

Reinventing the Business: Approaches and Issues

Hugh Ryan
Partner & Director
New Age Systems
Andersen Consulting



Reinventing the Business: Approaches and Issues

**Hugh W. Ryan
Andersen Consulting**

THE UNIVERSITY OF CHICAGO
LIBRARY

THE UNIVERSITY OF CHICAGO
LIBRARY

Reinventing the Business

- ❑ **Defining and Implementing Fundamentally New Business Processes Around New Business Centers**
 - **Process Level**
 - **Business Unit Level**
 - **Strategic Business Unit**
 - **Enterprise**

1871

1872

1873

1874

1875

1876

1877

1878

1879

1880

1881

1882

1883

1884

1885

1886

1887

1888

1889

1890

1891

1892

1893

1894

1895

1896

1897

1898

1899

1900

1901

1902

1903

1904

1905

1906

1907

1908

1909

1910

1911

1912

1913

1914

1915

1916

1917

1918

1919

1920

1921

1922

1923

1924

1925

1926

1927

1928

1929

1930

1931

1932

1933

1934

1935

1936

1937

1938

1939

1940

1941

1942

1943

1944

1945

1946

1947

1948

1949

1950

1951

1952

1953

1954

1955

1956

1957

1958

1959

1960

1961

1962

1963

1964

1965

1966

1967

1968

1969

1970

1971

1972

1973

1974

1975

1976

1977

1978

1979

1980

1981

1982

1983

1984

1985

1986

1987

1988

1989

1990

1991

1992

1993

1994

1995

1996

1997

1998

1999

2000

2001

2002

2003

2004

2005

2006

Reinventing the Business

- ❑ **At Any Level**
 - **Fundamentally Difficult to Implement**
 - **Organization Under Threat**
 - **Unanticipated Consequence**

- ❑ **Desperation is Often the Mother of Reinventing**

THE UNIVERSITY OF CHICAGO PRESS

1870

CHICAGO, ILL.

1870

Reinventing the Business

- Commitment**
- Reinventing the Business Process**
- Reinventing the Business User**
- Reinventing the Technology**

100

THE UNIVERSITY OF CHICAGO

LIBRARY

1100 EAST 58TH STREET

CHICAGO, ILL. 60637

UNIVERSITY OF CHICAGO PRESS

Commitment

- Good Intentions**
- Vision**
- Desperation**

1875

1876

1877

1878

Commitment

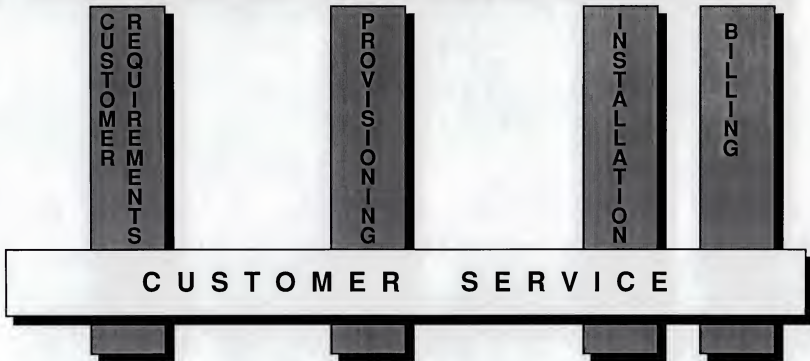
- Difficulty of Implementation Thwarts Many Efforts**
- Why One Must Succeed**
- Else, Continuous Improvement**

1. The first part of the document is a list of names and titles.

2. The second part of the document is a list of names and titles.

3. The third part of the document is a list of names and titles.

Reinventing the Business: *Function to Process Orientation*



- Built on Legacy Systems
- New Approaches
 - Process management
 - Use of Agents

