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Introduction

The relevance of good management has been long emphasized by business schools and the popular press. There has been proven that differences in productivity performance between firms within countries are widely present. Why do exist good and bad management practices? And if some management practices are favorable for one firm's productivity, why is it not common for all companies to adopt them? The reason has the origin in the statement that there are practices on average "good" for management efficiency. Companies can collect, analyze and communicate key performance indicators and have highly qualified managers who can supply effort for better conduct of managerial practices at hand. Some poorly managed companies are not able to collect analytically useful measures for better firm performance. From the static point of view, the hindrances in adopting good managerial practices lie in industry heterogeneity, costs and agency considerations. Heterogeneity is associated with learning effects and adjustments in costs what means that obtaining the best immediate result is almost impossible. Costs are related to resources needed to upgrade management. Some firms decided, however, not to undertake these costs since they outweigh the benefits of gaining better practices. Agency considerations constitute a bridge between management behavior and shareholder interest and therefore cannot be conventional solution in gaining optimal managerial effort to enhance practices.

Dynamic reasons for the division of management practices across firms and countries contain family firms and product market competition (Bloom and Van Reenen, 2007). This last will drive ineffective companies out of the market and assign higher market share to more productive organizations. Higher competition produces managerial effort since the fear of bankruptcy is augmented (Schmidt, 1997). Family ownership, in turn, can be the reason of closer monitoring of managers (Berle and Means, 1932). Moreover, founders will have difficulties with selling off the firm to external investors (Caselli and Gennaioli 2006). Choosing managers among family members constrains the pool of entities to conduct the firm. Simultaneously the less competition between senior positions is observed.

There are different styles of management practices. Firms in high-skill environment tend to have greater human-capital management practices than those companies that operate in low-skill environment. The average wages in highly skilled companies are also higher (Bloom and Van Reenen, 2007). One of the managerial practices that can improve companies' performance is Business Process Reengineering (BPR). Reengineering stands for rethinking and redesigning organizational core processes in the pursuit of dramatic and rapid

improvements. Firms have reengineered the key business processes seeking for continuous improvement.

Business process reengineering (BPR) became influential and highly fashionable at the beginning of the 1990s. It means dramatic change obtained through reducing costs and cycle time, improving performance and quality of products with the use of variety of techniques and tools that focus on core businesses and are customer-oriented.

The extent of business process reengineering is large and growing. The study by Deloitte and Touche consultants exemplified that 85% of 532 respondents were engaged in BPR efforts (Dhaliwal and Ranganathan, 2001). The survey by Financial Times/Price Waterhouse of 1000 executive bodies in Britain showed that about 70% of large-sized companies in the UK either had or planned to embark upon a BPR effort. According Champy's (1994) "The State of Reengineering" study, 69% of the 497 American companies and 75% of the 124 European companies responding conducted one or more reengineering processes. Additionally, the half of the remaining companies planned to conduct BPR in a near future. Grint (1994) indicated that 59% of 168 examined companies either intended or undertook BPR practices. Available evidences suggest that BPR became an advent in management innovations nowadays. Above claims of different authors inclined me to undertake the research on best predictors for BPR success in top companies in the EU. What are the reasons companies decide to undertake BPR and what are the results of such undertakings create a substance of this thesis.

Master dissertation presents a review of significance of the BPR trend for management practice in international companies. The contributors indicate how both the term and the practice shaped the recently adopted policies of business process redesign. Thesis scrutinizes the theory and practice of business process reengineering by studying its foundations and application in diverse set of industries. Well-known contributors analyze main objectives and predictors of process redesign as well as the rate of the level of success and results after launching BPR practices. What the business process reengineering means for different companies and what experiences with BPR international corporations gathered constituted to the content of the current thesis.

The goal of this master dissertation is to offer a powerful argument for BPR components as the best hope for restoring the competitive vigor of the top companies in the European Union. I explore the objectives for process redesign, describe main components and BPR outcomes. Moreover, I set five hypotheses initiating, conducting and following through on the reengineering process in firms that undertook reengineering efforts. I examine the relationship

between corporate strategy and profitability, information technology and reduction in cycle time, customer feedback and organization's ability to satisfy customers, change in organizational culture and implementation of BPR, engagement of external consultants and the level of success of BPR.

The central finding of this thesis is that the implementation of BPR as part of the company's business strategy, coupled with focusing BPR practices on core-customer business processes, observing organizational changes after BPR implementation, using information technology as an enabler in redesigning processes and employing external consultants when conducting BPR are the most significant predictors for the success of reengineering program.

The structure of master dissertation is as follows. Chapter I begins with a comprehensive review of relevant literature on BPR reasons, components and levels of success after BPR implementations. Literature review covers articles and reports published in the leading academic journals and professional business magazines and newspapers as well as covering books that are commercially available. The literature review provides a basis for the research and establishes grounding for developing the research instrument. It examines the relationship between BPR and factors resulting from this process: strategy, information technology, customer satisfaction, improvement culture, "clean slate" opportunity, development of learning capabilities of organizations, performance outcomes, changes in organizational culture and cooperation with external consultants. Chapter II builds new and relevant research activities. It analyzes the basis for the thesis and genesis of appearance of the survey instrument. It defines the hypotheses for testing and describes precisely the research methodology. The research framework gives the basis for analyzing existing research and specifies the criterion of new knowledge. Chapter III includes descriptive analysis of the survey instrument. It has arisen from the leading reengineering components representing the structural BPR elements as well as from the volume of Fitzpatrick, O'Neill and Terziovski (2003): "Successful predictors of business process reengineering (BPR) in financial services". This part of thesis extensively analyzes each question from the survey instrument for all countries together. The summary of the research is presented in Conclusion. The detailed analyses for each country separately are gathered in Appendix I. The comparison of responses between countries is illustrated in Appendix II. The descriptive analyses for all companies sorted by industry are presented in Appendix III. The results of practice of employing external consultants are illustrated in Appendix IV. The outcomes contain all companies that took advantage of consultants as well as all organizations that conducted BPR on their own and non-consulting organizations that either take or did not take advantage of external help.

Appendix V contains survey instrument for this master dissertation. Abstract in English language is based in Appendix VI whereas Abstract in German language rested in Appendix VII. Appendix VIII contains my curriculum vitae with the focus on educational path.

Chapter 1. Literature review

An extensive review of the literature tends to support and justify the usage of BPR objectives, components and reasons employed to this study. It contains also the example of companies known from literature (e.g. Hallmark, Peugeot, IBM, Xerox and Wal-Mart) for their big experiences with BPR.

1.1. What is BPR?

Business Process Reengineering (BPR) implementations began in Europe in the mid-1990s with the causes triggered the commencement of reengineering as a management tool for improving productivity and corporate results. The role of process management in creating long-lasting competitive advantage was termed Business Process Reengineering (BPR) and firstly introduced by Michael Hammer in 1990. The most widespread version of BPR outlined by Champy and Hammer (1993) covered ‘the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical contemporary measures of performance, such as cost, quality, service and speed’. This formulation became the BPR “manifesto” for managers and consultants.

Champy and Hammer (1993) perceived BPR as starting over, as beginning again with a clean sheet of paper. They formulated reengineering as a “clean slate” opportunity. Authors rejected agreed assumptions, conventional wisdom and experiences from the past in the name of the fresh start and “tabula rasa”. They claimed that at the heart of reengineering lies the issue of discontinuous thinking guaranteeing dramatically impressive results. Davenport and Short (1990) defined BPR as “a set of logically related tasks performed to achieve a defined business outcome”, as a process innovation in terms of radical improvements in performance, as the analysis and design of work flows and processes within and between organizations. Davenport (1993) presented BPR as “an ordering of work activities with a beginning, end, and clearly identified inputs and outputs”, Talwar (1993) as “any sequence of pre-defined activities executed to achieve a pre-specified type or range of outcomes”. Talwar (1993) focused on the restructuring, rethinking and streamlining of the processes, business structure, management systems, methods of working and external relationships through which value is created and provided.

Business process reengineering is a breakpoint in business process redesign (Johanssen 1994); it is an organizational reengineering (Lowenthal 1994), a business process

management (Duffy 1994), a business process transformation (Burke and Peppard 1993), a business scope redefinition (Venkatraman 1994), organizational change ecology (Earl 1995) and the structured analysis and improvement (Zairi 1997).

The BPR, guru-based literature is about team-working, cooperation and horizontal organizations. It is like an umbrella approach to overall organizational change (Dhaliwal and Ranganathan, 2001) and “a set of activities that, taken together, produces a result of value to a customer” (Champy and Hammer, 1993).

1.2. BPR objectives

Champy and Hammer (1993) specified three types of organizations willing to introduce reengineering: those that met serious problems, those that expect difficulties in mid/long run and those well functioning but desiring to magnify their advantage over their market competitors. Besides these objectives for BPR implementation, there exist other reasons for process innovation often-cited in BPR literature. Below there is a short justification of business redesign objectives used in the survey instrument:

1.2.1. Increasing revenues

Business constantly seeks paths to improve itself. Over the years, we have seen number of trends develop. One of them is business process reengineering growing up through increasing revenues and increasing shareholders' value. Liberty Mutual noticed its profitability to be far from satisfactory. Therefore it decided to undertake BPR practices (Hammer and Stanton, 1994). Boeing increased revenues after embracing the change (Eisner, 2000). It operated as a team and stressed the importance of leadership in building a high-performance team. Hallmark decided to reengineer itself in time when it operated well. The company wished the improvement in revenues, not in response to the life-threatening problems but in farsighted practices to keep financial problems far from company's future (Champy and Hammer, 1993).

The developments of BPR practices in UK food chains, in turn, led the companies to significant increases in profit and market shares (Knights and Willmott, 2000)

The improvement in profitability is very often cited objective for redesign practices in BPR literature since it allows corporations to shape strong market position, provide a profit to

finance growth and provide resources needed to fund achievement of other corporate goals (Johansson, Mchuch, Pendlebury and Wheeler, 1994).

1.2.2. Improving the quality of customer service

The prime reason for undertaking BPR regards improvement in operational efficiency and customer service (Dhaliwal and Ranganathan, 2001). Customers are the driving force behind reengineering since they become more and more sophisticated and demanding, more and more knowledgeable about their own needs, with greater number of alternatives and abilities to exert higher pressure on suppliers (Hammer and Stanton, 1994). Companies wish to earn the respect of customers providing them with a timely manner delivered products and services that solve their problems and meet their needs (Johansson, Mchuch, Pendlebury and Wheeler, 1994)

One aerospace company that manufactured wings for both American and European airliners and corporate jets realized its poor reputation in the eyes of customers. The company started “rethinking” customer processes from initial development and customer evaluation. The objective of reengineering was to meet customer satisfaction. The results of BPR were evidenced as dramatic improvements in a “supplier performance evaluation” indicated by a key customer. GTE company analyzed by Hammer and Stanton (1994) in “The Reengineering Revolution” was also an advocate of customer care. The organization redesigned the service processes what entailed the creation of a new job. Another company, Vortex, realized its pure sales and the fact that nobody in the organization was responsible for customer satisfaction. To break this impasse, Vortex undertook the attempt at reengineering (Hammer and Stanton, 1994). Capital Holding, in turn, noticed that in order to improve performance, the company has to improve relationship with existing customers and target marketing to those customers who matched specific firm’s strategies (Champy and Hammer, 1993).

Since customer needs became the subject to the vagaries of convention and fashion, corporations must develop mechanisms to track client requirements and observe the “voice of the client” (Johansson, Mchuch, Pendlebury and Wheeler, 1994). The ability of Tesco to deal with supply-chain issues and capability to respond extensively to customer needs has opened new business opportunities of being a gasoline supplier and draw the company among leading suppliers of gasoline to the UK market tempting the customers with attractive prices and fast service (Johansson, Mchuch, Pendlebury and Wheeler, 1994)

1.2.3. Facilitating the introduction of new products

Several companies launch new products or new series of products aiming to win clients' interest, increase customer satisfaction, improve the market position and fight against competition. The often-chosen path to manage such activities is facilitation in methods of manufacture, selling and delivery.

Choi (1995) examined the need for reengineering in Samsung company. The reason of BPR resulted from a global competition and the willingness to facilitate the implementation of new products. The company lacked advanced technology to compete effectively. Moreover, the quality was very poor since the organization relied mostly on low-wage staffing. Reengineering attempts turned out to be very successful. Working time has been changed and staff started to undertake product-improvement projects. One leading insurance company addressed corporate purchasing in reengineering program in order to easily and quickly accomplish new products (Hammer and Stanton, 1994). Another electric power organization decided to reengineer since it identified number of potential new products and services to apply for (Hammer and Stanton, 1994). One health maintenance organization did not implement a single new product since it has been founded. The company began reengineering process in order to recover from stagnation and introduce new products for sale. The success of reengineering was so high that redesign works were profiled on CNN.

1.2.4. Reducing operating costs

The one of BPR objectives the corporation find important is to produce and deliver the products at the low cost consistently with other firm's goals (Johansson, Mchuch, Pendlebury and Wheeler, 1994). Cost-benefits and time-based analysis are the basis for BPR rationality (Knights and Willmott, 2000). When the company notices that its expenses are growing faster than revenues, it may discover a need for reengineering (Attenello, Janson and Uzzi, 1995). AT&T found itself losing huge amounts of money per year with product costs that were higher than competitors' ones. The corporation decided to reengineer processes focusing on the reduction in operating costs and wishing the improvement in efficiency and performance (Johansson, Mchuch, Pendlebury and Wheeler, 1994)

The study of 80 US organizations showed that cost cutting as a key objective of BPR programs can be meaningful (Maglitta, 1995). Wal-Mart by means of BPR eliminated the costs associated with maintaining its products inventory (Champy and Hammer, 1993). Ford

Motor Company cut overhead and administrative costs (Champy and Hammer, 1993). Dun&Bradstreet reduced costs through reengineering in order to improve customer service (Johansson, Mchuch, Pendlebury and Wheeler, 1994). Bell Laboratories rethought the “design for production” process and received 74% reduction in operating costs (Johansson, Mchuch, Pendlebury and Wheeler, 1994)

1.2.5. Streamlining operations

A research of European organizations identified that BPR practices in Europe are mostly connected with savings of costs and time (Colin and Coulson, 1997). The reduction in time consumed in getting products to the market and reduction of initial training requirements on products are popular BPR reasons companies claim when searching for streamlining operations (Rodriguez-Diaz, Robey and Wisbart, 1995). Ping (1995) described the Chinese corporation that performed under the central planning economic system in the style of former Soviet Union. The company fabricated parts of Boeing Series Aircraft. There existed several management sections between ordering and sending products. The management system was “bloated, clumsy, rigid, sluggish, noncompetitive, unattractive, inefficient, disdainful of customer needs, and losing money” (Champy and Hammer, 1993). Since the company could not finish products in time, it decided to undertake BPR efforts. By the help of employees of Boeing Commercial Aircraft Company of USA, it has created a group of specialists capable to reengineer the processes and reform management system. The reason for business process reengineering was to streamline the operations and improve the performance of the organization. As an outcome of processes redesign, the company was able to deliver good-quality parts in time what resulted in receiving more orders than before. Kodak had no competitive offering and its traditional processes of product development would have taken several weeks to produce a rival to its competitors. In order to streamline operations, the company decided to reengineer product development processes.

1.2.6. Increasing demand pressure

Majority of companies are driven to redesign core processes when faced with the realization of marketplace demands. The intensity of marketing practices that have been segmenting and resegmenting markets for years has put significant pressures on companies’ operational activities (Johansson, Mchuch, Pendlebury and Wheeler, 1994). A wide range of

companies face expanding demands from clients, high quality standards and increasing emphasis on delivery dates (Albizu and Olazaran, 2006). The more direct the relationship between marketplace and business performance operations the more immediate the reaction to marketplace stimuli can be (Johansson, Mchuch, Pendlebury and Wheeler, 1994).

Bell Atlantic discovered the difference between the company's performance and that of its competitors. The company realized poor demand for its products and reengineered processes in order to reverse the demand loss (Champy and Hammer, 1993)

1.2.7. Modifications in the expectations and lifestyles of clients and users

People's expectations change. Customers' needs alter. The task of each company is to react in an appropriate and timely manner to alternations in customers' requirements and wants. Sometimes such a modification in lifestyles and expectations is so rapid that makes companies unable to keep abreast of the shifts. Business process reengineering can then come with help.

One electronics company met serious difficulties with the quality of its products. Customers were no more interested in buying obsolete, cumbersome and complex products. Although the company continued to be profitable, the product leadership position became rapidly fading. Competitors started introducing the whole generations of new products to meet expectations and continuing alternations in lifestyles of people. The electronics company found itself unable to respond to this challenge. It discovered that development process inside the company was lagging years behind. To overcome this situation, the company undertook reengineering program (Hammer and Stanton, 1994).

1.2.8. Incentive to overcome crisis situation

Several companies undertake reengineering as an attempt to overcome crisis situations in order to improve competitiveness. With the presence of clear survival difficulties, BPR becomes a positioning instrument for confronting future dangers in number of organizations (Albizu and Olazaran, 2006).

The crisis situation can be the result of competitive pressures. The competition drives organizations to analyze and rethink processes. The Motorola Company undertook the reengineering efforts after announcing by its competition the half-price pagers. Motorola rethought core business processes in order to stop the market focusing on price. IBM

redesigned the entire processes in a similar way. It simplified the process of manufacturing and designing the product (Johansson, Mchuch, Pendlebury and Wheeler, 1994, 41-42). Taco Bell undertook reengineering practices when it was becoming smaller and less profitable (Champy and Hammer, 1993).

External pressures are seen to play an important role in justifying why organizations opt for BPR programs. Southern (1994) showed that 80% of the corporations examined adopted BPR efforts in response to alternations in external environment. Dixon et al. (1994), however, argued that reengineering not necessarily means a reactive response to crisis situations but a proactive step to prepare the organization for the future.

1.3. BPR components

This section identifies best predictors of BPR adopted in the survey instrument: information technology, customer focus, strategy, organizational culture, “clean slate” opportunity, learning capabilities and cooperation with external consultants. The impact of each factor on BPR is discussed in the following section.

1.3.1. Information technology and process redesign

The common issue running through reengineered improvements is technology, particularly information technology (IT). IT stands for an all encompassing term for computer workstations connected with computer networks, client–server architecture, open systems, electronic commerce and database groupware. An enormous amount of writers on the potential outcomes of BPR found information technology as a fundamental tool in enabling the innovative reengineering of core business processes (Champy and Hammer, 1993; Brancheau, 1996). The introduction of radically redesigned processes is facilitated by extensive use of IT infrastructure capabilities (Davenport 1993; Stoddard and Jarvenpaa, 1995).

Broadbent, St. Clair and Weill (1999) examined the case analysis for four firms (two in petroleum and two in retail) where showed the ways IT infrastructure contributed to success in BPR implementation. The finding relieved that firms with a higher level of IT infrastructure capabilities were able to implement large alternations to their business processes in comparatively short time intervals. IT infrastructure simplified and streamlined business processes as well as stimulated and enabled launching new processes of radical

innovation. Majority infrastructure services spanned corporate boundaries such as those between business units, firms or functions as well as reached peculiar constituencies inside and outside the firm in order to transfer complex process transactions and information. If IT infrastructure capabilities are not present when BPR is launched, time delay and added implementation costs often result.

In examples such as Xerox (Ramcharamdas 1994) and Wal-Mart (Diorio and Furey 1994), the large significance of enabling technologies in implementing BPR has been identified. The reengineering of procurement at Ford presents another feature of a true reengineering effort: company's alternations would have not been possible without modern information technology. Dixon (1994) analyzed 23 reengineering projects in manufacturing firms. He proved that IT infrastructure improved communication and provided increased flexibility. His observations are in perfect line with those of Caron, Jarvenpaa and Stoddard (1994) who claimed that accessibility of suitable IT infrastructure capability was a crucial factor for successful implementation of BPR.

Kaldis, Koukoravas and Tjortjis (2007) analyzed reengineering in academic teams. Taking into account the fact that two units from the EU universities filled out the survey instrument for this thesis, I would like to underline the importance of IT in reengineering teamwork and group projects. Teams outperform individual performance (Benders, Huijgen and Pekruhl, 2001). They consist of human beings with different roles, personalities and backgrounds (Kaldis, Koukoravas and Tjortjis, 2007). Because of the fact that the nature of teamworking is nonlinear, conflicts and problems should be expected (Kaldis, Koukoravas and Tjortjis, 2007). Consistency and communication problems contain difficulties in proper communication and can be considerably improved with the use of IT. The aspect of IT infrastructure as a facilitator in teaching has been widely examined by Stephenson (2001) who claimed that "the potential for using the Internet and the multimedia capabilities of technology for learning is great." Such benefits can include cost savings through scale economies, provisions for disadvantaged students or automation of teaching processes. Technology has the capability to change the ways in which the knowledge is transferred (Laurillard 1993). Information technology is a major enabler for the provision of network organizational structures in academic teams. Contemporary advances in IT offer new opportunities that support and reengineer academic teamwork toward a more successful experience.

IT infrastructure is one of the most significant measures facing executives of information systems (Brancheau, Janz and Wetherbe, 1996). It can be seen as a stimulus for

BPR making companies able to break long-standing corporate principles (Champy and Hammer, 1993; Wastell et al., 1994). The new-created IT systems can make a great contribution toward reducing production costs, improving coordination and information transfers (Earl and Kuan, 1994). Regardless of the methodologies employed, the majority of researchers and consultants who advocate reengineering practices agree that information technology is an important enabler of organizational improvement. Even if it is not used as the base for redesigning work processes, information technology can improve performance (Bashein, Markus and Riley, 1994).

There exists a well-accepted connection between the strategic notion of the firm, the specificity of business processes and the importance of IT investments as barriers and simultaneously enablers for altering business processes (Jarvenpaa and Stoddard, 1993). Although IT is widely accepted as an enabler of changes, it is also perceived as a potential constraint or inhibitor (Butler 1993; Davenport 1993; Earl 1995; Earl and Kuan 1994), in particular when the company's IT infrastructure is inflexible or inappropriate (Brancheau 1996; Wastell 1994). Limited IT infrastructure capability can hinder process redesign (Broadbent, St. Clair and Weill, 1999)

1.3.2. Customer focus

Reengineering views the entire organization as a collection of customer-oriented processes (Rodriguez-Diaz, Robey and Wisbart, 1995). The primary objective of BPR, according to some authors, is to reengineer processes putting effort on performance improvement from the customer's perspective (Chang, 1994; Vantrappen, 1992). This ensures a strong linkage with the process improvement methodologies recommended by authors from the quality field, such as Harrington (1991). BPR requires companies to adjust core processes to corporate strategic objectives. Business performance can be improved through augmented firm's ability to satisfy customer needs (Lockamy and Smith, 1997). Therefore, the aim of strategic importance to customers becomes a driving force in all business operations. This objective supports also core processes scheduled to facilitate the supply of goods and services to customers what results in satisfaction, value and delight.

In a one company that provided travel information services to corporate customers, the reengineering efforts focused on increasing customers' awareness and knowledge of the systems and services provided (Rodriguez-Diaz, Robey and Wisbart, 1995). Deere and Company, the key farm equipment manufacturer, directed its reengineering efforts toward

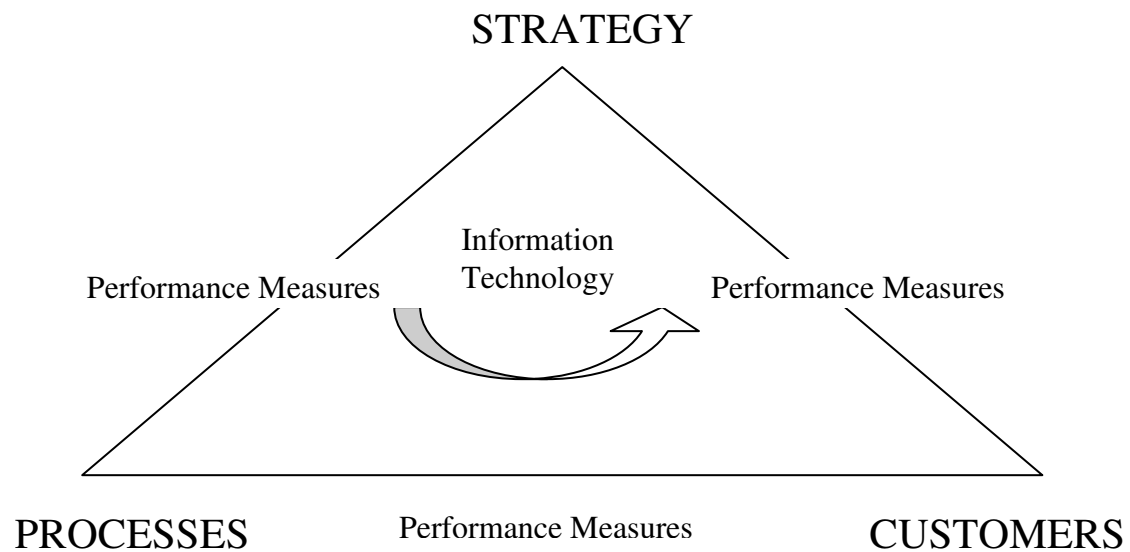
satisfying customer needs. Only after analyzing and detecting customer needs did the company start concentrating on designing the work. Customer inputs were actively sought and incorporated into the new product development processes. Company policy allowed for incorporating into the product only those features or enhancements that added huge value in the eyes of customers. The redesigning practices resulted in many tangible benefits. One of the visible outcomes of customer involvement was eligibility of Deere company to detect and fix problems early in order to avoid costly changes and customer dissatisfaction. Moreover, the company reduced the wide variety of parts and operations for number of its products, reduced manufacturing overhead and set-up time, used floor space more effectively and improved responsiveness as far as servicing customer needs are concerned (Holland and Kumar, 1995).

1.3.3. Reengineering as a part of organization's corporate strategy

Reengineering programs should be designed and launched basing on a firm's strategy. Watkins et al. (1993) and Earl and Khan (1994) pointed out that reengineering can be performed at a diversity of miscellaneous levels within the organization. The example covers IBM's reengineered finance process, which resulted in vast percentage improvements in time, costs and quality, but had little outcome on overall performance since it was not a central process related to company's strategy (Currid, 1994). A strategic agreement between customers, processes and a firm's strategy is necessary to assure that key objectives are driven by customer needs and expectations. One important fact is also to make processes chosen for reengineering influence strategically the creation of customer value (Lockamy and Smith, 1997). Additionally, the processes should be redesigned in accordance with strategy achievement.

The applicability between the strategy, processes and customers can be represented as a triangle that joins these three features together (Lockamy and Smith, 1997). A framework that depicts the concept of a strategic alignment triangle is illustrated below.

Figure 1. Strategic alignment triangle



Source: Lockamy and Smith, 1997.

1.3.4. “Clean slate” opportunity

Some of the reengineering literature recommends beginning with a blank sheet of paper and redesigning the process anew. One of the methods for improving the efficiency in organizations is undertaking a radical, discontinuous change (Hammer, 1990).

Calling for “obliterating” existing practices, Hammer (1990) suggests:

“It is time to stop paving the cow paths. Instead of embedding outdated processes in silicon and software, we should obliterate them and start over. We should reengineer our businesses: use the power of modern information technology to radically redesign our business processes in order to achieve dramatic improvements in their performance”.

According to Hammer (1990), “At the heart of reengineering is the notion of discontinuous thinking-of recognizing and breaking away from the outdated rules and fundamental assumptions that underlie operations”.

BPR is a clean sheet of paper, “tabula rasa” and fresh start for the company. “Clean slate” opportunity describes the rejection of the conventional wisdom and received assumptions from the past (Champy and Hammer, 1993). As a starting point reengineering favors the clean-slate approach as a way to stimulate creativity through encouraging the reengineering team to break up with the constraints of the past (Rodriguez-Diaz, Robey and Wisbart, 1995). The requirement of “clean sheet” alternation disassembling existing cultural,

organizational and managerial circumstances is one of key reengineering tenets (Peppard 1996). The company should start from scratch and focus on processes using information technology. As a result it can observe dramatic increase in productivity and customer satisfaction as well as decrease in production costs. Davenport and Stoddard (1994) examined whether a “clean slate” approach towards reengineering can be employed. They found out that “cost” is the only one limitation.

The opponents of the corporate “fresh start” claim that reengineering not undertaken as a broader process of organizational learning is very often cited reason for BPR failures. Incremental improvements along the existing functional lines can be ineffective because of the constraints imposed by the existing work standards (Choi, 1995). Traditional functional split of work is no longer eligible after implementing BPR.

A successful reengineering project in the Belgian bank did not constitute a “clean slate” implementation. BPR focused on alternations to the existing processes taking advantage of the increased functionality of a new IT architecture (O’Callaghan, 1999). Although the reengineering was not a “radical” as recommended by Champy and Hammer (1993), the bank improved the performance substantially and in a line with the strategic goals.

The common problems connected with employing the “clean slate” approach regard ignoring the embedded system knowledge accumulated over many years, the danger of designing another inefficient system and not appreciating the scope of the problem (Petrozzo and Stepper, 1994; O’Neill and Sohal, 1998). The organizational “white board” plan requires wide understanding of the need for change and shared commitment within the organization in order to support those alternations. When the assessment of current memory and setting objectives are not undertaken, it is impossible that the need for reengineering will be widely widespread (Rodriguez-Diaz, Robey and Wisbart, 1995). One can begin with a “dirty slate” and then accurately assesses existing limitations on design and start producing more implementable processes (Davenport and Stoddard, 1994).

1.3.5. Learning capabilities

Business process reengineering as organizational learning is one method for improvement in organizations. Organizational learning offers an image of the company as a cognitive and intelligent entity. The learning metaphor shows the long-lasting growth and development of capabilities that aims to self-examination and awareness of organizational history (Rodriguez-Diaz, Robey and Wisbart, 1995). Learning is perceived as a complex and

difficult process stored in the organization's "memory". Organizational memory is an important issue describing the repository for organizational knowledge that is shared by members of the same organization. It requires exchange of information and communication what results in the sharing of common frames of meaning (Duncan & Weiss, 1979). Reengineering depends on previously acquired knowledge (Rodriguez-Diaz, Robey and Wisbart, 1995). It means modification and improvement in what already exist (Attenello, Janson and Uzzi, 1995). IBM Credit started reengineering of the credit insurance products only after fixing the old processes (Champy and Hammer, 1993)

The learning process can be driven by information technologies. The separation of organizational processes into distinct components, or the disposal of existing memory, often produces damage. Organizational learning assumes that the corporate change is best achieved incrementally since past memory cannot be erased or reconfigured by starting over (Rodriguez-Diaz, Robey and Wisbart, 1995, Attenello, Janson and Uzzi, 1995). It is an attractive metaphor emphasizing the need for organizations to reverse the components of memory by means of self-reflection and ongoing experimentation (Rodriguez-Diaz, Robey and Wisbart, 1995).

Rodriguez-Diaz, Robey and Wisbart (1995) claimed that reengineering process does not base on organizational learning since both processes operate from fundamentally different root metaphors. Reengineering adopts the mechanistic imagery of organizational processes redesigned and reconfigured to function more efficiently. Organizational learning, however, employs the organismic imagery of cognitive and intelligent systems that can be improved by self-awareness. BPR is a broader process of organizational learning.

On the other hand, if the parties in charge of BPR implementation view their roles as part of the organizational learning process, the probability of a successfully conducted BPR implementation can be greatly increased (Rodriguez-Diaz, Robey and Wisbart, 1995). Therefore, many authorities (Klein, 1994; Grover and Malhotra, 1997; Stoddard and Jarvenpaa, 1993) suggest a deep understanding of current processes before conducting BPR project. Current processes are easy to understand and document with the help of flowcharts and process mapping. When processes are documented, their interrelationships are clear and a map of the organization appears.

1.3.6. Cooperation with external consultants as facilitator of BPR

Consultants can suggest the best paths to companies' destination obeying all the useful shortcuts. They bring knowledge and brainpower to the BPR engagements (Hammer and Stanton, 1994). People who become consultants are intellectually and conceptually oriented. They are particularly helpful as far as conceptual aspects are concerned. Their advices are mainly useful when clarifying the nature of BPR, diagnosing the current processes, creating a vision of the future and breakthrough concepts, designing marketing and communication programs. Consultants can help identifying the solutions that has not been considered yet. They can provide guidance in such areas as measurement and design, technology, teamwork and conflict management, financial and legal matters (Attenello, Janson and Uzzi, 1995).

The most common reason for employing external consultants is that they have much greater experience with reengineering than the client does. Some companies also hire consultants in order to gain valuable expertise in accelerated systems development. Prime consultants make their clients able to leverage other firms' experiences and by means of that avoid their mistakes (Hammer and Stanton, 1994). This accelerates the BPR program and brings the company more quickly to payoff.

The role of external consultants in improving the company's performance is various. They can be initiators of BPR, facilitators, communicators, coordinators, champions or supporters. According to Dhaliwal's and Ranganathan's (2001) study, external consultants help to facilitate BPR efforts in 33.3% and support BPR practices in 23.1%.

The ultimate question whether to use external consultants in order to support reengineering efforts is always hard to answer. It is connected, thought, with incurring significant expense by a client. In many cases, however, taking advantage of consultants can outweigh costs. First of all, the corporation has to understand the need for reengineering and then the need of hiring the consulting firm. The consultants are essential in situations when a company lacks strength in the areas –out-of-the-box thinking, program management and change management (Hammer and Stanton, 1994). But employing the external consultants is not only connected with inefficacy of companies. Large corporations hire consulting firms in order to receive better outcomes of the reengineering program, improve efficiency and limit time frames.

There are cases that organizations are unable to implement recommendations suggested by consulting companies. This faces mainly weak corporations lacked with appropriate infrastructure resources that were reluctant to changes (Albizu and Olazaran, 2006) and did

not foresee results of intensive work by reengineering teams. The example regards System One organization that employed AT&T consulting company in order to implement BPR issues suggested by EDS - the other consulting company hired in the past (Rodriguez-Diaz, Robey and Wisbart, 1995). The inability of launching the EDS recommendations forced System One to put additional financial resources in order to employ AT&T.

1.3.7. Level of success after BPR implementation

Reengineering is the process a lot of organizations can benefit from. Although the outcomes are different, the experience showed that each firm that understands where it is going, who its customers are and on what markets it competes, can improve significantly (Attenello, Janson and Uzzi, 1995).

In this study respondents are asked to specify a percentage determining the level of success that their organizations achieved after BPR implementation. Similar question was posed by Al-Mashari, Irani and Zairi (2001) who examined the level of success in the European and the U.S. organizations. General average success percentage amounted to 55.46%. The result for countries from Europe was 49.48%. These outcomes disconfirm the often-cited 30% rate of success (Champy and Hammer, 1993). Such outcome is supported by the volume of Sockalingam and Doswell (1996) which identified that in Scotland only 6% of the BPR practices resulted in failure. This number in the US amounted to 78%.

Albizu and Olazaran (2006) made a global assessment of the European experiences in BPR. Among examined companies, there have been five high successes (25%), nine moderate successes (45%) and six failures (30%). Such positive outcomes are in perfect line with recent studies of Kallio, Saarinen, Tinnila and Vepsalainen (1999) and in contrary to the high levels of failure determined by Champy and Hammer (1993) and CSC Index (1994).

Ranganathan and Dhaliwal (2001) assessed the success of BPR practices in Singaporean companies. They found that about 40% of respondents perceived the success of BPR efforts as high or very high, about 45% of respondent rated the success of BPR practices in a moderate extent and only 15% found BPR efforts as low successful. The chances in success in reengineering are dependable on how well-planned and well-executed reengineering program the company has created. Reengineering, thought, is not a roulette or lottery. It is like a chess play. When you play well, you will win.

Petrozzo and Stepper (1994) emphasized the role of public relations person in creating a first-class communication plan as the base for the success in BPR. To succeed, employees

should be willing to share information, work in teams and be loyal to organization (Choi 1995). Davenport (1993) identified 5-step methodology for successful business process reengineering. In accordance with his opinion, companies should firstly determine processes for innovation, then specify change levers, develop process visions, understand existing processes and finally design and prototype the new processes. Davenport's (1993) vision for successful BPR is in a perfect line with findings of Jacobson (1995) and Klein and Manganelli (1994). O'Callaghan (1999), in turn, examined the case of the Belgian bank that implemented BPR with an ultimate success. The activities that were undertaken by the bank fully reflected all necessary elements described in the literature needed to succeed in reengineering: process analysis to identify inefficiencies, process redesign to shorten cycle time, advantage of IT in process integration, employees' empowerment and the key role of project management.

1.4. Results from implementing BPR project

Each BPR project remains several consequences and widely contributes to further organizational performance. This section analyzes the main outcomes of BPR included in the survey instrument.

1.4.1. Reduction in workforce numbers

Business process reengineering is often connected with the reduction in workforce numbers. Regardless of the opinions of some authors that reengineering is not downsizing (Champy and Hammer, 1993; Hammer and Stanton, 1994, Attenello, Janson and Uzzi, 1995); we constantly observe elimination of jobs and people after implementing BPR to the organizations. Many recent success stories of corporations that undertook business redesign practices emphasize cost benefits and productivity resulting from organizational change that reinforced the notion of BPR as job cuts and reduction in head count.

Reengineering in UK Probank resulted in a 25% reduction in staffing within the branch network with a loss of over 1000 jobs (McCabe, 2004). Engelhar company, in turn, got rid off more than 500 jobs from the salaried workforce after implementing process redesign (Hammer and Stanton, 1994). Through BPR, Ford reduced its accounts payable staff by 75% (Ascari, Rock and Dutta, 1995). A large aircraft manufacturing company in China reduced the work positions from nineteen to eight with BPR (Ping, 1995). In Bar and Stroud the BPR

practices had significant outcomes for industrial relations. Initially there were 160 redundancies. The staff was chosen for redundancy depending on skills and attitude audit (Knights and Willmott, 2000).

1.4.2. Changes in organizational culture

Corporate culture consists of the collection of lasting values shared by each member of a company. It generates organizational behaviors and routines, represents most basic beliefs about people's work and shapes their performance at work (Hammer, Stanton, 1994).

Positive attitudes of employees and right conditions for efficient actions should be the indicators of a corporate culture in each organization (Albizu and Olazaran 2006). Culture is a synonym of a pliable variable that should be in balance with other critical aspects of the organization (Davenport, 1993).

Reengineering can produce permanent cultural changes (Attenello, Janson and Uzzi, 1995). It alters people's behavior, culture, technology and processes (Al-Mashari and Zairi, 2000). BPR changes the organizational culture because redesign projects generally include attempts to alter the organizational subsystems of management (values, style, measures), people (skills, jobs, culture), information technology and organizational structures, containing team and coordination mechanisms (Guha, Kettinger and Teng, 1997). The goal of such a process transformation is the improvement in process products and services sizing up in terms of quality, cost, customer satisfaction or shareholder value. In order to achieve a cultural change, the communication should be improved and leadership reinforced (Leth, 1994; Teng, 1994). More overt forms of control are also prescribed since monitored or controlled work disturbs the corporate culture (Davenport and Nohria 1994).

BPR occurs with the presence of various elements of organizational alternations like change in management style, labor relations and organizational design (Champy and Hammer, 1993). It requires a far-reaching cultural change besides the spheres of reengineering of processes' flow and structures around them (Davenport, 1993).

Albizu and Olazaran (2006) analyzed BPR practices in 20 companies from seven European countries. They found that companies with labor relations based on collaboration of different actors or those based on social economy had beneficial cultural conditions for overcoming reluctance to change and for launching decentralized work systems. On the contrary, some companies met extensive difficulties in BPP introduction when reengineering destroyed its deeply rooted values by means of wrong way of its implementation or

conceptualization. The companies that applied varying change programs (e.g. BPR) have created a culture that was later consolidated into a company as a value. In other companies that did not go that far, the improvement in cultural values after BPR implementation regarded company institutionalization, cooperation, quality, customer-based approach and joint responsibility.

In UK Probank, in conjunction with reengineering, there was a trial to change the organizational culture, initially through team working (McCabe, 2004). Business process reengineering in Samsung, in turn, created a new corporate culture that became more internationally oriented and rested on productivity rather than long working hours (Choi, 1995)

1.4.3. Continuous improvement culture

Top companies around the world are driven to rethink their businesses and focus on processes. This forces them to determine the business practices by four “value metrics”: reduced cycle time, reduced cost to the customer, improved product quality and increase of innovation speed and new-product development (Johansson, Mchuch, Pendlebury and Wheeler, 1994)

According to Ping (1995) people evaluate and alter the structure and the operational policies that determine the business process in order to attain significant improvements in juncture business performance measures. Petrozzo and Stepper (1994) claimed that BPR contains a simultaneous redesign of processes, organizations and information systems to attain rapid improvement in cost, time, quality and customer satisfaction. Rodriguez-Diaz, Robey and Wisbart (1995) examined the reengineering practices in a company providing travel information services to corporate customers. They found out that process redesign resulted in reducing the amount of a production time. Moreover, it increased revenues and the market share. Ligus (1993) claimed that reengineering practices result in over 35% reduction in costs, 80% reduction in inventory and 70% reduction in the cost of quality. Hammer and Stanton (1994) showed that work of six BPR teams in Engelhard company allowed the organization to reduce costs by 33% and increase plant’s manufacture capacity by 45%.

Champy (1995) conducted a study “The State of Reengineering” that included the largest corporations from North America and Europe. The results of BPR efforts in these companies confirmed 40% decreases in costs, 40% increases in customer satisfaction, quality and revenue, and 25% growth in market share.

Motorola, when discovered its longer cycle times and higher defect percentages, reengineered its parts and tooling processes and upgraded manufacturing equipment. This resulted in a decrease in the total production costs by US\$ 1 billion per year and shortened cycle time by half (Harrison and Pratt, 1993). Bell Atlantic, after conducting BPR project, limited the time to install new telecommunication circuits from 15 to 3 days and cut labor costs from US\$ 88 to 6 million (Stewart, 1993). Hallmark changed its sequential product development for cross-functional teams and reduced the time of the introduction of new product on cards by over 75% (Ascari, Dutta and Rock, 1995). The benefits of BPR in Liberty Mutual, in turn, exceeded \$50 million a year (Hammer and Stanton, 1994).

Chapter 2. Research methodology and framework

2.1. Research framework and hypothesis

The articles by Fitzpatrick, O'Neill and Terziovski (2003) and Lockamy III and Smiths (1997) typify recent developments in BPR literature and form the basis for the current research. Fitzpatrick, O'Neill and Terziovski (2003) analyze successful predictors of BPR within the Australian Financial Services Sector that have implemented BPR. The key finding of the research with the response rate of 32% evidenced that organization's strategy and customer focus are the most important predictors of BPR success. Moreover, the main challenges for successful BPR implementations are alternations in attitudes and cultures assuring wide communications and dealing with reluctance to change from middle management.

Lockamy III and Smiths (1997) provide a framework characterizing successful BPR practices instituted by Cummins Engine Company. Moreover, they examine the connection between a firm's strategy, customer requirements and business processes and categorize reengineering practices into five component parts: processes, strategy, customers, performance and information technology.

Based on the literature review as well as Fitzpatrick, O'Neill and Terziovski (2003) and Lockamy III and Smiths (1997) frameworks, the following hypotheses were articulated for testing:

- Hypothesis 1. BPR is significantly associated with a corporate strategy and profitability.
- Hypothesis 2. Information technology is significantly associated with cycle time reduction in reengineered processes.
- Hypothesis 3. Customer feedback in planning and implementing BPR is significantly associated with the ability of the organization to satisfy customers.
- Hypothesis 4. The change in organizational culture is significantly associated with implementation of BPR.
- Hypothesis 5. The engagement of external consultants is significantly associated with the success of BPR in the company.

2.2. Methodology

A quantitative research design has been used to test the five hypotheses. The survey instrument – a driving force for this thesis – has been employed from Fitzpatrick, O'Neill and Terzioviski (2003) study: "Successful predictors of business process reengineering (BPR) in financial services". The sample chosen by Fitzpatrick, O'Neill and Terzioviski (2003) were 156 corporations identified as banking-finance and insurance from Australia's Top 500 Companies.

The population studied in this research are the top EU companies from East Europe: Poland, Czech Republic and Slovakia; Central Europe: Austria, Germany and Switzerland; North West: Ireland and United Kingdom; Scandinavian countries: Denmark, Finland and Sweden; BeNeLux countries: Belgium, Luxemburg and the Netherlands; Iberia: Portugal and Spain; South East: Greece; Mediterranean countries: Italy; and France as reported on <http://www.top500.de>. The database used for Slovakia is taken from www.tradeboss.com.

Not all companies were selected from the mentioned databases. The selection process was conducted semi-randomly since some organizations known from the literature for their mature experiences with BPR (e.g. IBM, Hallmark, Samsung, and Boeing) were chosen intentionally. The same is the case that several organizations were not selected on this basis. Such an approach can assure the balance between richness and quality of data obtained which aims to develop a better comprehension of a phenomenon that is researchpoor and random selection which enables generalization of findings (Trochim, 1997; Vaus, 1985). The choice of Europe is justified by Deakins and Makgill's (1997) results that suggest BPR projects have more presence in this part of the world than in others (except miscellaneous BPR practices in the U.S).

A comparatively short questionnaire has been created in order to ensure a reasonably high response rate. The survey was addressed to organizations' actors responsible for BPR introduction and implementation (e.g. directors, quality managers and process improvement managers). Some questionnaires were also sent anonymously to the corporations when their Internet pages lacked detailed information about management bodies and supervisory boards. Such inquiry forms were further transferred to the units responsible for BPR launchings, answered when the topic turned out to be of the company's interest and experience and sent back. Some personal meetings and interviews with management bodies were arranged in Austria and Poland in order to reach more sophisticated data. Some alternations were made to certain responses that were seen confusing or ambiguous. Initially, a total of 1721

questionnaires were mailed to the selected corporations resulting in a final response rate of 11.7%. This response rate is comparable to some mail surveys reported in the BPR literature (e.g. Champy (1995) with 10.35% response rate; Al-Mashari, Irani and Zairi (2001) with 10.6% response rate; Sinclair and Zairi (1995) with 13% response rate).

Table 1 presents the feedback of companies' responses.

Table 1. Summary statistics on BPR responses

No.	Country	Number of positive responses	Number of negative responses	No responses	Number of firms contacted	Response rate
1.	Poland	15	52	45	112	13%
2.	Czech Republic	12	50	20	82	15%
3.	Slovakia	9	38	44	91	10%
4.	Austria	14	53	38	105	13%
5.	Germany	13	54	41	108	12%
6.	Switzerland	13	60	44	117	11%
7.	Ireland	13	62	40	115	11%
8.	United Kingdom	14	52	39	105	13%
9.	Denmark	11	45	37	93	12%
10.	Finland	10	45	42	97	10%
11.	Sweden	10	59	36	105	10%
12.	Belgium	9	47	40	96	9%
13.	Luxemburg	8	34	45	87	9%
14.	The Netherlands	10	50	37	97	10%
15.	Portugal	10	22	44	76	13%
16.	Spain	11	23	48	82	13%
17.	Greece	10	14	51	75	13%
18.	Italy	10	19	49	78	13%
19.	France	10	39	42	91	11%
Total	-	202	779	740	1721	-

Source: own study.

Number of positive answers delivered by examined companies is the highest in Poland (15 responses). This outcome can result from my ability to arrange more personal meetings in this country than in other parts of Europe. The lowest number of positive responses is observed in Luxemburg (8 responses). The richest country in the EU, Luxemburg, is a tax paradise for companies. Therefore, more and more individual entities are employed in this country. In effect there are observed not so many BPR practices there. Negative responses reign in Ireland (62 responses) whereas the smallest amount of negative answers comes from

Greece (14 responses). This result can be a little bit bizarre since majority of Greek companies are small or average in size. The economic situation in Ireland, in turn, allow international companies to locate their capital there what means this country posses fabulous conditions for investments and development of companies. Ireland concentrates majority of leading companies from all around the world. This last truth can constitute to explain the result of huge number of negative responses that come from this country. International companies, though, are less inclined to reveal internal knowledge to the outside in comparison to the local organizations. Large companies that operate on a large scale are protected with privacy policy and are not able to extract confidential issues freely. The highest rate describing the lack of responses is noted in Greece (51 responses). This can explain the previous result of the smallest amount of negative answers that come from this country. The highest rate of return of questionnaires is observed in Czech Republic. Only 20 questionnaires from 82 sent to companies in this country did not return. This makes the overall response rate the highest in Czech Republic (15%). The lowest response rate is observed in Belgium and in Luxemburg (9%).

Table 2 presents the summary of negative responses coming from examined organizations.

Table 2. Number of negative responses

No.	Country	Survey complexity	Time limits	Privacy policy	Intern or employee status with the company required	Results not known yet	Lack of the unit able to respond on BPR	Number of negative responses
1.	Poland	10	15	16	2	3	6	52
2.	Czech Republic	8	16	11	3	2	10	50
3.	Slovakia	3	5	9	2	3	16	38
4.	Austria	6	14	14	6	4	9	53
5.	Germany	5	15	13	5	3	13	54
6.	Switzerland	7	12	17	8	2	14	60
7.	Ireland	6	11	23	9	4	9	62
8.	United Kingdom	5	11	19	4	4	9	52
9.	Denmark	4	9	13	7	3	9	45
10.	Finland	5	10	9	5	5	11	45
11.	Sweden	7	14	15	7	3	13	59
12.	Belgium	5	9	11	6	4	12	47
13.	Luxemburg	5	5	3	4	0	17	34
14.	The Netherlands	7	12	13	5	4	9	50
15.	Portugal	5	5	7	0	2	3	22
16.	Spain	3	5	6	4	0	5	23
17.	Greece	2	3	5	1	1	2	14
18.	Italy	3	5	7	0	0	4	19
19.	France	1	8	16	5	2	7	39

Source: own study.

Table 2 divides the negative answers into different subgroups depending on how respondents answered. In the last column there are negative responses from each country shown. This is redone in order to clearly present the division and summation of negative answers. Table 2 is the base for creating Table 3 where the rates of response to negative answers of all firms separately are presented.

Table 3. Response rates of negative answers

No.	Country	Survey complexity	Time limits	Privacy policy	Intern or employee status with our company required	Results not known yet	Lack of the unit able to respond on BPR
1.	Poland	19%	29%	31%	4%	6%	12%
2.	Czech Republic	16%	32%	22%	6%	4%	20%
3.	Slovakia	8%	13%	24%	5%	8%	42%
4.	Austria	11%	26%	26%	11%	8%	17%
5.	Germany	9%	28%	24%	9%	6%	24%
6.	Switzerland	12%	20%	28%	13%	3%	23%
7.	Ireland	10%	18%	37%	15%	6%	15%
8.	United Kingdom	10%	21%	37%	8%	8%	17%
9.	Denmark	9%	20%	29%	16%	7%	20%
10.	Finland	11%	22%	20%	11%	11%	24%
11.	Sweden	12%	24%	25%	12%	5%	22%
12.	Belgium	11%	19%	23%	13%	9%	26%
13.	Luxemburg	15%	15%	9%	12%	0%	50%
14.	The Netherlands	14%	24%	26%	10%	8%	18%
15.	Portugal	23%	23%	32%	0%	9%	14%
16.	Spain	13%	22%	26%	17%	0%	22%
17.	Greece	14%	21%	36%	7%	7%	14%
18.	Italy	16%	26%	37%	0%	0%	21%
19.	France	3%	21%	41%	13%	5%	18%

Source: own study.

Some organizations perceived the survey instrument as a complex and intricate tool and did not want to spend time for untangling the BPR issues. The highest rate of survey complexity is noted in Portugal (23 %) whereas the lowest one in France (3%). Other companies were engaged in different projects at the time of sending the survey instrument and not able to respond because of time limits and requirements of other undertakings. There were obliged to meet deadlines and therefore unable to respond to the questionnaire. Some companies claimed that receive thousands of similar queries every day and are unable to respond to all questionnaires wanted. The highest rate of most limited time frames have been observed in Czech Republic (32%) and the lowest in Slovakia (13%). Some organizations did not provide the filled questionnaires since they are bounded with the privacy policy and unable to reveal the confidential knowledge to the outside. They declared no participation in any kind of surveys requested and suggested visiting their websites aiming the enhancement

of knowledge and search for issues of interest. The highest rate of negative responses from companies that strictly obey their secrecy rules come from France (41%) and the lowest number is observed in Luxemburg (9%). A great number of organizations provide the confidential information only for people who have the status of an intern or an employee with the company required. The highest rate of such organizations is observed in Spain whereas the lowest one in Portugal and Italy (0%). Some organizations are engaged in BPR process and do not know the results yet. Since BPR process constitutes of longitude practices and its results are changing over time, the companies could not fill the questionnaires basing on future assumptions. The greatest number of responses reflecting continuing practices on BPR comes from Finland (11%). There are also companies that are not engaged in any BPR program at the moment. These are organizations from Luxemburg, Spain and Italy. Many of examined firms do not employ a person who would be able to provide adequate responses to the survey. The most insufficient capacity has been noted in Luxemburg (50%) and the lowest in Poland (12%).

Following Fitzpatrick, O'Neill and Terziovski (2003) most responses in the survey instrument were measured along ordinal five item Likert scales. It enabled respondents to specify their level of agreement to a statement.

This study intended to obtain responses from different industries in order to establish generalization of findings. This followed Al-Mashari, Irani and Zairi (2001) and Dhaliwal and Ranganathan (2001) who also examined the companies from a diverse set of factories.

There have been provided more questions for BPR practices than in the study of Fitzpatrick, O'Neill and Terziovski, (2003). The BPR objectives I added are cited in Albizu and Olazaran (2006) paper. The question indicating the percentage level of success that organizations have achieved in BPR implementation is based on the experiences of Al-Mashari, Irani and Zairi (2001). The query about BPR implementation with the help of external consultants was fundamental in order to create the comparison between organizations that took advantage of consulting firms' services and firms that conducted BPR on their own.

Chapter 3. General findings

This Chapter extensively analyzes all questions from the survey instrument. It describes general results and shows how various companies from wide range of countries perceived the differences in main components of Business Process Reengineering.

3.1. The executive summary of the research

Respondents were asked whether they are willing to be given a copy of the executive summary of this research. The topic of BPR predictors in the EU turned out to be of a great interest since 77% organizational actors indicated the wants of being delivered the review of this thesis. The highest percentage is noted in Luxemburg (88%) and the lowest in Poland and Greece (60%) (see Appendix II). As far as industry categories are concerned, the highest percentage rate denoting companies' willingness of being delivered the executive summary has been observed in Agriculture and Allied Industry (100%) and in Consulting, Insurance and Food, Beverages and Tobacco (93%). The highest unwillingness rate has been found in Crude Petroleum and Natural Gas (86%) and IT services (80%) (see Appendix III).

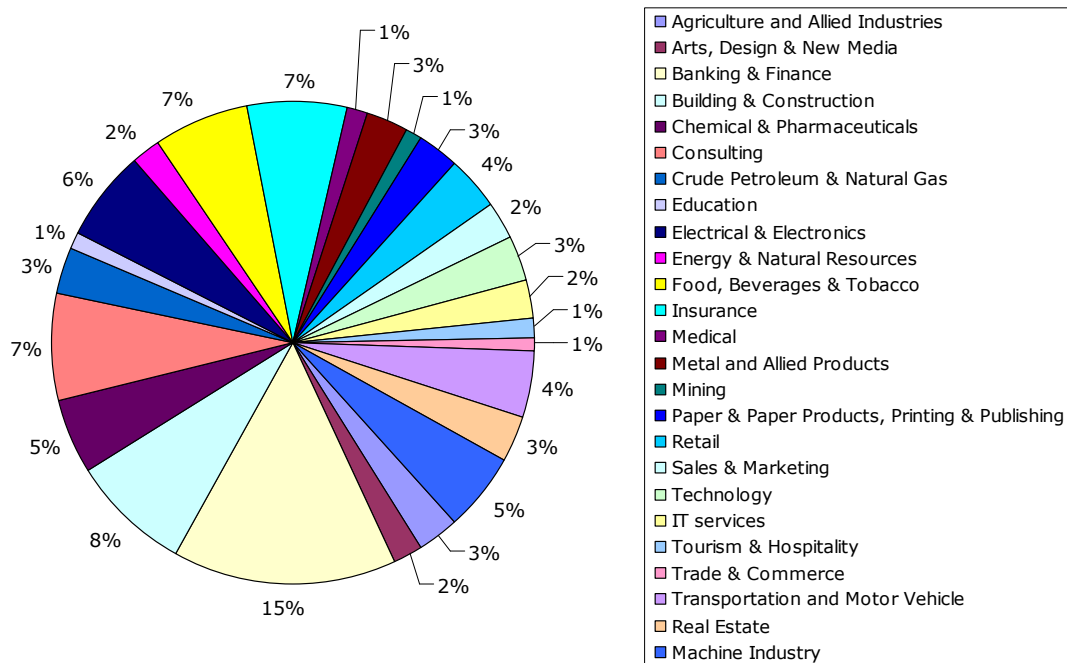
3.2. Industry categories

This study intended to obtain responses from various industries in order to establish generalization of findings. I examined the companies from a diverse set of industries following Al-Mashari, Irani and Zairi (2001) and Dhaliwal and Ranganathan (2001). Diagram 1 illustrates main industrial groups that take part in this research. The highest percentage of examined companies comes from Banking & Finance (15%). The lowest rate has been observed in Medical, Mining, Tourism & Hospitality, Trade & Commerce and Education (1%).

Appendix III presents main findings of each BPR components in each industry separately gathering all countries together.

Tables 1 and 2 in Appendix II present percentage share of each industry in particular countries. Admin & Customer Service and Agriculture and Allied Industries found the greatest popularity in Sweden with percentage rates 9% and 18% respectively. Arts, Design & New Media reigned in Slovakia (9%), Banking & Finance in Switzerland (21%), Building &

Diagram 1. Industry categories



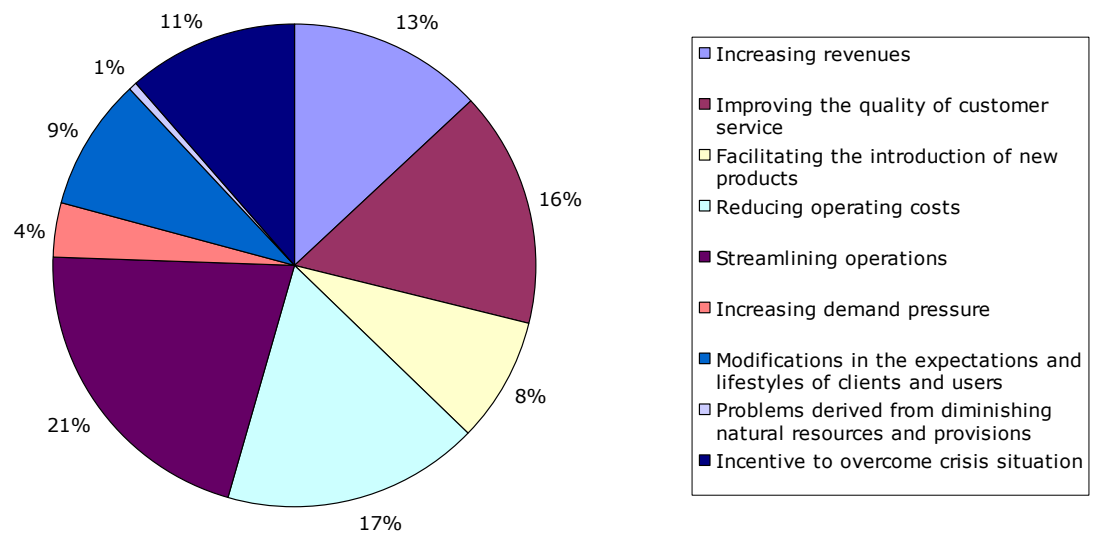
Source: own study.

Construction in Italy (40%), Chemical & Pharmaceuticals in Luxemburg (25%) and Consulting in Belgium (22%). Crude Petroleum & Natural Gas found the greatest interest in France (17%), Education and Mining in Belgium (11%), Electrical & Electronics and Metal and Allied Products in Switzerland (14%), Energy & Natural Resources in Portugal (20%) and Food, Beverages & Tobacco in Germany (14%). Human Resources industry found the largest popularity in the Netherlands and Portugal (20%), Insurance, Medical and Paper & Paper Products, Printing & Publishing in Finland (10%), Aluminum Manufacturing in Luxemburg (25%) and Power Generation & Distribution and Trade & Commerce in UK (7%). Retail industry reigned in Italy (10%), Sales & Marketing in Slovakia (27%), Social Services and Transportation and Motor Vehicle in Germany (7% and 21% respectively), Technology in Greece (17%), IT services in Poland (18%), Tourism & Hospitality and Machine Industry in Denmark (9% and 27% respectively) and Real Estate in Czech Republic (15%).

3.3. BPR reasons

Diagram 2 illustrates the division of BPR reasons in all examined countries. The most widespread reason for BPR practices turned out to be streamlining in companies' operations. This has been observed in 113 of examined companies (21%). The rarest cited reasons for implementing business redesign practices are problems derived from diminishing natural resources and provisions observed in 3 companies (1%).

Diagram 2. BPR reasons



Source: own study.

One Sales & Marketing company marked optimization of all business processes, flexibility and prompt adjustment to market needs as additional reasons for BPR implementation.

Streamlining operations turned out to be of greatest interest in Poland (22%), Czech Republic (33%), Austria (26%), Switzerland (24%), Finland (31%), the Netherlands (27%), Italy (24%) and France (26%). Increasing revenues as the reason for BPR reigned in Luxemburg (26%), Belgium (23%) and Portugal (19%). Through BPR practices 30% of companies in Germany, 26% in UK and 28% in Greece improved quality of customer service and 30% of organizations in Slovakia, 28% in Denmark, 24% in Ireland and 19% in Portugal

reduced operational costs. Incentives to overcome crisis situation influenced 17% of organizations in Sweden and 24% of companies in Spain (see Tables 3 and 4 in Appendix II: BPR reason).

The expected increase in revenue is the most often observed reason for BPR practices in Agriculture and Allied Industries (22%). The highest rate of improvement in the quality of customer service, as another BPR cause, has been denoted in Technology (28%). Facilitating the introduction of new products found the highest interest rate in Agriculture and Allied Industries (21%). Reduction in operating costs, in turn, reigned in companies from Transportation and Motor Vehicle (40%). Streamlining operations was the most often observed reason for redesign practices in Arts, Design & New Media companies (31%) and increasing demand pressures found the highest interest in organizations in Metal and Allied Products (15%). Modifications in the expectations and lifestyles of clients and users are the most often cited reasons for BPR in Food, Beverages & Tobacco companies (16%). Problems derived from diminishing natural resources and provisions reigned in Agriculture and Allied Industries (7%). 30% of Energy & Natural Resources companies marked incentive to overcome crisis situation as a main cause for reengineering whereas forecast of a wide liberalization process turned out to be the most widespread reason for BPR in companies from Metal and Allied Products (see Table 1 in Appendix III).

3.4. Corporate position

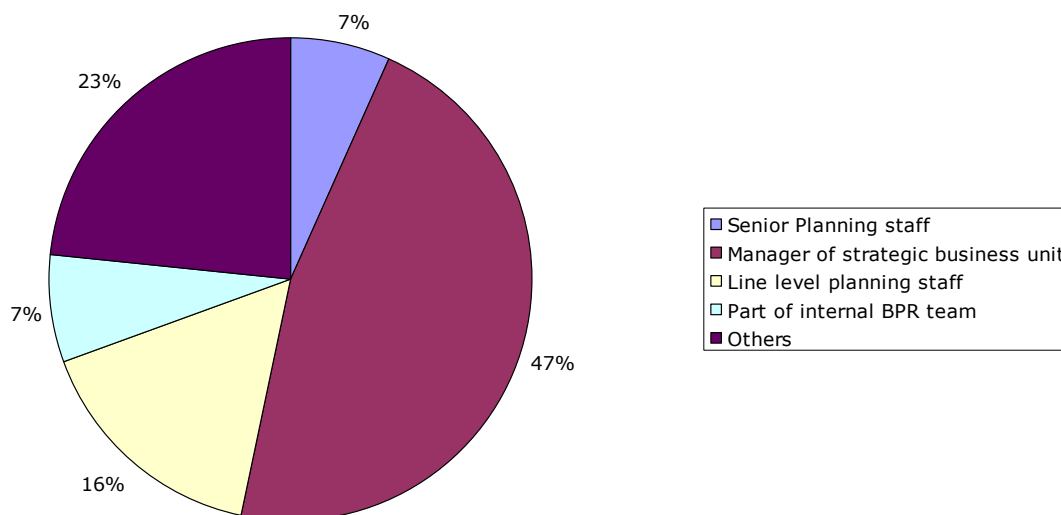
The survey instrument was addressed to organizational actors assumed to be responsible for BPR implementation. The question about the position was posed in order to make sure that the questionnaire was not filled out by an incidental body in the company.

The Diagram 3 illustrates the redistribution of corporate positions in all firms together. Managers of strategic business units turned out to be the most appropriate persons when filling out the survey. The whole amount of managers who responded in all companies equals to 96. It constitutes of 47% of all responses. Senior Planning staff and members of internal BPR teams were rare personalities who engaged their selves in filling out the questionnaire. There were 14 Senior Planning employees and 15 members of internal redesign teams. This responds to 7% each of all positions studied.

Managers of strategic business units responded in 100% of companies in Energy & Natural Resources (see Appendix III: Corporate position). Among all countries examined the highest amount of managers comes from Switzerland (64%), the Netherlands (60%) and Italy

(60%). The lowest amount has been observed in Poland, Slovakia and Belgium (33%) (see Appendix II: Corporate position).

Diagram 3. Corporate position



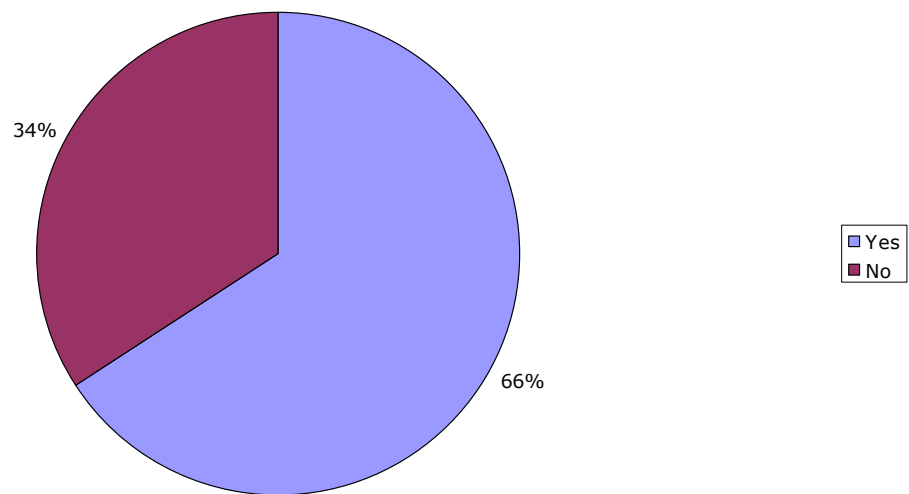
Source: own study.

3.5. Help of external consultants

Diagram 4 presents the share of companies that employed external consultants when conducting BPR. The overall number of firms that hired external advisors amounted to 135 what constitutes to 64%. The percentage of organizations that did not take advantage of external help equals to 34%. The highest percentage rate of companies that employed external advisors comes from Italy (90%) and the lowest from Austria (50%) (see Appendix II: Help of external consultants).

100% of companies from Crude Petroleum & Natural Gas, Paper & Paper Products, Printing & Publishing and Retail hired consultants. 87% of consulting companies did not take advantage of external help (see Appendix III: Help of external consultants)

Diagram 4. Help of external consultants



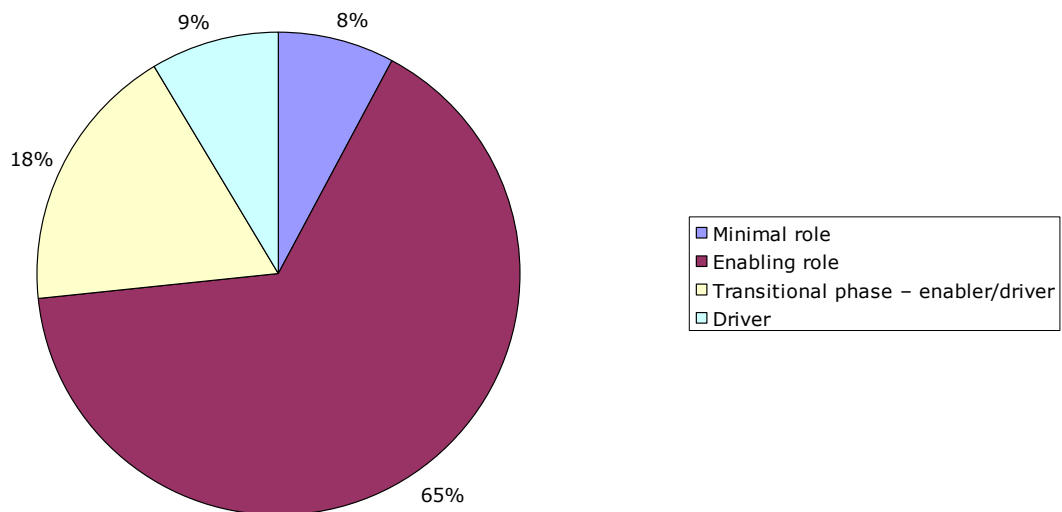
Source: own study.

3.6. IT role

Information technology – one of the components of reengineering strategic factors turned out to be of a great importance in BPR practices in the UE. Diagram 5 characterizes the role of information technology in a more detailed way. IT plays enabling role in 135 examined companies what constitutes to 65% firms studied and minimal role only in 16 companies what amounts to 8% of organizations that responded. Transnational phase of information technology have been claimed by 37 companies (18% of all organizations studied). The highest rate of enabling role of IT has been found in Italy and France (80%), the lowest one in Germany (43%). The highest rates of IT as a driver have been noticed in Slovakia and Germany (22% and 21% respectively) whereas the highest rates of minimal role of information technology have been observed in Spain (27%). Transnational role of IT is observed mostly in Belgium. 44% of organizations from this country confirmed that information technology played transnational phase in their business process reengineering programs (see Appendix II: IT role).

100% of companies from Energy & Natural Resources stated that information technology plays the enabling role in business process reengineering program. No role of IT perceived 50% of companies in Agriculture and Allied Industries (see Appendix III: IT role)

Diagram 5. IT role



Source: own study.

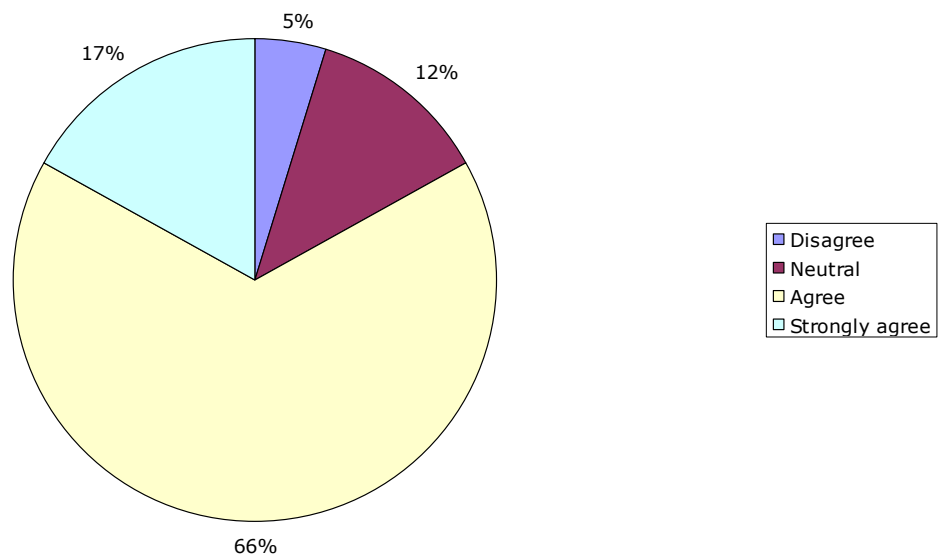
3.7. Efforts driven by core-customer focused business processes

One important BPR characteristic is customer focus. Companies do their bests in order to meet customer requirements. Diagram 6 illustrates the character of responses on core-customer focused business processes. 136 examined companies (66% of organizations inspected) share the point of view that their efforts are driven by customer focus and only 10 organizations (5% of companies studied) do not support this opinion. The highest percentage rates of companies that agree that reengineering efforts are driven by core-customer focused business processes have been observed in Czech Republic (83%), Germany (79%) and Slovakia (78%) whereas the lowest rates have been found in Portugal (50%). The largest amount of companies that strongly agree that customers' requirements should be met has been observed in Spain (36%) whereas the highest number of firms that disagree to the statement

that companies should constantly satisfy consumers' needs comes from Slovakia (22%) (see Appendix II: Efforts driven by core-customer focused business processes)

Among industries, 50% of Arts, Design & New Media companies strongly support this point of view, 93% of Consulting companies share this opinion and 50% of companies from Energy & Natural Resources industry disagree (see Appendix III: Efforts driven by core-customer focused business processes).

Diagram 6. Efforts driven by core-customer focused business processes



Source: own study.

3.8. Part of corporate strategy

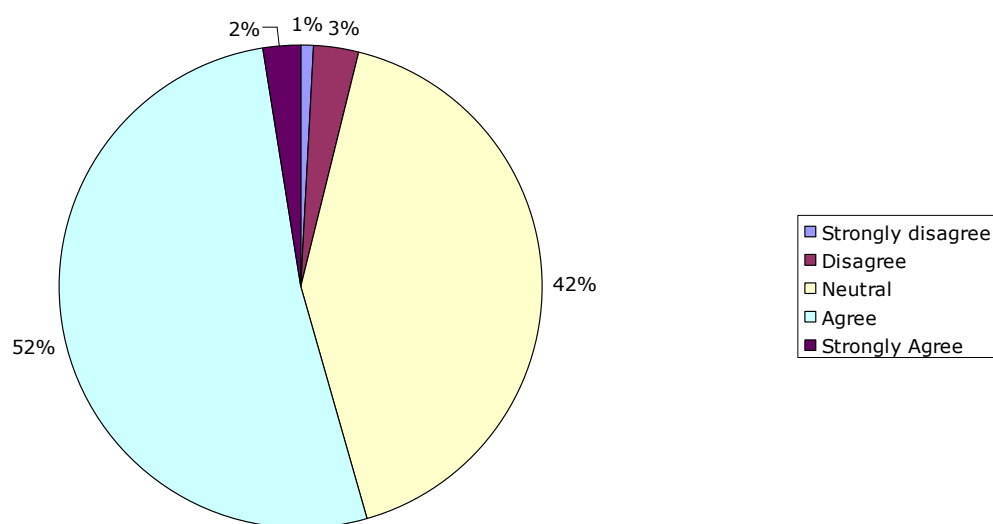
Diagram 7 presents redistribution of responses as far as the question about the corporate strategy is concerned. 107 organizations (52% of companies studied) perceives BPR as a part of their industrial policy, 86 firms (42%) are neutral, 6 firms (3%) disagree, 5 companies (2%) strongly agree and only 2 companies (1%) strongly do not support this point of view. 88% of companies from Retail industry and 86% from Technology share this opinion too (see Appendix III: Part of corporate strategy).

The highest percentage rate of companies that strongly agree that reengineering practices are the part of corporate policy has been found in Germany (14%). The highest

number of companies that agree to this statement comes from Poland (80%) whereas the majority of companies that remained neutral comes from the Netherlands (70%). The lowest amount of firms that strongly do not share this opinion has been found in Slovakia (11%) and there is 10% of companies in the Netherlands that disagree that reengineering can be the part of organizational strategy (see Appendix II: Part of corporate strategy)

50% of companies in which reengineering is part of organization's corporate strategy noticed significant improvements in return on equity and enhancement in cost/income as a result of reengineering program (see Appendix I and II).

Diagram 7. Part of corporate strategy



Source: own study.

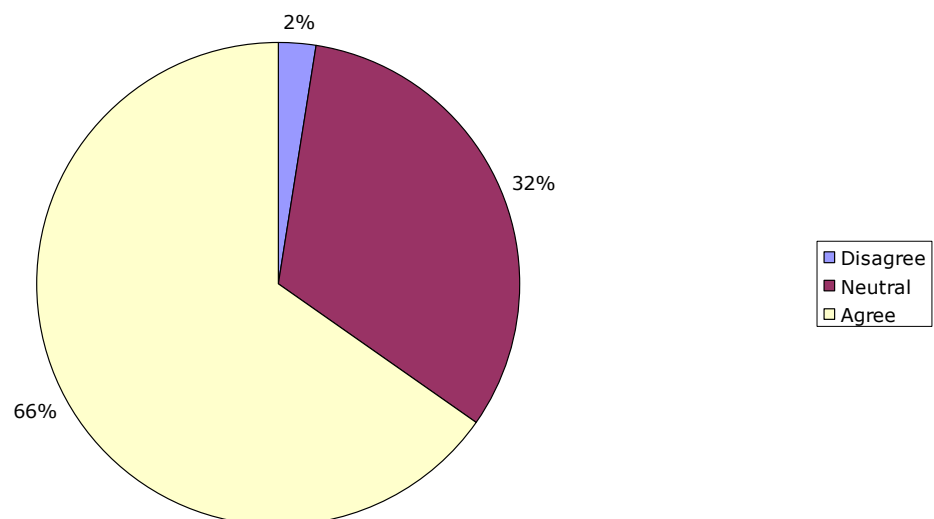
3.9. Change of organizational culture

Diagram 8 presents changes in organizational culture in organizations. 134 responding companies (66% of all organizations studied) noticed alternations in organizational culture after BPR implementation. 66 companies (32% of firms inspected) remained neutral in this matter and only 5 examined firms (2%) did not notice any difference. Companies from Energy & Natural Resources and Retail industries agreed in 100% that organizational culture

has been changed in their organizations in a visible way (see Appendix III: Change of organizational culture).

The majority of companies that recorded changes in organizational culture come from Poland and Italy (80%). The highest number of companies that are neutral has been noticed in Sweden (55%) whereas the largest amount of firms that disagree comes from Portugal (10%). There is only one firm (in Denmark) that strongly agrees to the statement that changes in organizational culture are the result of reengineering practices conducted inside the company. This constitutes of 9% of all companies studied in Denmark (see Appendix II: Change of organizational culture and Appendix I: Denmark)

Diagram 8. Change in organizational culture



Source: own study.

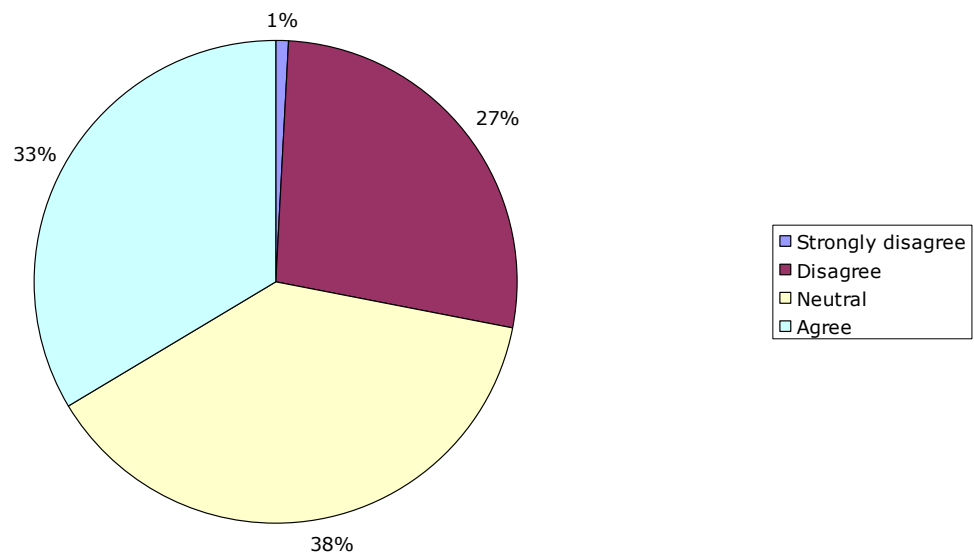
3.10. “Clean slate” opportunity

“Clean slate” opportunity is an opposite notion to organizational learning. 21% of survey instrument respondents, however, did not distinguish. They classified their organizations to learning ones and simultaneously adopted fresh start to the companies. Such a misunderstanding, however, is sometimes justified. This is the case when there have been conducted more than one BPR practices in the same organization. The company firstly had

used “clean slate” opportunity and then, assuming that it was impossible to erase the experiences embedded in its current structures and procedures or forget the components of future learning, it learned from the past and conducted next business process reengineering smoothly.

Diagram 9 presents redistribution of responses regarding the opportunity of “clean slate” in examined companies. 69 firms (33% of organizations studied) started from the scratch, from the clean sheet of paper, 79 companies (38%) are neutral in this matter, 56 firms (27%) disagree and there are only 2 organizations (1%) that did not support “clean slate” opportunity at all.

Diagram 9. "Clean slate" opportunity



Source: own study.

83% of companies in Agriculture and Allied Industries agreed that “clean slate” is a good opportunity for companies striving for continuing excellence. This point of view, however, has not been accepted in Machine industry in which companies disagreed in 67% (see Appendix III: “Clean slate” opportunity)

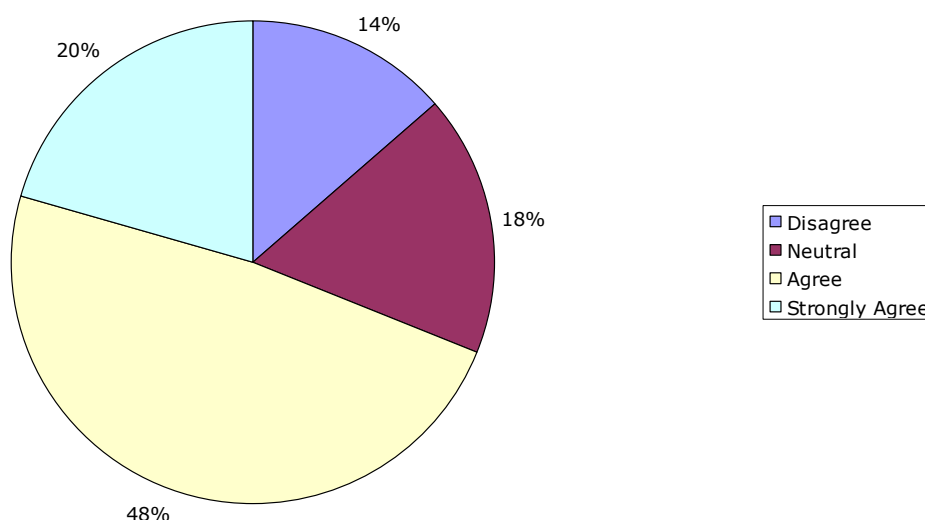
The highest number of companies that agree that reengineering gave them a „clean slate” opportunity comes from Belgium (56% of organizations studied in this country). The majority of organizations that are neutral in this matter have been observed in Greece (60%)

whereas the highest percentage rates of companies that disagree have been found in Italy (70%). Among organizations that strongly negate the idea of “clean slate” opportunity, 11% of organizations have been recorded in Slovakia and 7% in Germany (see Appendix II: “Clean slate” opportunity)

3.11. Learning capabilities

Diagram 10 presents learning capabilities approach. 99 companies (48% of all firms inspected) learn from the past, depend on past experiences and on this basis conduct reengineering. 42 companies (20%) strongly support this view, 36 organizations (18%) are indifferent and only 28 companies (14%) do not support this point of view.

Diagram 10. Learning capabilities



Source: own study.

