# 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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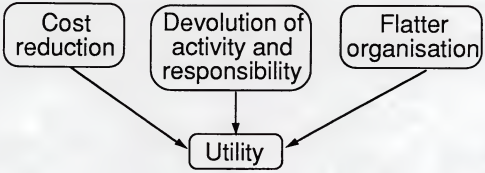
# Case Study 1
# Major Utility Driving Forces

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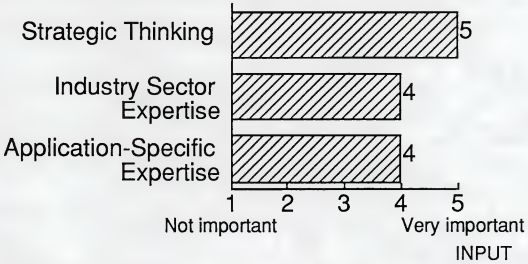
# Case Study 1
# Vendor Selection Criteria

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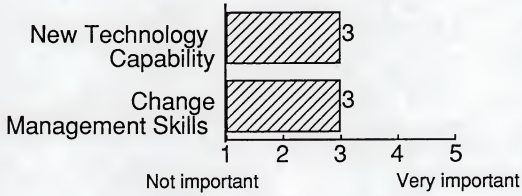
# Case Study 1
# Vendor Selection Criteria

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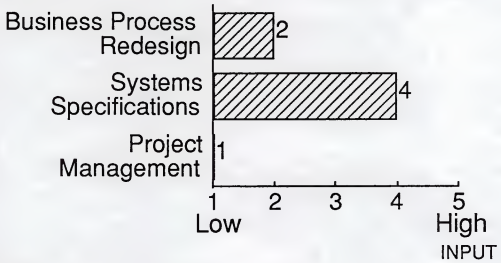
# Case Study 1
# Extent of Vendor Involvement

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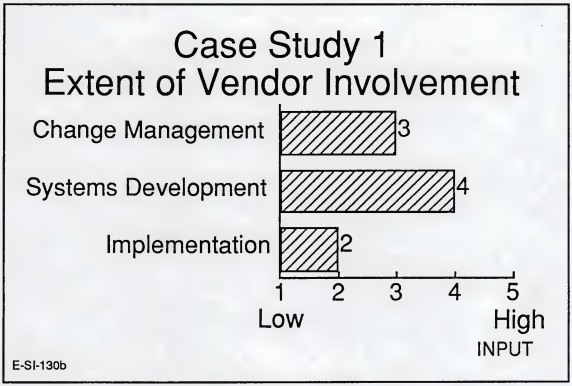


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# Case Study 2—Reinshagen

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

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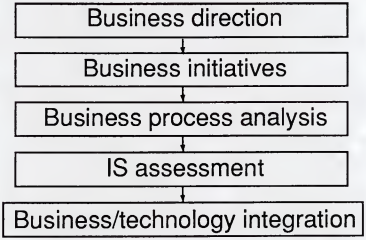
# EDS—Business Information Planning

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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 |
| Barnge 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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