1950

1951

1952

1953

1954

1955

1956

1957

1958

1959

1960

1961

1962

1963

1964

1965

1966

1967

1968

1969

1970

1971

1972

1973

1974

1975

1976

1977

1978

1979

1980

1981

1982

1983

1984

1985

1986

1987

1988

1989

1990

1991

1992

1993

1994

1995

1996

1997

1998

1999

2000

2001

2002

2003

2004

2005

2006

2007

2008

2009

2010

2011

2012

2013

2014

2015

2016

2017

2018

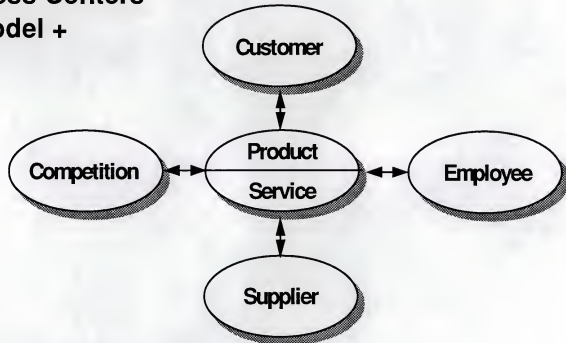
2019

2020

2021

Reinventing the Business Process

- Shifting Business Centers
- Five Forces Model +



- Define the Current, Select a New One
- Invent the Process
- Reengineer the Reinvented Business Process
- Business User Champions

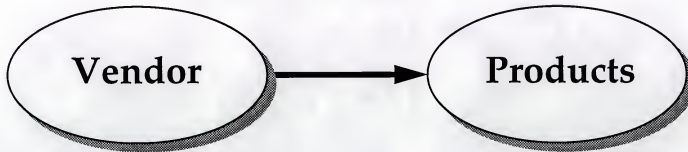
1. *Staphylococcus aureus*
 2. *Staphylococcus epidermidis*
 3. *Staphylococcus saprophyticus*
 4. *Staphylococcus carnosus*
 5. *Staphylococcus sciuri*
 6. *Staphylococcus hyacinthi*
 7. *Staphylococcus saprocyticus*
 8. *Staphylococcus epidermidis*
 9. *Staphylococcus aureus*
 10. *Staphylococcus aureus*



1. *Staphylococcus aureus*
 2. *Staphylococcus epidermidis*
 3. *Staphylococcus saprophyticus*
 4. *Staphylococcus carnosus*
 5. *Staphylococcus sciuri*
 6. *Staphylococcus hyacinthi*
 7. *Staphylococcus saprocyticus*
 8. *Staphylococcus epidermidis*
 9. *Staphylococcus aureus*
 10. *Staphylococcus aureus*

Reinventing the Business Process

- ❑ Mazda, Accounts Payable





Reinventing the Business Process

- **Government Agency, Enterprise Level**



- **Operational Strategy**
- **>1,000 Developers**
- **>300 Change Management Personnel**
- **Largest Development in Europe in the 80's**
- **Moving from 50,000 Clerks to 25,000**
- **Speed of Response to Change**

100

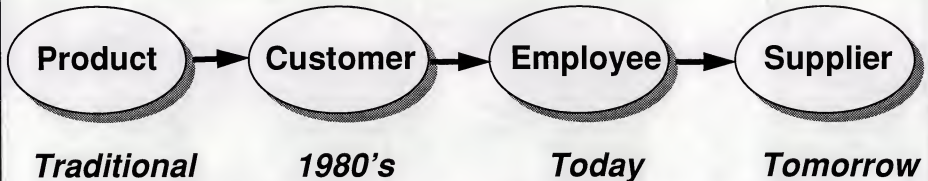
1. The first part of the document is a list of names and addresses of the members of the committee. The names are listed in alphabetical order, and the addresses are given in full. The list includes the names of the members of the committee, the names of the members of the sub-committee, and the names of the members of the advisory committee. The addresses are given in full, including the street name, the city, the state, and the zip code.

2. The second part of the document is a list of the names and addresses of the members of the committee who have been appointed to the sub-committee. The names are listed in alphabetical order, and the addresses are given in full. The list includes the names of the members of the sub-committee, the names of the members of the advisory committee, and the names of the members of the committee.

3. The third part of the document is a list of the names and addresses of the members of the committee who have been appointed to the advisory committee. The names are listed in alphabetical order, and the addresses are given in full. The list includes the names of the members of the advisory committee, the names of the members of the sub-committee, and the names of the members of the committee.

