Contents

Preface 9

Acknowledgements 11

List of Contributors 12

1. **Business Process Re-engineering: Nirvana or Nemesis for Europe?** 17
Colin J Coulson-Thomas

2. **Re-engineering – A Wonder Drug for the 90s?** 40
Rohit Talwar
Re-engineering – Is there life beyond the hype? 40
What is re-engineering? 41
Achieving the payoff – Identifying the fundamental breakthroughs 45
How are the opportunities being interpreted? 47
Key steps in the re-engineering process 52
The role of IT 54
Are you ready for re-engineering? – Critical success factors 55
Conclusions 57

3. **Business Process Re-engineering – Contrasting what it is with what it is not** 60
Clive Holtham
Introduction 60
Life cycle of management innovations – Whither BPR? 61
BPR roots 62
The BPR maps – Need, application and capability 65
Process and task 67
Process versus structure 67
Definitely not BPR 69
The key to BPR? 72
Conclusion – A European perspective 73

4. **Business Process Re-engineering – A German View** 75
Karl A Stroetmann, Mattias Maier and Walter Schertler
What is business process re-engineering? 75
BPR experience in Germany 76
The German socio-economic framework and BPR 77
New challenges for BPR in Germany 79
Outlook 80

5. **Initiating and Preparing for Re-engineering** 82
Colin J Coulson-Thomas
The opportunity 83
Where to begin? 85
The BPR process 88
BPR outcomes 94
COBRA methodology 97
Identifying the opportunity 101

6. **Implementing Re-engineering** 105
Colin J Coulson-Thomas
Implementation: An overview 105
Success factors 110
The BPR team 112
The role of IT 116
Processes: Undertaking analysis and re-design 117

7. **Implications of Business Process Re-engineering for the Management of Telework** 127
Simon Robinson
Introduction 127
BPR in summary 128
Commonalities in successful BPR 130
Re-engineered processes 134
Summary 139

8. **Use of Tools and Technology within a BPR Initiative** 142
Derek Miers
Introduction 142
Process capture, analysis and re-design 143
Work management and process support 155
Conclusion 163
Further information 164

9. **The Practical Application of a Methodology for Business Process Re-engineering** 166
Brian Fitzgerald and Ciaran Murphy
Background 166
A methodology for BPR 167
Lessons learned 172
Conclusion 173

10. **Change Management in the French Steel Industry** 174
Mattias Maier
Introduction 174
The concept of TQM at Usinor Sacilor 175
Implementation strategy 176
Implementation tools 178
Implementation problems 179
Usinor Sacilor's flat products division 180
Instead of a conclusion 181

11. **The Community as an Electronic Proving Ground** 183
Eric Benhamou
People and information 183
The electronic community: Policies 184
Smart Valley 186
Computer networking 187
Extending business networks 188
Social and business benefits 189
Information to the people 191

12. **Organisational Structures, People and Technology** 192
Hamid Aghassi
The change imperative 192
Technology and people issues 193
Communication and sharing of knowledge 196
Cultural values and beliefs 197
Conclusions 199

13. **Cultural Values, Workplace Democracy and Organisational Change: Emerging Issues in European Businesses** 201
Edna Murphy
Introduction 201
People power in organisational change 202
Participation and corporate performance in change programmes 204
Ways in which culture contributes to workplace democracy 206
COBRA's findings on introducing new ways of working 208
Conclusions 209

14. **Reflections on Business Process Re-engineering** 211
Wanda D'hanis
BPR, a unique opportunity 211
Elements of a new business culture: From structural power to intersubjective process 219
Conclusion 224

15. **BPR Sources and Resources** 226
Nigel Courtney
Suggested core list 231
General selection 232

Index 251