The highest number of companies that strongly agree that an organization must develop learning capabilities early and learn from failures as well as successes has been found in Germany (50%) and Italy (40%). The majority of organizations that agree that reengineering is about constant trials comes from Greece (80%) and UK (79%) whereas the highest number of companies that disagree to this statement has been recorded in Belgium (56%). 40% of

companies from Portugal are neutral and only 7% of companies studied (all come from Austria) strongly disagree (see Appendix II: Learning capabilities)

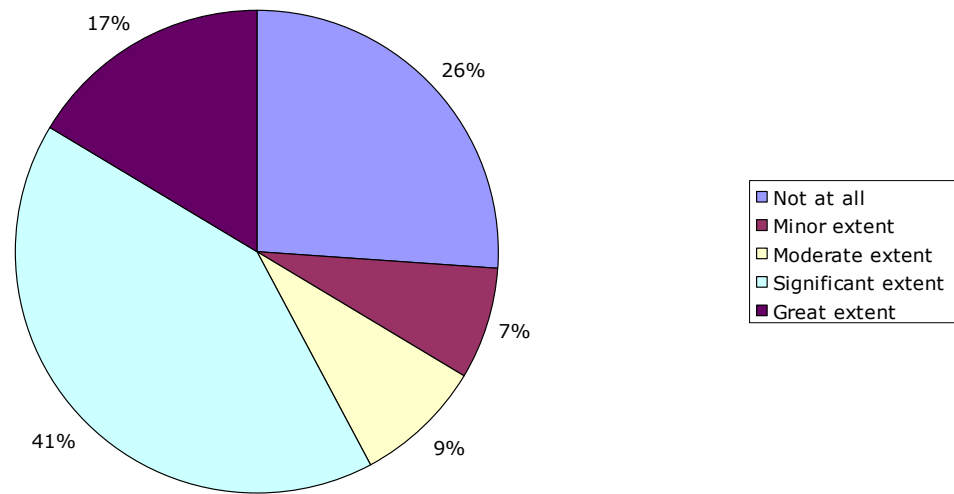
67% of Transportation and Motor Vehicle companies strongly agree that organizations must develop learning capabilities to be successful. 75% of organizations in Energy & Natural Resources and Retail share this point of view. The highest rate of companies that do not support this opinion comes from Paper & Paper Products, Printing & Publishing and Agriculture and Allied Industries (50%) (see Appendix III: Learning capabilities)

3.12. Help of external consultants – a base for a success

There were 15 consulting companies in the sample. Two of them employed external help, other did not. The majority of consulting companies did business process reengineering for its own processes. Generally they did not hire other consultants for internal changes. This justifies the response: “Not at all” with the response rate of 76% to the question: “Reengineering with the help of external consultants was a base for the corporate success” (see Appendix IV, column III). 1% of companies marked the response “great extent” because they assessed the question from the point of view of their clients.

Diagram 11 illustrates the composition of answers from companies that hired external advisors. 85 organizations (41% of all inspected organizations) perceived the help of external consultants as a significant tool on the way to succeed. 54 firms (26%) claimed that reengineering with the help of external consultants was not a base for their corporate success at all. 34 companies (17%) found great extent of such a help, 18 firms (9%) observed moderate extent and 15 organizations (7%) found minor range of consulting services.

Diagram 11. Help of external consultants - a base for success



Source: own study.

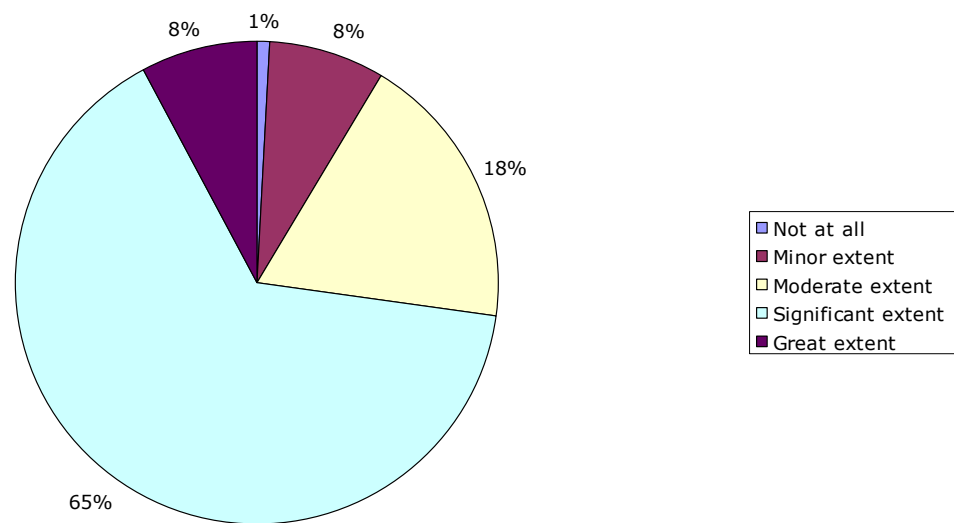
The highest rates of great extent of external help have been observed in Italy (50%), significant extent in Denmark (64%), moderate extent in Germany and Austria (29%) and minor extent in Poland (27%). No significant help of external advisors has been recorded in UK (43%) (see Appendix II: Help of external consultants – a base for a success)

Advisory services found great interest in Transportation and Motor Vehicle industry (63%), significant interest in Food, Beverages & Tobacco category (71%) and no interest in 60% of examined consulting companies (see Appendix III: Help of external consultants – a base for a success).

3.13. IT - integral part of BPR

Diagram 12 shows that 134 organizations (64%) perceive IT as an integral part of BPR in a significant meaning. Great extent of IT as much more integral part of reengineered business processes have been noticed in 16 companies (8%), moderate extent in 38 firms (18%), minor extent in 16 companies (8%) and no meaning of IT in 2 organizations (1%).

Diagram 12. IT - integral part of BPR



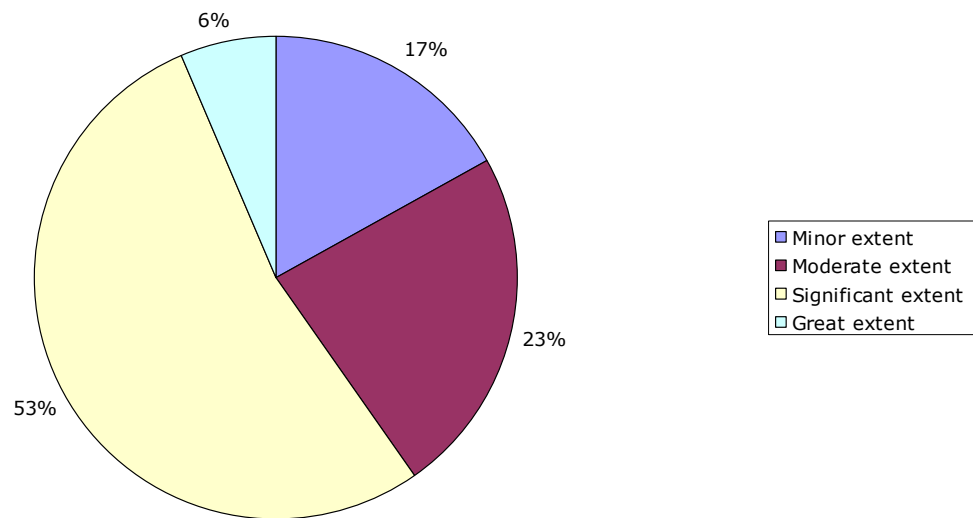
Source: own study.

The highest rates of significant extent of IT as an integral part of BPR have been observed in Italy (90%) and Switzerland (86%), great extent in Germany (21%) and Italy (20%), moderate extent in Denmark (36%), and minor extent in Ireland (31%) and Portugal (30%). No such a relationship has been noticed in Austria and Germany (7%) (see Appendix II: IT - integral part of BPR). Integral part of IT has been observed in 100% of Retail organizations (see Appendix III: IT - integral part of BPR).

3.14. Customer feedback

Diagram 13 shows that 110 inspected organizations (53% of all organizations studied) paid significant attention to customer feedback when redesigning processes. Moderate extent of this response has been recorded in 48 companies what constitutes to 23% of all firms examined. Minor extent of this response has been found in 35 organizations (17%) and great extent in 13 firms (6%)

Diagram 13. Customer feedback



Source: own study.

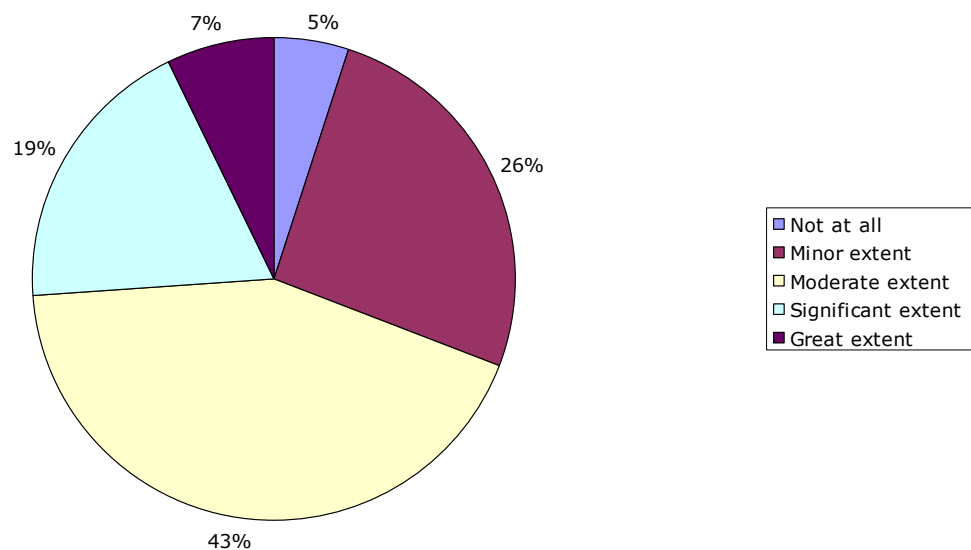
89% of all Belgian companies supported significantly the point of view that customer feedback was used when redesigning processes. Minor extent of this statement has been noticed in 44% of companies in Slovakia, moderate range in 50% of firms in Italy and great extent in 14% of organizations in UK (see Appendix II: Customer feedback)

Significant extent of these responses has been found in Food, Beverages & Tobacco companies (86%) and IT services (80%) (see Appendix III: Customer feedback).

3.15. Competitive pressures

BPR has been implemented as a reactive action as a result of competitive pressures in some companies. Diagram 14 shows that 88 organizations (43% of all organizations studied) supported this statement to the moderate extent and only 10 companies (5%) disagreed. Minor extent of this response has been observed in 53 companies (26%), significant extent in 38 firms (19%) and great extent in 15 organizations (7%).

Diagram 14. Competitive pressures



Source: own study.

The highest percentage rates of great extent of BPR implementations as a reactive action as a result of competitive pressures have been found in Belgium (22%), significant extent in Denmark (50%), moderate extent in Switzerland (64%) and minor extent in Greece (60%). No meaning of competitive pressures has been noticed in Germany (29%) (see Appendix II: Competitive pressures)

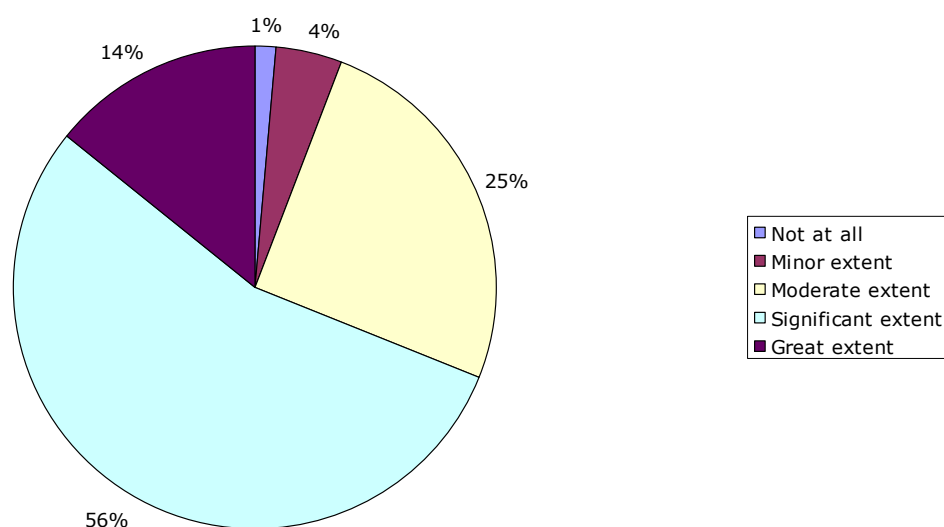
Moderate extent of this question has been found mostly in companies in Agriculture and Allied Industries and Metal and Allied Products (67%) (see Appendix III: Competitive pressures)

3.16. Proactive approach

As Diagram 15 shows, BPR has been implemented as a proactive approach to prepare the organization for the future in a significant extent in 113 examined companies (56% of all companies studied). Proactive approach is of no interest only in 3 organizations (1%). Moderate extent has been noticed in 52 companies (25%), great extent in 29 firms (14%) and minor extent in 9 organizations (4%).

Proactive approach has found the highest importance in Luxemburg (38%), significant importance in Finland and Italy (80%), moderate importance in Portugal (60%), minor importance in Czech Republic (17%) and no importance in Finland (10%) (see Appendix II: Proactive approach)

Diagram 15. Proactive approach



Source: own study.

Significant extent of this practice has been noted in 100% of Transportation and Motor Vehicle companies and great extent in 50% of Paper & Paper Products, Printing & Publishing organizations (see Appendix III: Proactive approach).

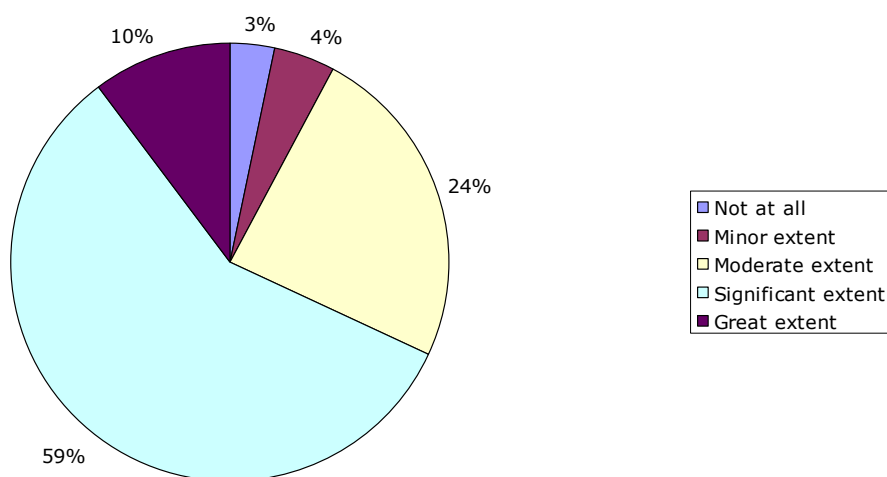
3.17. Front office

Diagram 16 shows that front office (customer touch points) has been changed significantly in 119 companies (58% of all organizations studied), moderately in 50 companies (24%), to the great extent in 21 firms (10%), to the minor extent in 9 companies (4%) and not at all in 7 firms (3%).

The great extent of most visible changes in front office has been observed in companies from Italy (40%), significant extent in firms from Greece and France (80%), moderate extent in organizations from Portugal (50%) and minor extent in companies from Austria (14%). The highest number of companies that did not change front office at all comes from Slovakia (11%) (see Appendix II: Front office)

The most significant rates of making alternations in customer touch points have been recorded in Technology and Insurance companies (86%) (see Appendix III: Front office).

Diagram 16. Front office



Source: own study.

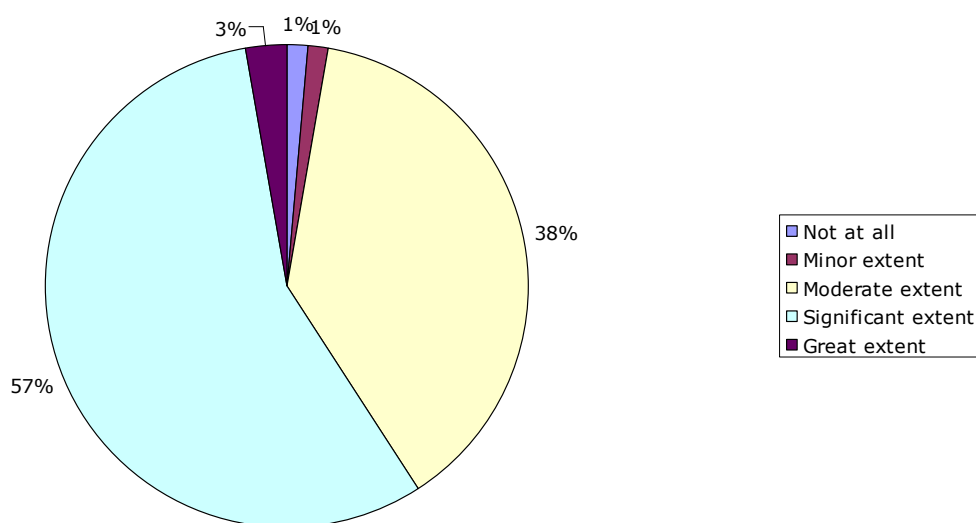
3.18. Back office

Diagram 17 presents changes made by organizations in processing. Back office (processing) has been changed significantly in 116 organizations (56% of companies inspected). Moderate changes have been observed in 78 firms (38%), great alternations in 6 companies (3%), minor changes in 3 organizations (1%) and no alternations in 3 companies studied (1%).

Changes in back office are of greatest importance in Sweden (9%), significant importance in Austria (79%), moderate importance in Greece (70%), minor importance in Spain (9%) and no importance in Finland (10%) (see Appendix II: Back office)

The highest rate of significant extent has been noted in consulting companies (100%) (see Appendix III: Back office).

Diagram 17. Back office



Source: own study.

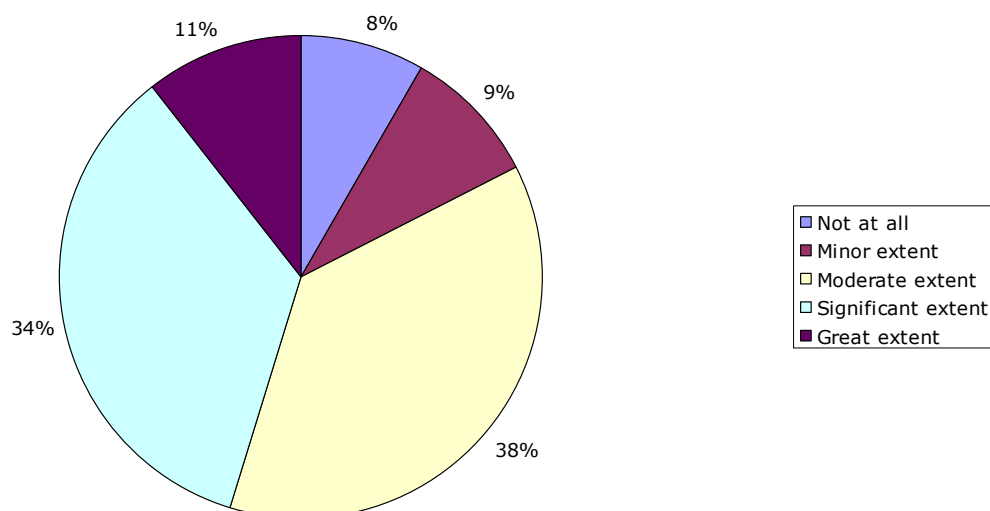
3.19. Personnel

Diagram 18 illustrates changes in personnel resulted from BPR. 77 organizations (37% of all firms studied) altered personnel moderately, 71 companies (34%) undertook significant changes, 22 firms (11%) exchanged people to the great extent, 19 companies (9%) conducted minor alternations and 17 organizations did not any changes at all.

80% of all Finnish companies altered personnel significantly. Minor extent of this operation has been noticed in 36% of companies in Austria, moderate range in 82% of firms in Spain and great extent in 33% of organizations in Belgium. No alternations have been conducted in 18% of Swedish companies (see Appendix II: Personnel)

The highest rates of significant alternations have been denoted in Paper & Paper Products, Printing & Publishing industry (83%) (see Appendix III: Personnel).

Diagram 18. Personnel



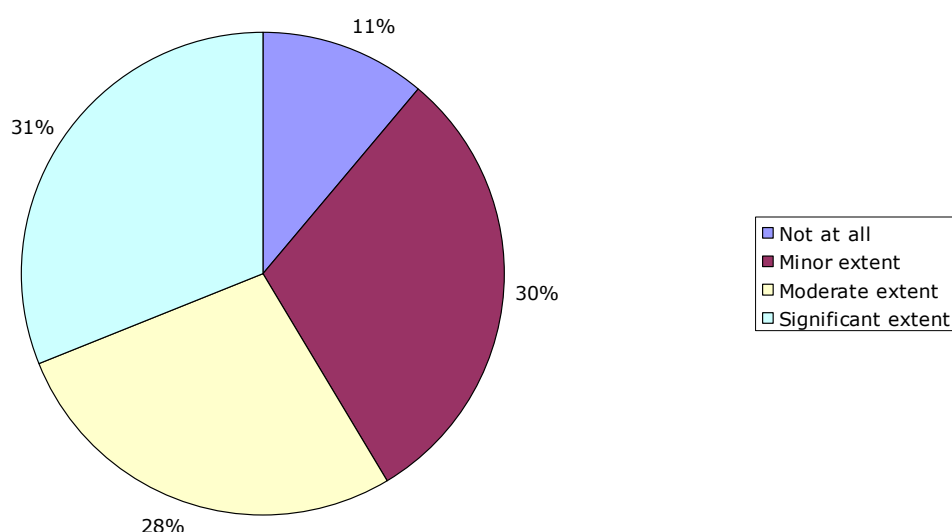
Source: own study.

3.20. Property maintenance

Diagram 19 demonstrates alternations in property maintenance. 64 organizations (31% of organizations studied) made significant changes, 62 companies (30%) undertook minor alternations and 57 firms (28%) made an attempt of moderate alternations and 23 companies (11%) did not change property maintenance at all.

Changes in property maintenance are of significant importance in Belgium (56%), moderate importance in Spain (64%), minor importance in Slovakia (56) and no importance in Austria (29%) (see Appendix II: Property maintenance)

Diagram 19. Property maintenance



Source: own study.

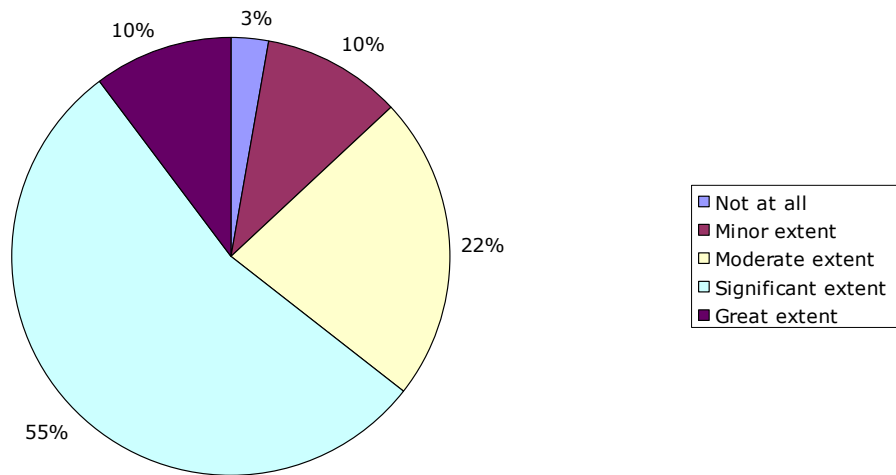
3.21. Information technology

Diagram 20 presents the extent to which the information technology has been changed. IT as a business processes has been changed significantly in 112 companies (54% of all organizations inspected). Moderate changes have been observed in 46 firms (22%), great alternations in 21 companies (10%), minor changes in 21 organizations (10%) and no alternations in 6 companies studied (3%).

The greatest extent of most visible changes in information technology has been observed in companies from Italy (40%), significant extent in firms from France (80%) and Belgium (78%), moderate extent in organizations from Austria (50%) and minor extent in companies from Austria (21%) and Greece (20%). The highest number of companies that did not change information technology at all comes from Slovakia (11%) (see Appendix II: Information technology).

The highest rate of changes in IT has been noted in Machine industry (see Appendix III: Information technology).

Diagram 20. Information technology



Source: own study.

3.22. Questions based on:

The survey instrument asked international companies about the performance measures. Some companies did not answer that part of questionnaire because of confidential policy inside the company. Overall amount of responses based on perceptions equals to 69%.

The largest amount of companies that focused their responses on perceptions comes from Switzerland (86%). The majority of companies that based on empirical data have been found in France (60%) (see Appendix II: Questions based on).

The highest percentage rate of responses based on perceptions comes from Arts, Design & New Media industry (100%) and Consulting (93%). Questions based on empirical data amounted to 31% with the highest rate of responses in Crude Petroleum & Natural Gas industry (71%) (see Appendix III: Questions based on).

3.23. Change in workforce

Almost all examined companies reduced the workforce numbers as an outcome of BPR. There was only one consulting company that stated the increase in employment through

redesign practices. This finding can be explained with the words of O'Neill and Sohal (1999) who claimed that downsizing can be only by-product of reengineering but not a purpose of process redesign.

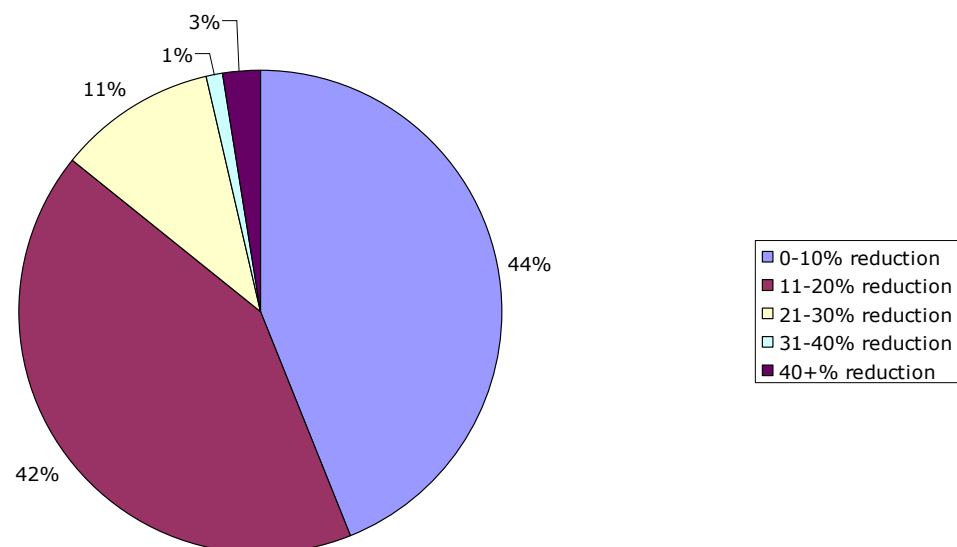
According to one consulting company the change in workforce numbers is difficult to determine. When BPR goes in the direction of addressing problems (actively and proactively), the impact on headcount is low. On the other hand, when BPR aims at headcount savings, the influence on headcount is higher.

Diagram 21 shows that 86 firms (44% of all companies examined) reduced employment by 0-10%, 82 organizations (42%) limited workforce numbers by 11-20%, 21 companies (11%) observed 21-30% reduction, 2 organizations (1%) limited employment by 31-40%. There were also 5 companies that reduced the number of workers by more than 40%.

67% of Austrian companies limited workforce numbers by 0-10% through BPR, 78% of Belgian organizations reduced employment by 11-20%, 45% of Danish firms observed 31-40% reduction and 23% of Swiss companies made changes in the range of 40% and more (see Appendix II: Change in workforce).

100% of organizations from Energy & Natural Resources industry reduced the workforce numbers by 21-30% (see Appendix III: Change in workforce).

Diagram 21. Change in workforce

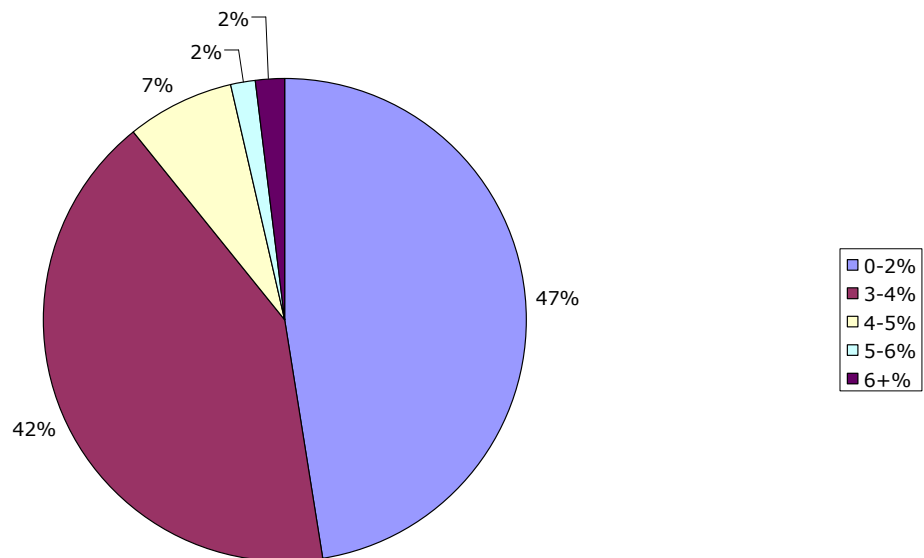


Source: own study.

3.24. Return on equity

One of BPR consequences is improvement in return on equity. This question has been omitted by several organizations in the case when they are absent at a stock exchange. Among companies that are present on the stock market, 79 firms (48% of all organizations studied) noticed the improvement on equity in the range of 0-2%, 69 companies (42%) observed the increase of 3-4%, 12 organizations (7%) noticed the improvement on equity in the range of 4-5%. There are some organizations that noted even higher improvements on equity (see Diagram 22).

Diagram 22. Return on equity



Source: own study.

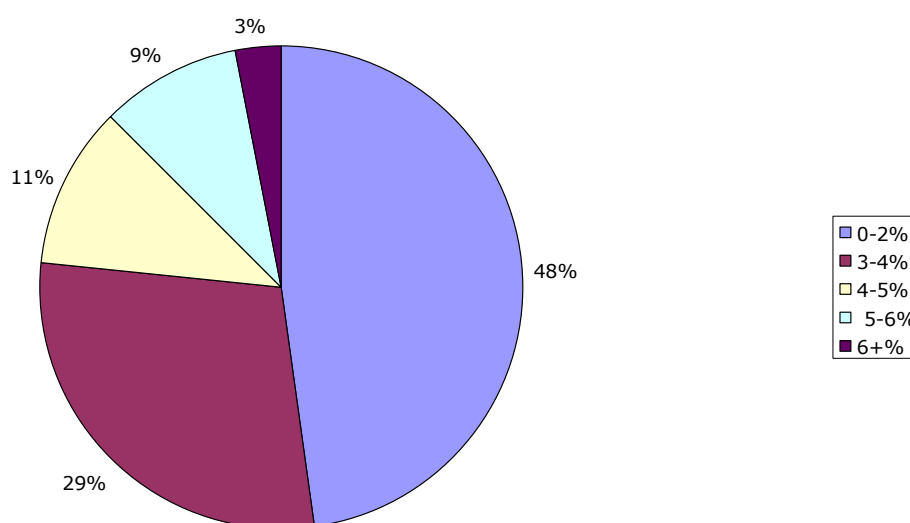
The highest rates of improvement on equity in the range of 0-2% are observed in Italy (78%). Lager percentage improvements have been noted in 71% of companies from Greece (3-4%). The rates of 4-5% are present in 45% of Portuguese organizations and the rates in the range of 5-6% dominate in Slovakia (14%). 18% of Austrian companies observed improvement rates of 6% and more (see Appendix II: Return on equity)

100% of companies in Agriculture and Allied Industries and Paper & Paper Products, Printing & Publishing noticed the percentage point improvement in return on equity in the range of 0-2% (see Appendix III: Return on equity).

3.25. Cost/income

Diagram 23 presents the composition of responses on improvement in cost/income as a result of reengineering program. 92 companies (48% of all organizations studied) enhanced the structure of costs and incomes by 0-2%. 56 firms (29%) denoted 3-4% improvement in costs and incomes, 21 companies (11%) observed 4-5% improvement, 18 firms (9%) noticed 5-6% enhancement and 6 firms (3%) improved this structure by more than 6%.

Diagram 23. Cost/income



Source: own study.

The highest rates of improvement in costs and incomes as a result of business process redesign practices have been observed in Denmark and the Netherlands. 10% of companies from these countries denoted 6% improvement. 30% of organizations from Portugal recorded the improvement in the range of 5-6% and 38% of companies from Slovakia observed 4-5% enhancement in costs and incomes. The rates of 3-4% are present in 56% of Finnish and

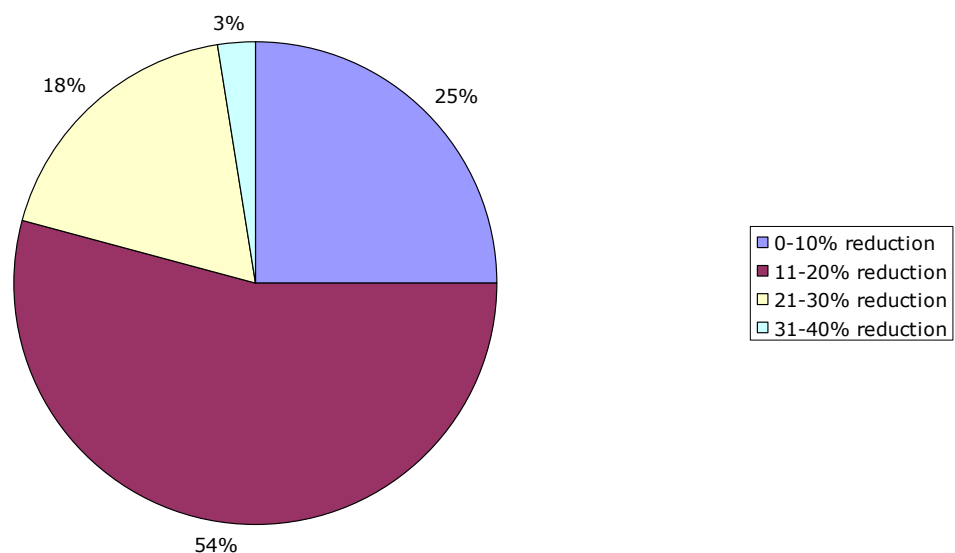
Belgian organizations and the rates of 0-2% dominate in Greece (78%) (see Appendix II: Cost/income)

Among all consulting companies, 23% denoted the enhancement in costs and incomes by more than 6%. 50% of organizations from Arts, Design & New Media industry identified the improvement in the range of 5-6%. 75% of IT organizations and 54% of consulting companies stated 3-4% enhancement. 75% of organizations from Retail and Energy & Natural Resources industries and 69% of Banking & Finance companies identified the improvement in costs and incomes by 0-2% (see Appendix III: Cost/income).

3.26. Cycle time

Diagram 24 illustrates the reduction in cycle time as a result of business process reengineering. 107 organizations (54% of organizations studied) identified 11-20% reduction, 49 firms (25%) stated 0-10% cutback, 36 companies (18%) reduced cycle time by 21-30% and 5 companies denoted 31-40% downshift.

Diagram 24. Cycle time



Source: own study.

40% of Dutch companies limited cycle time by 0-10% through BPR, 88% of Luxembourg's organizations reduced the time of manufacturing new products by 11-20%, 50% of Italian firms observed 21-30% reduction and 20% of Greek and French companies made changes in the range of 31-40% (see Appendix II: Cycle time).

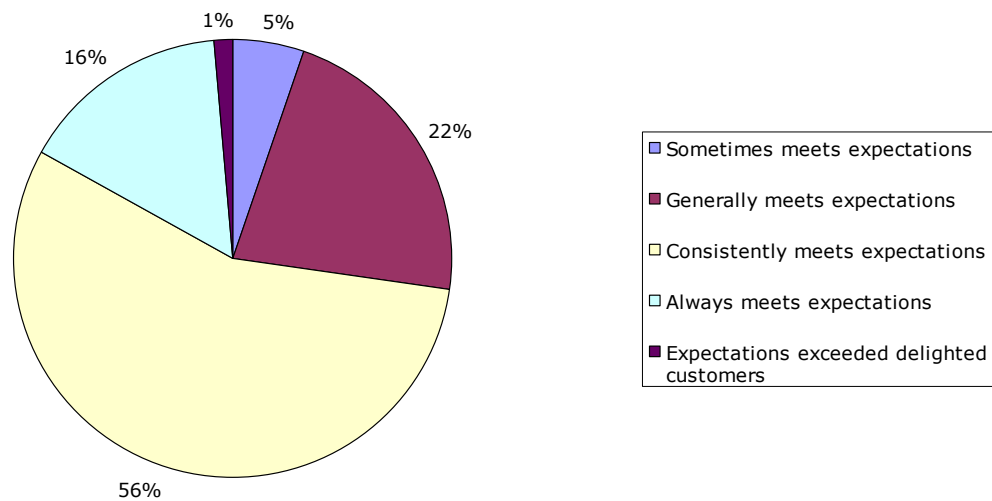
83% of organizations from Agriculture and Allied and Paper & Paper Products, Printing & Publishing industries denoted 11-20% reduction in cycle time as an outcome of redesign practices. 50% of companies from Arts, Design & New Media category stated 21-30% downshift (see Appendix III: Cycle time)

One important observation is that companies that reduced cycle time indicated increased use of information technology. The more the company limited the cycle time, the more important role of information technology has been observed. 67% of companies that reduced cycle time observed significant and great extent of IT as an integral part of BPR (see Appendix I and II).

3.27. Organizations ability to satisfy customers needs

Diagram 25 presents corporate responses that best describe organizations' ability to satisfy customers following the implementation of business process reengineering program. 114 companies (56% of organizations studied) are able to consistently meet customers' expectations, 45 firms (22%) satisfy clients in general, 32 organizations (16%) always satisfy customers and 11 companies (5%) sometimes meet customer expectations. In 3 organizations (1%) expectations exceeded delighted customers.

Diagram 25. Organizations ability to satisfy customers needs



Source: own study.

18% of Swedish companies sometimes satisfy customers' needs whereas 46% of Austrian organizations meet customers' expectations in general. Consistency in following the customers is observed in 80% of companies from Poland and Finland. 38% of organizations from Ireland and Luxemburg always meet customers' needs. Expectations exceeded delighted customers in 20% of French organizations (see Appendix II: Organizations ability to satisfy customers needs)

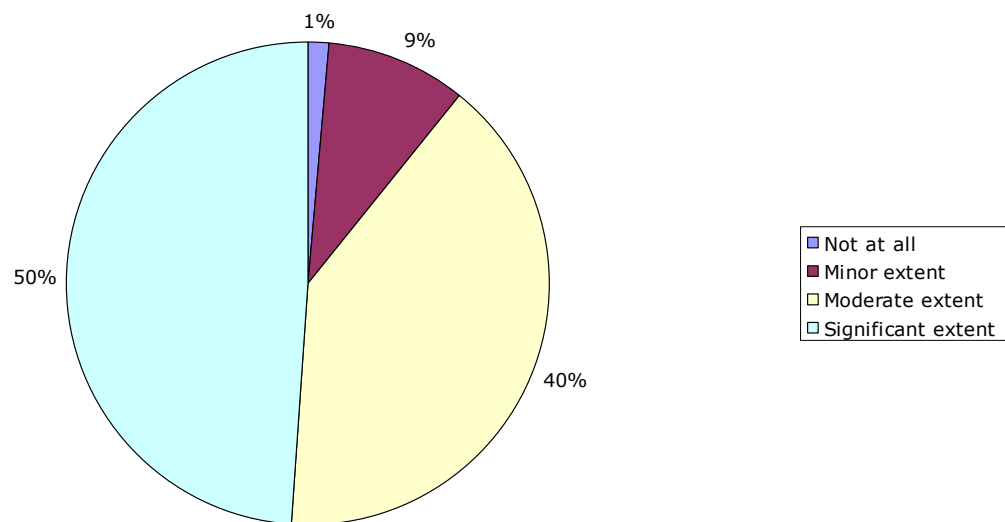
83% of companies from Paper & Paper Products, Printing & Publishing industry consistently meet customer expectations (see Appendix III: Organizations ability to satisfy customers needs)

There has been noticed a relationship between the use of customer feedback in planning and implementing BPR and the ability of the organization to satisfy customers. In 65% of companies in which customer feedback was used when redesigning processes and reengineering efforts were driven by core-customer focused business processes, organization's ability to satisfy customers consistently meets expectations (see Appendix I and II).

3.28. Organizational culture

Diagram 26 illustrates how the organizational culture has been changed in organizations after implementing BPR practices. 99 companies (49% of organizations studied) changed corporate culture significantly, 82 firms (40%) made moderate alternations, 19 organizations (9%) changed the culture to the minor extent and 3 companies (1%) did not make any alternations.

Diagram 26. Organizational culture



Source: own study.

The greatest extent of most visible changes in organizational culture has been observed in companies from France (10%), significant extent in firms from Luxemburg (88%) and Belgium (78%), moderate extent in organizations from Switzerland (64%) and Slovakia (63%) and minor extent in companies from France (20%). The highest number of companies that did not change organizational culture at all comes from Finland (10%) (see Appendix II: Organizational culture)

86% of organizations from Crude Petroleum & Natural Gas industry denoted significant alternations and 40% of consulting companies made minor changes in the corporate culture (see Appendix III: Organizational culture).

63% of organizations that perceive organizational culture as an important component of business process reengineering changed corporate rules after implementing BPR (see Appendix I and II).

3.29. Cooperation with external consultants facilitated BPR

There are companies that succeeded at reengineering with no outside help as well as organizations where consultants' involvement was critical to success. In this study I have examined the case where external consultants contributed to the success of the corporations. Some companies did not employ external consultants when launching BPR projects. 19% of them were consulting companies that specialize in this kind of restructuring processes and deliver such services to other organizations. 87% of examined consulting companies conducted BPR on their own. 7% of organizations studied were equipped with special BPR teams. They did not need to hire consultants from the outside.

The reengineering process of one consulting company has been implemented with a partial external help. This company agreed that cooperation with external firm facilitated the process of implementing BPR practices.

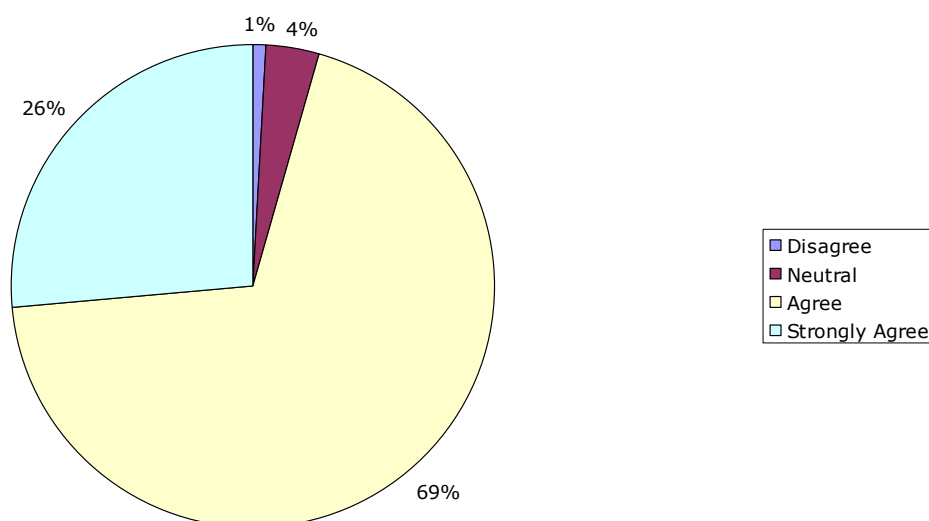
Diagram 27 presents the bundle of responses on cooperation with external advisors. Companies' answers were counted only in the case when external consultants have been employed. This has been created in order to avoid confusing results (there were instances that firms did not hire external advisors and simultaneously stated that help of external consultants that facilitated BPR implementation). 95 companies (69% of all organizations studied) agreed that the assistance of external advisors facilitated the process of implementing BPR. 36 organizations (26%) stated strong contentment of employing external help, 5 firms (4%) were neutral in this matter and only one company (1%) disagreed.

The highest number of companies that strongly agreed that cooperation with external consultants facilitated the process of implementing BPR comes from Luxemburg (60%). 100% agreement to this statement has been observed in Poland. The majority of organizations that are neutral in this matter come from Slovakia (17%) whereas the highest percentage rates of companies that disagreed have been found in France (22%). (see Appendix II: Cooperation with external consultants facilitated BPR)

100% of companies from Energy & Natural Resources industry as well as two consulting companies that hired external help agreed that efforts of external advisors fostered the introduction of BPR practices. 75% of Retail companies are neutral in this matter (see

Appendix III: Cooperation with external consultants facilitated BPR). Among the companies that are not consulting firms, 69% of examined firms agreed that BPR with the use of external help facilitated its implementation and 61% of those organizations estimated help of external consultants as a base for success in a significant extent (see Appendix IV).

Diagram 27. Cooperation with external consultants facilitated BPR



Source: own study.

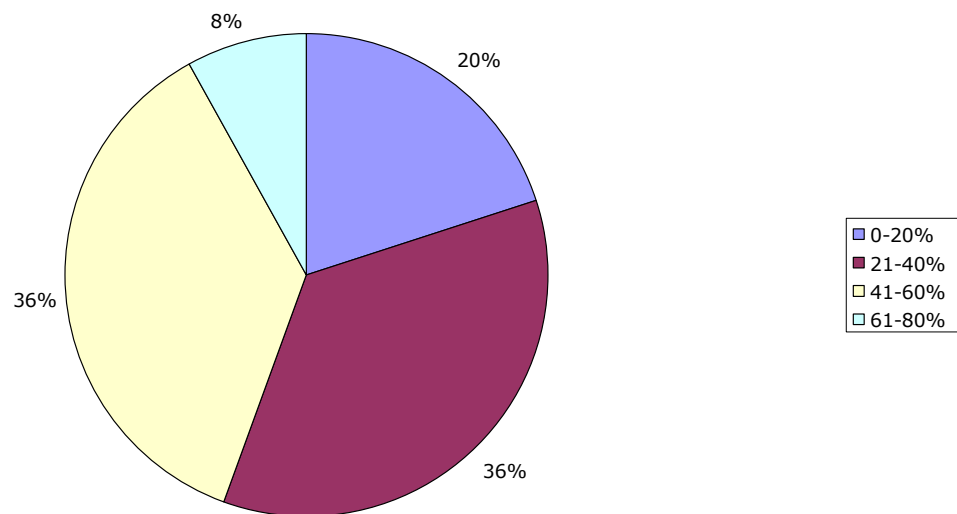
3.30. Level of success

Diagram 28 presents the percentage indicating the level of success that organizations achieved in BPR implementation. 73 companies (36% organizations studied) placed the percentage demonstrating the success level of BPR in the range from 41-60%. 71 organizations (35%) reached the success in the interval of 21-40%, 40 firms (20%) in the range of 0-20% and 16 companies (8%) in the interval of 61-80%.

77% of consulting companies and 71% firms from technology industry obtained the success rate of 21-40%. 75% organizations from Arts, Design & New Media industry and 67% firms from Metal and Allied Products recorded 41-60% success (see Appendix III: Level of success).

The highest rates of success in the range of 80% have been observed in Germany (8%). 20% of organizations from France recorded the success level in the range of 61-80% whereas 60% of companies from the Netherlands observed 41-60% level of success. The rates of 21-40% are present in 70% of Greek organizations and the rates of 0-20% dominate in Denmark and Sweden (27%) (see Appendix II: Level of success).

Diagram 28. Level of success



Source: own study.

Organizations that employed consulting companies (including consulting firms) denoted the success rate of 46% in the range of 41-60% and the success rate of 10% in the range of 61-80%. These rates are higher than those of organizations that did not employ consulting companies (including consulting firms). The success rates of these organizations are 16% in the range of 41-60% and 4% in the range of 61-80%. Non-consulting organizations that employed consulting firms recorded higher success rates than non-consulting organizations that did not employ consulting firms (see Appendix IV).

Conclusion

In this master dissertation I showed the significance of BPR for management practices. I supported and justified the usage of BPR objectives, components and reasons employed to this study. Moreover, I scrutinized the theory and practice of business process reengineering by analyzing its foundations and application in diverse set of industries. The topic of BPR predictors in the EU turned out to be of a great interest since 77% organizational actors indicated the wants of being delivered the review of this thesis. It turned out that BPR is the most recent and most popular management innovation in financial services (15% of organizations studied). It has been evidenced that the most appropriate persons in filling out the survey are managers of strategic business units who supported the responses with empirical data in 31%.

Thanks to the survey instrument, I demonstrated the positive relationship between corporate strategy and profitability, customer feedback and organization's ability to satisfy customer needs, information technology and reduction in cycle time, changes in organizational culture and implementation of BPR, engagement of external consultants and the level of success of BPR. It has been showed that the most widespread reason for BPR practices is streamlining in companies' operations observed in 113 of examined companies. 136 organizations share the point of view that their efforts are driven by customer focused processes and 107 firms perceive BPR as a part of their industrial policy. 134 responding firms noticed alternations in organizational culture after BPR implementation. 69 companies took advantage of clean slate opportunity whereas 99 companies learned from the past depending on past experiences. It has been noticed that IT plays enabling role in 135 companies. Moreover, 134 organizations perceive IT as an integral part of BPR in a significant meaning. IT as a business processes has been changed significantly in 112 companies. The overall number of firms that hired external advisors amounted to 135 whereas 85 organizations examined perceive the help of external consultants as a significant tool on the way to succeed. BPR has been implemented as a reactive action as a result of competitive pressures in 38 firms in a significant extent. This process as a proactive approach to prepare the organization for the future is present in a significant extent in 113 examined companies. The significance change in front office has been evidenced in 119 firms studied. Back office, in turn, has been changed significantly in 116 organizations. Significant changes in personnel are visible in 71 companies whereas significant alternations in property maintenance are present in 64 firms.

One important observation is that companies in which reengineering is part of organization's corporate strategy noticed significant improvements in return on equity and enhancement in cost/income as a result of reengineering program. Organizations that reduced cycle time, in turn, indicated increased use of information technology and observed significant meaning of IT as an integral part of BPR. Majority of organizations that perceived organizational culture as an important component of business process reengineering changed corporate rules after implementing BPR.

There has been noticed a relationship between the use of customer feedback in planning and implementing BPR and the ability of the organizations to satisfy customers. Many firms in which customer feedback was used when redesigning processes and reengineering efforts were driven by core-customer focused business processes, denoted increased ability to satisfy customers' expectations. Organizations that employed consulting companies denoted higher success rates of BPR than organizations that did not employ external advisors.

The advent of BPR remains the matter of great interest. The majority of organizations knowingly or not are involved in BPR practices. This is the result of survival pressures and the need to prevent complacency that prompts BPR. Motives for BPR undertakings come from the desire to close competitive gaps and attaining superior performance standards. This prompts several corporations to embark on huge BPR projects.

The value of this thesis is enhanced by the use of "fresh" data. I have constructed my own database for companies from variety of industries that implemented BPR. The research has been made in 2008. The final response rate of 11.7% is consistent with the rates of some other surveys reported by Champy (1995), Mashari, Irani and Zairi (2001) and Sinclair and Zairi (1995). This master dissertation confirmed the results of Dhaliwal and Ranganathan (2001), Grint (1994) and Champy and Hammer (1993) who claimed that the extent of business process reengineering is large and growing. Results obtained by the companies in the sample allow me to conclude that BPR projects overall have been quite successful, although they have not made any dramatic results suggested in classic BPR literature.

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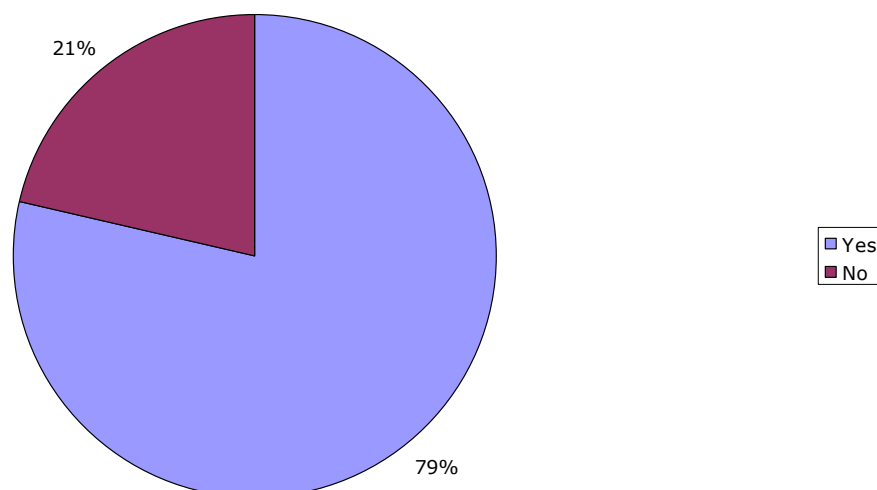
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Appendix 1. BPR analysis for particular countries

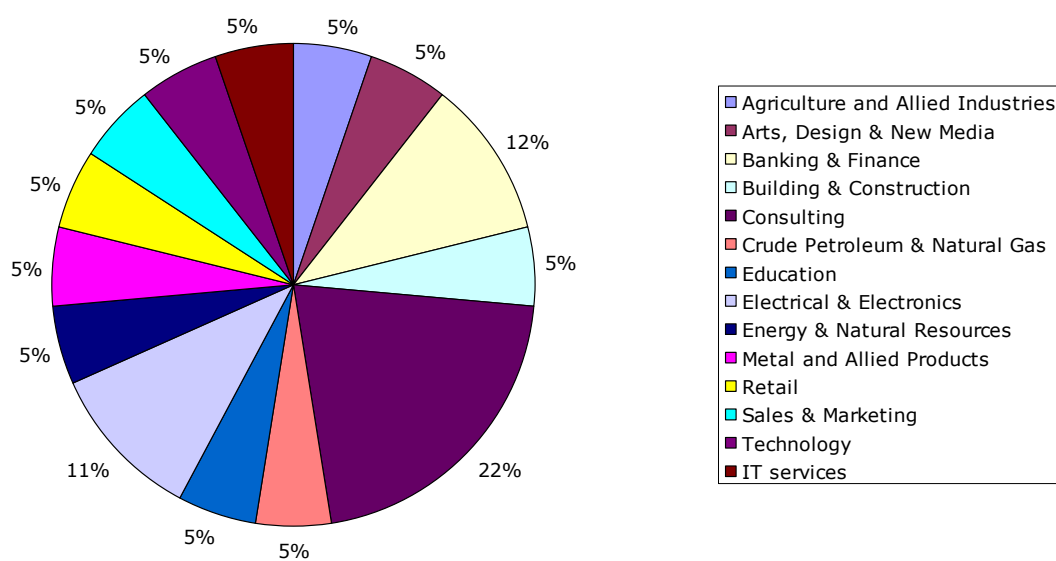
1.1. Austria

Diagram 1. Executive summary



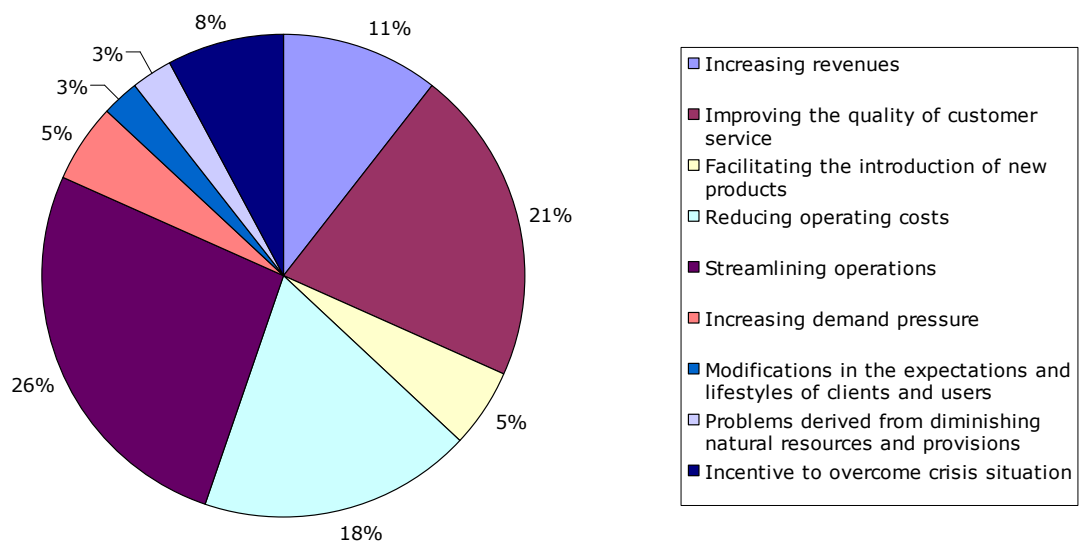
Source: own study.

Diagram 2. Industry



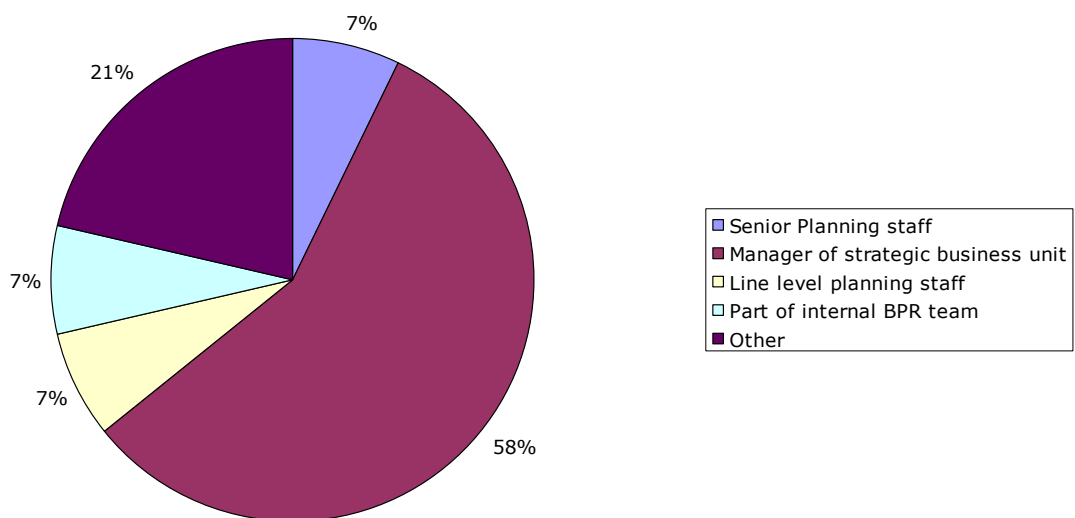
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Diagram 3. BPR reason



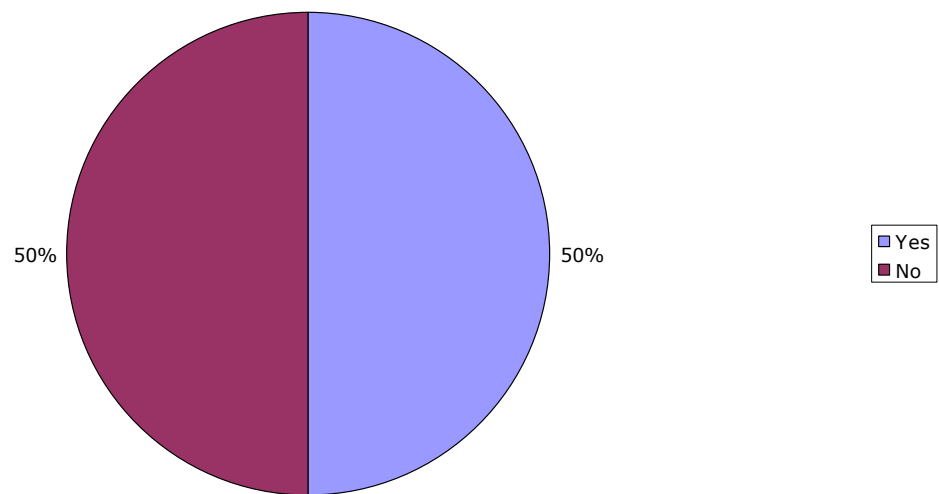
Source: own study.

Diagram 4. Corporate position



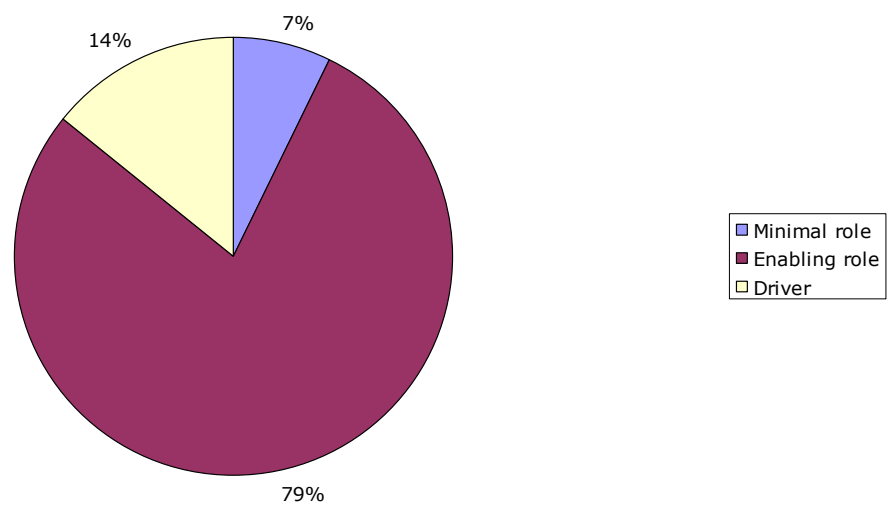
Source: own study.

Diagram 5. Help of external consultants



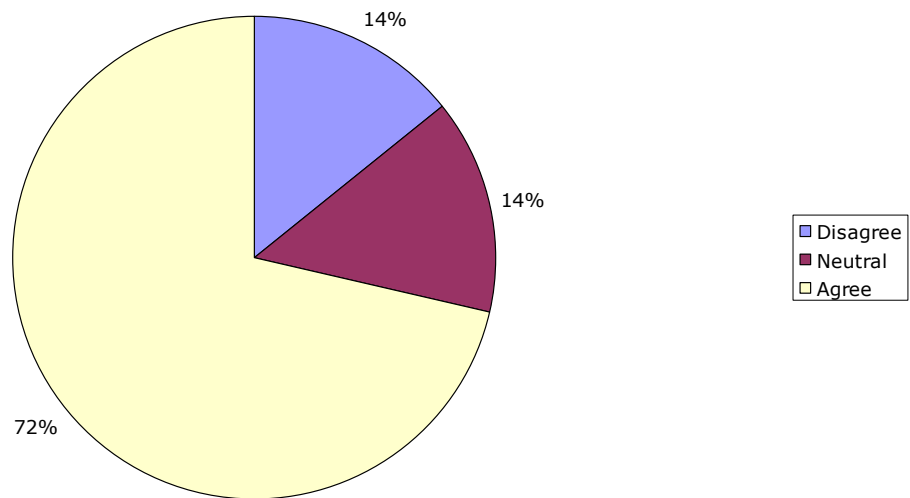
Source: own study.

Diagram 6. IT role



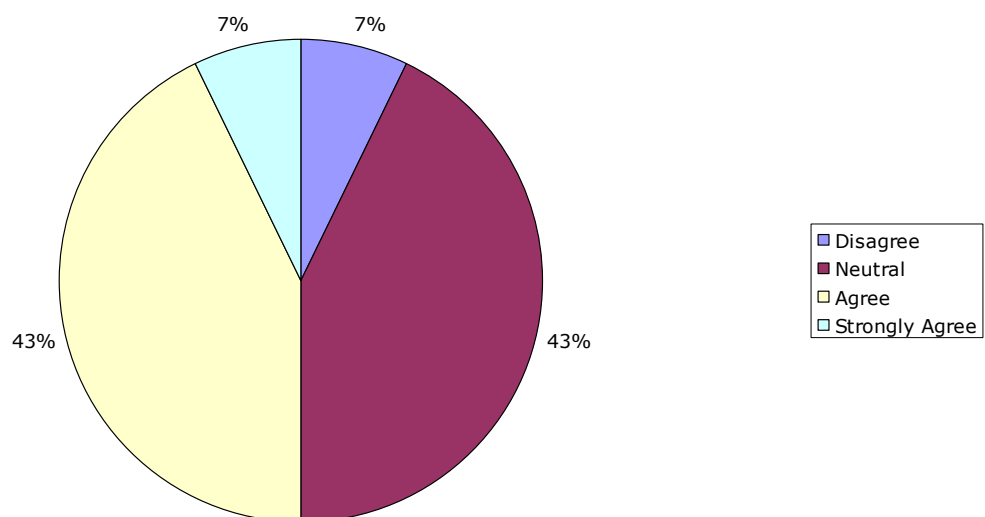
Source: own study.

Diagram 7. Efforts driven by core-customer focused business processes



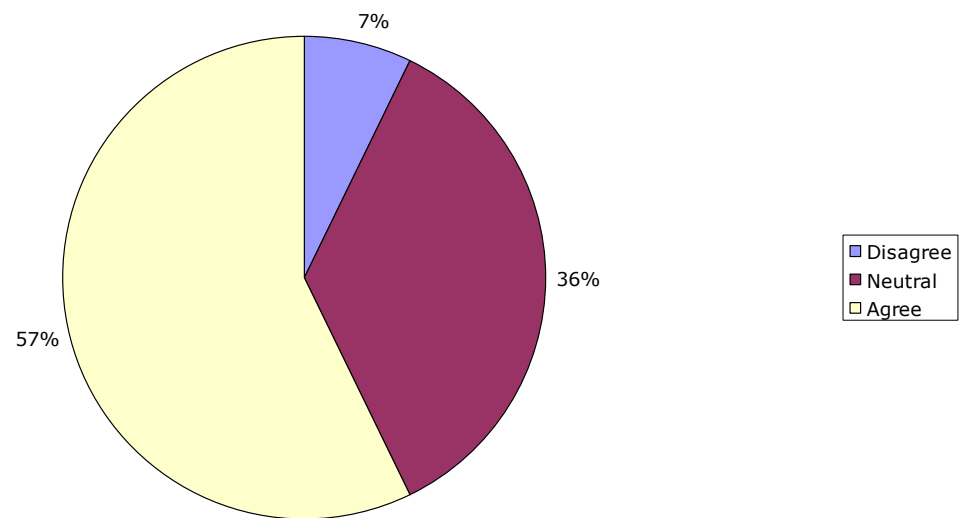
Source: own study.

Diagram 8. Part of corporate strategy



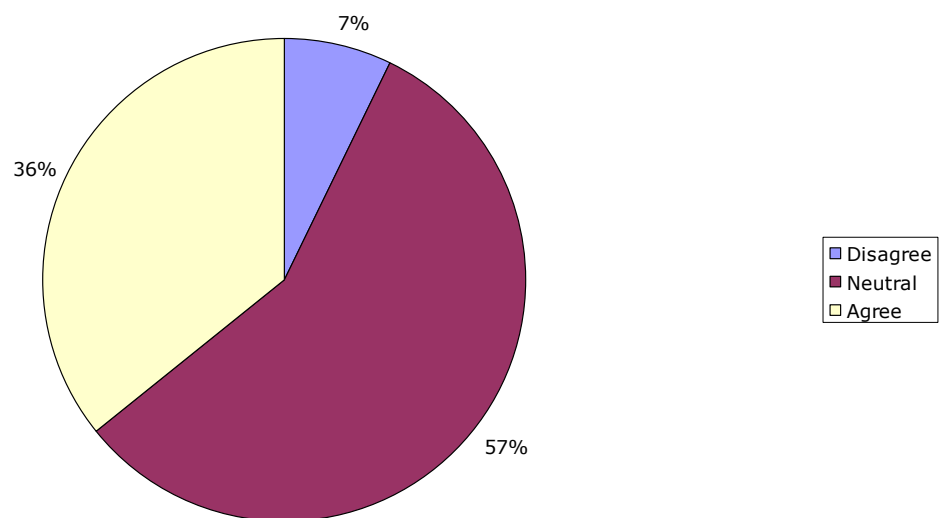
Source: own study.

Diagram 9. Change of organizational culture



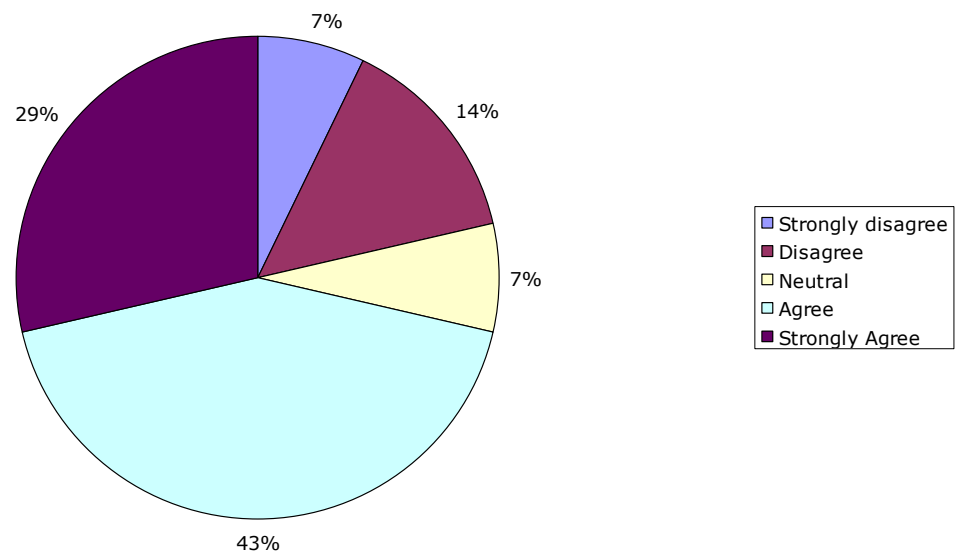
Source: own study.

Diagram 10. "Clean slate" opportunity



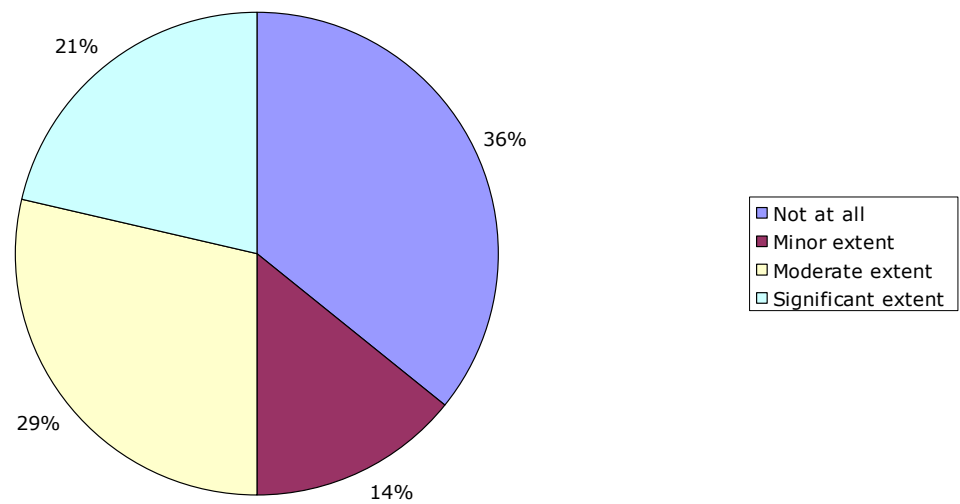
Source: own study.

Diagram 11. Learning capabilities



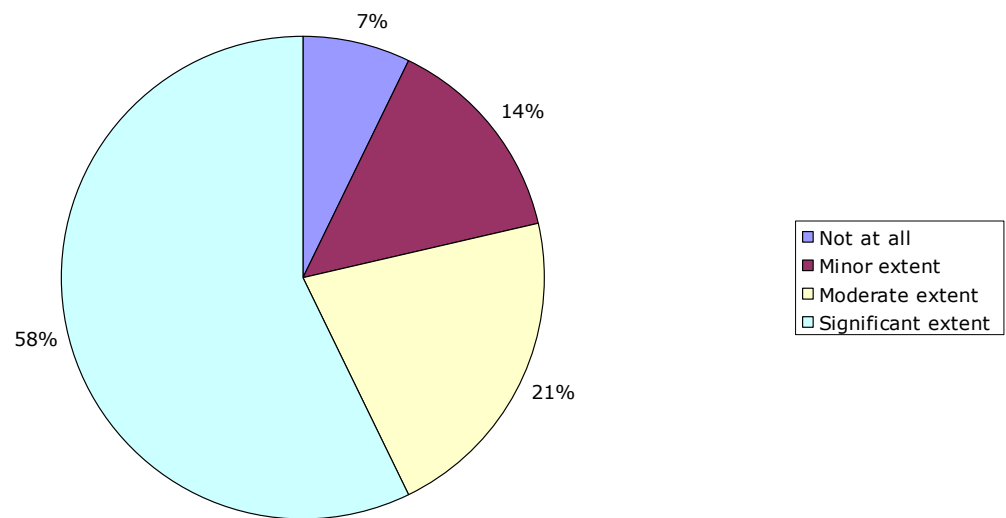
Source: own study.

Diagram 12. Help of external consultants as a base for success



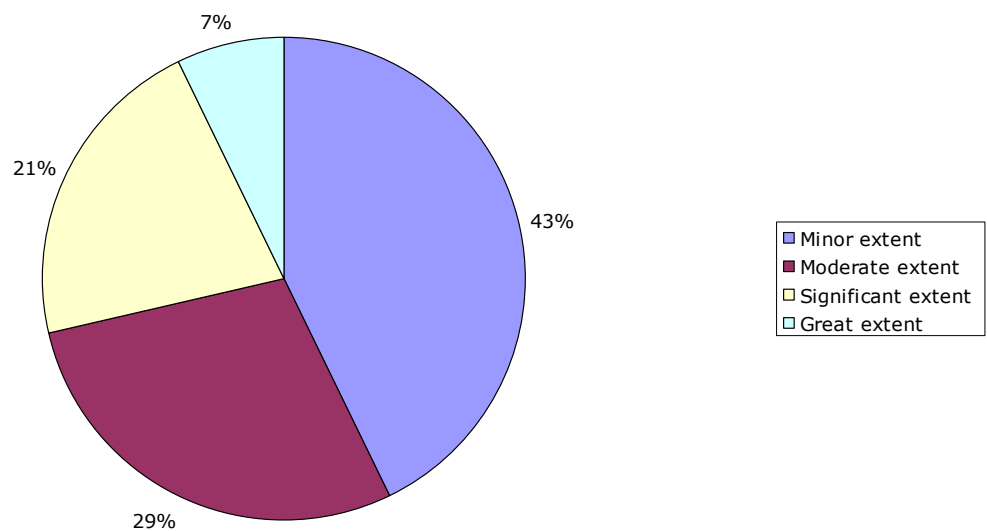
Source: own study.

Diagram 13. IT - integral part of BPR



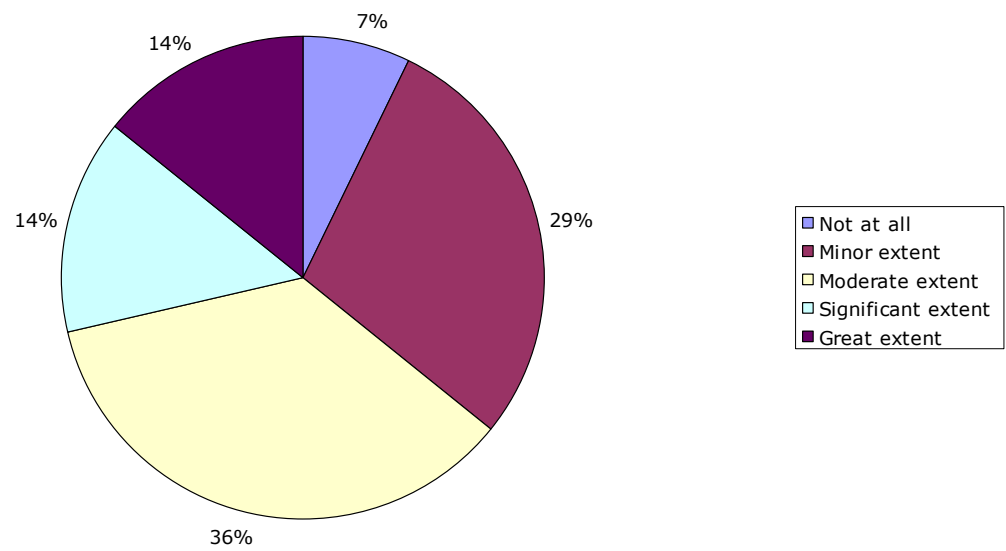
Source: own study.

Diagram 14. Customer feedback



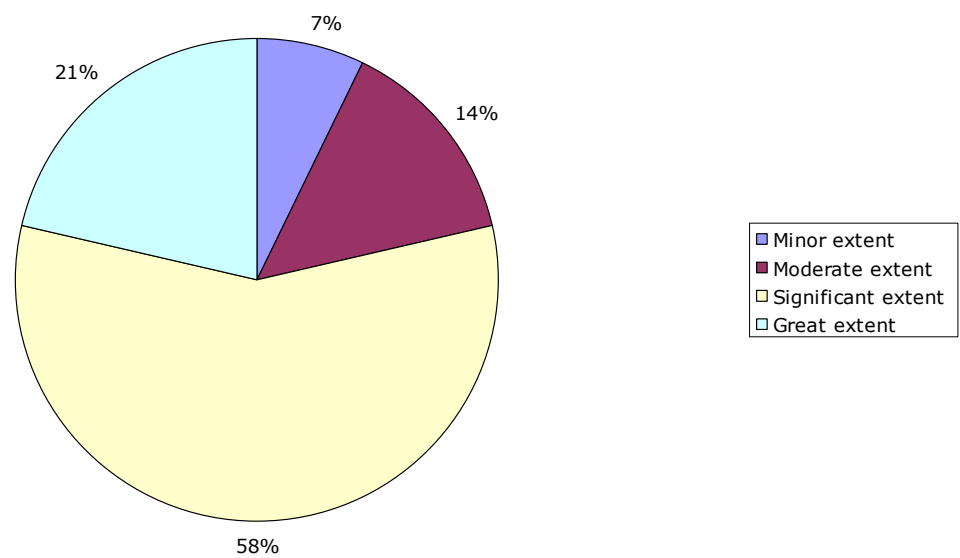
Source: own study.

Diagram 15. Competitive pressures



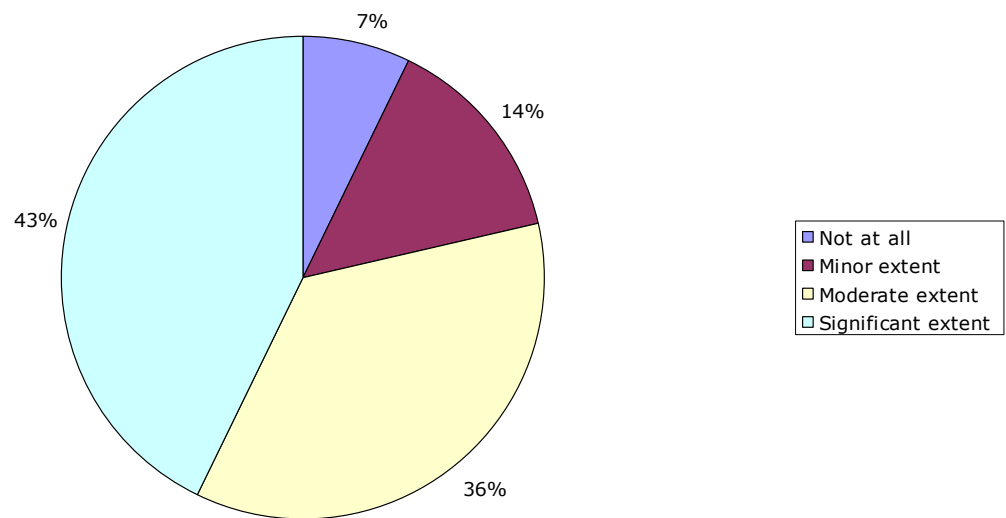
Source: own study.

Diagram 16. Proactive approach



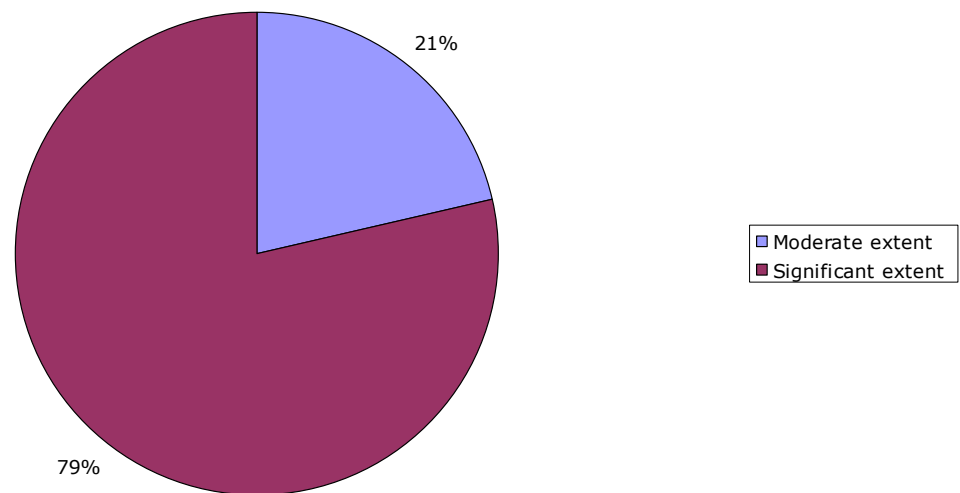
Source: own study.

Diagram 17. Front office



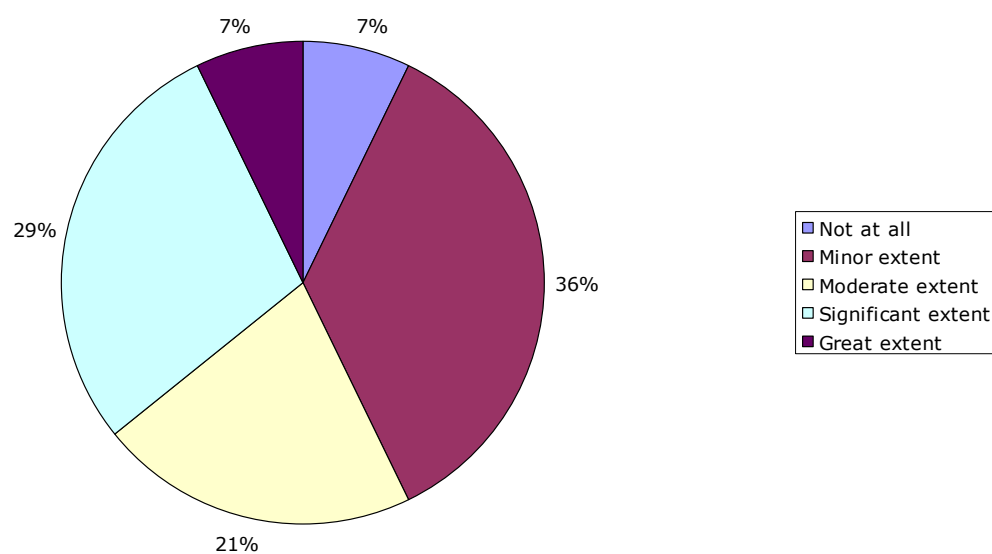
Source: own study.

Diagram 18. Back office



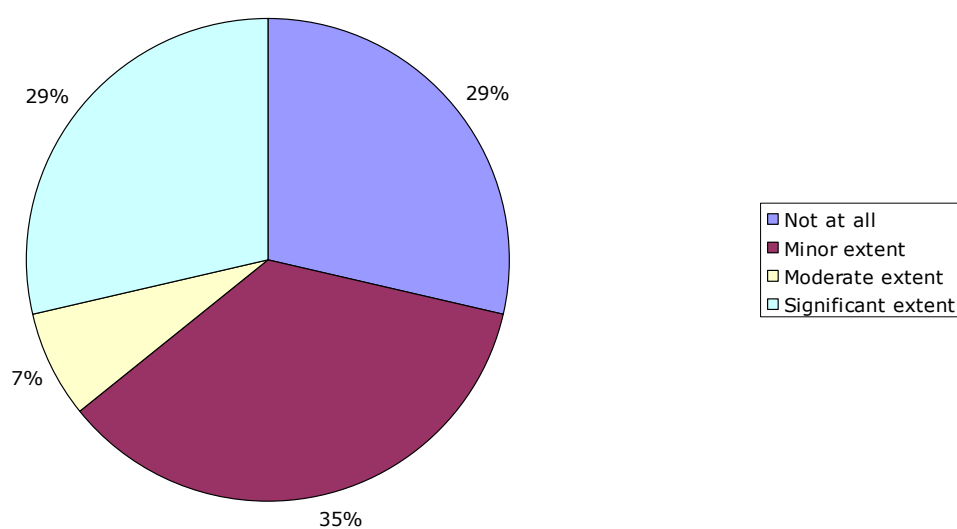
Source: own study.