Reinventing the Business Process

- ❑ Insurance, Enterprise Level



- Customer Center Systems
- Integrated Performance Support
- Team Computing
- Domino Effect

1951-1952

1952-1953

1953-1954

1954-1955

1955-1956

1956-1957

1957-1958

1958-1959

1959-1960

1960-1961

1961-1962

1962-1963

1963-1964

1964-1965

1965-1966

1966-1967

1967-1968

1968-1969

1969-1970

1970-1971

1971-1972

1972-1973

1973-1974

1974-1975

1975-1976

1976-1977

1977-1978

1978-1979

1979-1980

1980-1981

1981-1982

1982-1983

1983-1984

1984-1985

1985-1986

1986-1987

1987-1988

1988-1989

1989-1990

1990-1991

1991-1992

1992-1993

1993-1994

1994-1995

1995-1996

1996-1997

1997-1998

1998-1999

1999-2000

2000-2001

2001-2002

Reinventing the Business User

- New Processes is the Easy Part**
- Changing the User is the Hard Part**
- Integrated Change Management Effort**

1870

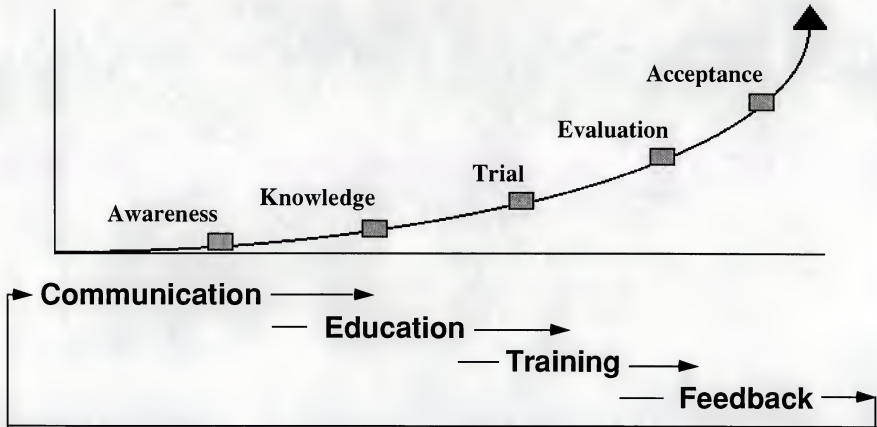
1870 - 1871 (1870-1871)

1871 - 1872 (1871-1872)

1872 - 1873 (1872-1873)

1873 - 1874 (1873-1874)

Change Management Process



The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry should be supported by a valid receipt or invoice. This ensures transparency and allows for easy verification of the data.

In the second section, the author outlines the various methods used to collect and analyze the data. This includes both primary and secondary data collection techniques. The analysis focuses on identifying trends and patterns over time, which is crucial for making informed decisions.

The third part of the document provides a detailed breakdown of the results. It shows that there has been a significant increase in sales volume, particularly in the online channel. This is attributed to the implementation of the new marketing strategy and the improved user experience on the website.

Finally, the document concludes with a set of recommendations for future actions. It suggests continuing to invest in digital marketing and exploring new product lines to further drive growth. Regular monitoring and reporting will be essential to track the success of these initiatives.

Prepared by: [Name] | Date: [Date]

Change Management

- ❑ **Full Extensive Communications**
 - What the Change Is
 - Why it Must Happen
 - What it Means to Employee
- ❑ **Early/Ongoing Testing/Evaluation of the Reinvented Process**
 - Model Office
 - Key Users
 - Listening
 - Communicating
- ❑ **Decision Makers**
 - Five Forces Model + Impact
 - Go Live Dates
 - Rollout Assessment
- ❑ **Impact of Unions**
- ❑ **Change Management vs. Systems**

THE UNIVERSITY OF CHICAGO

DEPARTMENT OF CHEMISTRY

5408 SOUTH DIVISION STREET

CHICAGO, ILLINOIS 60637

RECEIVED BY: [Name]

DATE: [Date]

[Faint, illegible text, possibly a receipt or acknowledgment form]



