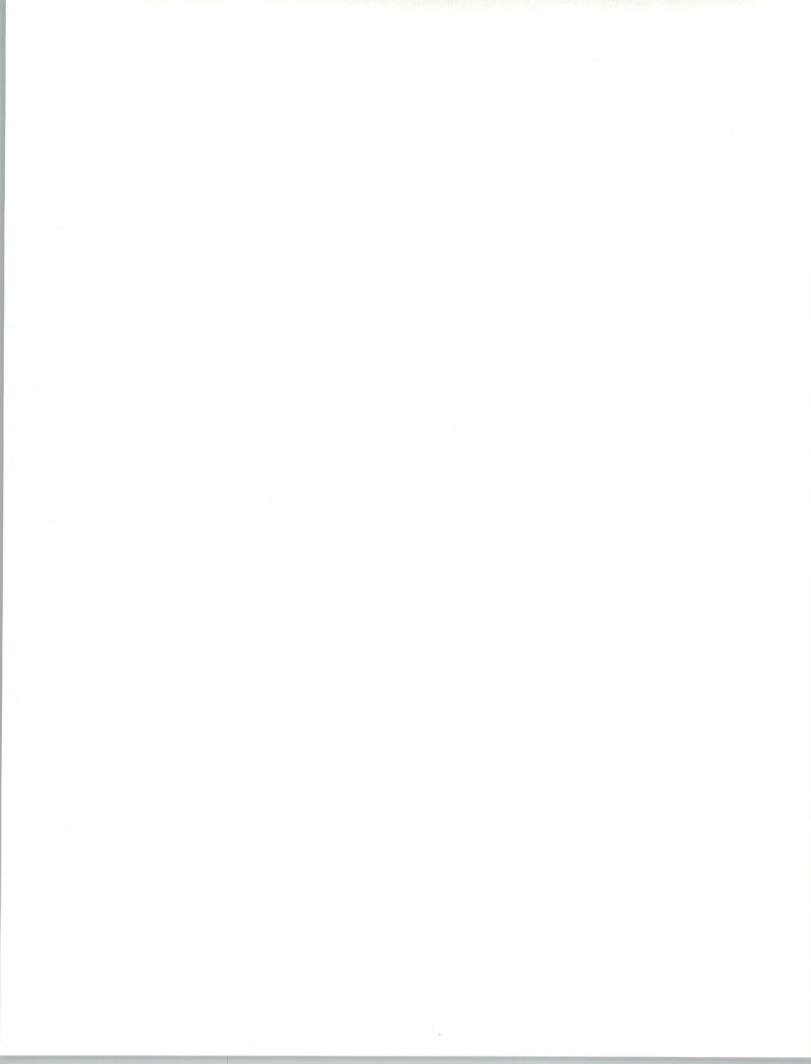
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