Diagram 19. Personnel



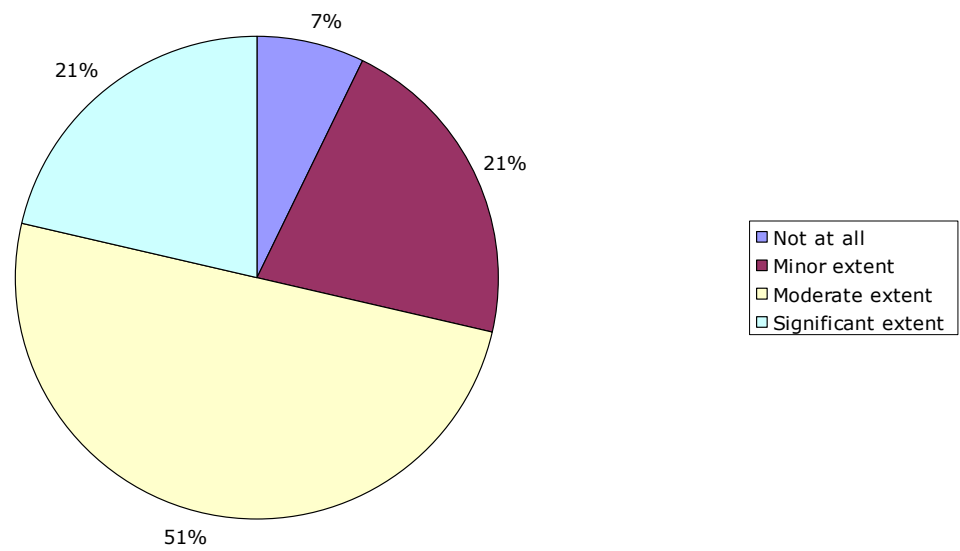
Source: own study.

Diagram 20. Property maintenance



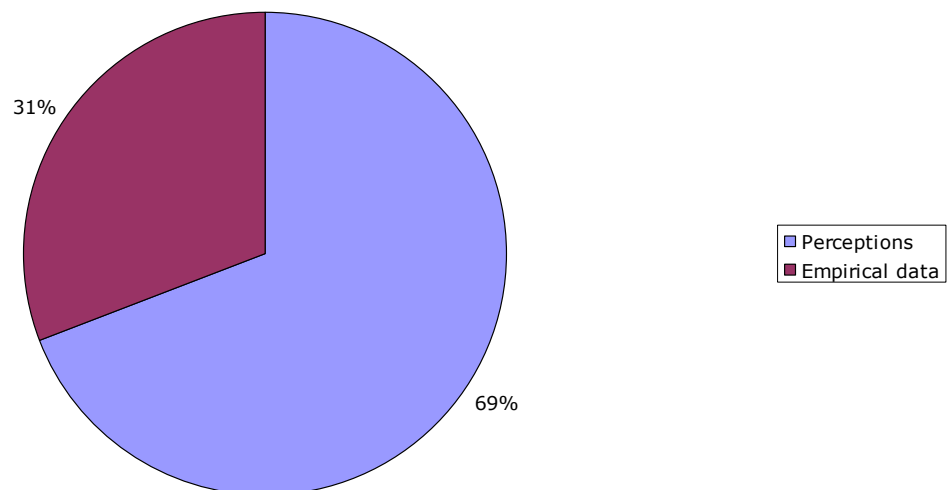
Source: own study.

Diagram 21. Information technology



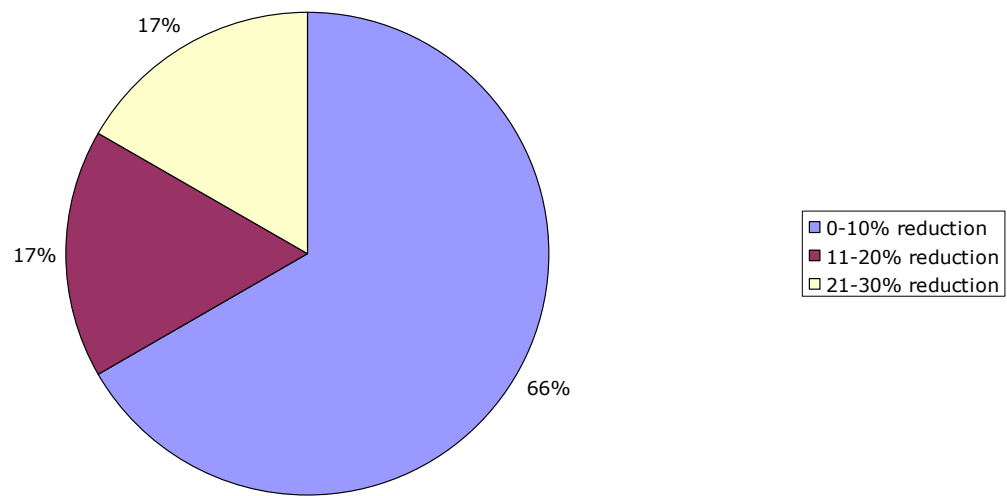
Source: own study.

Diagram 22. Questions based on:



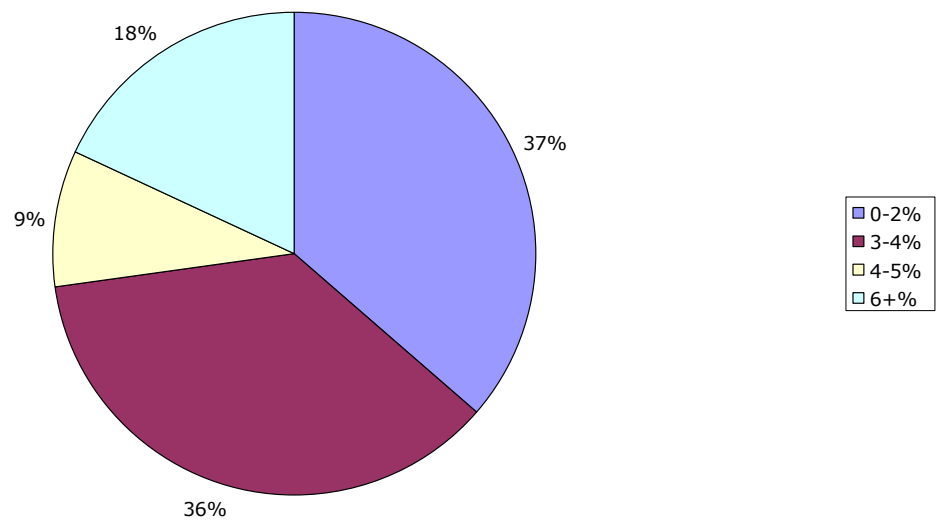
Source: own study.

Diagram 23. Change in workforce



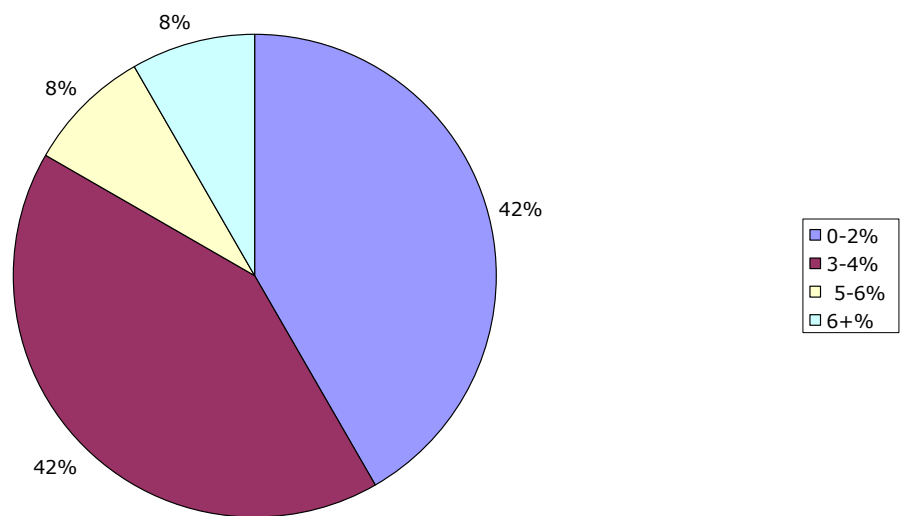
Source: own study.

Diagram 24. Return on equity



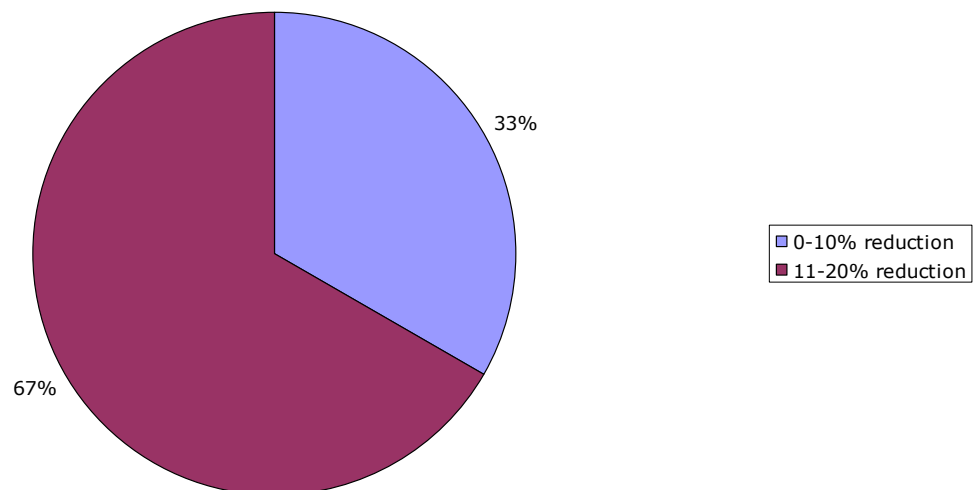
Source: own study.

Diagram 25. Cost/income



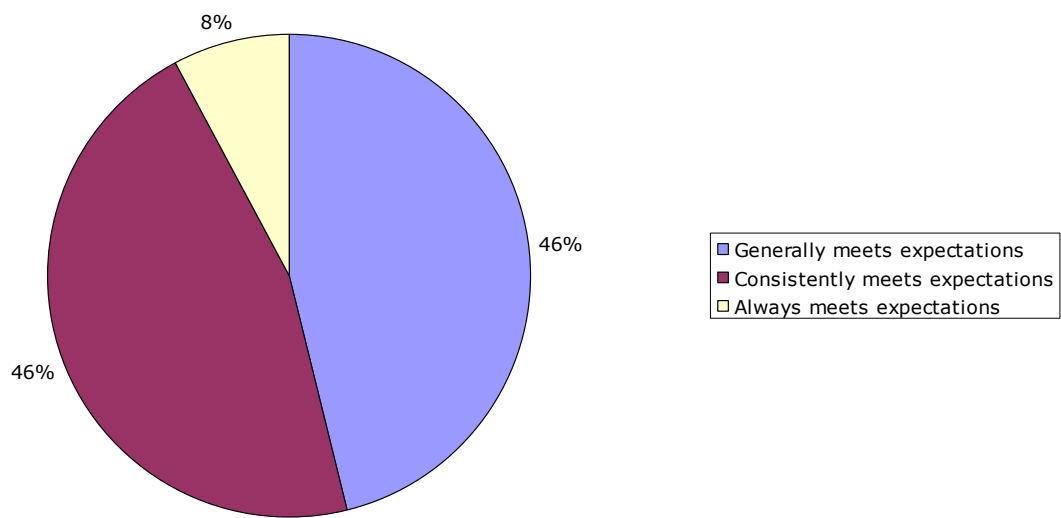
Source: own study.

Diagram 26. Cycle time



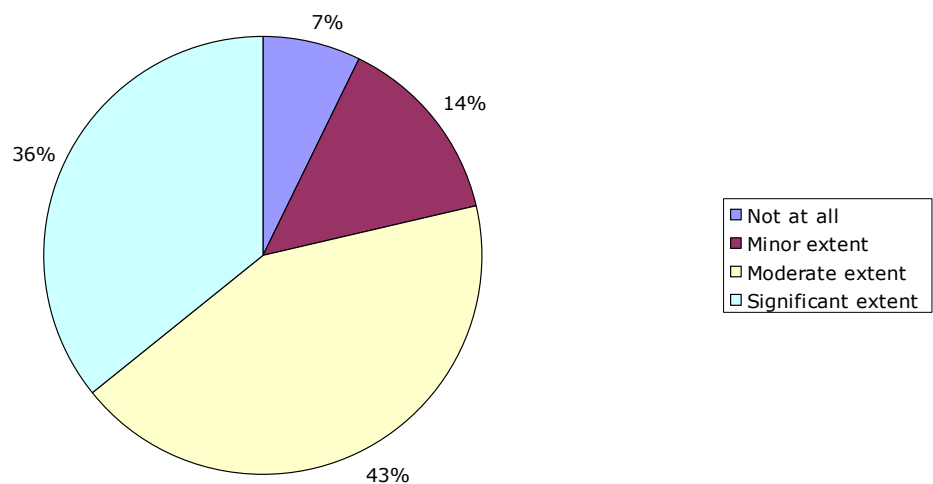
Source: own study.

Diagram 27. Organizations ability to satisfy customers needs



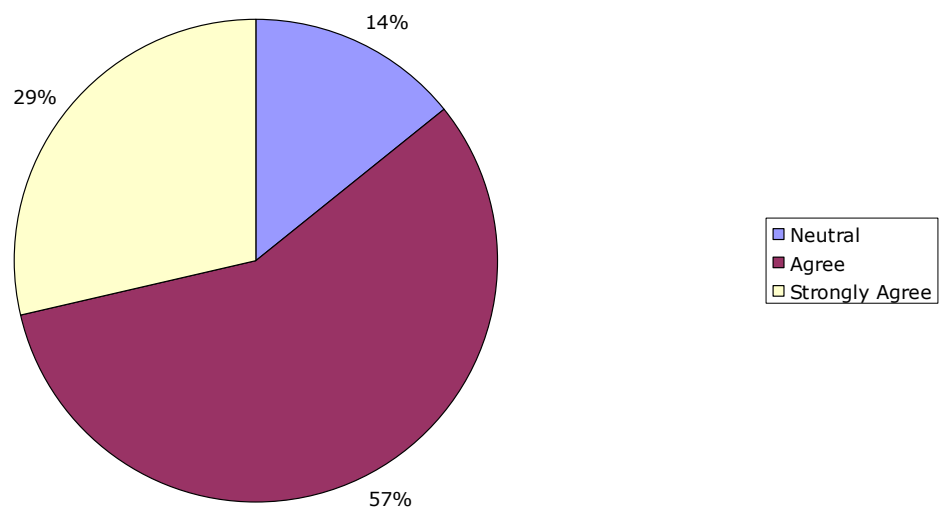
Source: own study.

Diagram 28. Organizational culture



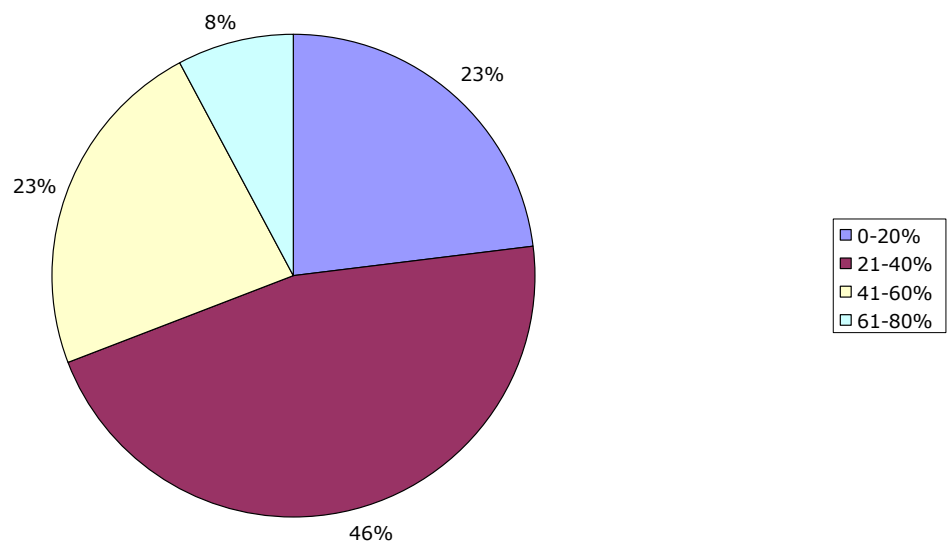
Source: own study.

Diagram 29. Cooperation with external consultants facilitated BPR



Source: own study.

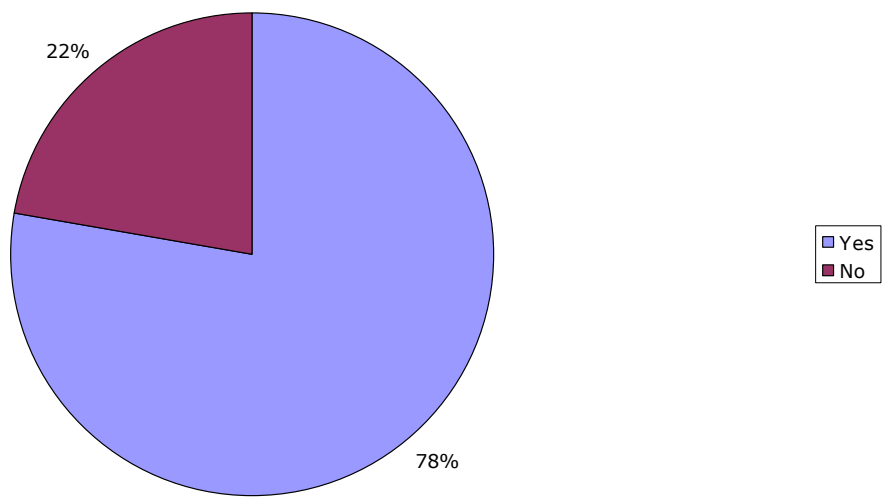
Diagram 30. Level of success



Source: own study.

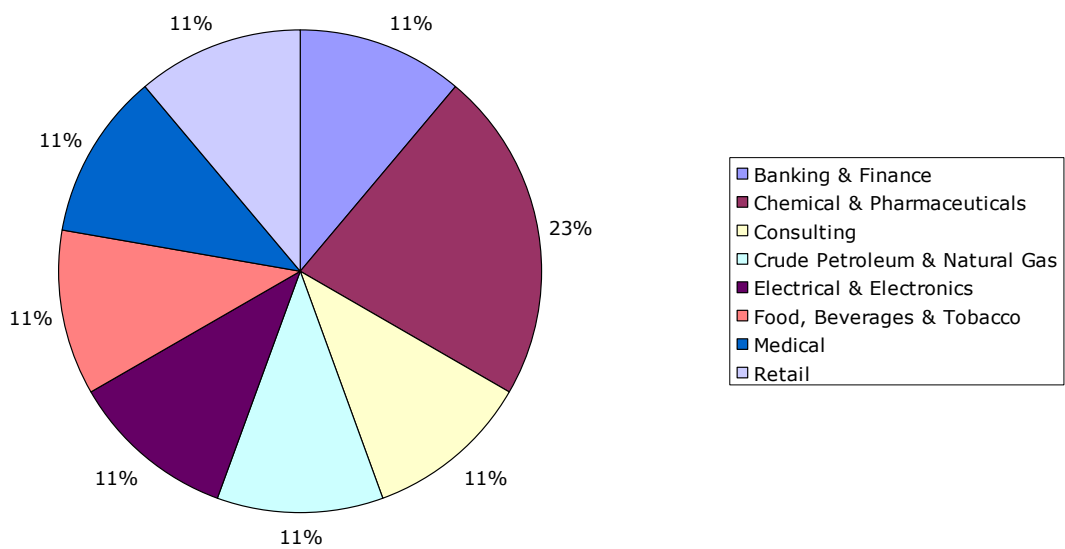
1.2. Belgium

Diagram 31. Executive summary



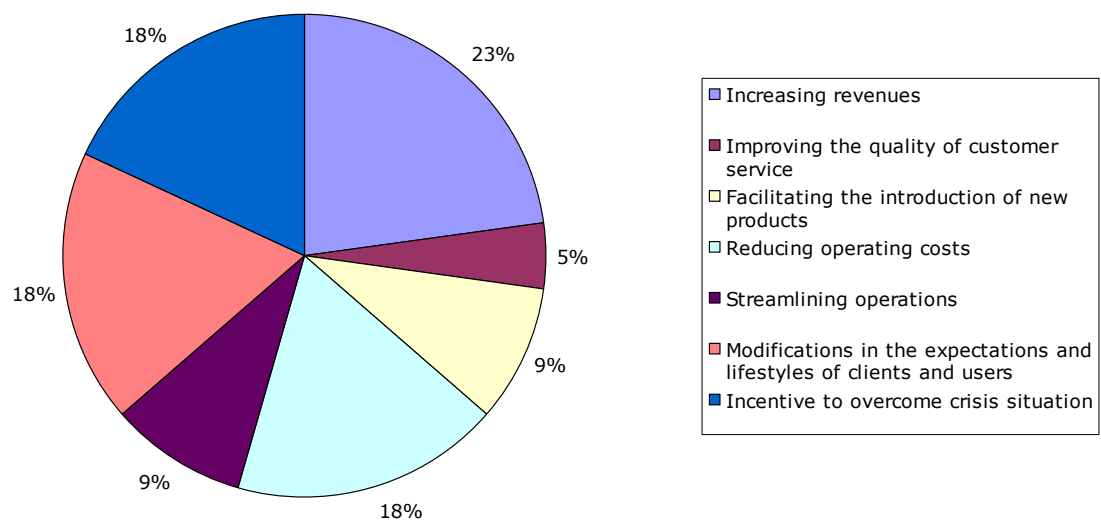
Source: own study.

Diagram 32. Industry



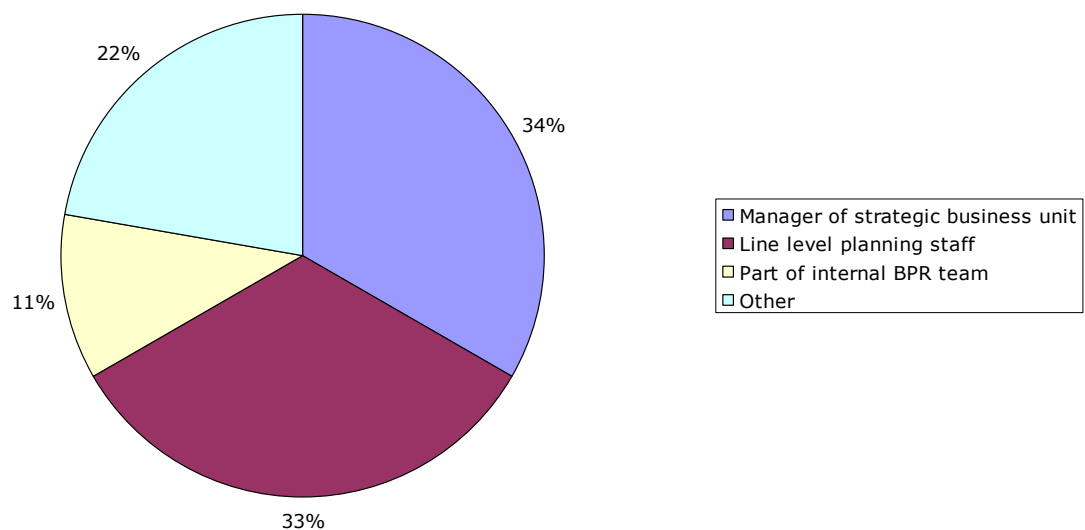
Source: own study.

Diagram 33. BPR reason



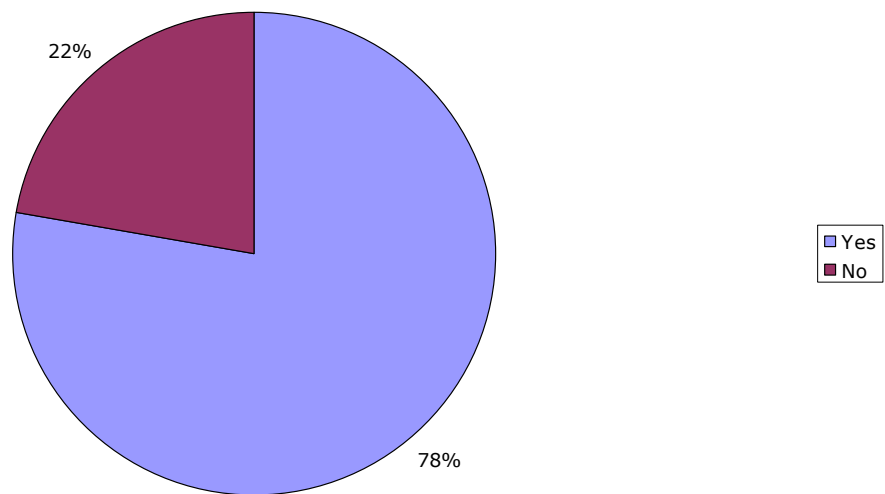
Source: own study.

Diagram 34. Corporate position



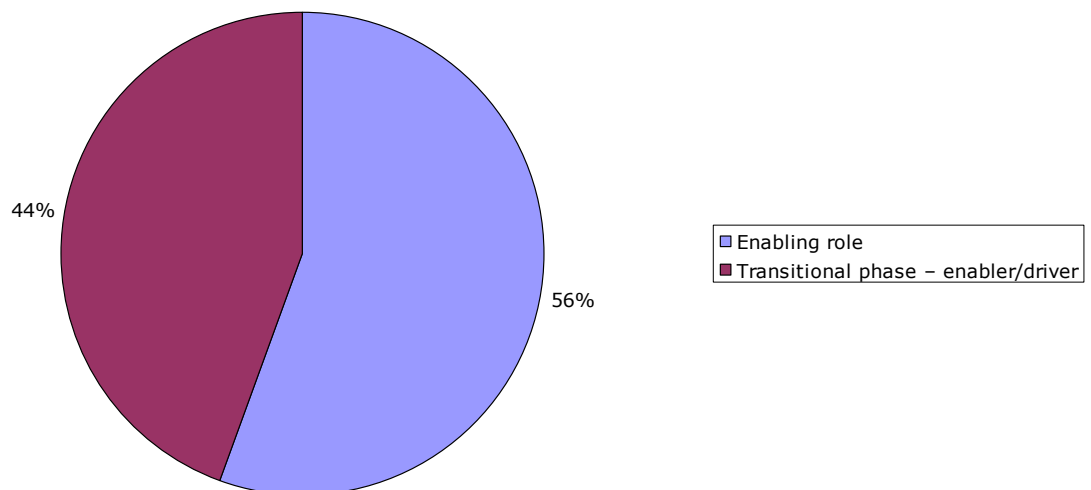
Source: own study.

Diagram 35. Help of external consultants



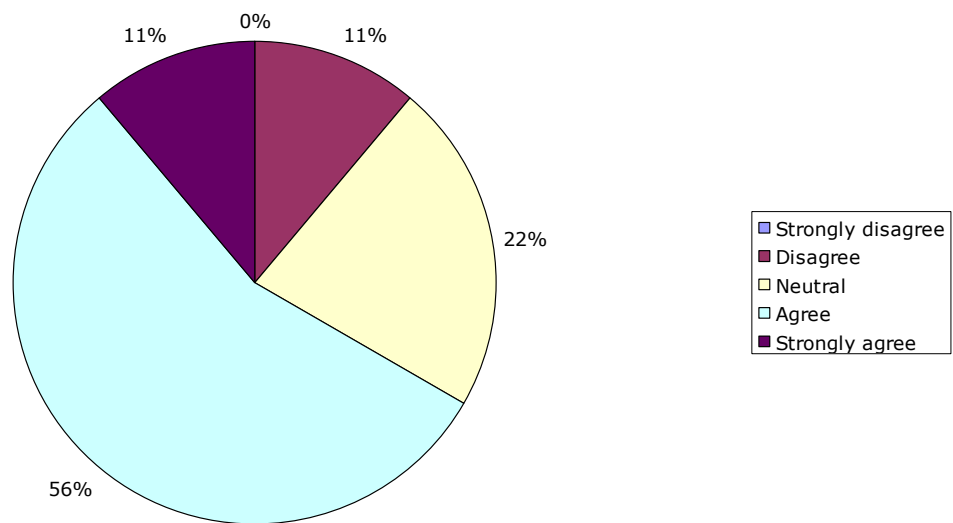
Source: own study.

Diagram 36. IT role



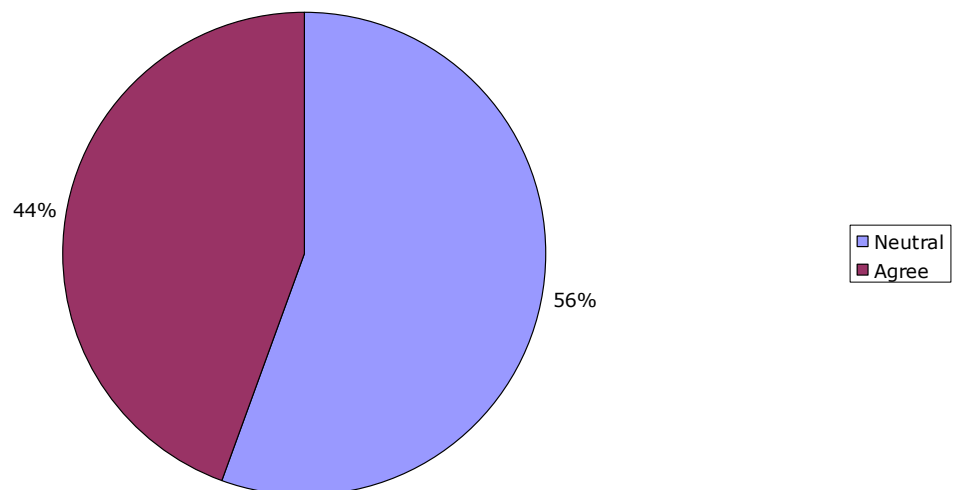
Source: own study.

Diagram 37. Efforts driven by core-customer focused business processes



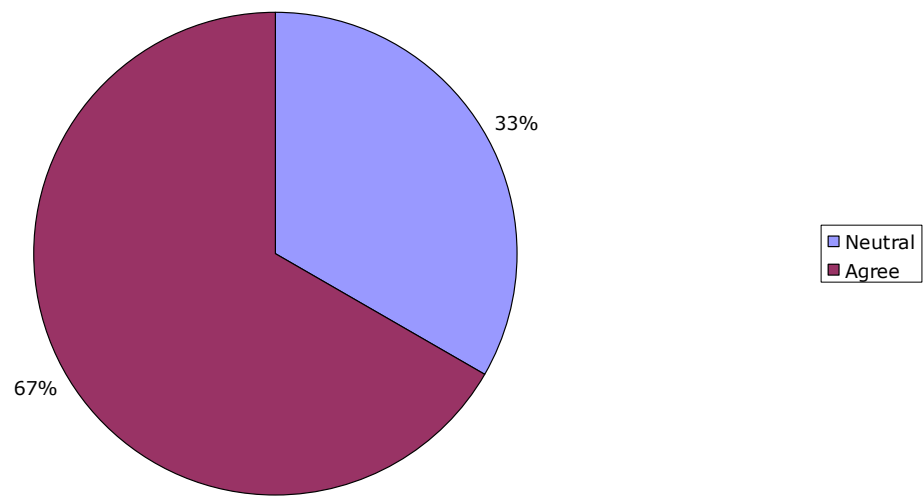
Source: own study.

Diagram 38. Part of corporate strategy



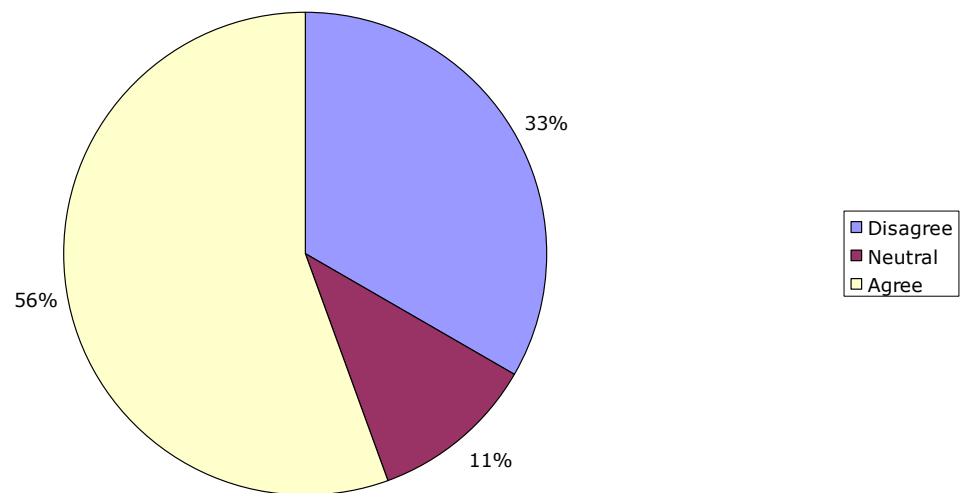
Source: own study.

Diagram 39. Change of organizational culture



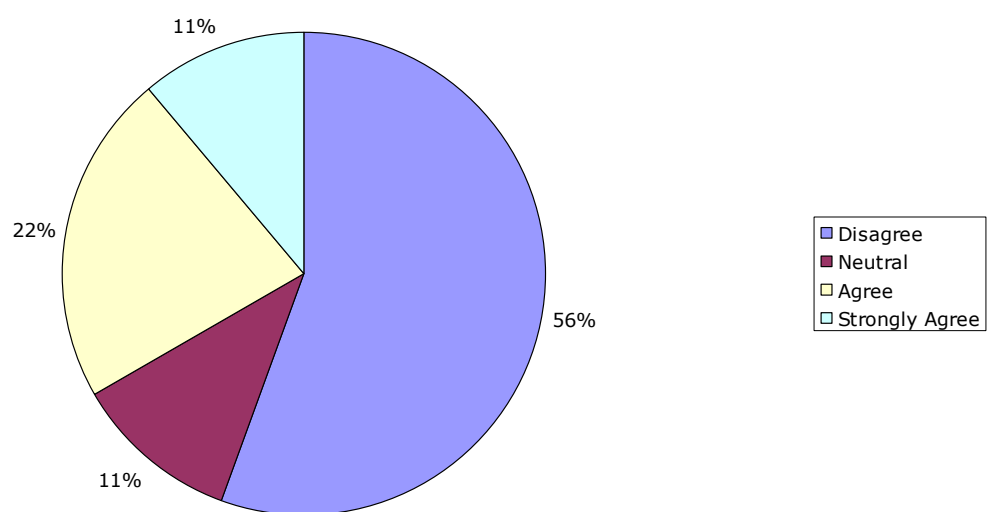
Source: own study.

Diagram 40. "Clean slate" opportunity



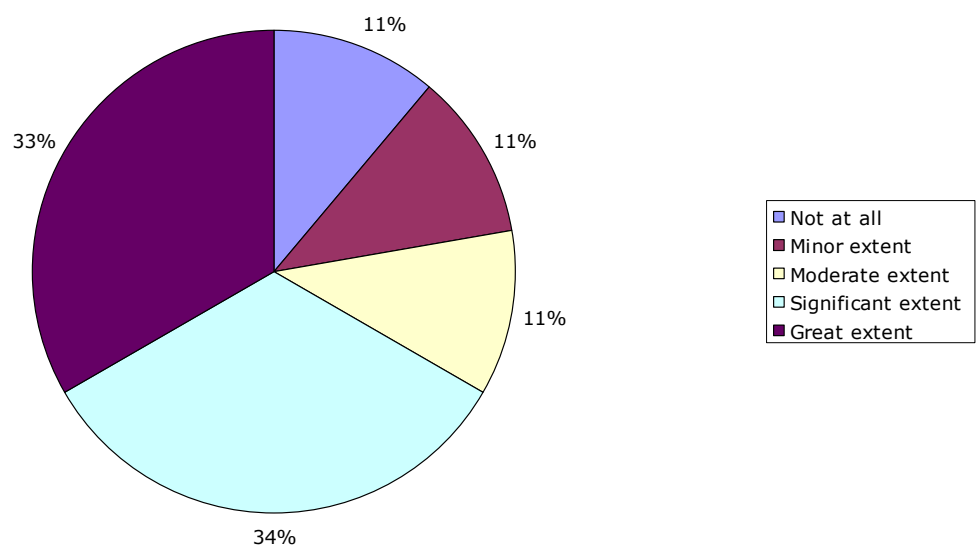
Source: own study.

Diagram 41. Learning capabilities



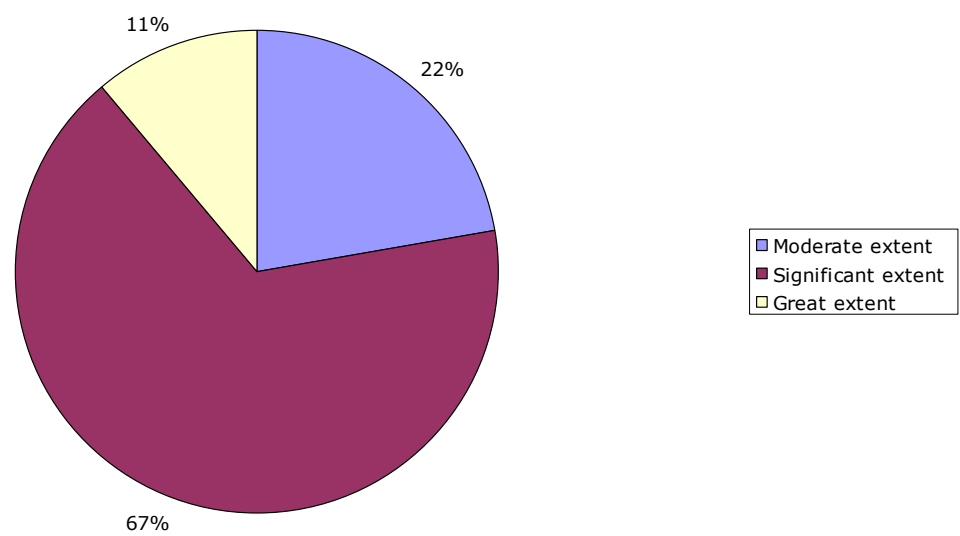
Source: own study.

Diagram 42. Help of external consultants as a base for success



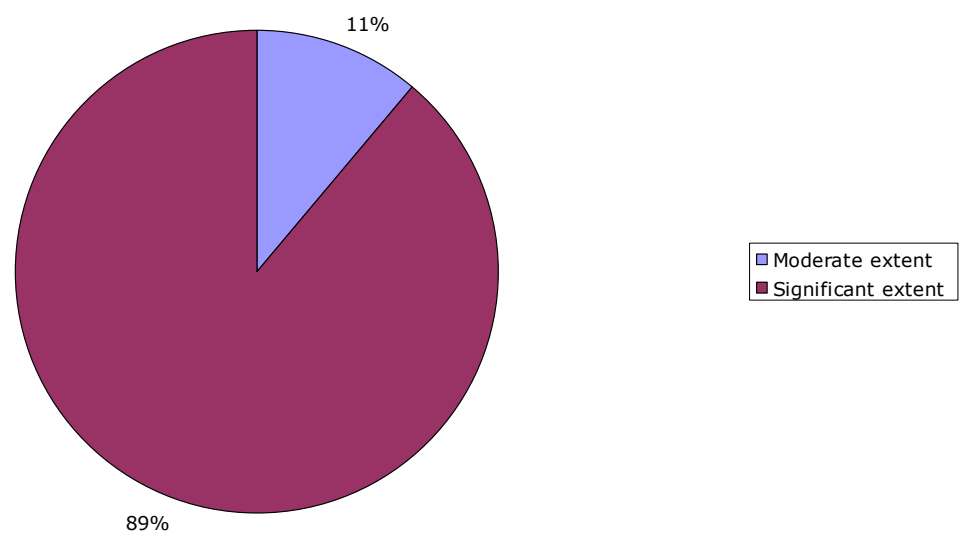
Source: own study.

Diagram 43. IT - integral part of BPR



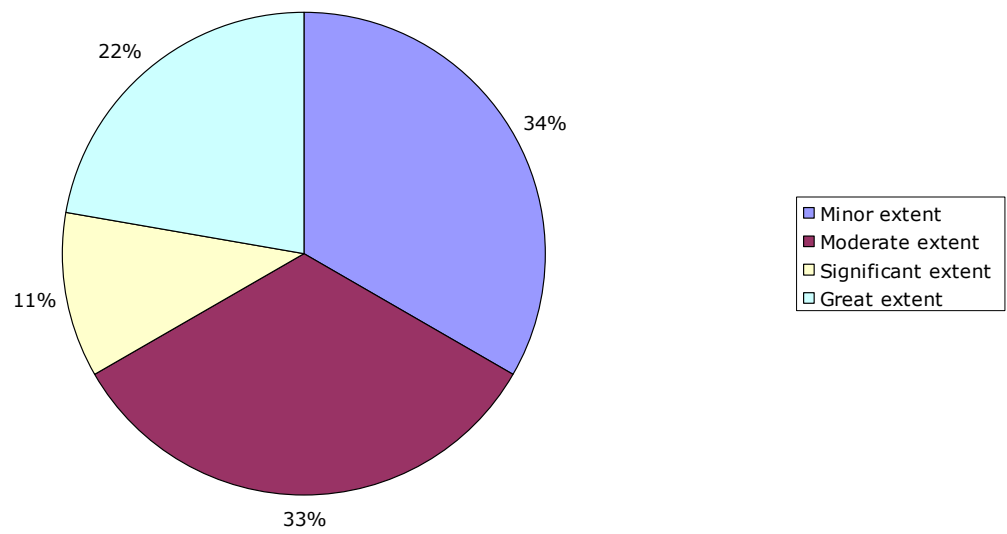
Source: own study.

Diagram 44. Customer feedback



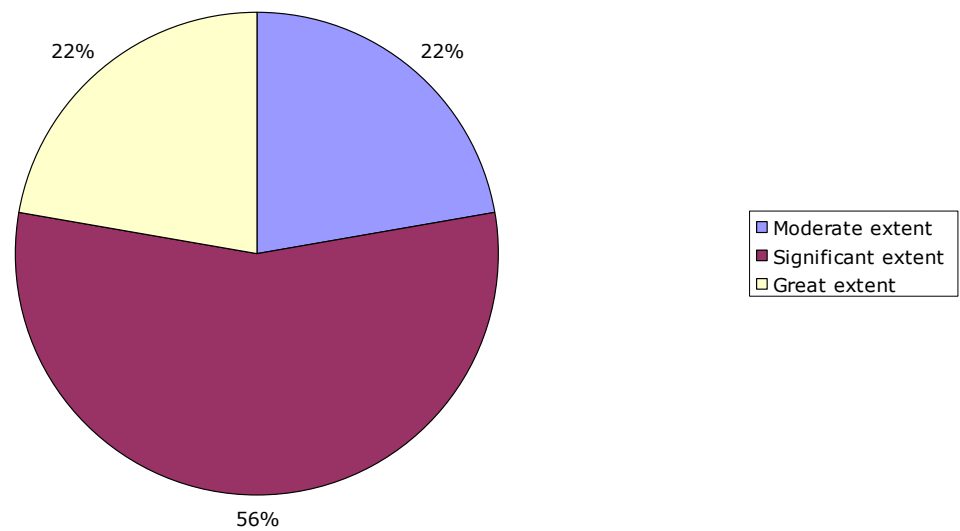
Source: own study.

Diagram 45. Competitive pressures



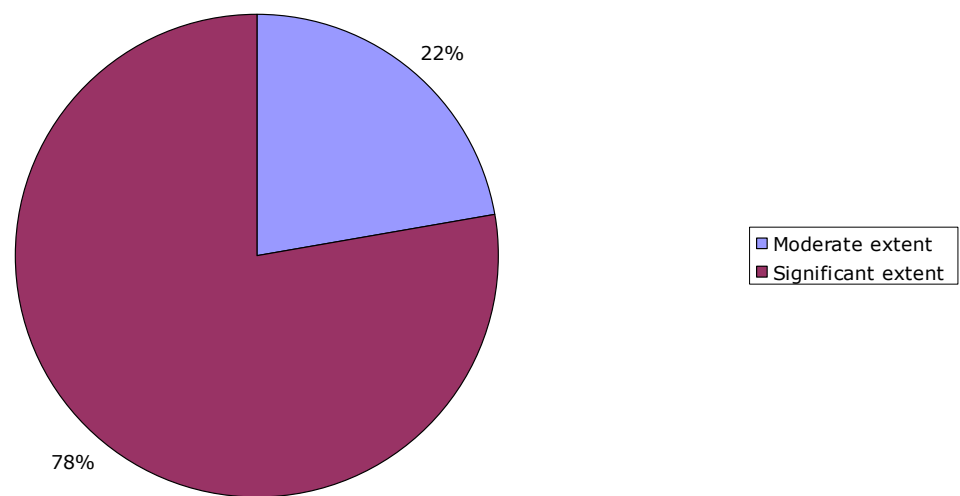
Source: own study.

Diagram 46. Proactive approach



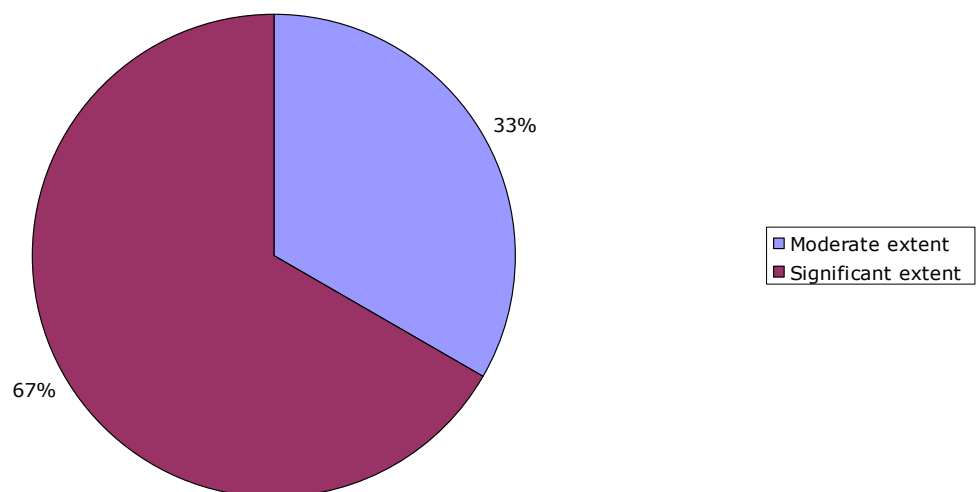
Source: own study.

Diagram 47. Front office



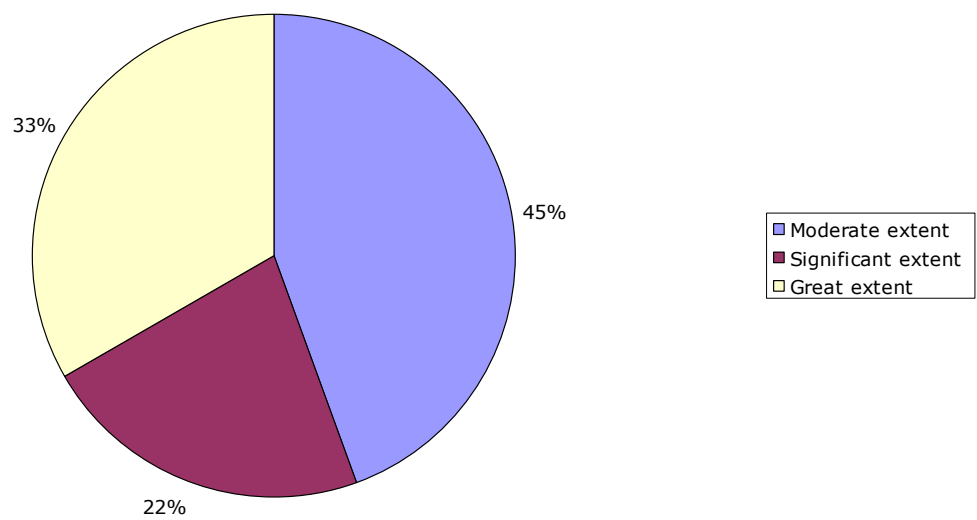
Source: own study.

Diagram 48. Back office



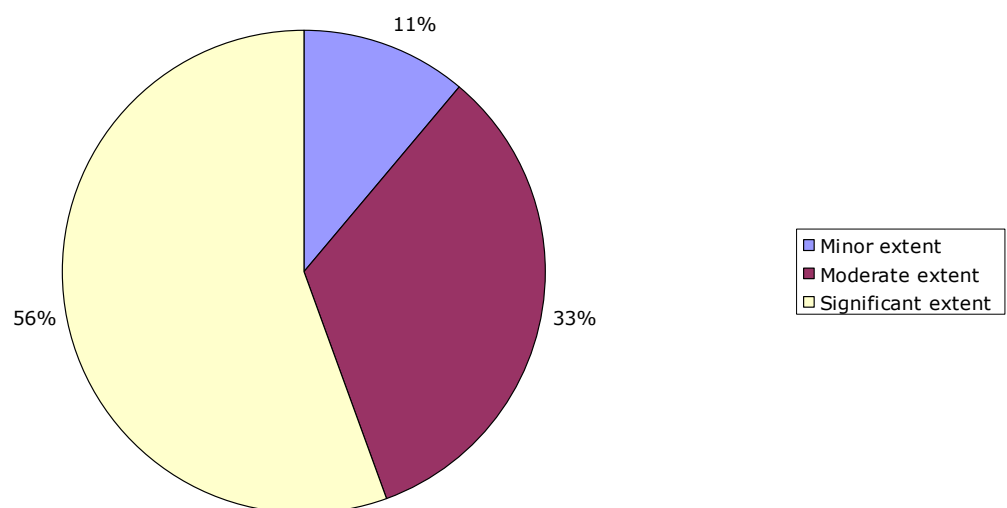
Source: own study.

Diagram 49. Personnel



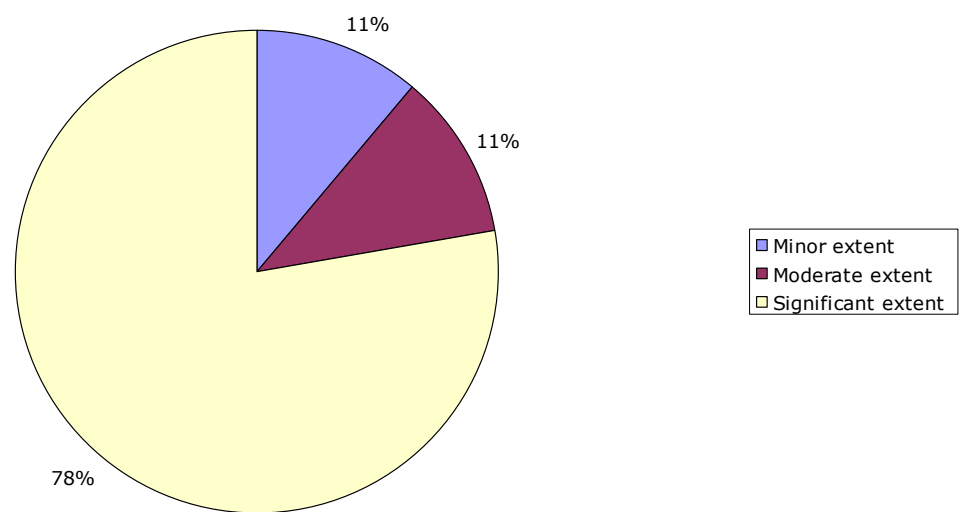
Source: own study.

Diagram 50. Property maintenance



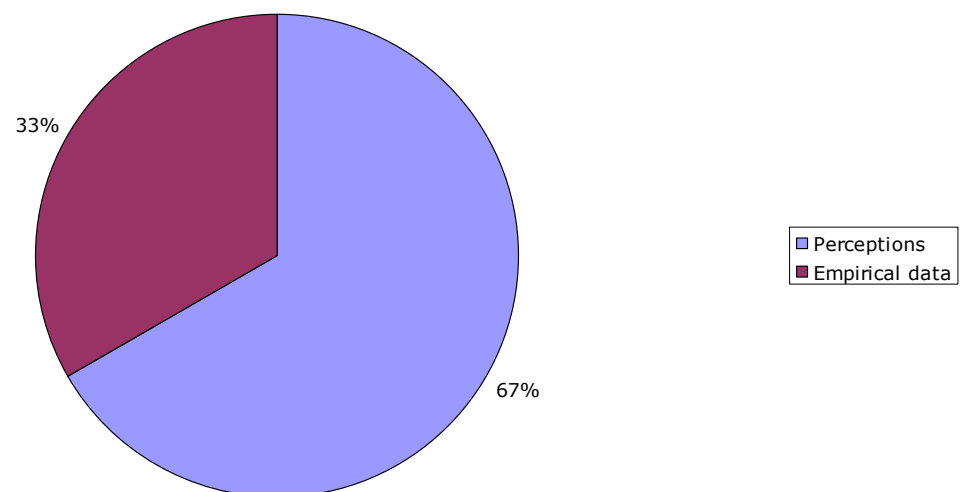
Source: own study.

Diagram 51. Information technology



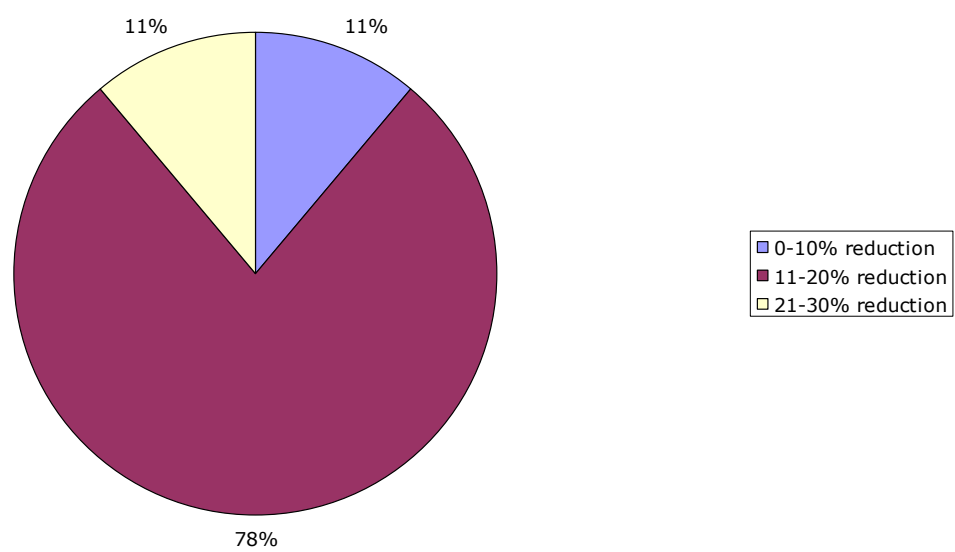
Source: own study.

Diagram 52. Questions based on:



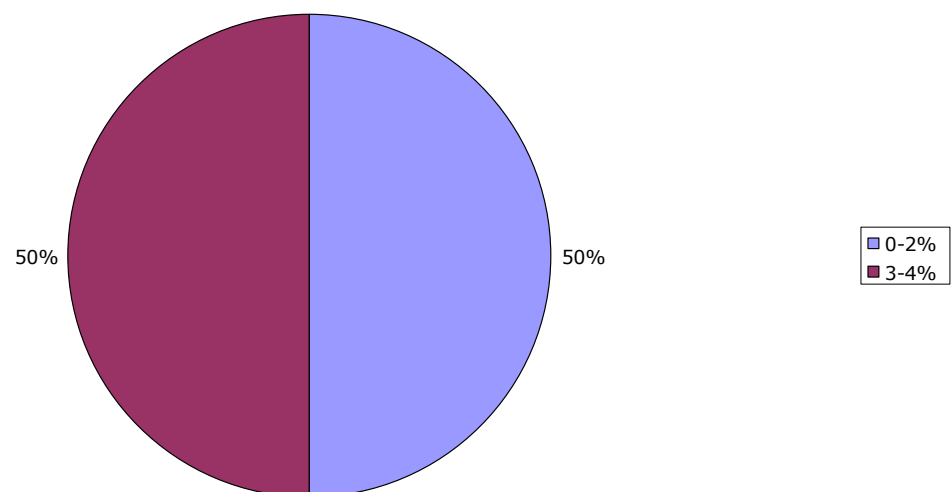
Source: own study.

Diagram 53. Change in workforce



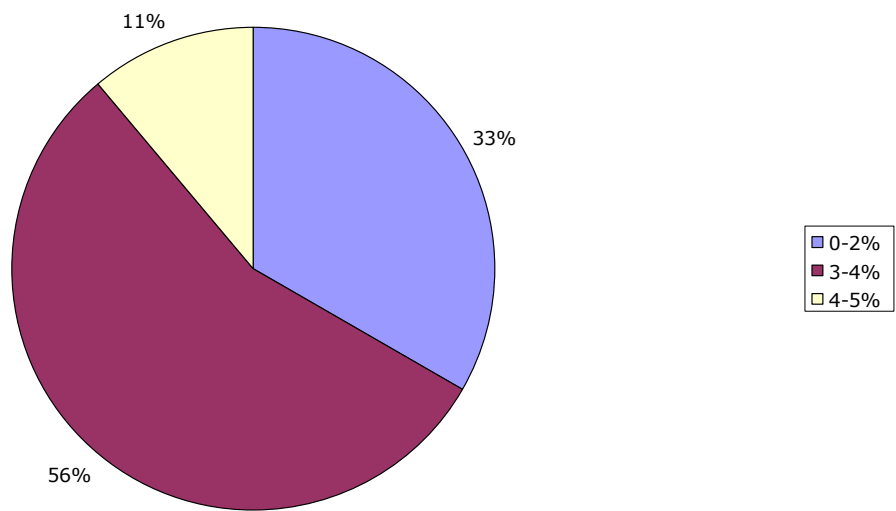
Source: own study.

Diagram 54. Return on equity



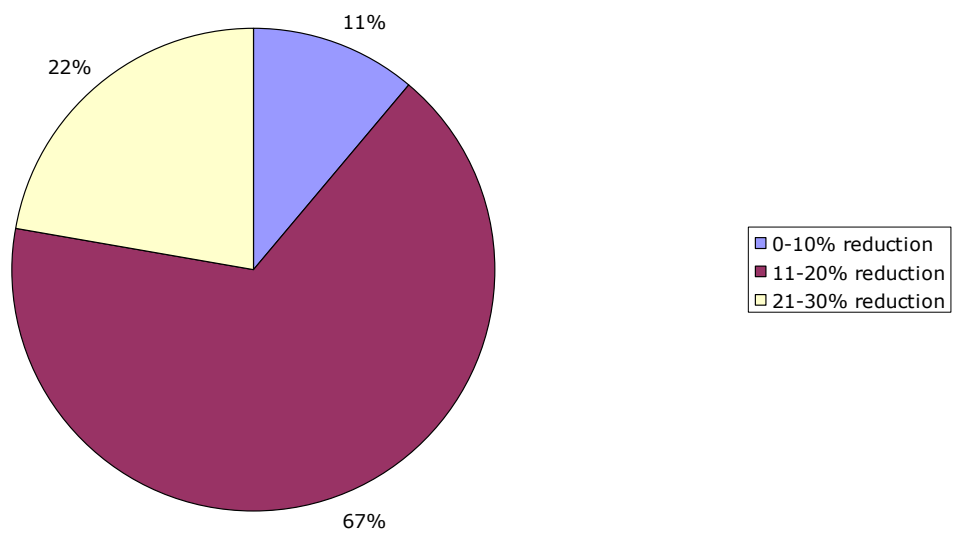
Source: own study.

Diagram 55. Cost/income



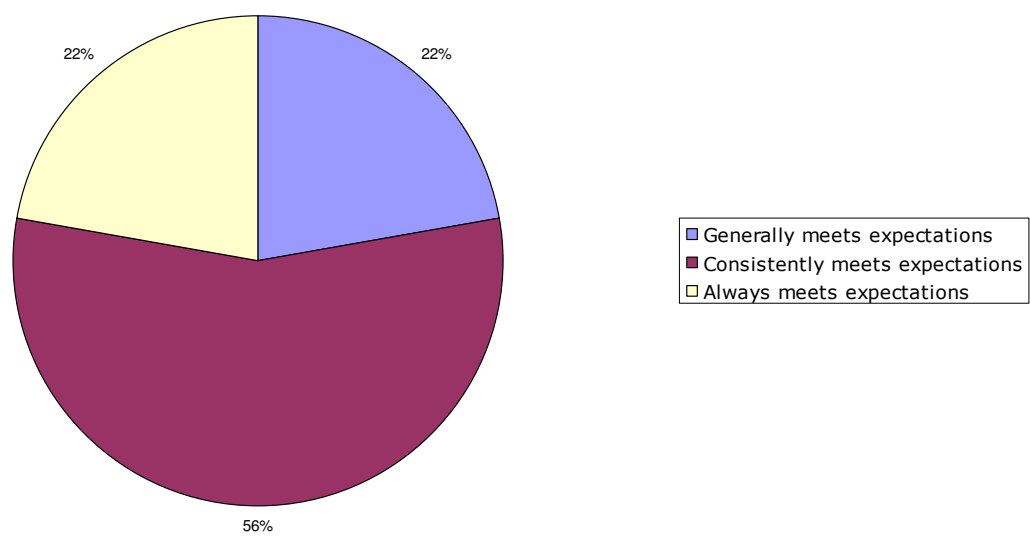
Source: own study.

Diagram 56. Cycle time



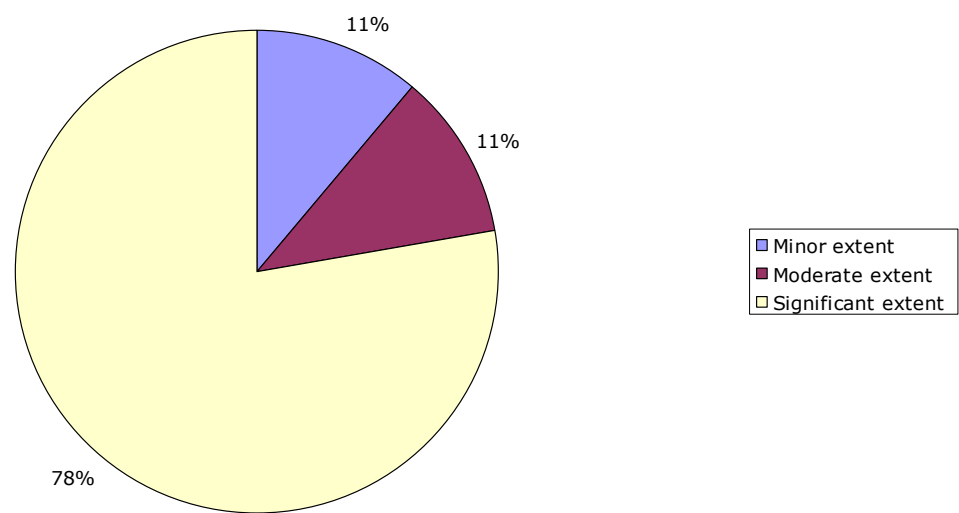
Source: own study.

Diagram 57. Organizations ability to satisfy customers needs



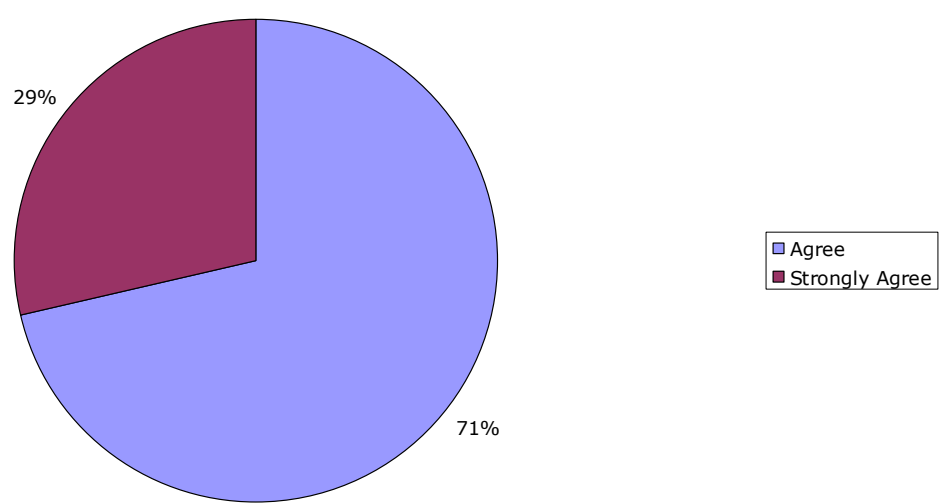
Source: own study.

Diagram 58. Organizational culture



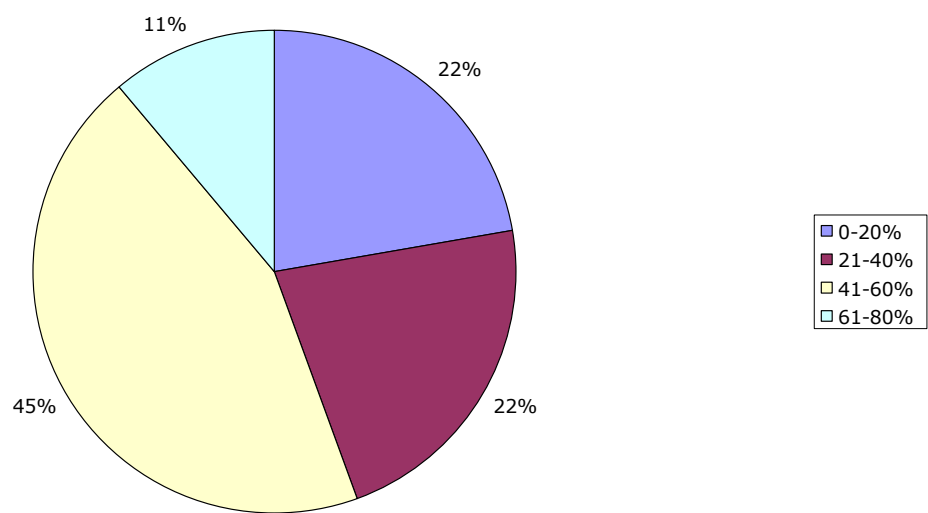
Source: own study.

Diagram 59. Cooperation with external consultants facilitated BPR



Source: own study.

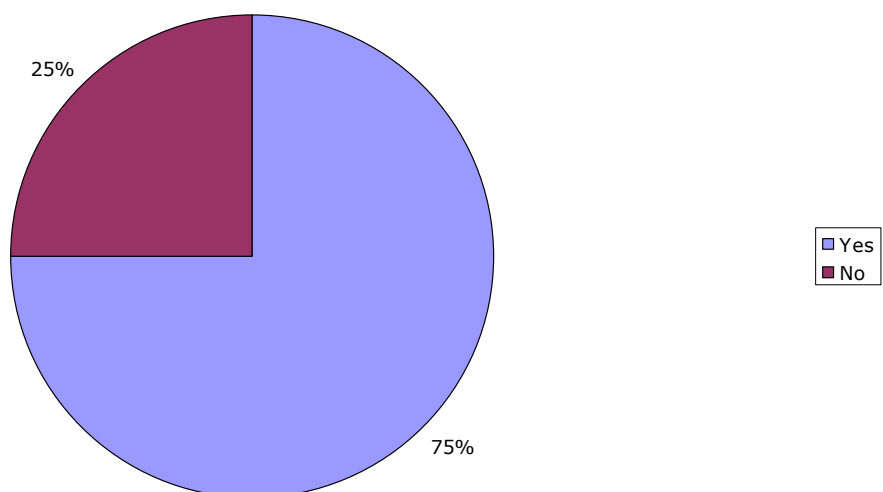
Diagram 60. Level of success



Source: own study.

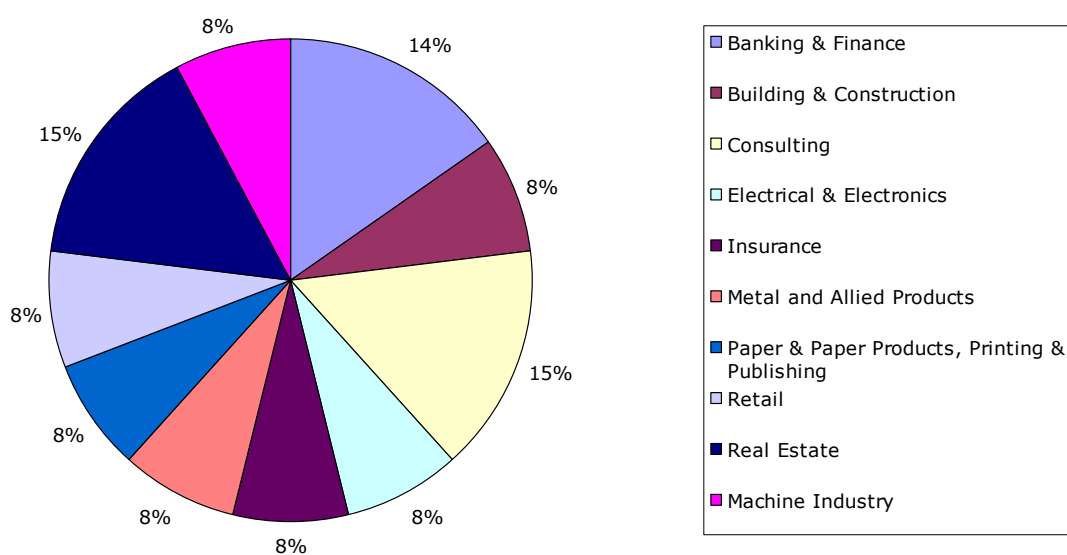
1.3. Czech Republic

Diagram 61. Executive summary



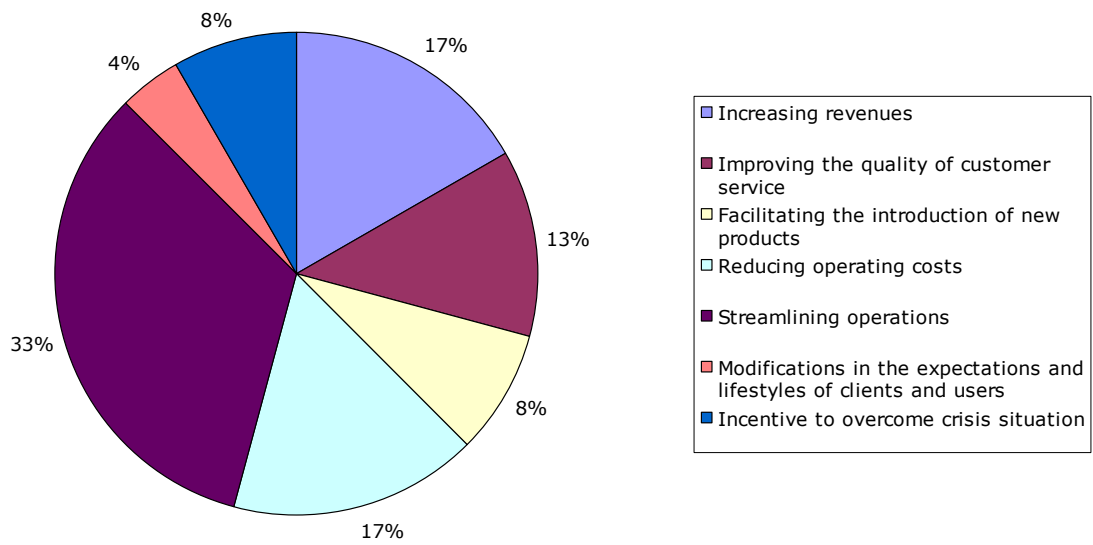
Source: own study.

Diagram 62. Industry



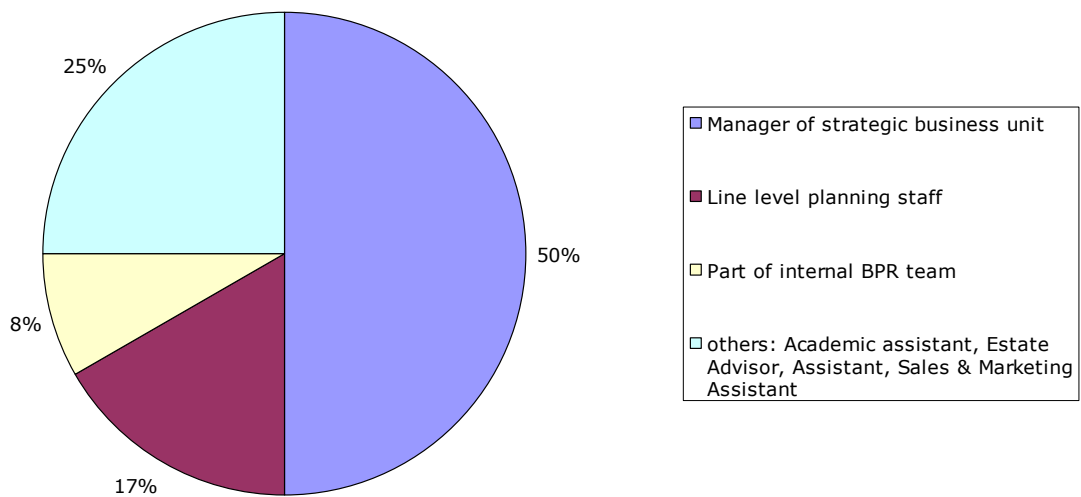
Source: own study.

Diagram 63. BPR reason



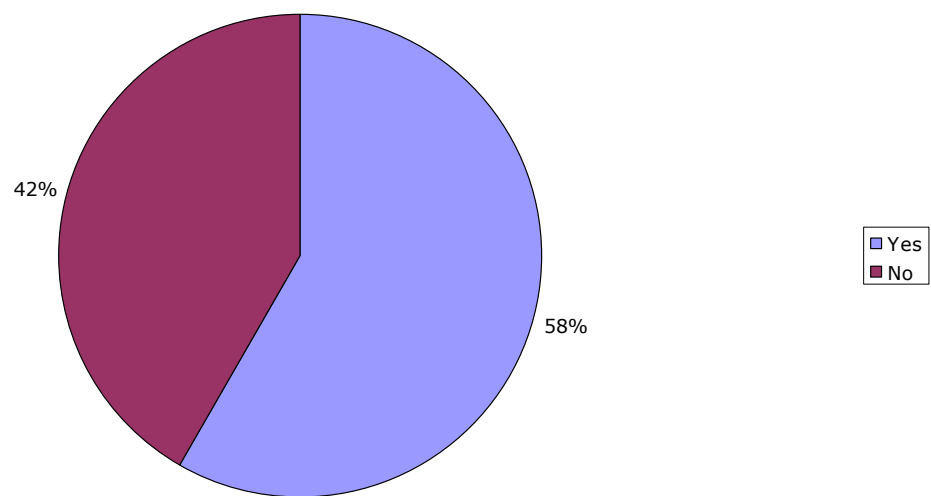
Source: own study.

Diagram 64. Corporate position



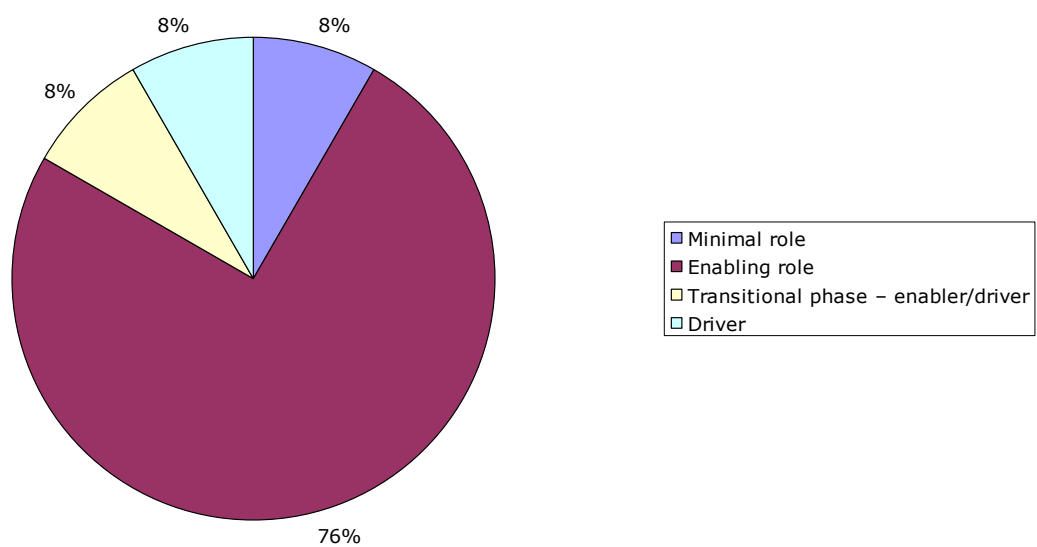
Source: own study.

Diagram 65. Help of external consultants



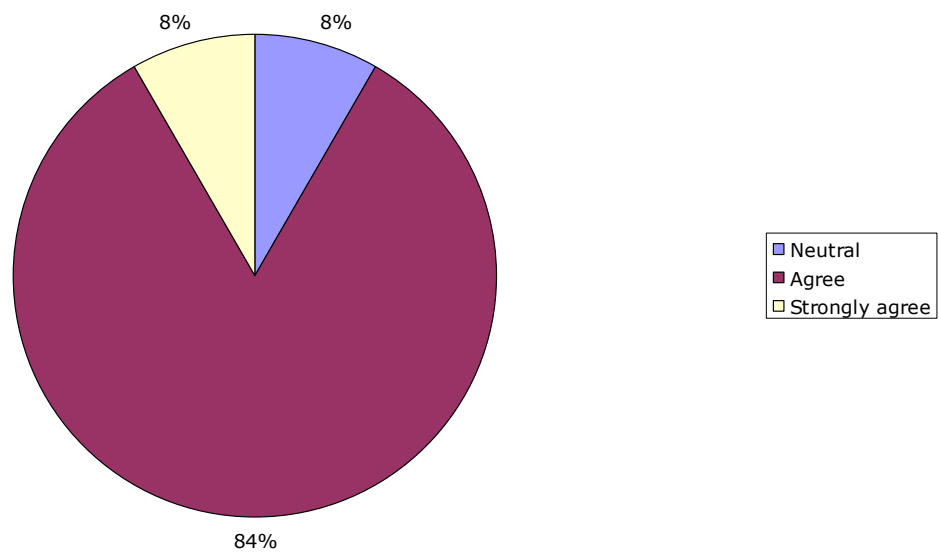
Source: own study.

Diagram 66. IT role



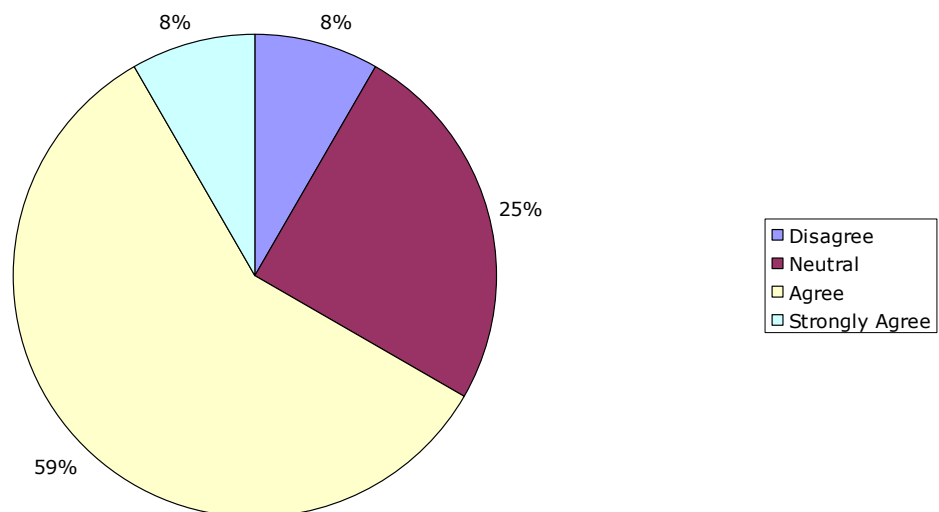
Source: own study.

Diagram 67. Efforts driven by core-customer focused business processes



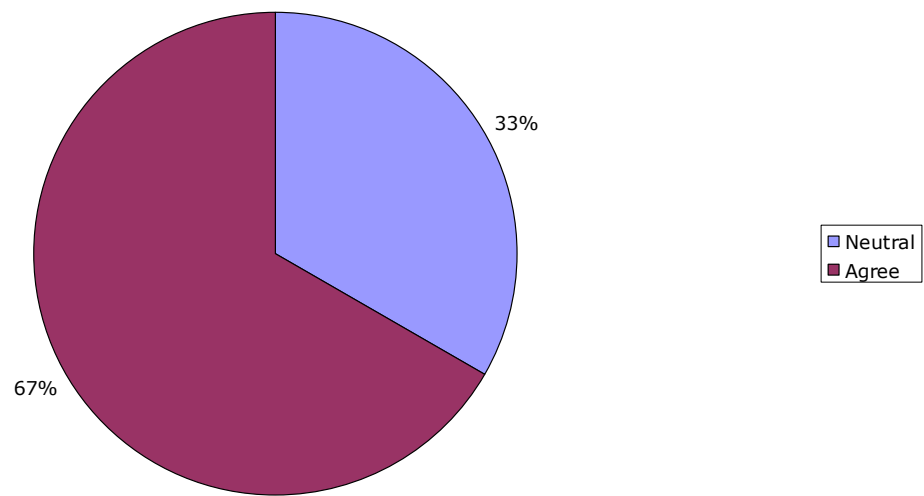
Source: own study.

Diagram 68. Part of corporate strategy



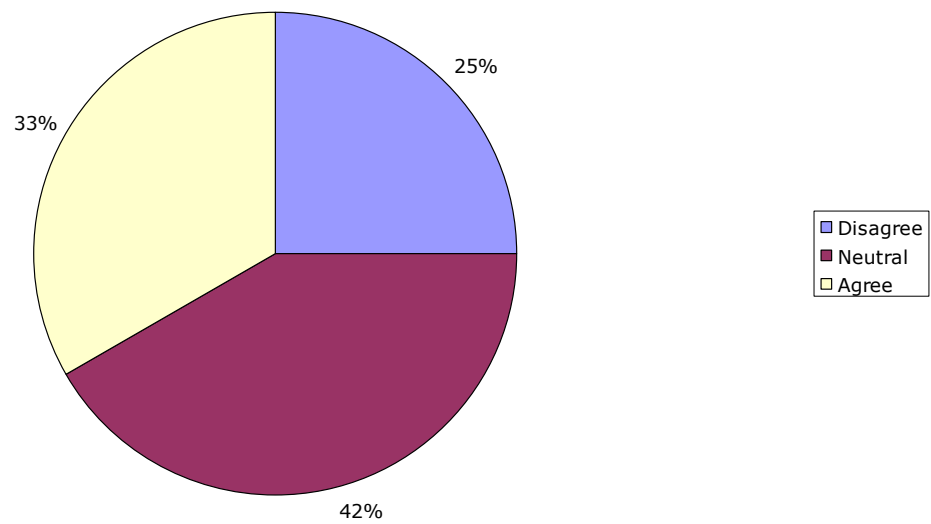
Source: own study.

Diagram 69. Change of organizational culture



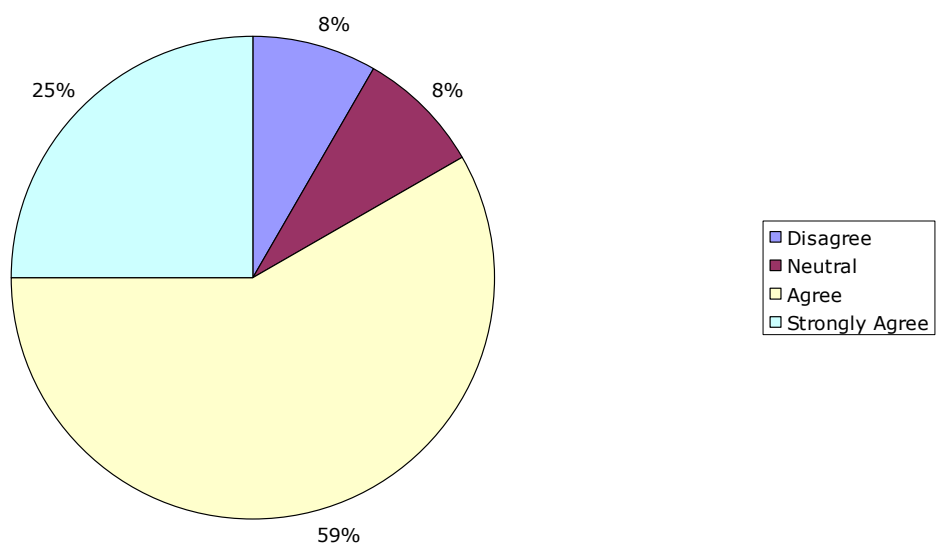
Source: own study.