Change Management: Government Agency

- ❑ **Over 300 personnel in CMS**
- ❑ **Over 30,000 Personnel thru CMS process**
- ❑ **All Stages of CMS**
 - **Awareness**
 - » **Extensive Traveling Show**
 - » **Monthly News Letters**
 - » **Projects**
 - » **Government Events**
 - **Trail/Evaluation**
 - » **Model Office**
 - » **Champions**
 - » **Large Field Rotations**
 - » **Clear Changes**
 - **Acceptance**
 - » **Participation in Employee Decisions**
 - » **Go Live**
 - » **Rollout**

1920

1921

1922

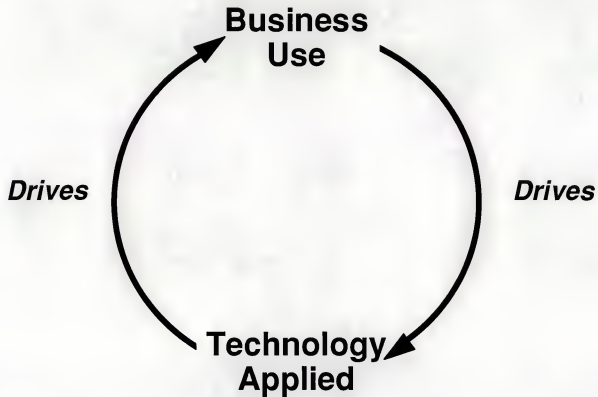
1923

1924

1925

[The main body of the document contains extremely faint, illegible text, likely bleed-through from the reverse side of the page. The text is arranged in several columns and appears to be a list or a series of entries.]

Reinventing the Technology





Reinventing the Technology

- Client/Server**
- Human Metaphor**
- Team Metaphor**
- Universal Network**
- Smart Systems**

1. Introduction

2. Methods

3. Results

4. Discussion

5. Conclusion

The following table shows the results of the study...

Client/Server Computing

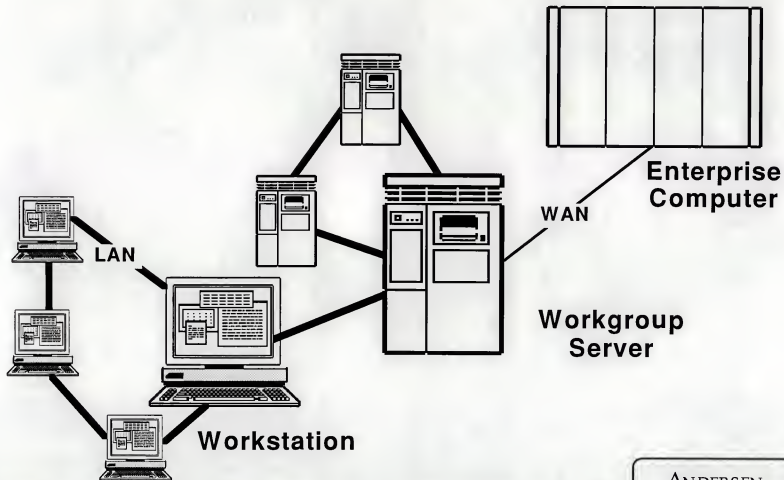
- ❑ **Distributed Computing Where It's Needed**
- ❑ **Pervasive Business Computing Solution**
- ❑ **Uniquely Suited to Today's Major Business Concerns**
 - **Rightsizing the Corporation**
 - **Reengineering the Business Process**
 - **Legacy Systems**

1. *Utricularia* *sp.*
2. *Utricularia* *sp.*

3. *Utricularia* *sp.*
4. *Utricularia* *sp.*

5. *Utricularia* *sp.*

Technical Perspective





Human Metaphor

- ❑ Describes Evolving Behavior of Computer Applications
- ❑ The Metaphor for Design is the Human Being
- ❑ The Machine Will Behave as We Do when We Interact with It



*“Our vision of the future
of computing is ourselves.”*

1950

1951

1952

1953

1954

1955

1956

1957

1958

1959

1960

1961

1962

1963

1964

1965

1966

1967

1968

1969

1970

1971

1972

1973

1974

1975

1976

1977

1978

1979

1980

1981

1982

1983

1984

1985

1986

1987

1988

1989

1990

1991

1992

1993

1994

1995

1996

1997

1998

1999

2000

2001

2002

2003

2004

2005

2006

2007

2008

2009

2010

2011

2012

2013

2014

2015

2016

2017

2018

2019

2020

2021

2022

2023

2024

2025

Human Metaphor

- We Learn as a Child How to Behave with a Human**
- We are Evolved to Make it Effective**
- It is Comfortable**

1000

1000

1000

1000

Human Metaphor

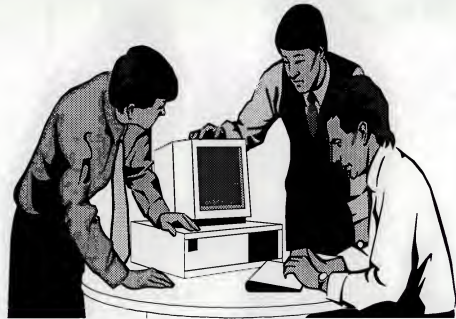
- ❑ **Fundamental Technologies**
 - **Graphical User Interface**
 - **Voice**
 - **Gesture**
 - **Multi Media**



Team Metaphor

Describes the Interaction of a Business Team Using a Defined Process to Achieve an Objective within Time and Budget Constraints

- Groupware
- Social Computing
- New Synthesis





1. The first part of the document is a list of names and addresses of the members of the committee.

The committee has the honor to acknowledge the receipt of your letter of the 15th inst. and in reply to inform you that the same has been forwarded to the proper authorities for their consideration.

Very respectfully,
The Secretary

Team Metaphor

- ❑ **Changes Computing Solutions to Communications Solutions**
- ❑ **Next Revolution in Computing**
- ❑ **The “How to do it” Supported through Teamware**
 - **Lotus Notes**
 - **Action Technology**
 - **Oracle for Office**

James M. Smith
1800 - 1850

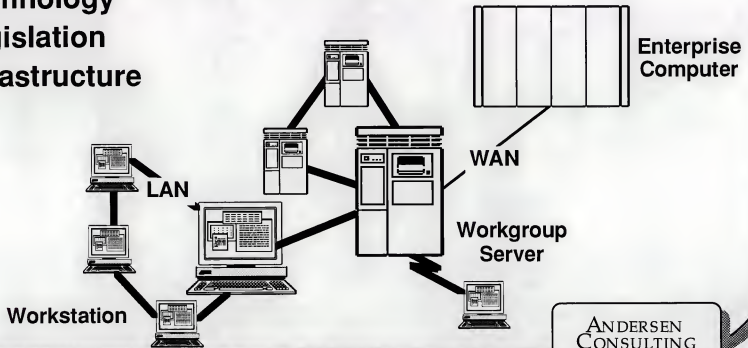
James M. Smith

James M. Smith was born in 1800 in the town of Smith, New York. He was the son of James M. Smith and Mary M. Smith. He was educated in the common schools of his native town and at the University of the State of New York at Albany. He was admitted to the bar in 1825 and practiced law in his native town until 1830. He then moved to the town of Smith, New York, where he practiced law until 1840. He was elected to the New York State Assembly in 1835 and served two terms. He was also elected to the New York State Senate in 1845 and served one term. He was a member of the New York State Bar Association and the New York State Historical Society. He died in 1850 in the town of Smith, New York.

James M. Smith
1800 - 1850

Universal Network

- ❑ The Network That's Everywhere
- ❑ Key to Distributing Results Where They are Needed
- ❑ Critical but Often Unnoticed
- ❑ Major Consideration for the Future Systems
 - Technology
 - Legislation
 - Infrastructure





Smart Systems

- ❑ **The Computing that Becomes Thinking**
- ❑ **Successes are Widespread**
- ❑ **Many Evolving Forms**
 - **Neural Nets**
 - **Embedded Languages**

1888

University of California

Department of Geology

San Diego, California

Technology to Reengineer the Process

Reengineer Guidelines \ Technology	C/S	H/M	T/M	U/N	S/S
Capture Info & Source	✓	✓		✓	
Decision Where Work Performed, Control Process	✓		✓		✓
IP Part of the Work	✓	✓			✓
Geograph. Dispersed as Centralized			✓	✓	
User of Output, Performs Process	✓		✓		
Link Results			✓	✓	
Organize Around Outcomes		✓	✓		

Date	Particulars	Debit	Credit
1900	To Balance		100
1901	By Balance	100	
1902	To Balance		100
1903	By Balance	100	
1904	To Balance		100
1905	By Balance	100	
1906	To Balance		100
1907	By Balance	100	
1908	To Balance		100
1909	By Balance	100	
1910	To Balance		100
1911	By Balance	100	
1912	To Balance		100
1913	By Balance	100	
1914	To Balance		100

100

Reinventing the Business

- Commitment**
- Process**
- People**
- Technology**

1875

1876

1877

1878

HUGH W. RYAN
PARTNER, DIRECTOR, NEW AGE SYSTEMS
ANDERSEN CONSULTING, S.C.