Diagram 70. "Clean slate" opportunity



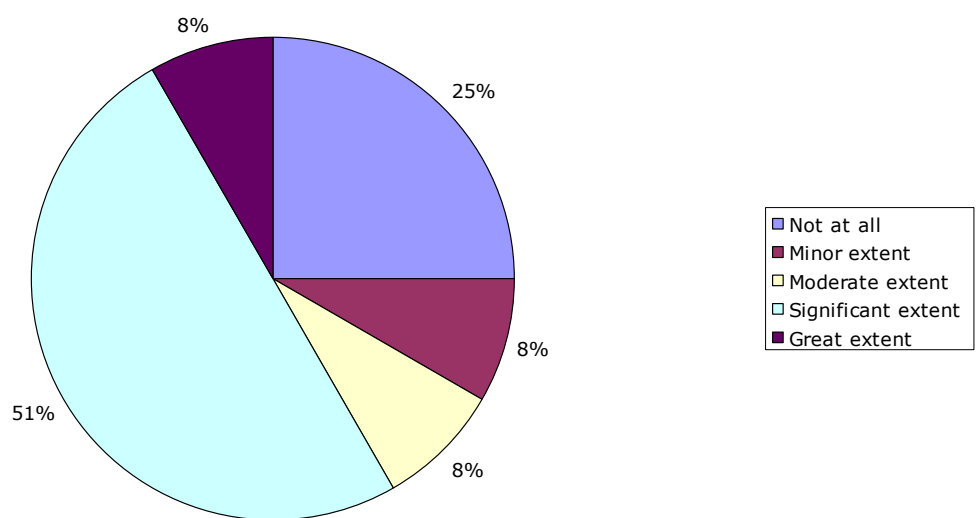
Source: own study.

Diagram 71. Learning capabilities



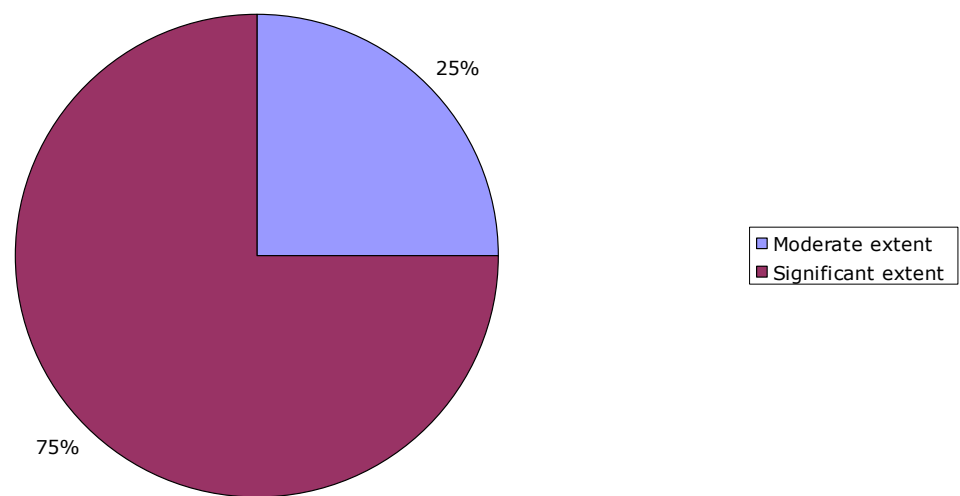
Source: own study.

Diagram 72. Help of external consultants as a base for success



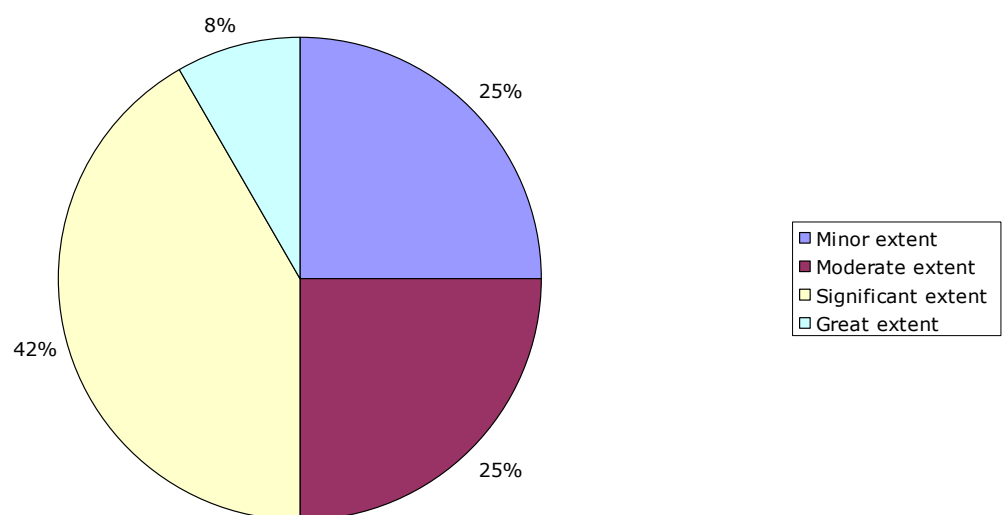
Source: own study.

Diagram 73. IT - integral part of BPR



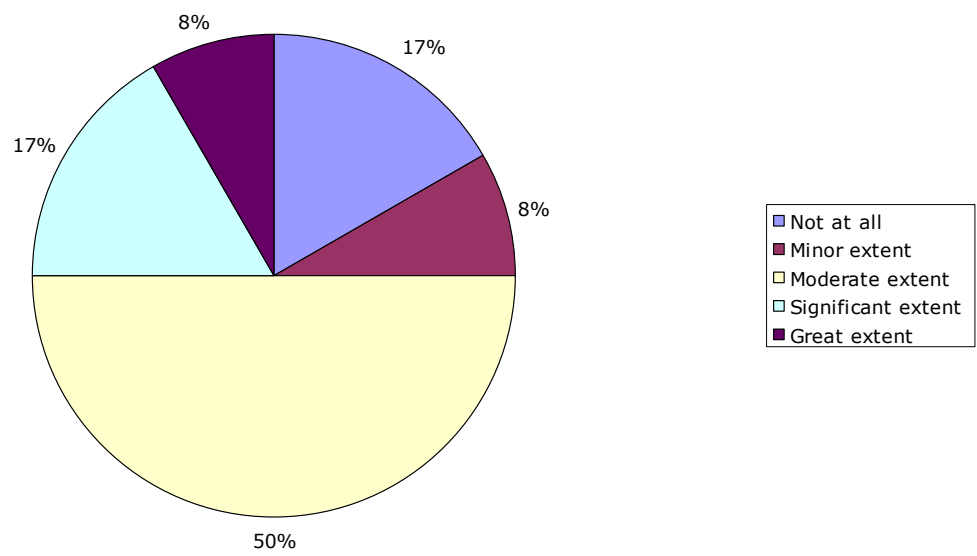
Source: own study.

Diagram 74. Customer feedback



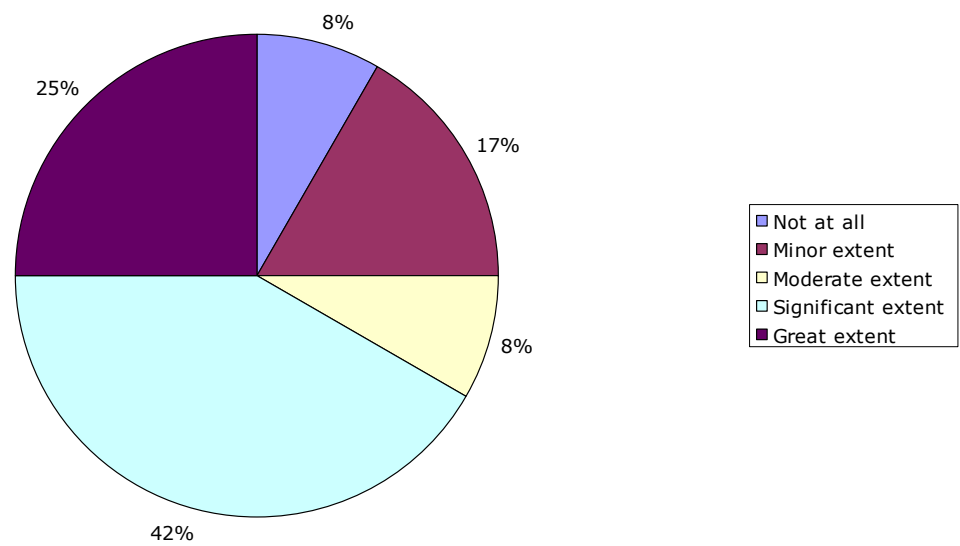
Source: own study.

Diagram 75. Competitive pressures



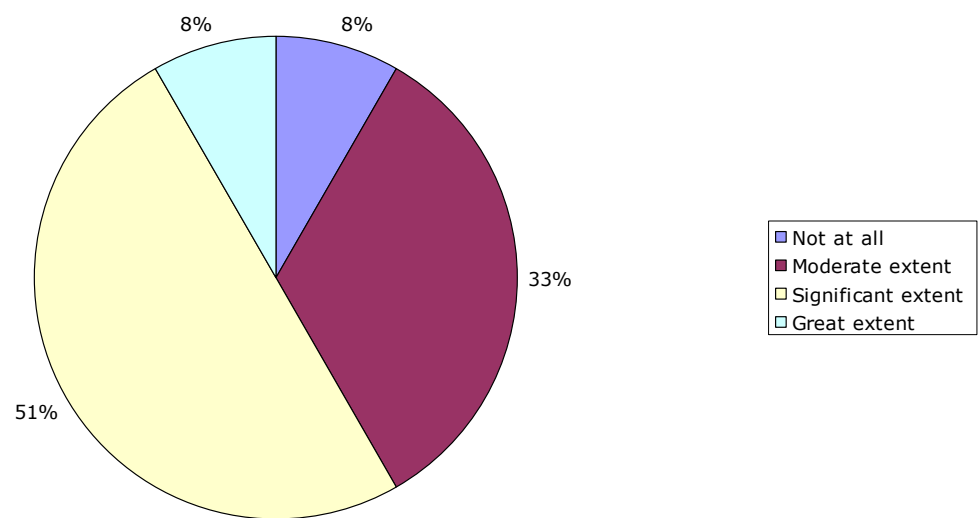
Source: own study.

Diagram 76. Proactive approach



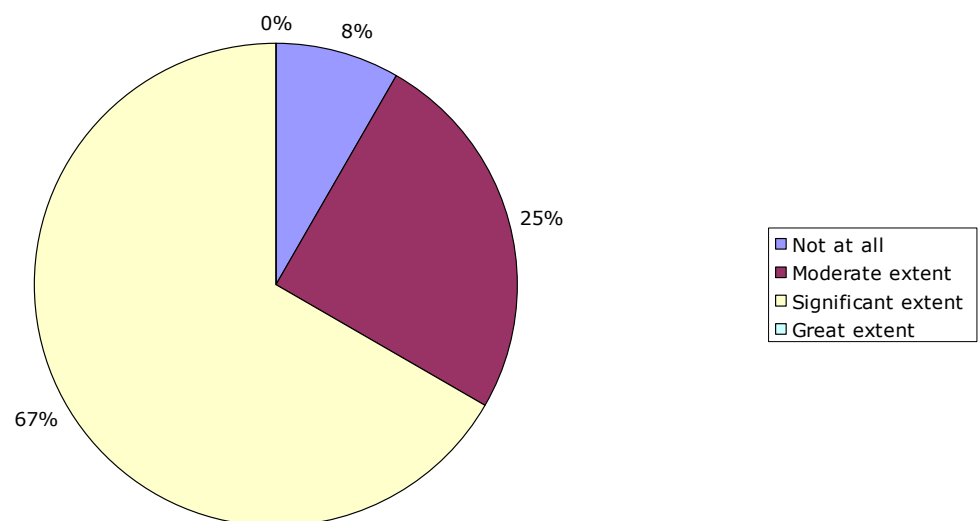
Source: own study.

Diagram 77. Front office



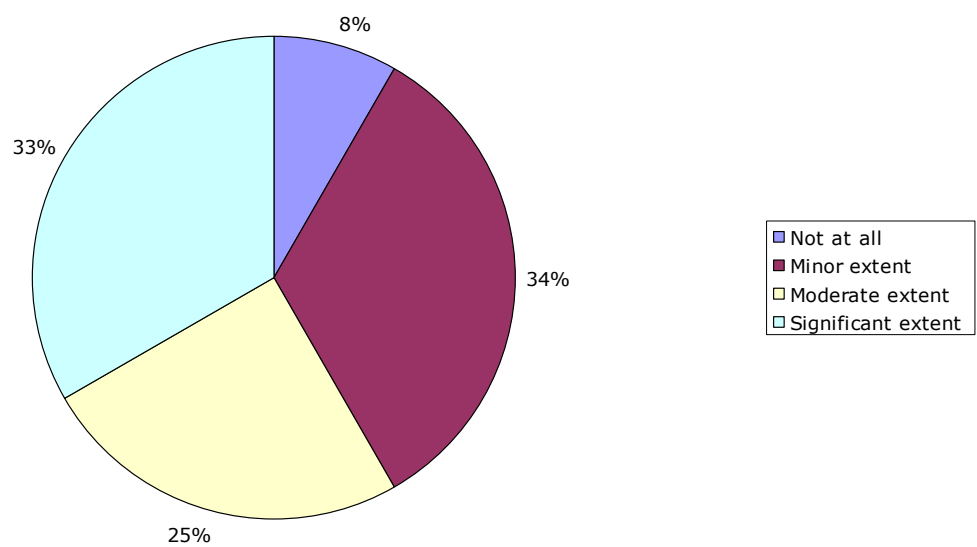
Source: own study.

Diagram 78. Back office



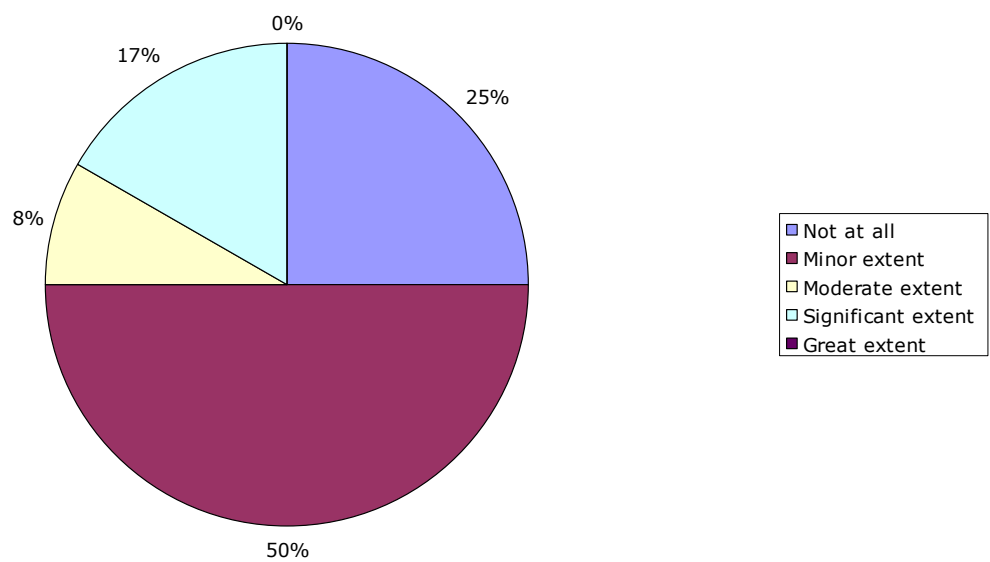
Source: own study.

Diagram 79. Personnel



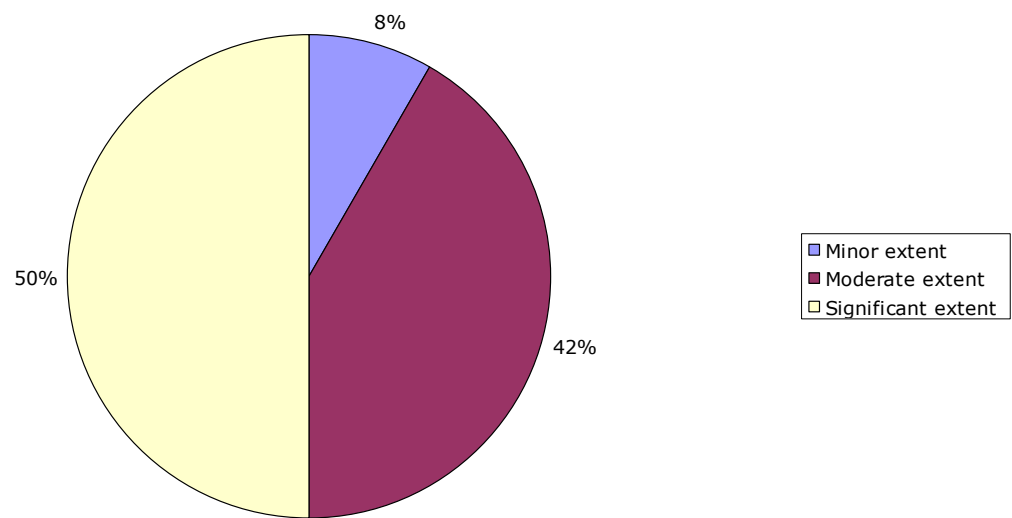
Source: own study.

Diagram 80. Property maintenance



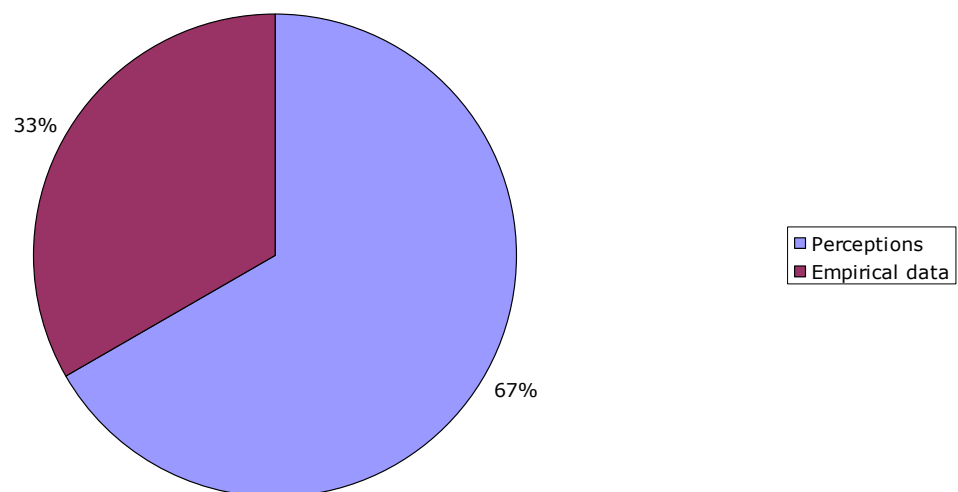
Source: own study

Diagram 81. Information technology



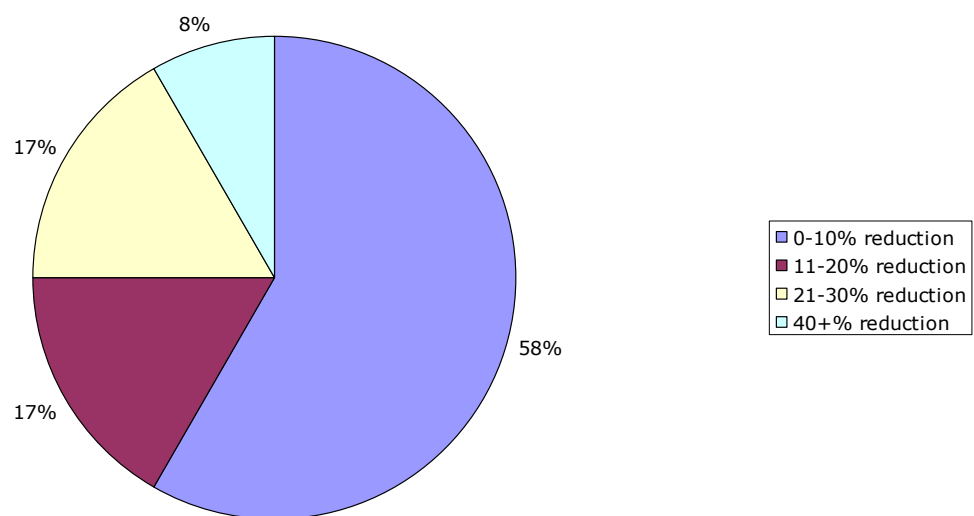
Source: own study.

Diagram 82. Questions based on:



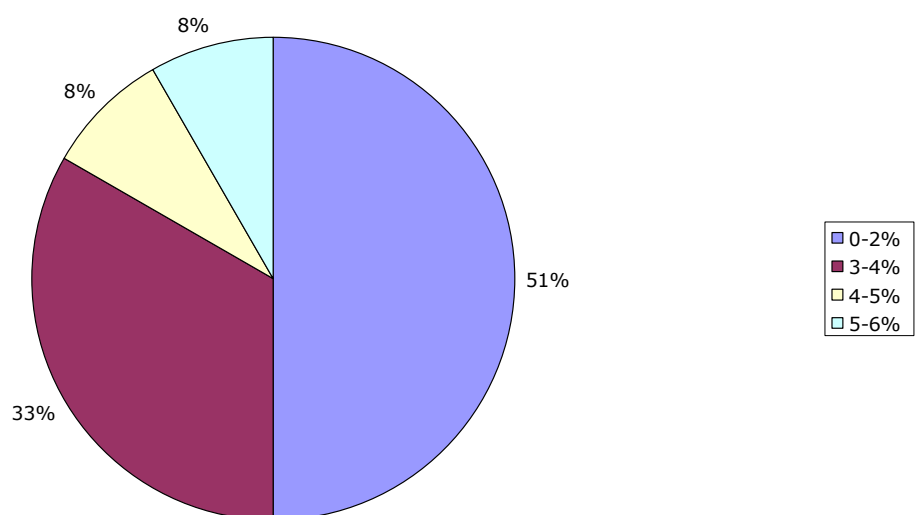
Source: own study.

Diagram 83. Change in workforce



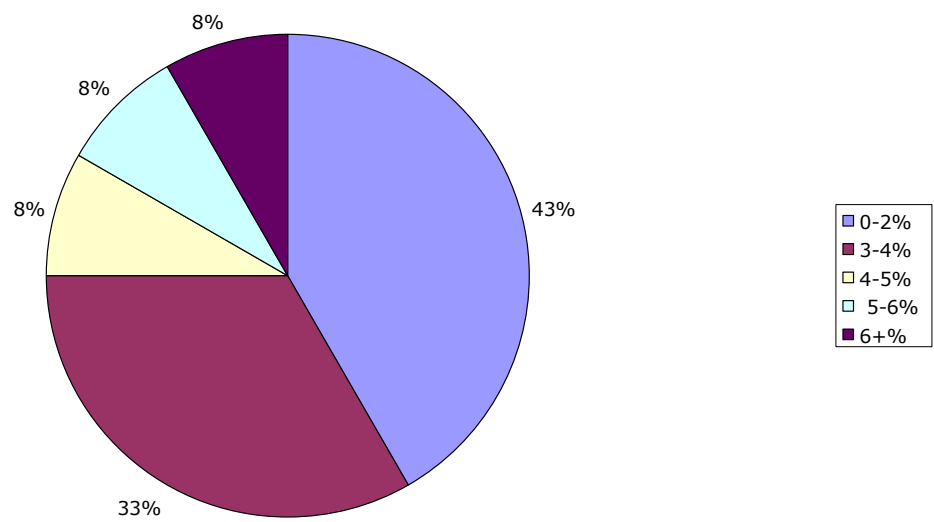
Source: own study.

Diagram 84. Return on equity



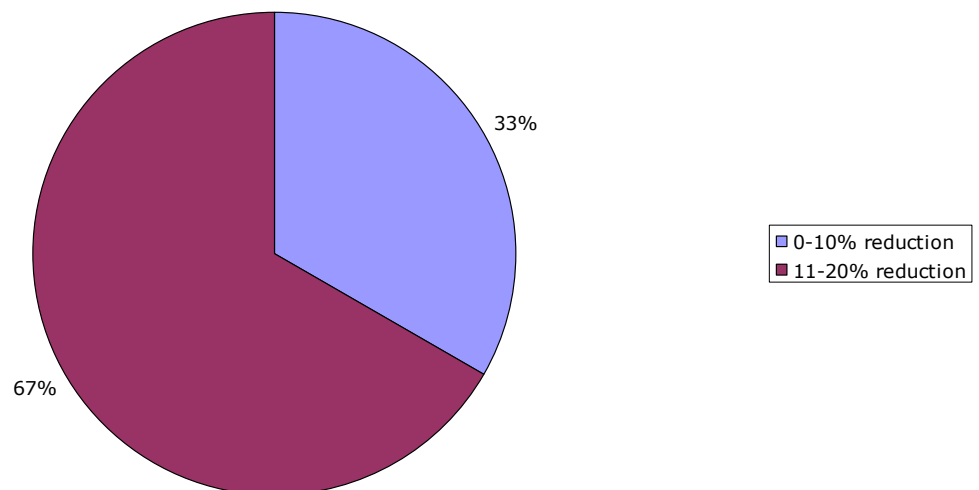
Source: own study.

Diagram 85. Cost/income



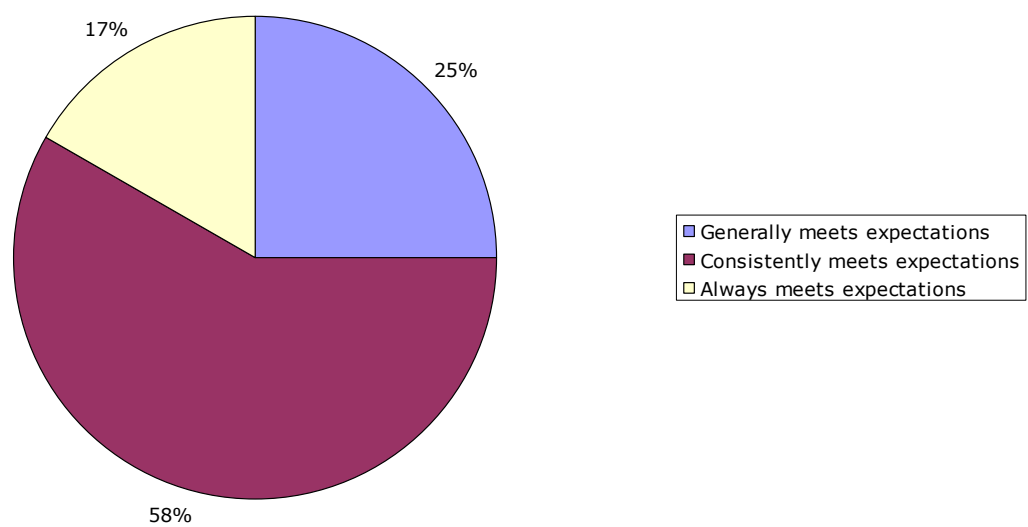
Source: own study.

Diagram 86. Cycle time



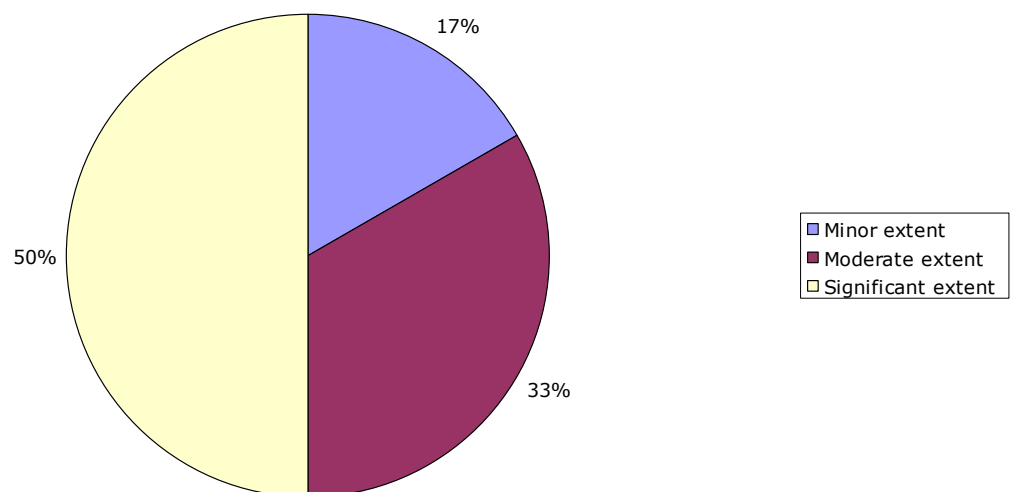
Source: own study.

Diagram 87. Organizations ability to satisfy customers needs



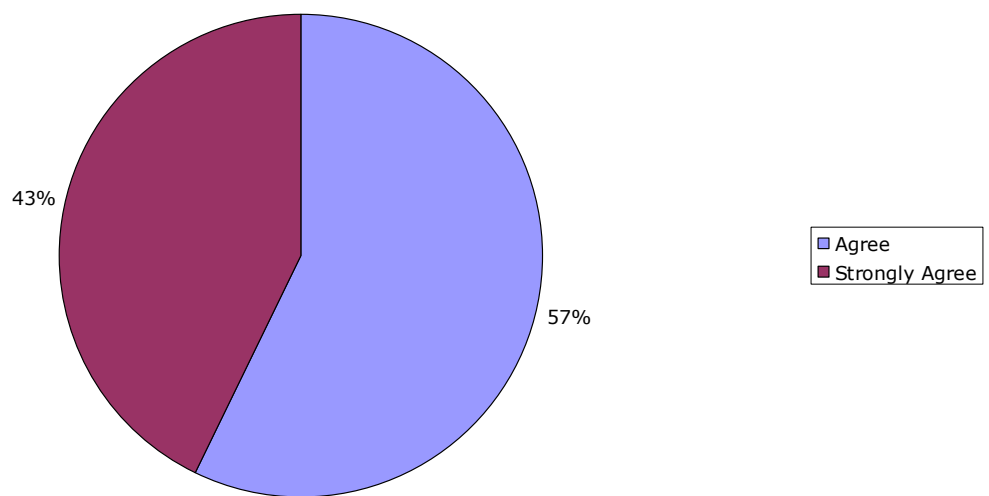
Source: own study.

Diagram 88. Organizational culture



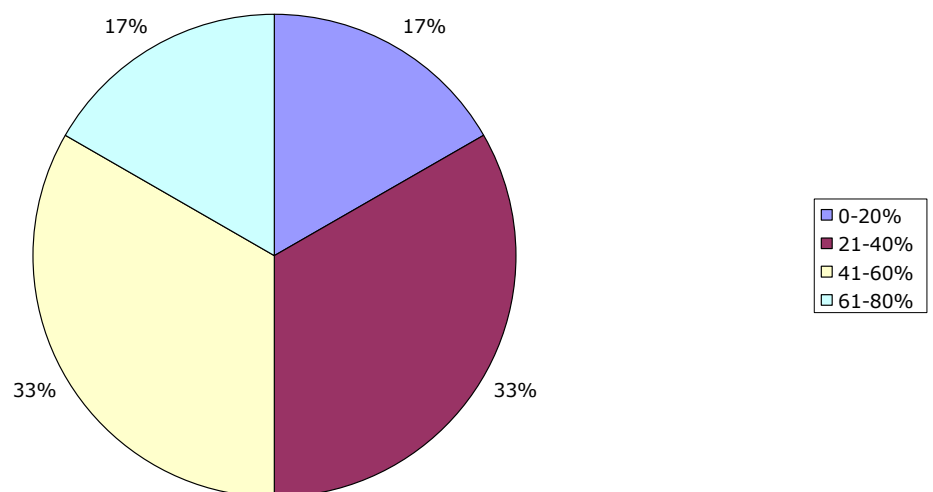
Source: own study.

Diagram 89. Cooperation with external consultants facilitated BPR



Source: own study.

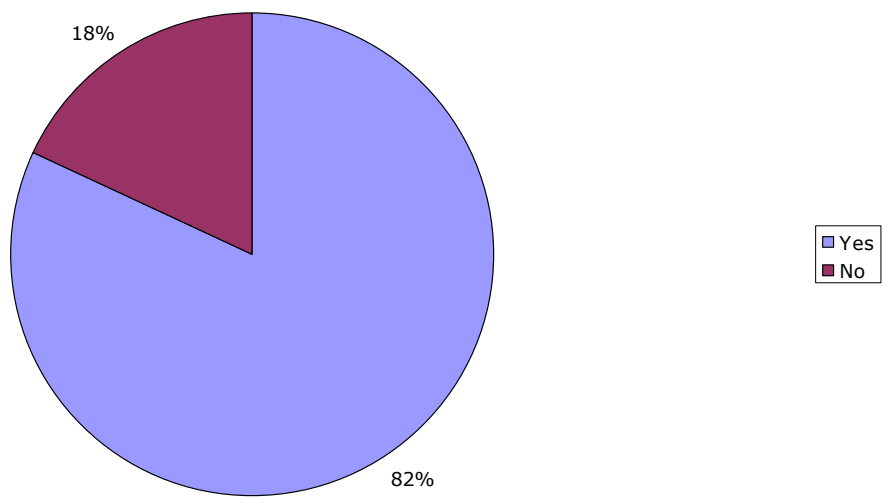
Diagram 90. Level of success



Source: own study.

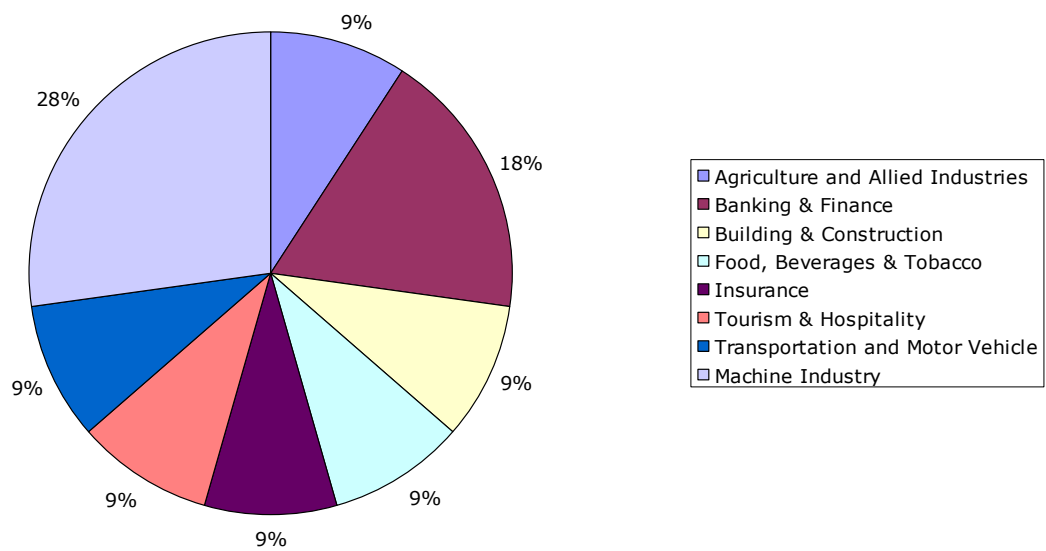
1.4. Denmark

Diagram 91. Executive summary



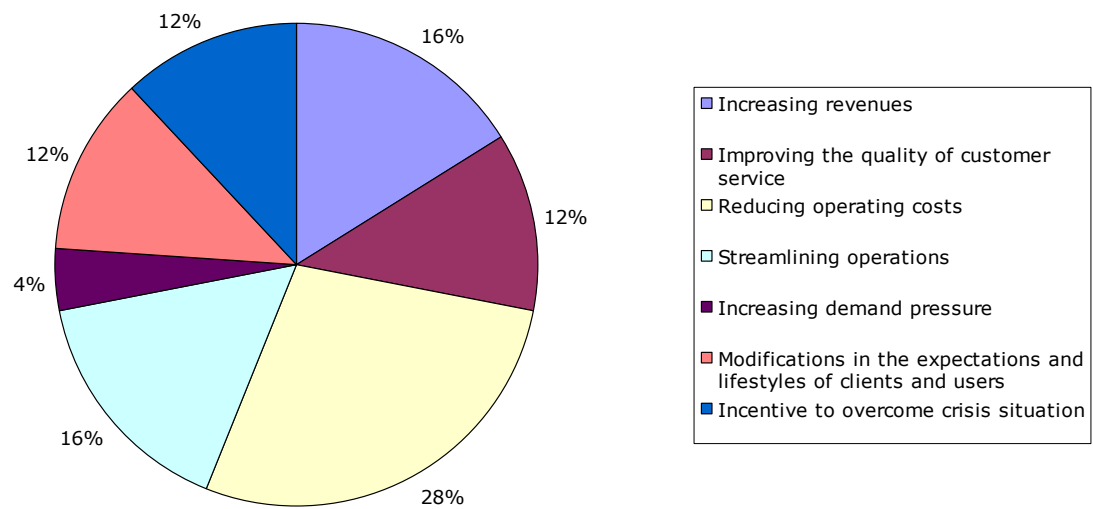
Source: own study.

Diagram 92. Industry



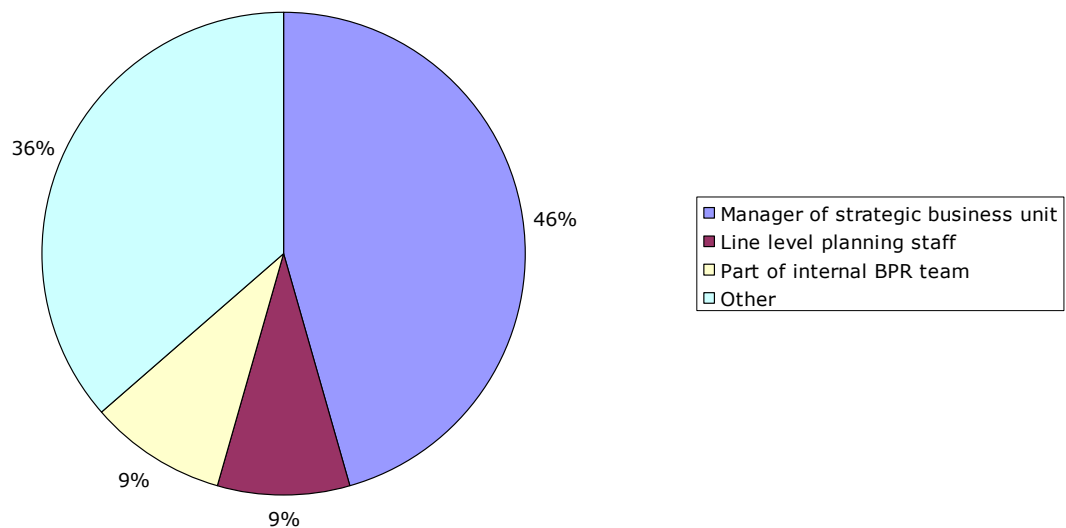
Source: own study.

Diagram 93. BPR reason



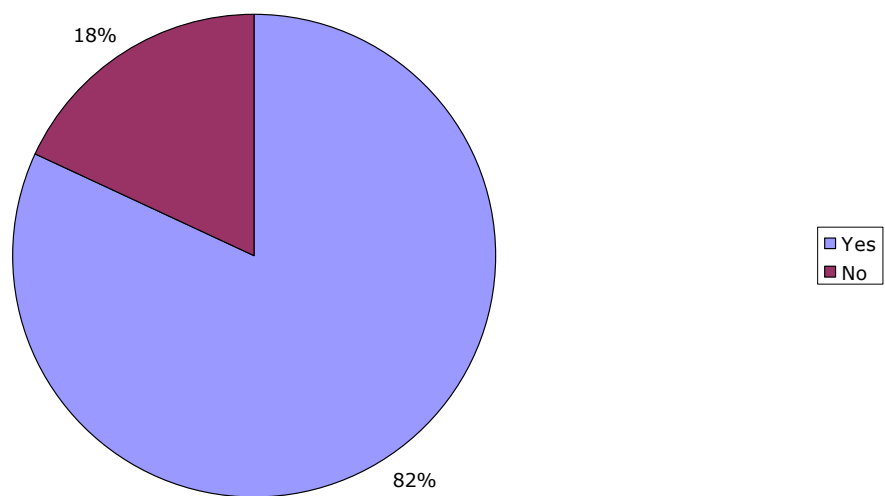
Source: own study.

Diagram 94. Corporate position



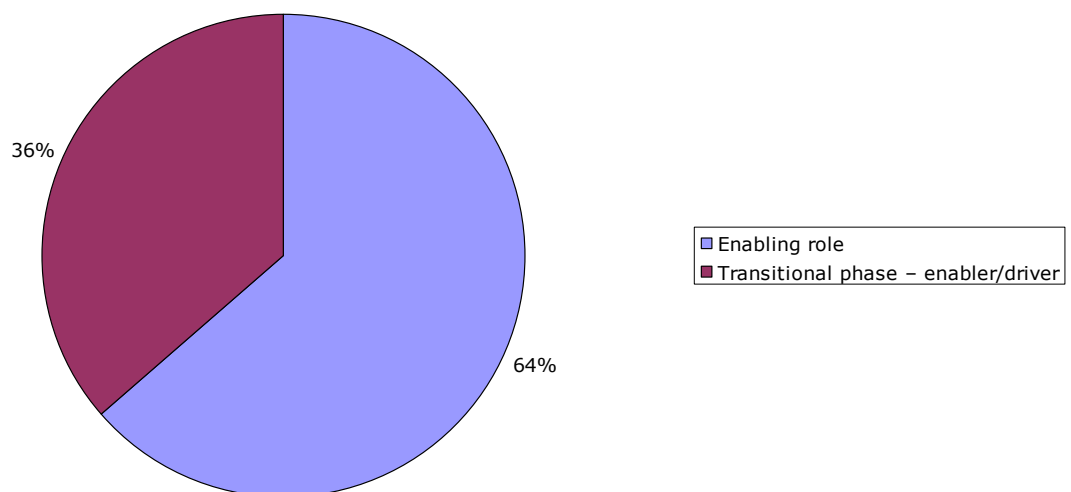
Source: own study.

Diagram 95. Help of external consultants



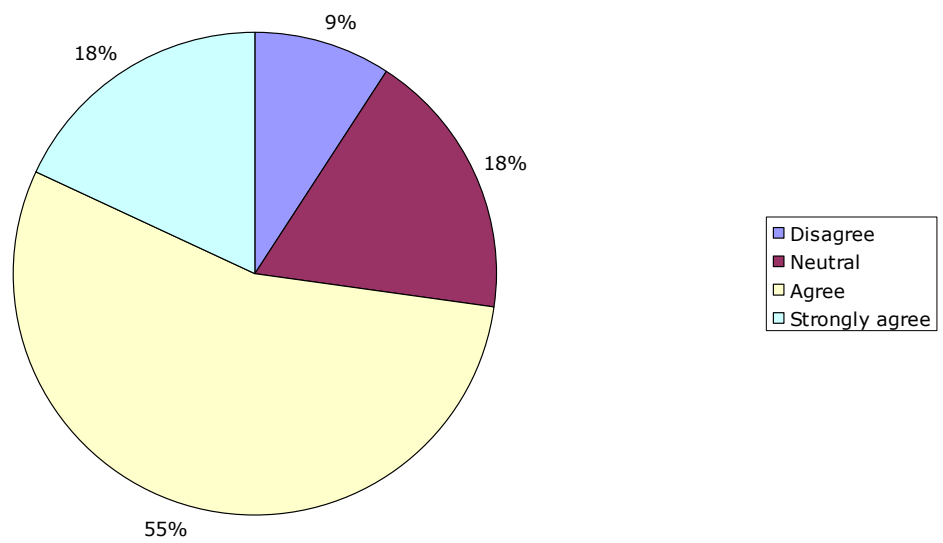
Source: own study.

Diagram 96. IT role



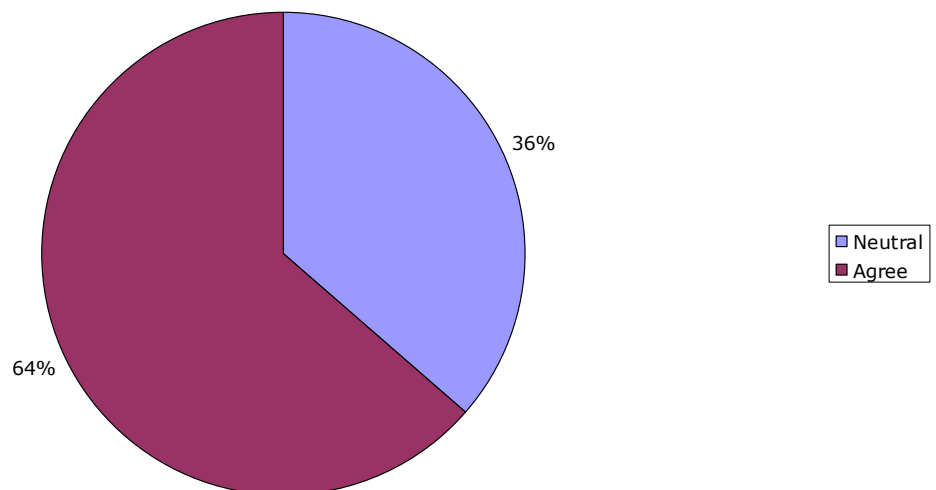
Source: own study.

Diagram 97. Efforts driven by core-customer focused business processes



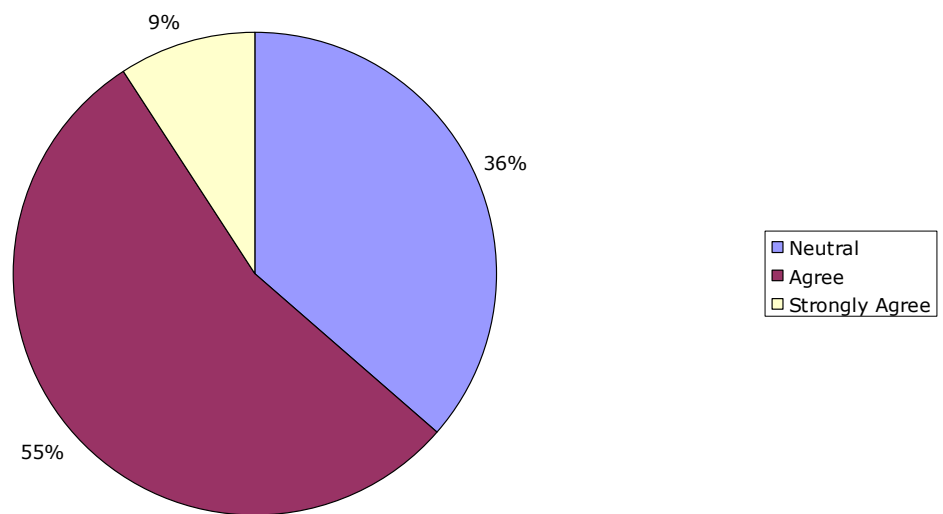
Source: own study.

Diagram 98. Part of corporate strategy



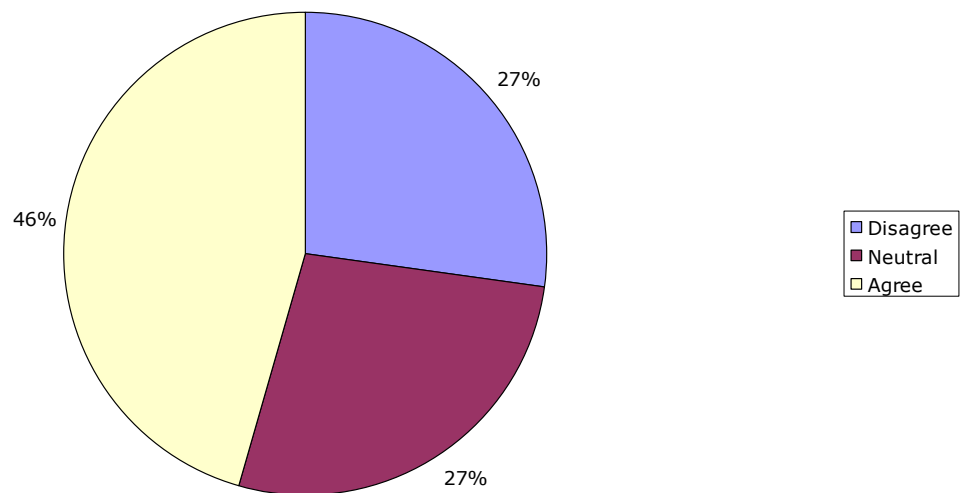
Source: own study.

Diagram 99. Change of organizational culture



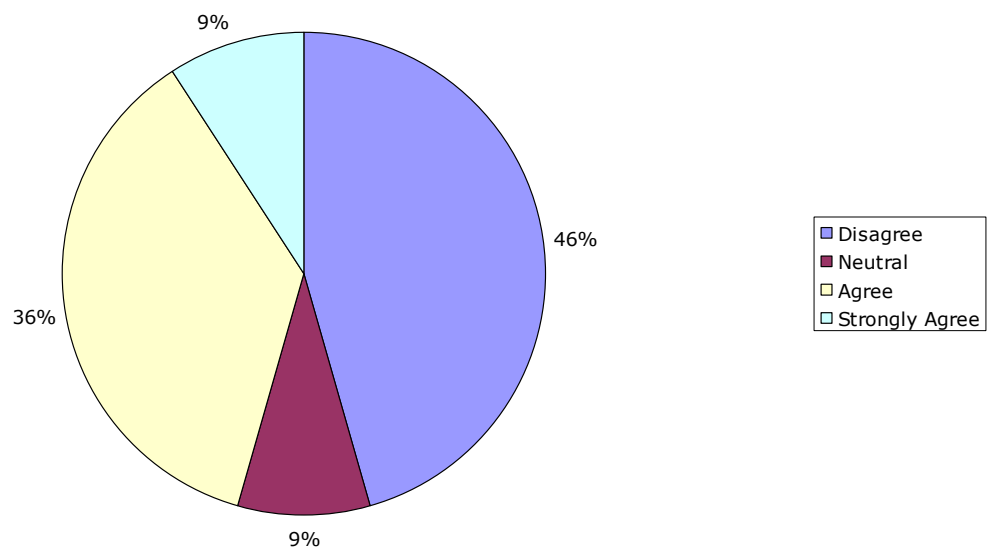
Source: own study.

Diagram 100. "Clean slate" opportunity



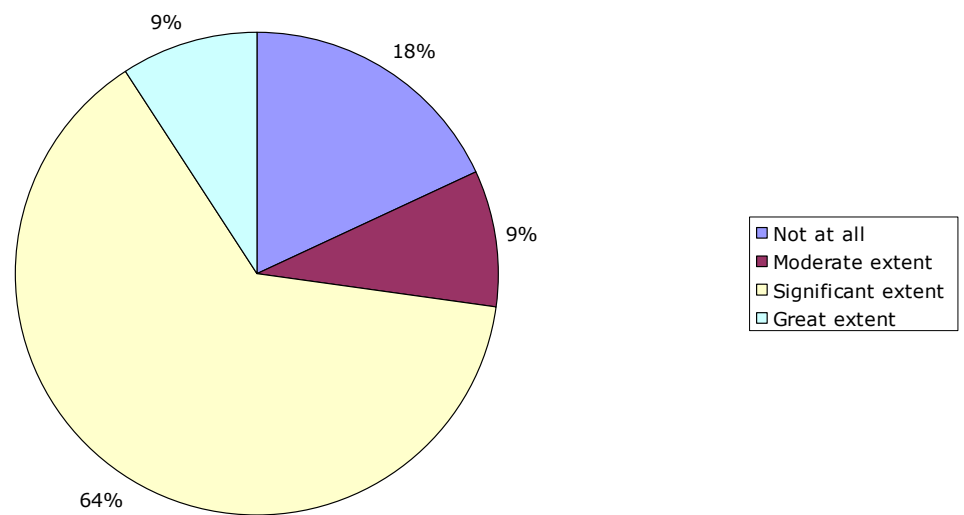
Source: own study.

Diagram 101. Learning capabilities



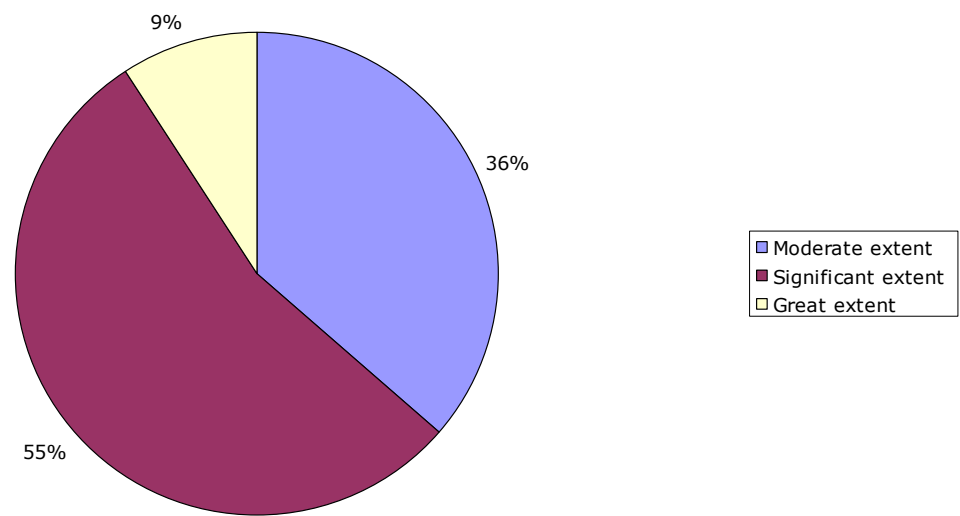
Source: own study.

Diagram 102. Help of external consultants as a base for success



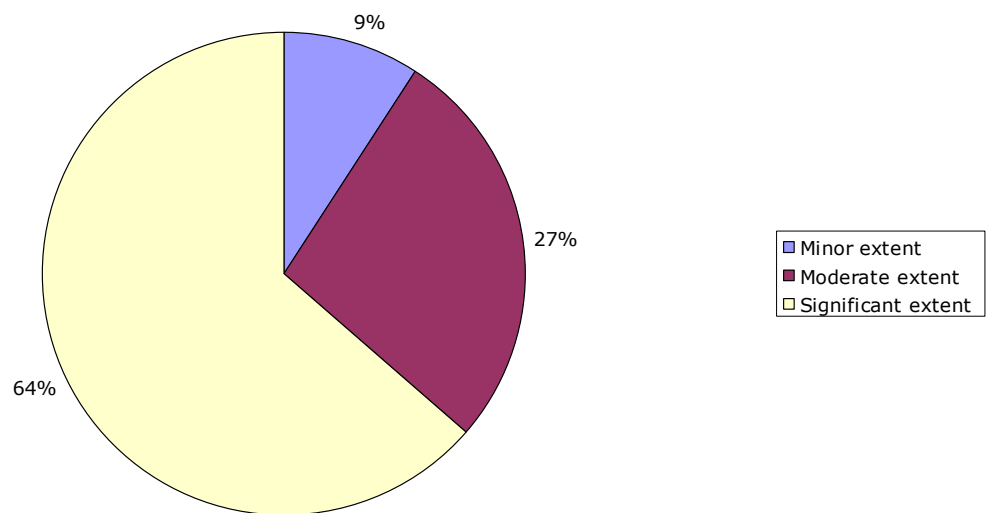
Source: own study.

Diagram 103. IT - integral part of BPR



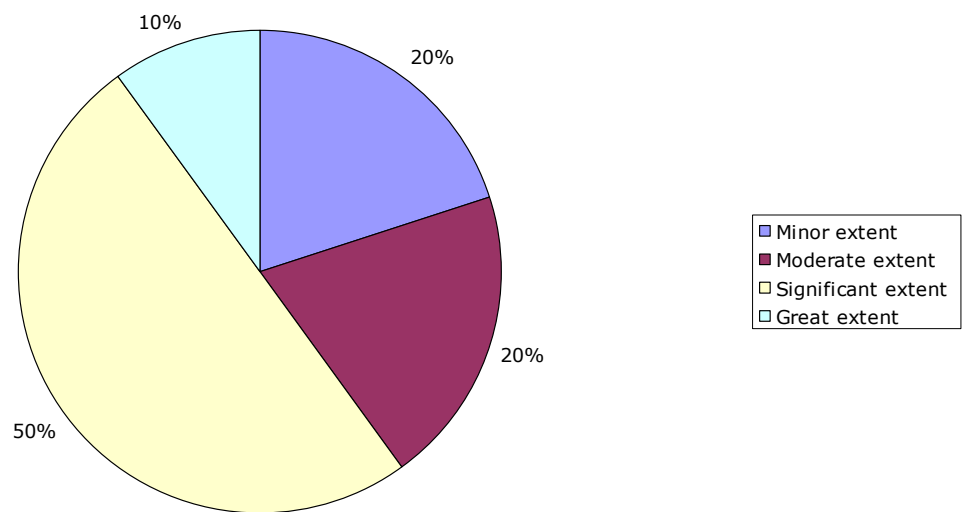
Source: own study.

Diagram 104. Customer feedback



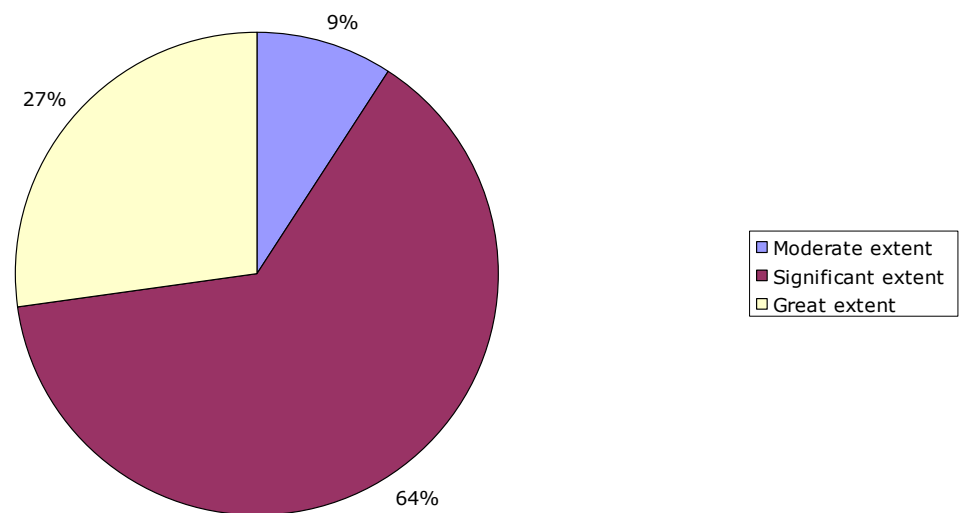
Source: own study.

Diagram 105. Competitive pressures



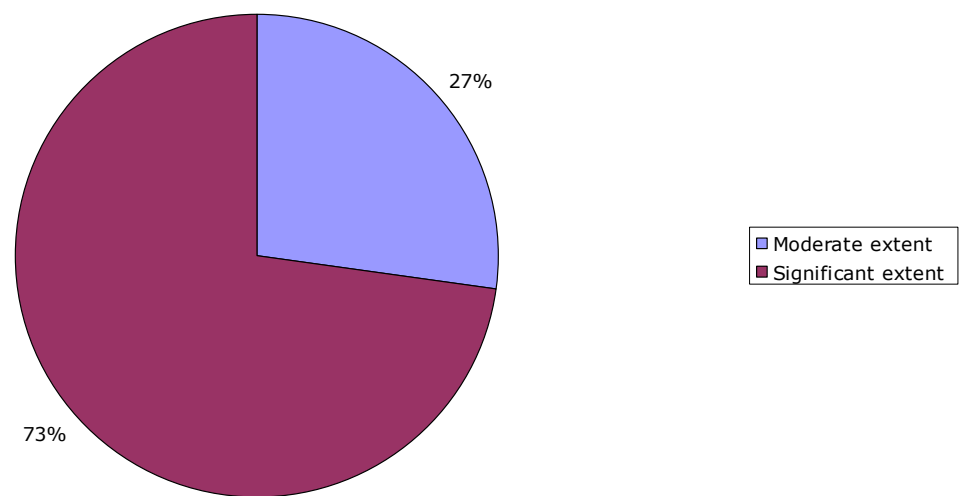
Source: own study.

Diagram 106. Proactive approach



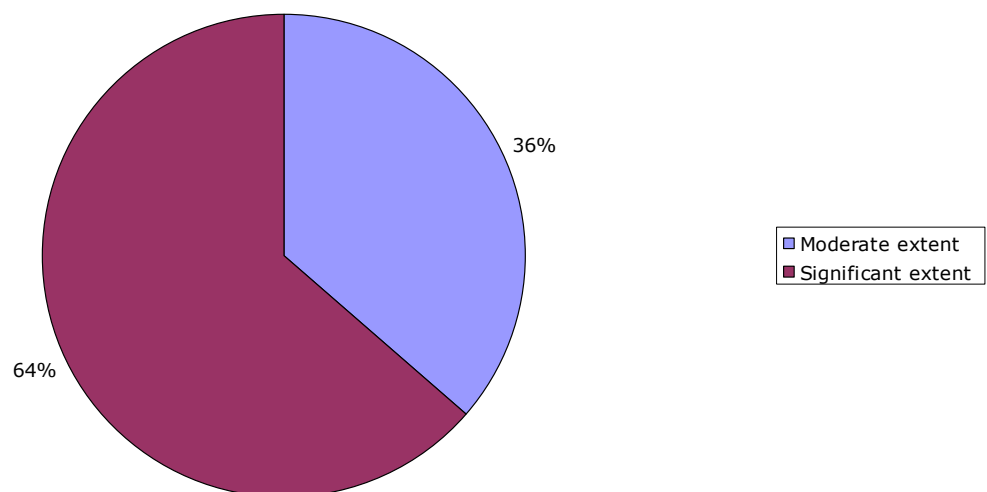
Source: own study.

Diagram 107. Front office



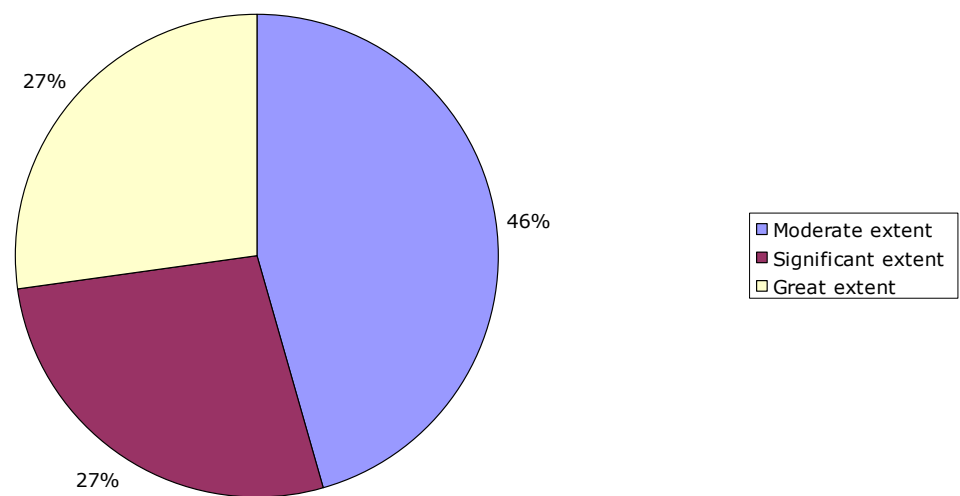
Source: own study.

Diagram 108. Back office



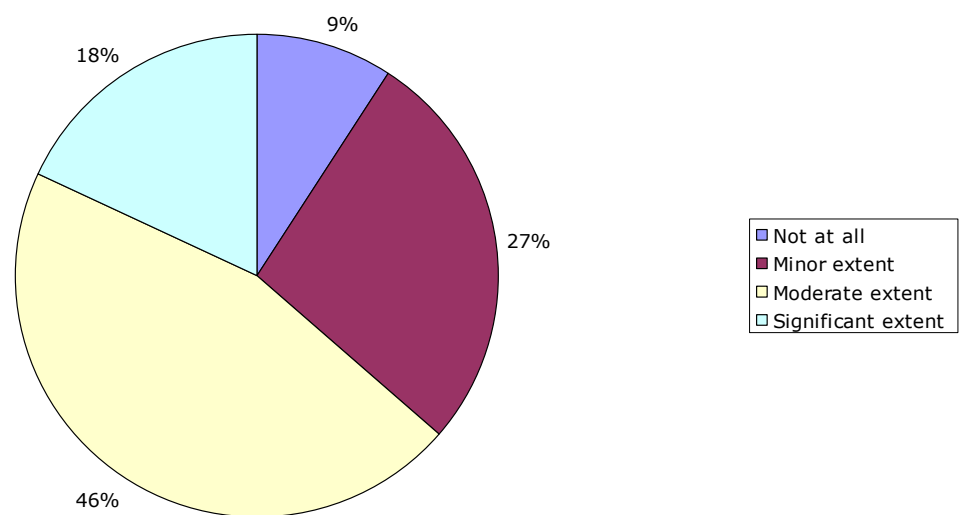
Source: own study.

Diagram 109. Personnel



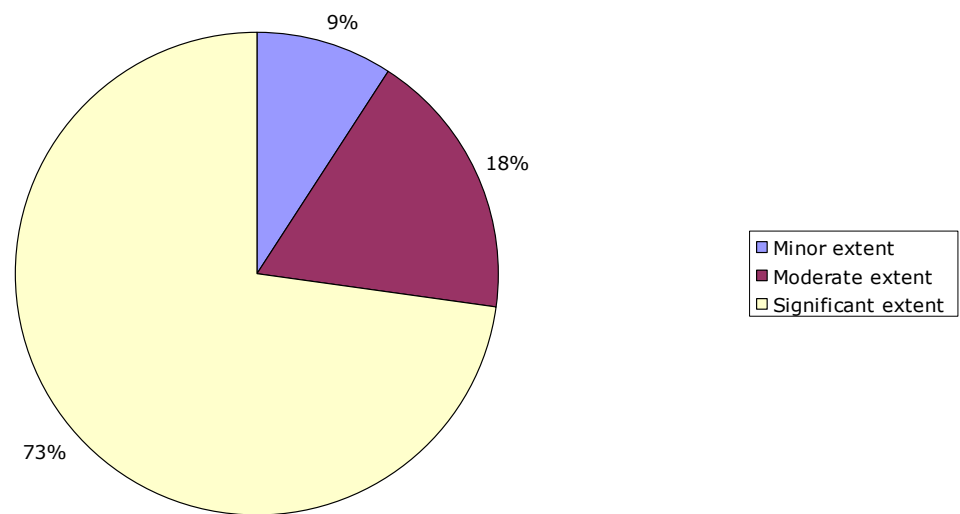
Source: own study.

Diagram 110. Property maintenance



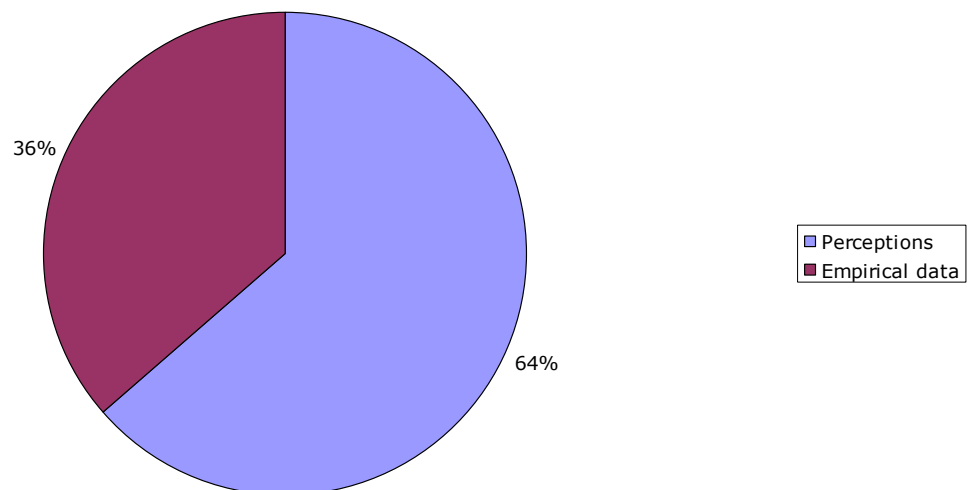
Source: own study.

Diagram 111. Information technology



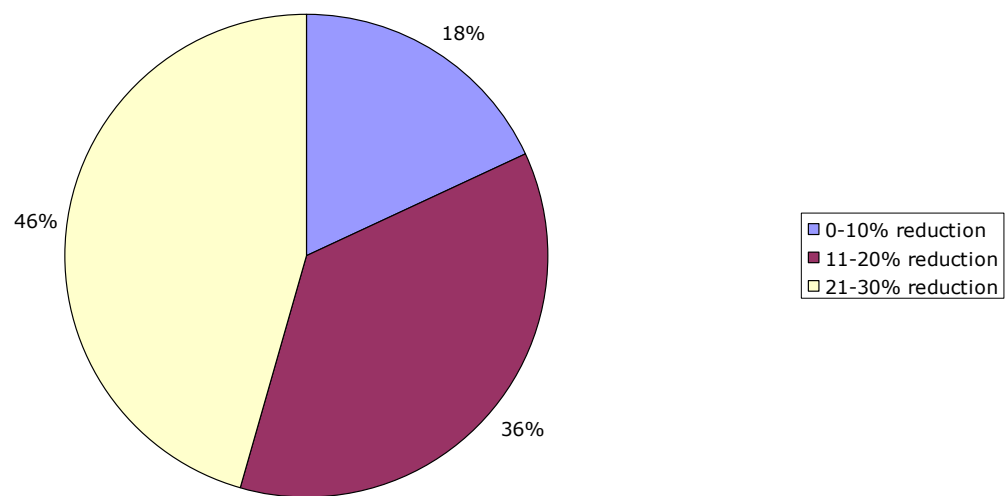
Source: own study.

Diagram 112. Questions based on:



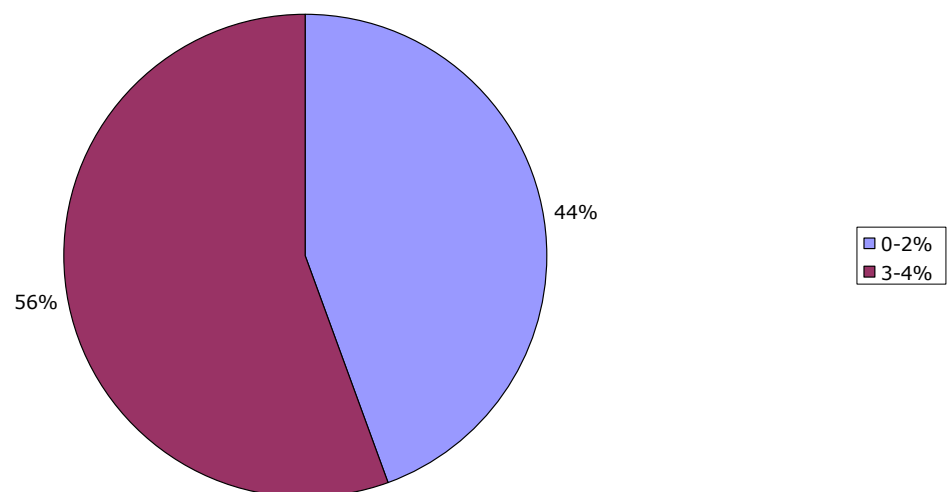
Source: own study.

Diagram 113. Change in workforce



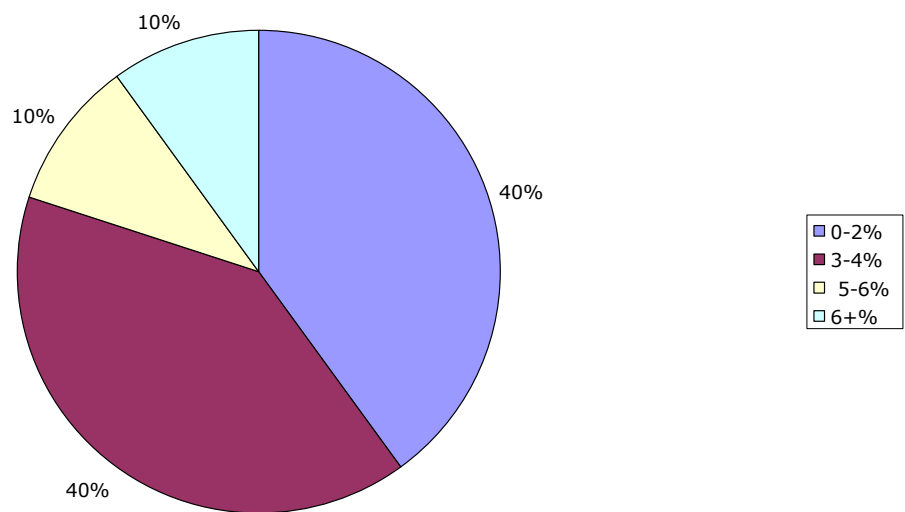
Source: own study.

Diagram 114. Return on equity



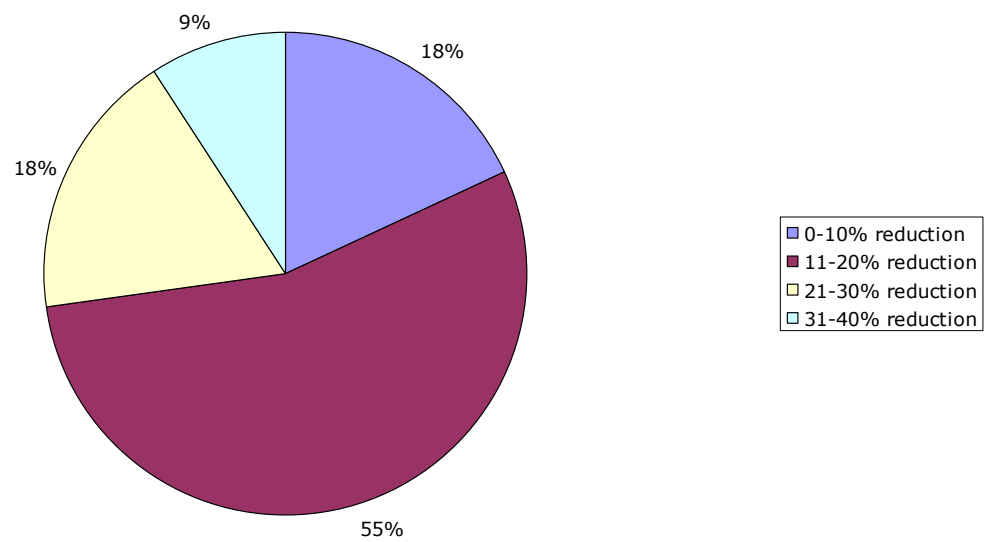
Source: own study.

Diagram 115. Cost/income



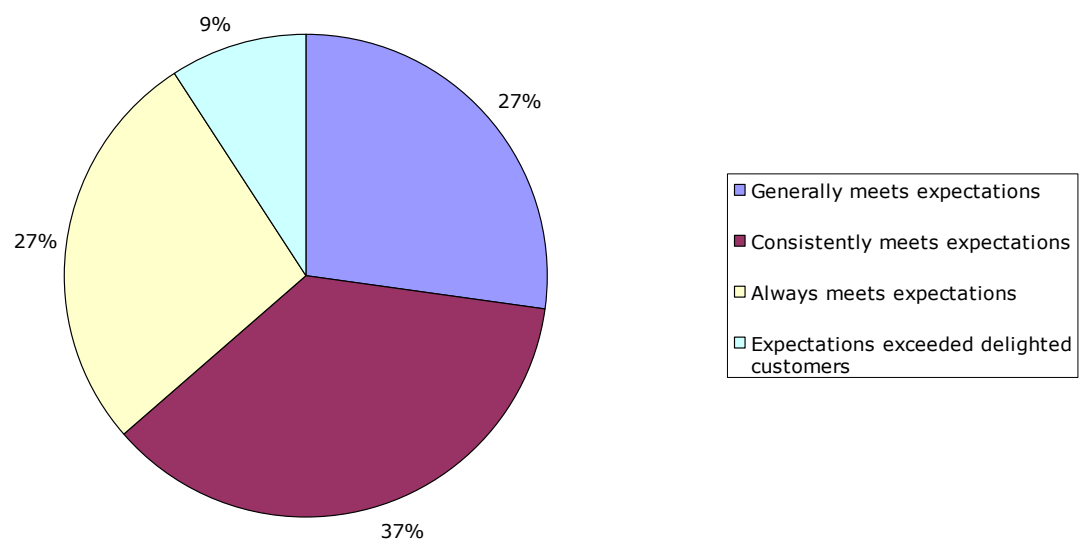
Source: own study.

Diagram 116. Cycle time



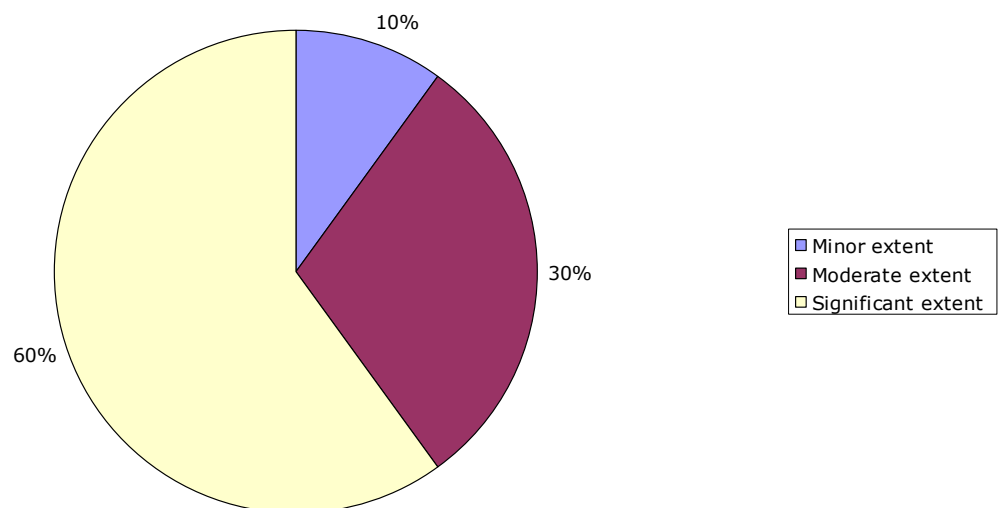
Source: own study.

Diagram 117. Organizations ability to satisfy customers needs



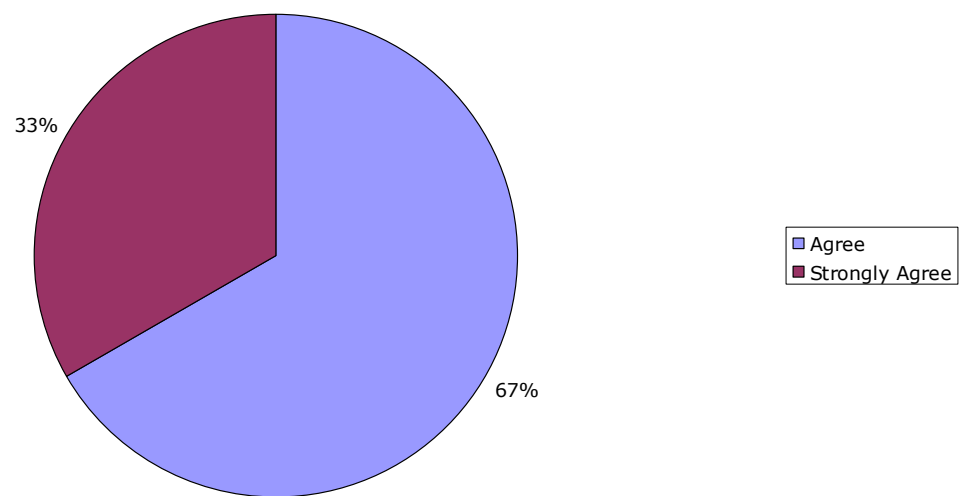
Source: own study.

Diagram 118. Organizational culture



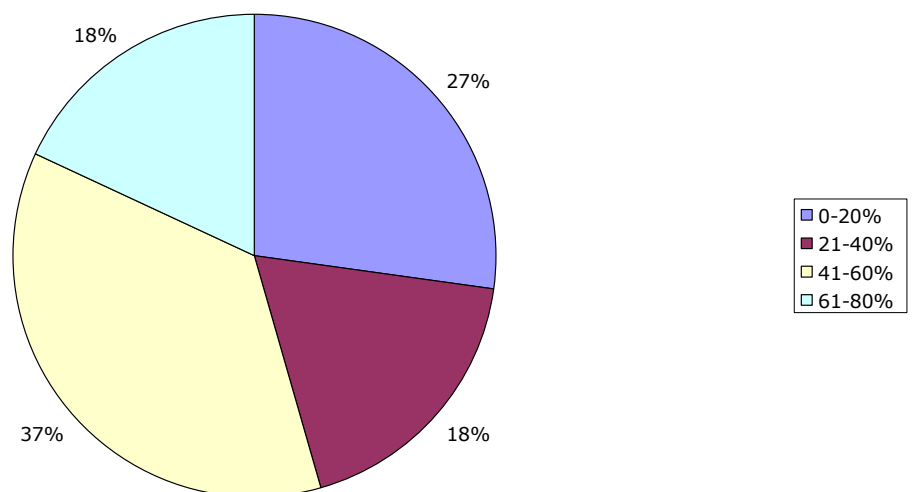
Source: own study.

Diagram 119. Cooperation with external consultants facilitated BPR



Source: own study.

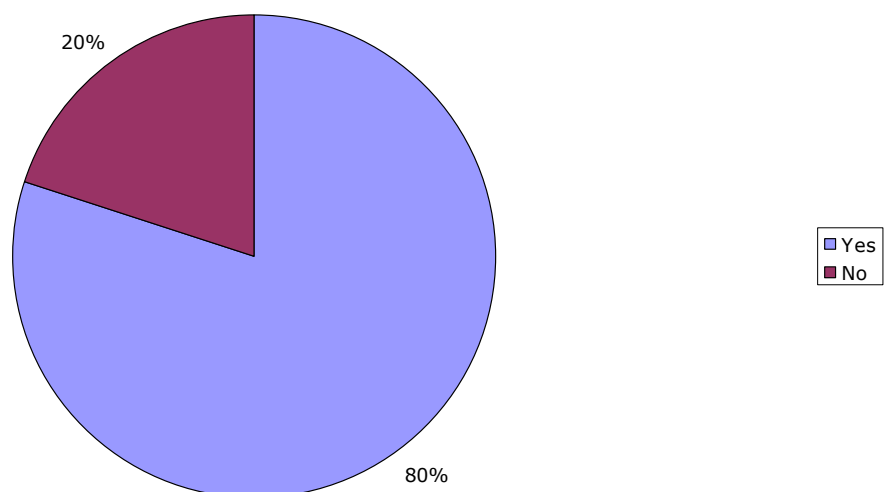
Diagram 120. Level of success



Source: own study.

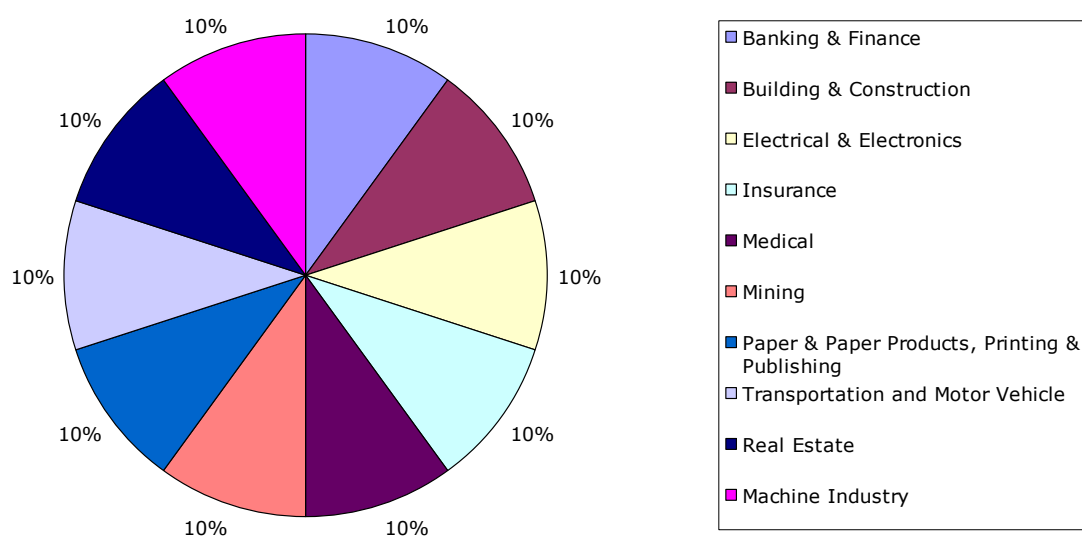
1.5. Finland

Diagram 121. Executive summary



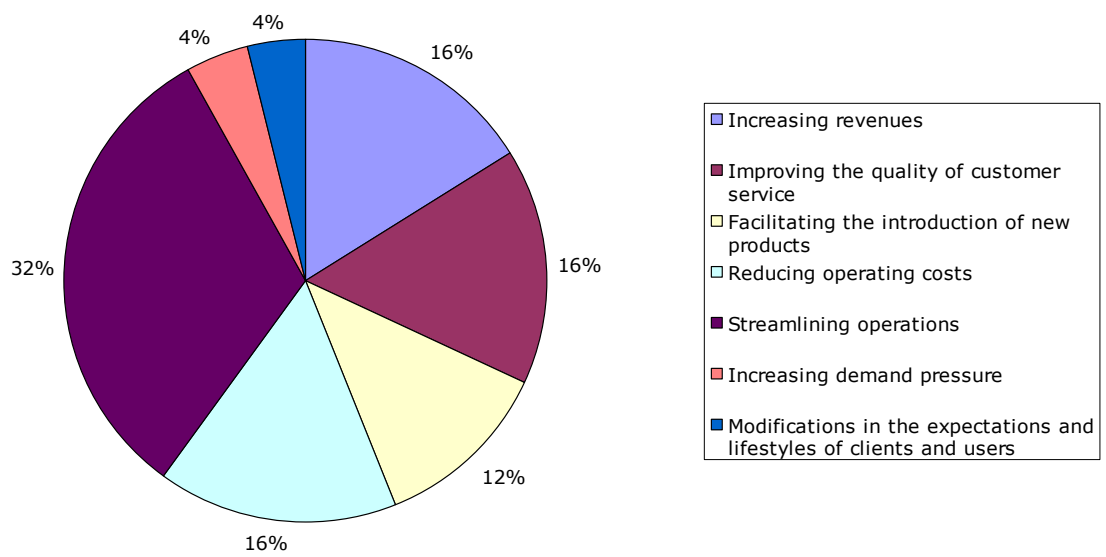
Source: own study.

Diagram 122. Industry



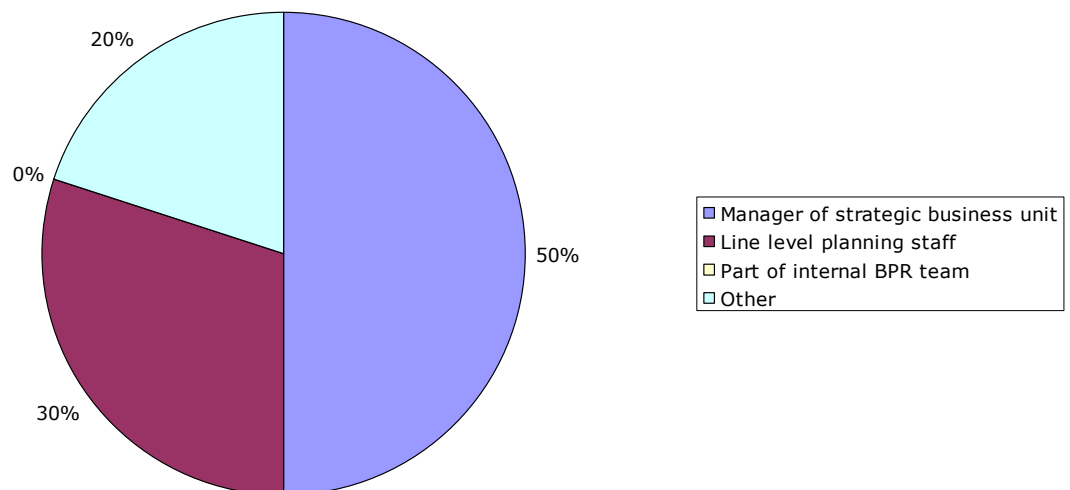
Source: own study.

Diagram 123. BPR reason



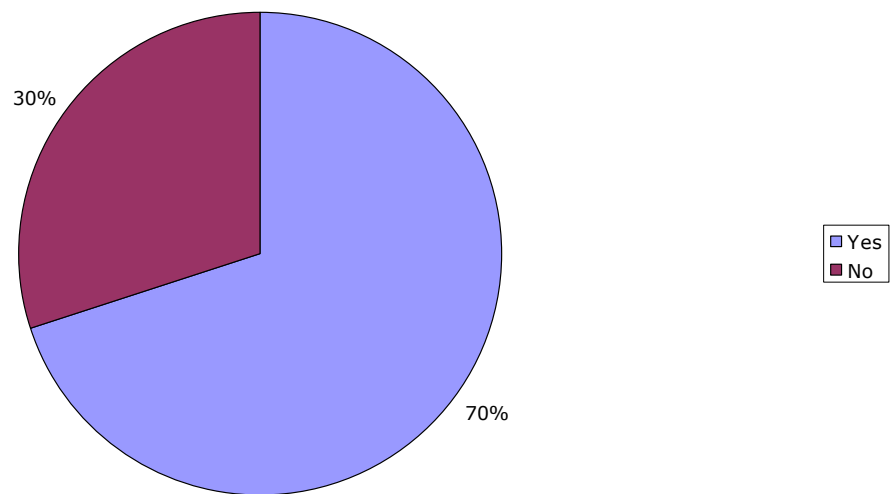
Source: own study.

Diagram 124. Corporate position



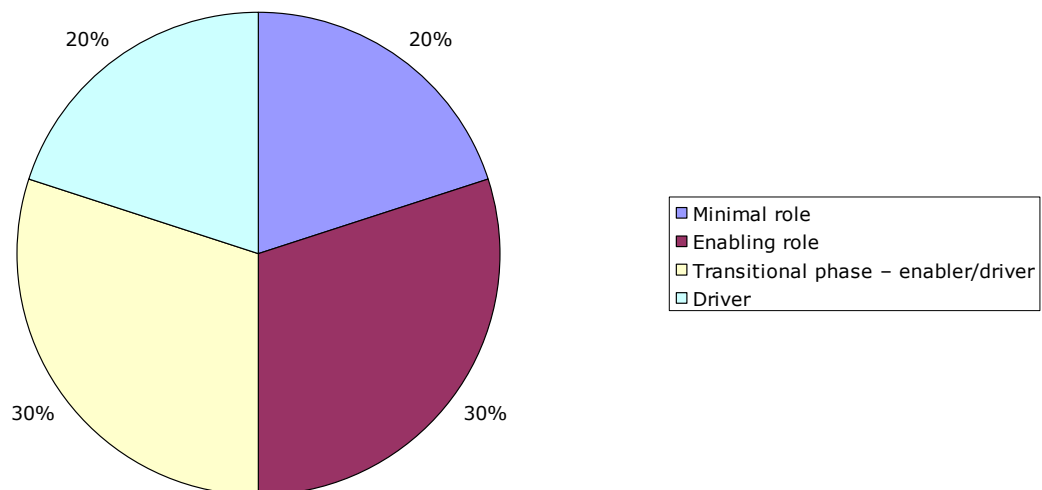
Source: own study.

Diagram 125. Help of external consultants



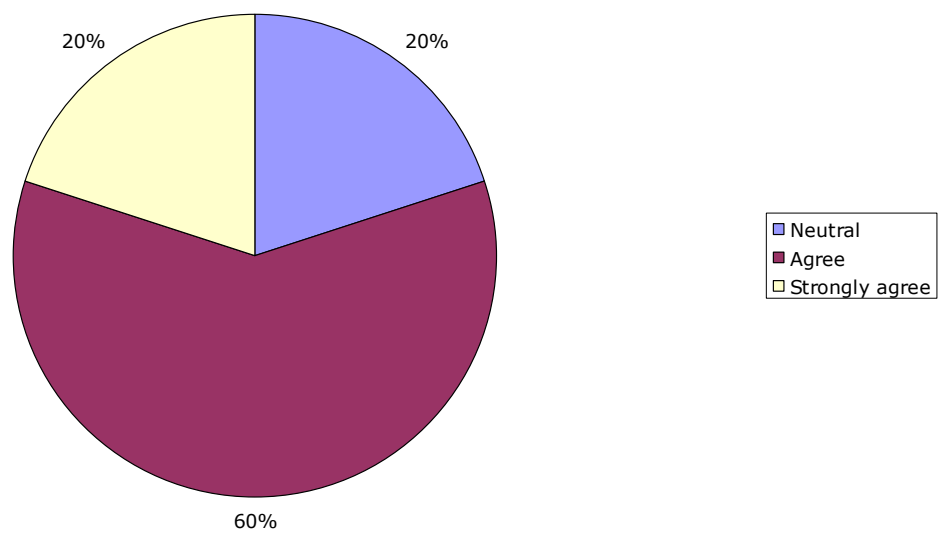
Source: own study.

Diagram 126. IT role



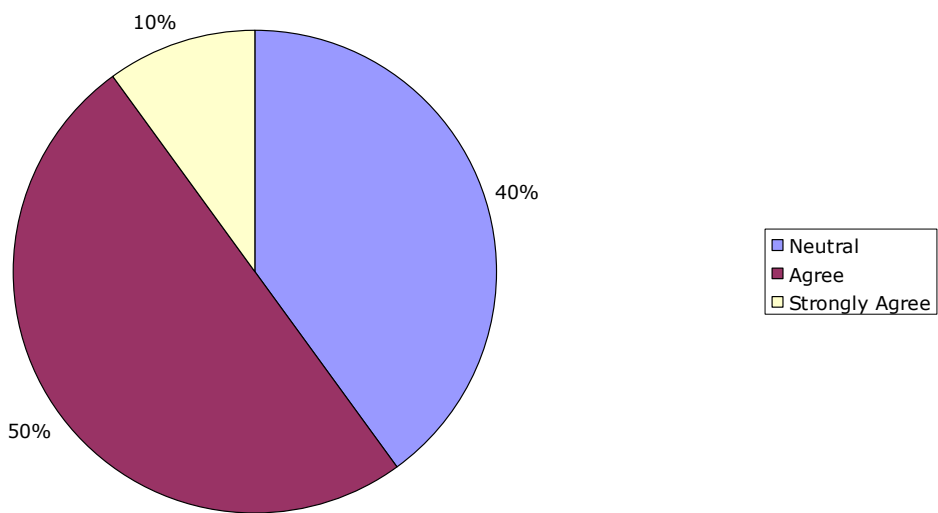
Source: own study.

Diagram 127. Efforts driven by core-customer focused business processes



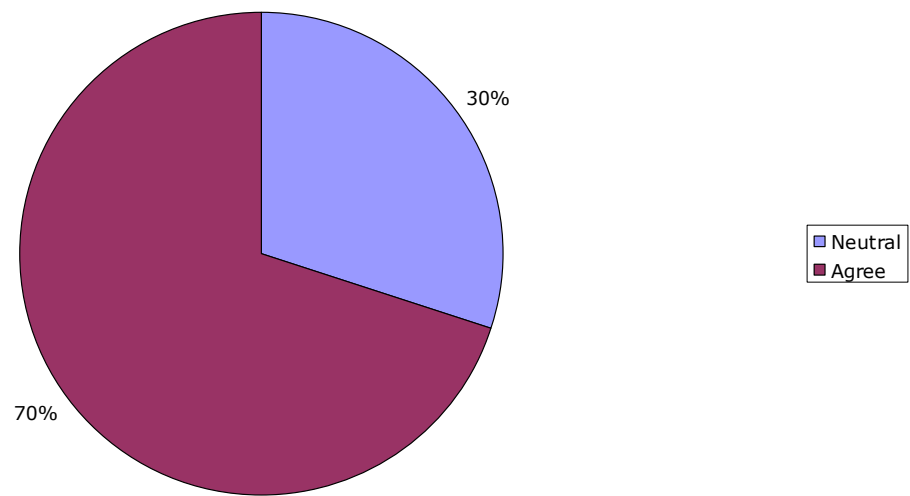
Source: own study.

Diagram 128. Part of corporate strategy



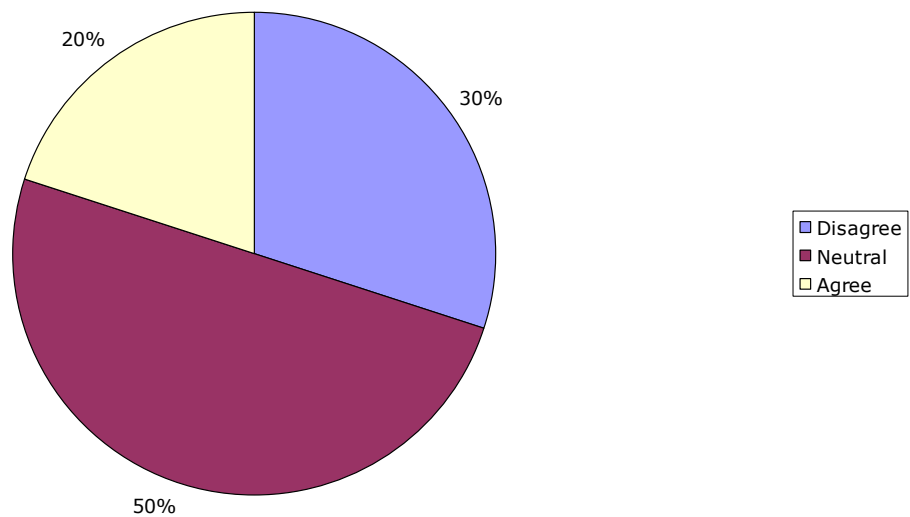
Source: own study.

Diagram 129. Change of organizational culture



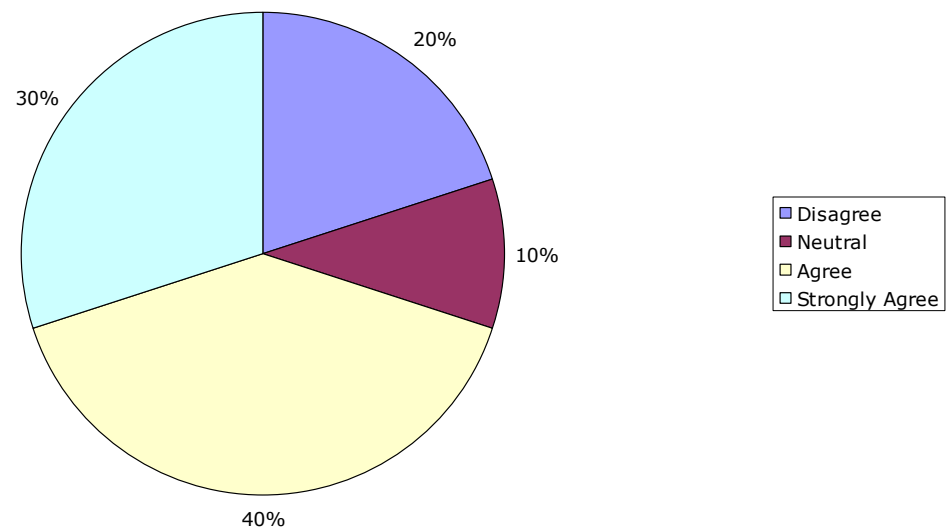
Source: own study.

Diagram 130. "Clean slate" opportunity



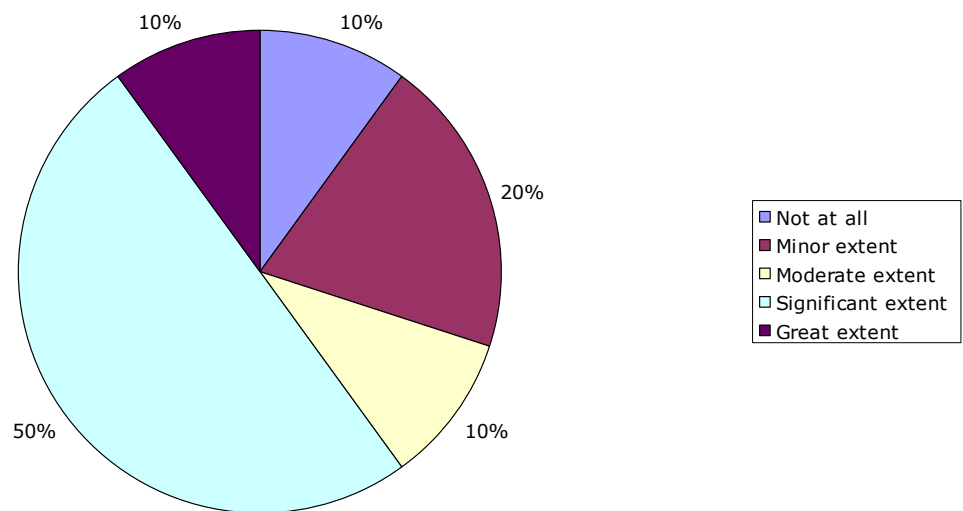
Source: own study.

Diagram 131. Learning capabilities



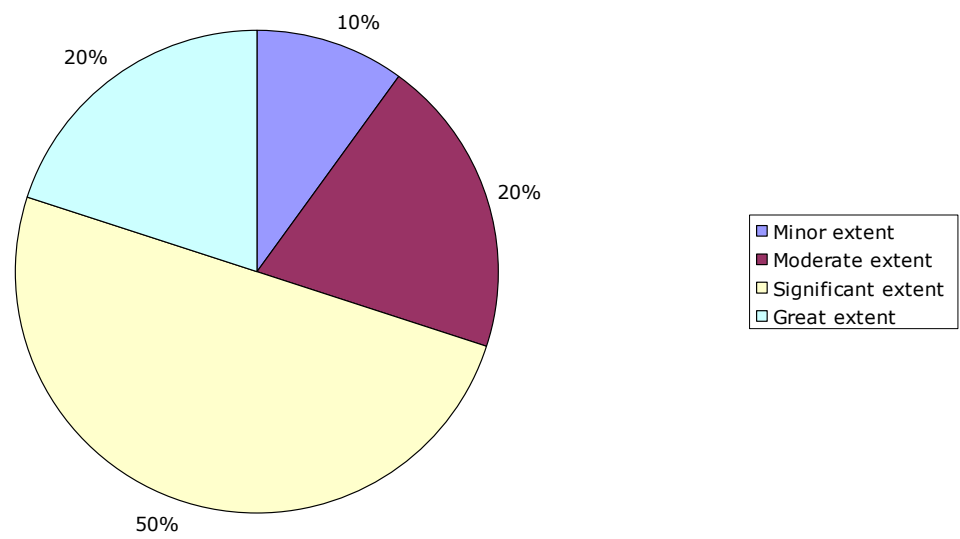
Source: own study.

Diagram 132. Help of external consultants as a base for success



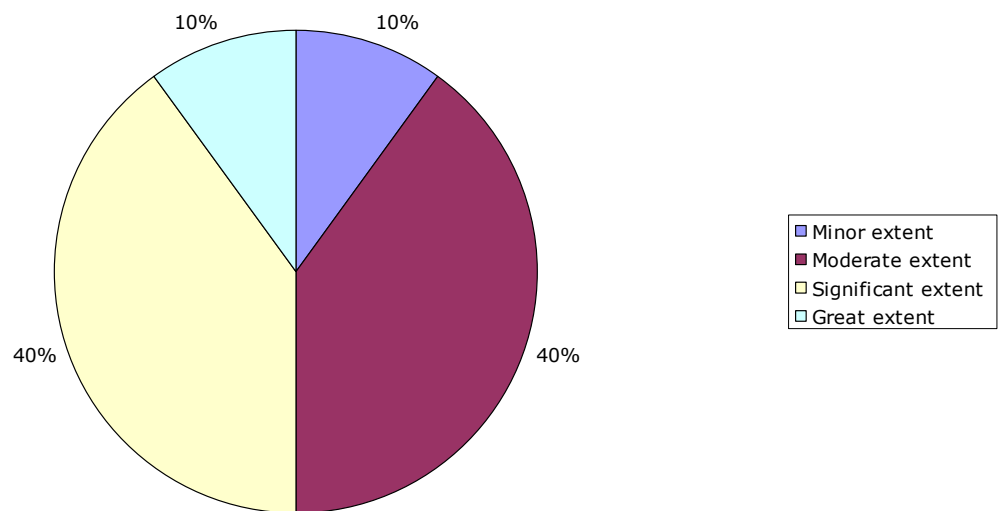
Source: own study.

Diagram 133. IT - integral part of BPR



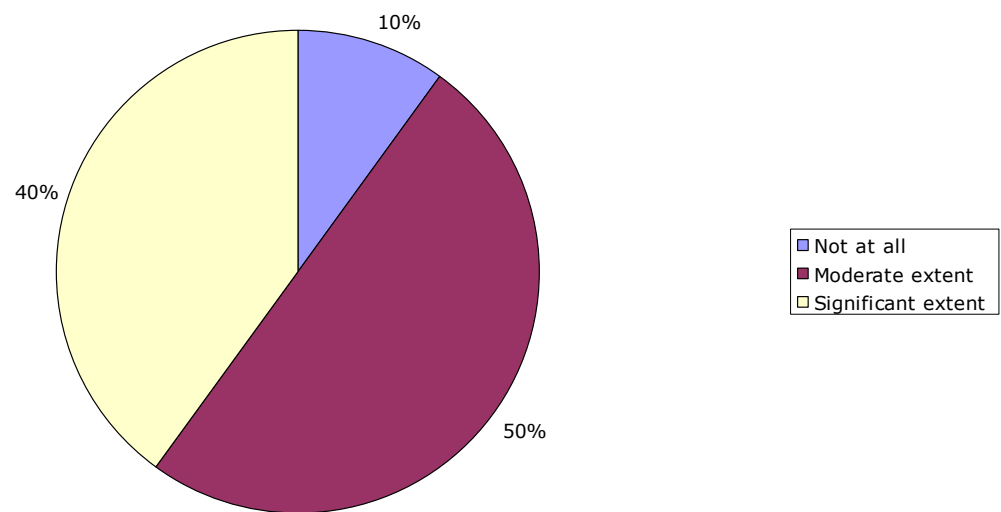
Source: own study.

Diagram 134. Customer feedback



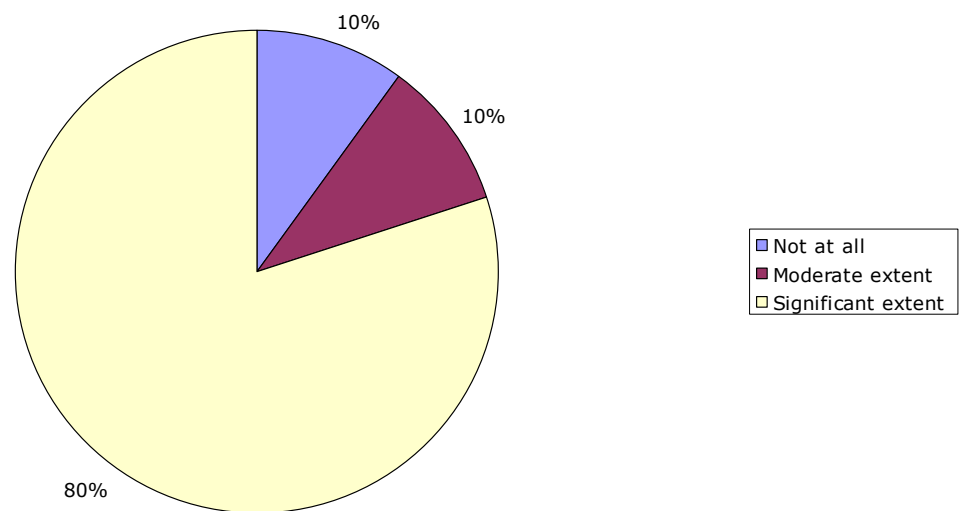
Source: own study.

Diagram 135. Competitive pressures



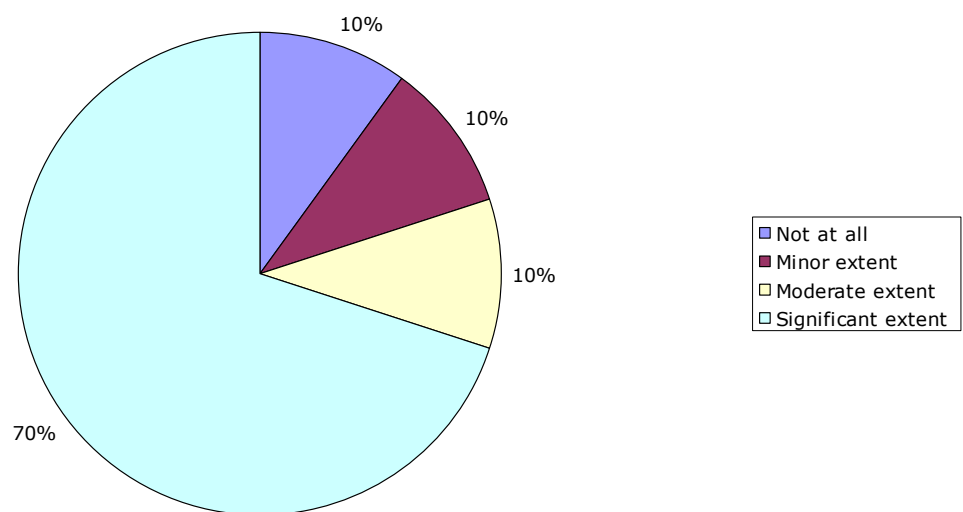
Source: own study.

Diagram 136. Proactive approach



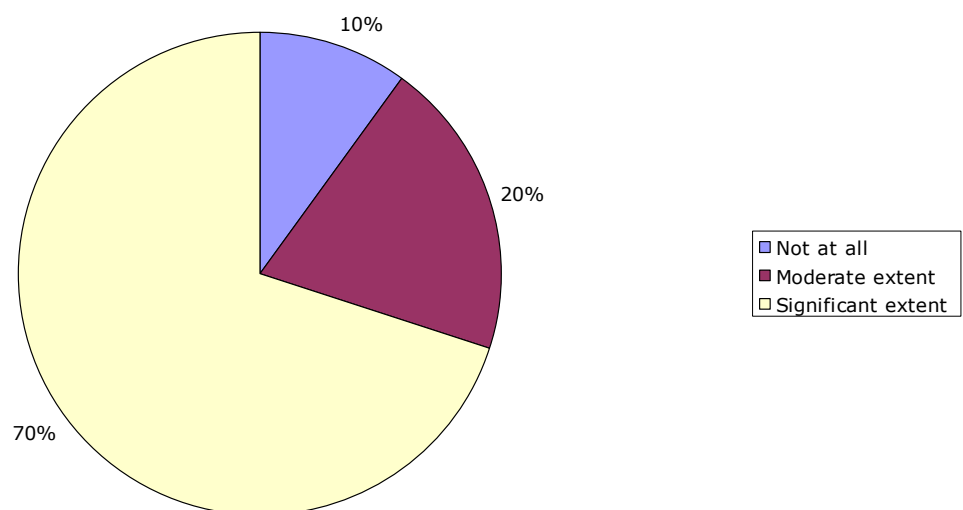
Source: own study.

Diagram 137. Front office



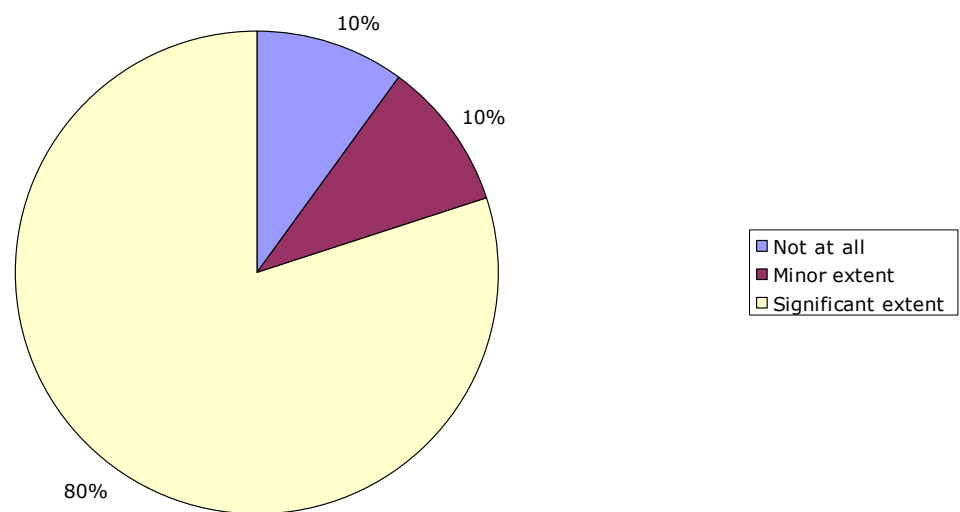
Source: own study.

Diagram 138. Back office



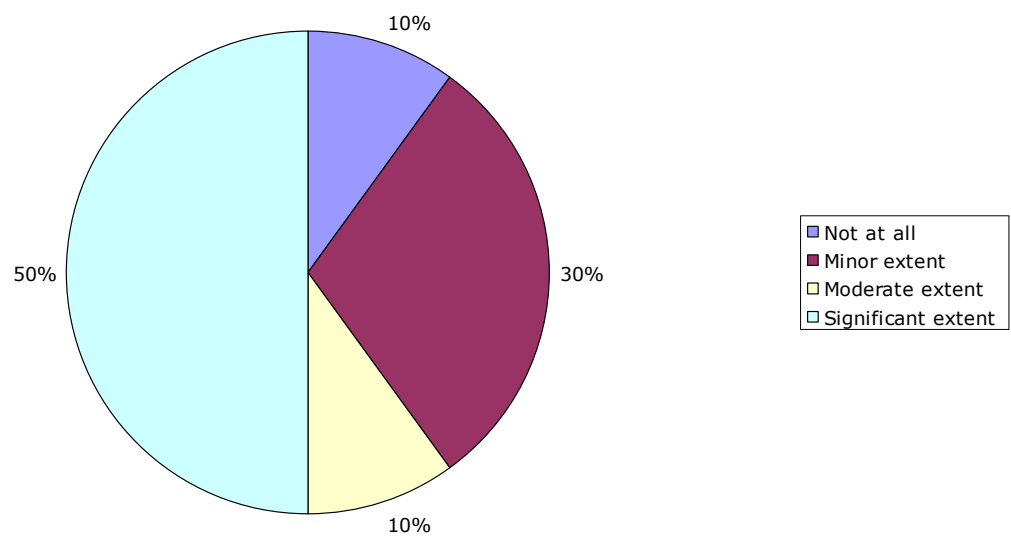
Source: own study.

Diagram 139. Personnel



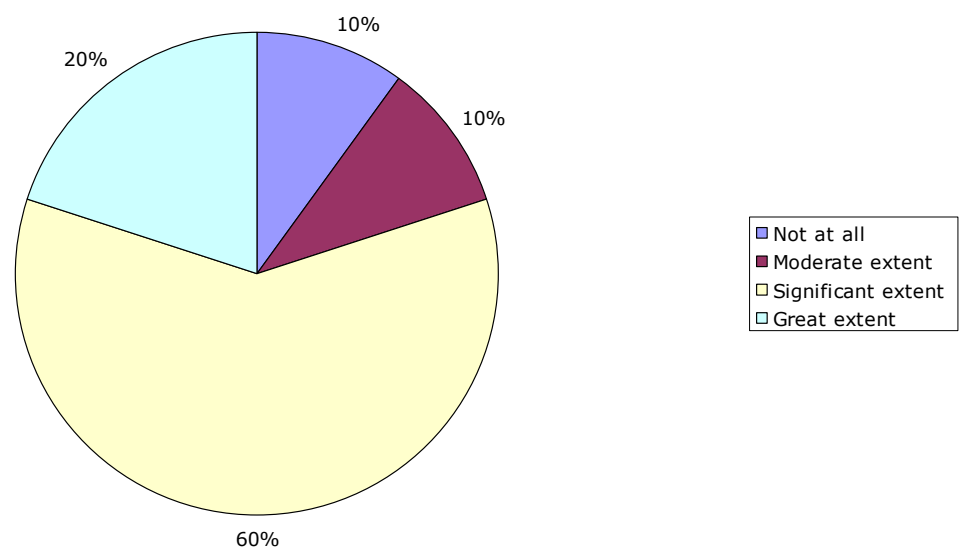
Source: own study.

Diagram 140. Property maintenance



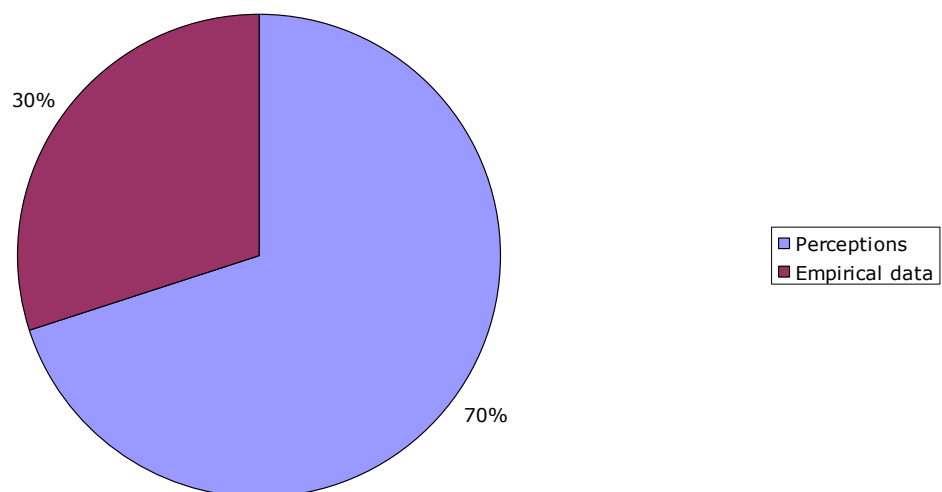
Source: own study.

Diagram 141. Information technology



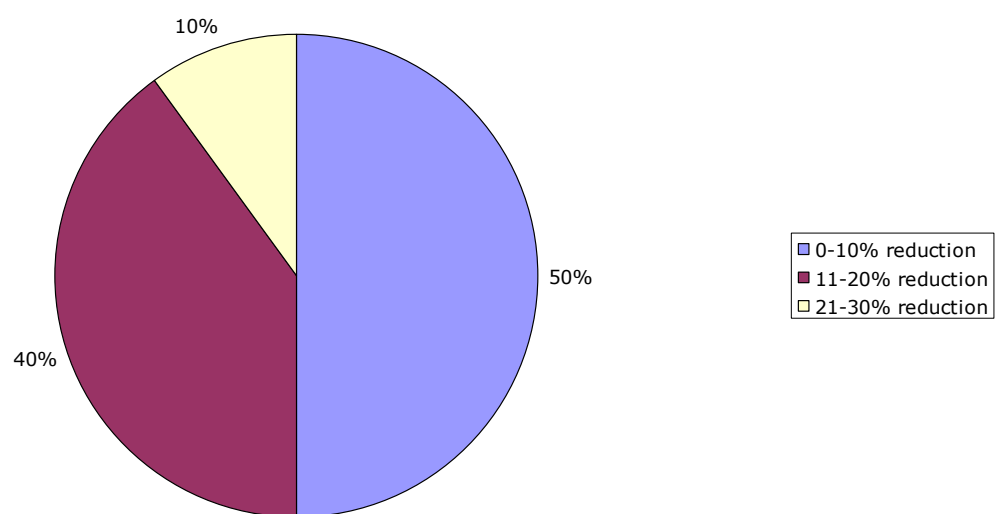
Source: own study.

Diagram 142. Questions based on:



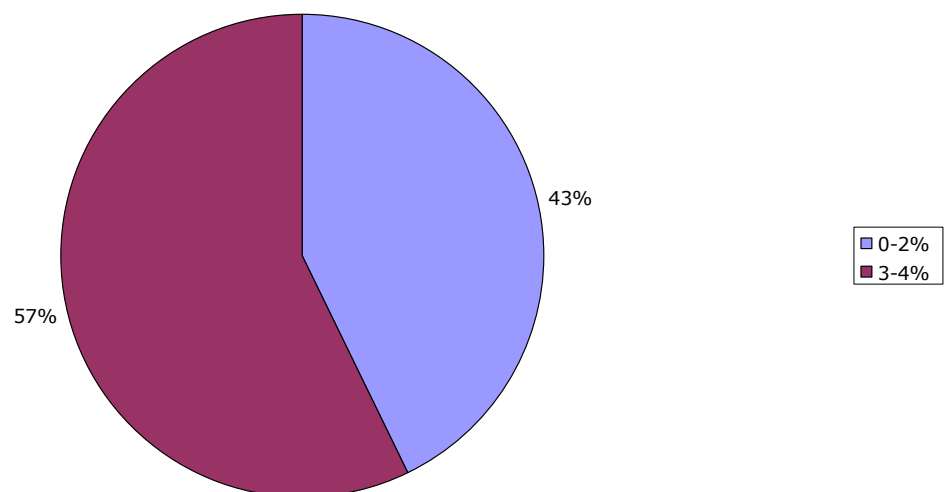
Source: own study.

Diagram 143. Change in workforce



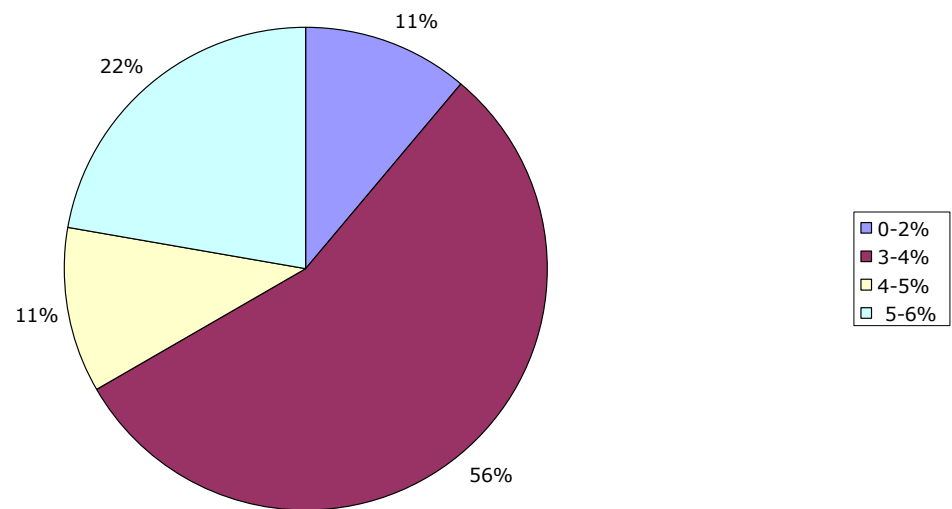
Source: own study.

Diagram 144. Return on equity



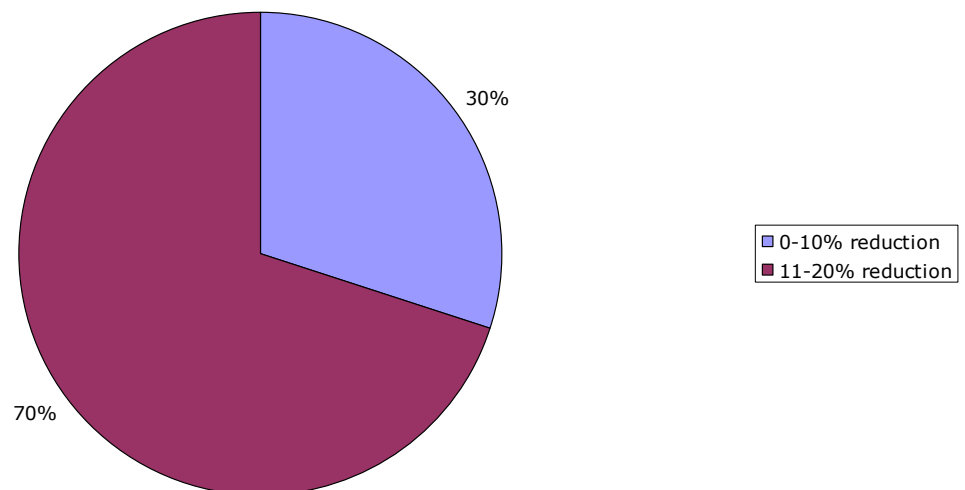
Source: own study.

Diagram 145. Cost/income



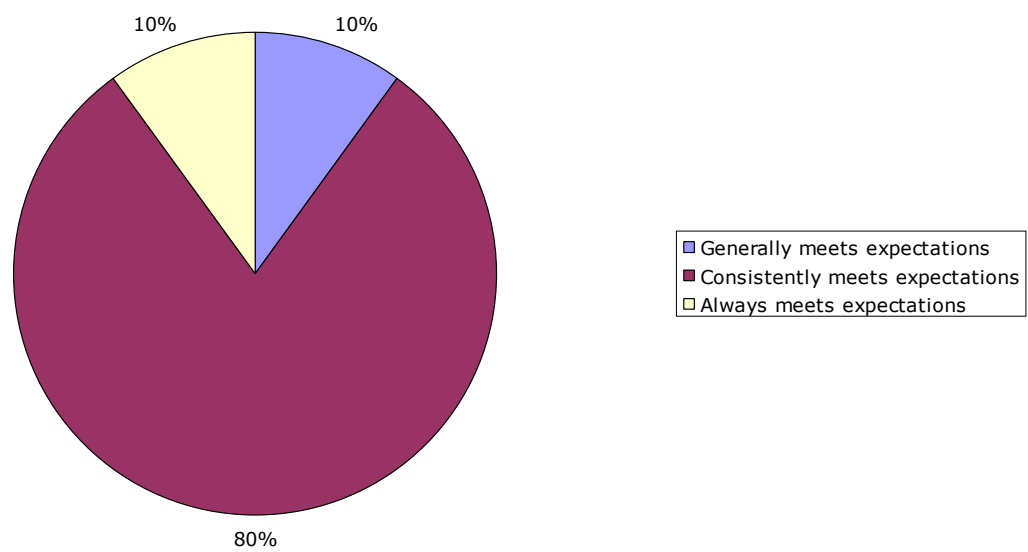
Source: own study.

Diagram 146. Cycle time



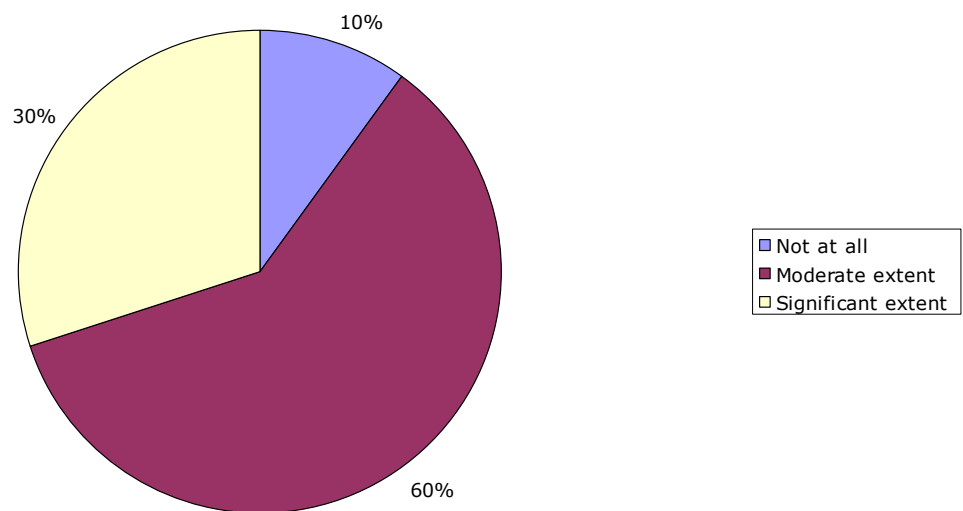
Source: own study.

Diagram 147. Organizations ability to satisfy customers needs



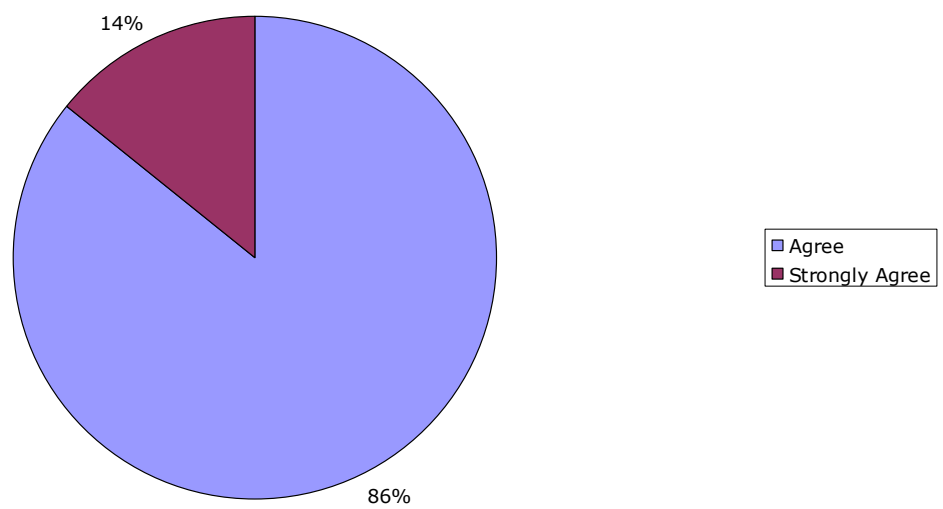
Source: own study.

Diagram 148. Organizational culture



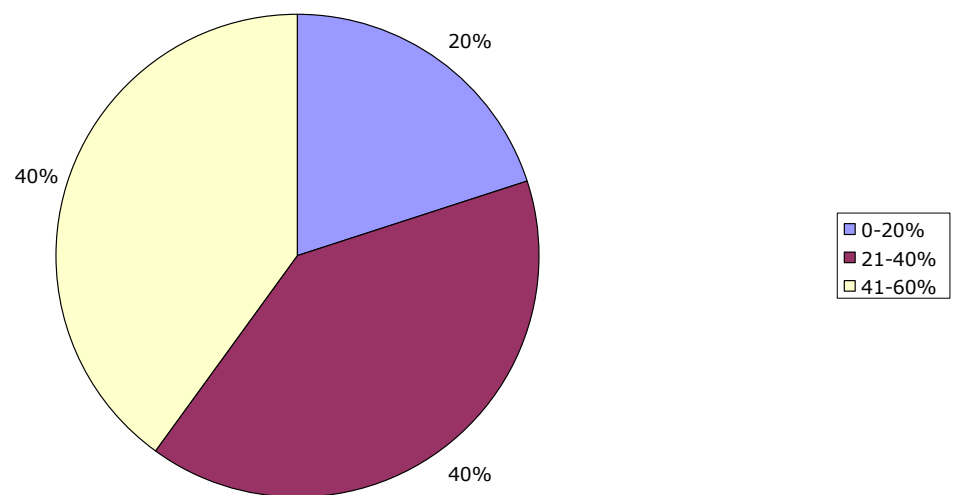
Source: own study.

Diagram 149. Cooperation with external consultants facilitated BPR



Source: own study.

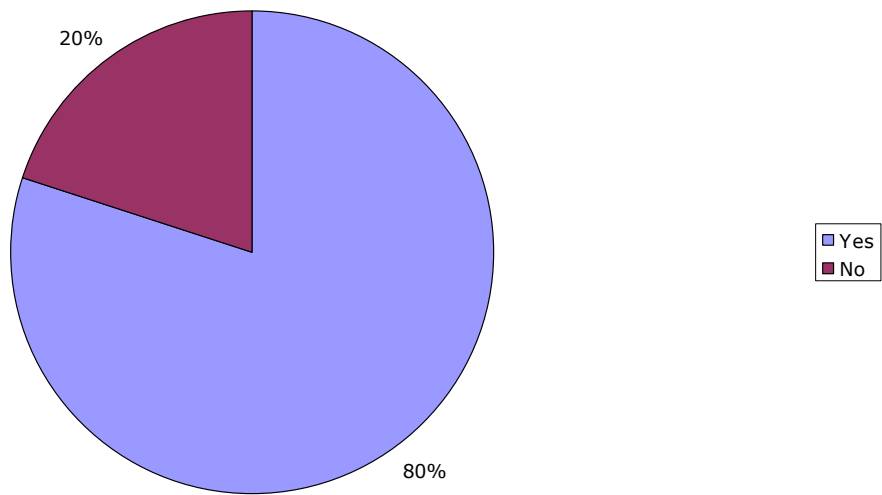
Diagram 150. Level of success



Source: own study.

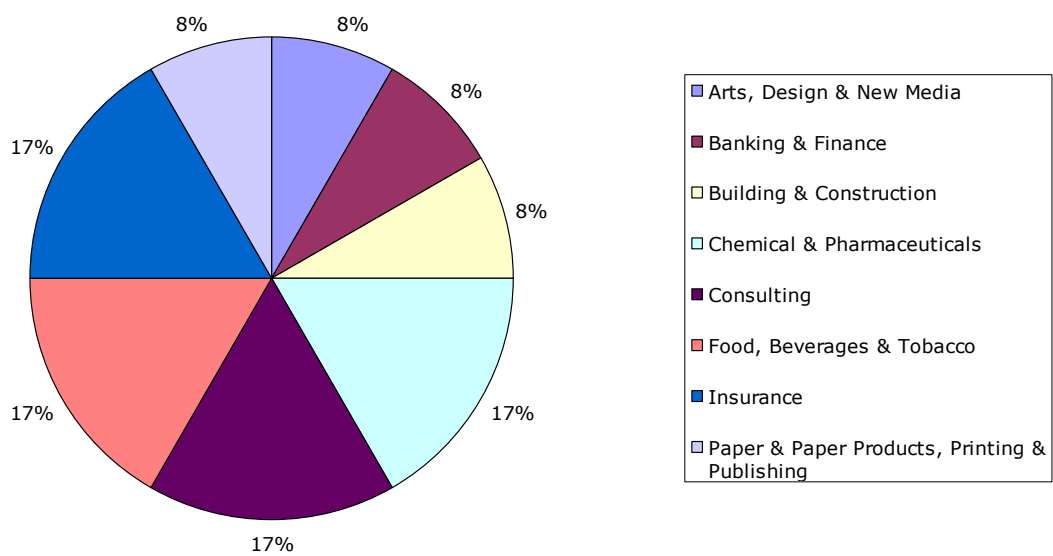
1.6. France

Diagram 151. Executive summary



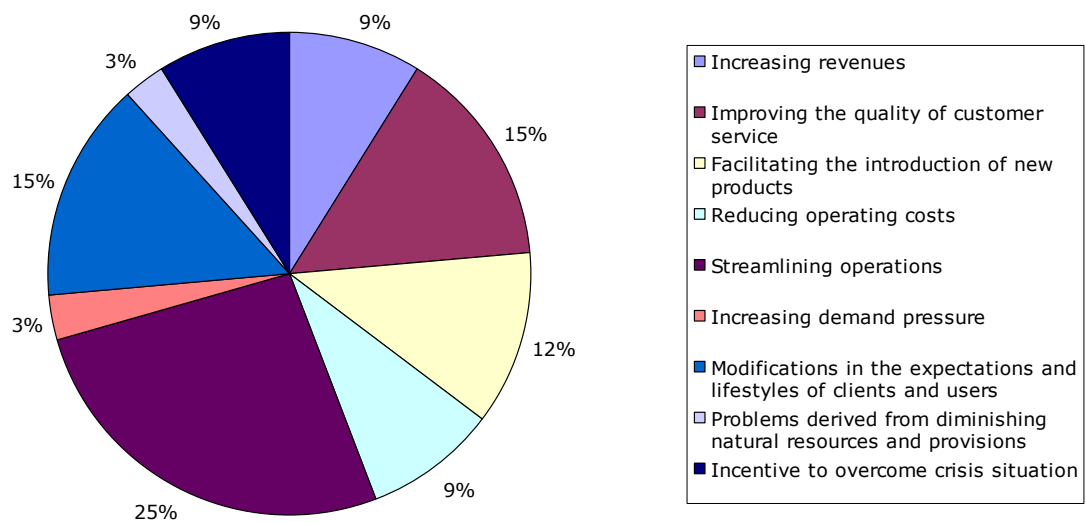
Source: own study.

Diagram 152. Industry



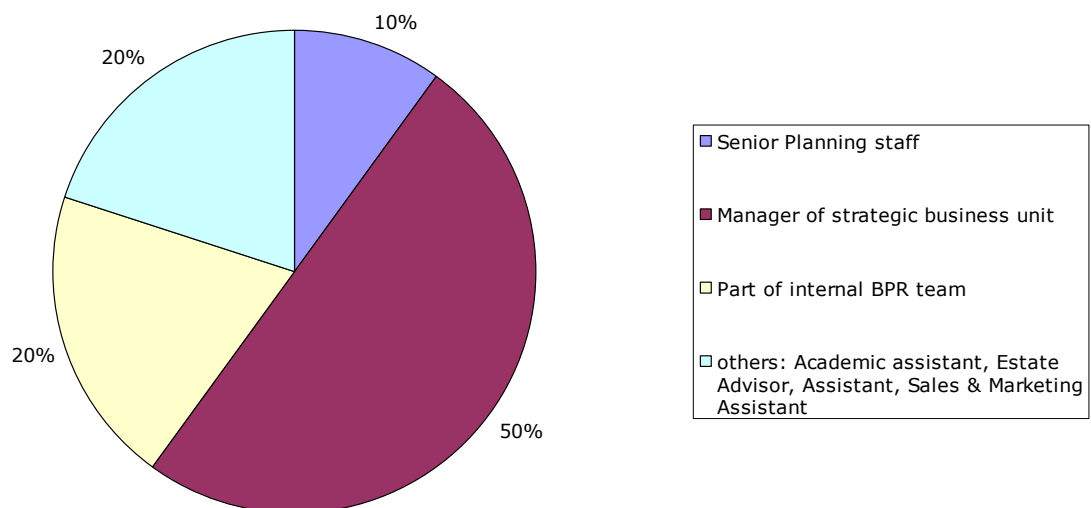
Source: own study.

Diagram 153. BPR reason



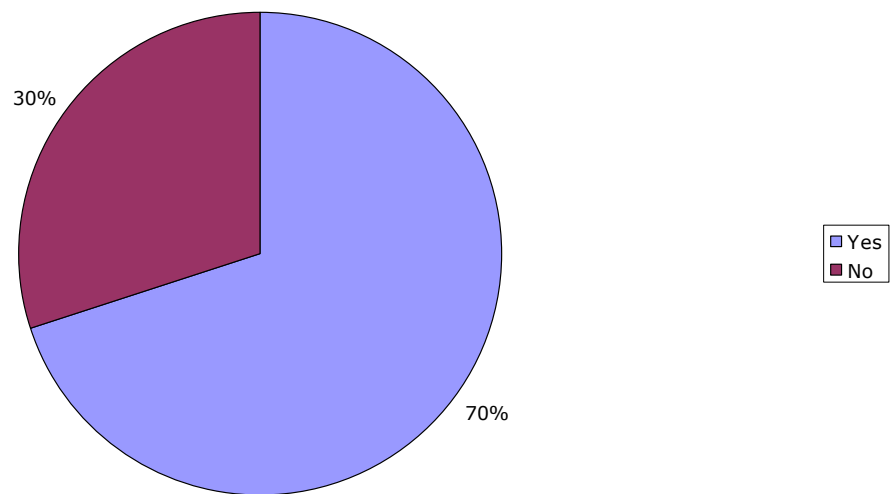
Source: own study.

Diagram 154. Corporate position



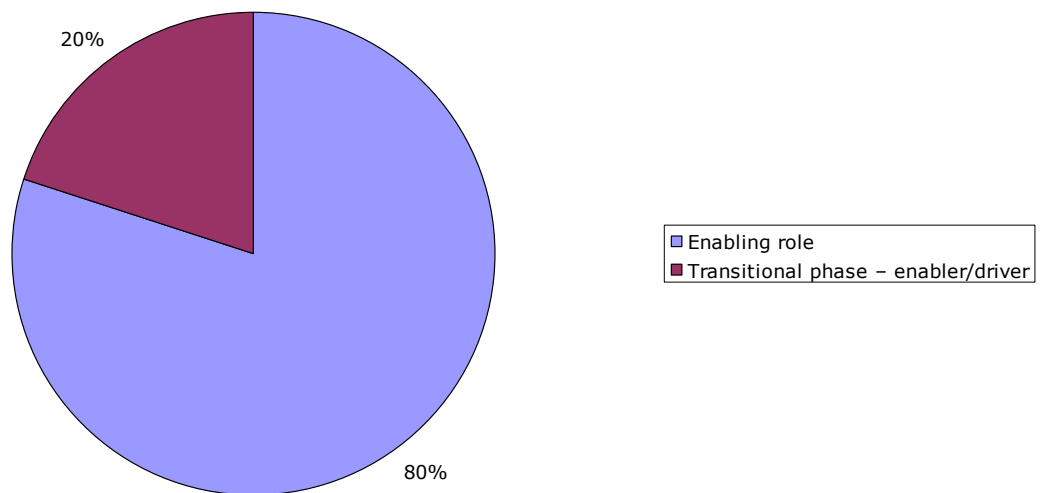
Source: own study.

Diagram 155. Help of external consultants



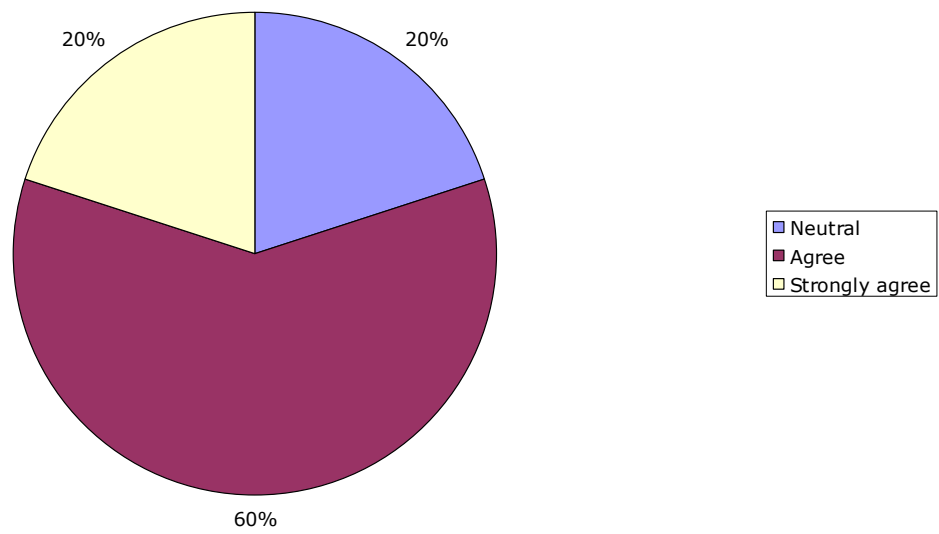
Source: own study.

Diagram 156. IT role



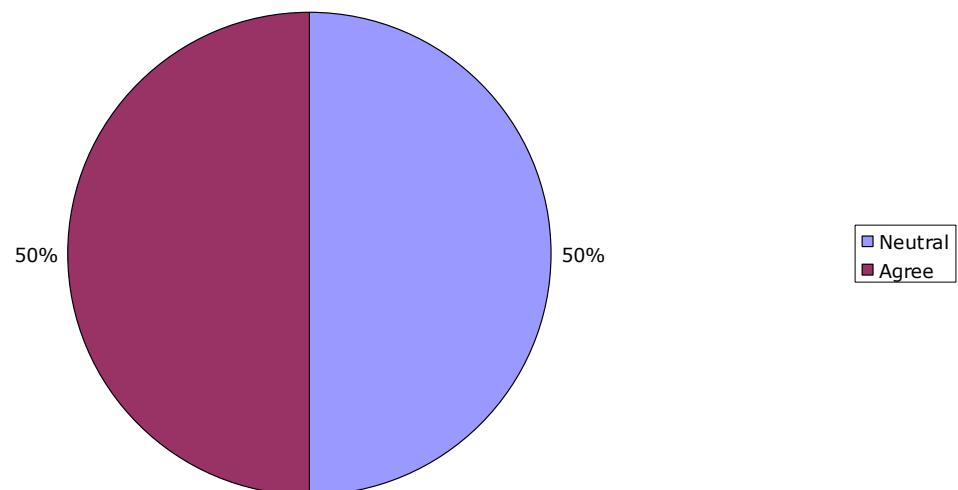
Source: own study.

Diagram 157. Efforts driven by core-customer focused business processes



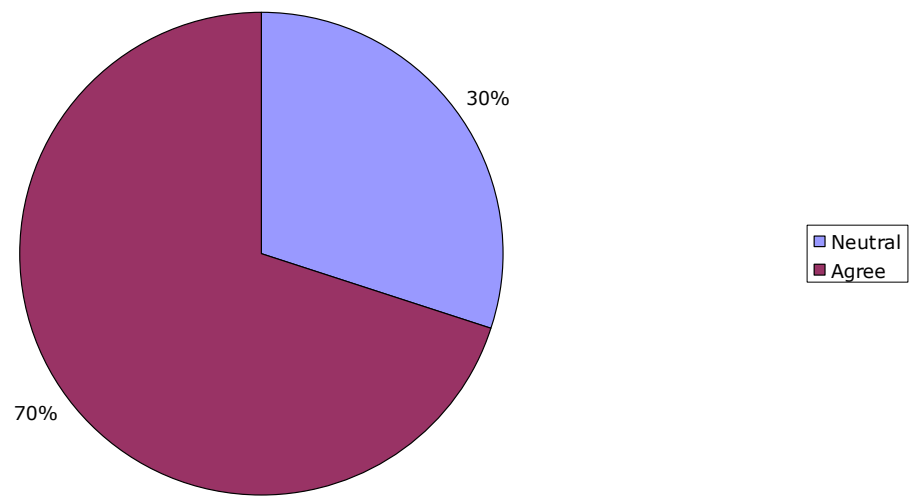
Source: own study.

Diagram 158. Part of corporate strategy



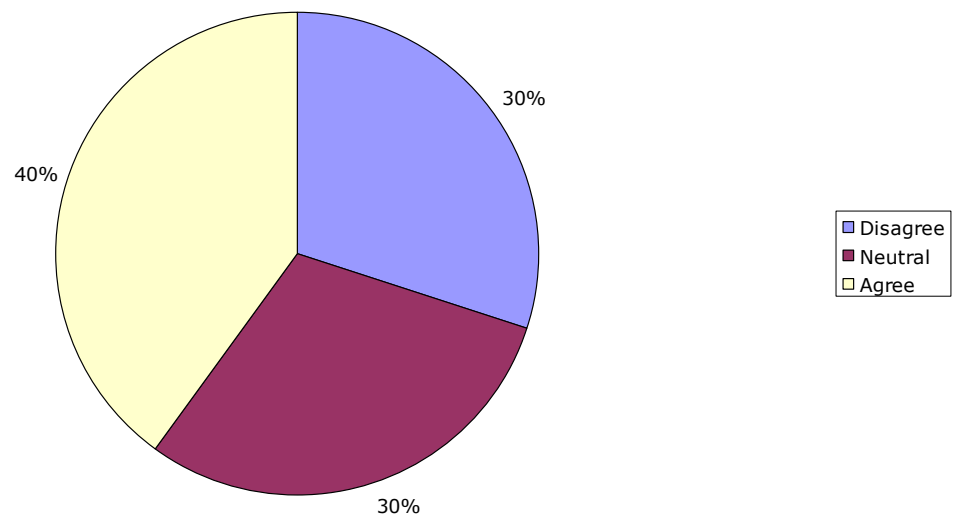
Source: own study.

Diagram 159. Change of organizational culture



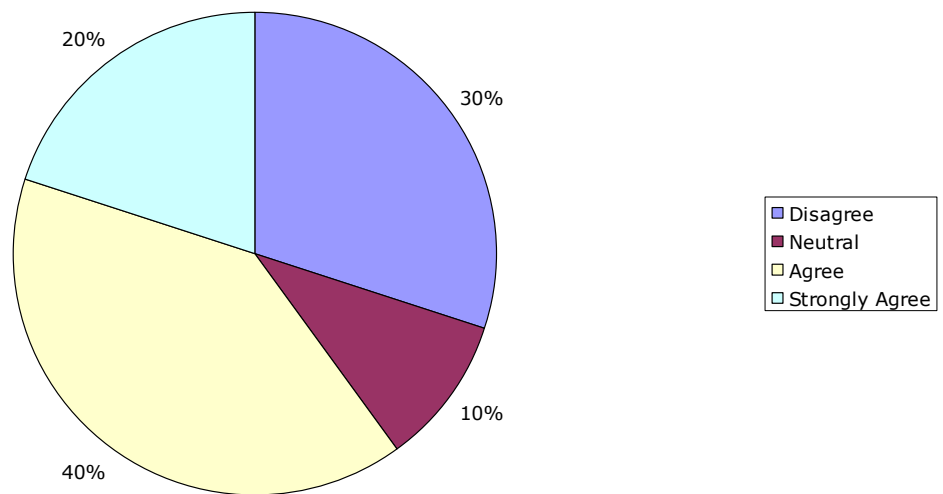
Source: own study.

Diagram 160. "Clean slate" opportunity



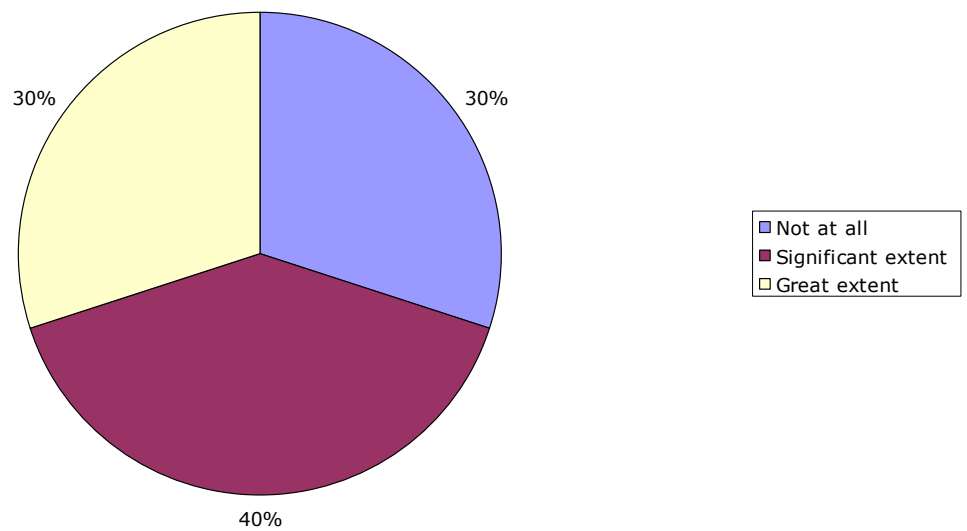
Source: own study.

Diagram 161. Learning capabilities



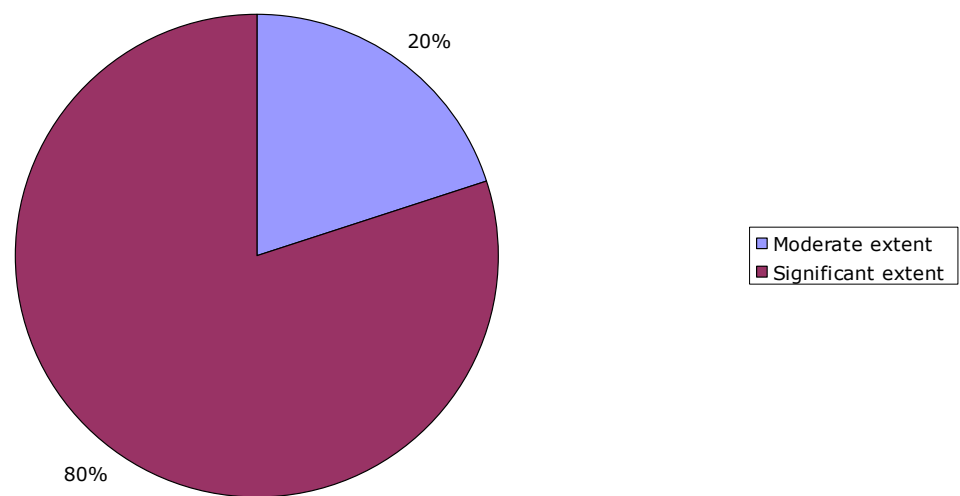
Source: own study.

Diagram 162. Help of external consultants as a base for success



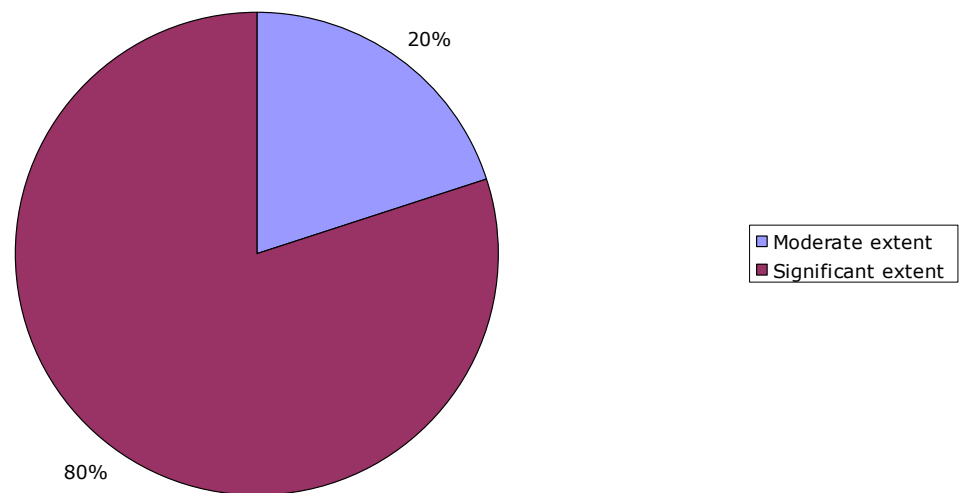
Source: own study.

Diagram 163. IT - integral part of BPR



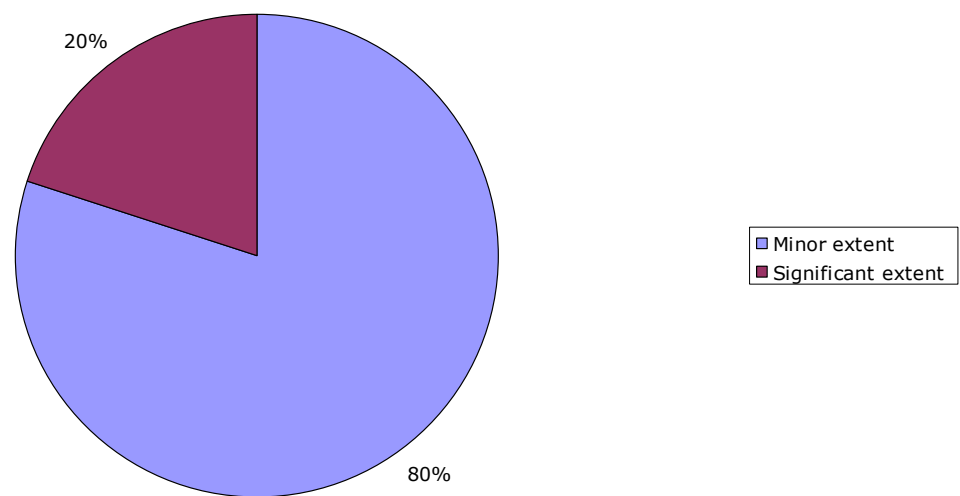
Source: own study.

Diagram 164. Customer feedback



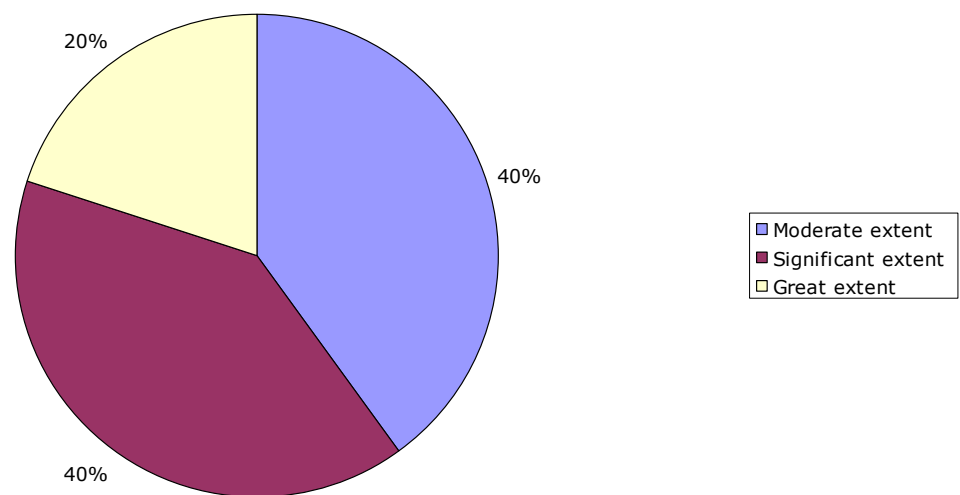
Source: own study.

Diagram 165. Competitive pressures



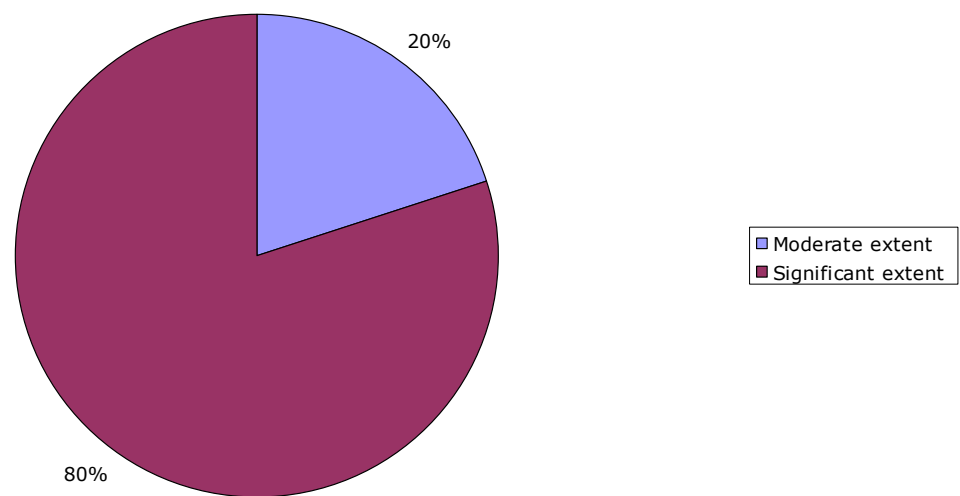
Source: own study.

Diagram 166. Proactive approach



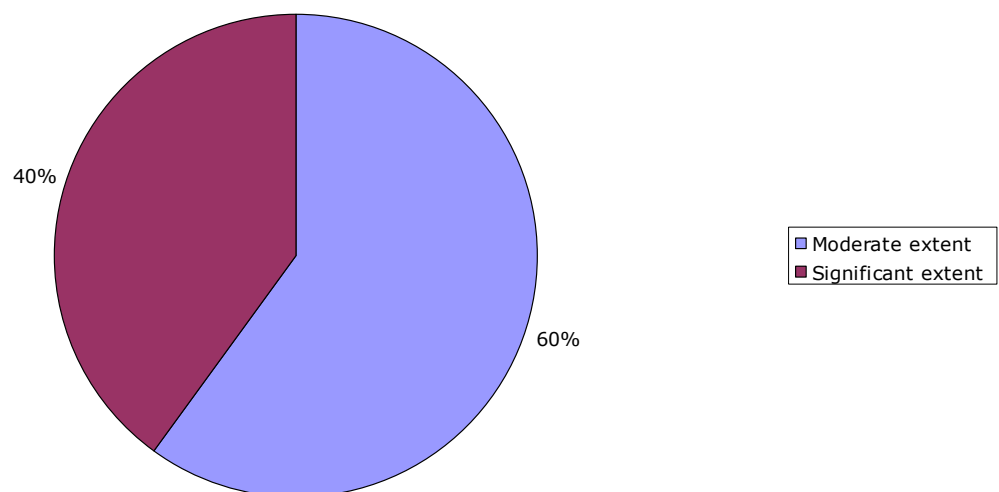
Source: own study.

Diagram 167. Front office



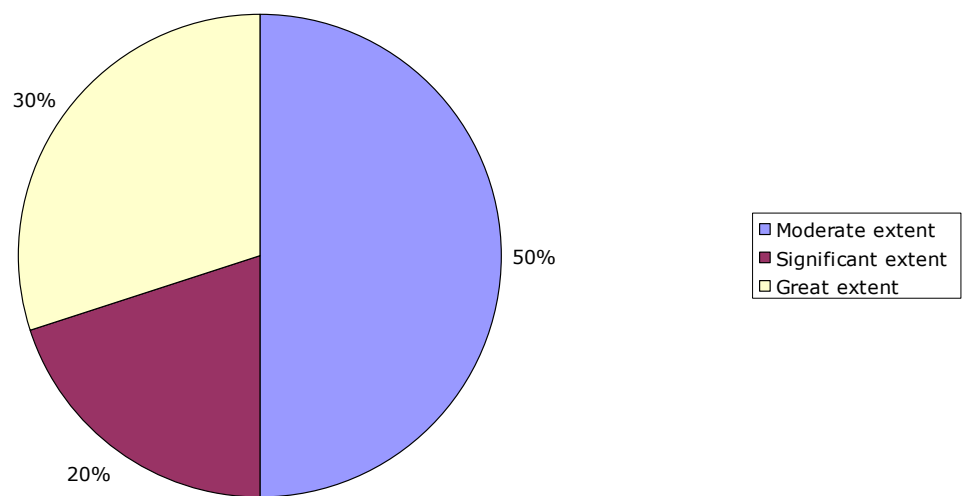
Source: own study.

Diagram 168. Back office



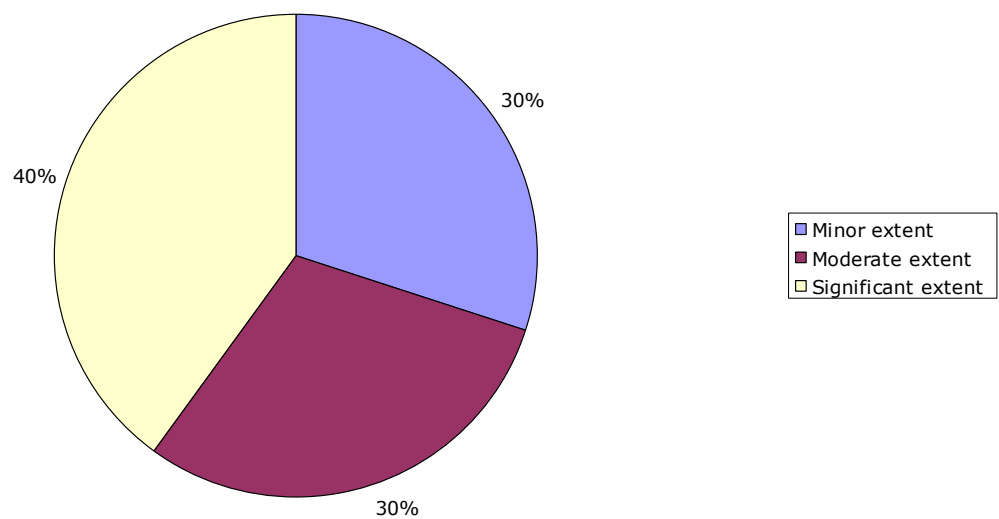
Source: own study.

Diagram 169. Personnel



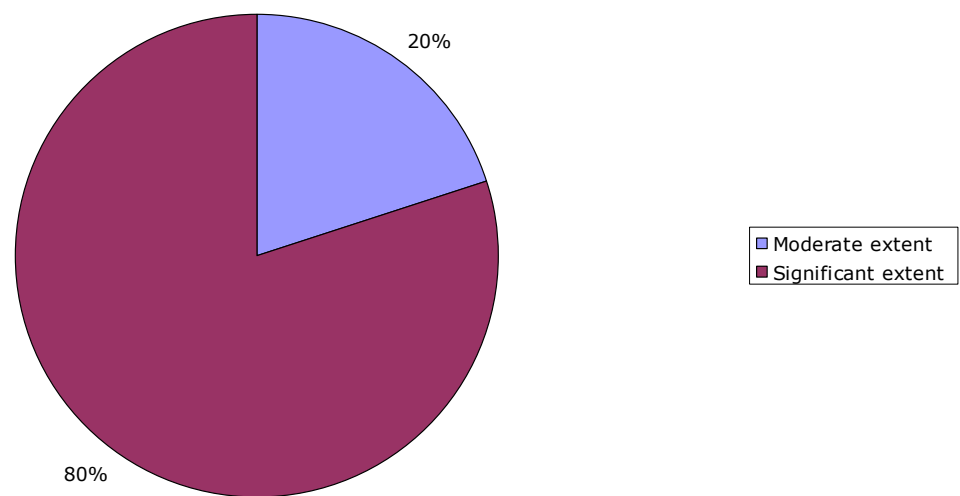
Source: own study.

Diagram 170. Property maintenance



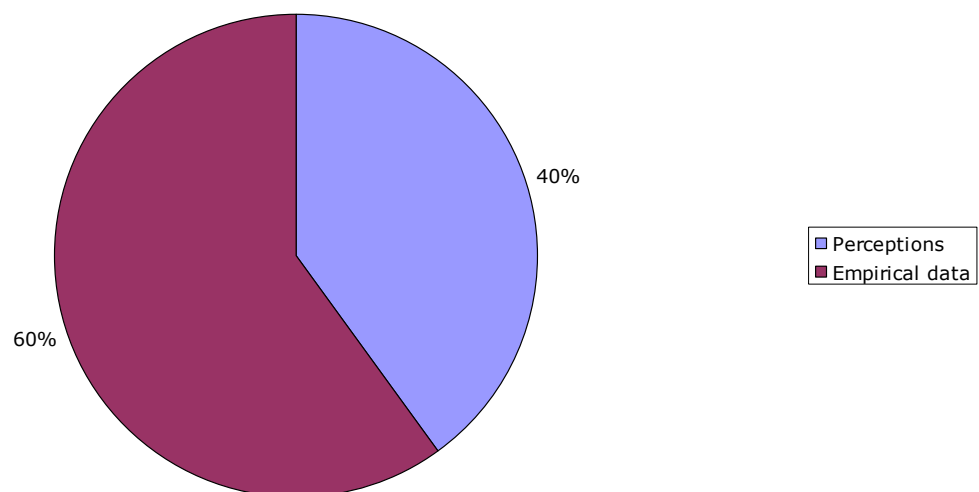
Source: own study.

Diagram 171. Information technology



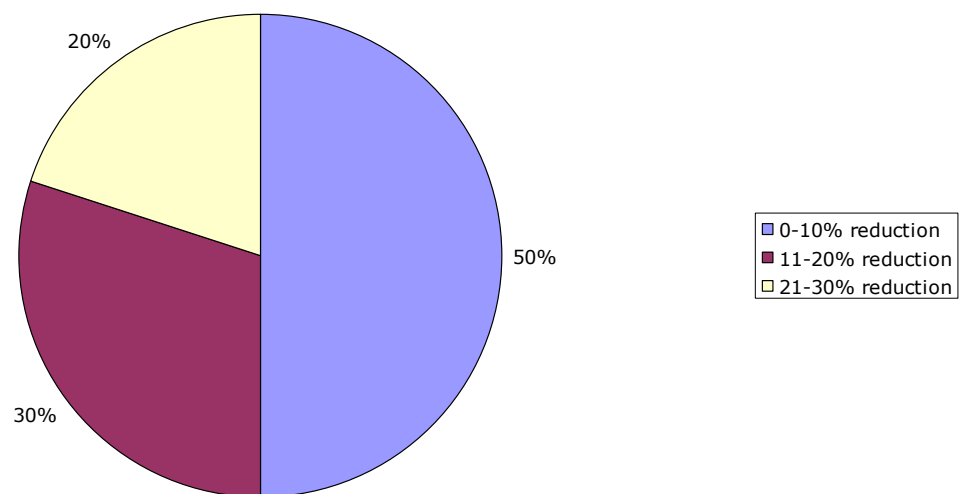
Source: own study.