PROFILE

Mr. Ryan joined Andersen Consulting in 1971 after receiving a Masters in Mechanical Engineering. He was admitted to the partnership in 1982. He has worked on a variety of engagements with emphasis on on-line and distributed applications. In the last five years he has worked extensively in the developing fields of professional workstations, cooperative processing, and client/server systems.

Because of the new class of users, technology, and development approaches needed for these systems, Mr. Ryan has referred to them as New Age Systems. He is Director of New Age Systems for Andersen Consulting.

Mr. Ryan also writes a column for systems development in the *Journal of Information Systems Management*. He has spoken at numerous conferences and seminars across the United States and in Europe.



Back up
only



Reinventing the Business: Approaches and Issues

**Hugh W. Ryan
Andersen Consulting**

**ANDERSEN
CONSULTING**
ARTHUR ANDERSON & CO., LLC

1
PB: AM 9/02

Reinventing the Business

- Defining and Implementing Fundamentally New Business Processes Around New Business Centers**
 - Process Level
 - Business Unit Level
 - Strategic Business Unit
 - Enterprise

**ANDERSEN
CONSULTING**
ARTHUR ANDERSON & CO., LLC

2
PB: AM 9/02



Reinventing the Business

- At Any Level**
 - Fundamentally Difficult to Implement
 - Organization Under Threat
 - Unanticipated Consequence

- Desperation is Often the Mother of Reinventing**

3
PB: A&I 9/02

ANDERSEN
CONSULTING
ARTIFEL ANDERSEN & CO. LLC

Reinventing the Business

- Commitment**

- Reinventing the Business Process**

- Reinventing the Business User**

- Reinventing the Technology**

4
PB: A&I 9/02

ANDERSEN
CONSULTING
ARTIFEL ANDERSEN & CO. LLC



Commitment

- Good Intentions
- Vision
- Desperation

5
PR: AM 9/02

ANDERSEN
CONSULTING
ARTIFICE ANDERSON & CO., LC

Commitment

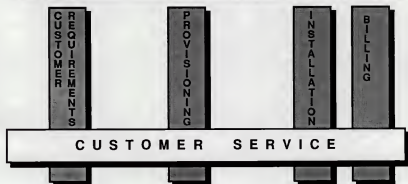
- Difficulty of Implementation Thwarts Many Efforts
- Why One Must Succeed
- Else, Continuous Improvement

6
PR: AM 9/02

ANDERSEN
CONSULTING
ARTIFICE ANDERSON & CO., LC



Reinventing the Business: Function to Process Orientation



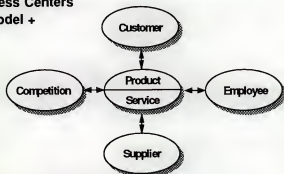
- Built on Legacy Systems
- New Approaches
 - Process management
 - Use of Agents

ANDERSEN
CONSULTING
ARTIFEX ANDERSEN & CO., LLC

7
PB: A41 9/93

Reinventing the Business Process

- Shifting Business Centers
- Five Forces Model +



- Define the Current, Select a New One
- Invent the Process
- Reengineer the Reinvented Business Process
- Business User Champions

ANDERSEN
CONSULTING
ARTIFEX ANDERSEN & CO., LLC

8
PB: A41 9/93

1875

1875

Reinventing the Business Process

- Mazda, Accounts Payable



9
PB: A.M. 9/93

ANDERSEN
CONSULTING
ARTURO ANDRISON & CO., S.C.