Diagram 172. Questions based on:



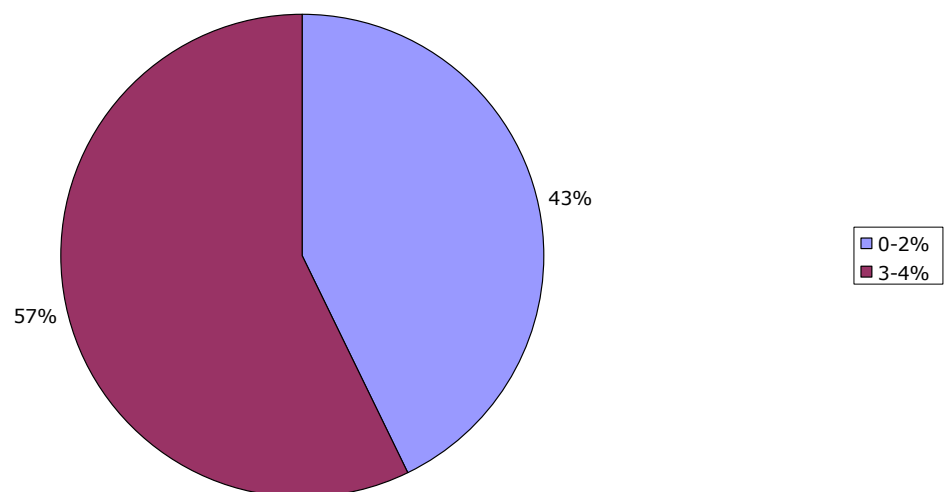
Source: own study.

Diagram 173. Change in workforce



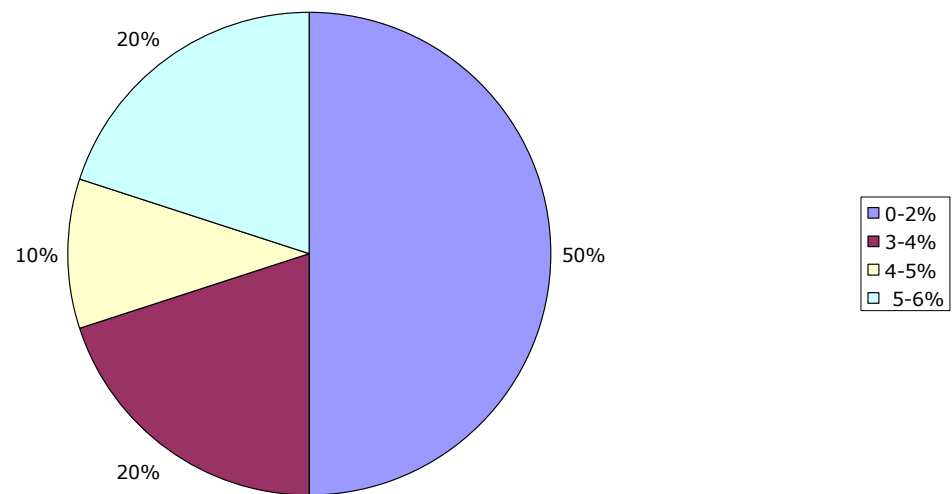
Source: own study.

Diagram 174. Return on equity



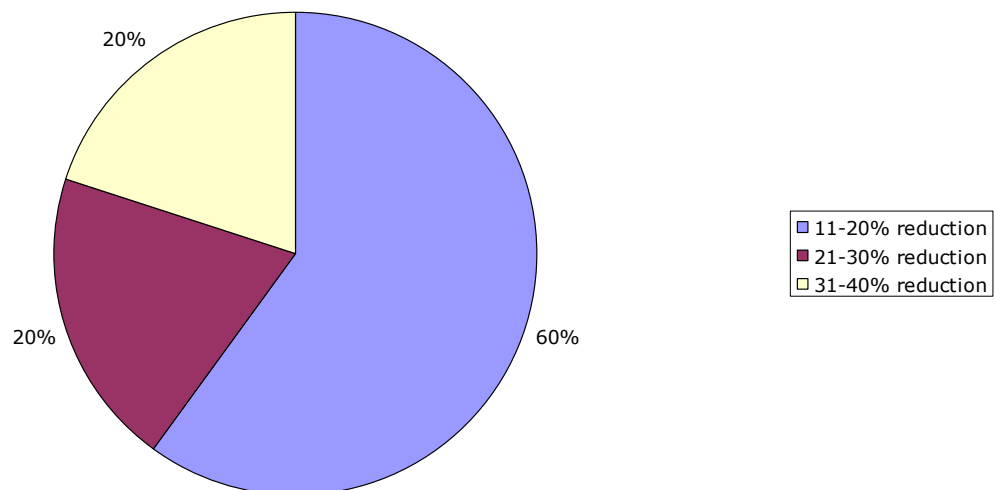
Source: own study.

Diagram 175. Cost/income



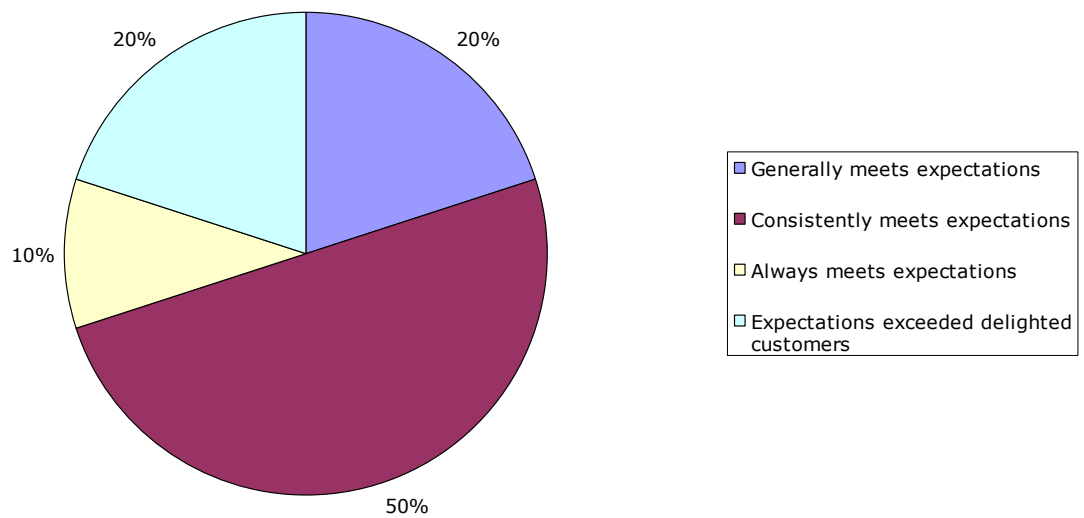
Source: own study.

Diagram 176. Cycle time



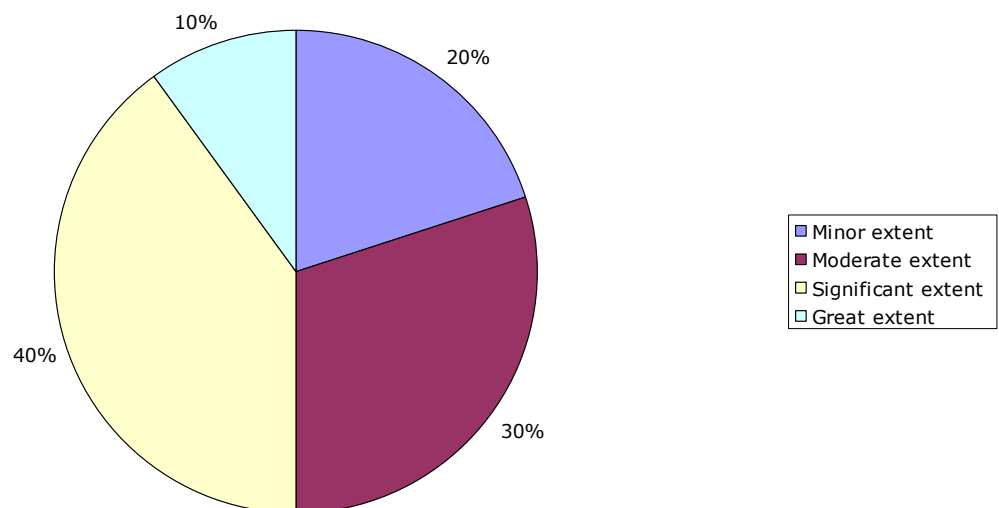
Source: own study.

Diagram 177. Organizations ability to satisfy customers needs



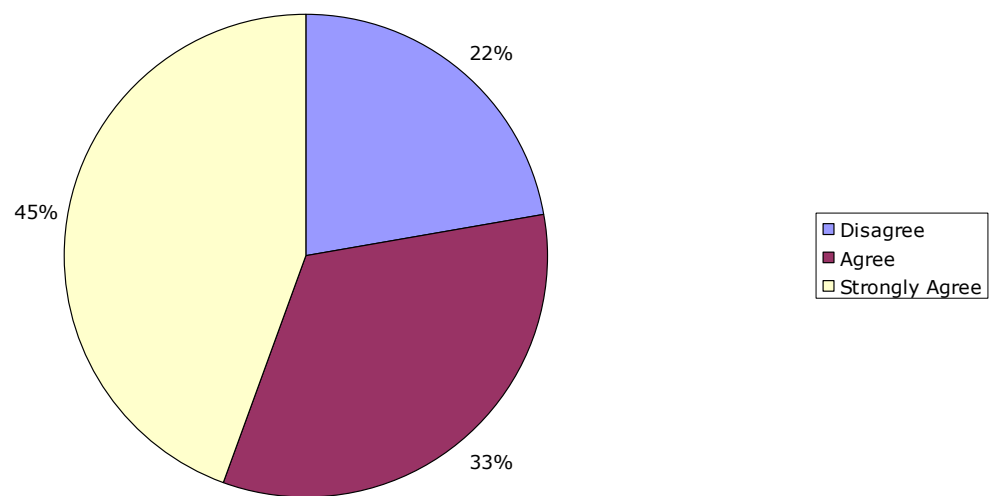
Source: own study.

Diagram 178. Organizational culture



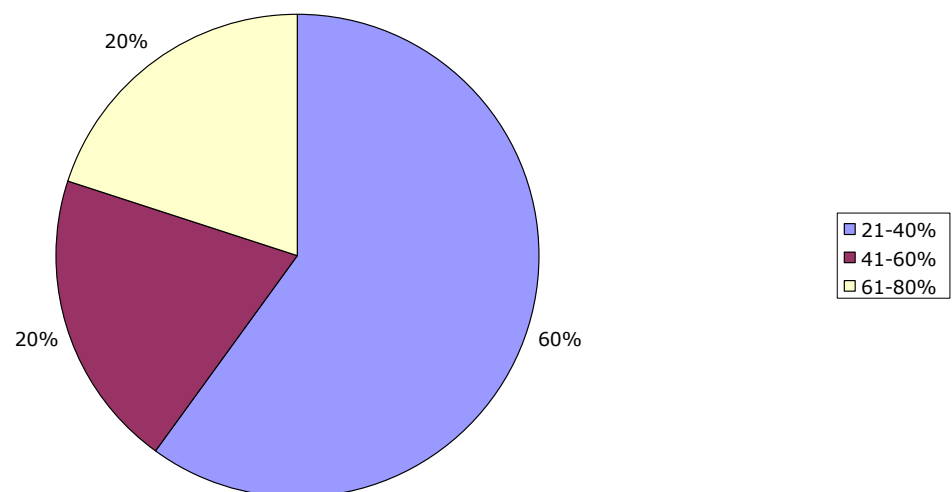
Source: own study.

Diagram 179. Cooperation with external consultants facilitated BPR



Source: own study.

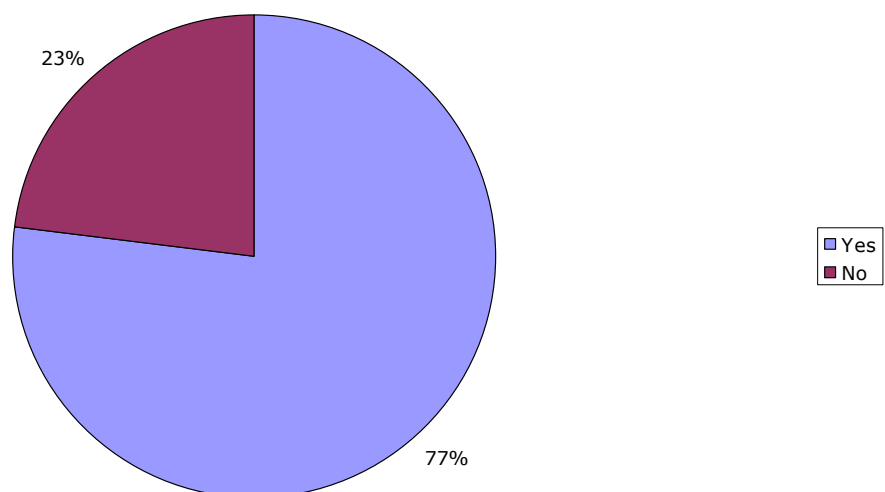
Diagram 180. Level of success



Source: own study.

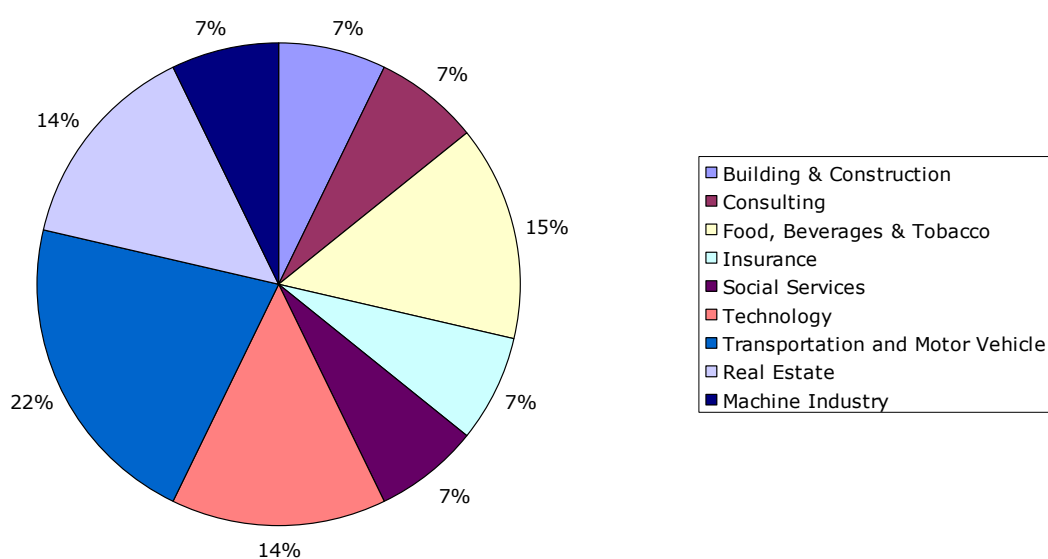
1.7. Germany

Diagram 181. Executive summary



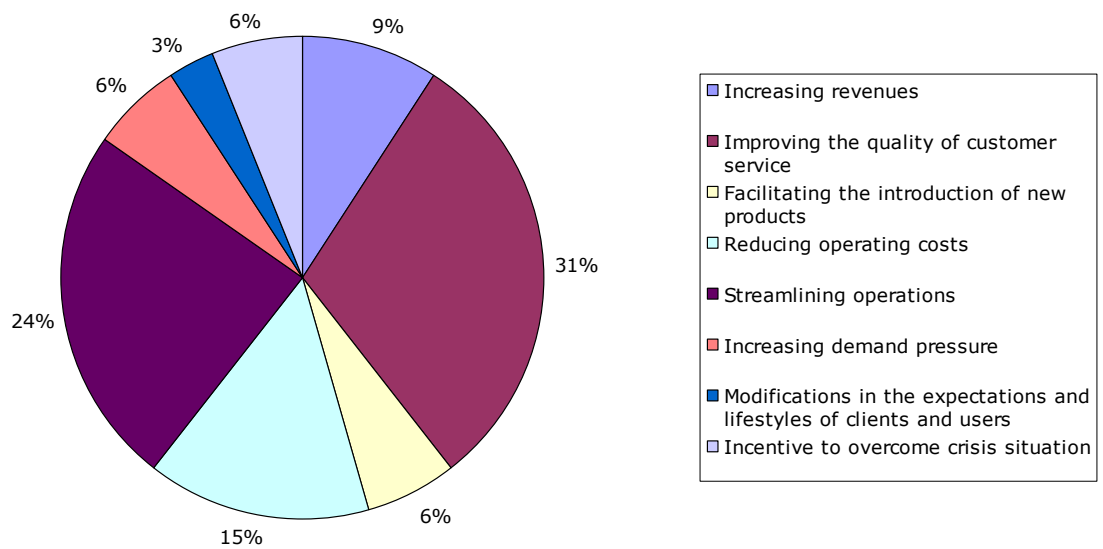
Source: own study.

Diagram 182. Industry



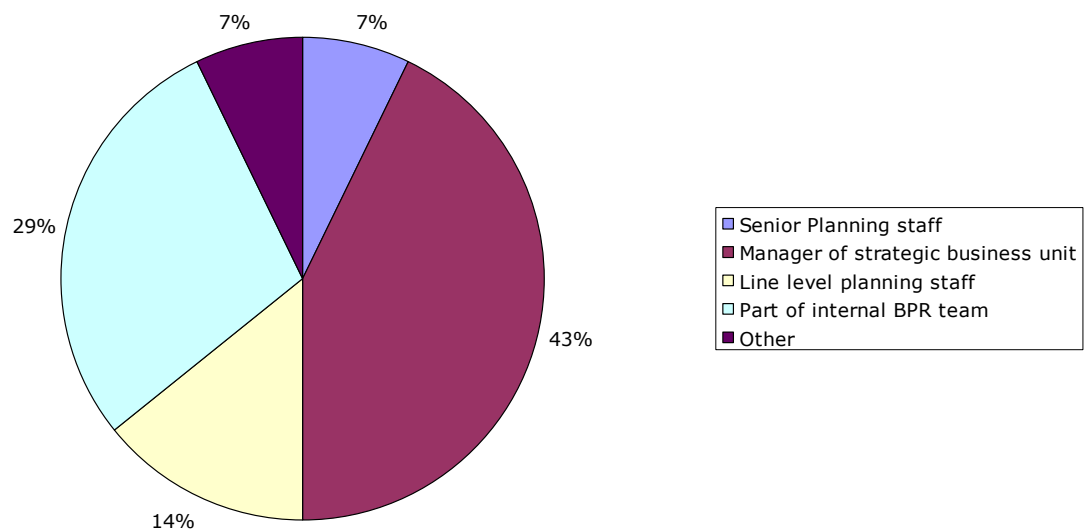
Source: own study.

Diagram 183. BPR reason



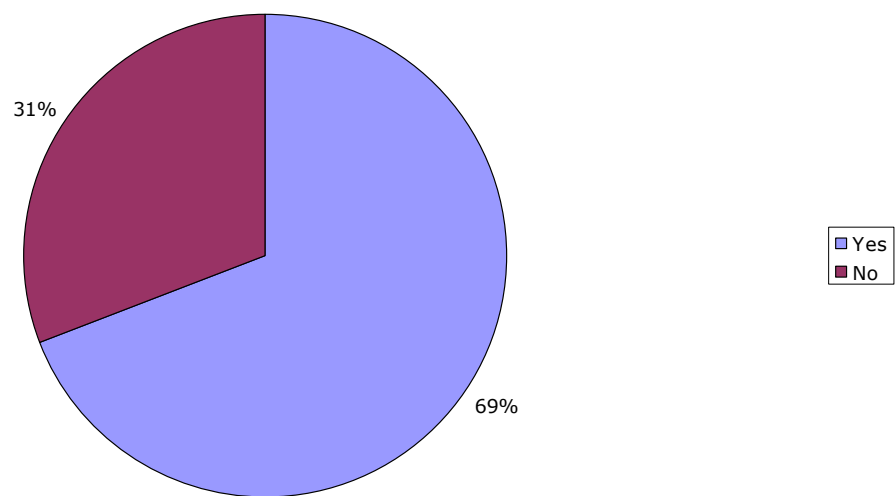
Source: own study.

Diagram 184. Corporate position



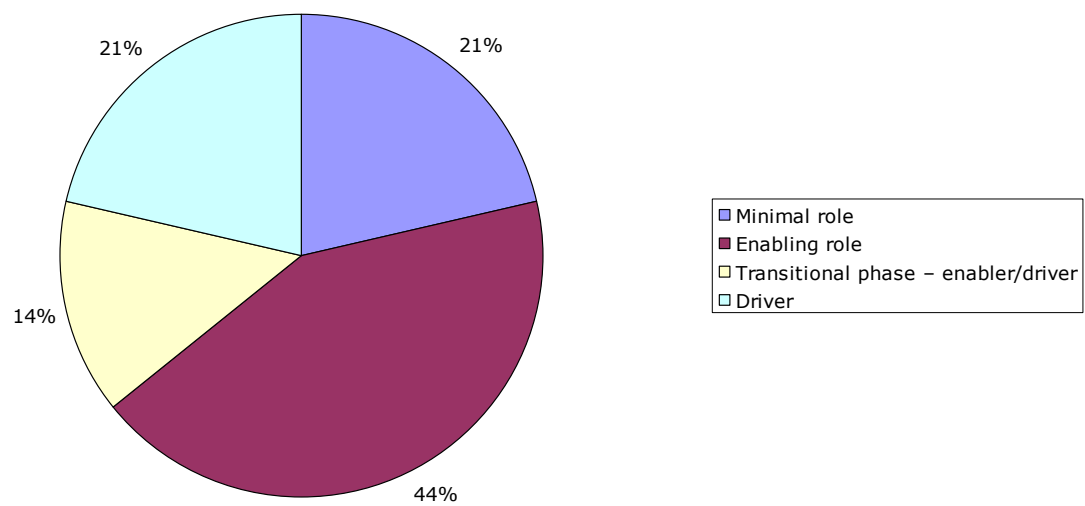
Source: own study.

Diagram 185. Help of external consultants



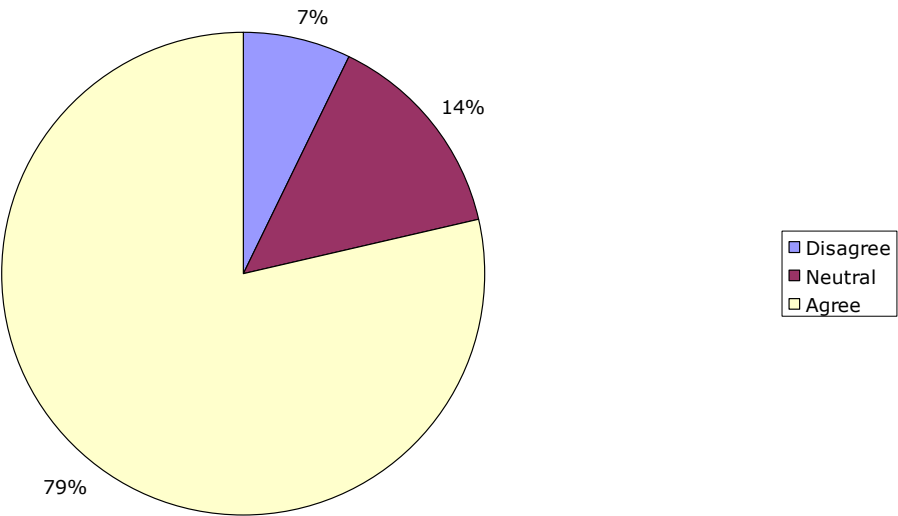
Source: own study.

Diagram 186. IT role



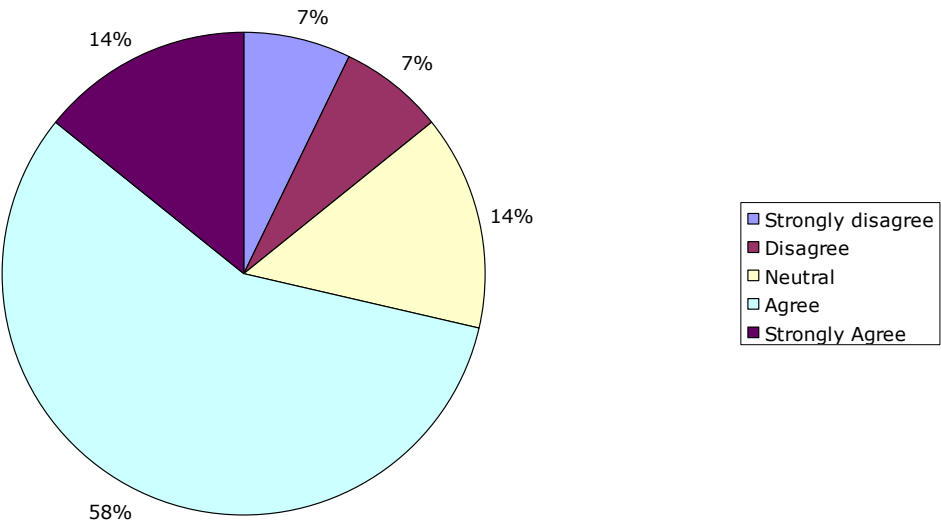
Source: own study.

Diagram 187. Efforts driven by core-customer focused business processes



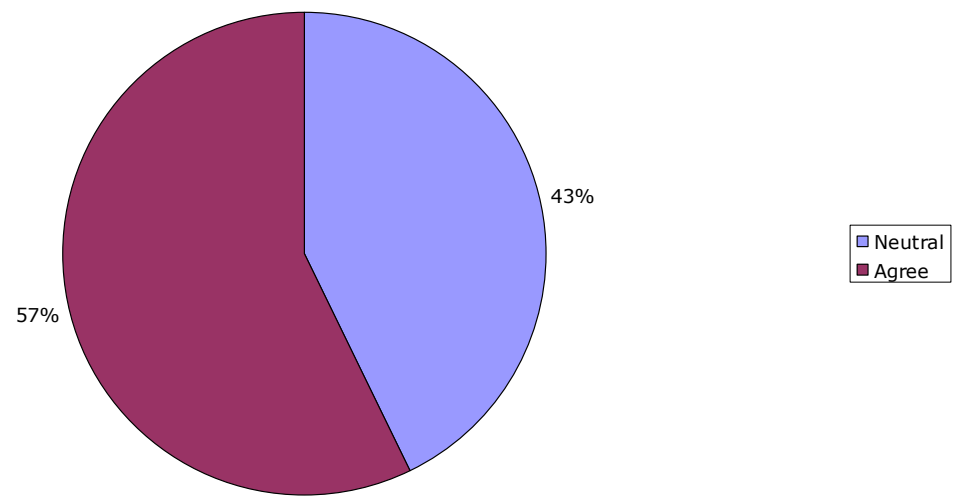
Source: own study.

Diagram 188. Part of corporate strategy



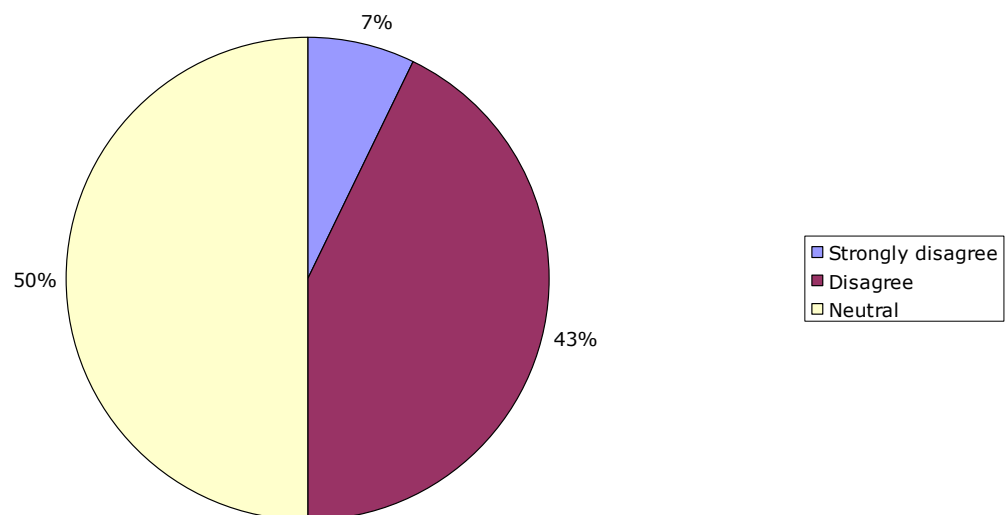
Source: own study.

Diagram 189. Change of organizational culture



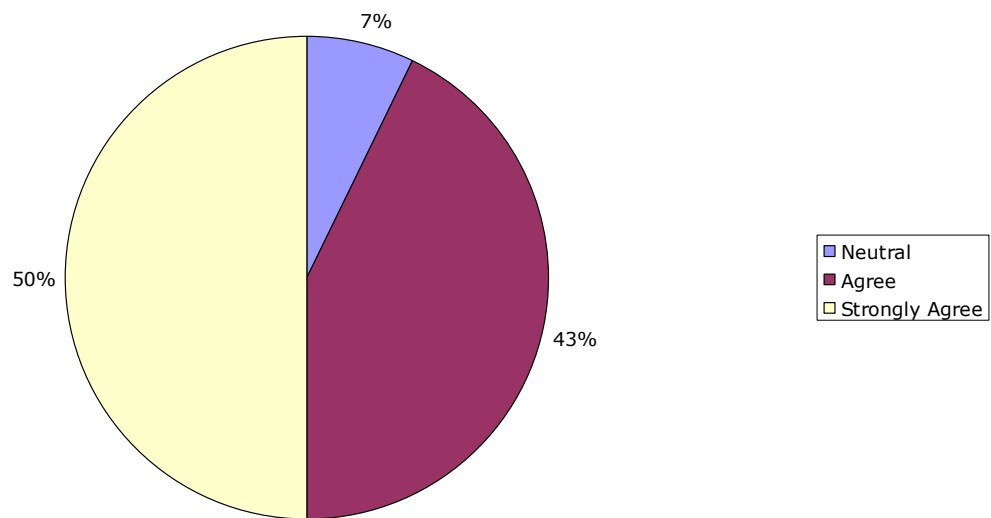
Source: own study.

Diagram 190. "Clean slate" opportunity



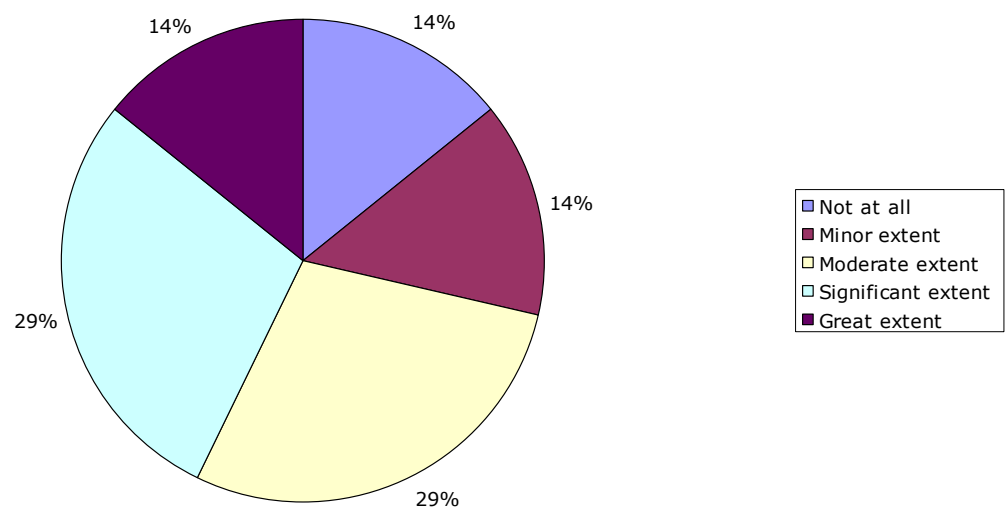
Source: own study.

Diagram 191. Learning capabilities



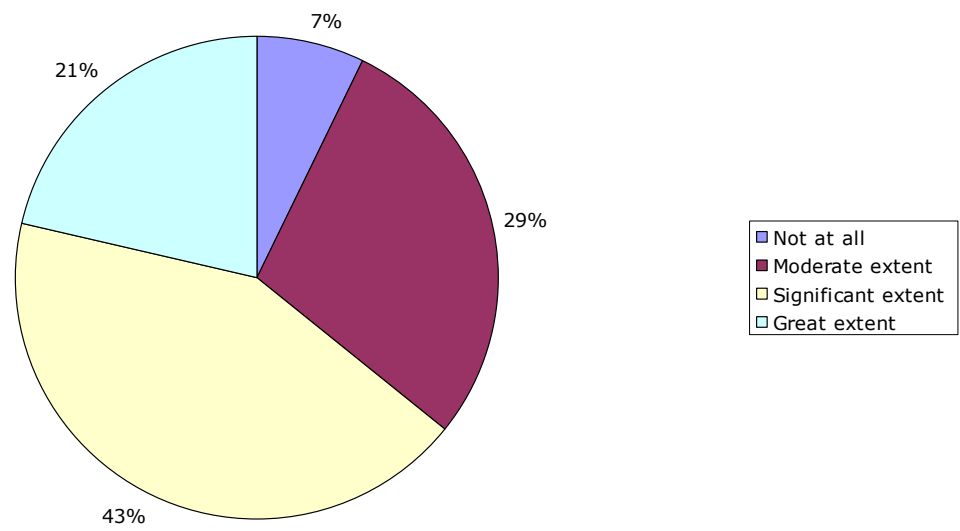
Source: own study.

Diagram 192. Help of external consultants as a base for success



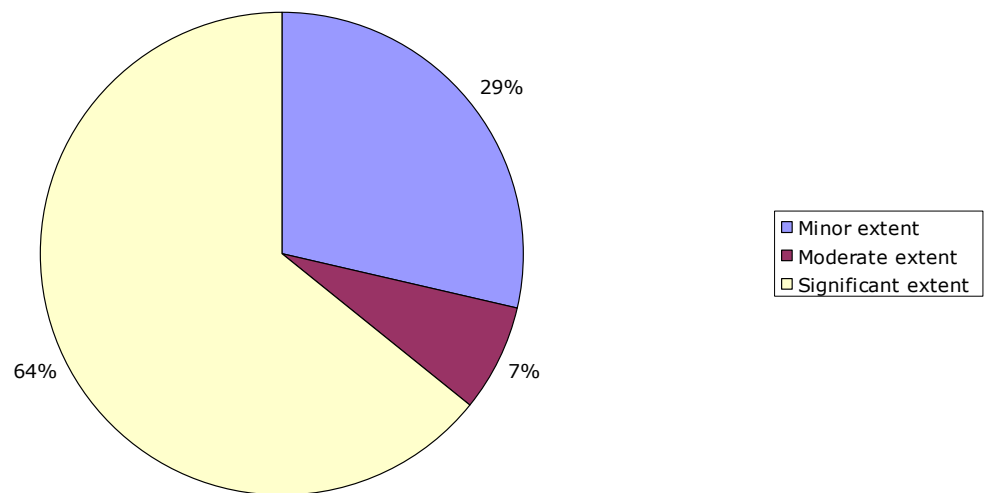
Source: own study.

Diagram 193. IT - integral part of BPR



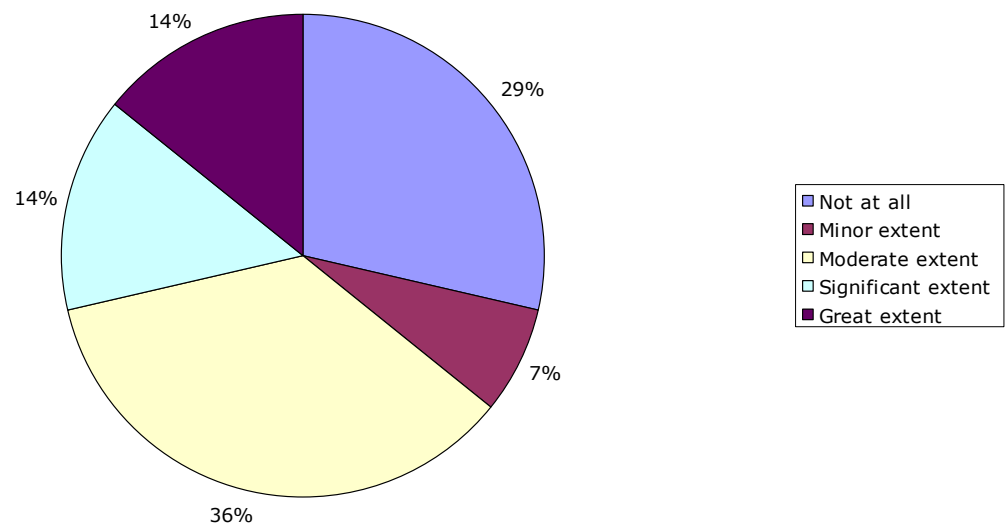
Source: own study.

Diagram 194. Customer feedback



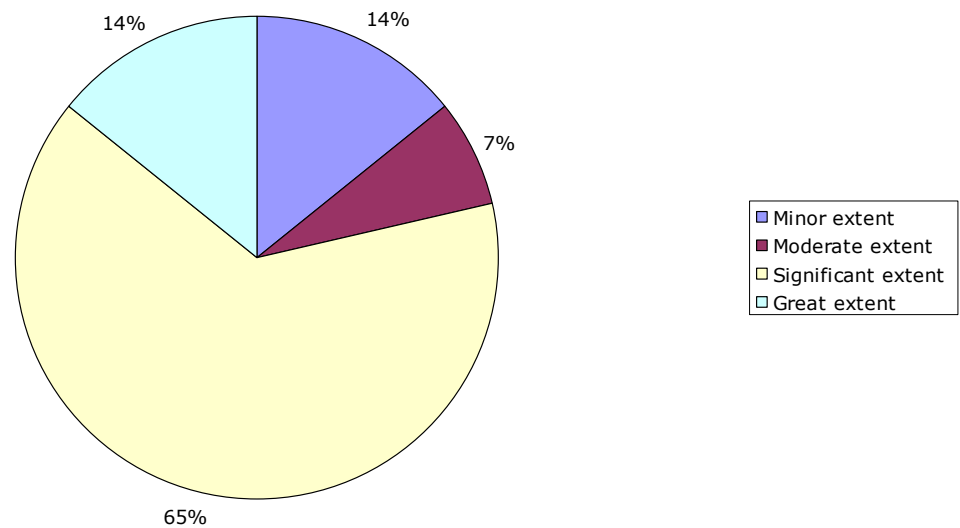
Source: own study.

Diagram 195. Competitive pressures



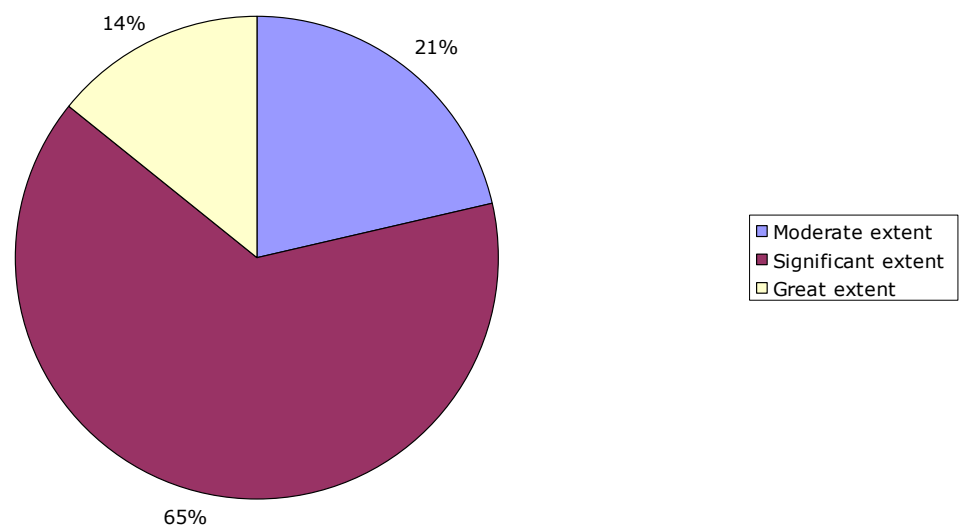
Source: own study.

Diagram 196. Proactive approach



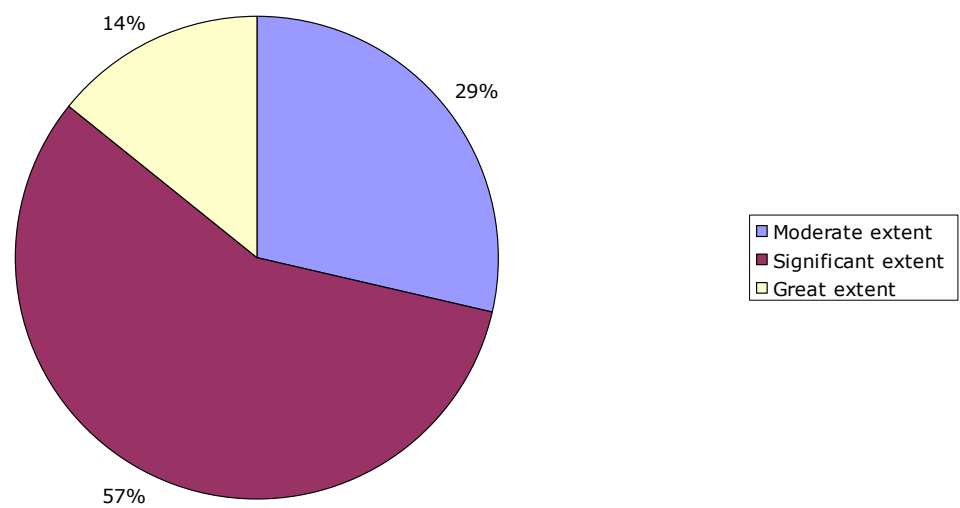
Source: own study.

Diagram 197. Front office



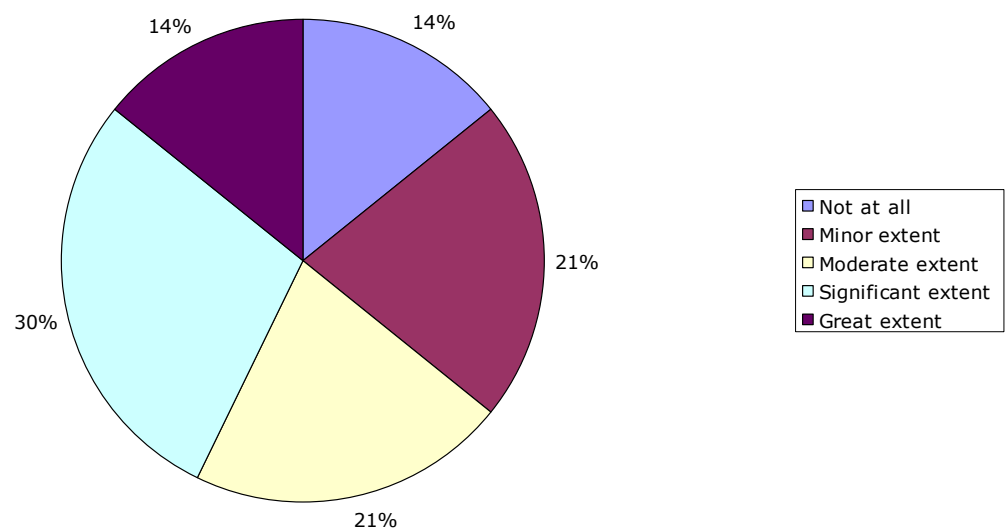
Source: own study.

Diagram 198. Back office



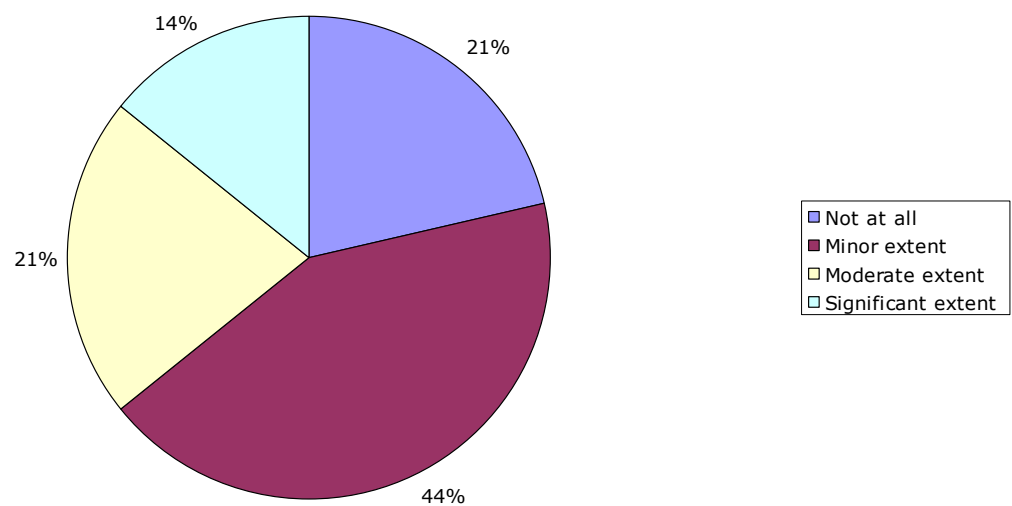
Source: own study.

Diagram 199. Personnel



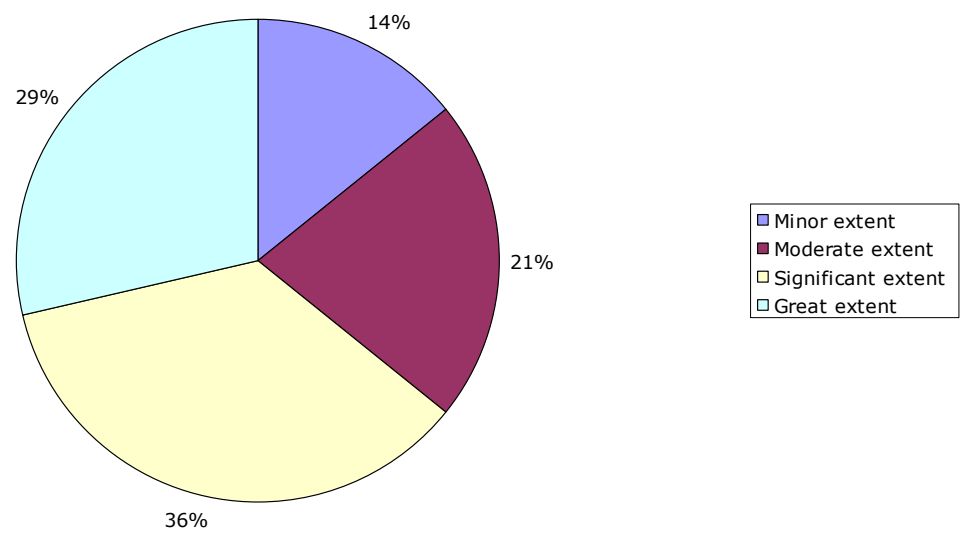
Source: own study.

Diagram 200. Property maintenance



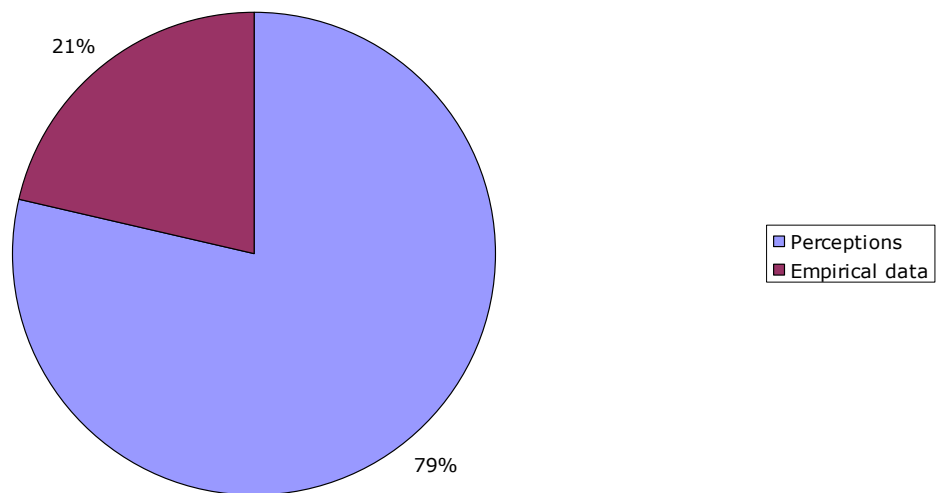
Source: own study.

Diagram 201. Information technology



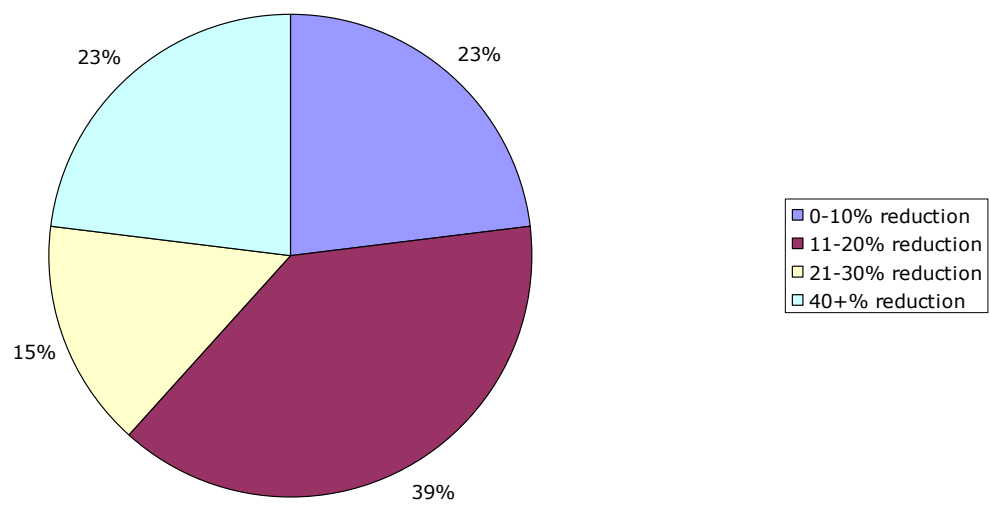
Source: own study.

Diagram 202. Questions based on:



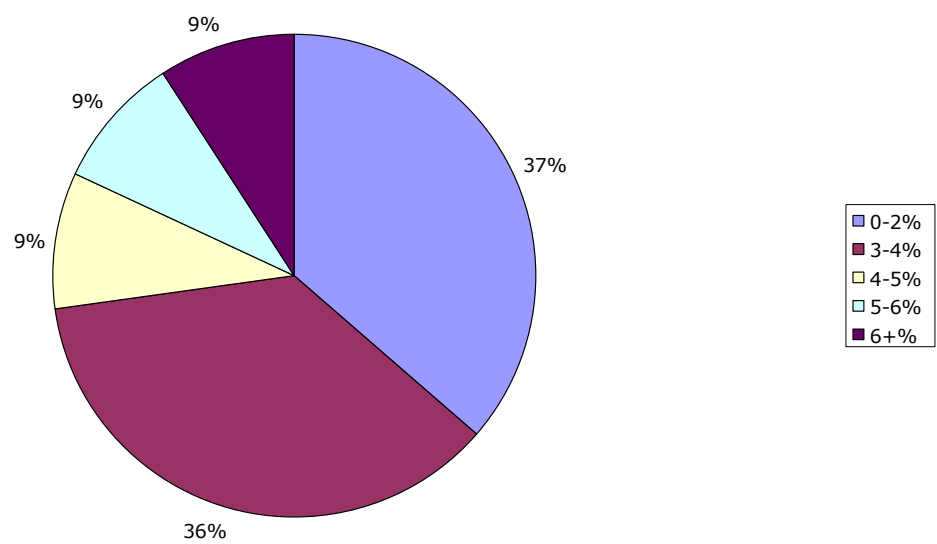
Source: own study.

Diagram 203. Change in workforce



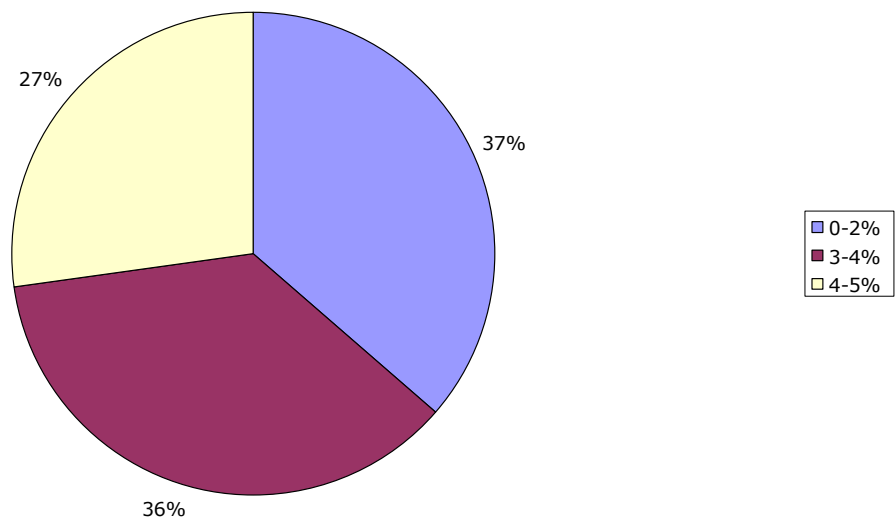
Source: own study.

Diagram 204. Return on equity



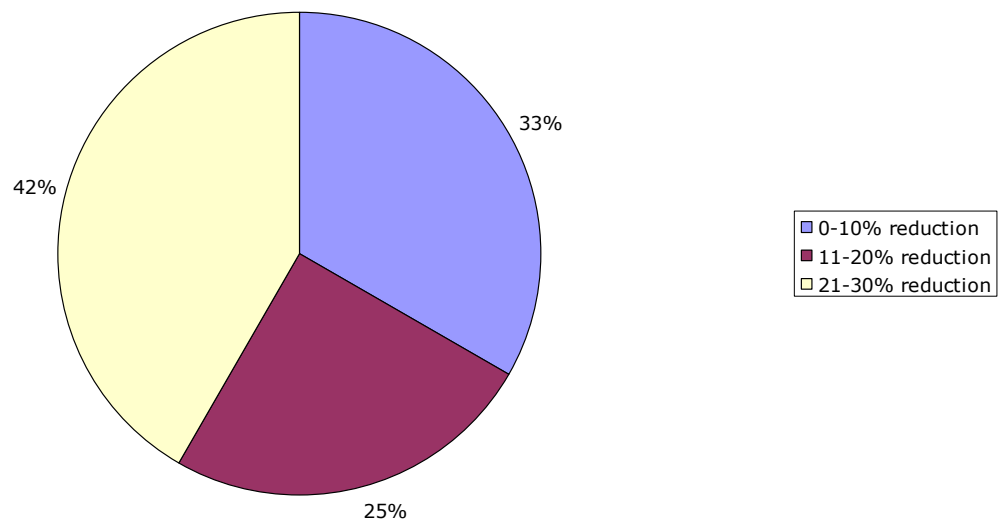
Source: own study.

Diagram 205. Cost/income



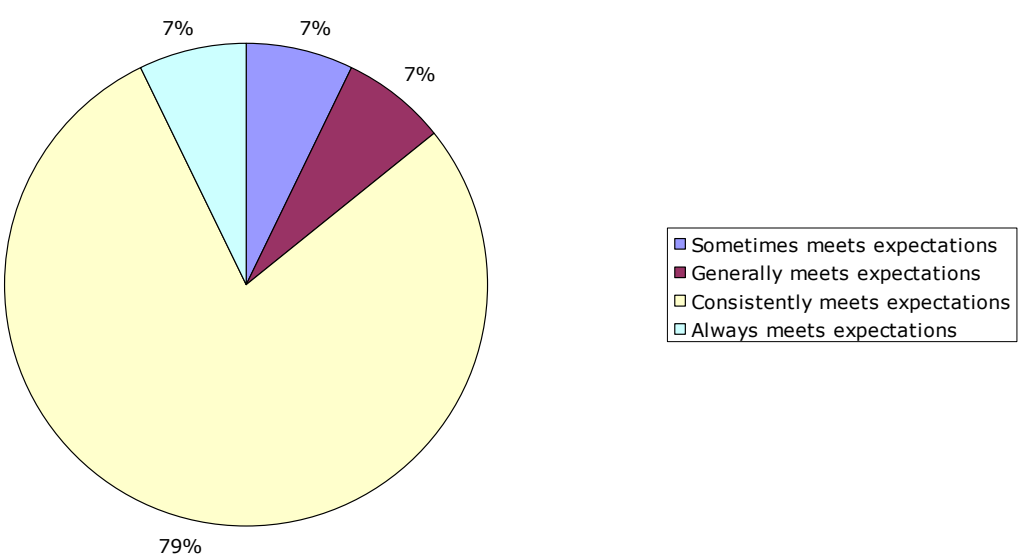
Source: own study.

Diagram 206. Cycle time



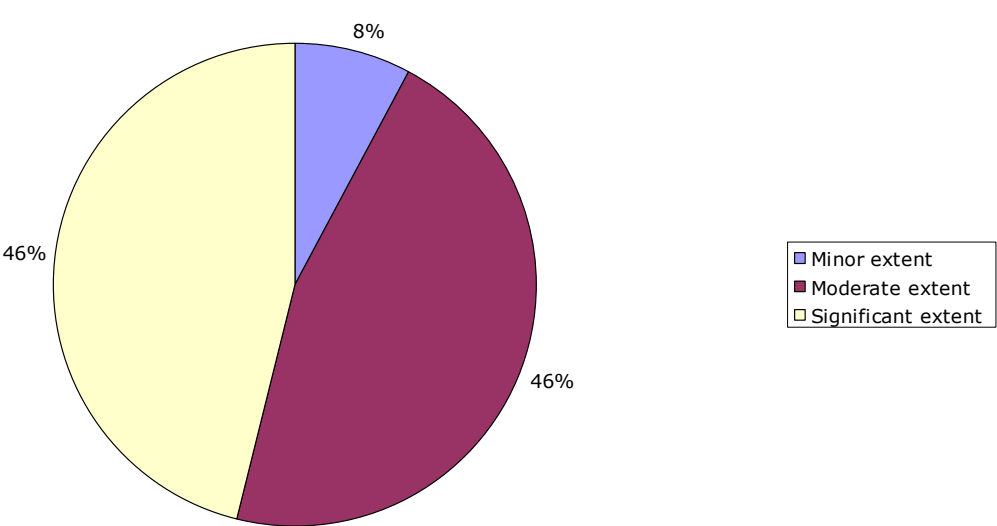
Source: own study.

Diagram 207. Organizations ability to satisfy customers needs



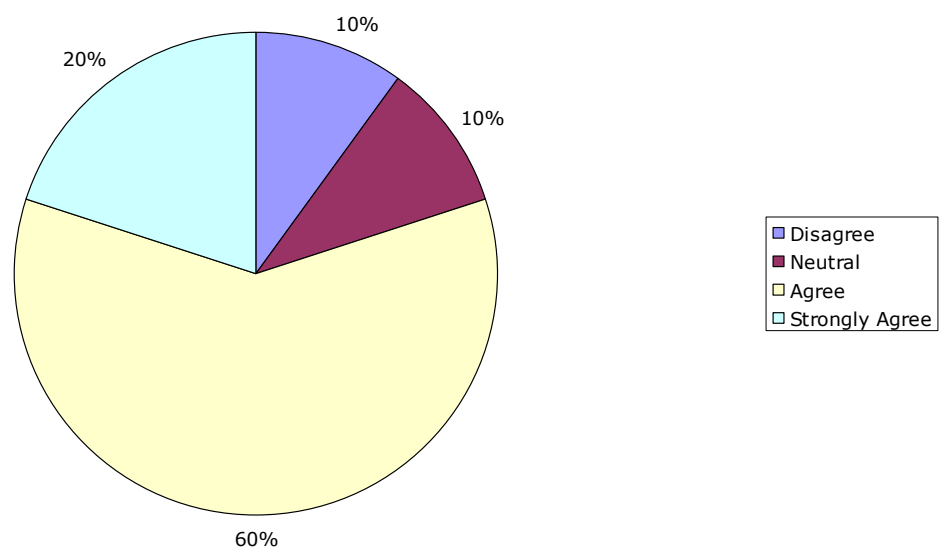
Source: own study.

Diagram 208. Organizational culture



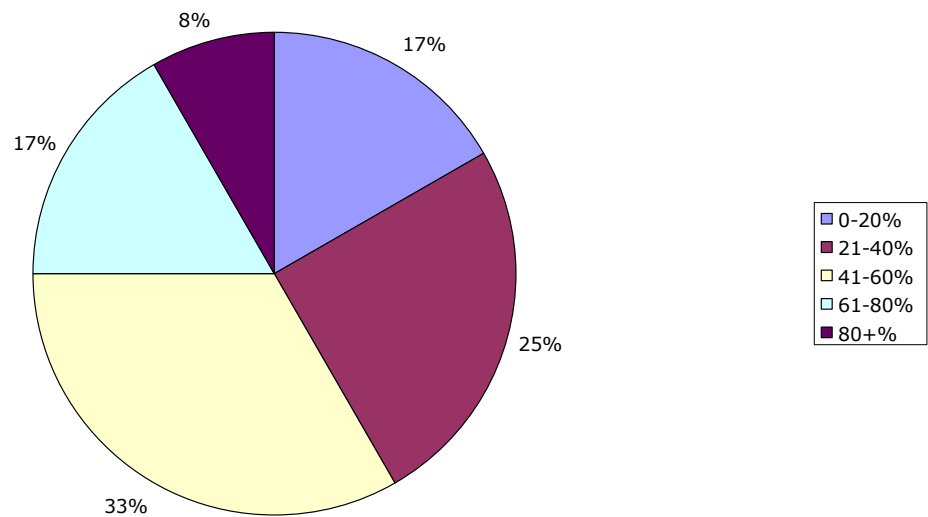
Source: own study.

Diagram 209. Cooperation with external consultants facilitated BPR



Source: own study.

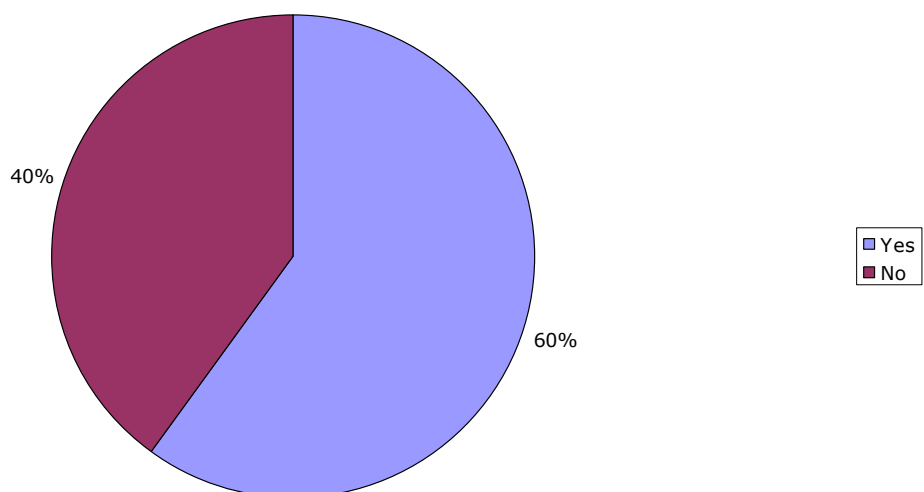
Diagram 210. Level of success



Source: own study.

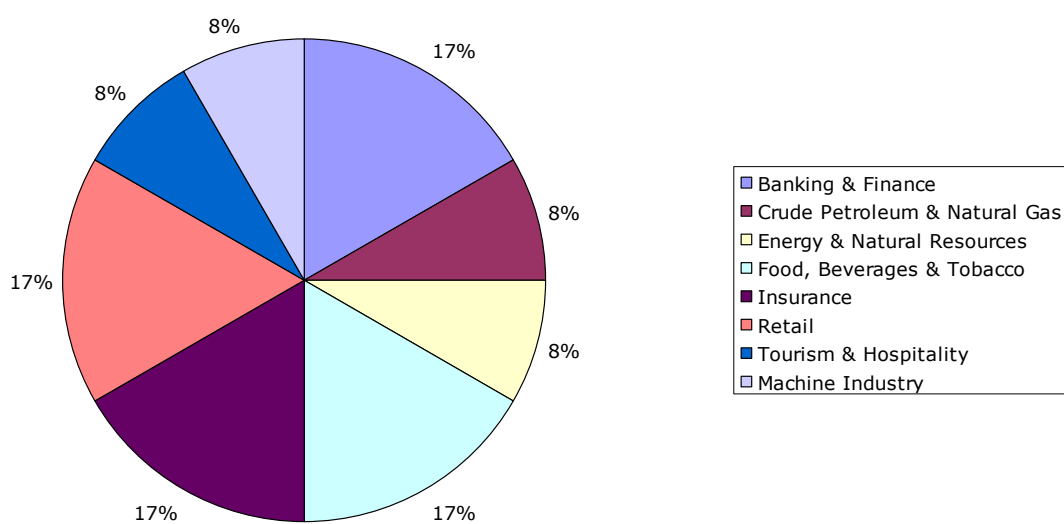
1.8. Greece

Diagram 211. Executive summary



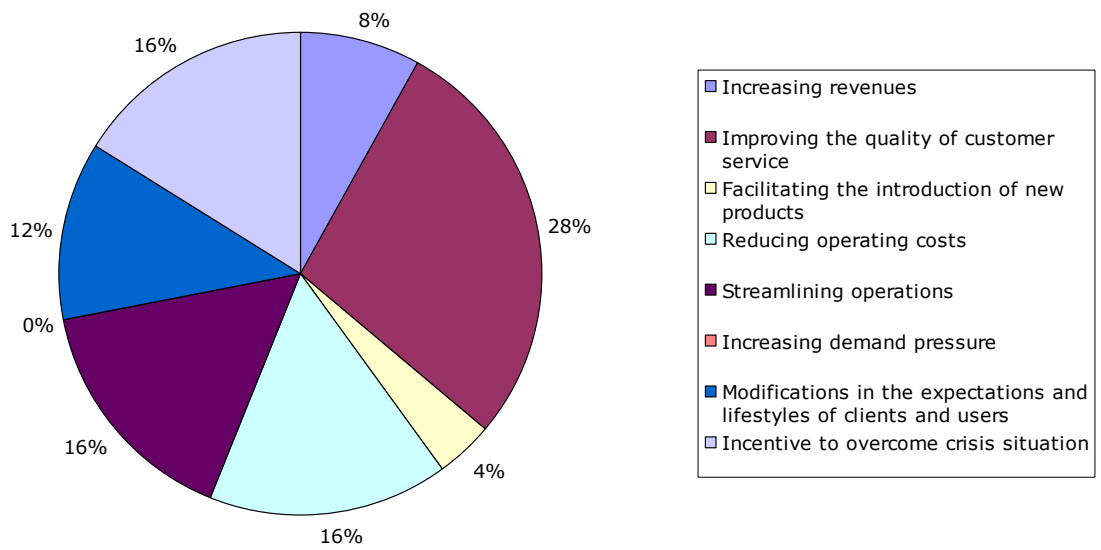
Source: own study.

Diagram 212. Industry



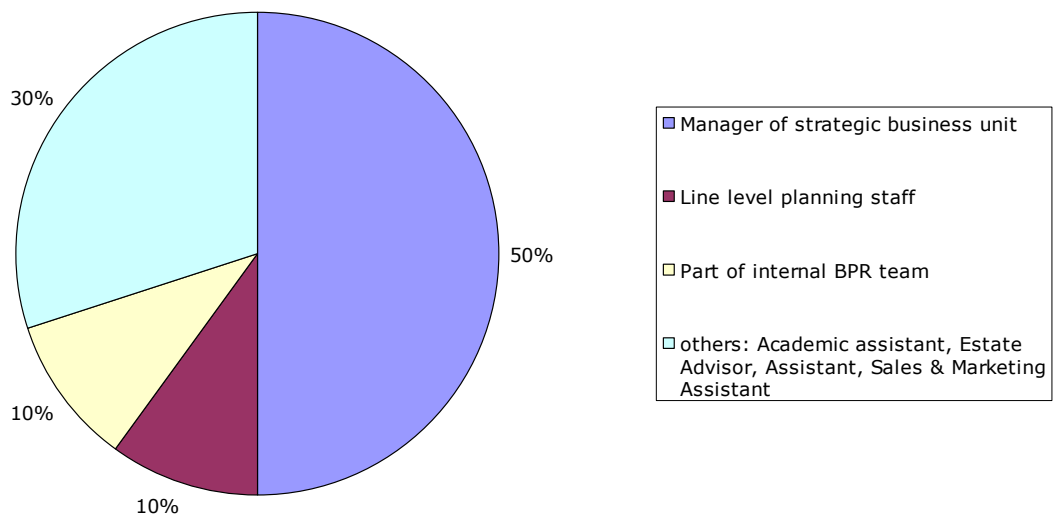
Source: own study.

Diagram 213. BPR reason



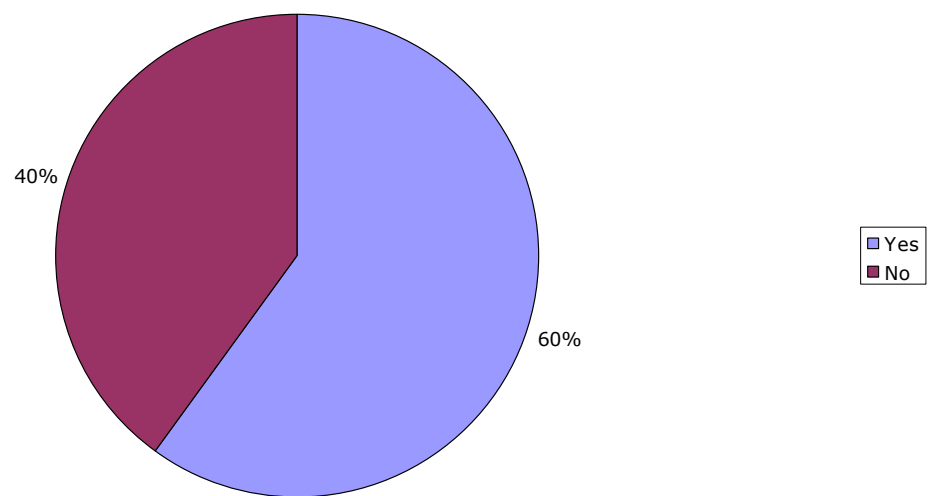
Source: own study.

Diagram 214. Corporate position



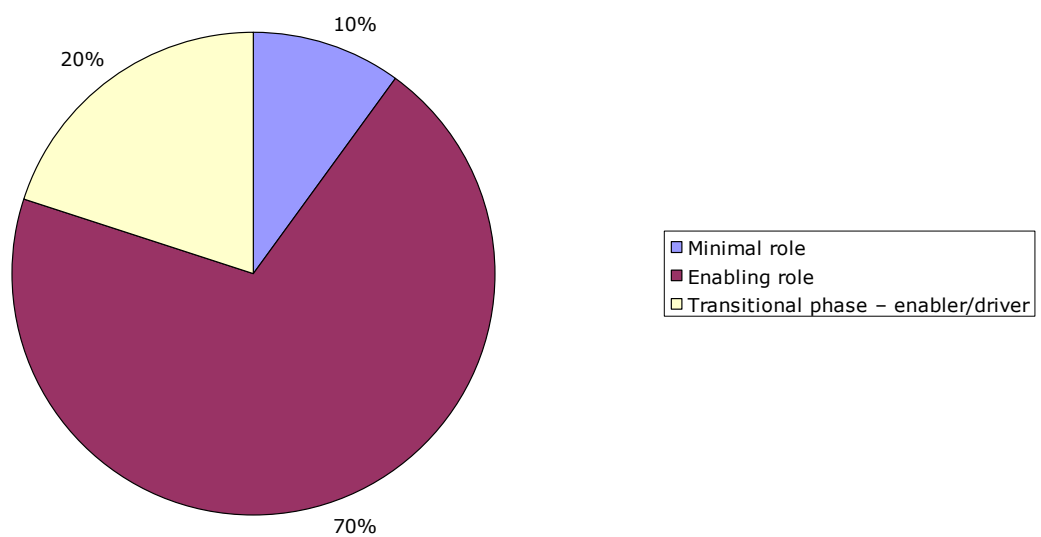
Source: own study.

Diagram 215. Help of external consultants



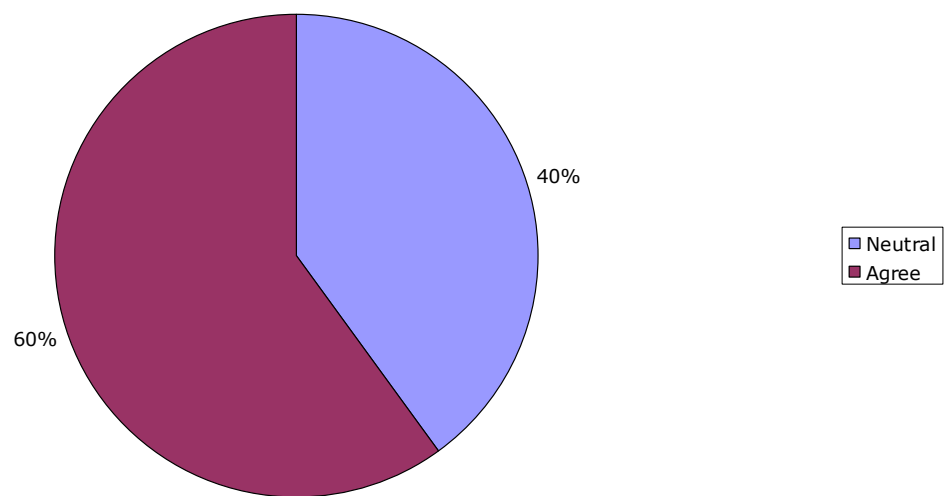
Source: own study.

Diagram 216. IT role



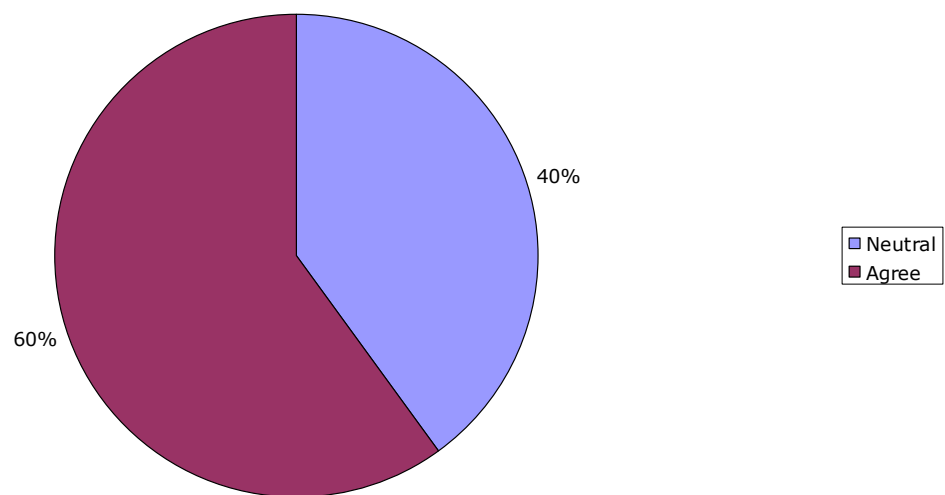
Source: own study.

Diagram 217. Efforts driven by core-customer focused business processes



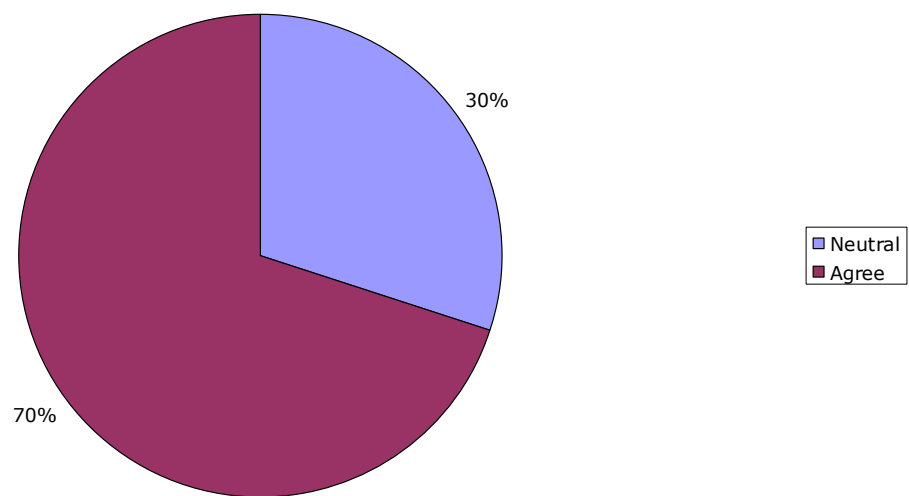
Source: own study.

Diagram 218. Part of corporate strategy



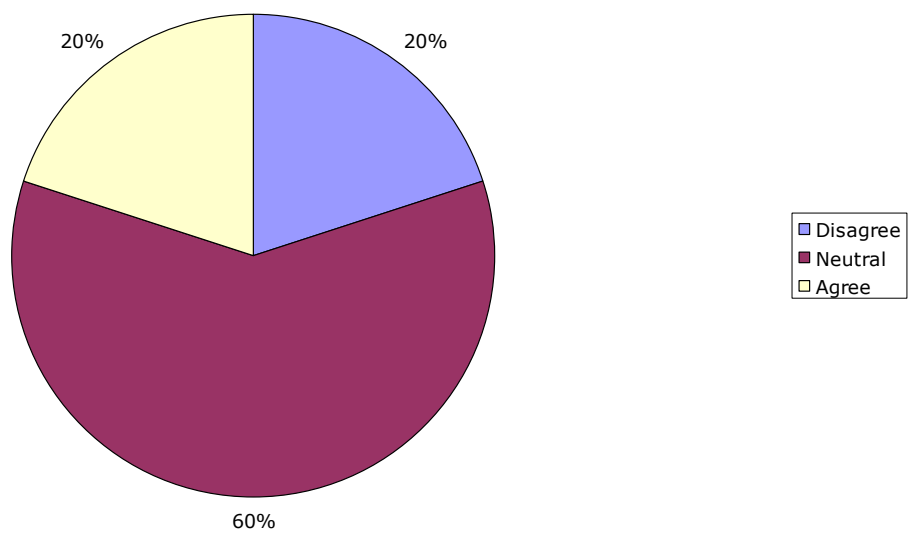
Source: own study.

Diagram 219. Change of organizational culture



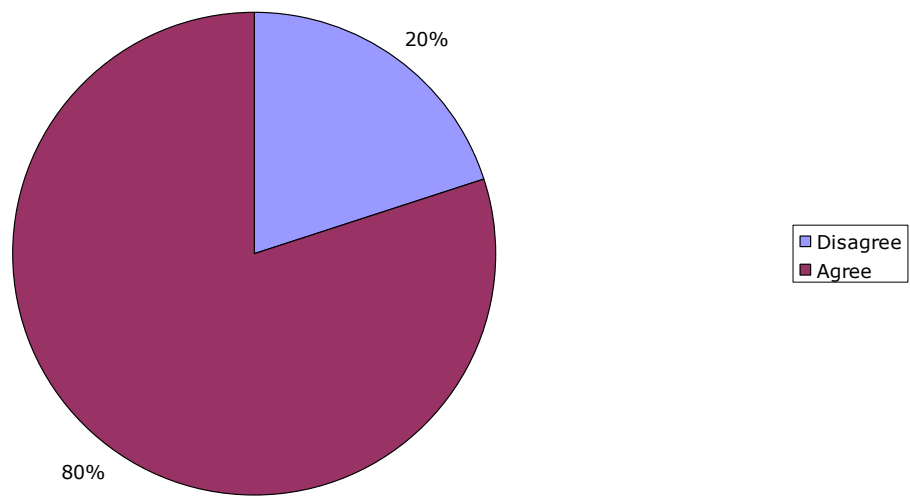
Source: own study.

Diagram 220. "Clean slate" opportunity



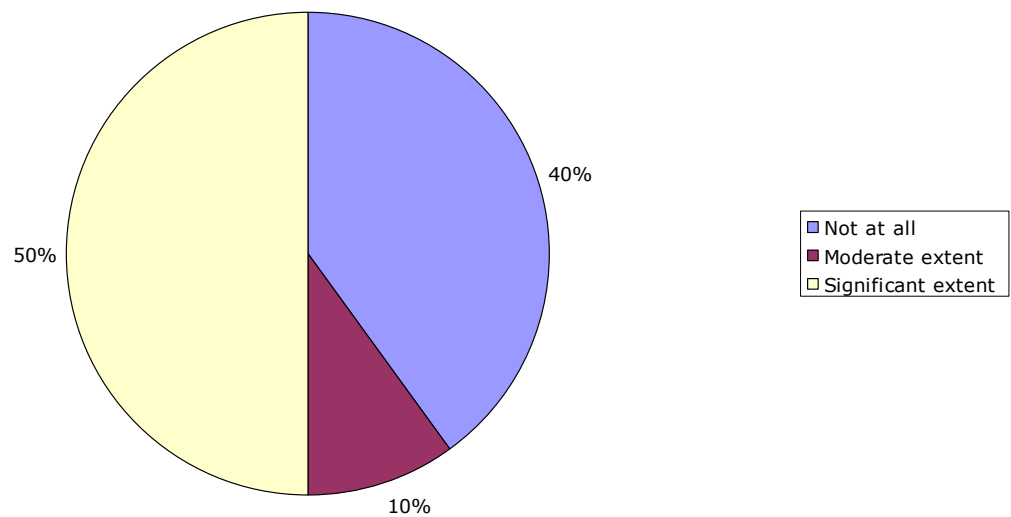
Source: own study.

Diagram 221. Learning capabilities



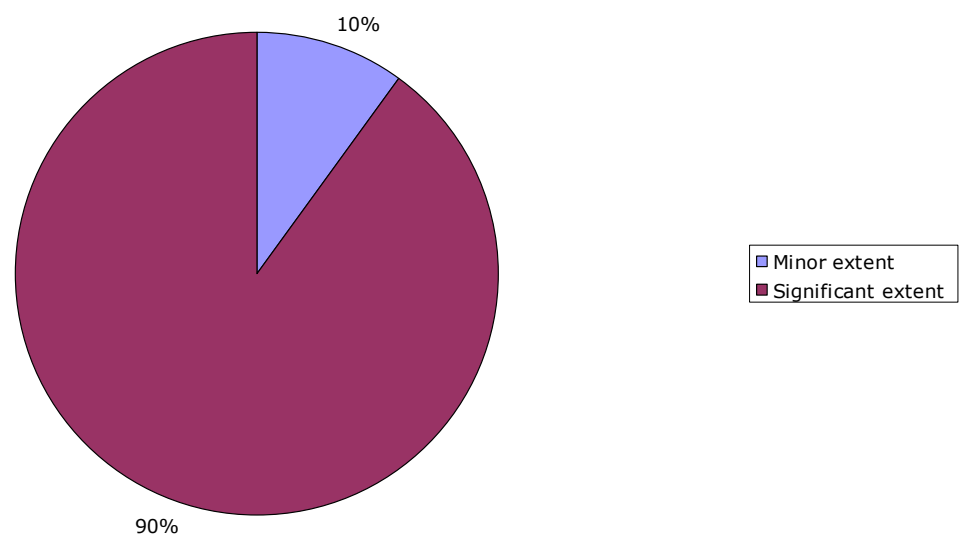
Source: own study.

Diagram 222. Help of external consultants as a base for success



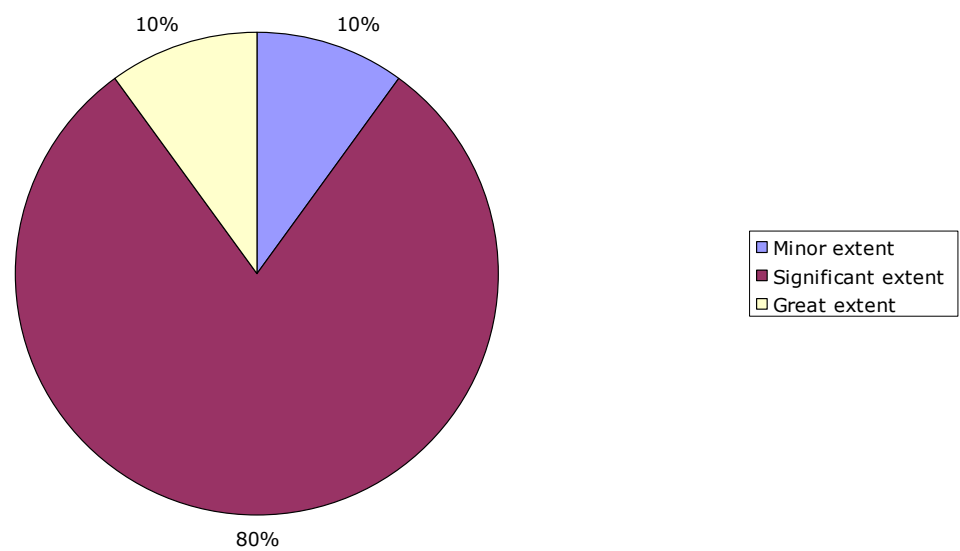
Source: own study.