Reinventing the Business Process

- Government Agency, Enterprise Level



- Operational Strategy
- >1,000 Developers
- >300 Change Management Personnel
- Largest Development in Europe in the 80's
- Moving from 50,000 Clerks to 25,000
- Speed of Response to Change

10
PB: A.M. 9/93

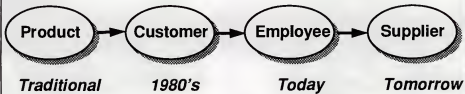
ANDERSEN
CONSULTING
ARTURO ANDRISON & CO., S.C.

1870

1871

Reinventing the Business Process

- ❑ Insurance, Enterprise Level



- Customer Center Systems
- Integrated Performance Support
- Team Computing
- Domino Effect

ANDERSEN
CONSULTING
AFTERLADGEREN & CO. LC

11
FR: AAM 9/92

Reinventing the Business User

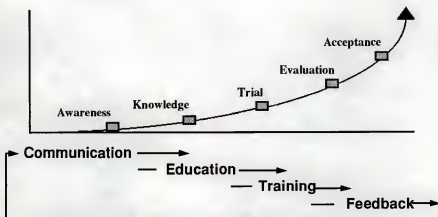
- ❑ New Processes is the Easy Part
- ❑ Changing the User is the Hard Part
- ❑ Integrated Change Management Effort

ANDERSEN
CONSULTING
AFTERLADGEREN & CO. LC

12
FR: AAM 9/92



Change Management Process



13
PBL: A.M. 9/03

ANDERSEN
CONSULTING
ARTS & SCIENCES & CO., LLC

Change Management

- Full Extensive Communications
 - What the Change Is
 - Why it Must Happen
 - What it Means to Employee
- Early/Ongoing Testing/Evaluation of the Reinvented Process
 - Model Office
 - Key Users
 - Listening
 - Communicating
- Decision Makers
 - Five Forces Model + Impact
 - Go Live Dates
 - Rollout Assessment
- Impact of Unions
- Change Management vs. Systems

14
PBL: A.M. 9/03

ANDERSEN
CONSULTING
ARTS & SCIENCES & CO., LLC



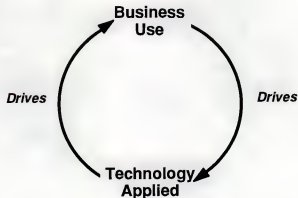
Change Management: Government Agency

- ❑ Over 300 personnel in CMS
- ❑ Over 30,000 Personnel thru CMS process
- ❑ All Stages of CMS
 - Awareness
 - » Extensive Travelling Show
 - » Monthly News Letters
 - » Projects
 - » Government Events
 - Trail/Evaluation
 - » Model Office
 - » Champlons
 - » Large Field Rotations
 - » Clear Changes
 - Acceptance
 - » Partcipation In Employee Decisions
 - » Go Live
 - » Rollout

15
PB: AM 9/10

ANDERSEN
CONSULTING
ARTIFICIAL INTELLIGENCE & CO., LLC

Reinventing the Technology



16
PB: AM 9/10

ANDERSEN
CONSULTING
ARTIFICIAL INTELLIGENCE & CO., LLC



Reinventing the Technology

- Client/Server
- Human Metaphor
- Team Metaphor
- Universal Network
- Smart Systems

17
PBI: A M 9/92

ANDERSEN
CONSULTING
ARTS & SCIENCES, INC.

Client/Server Computing

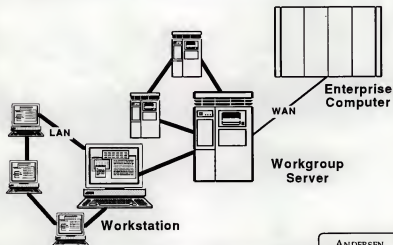
- Distributed Computing Where It's Needed
- Pervasive Business Computing Solution
- Uniquely Suited to Today's Major Business Concerns
 - Rightsizing the Corporation
 - Reengineering the Business Process
 - Legacy Systems

18
PBI: A M 9/92

ANDERSEN
CONSULTING
ARTS & SCIENCES, INC.