Diagram 223. IT - integral part of BPR



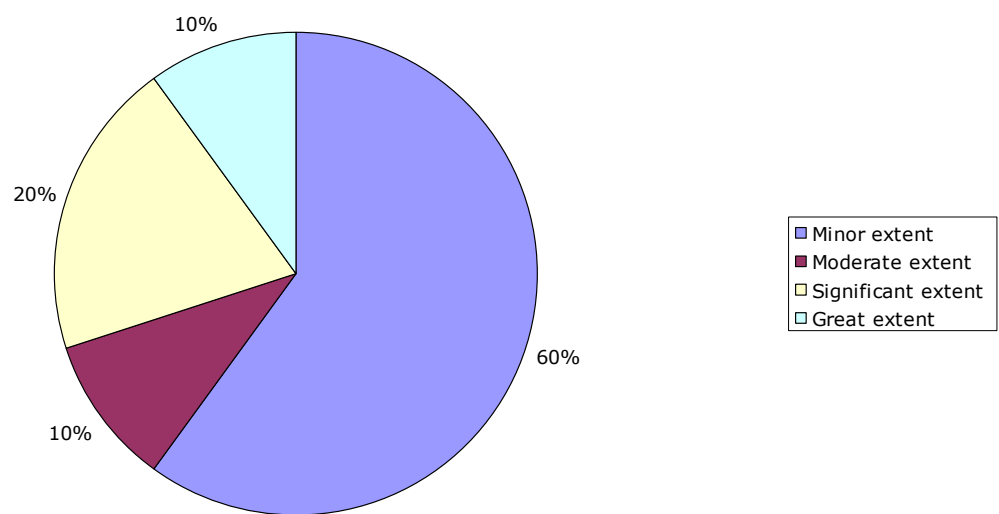
Source: own study.

Diagram 224. Customer feedback



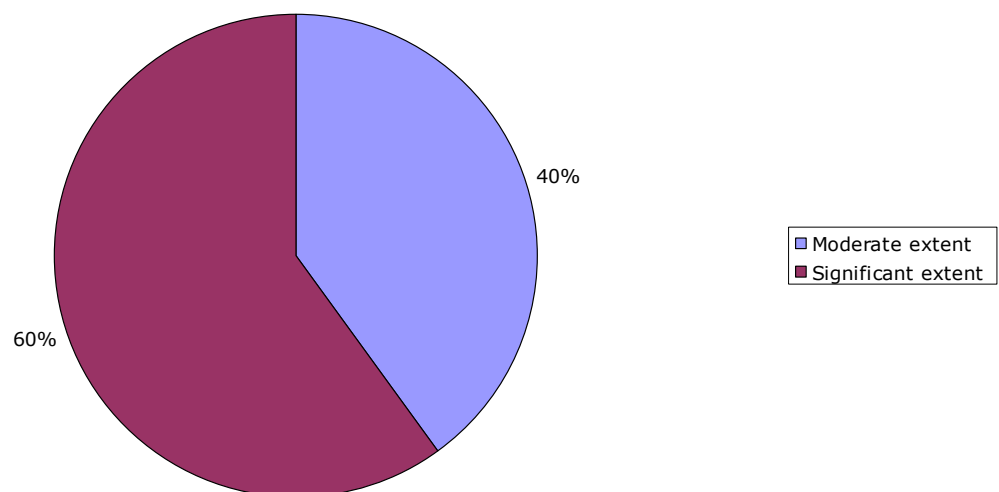
Source: own study.

Diagram 225. Competitive pressures



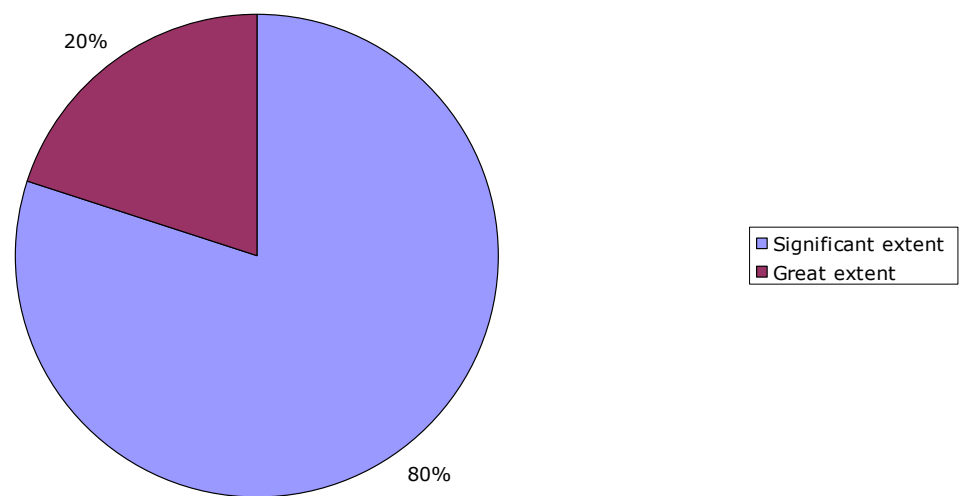
Source: own study.

Diagram 226. Proactive approach



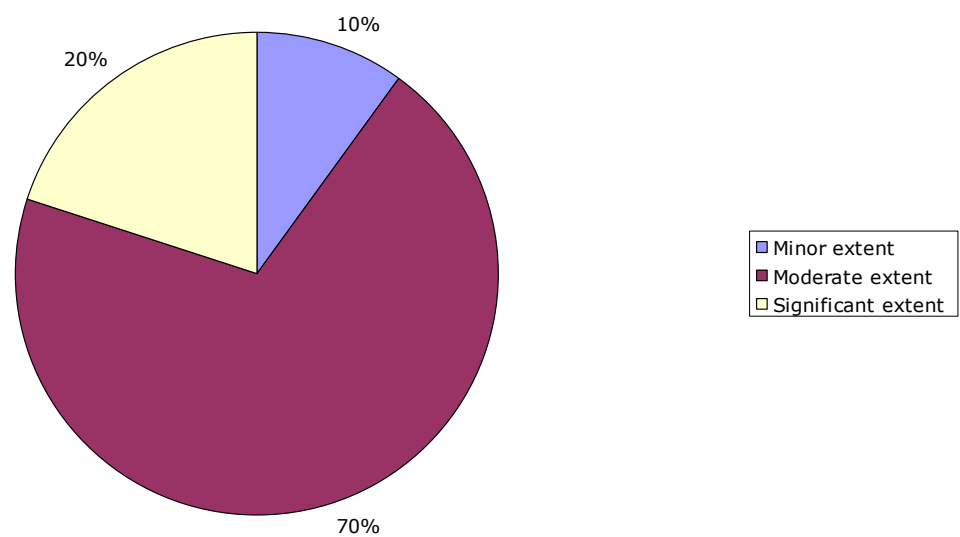
Source: own study.

Diagram 227. Front office



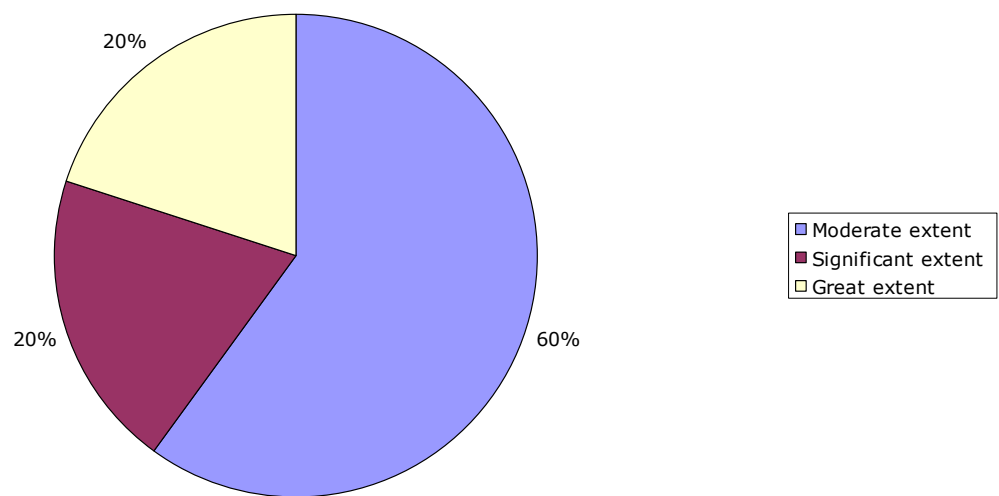
Source: own study.

Diagram 228. Back office



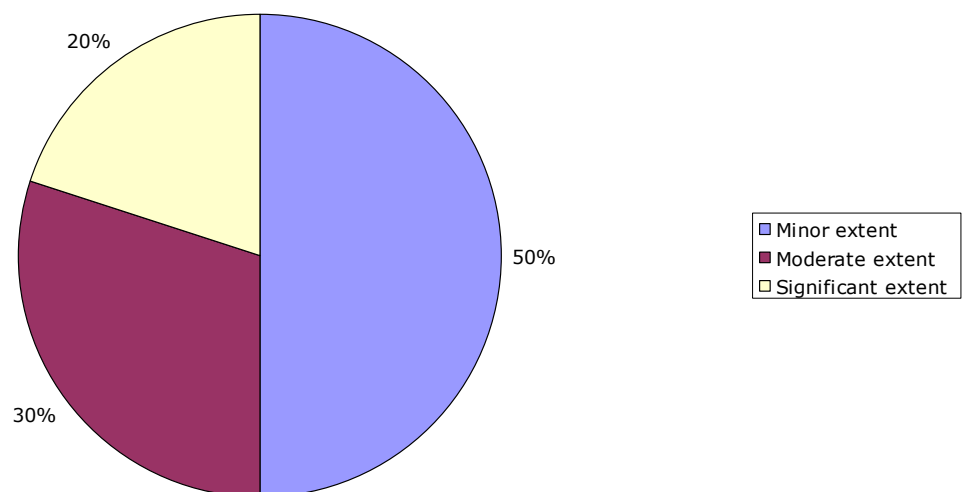
Source: own study.

Diagram 229. Personnel



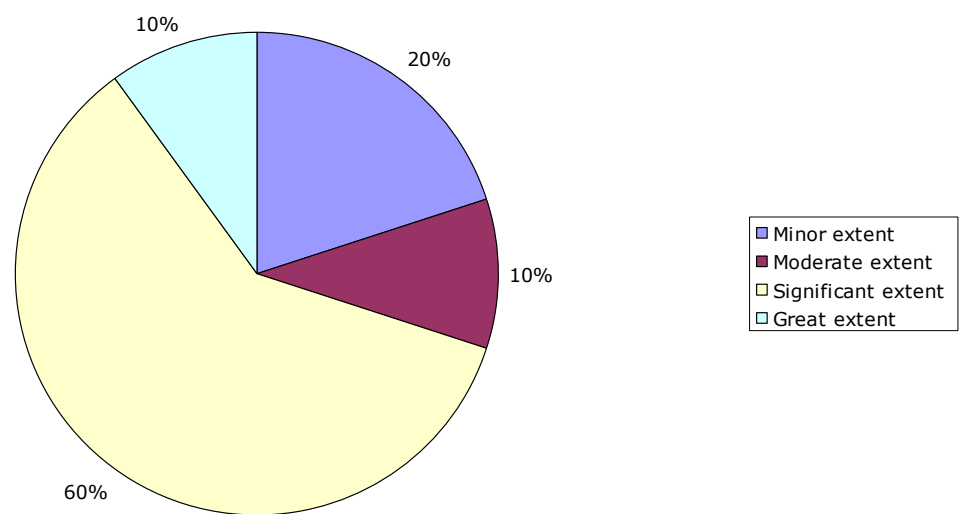
Source: own study.

Diagram 230. Property maintenance



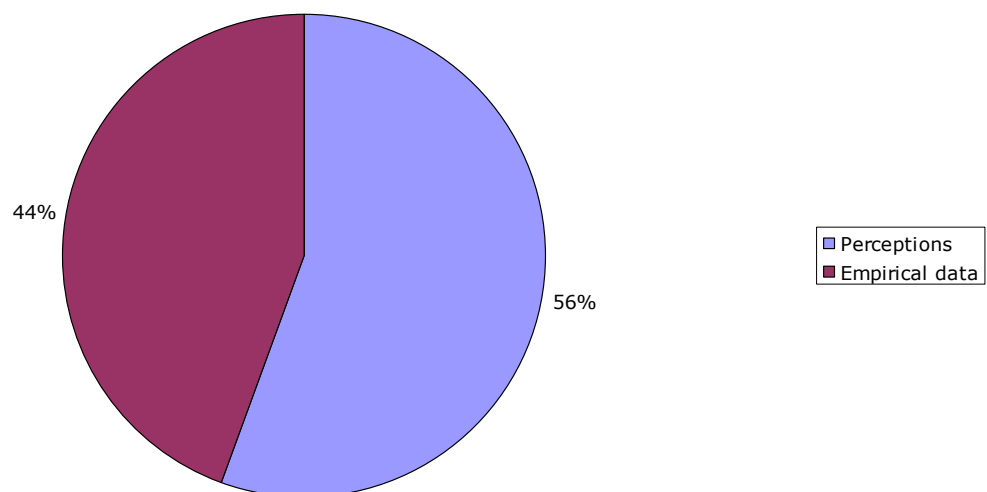
Source: own study.

Diagram 231. Information technology



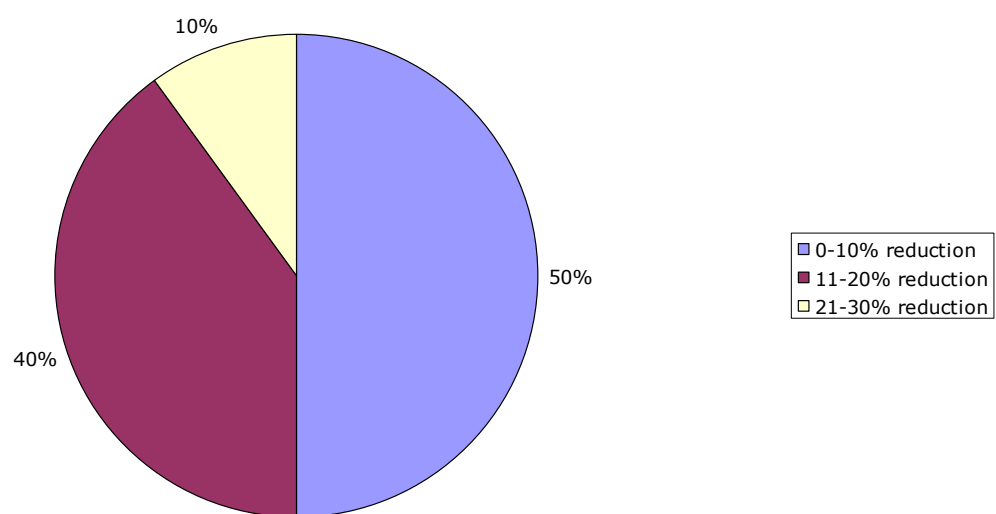
Source: own study.

Diagram 232. Questions based on:



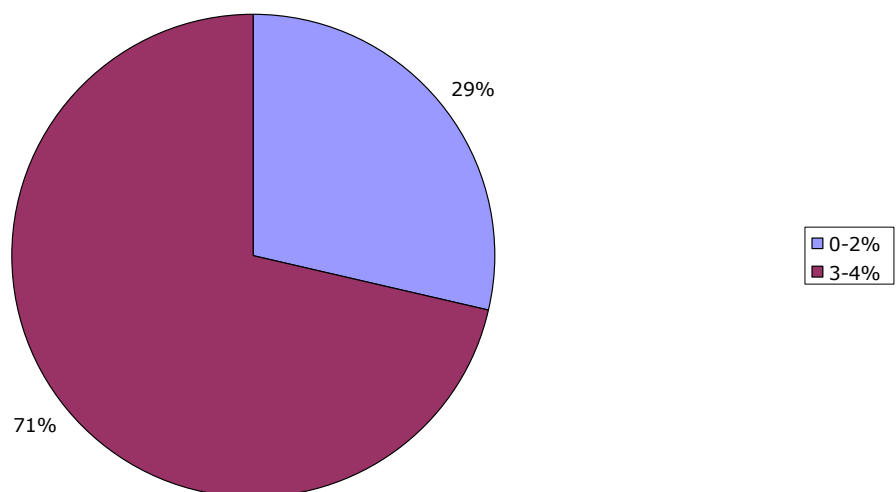
Source: own study.

Diagram 233. Change in workforce



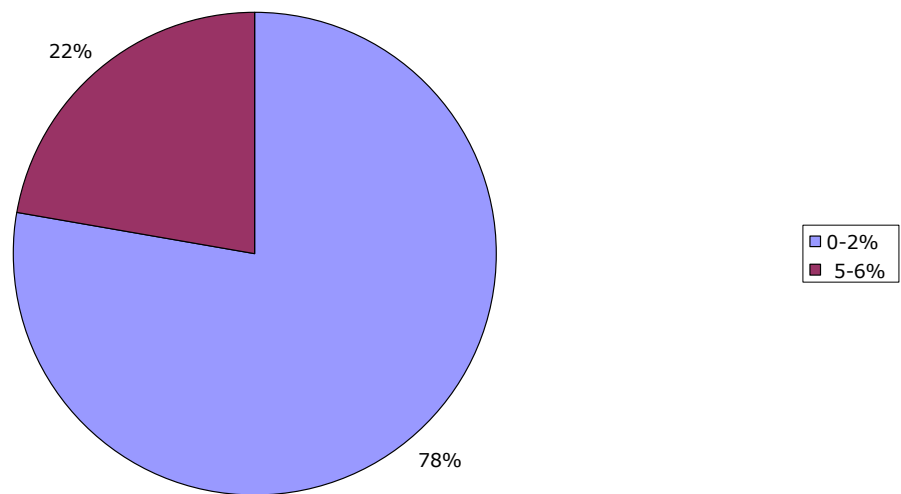
Source: own study.

Diagram 234. Return on equity



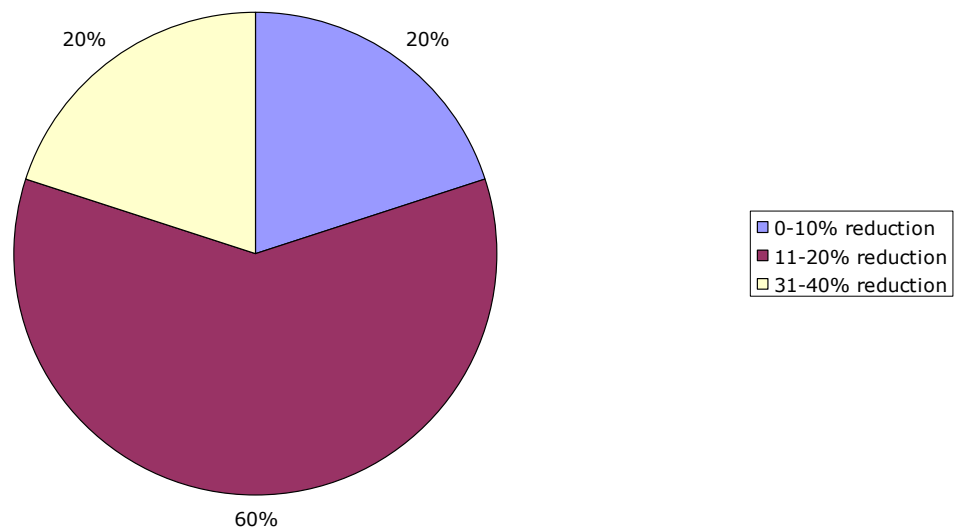
Source: own study.

Diagram 235. Cost/income



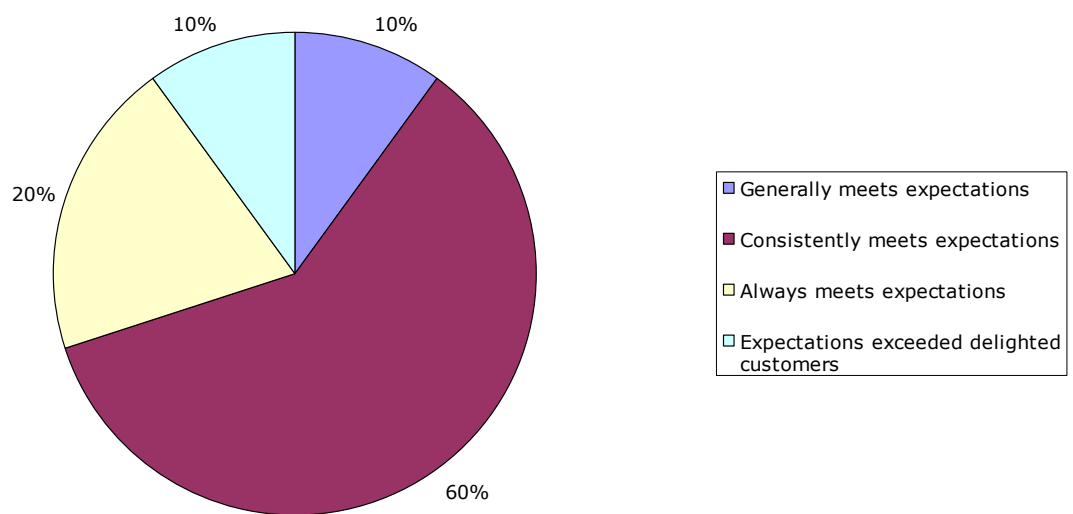
Source: own study.

Diagram 236. Cycle time



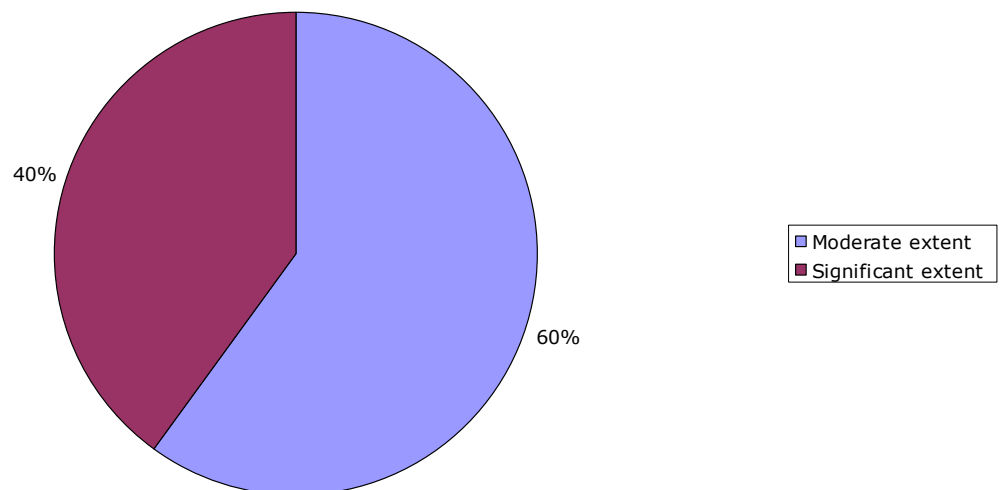
Source: own study.

Diagram 237. Organizations ability to satisfy customers needs



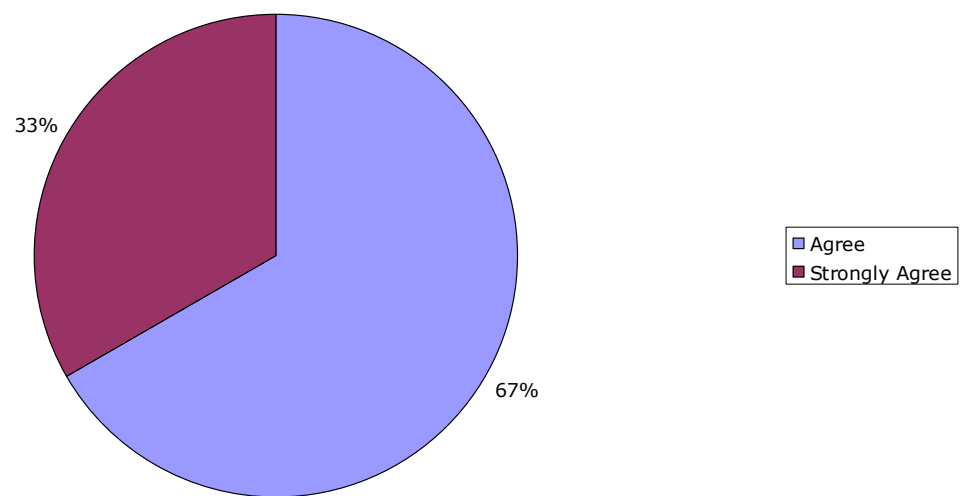
Source: own study.

Diagram 238. Organizational culture



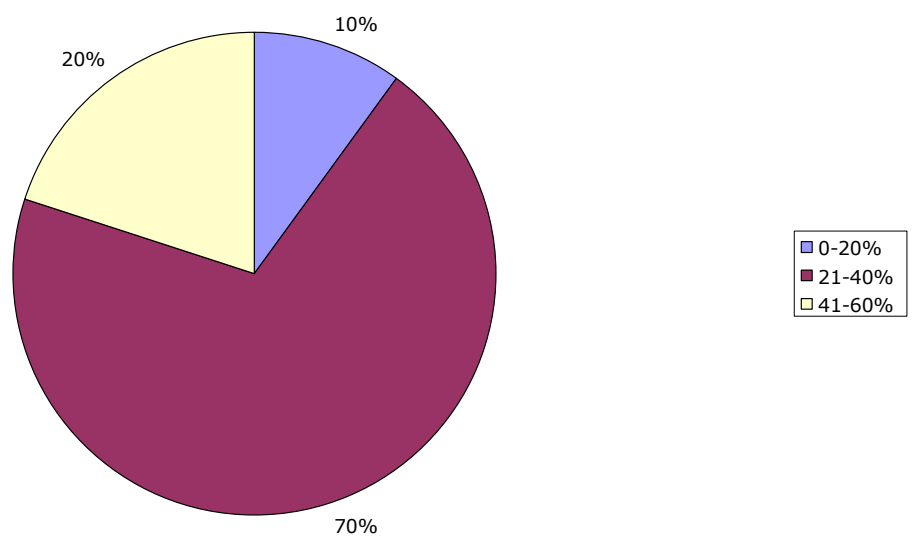
Source: own study.

Diagram 239. Cooperation with external consultants facilitated BPR



Source: own study.

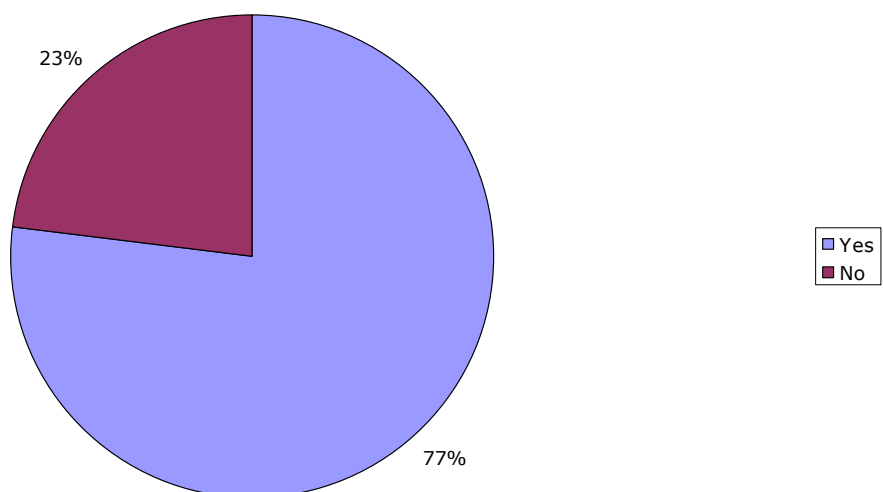
Diagram 240. Level of success



Source: own study.

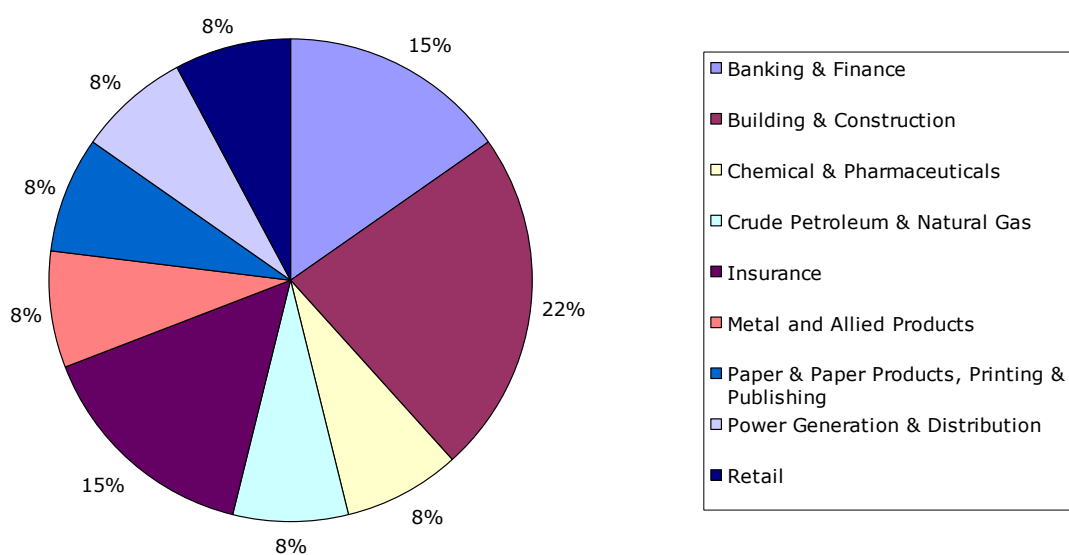
1.9. Ireland

Diagram 241. Executive summary



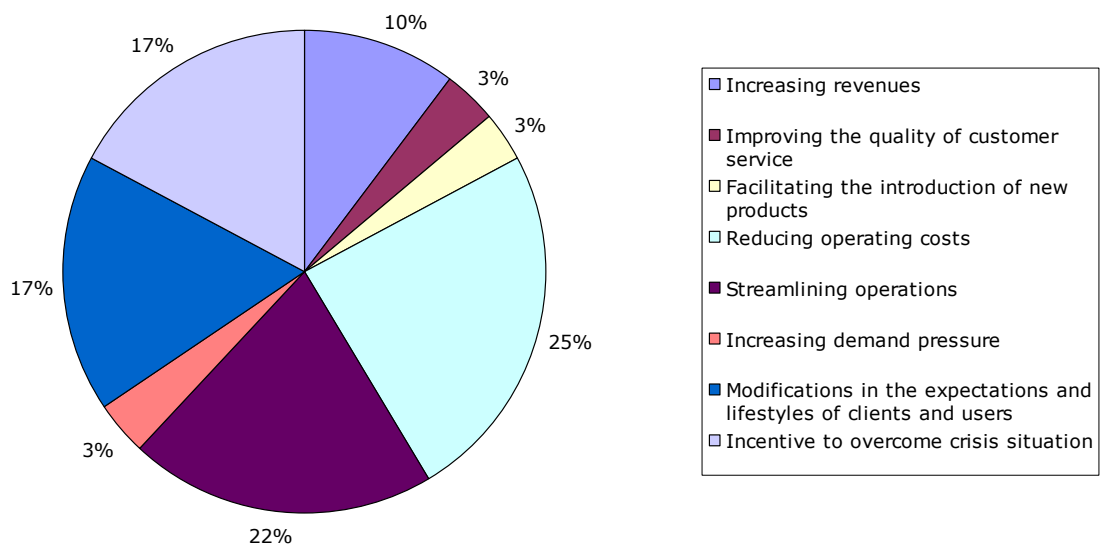
Source: own study.

Diagram 242. Industry



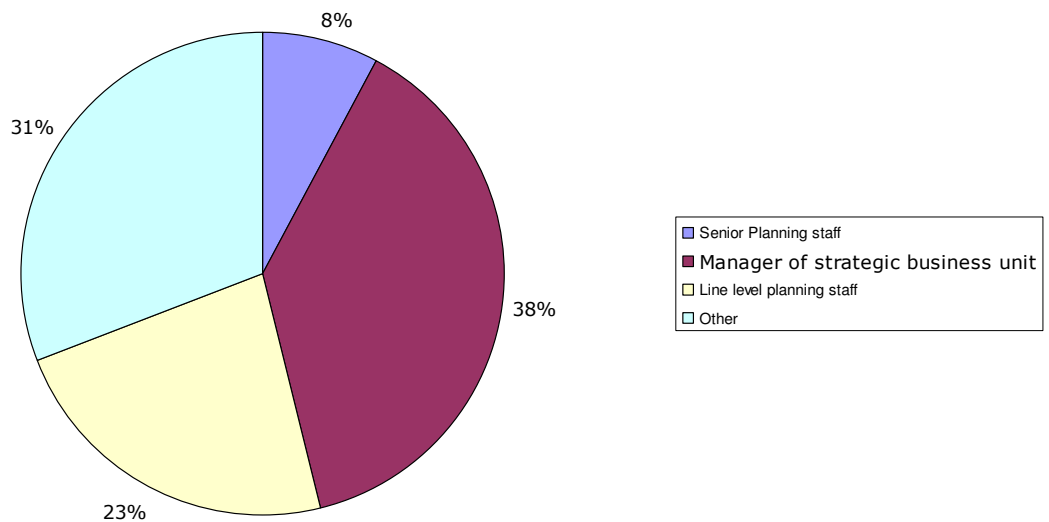
Source: own study.

Diagram 243. BPR reason



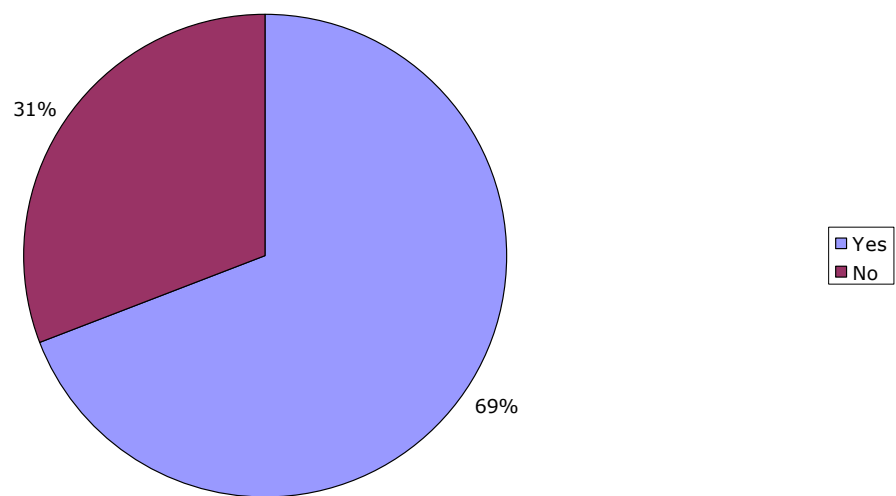
Source: own study.

Diagram 244. Corporate position



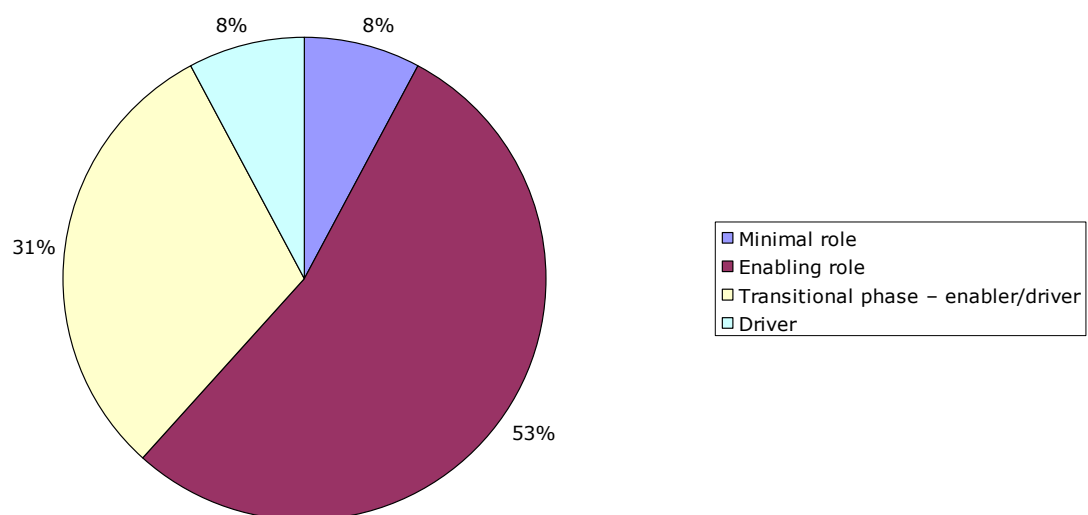
Source: own study.

Diagram 245. Help of external consultants



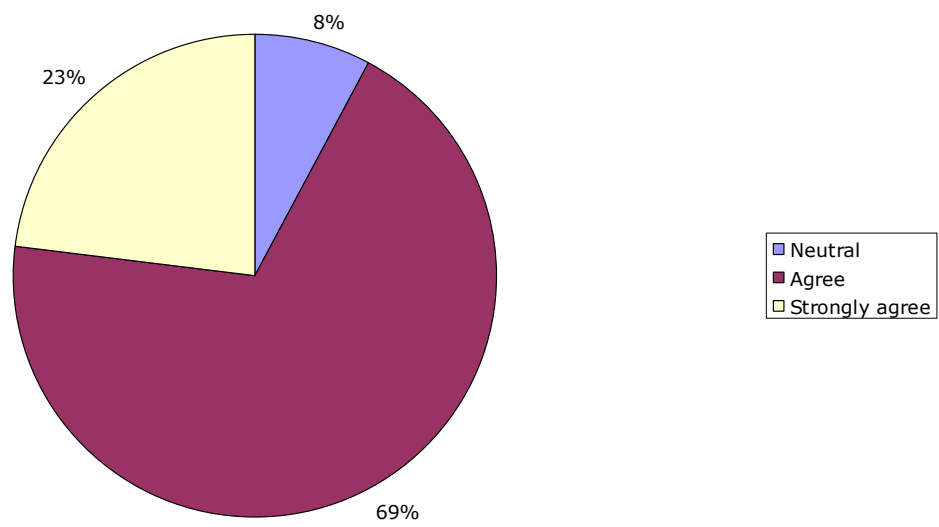
Source: own study.

Diagram 246. IT role



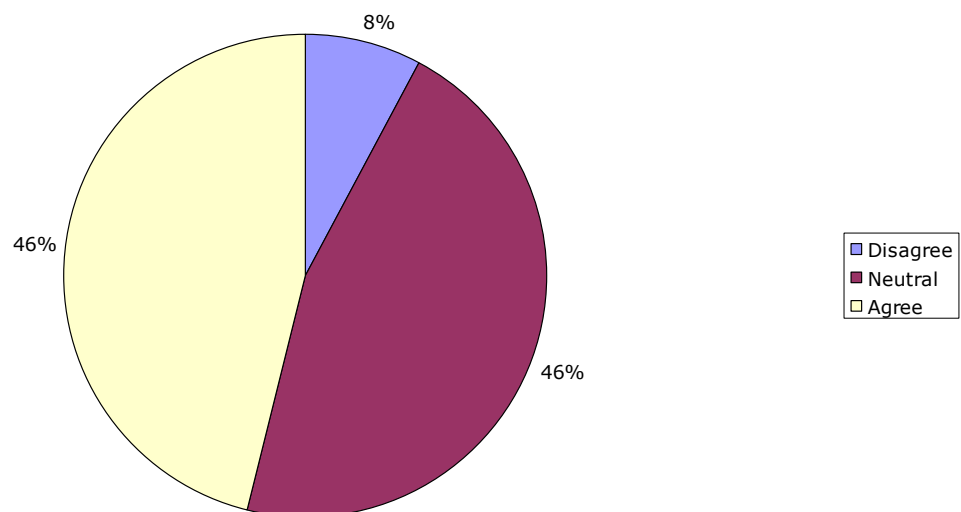
Source: own study.

Diagram 247. Efforts driven by core-customer focused business processes



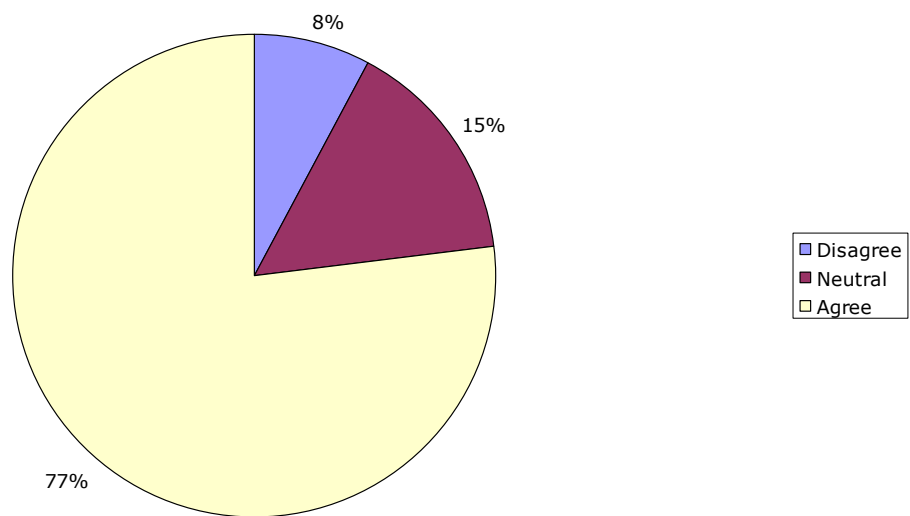
Source: own study.

Diagram 248. Part of corporate strategy



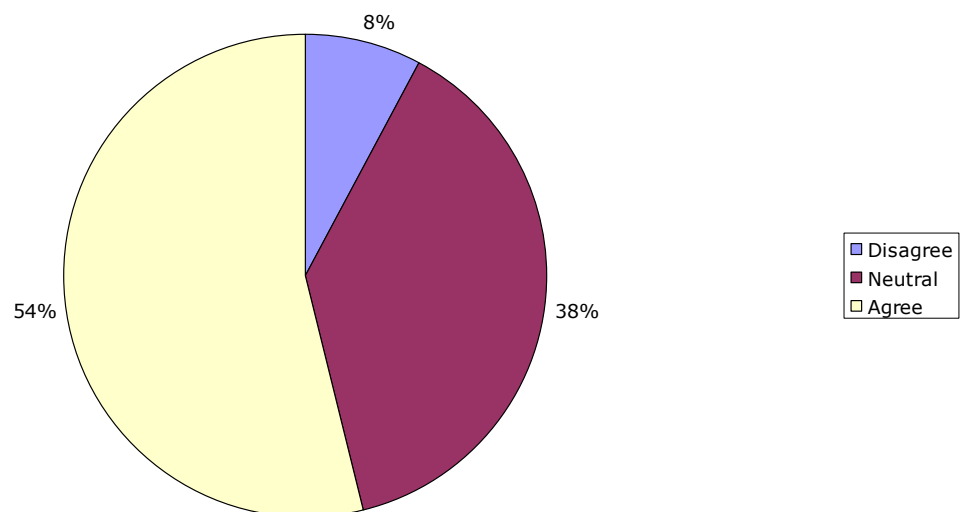
Source: own study.

Diagram 249. Change of organizational culture



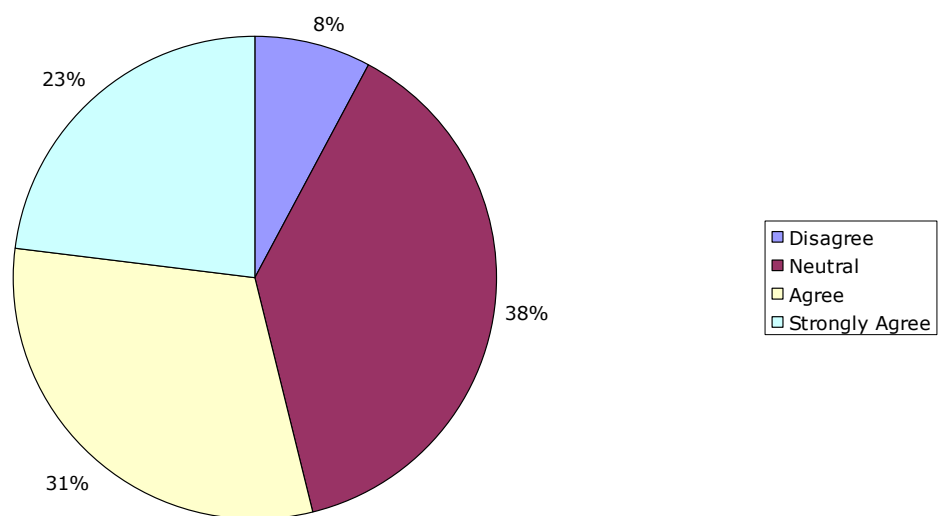
Source: own study.

Diagram 250. "Clean slate" opportunity



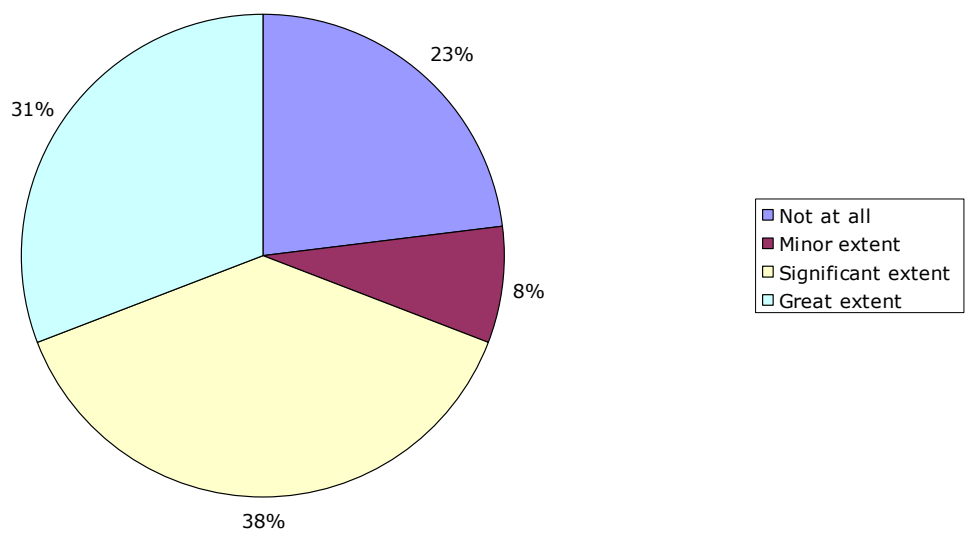
Source: own study.

Diagram 251. Learning capabilities



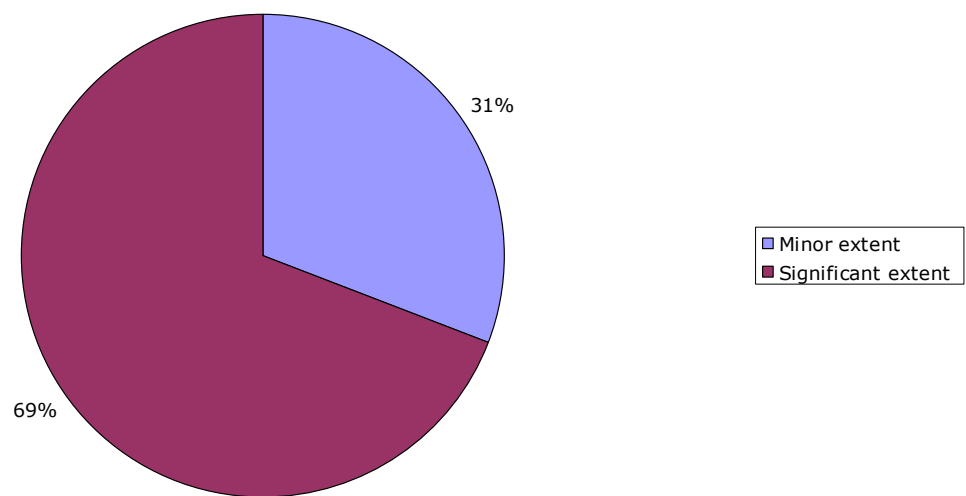
Source: own study.

Diagram 252. Help of external consultants as a base for success



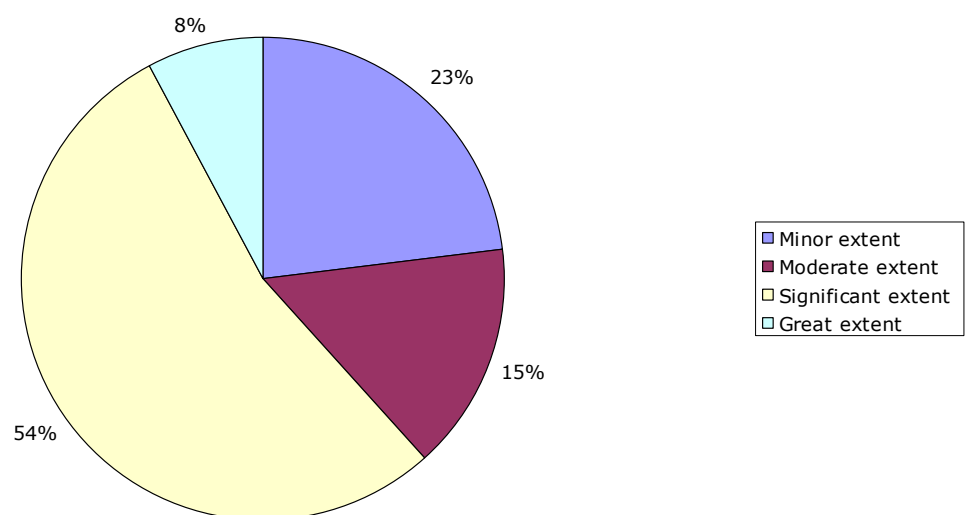
Source: own study.

Diagram 253. IT - integral part of BPR



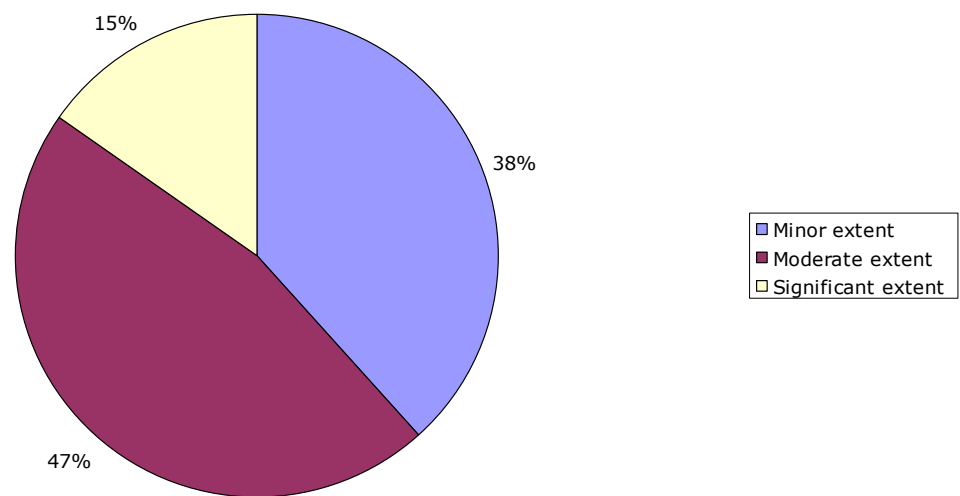
Source: own study.

Diagram 254. Customer feedback



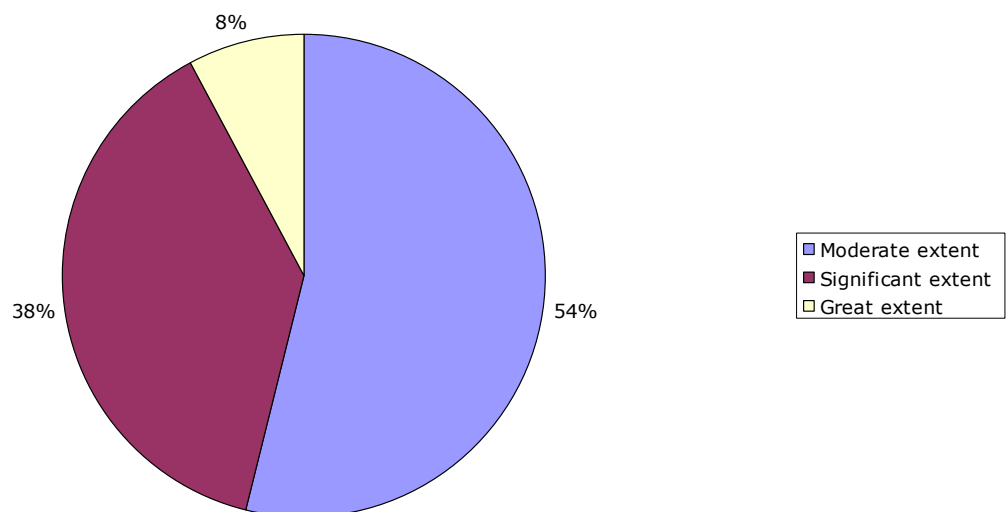
Source: own study.

Diagram 255. Competitive pressures



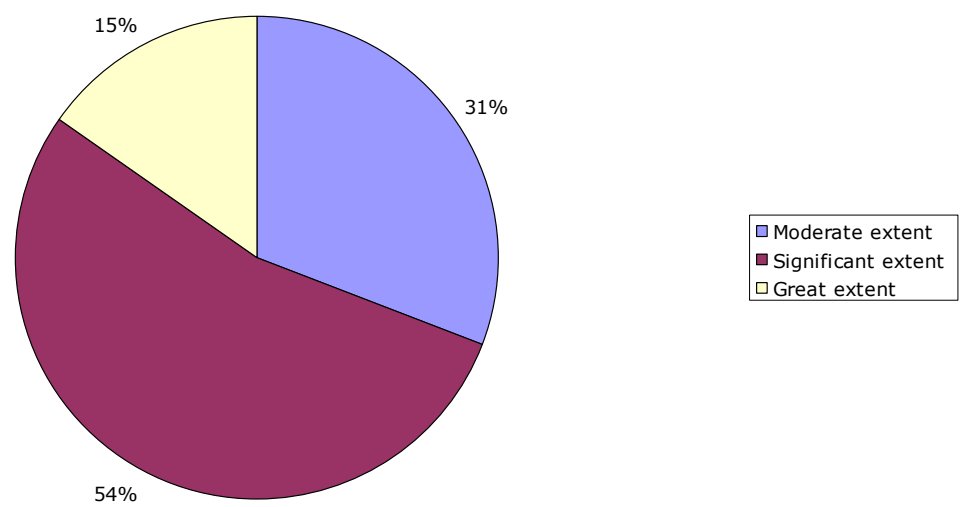
Source: own study.

Diagram 256. Proactive approach



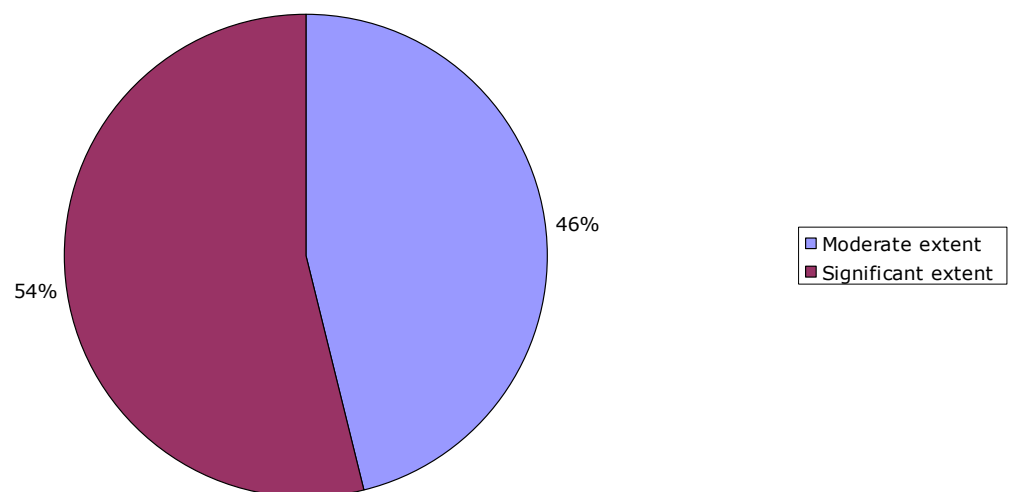
Source: own study.

Diagram 257. Front office



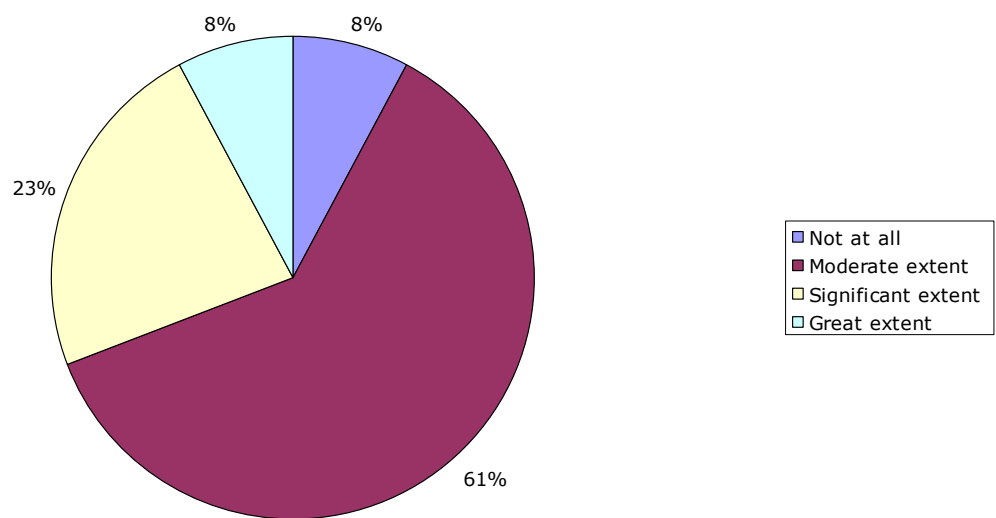
Source: own study.

Diagram 258. Back office



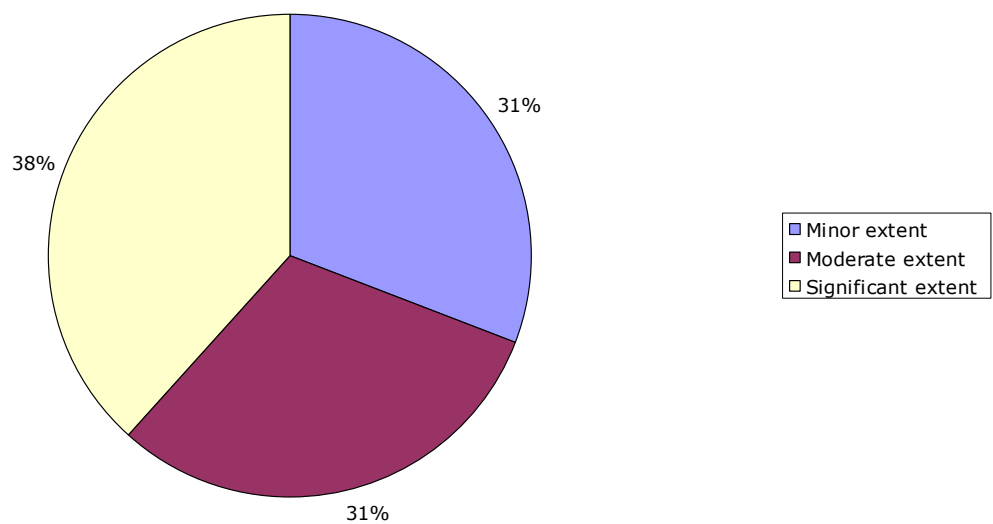
Source: own study.

Diagram 259. Personnel



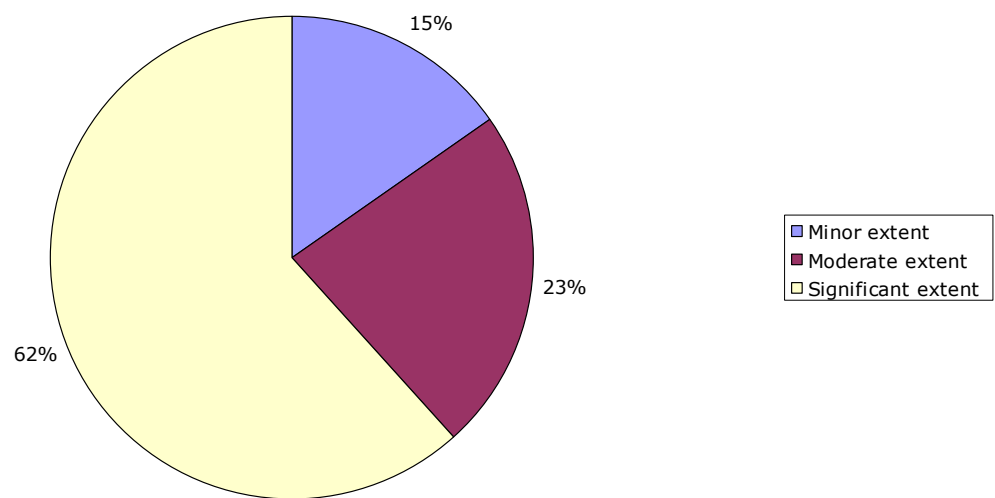
Source: own study.

Diagram 260. Property maintenance



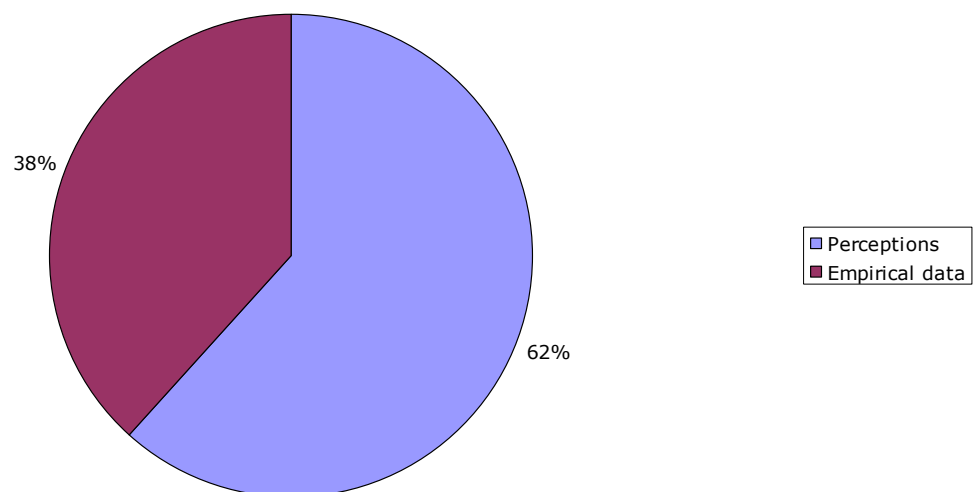
Source: own study.

Diagram 261. Information technology



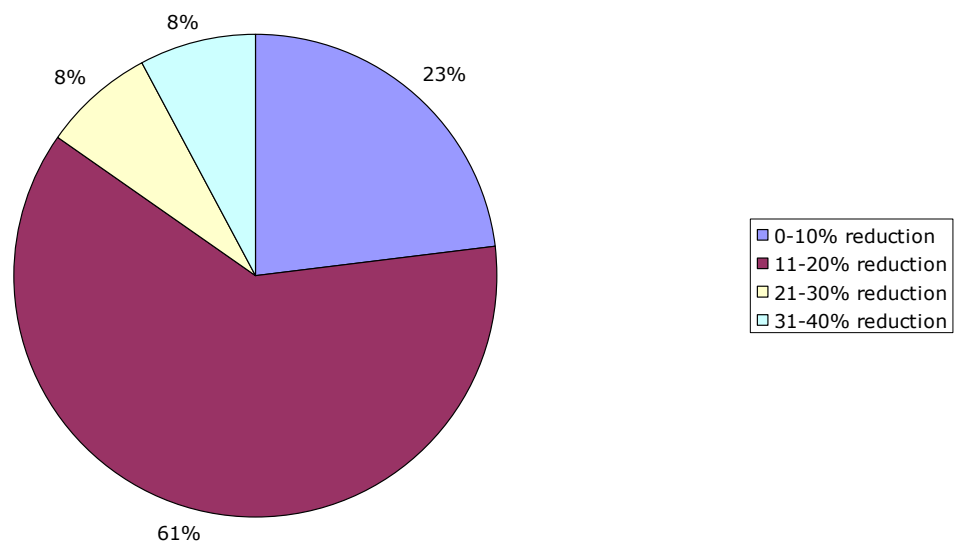
Source: own study.

Diagram 262. Questions based on:



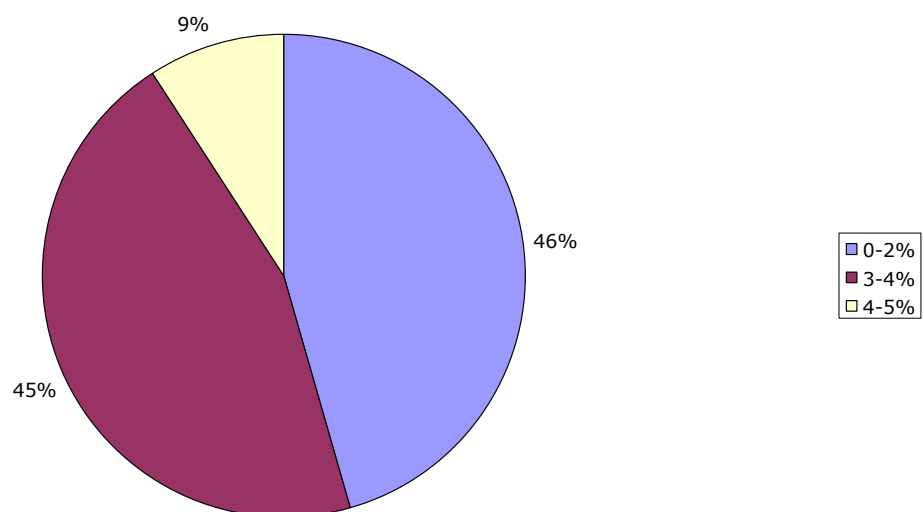
Source: own study.

Diagram 263. Change in workforce



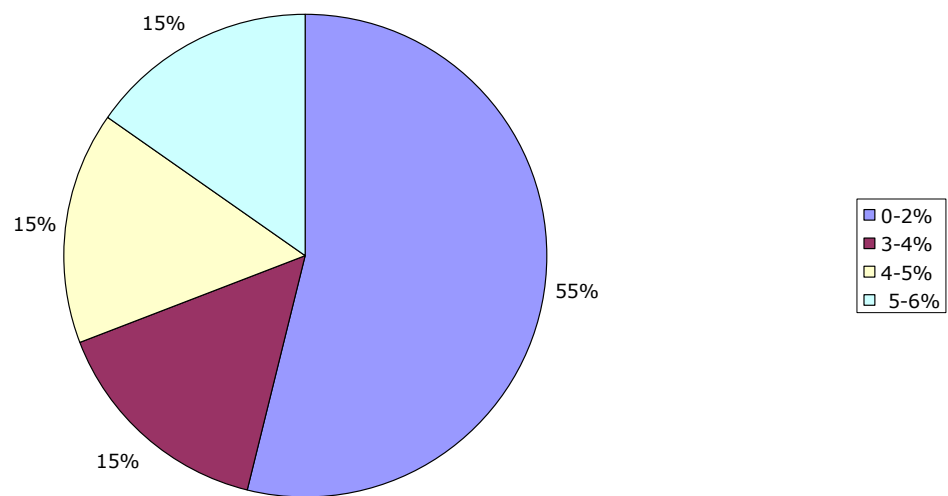
Source: own study.

Diagram 264. Return on equity



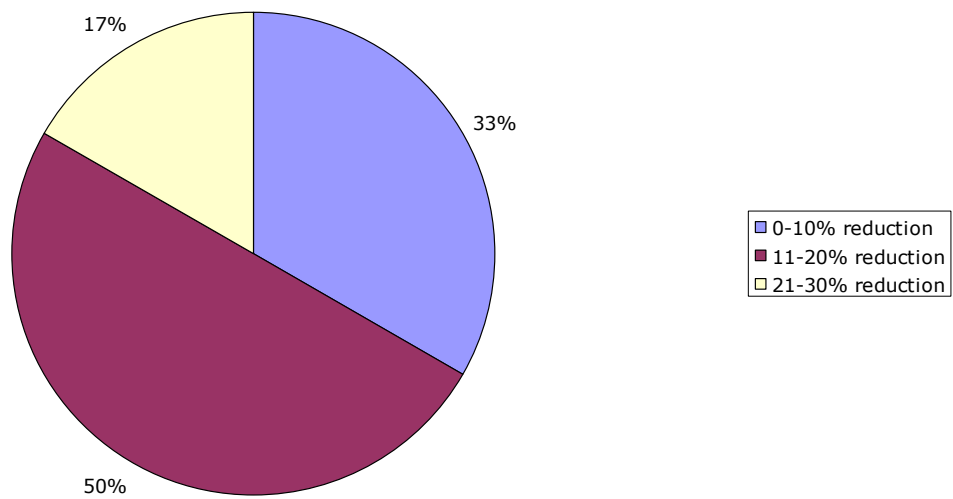
Source: own study.

Diagram 265. Cost/income



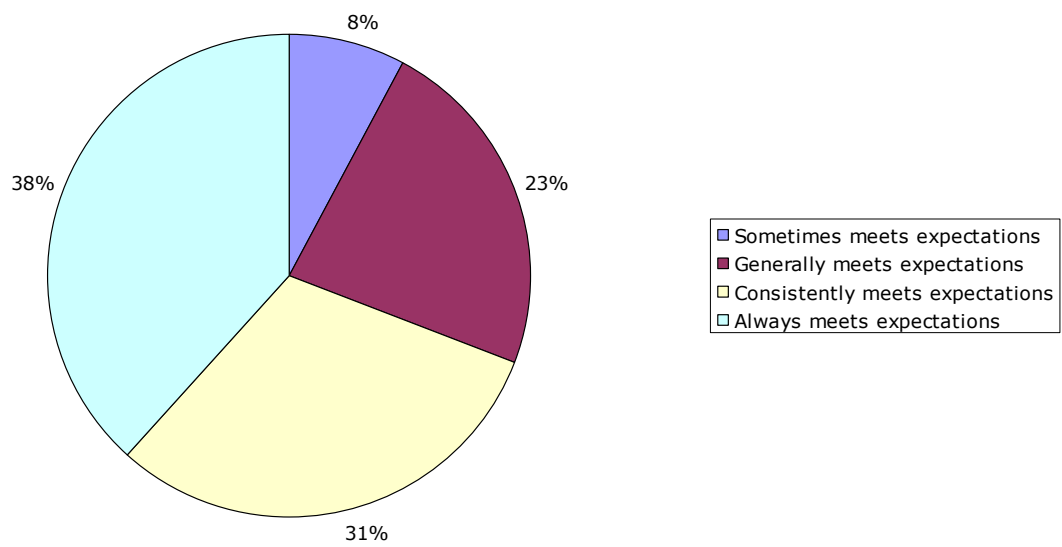
Source: own study.

Diagram 266. Cycle time



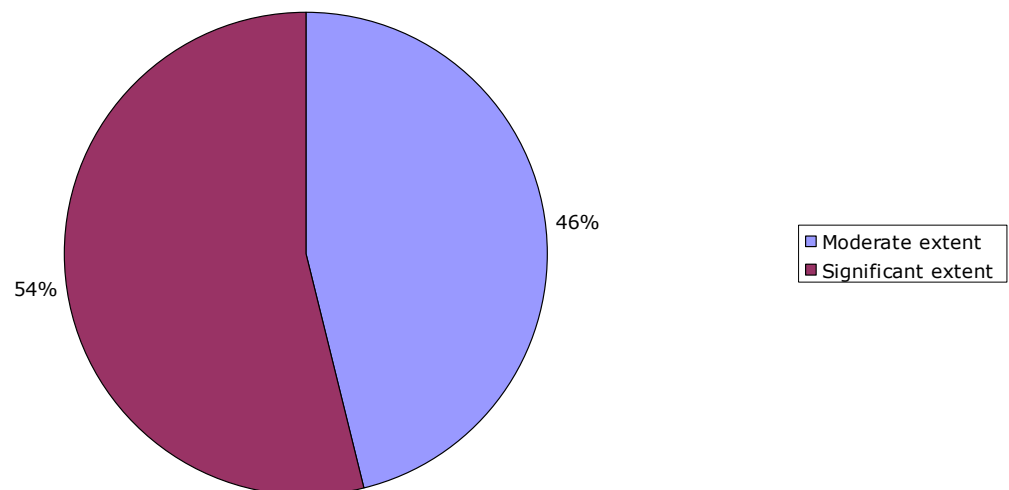
Source: own study.

Diagram 267. Organizations ability to satisfy customers needs



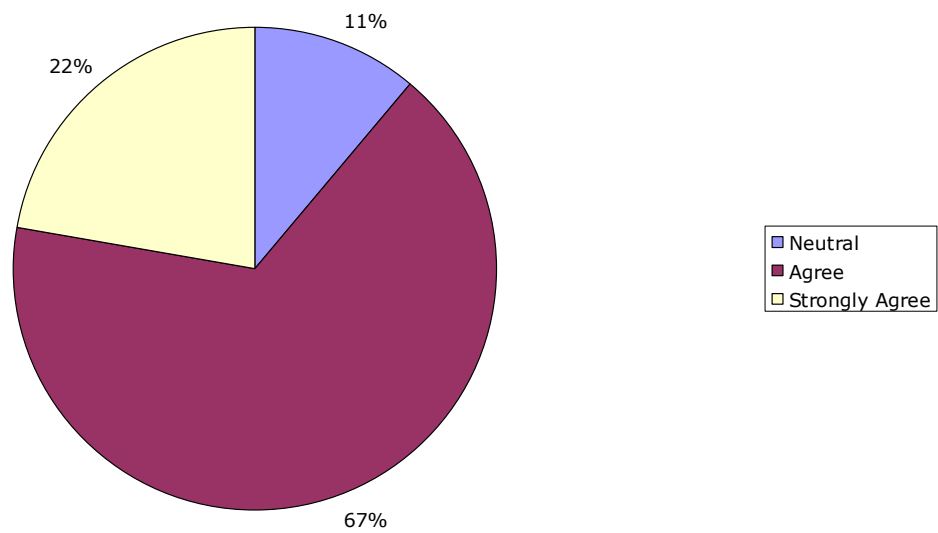
Source: own study.

Diagram 268. Organizational culture



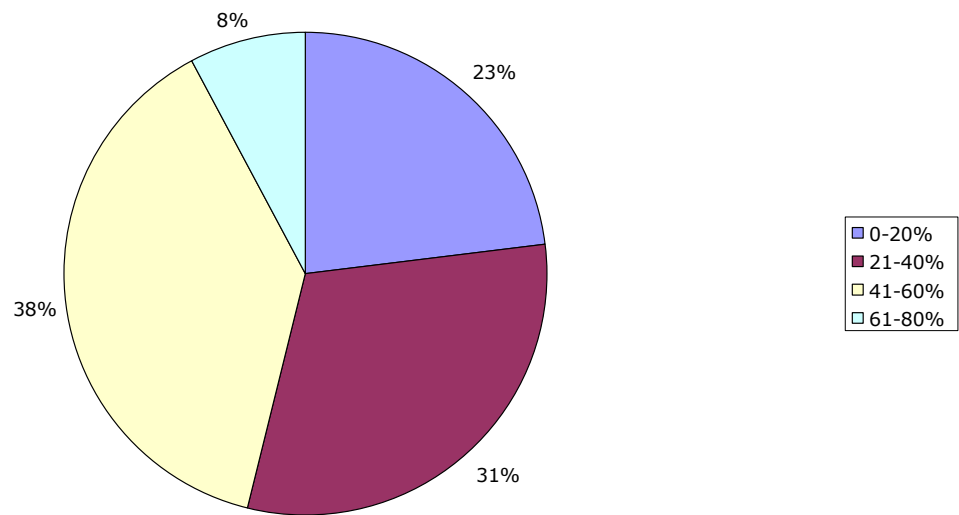
Source: own study.

Diagram 269. Cooperation with external consultants facilitated BPR



Source: own study.

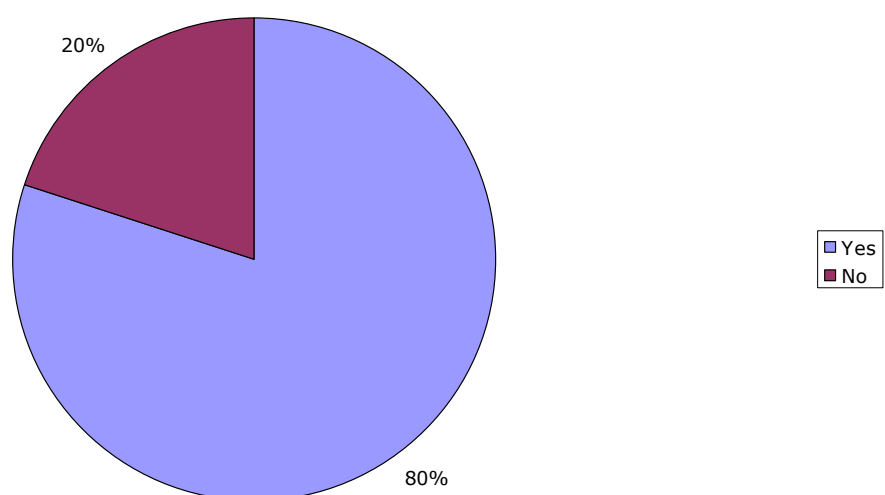
Diagram 270. Level of success



Source: own study.

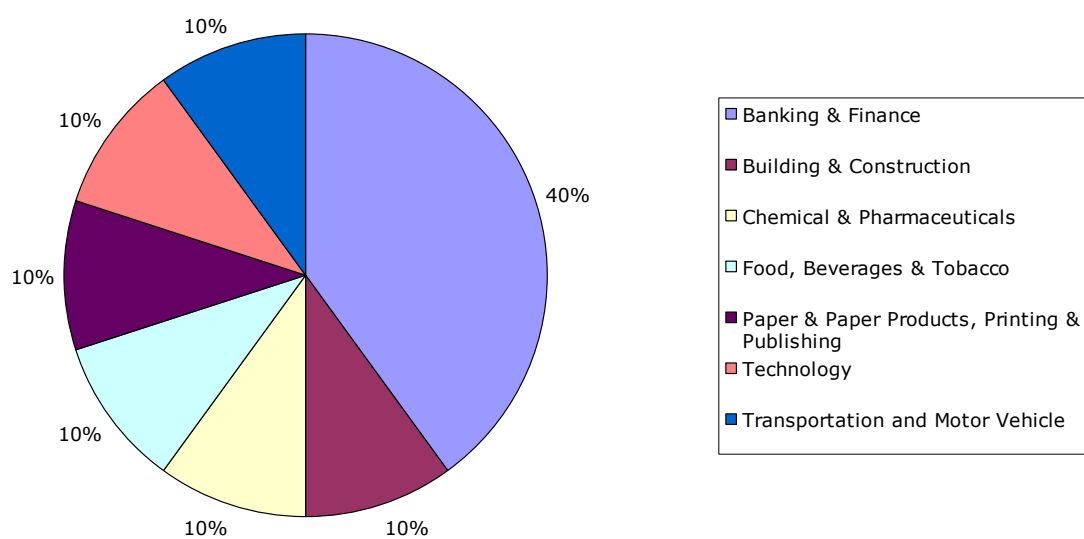
1.10. Italy

Diagram 271. Executive summary



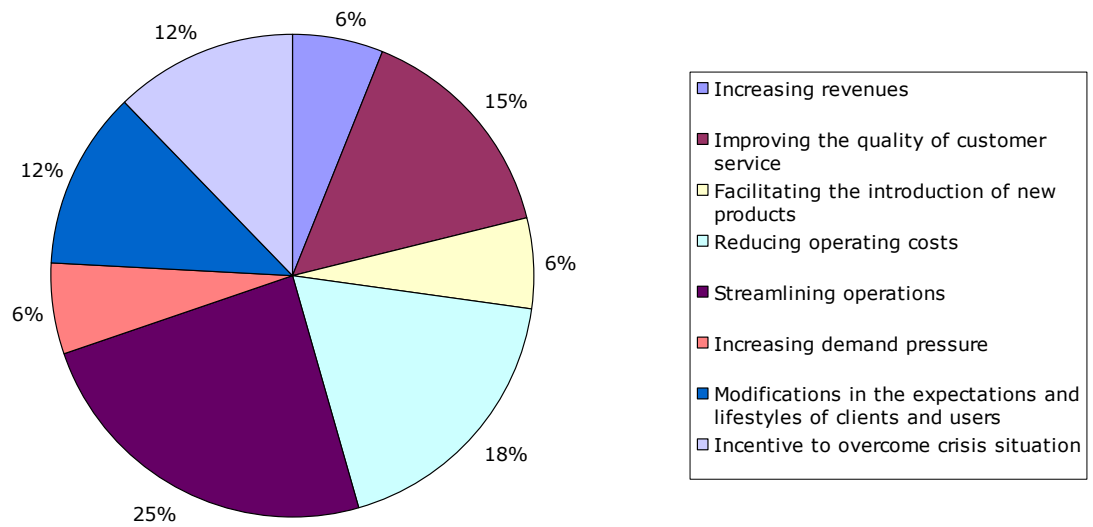
Source: own study.

Diagram 272. Industry



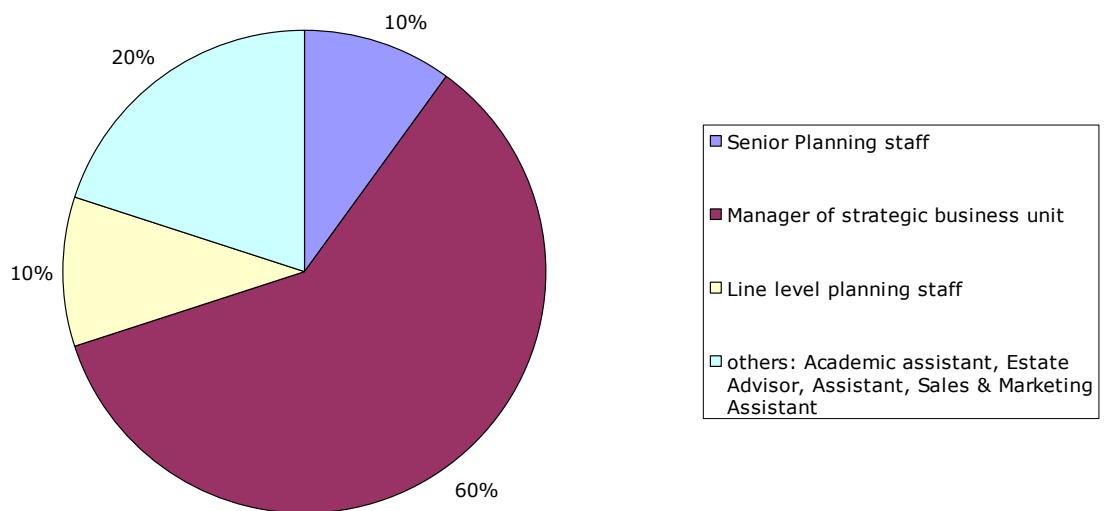
Source: own study.

Diagram 273. BPR reason



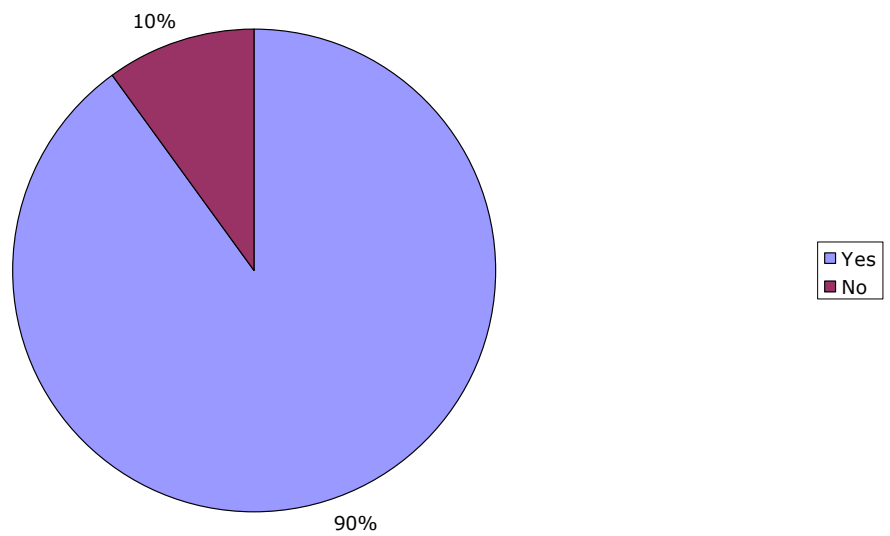
Source: own study.