Technical Perspective



19
PB: AAI 9/93

ANDERSEN
CONSULTING
ARTIFEX ADVERTISING & CO., LLC

Human Metaphor

- Describes Evolving Behavior of Computer Applications
- The Metaphor for Design is the Human Being
- The Machine Will Behave as We Do when We Interact with It



*"Our vision of the future
of computing is ourselves."*

20
PB: AAI 9/93

ANDERSEN
CONSULTING
ARTIFEX ADVERTISING & CO., LLC



CONCLUSION

The following conclusions were drawn from the study:

- 1. The study has shown that the proposed method is effective in reducing the risk of fire in buildings.
- 2. The study has shown that the proposed method is also effective in reducing the risk of explosion in buildings.
- 3. The study has shown that the proposed method is also effective in reducing the risk of structural failure in buildings.

Human Metaphor

- We Learn as a Child How to Behave with a Human
- We are Evolved to Make it Effective
- It is Comfortable

21
PB: AM 9/02

ANDERSEN
CONSULTING
ARTIFICAL INTELLIGENCE & CO., LLC

Human Metaphor

- Fundamental Technologies
 - Graphical User Interface
 - Voice
 - Gesture
 - Multi Media

22
PB: AM 9/02

ANDERSEN
CONSULTING
ARTIFICAL INTELLIGENCE & CO., LLC

1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes that this is essential for ensuring transparency and accountability in the organization's operations.

2. The second part outlines the various methods and tools used to collect and analyze data. It highlights the need for consistent data collection procedures and the use of advanced analytical techniques to derive meaningful insights from the data.

3. The third part focuses on the role of technology in modern data management. It discusses how cloud-based solutions and data integration tools have revolutionized the way organizations handle their information, enabling faster processing and easier access to data.

4. The fourth part addresses the challenges associated with data security and privacy. It stresses the importance of implementing robust security measures to protect sensitive information from unauthorized access and breaches, while also ensuring compliance with relevant data protection regulations.

5. The final part of the document provides a summary of the key findings and offers recommendations for future research and practice. It suggests that ongoing monitoring and evaluation of data management processes are crucial for maintaining their effectiveness and relevance in a rapidly changing business environment.

Team Metaphor

Describes the Interaction of a Business Team Using a Defined Process to Achieve an Objective within Time and Budget Constraints

- Groupware
- Social Computing
- New Synthesis



ANDERSEN
CONSULTING
ARTIFEX ANDERSEN & CO. LLC

23
PR: AM/9/93

Team Metaphor

- Changes Computing Solutions to Communications Solutions
- Next Revolution in Computing
- The "How to do it" Supported through Teamware
 - Lotus Notes
 - Action Technology
 - Oracle for Office

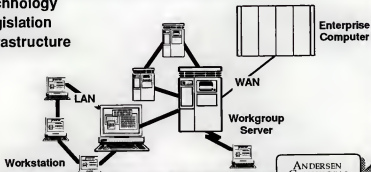
ANDERSEN
CONSULTING
ARTIFEX ANDERSEN & CO. LLC

24
PR: AM/9/93



Universal Network

- The Network That's Everywhere
- Key to Distributing Results Where They are Needed
- Critical but Often Unnoticed
- Major Consideration for the Future Systems
 - Technology
 - Legislation
 - Infrastructure



25
FIG. AAI 9/92

ANDERSEN
CONSULTING
ARTICLE 4070788 & 100, 110

Smart Systems

- The Computing that Becomes Thinking
- Successes are Widespread
- Many Evolving Forms
 - Neural Nets
 - Embedded Languages

26
FIG. AAI 9/92

ANDERSEN
CONSULTING
ARTICLE 4070788 & 100, 110



Technology to Reengineer the Process

Reengineer Guidelines	Technology				
	C/S	H/M	T/M	U/N	S/S
Capture Info & Source	✓	✓		✓	
Decision Where Work Performed, Control Process	✓		✓		✓
IP Part of the Work	✓	✓			✓
Geograph. Dispersed as Centralized			✓	✓	
User of Output, Performs Process	✓		✓		
Link Results			✓	✓	
Organize Around Outcomes		✓	✓		

27
FIG. A-19/93

ANDERSEN
CONSULTING
ARTHUR ANDERSON & CO., INC.

Reinventing the Business

- Commitment
- Process
- People
- Technology

28
FIG. A-20/93

ANDERSEN
CONSULTING
ARTHUR ANDERSON & CO., INC.