Diagram 274. Corporate position



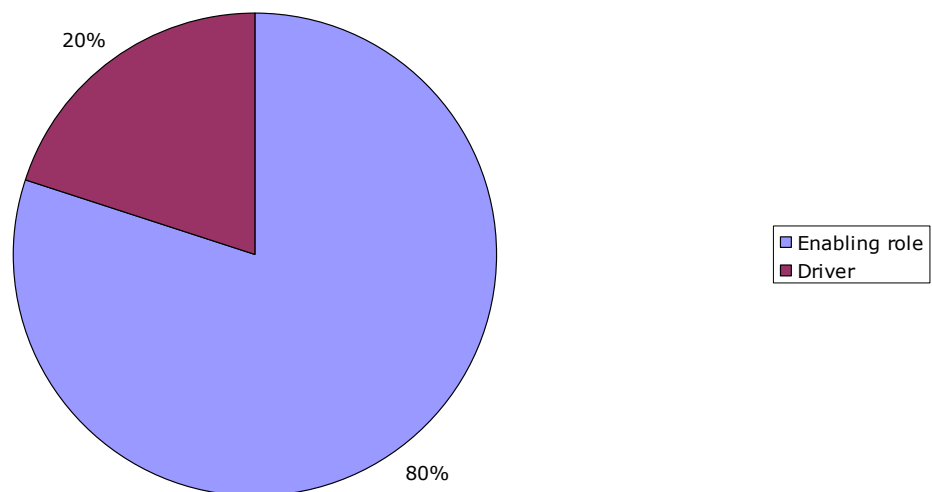
Source: own study.

Diagram 275. Help of external consultants



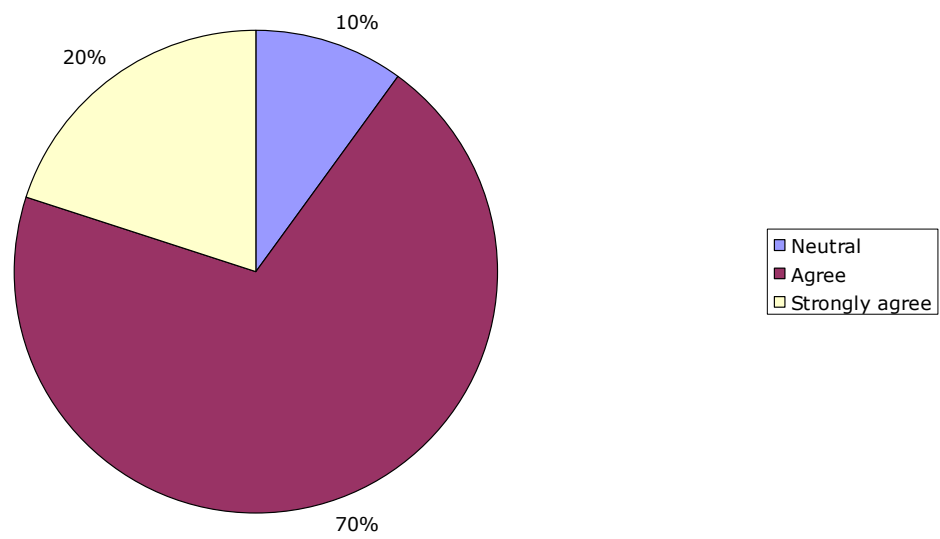
Source: own study.

Diagram 276. IT role



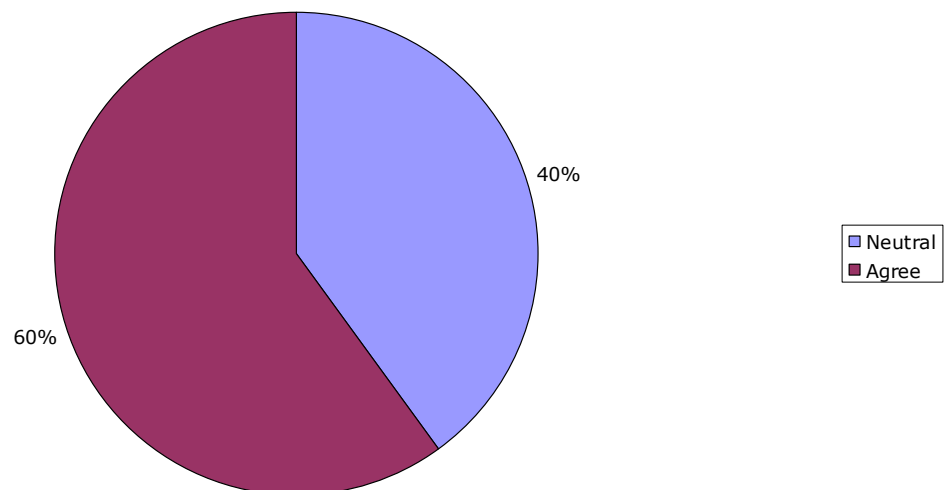
Source: own study.

Diagram 277. Efforts driven by core-customer focused business processes



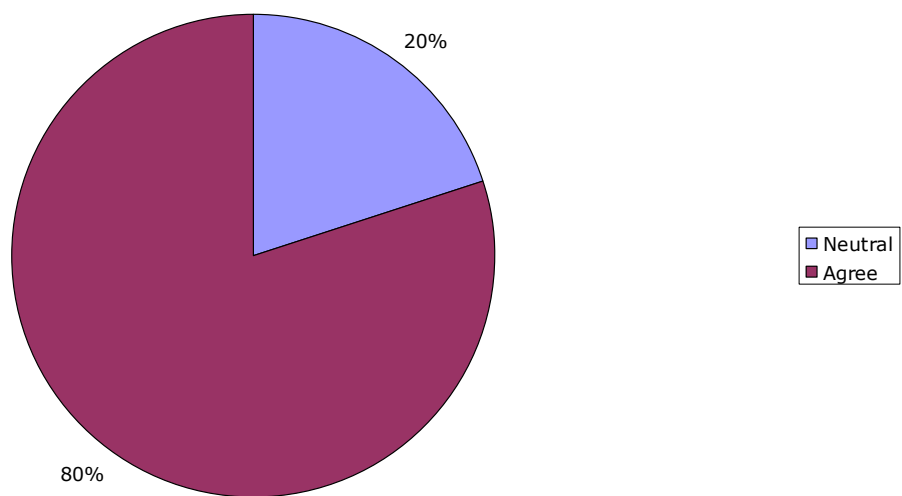
Source: own study.

Diagram 278. Part of corporate strategy



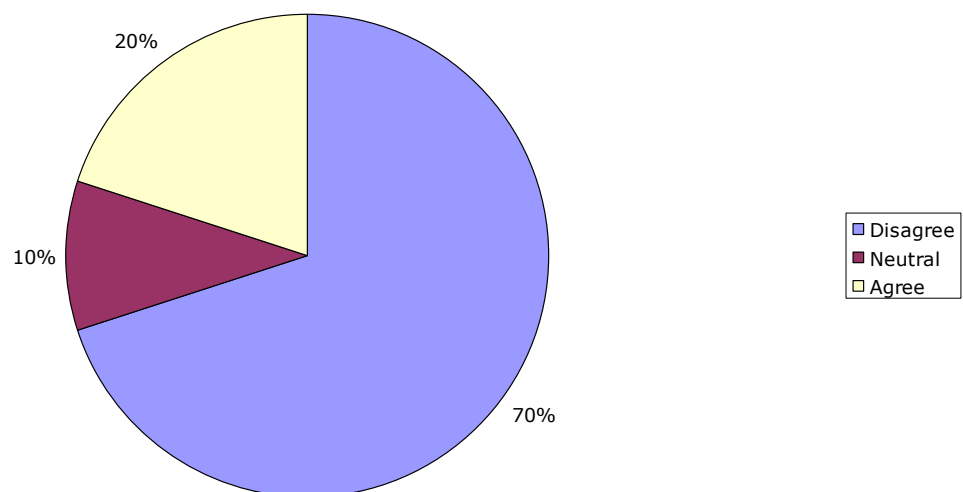
Source: own study.

Diagram 279. Change of organizational culture



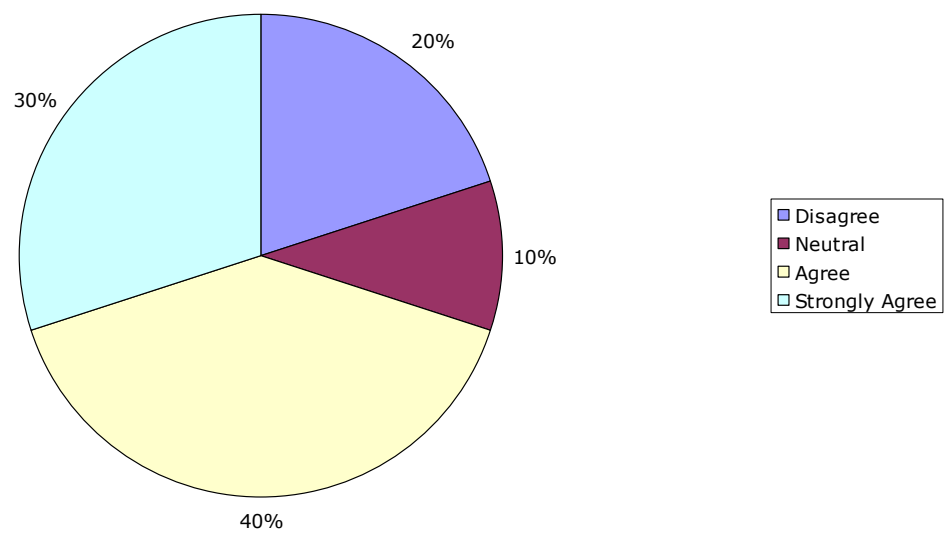
Source: own study.

Diagram 280. "Clean slate" opportunity



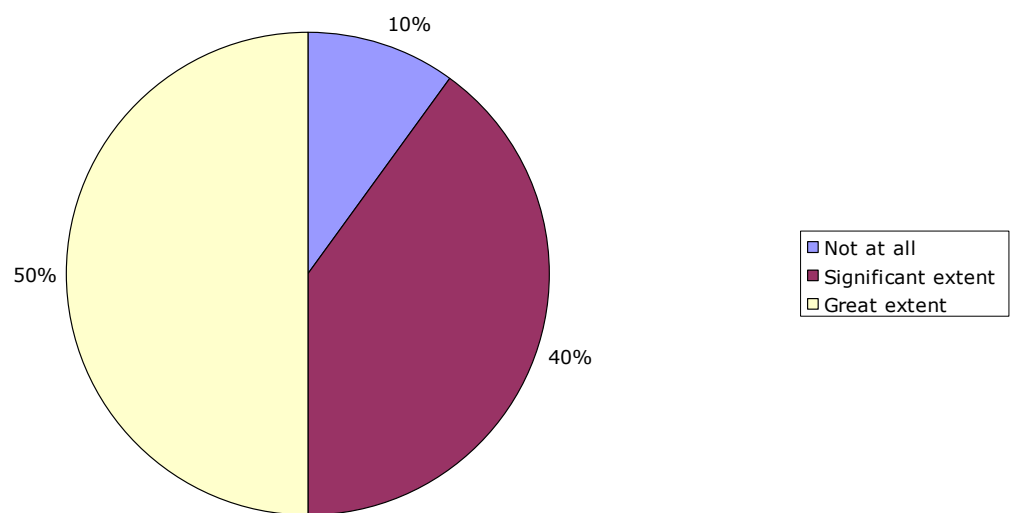
Source: own study.

Diagram 281. Learning capabilities



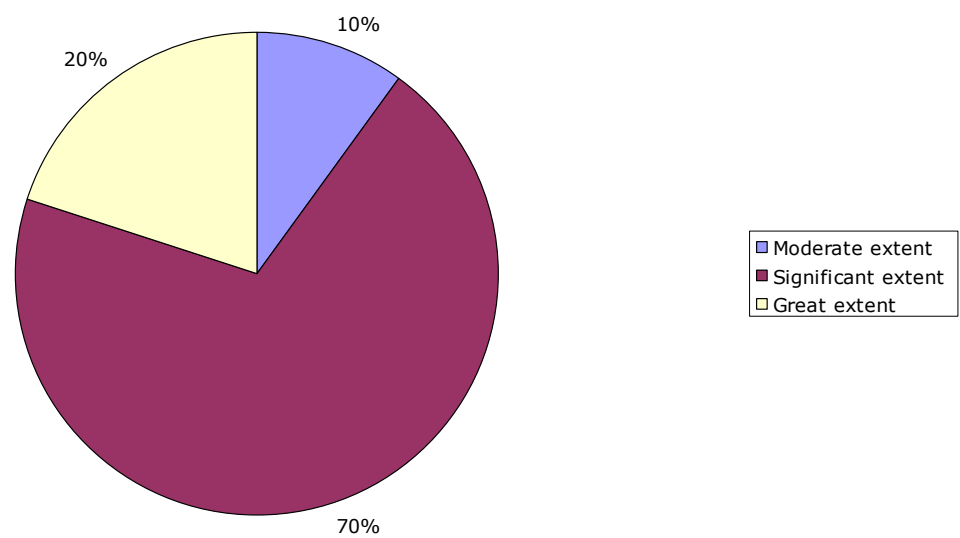
Source: own study.

Diagram 282. Help of external consultants as a base for success



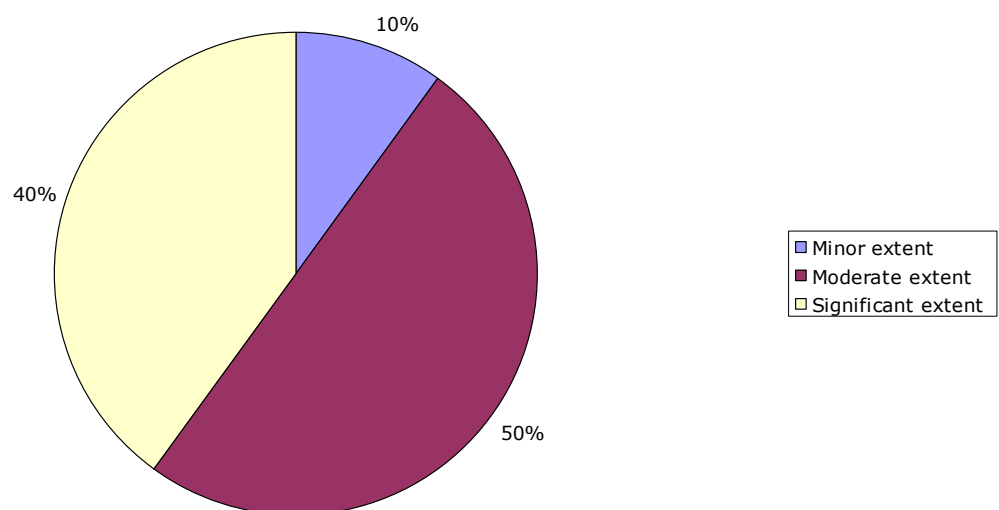
Source: own study.

Diagram 283. IT - integral part of BPR



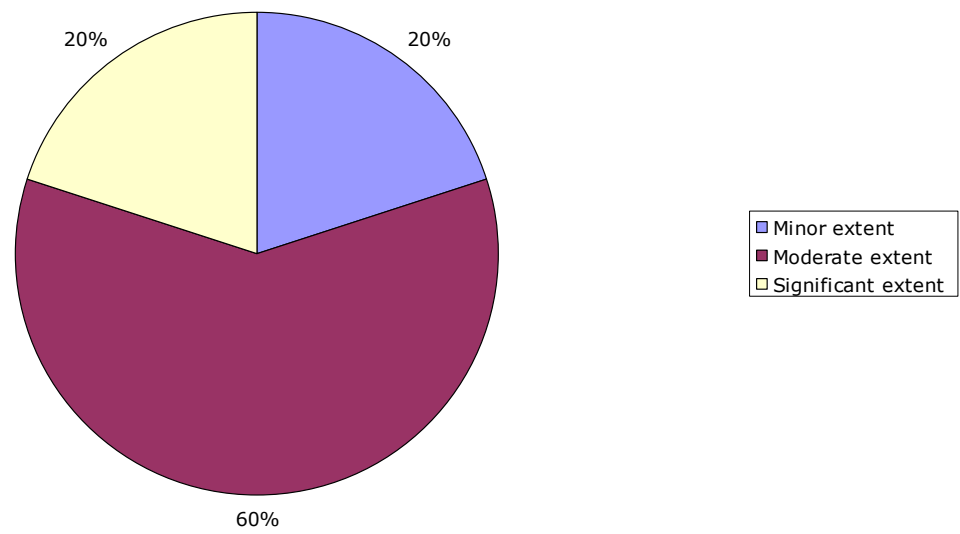
Source: own study.

Diagram 284. Customer feedback



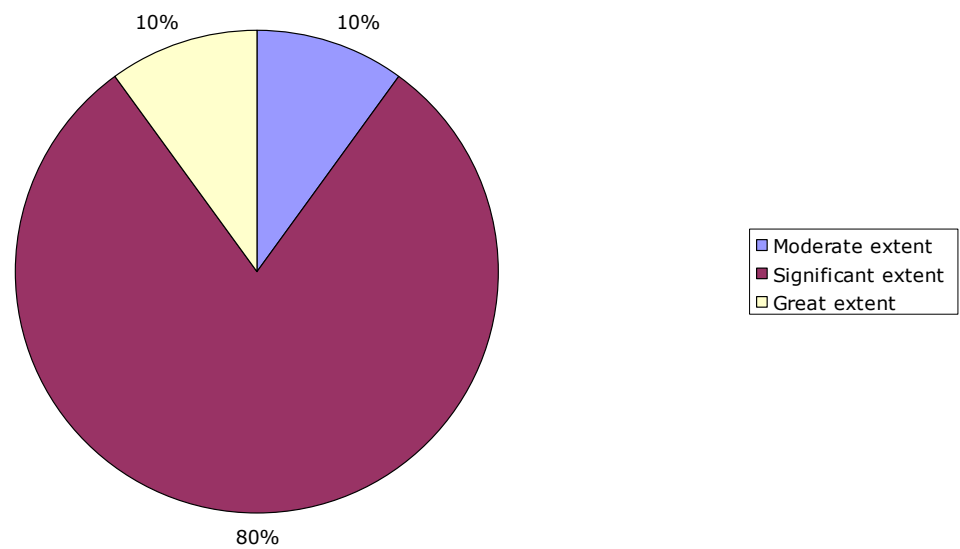
Source: own study.

Diagram 285. Competitive pressures



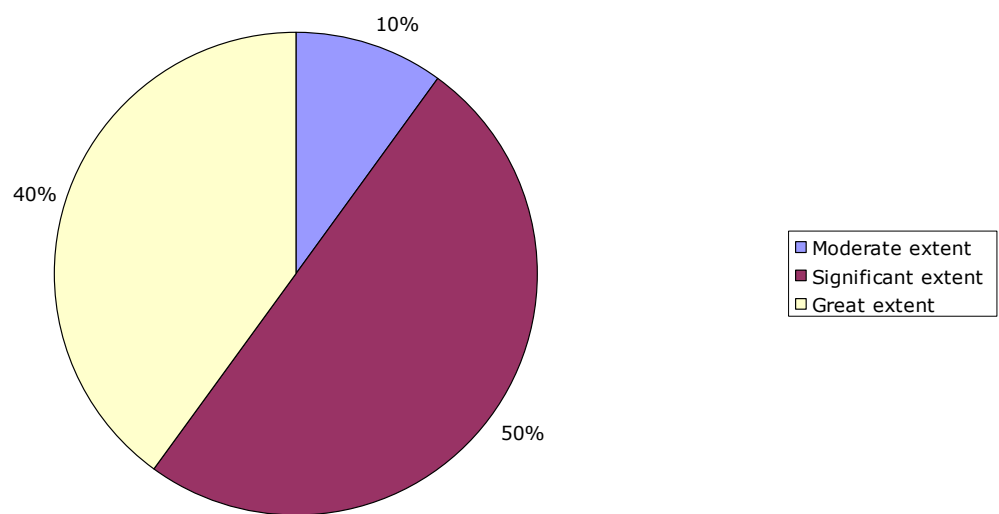
Source: own study.

Diagram 286. Proactive approach



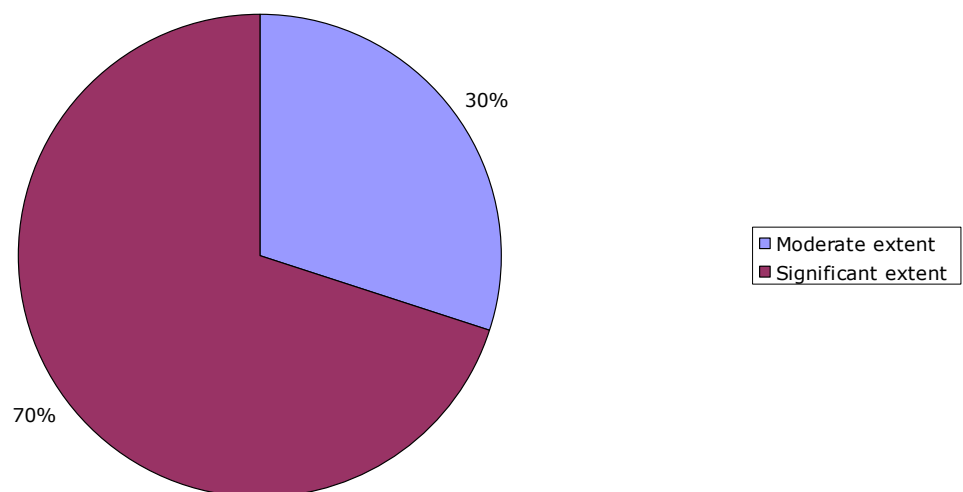
Source: own study.

Diagram 287. Front office



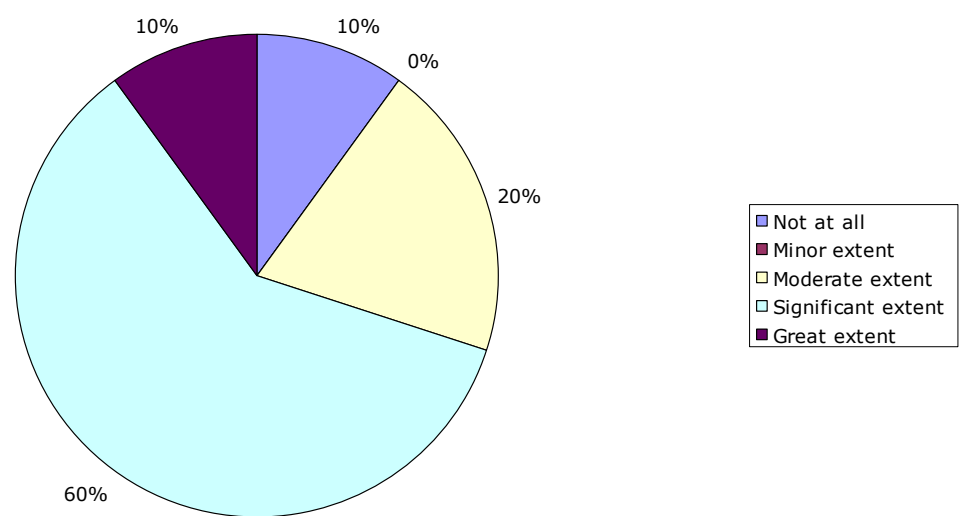
Source: own study.

Diagram 288. Back office



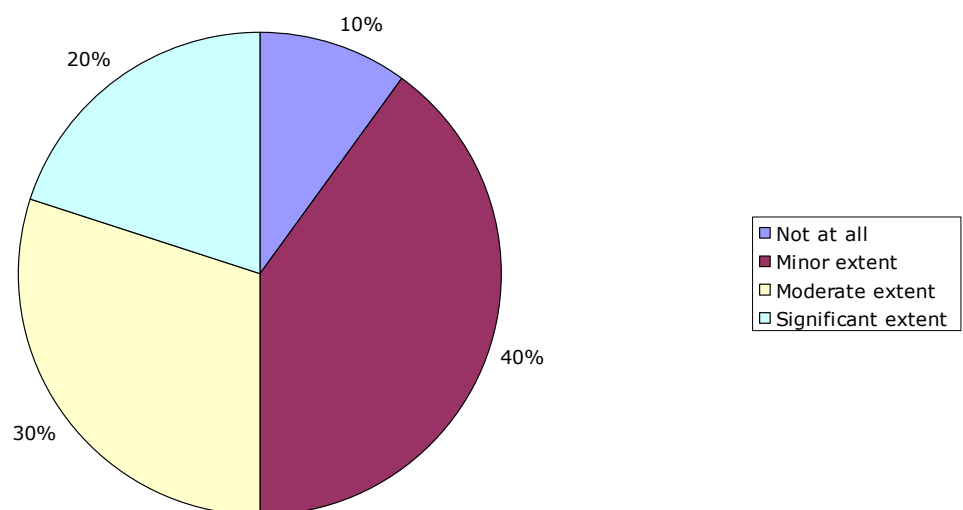
Source: own study.

Diagram 289. Personnel



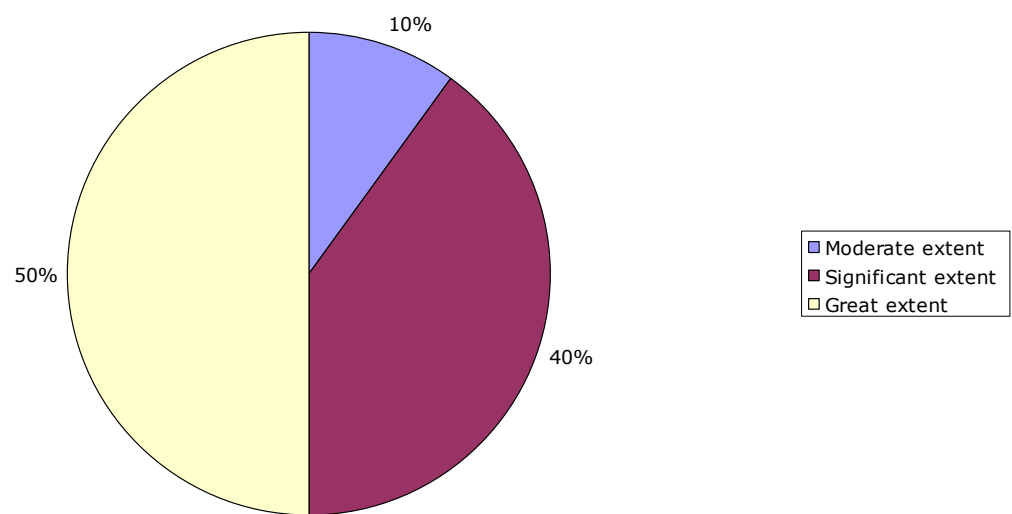
Source: own study.

Diagram 290. Property maintenance



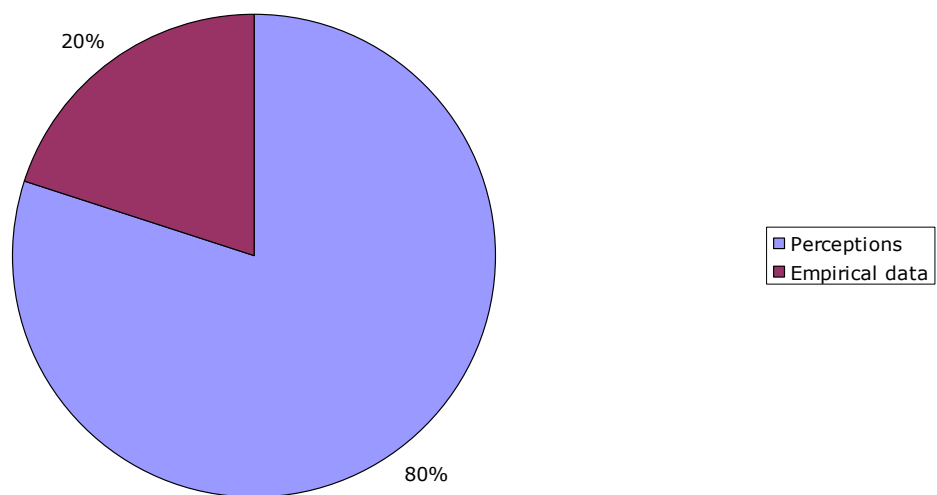
Source: own study.

Diagram 291. Information technology



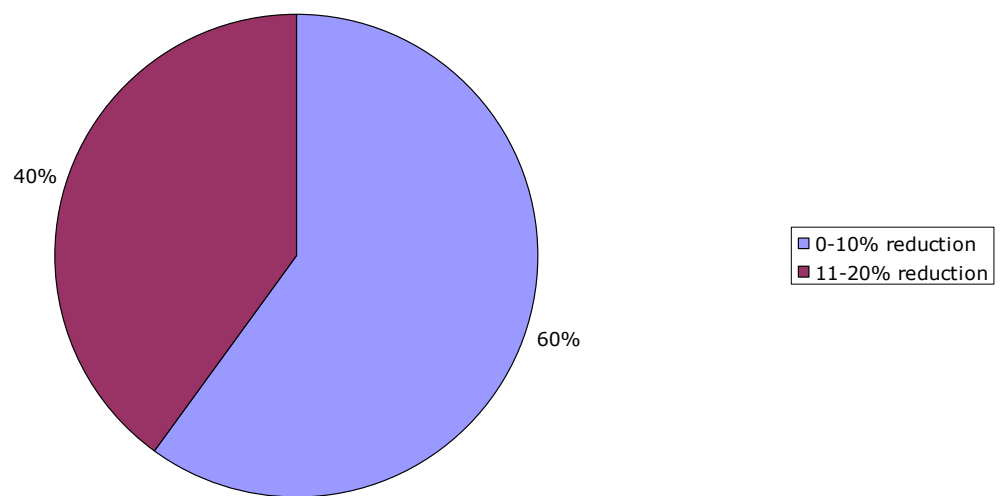
Source: own study.

Diagram 292. Questions based on:



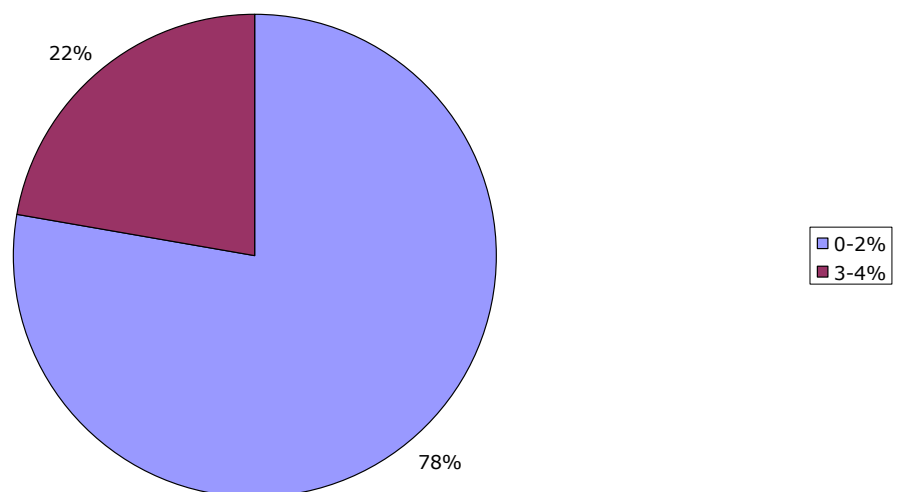
Source: own study.

Diagram 293. Change in workforce



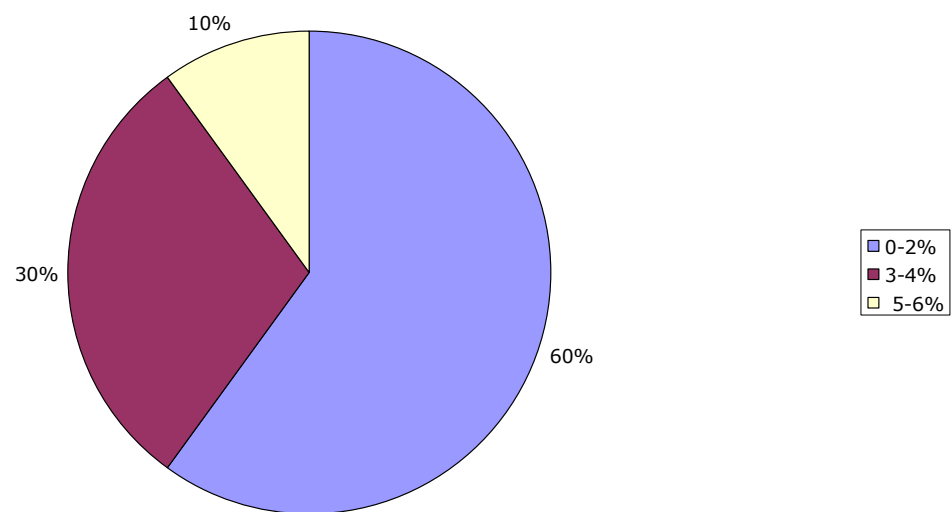
Source: own study.

Diagram 294. Return on equity



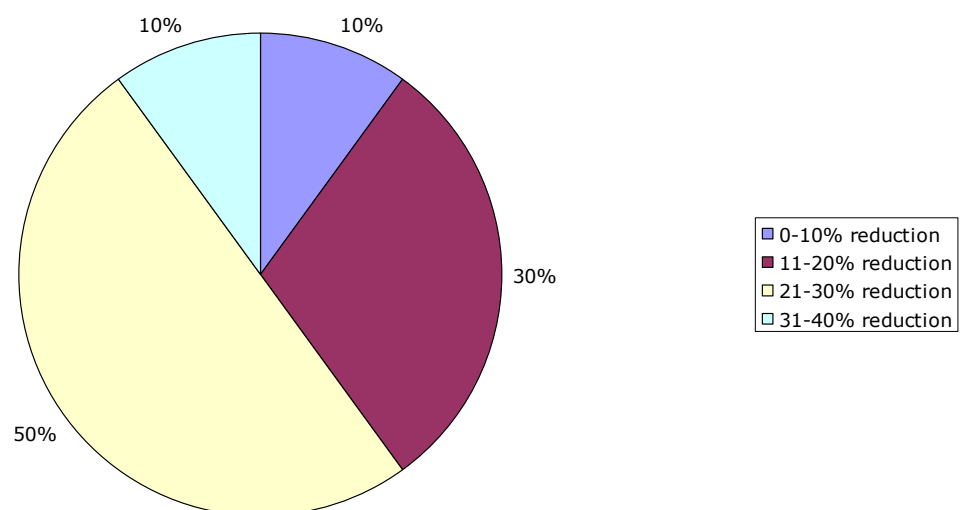
Source: own study.

Diagram 295. Cost/income



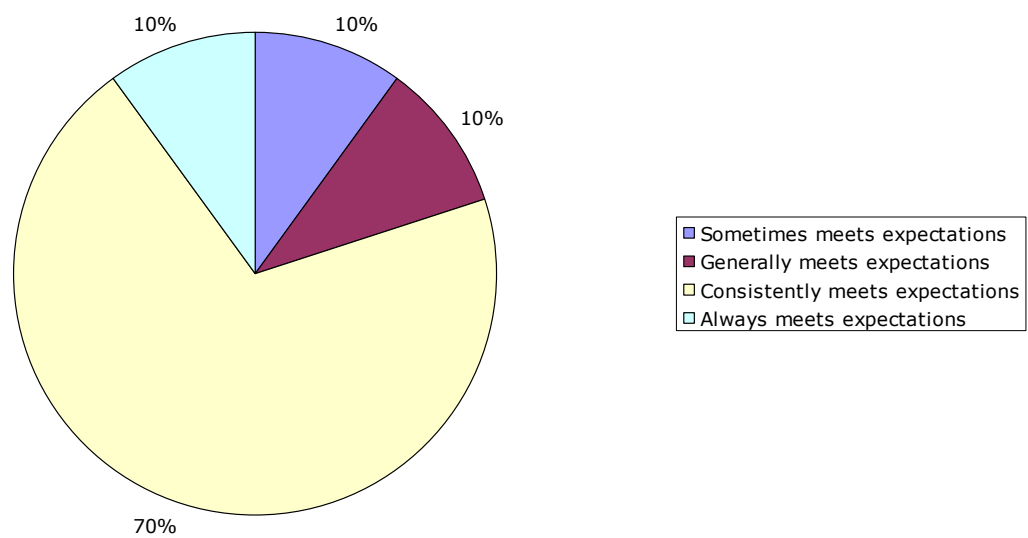
Source: own study.

Diagram 296. Cycle time



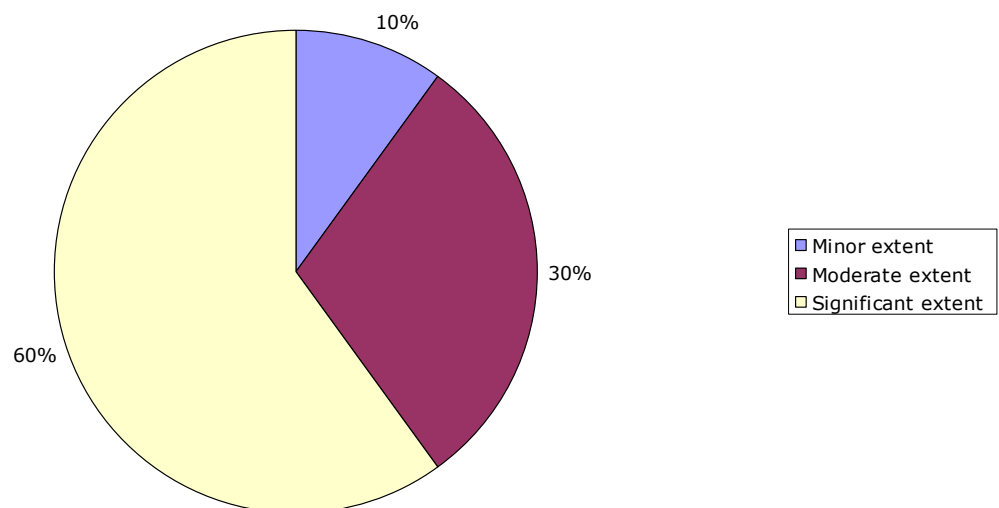
Source: own study.

Diagram 297. Organizations ability to satisfy customers needs



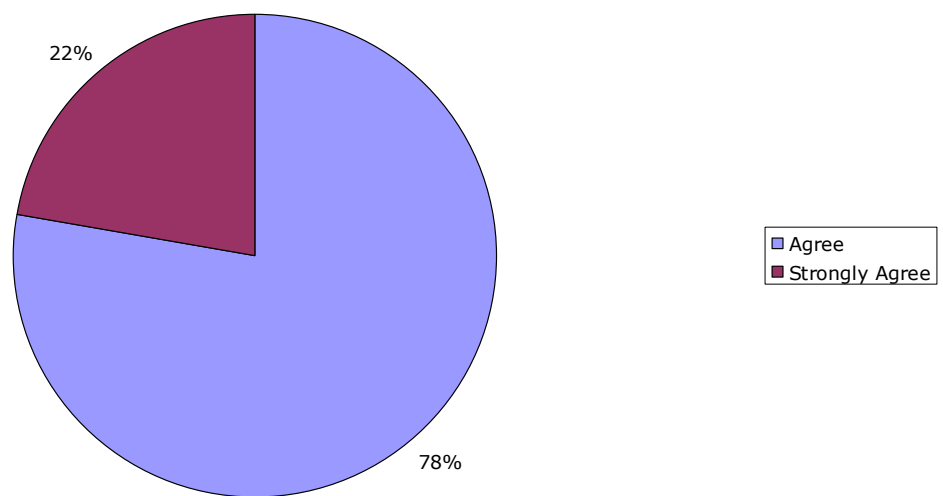
Source: own study.

Diagram 298. Organizational culture



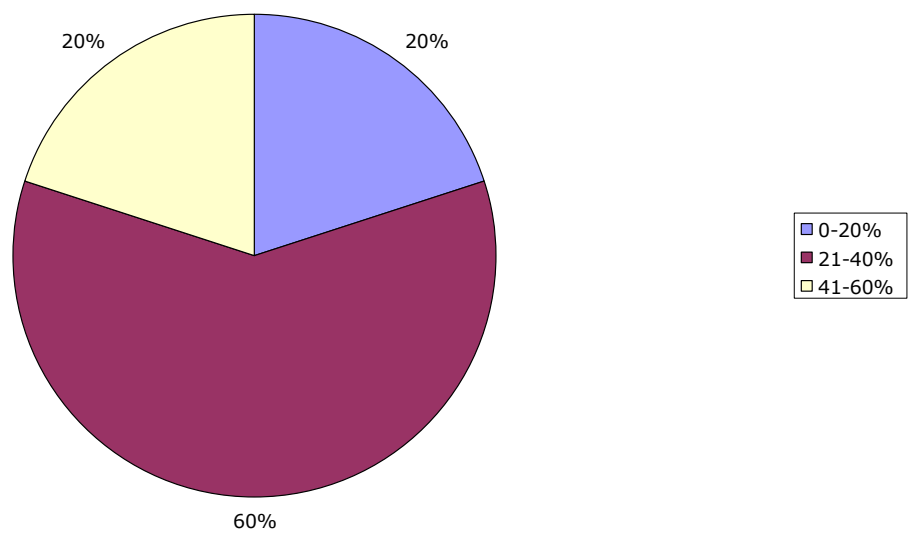
Source: own study.

Diagram 299. Cooperation with external consultants facilitated BPR



Source: own study.

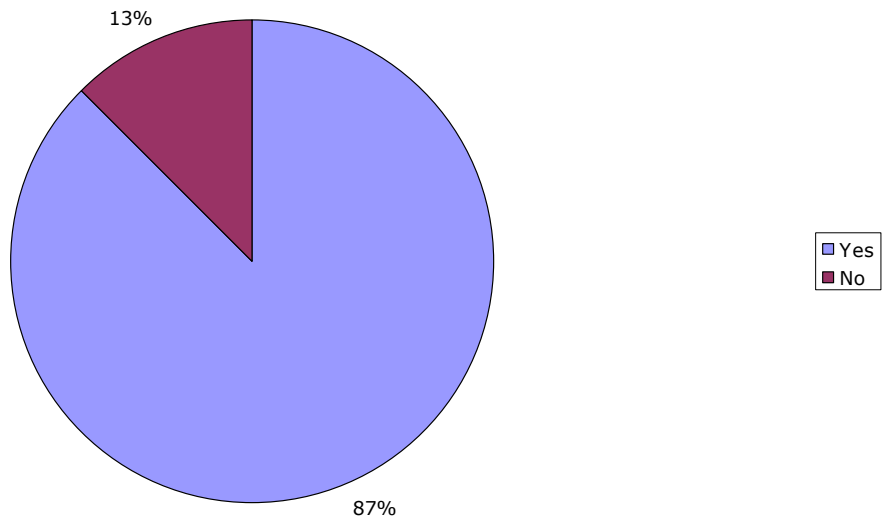
Diagram 300. Level of success



Source: own study.

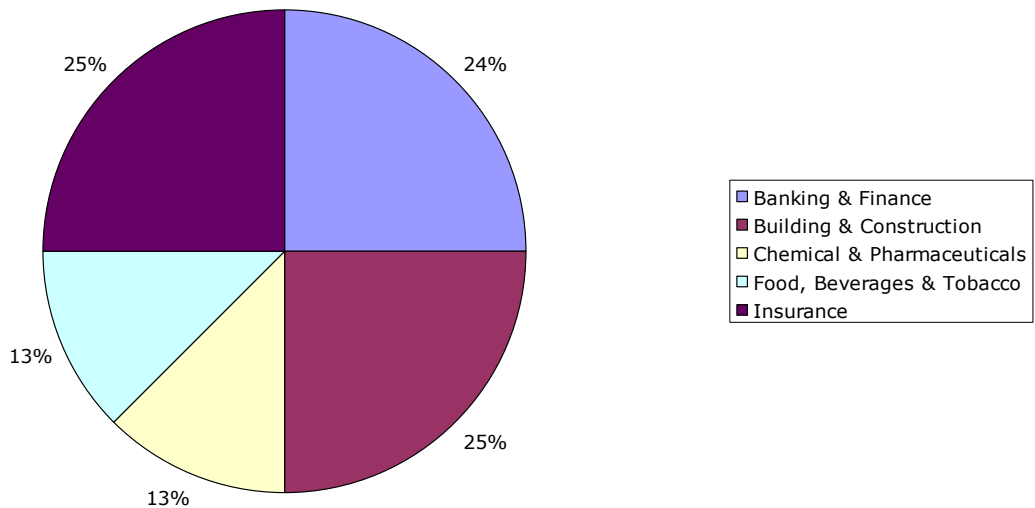
1.11. Luxemburg

Diagram 301. Executive summary



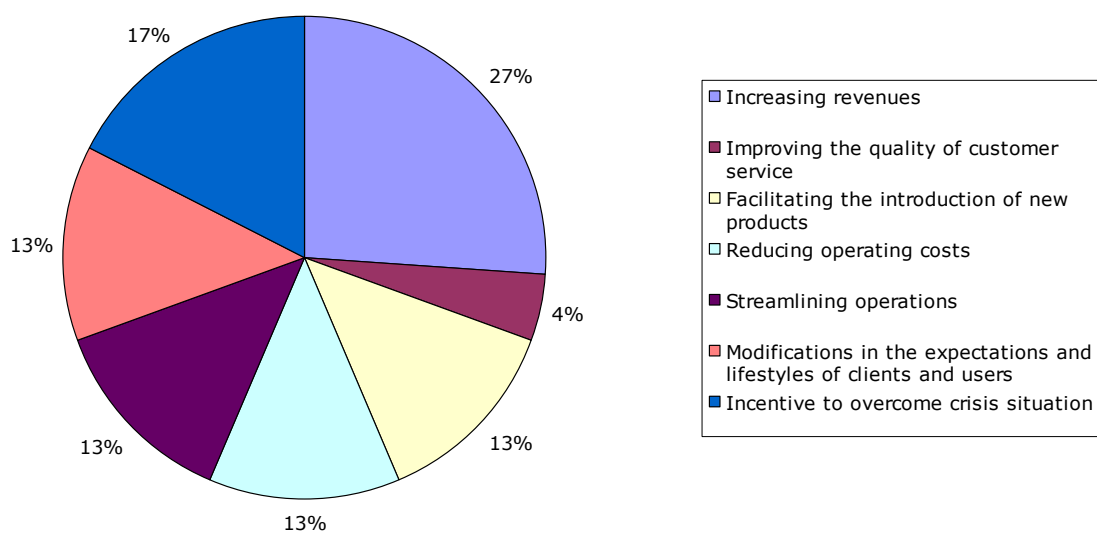
Source: own study.

Diagram 302. Industry



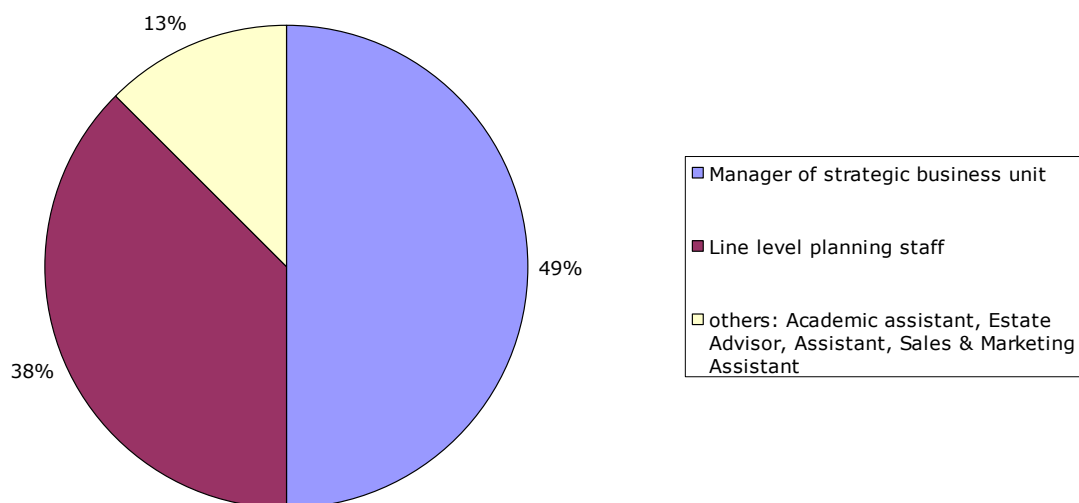
Source: own study.

Diagram 303. BPR reason



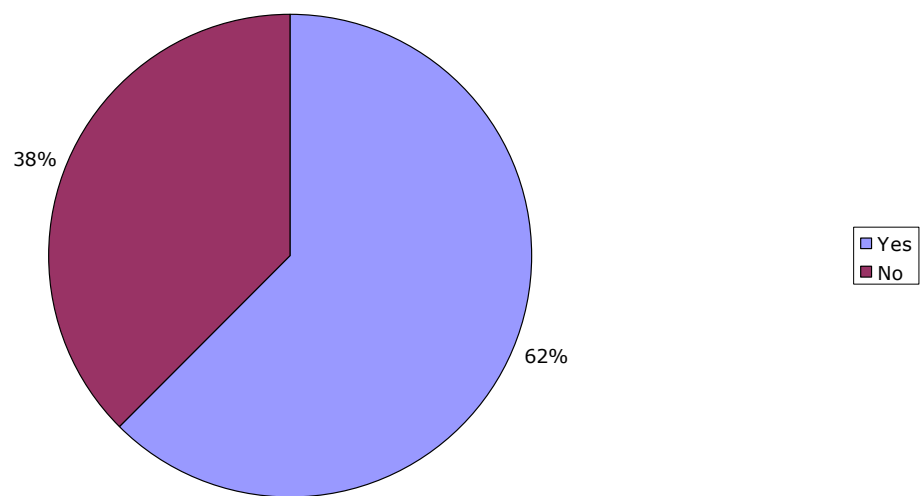
Source: own study.

Diagram 304. Corporate position



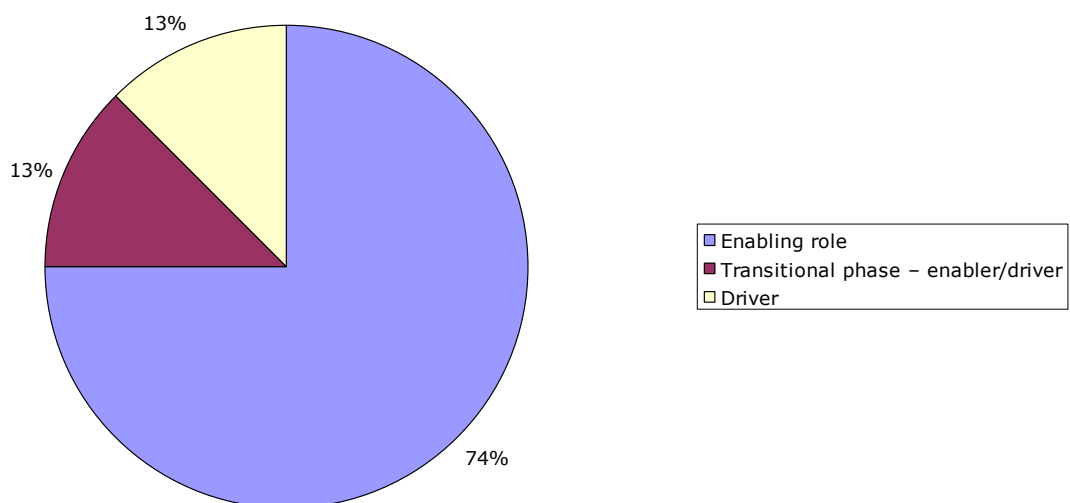
Source: own study.

Diagram 305. help of external consultants



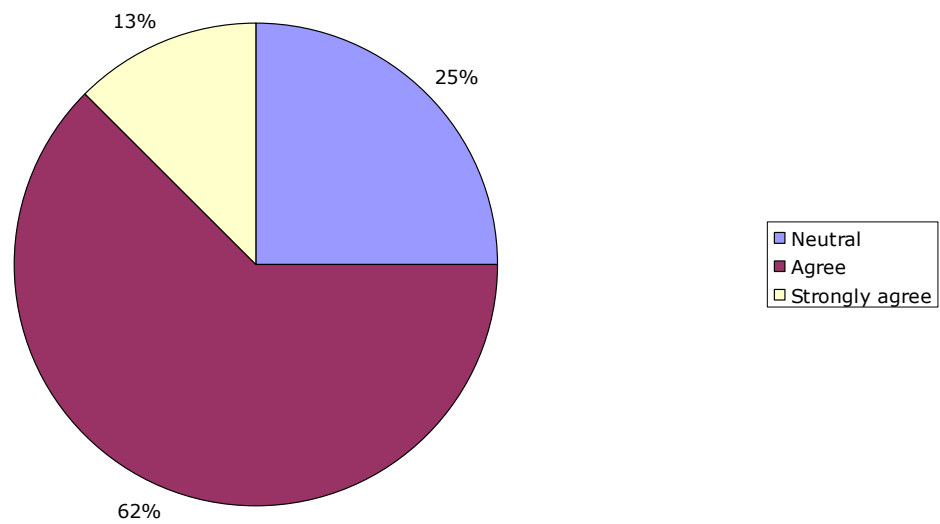
Source: own study.

Diagram 306. IT role



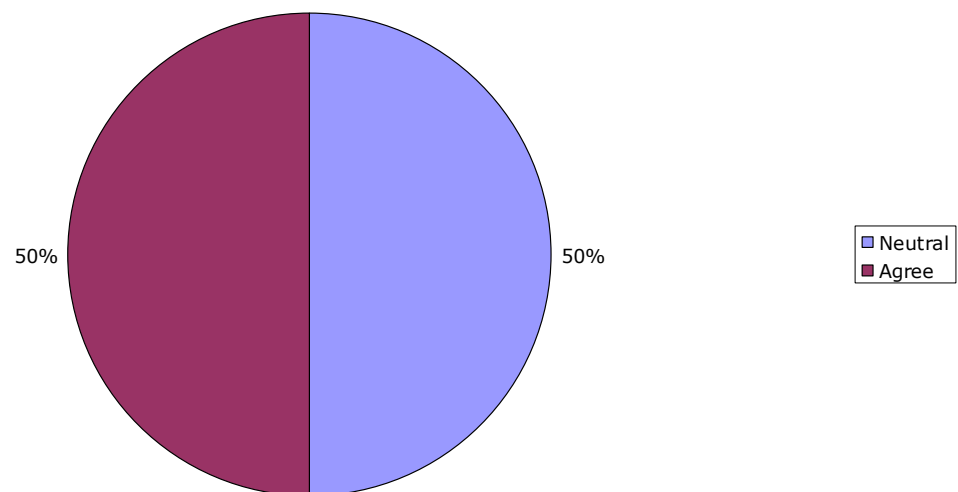
Source: own study.

Diagram 307. Efforts driven by core-customer focused business processes



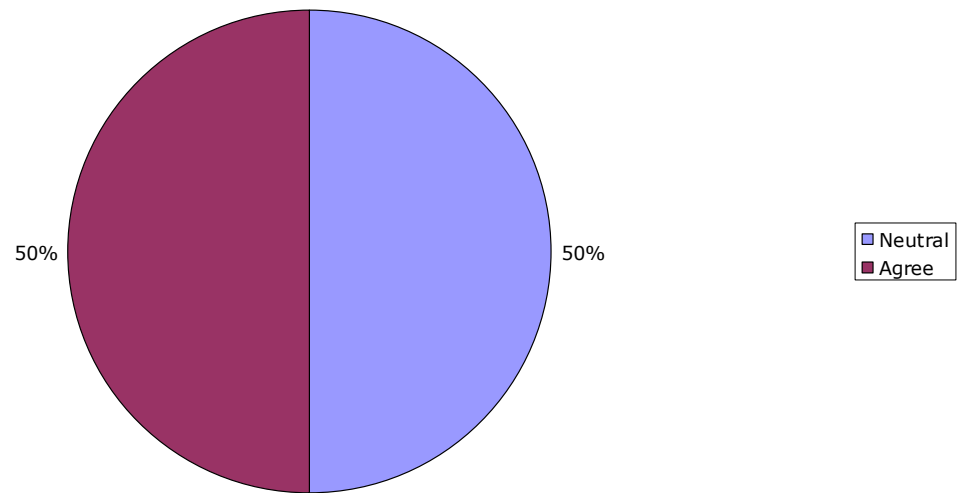
Source: own study.

Diagram 308. Part of corporate strategy



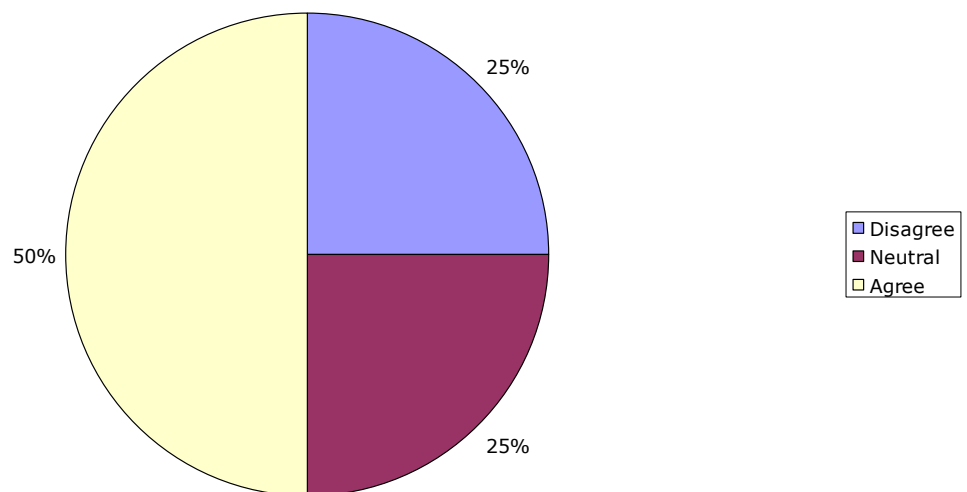
Source: own study.

Diagram 309. Change of organizational culture



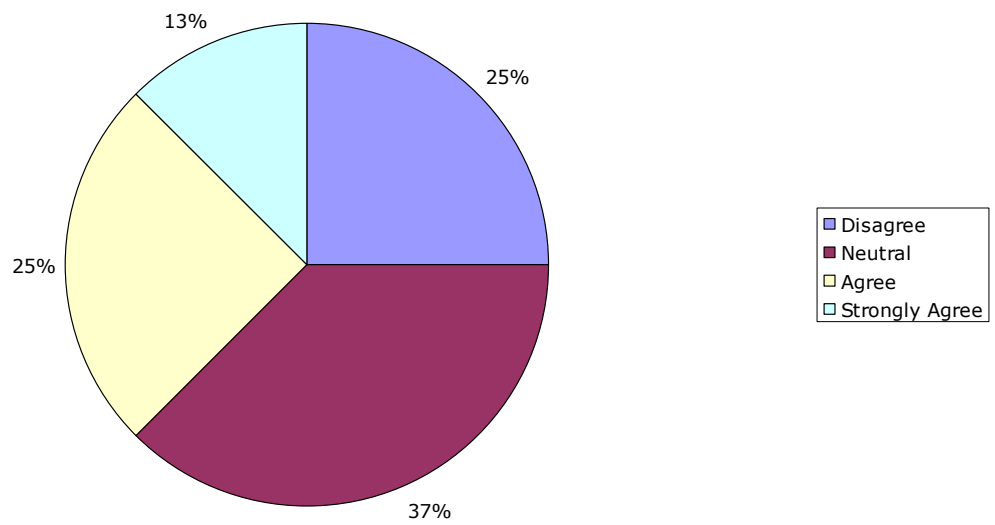
Source: own study.

Diagram 310. "Clean slate" opportunity



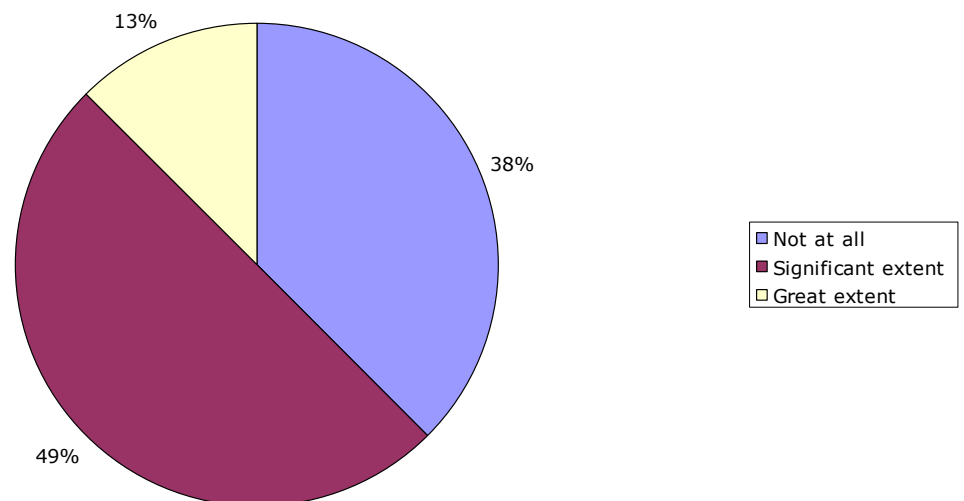
Source: own study.

Diagram 311. Learning capabilities



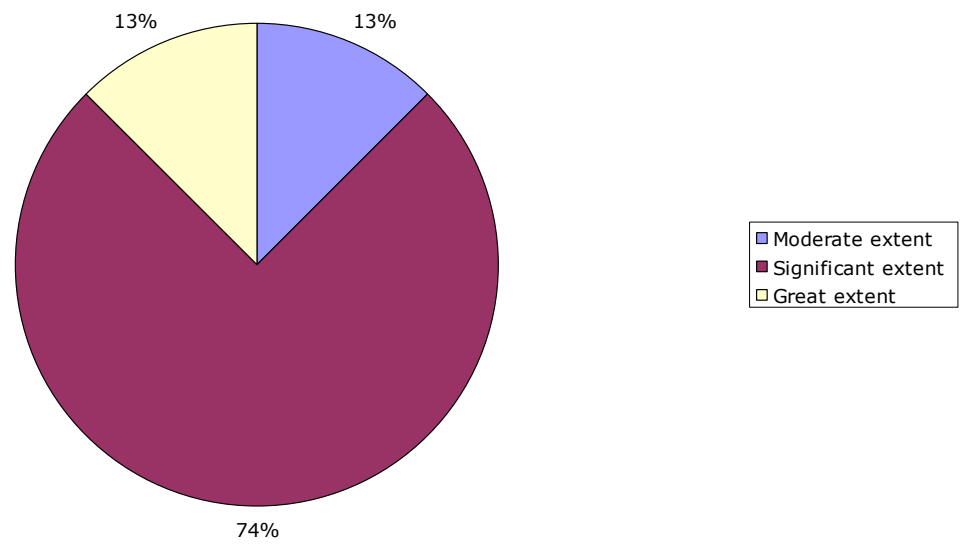
Source: own study.

Diagram 312. Help of external consultants as a base for success



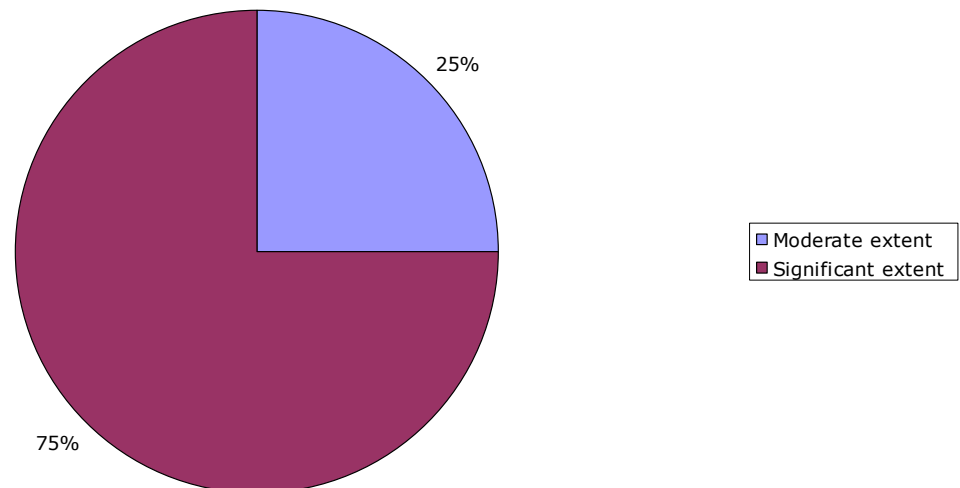
Source: own study.

Diagram 313. IT - integral part of BPR



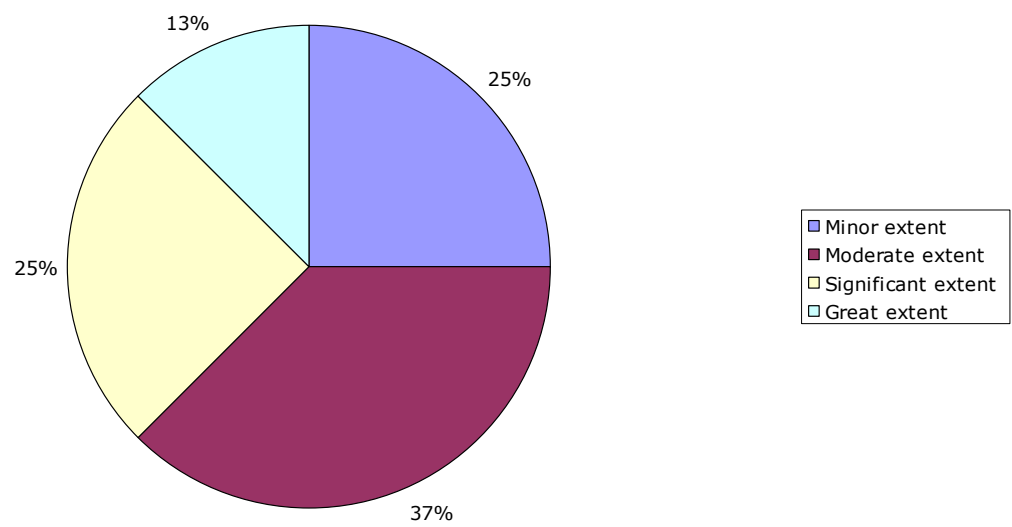
Source: own study.

Diagram 314. Customer feedback



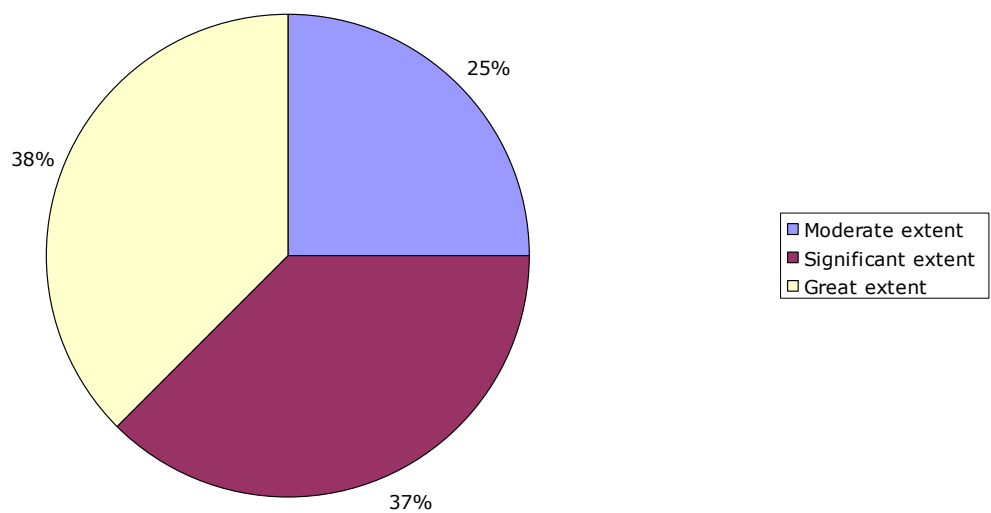
Source: own study.

Diagram 315. Competitive pressures



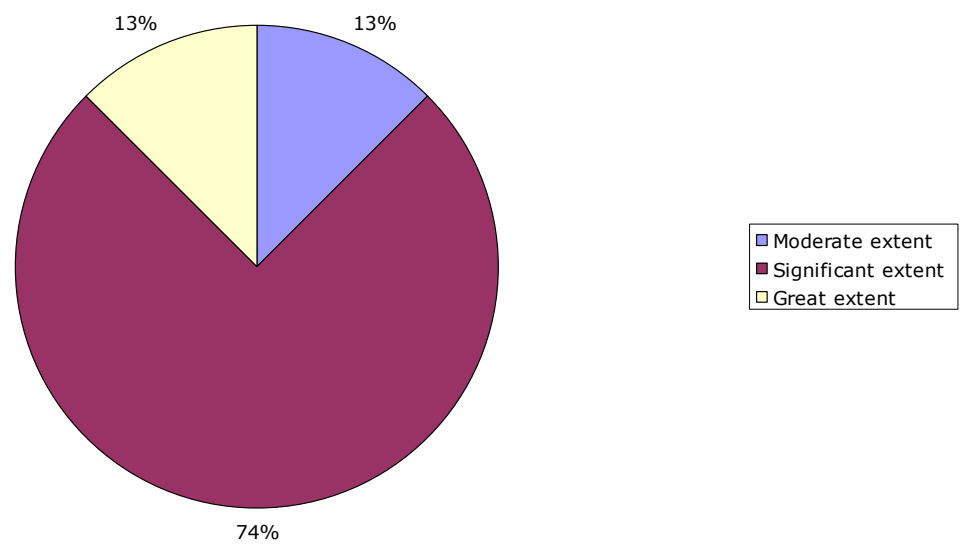
Source: own study.

Diagram 316. Proactive approach



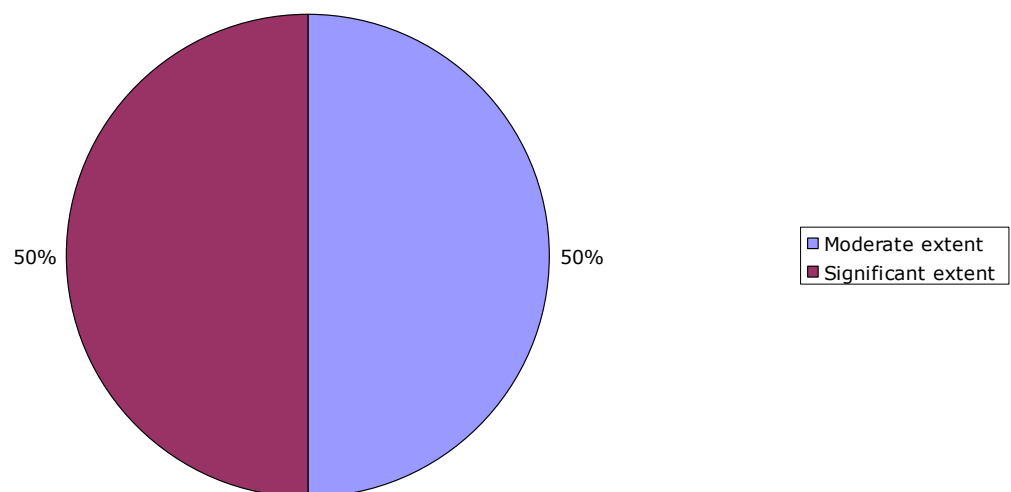
Source: own study.

Diagram 317. Front office



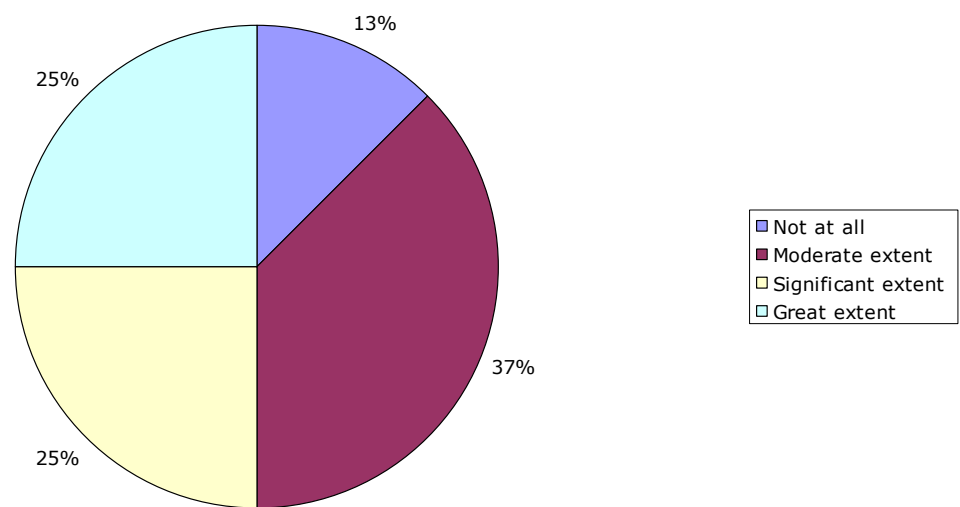
Source: own study.

Diagram 318. Back office



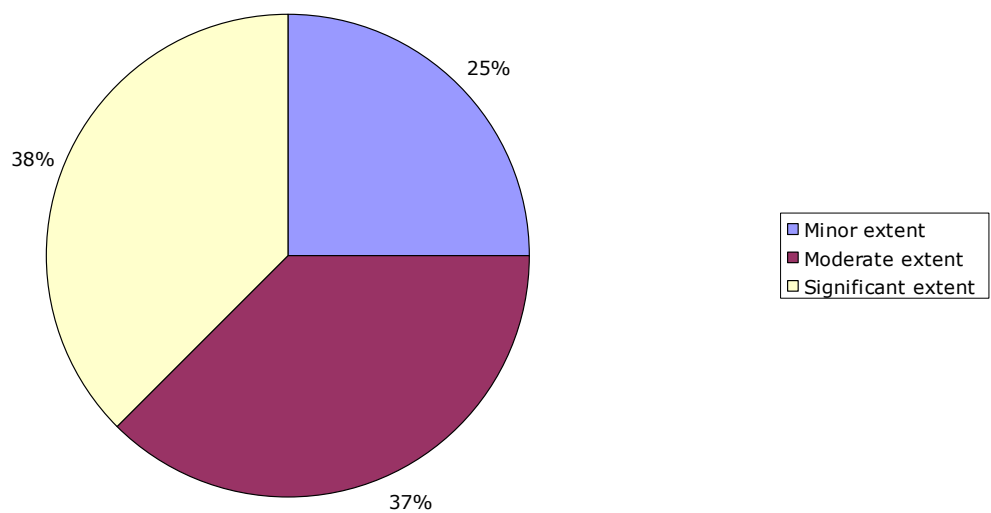
Source: own study.

Diagram 319. Personnel



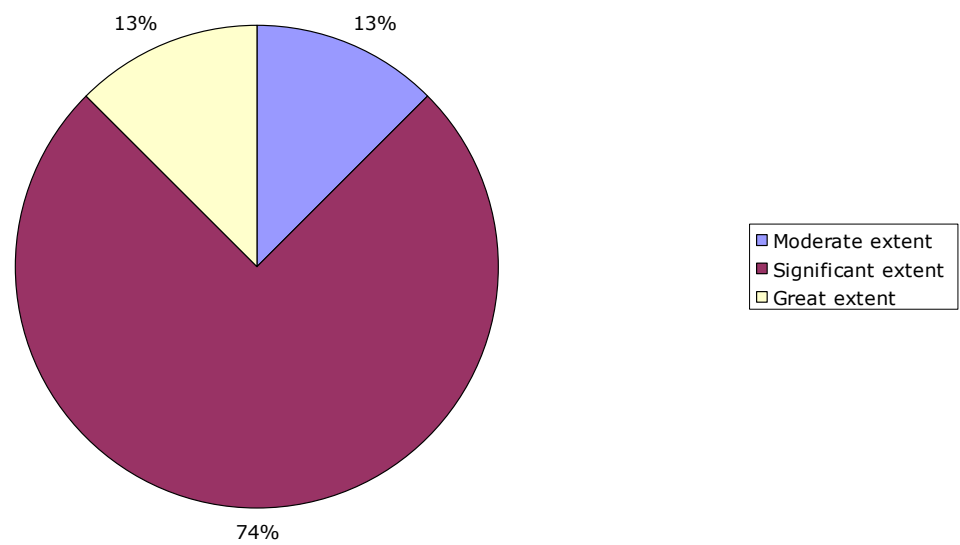
Source: own study.

Diagram 320. Property maintenance



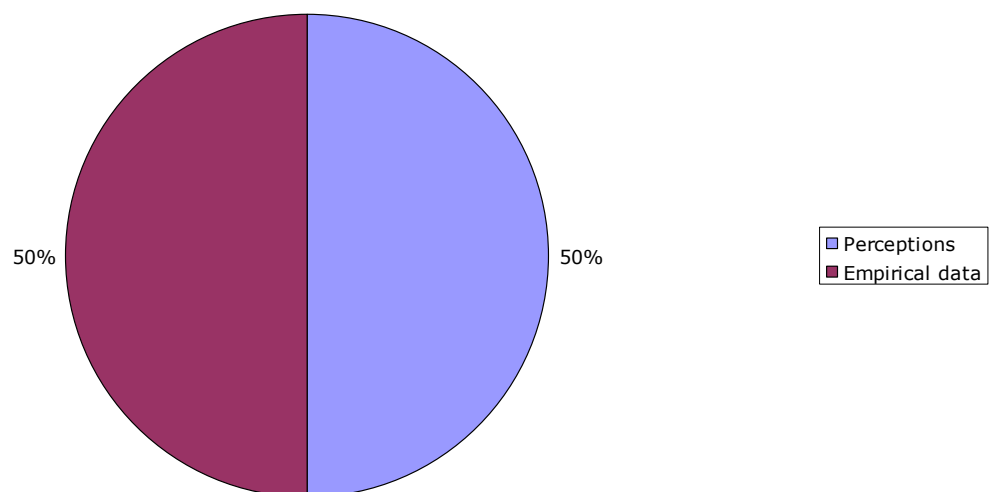
Source: own study.

Diagram 321. Information technology



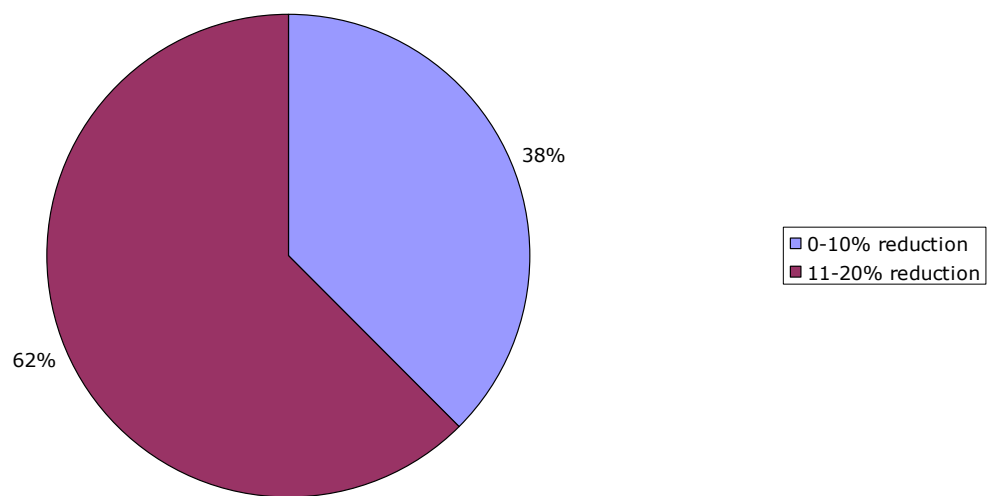
Source: own study.

Diagram 322. Questions based on:



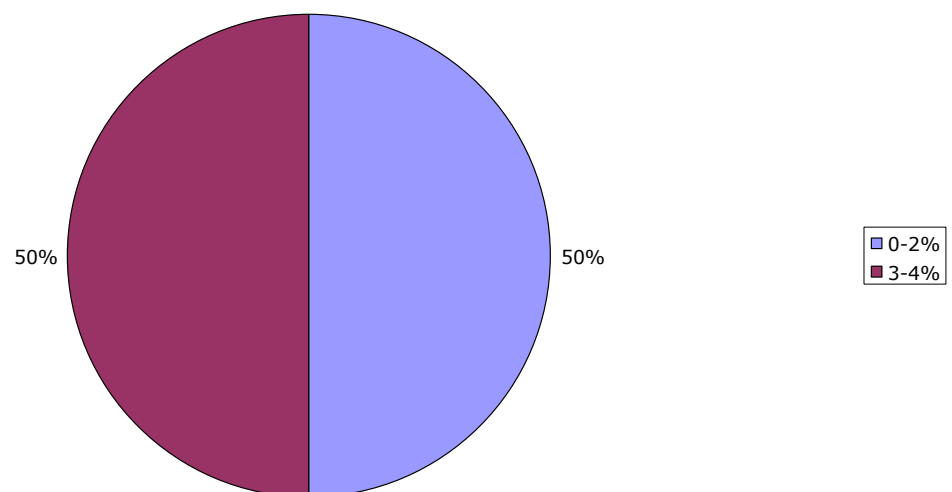
Source: own study.

Diagram 323. Change in workforce



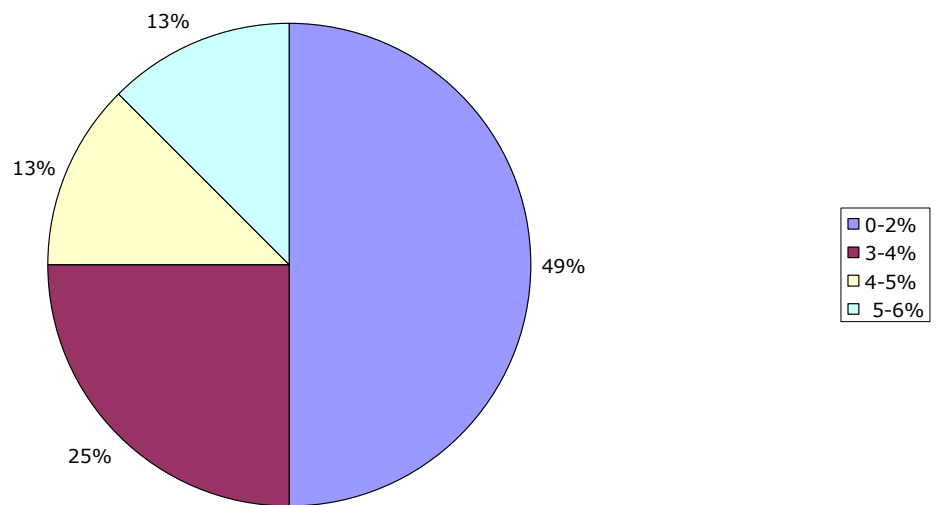
Source: own study.

Diagram 324. Return on equity



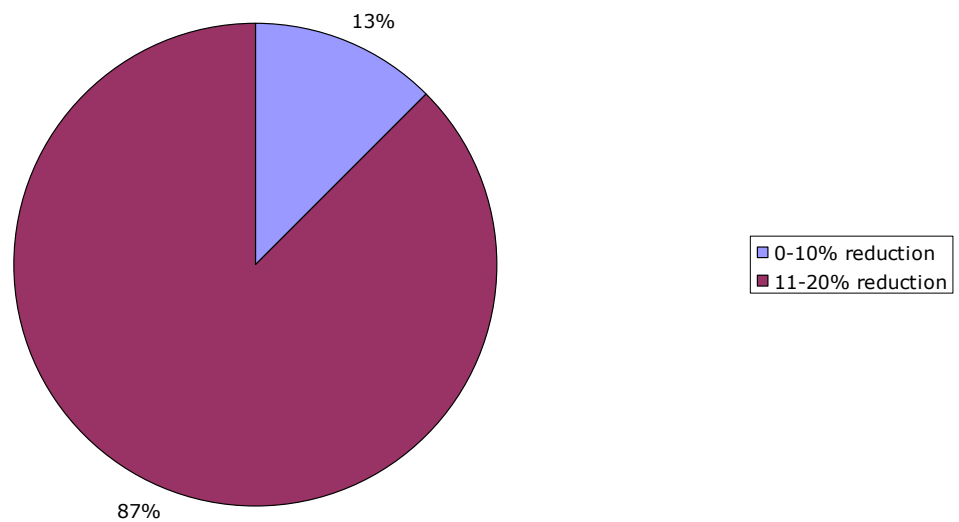
Source: own study.

Diagram 325. Cost/income



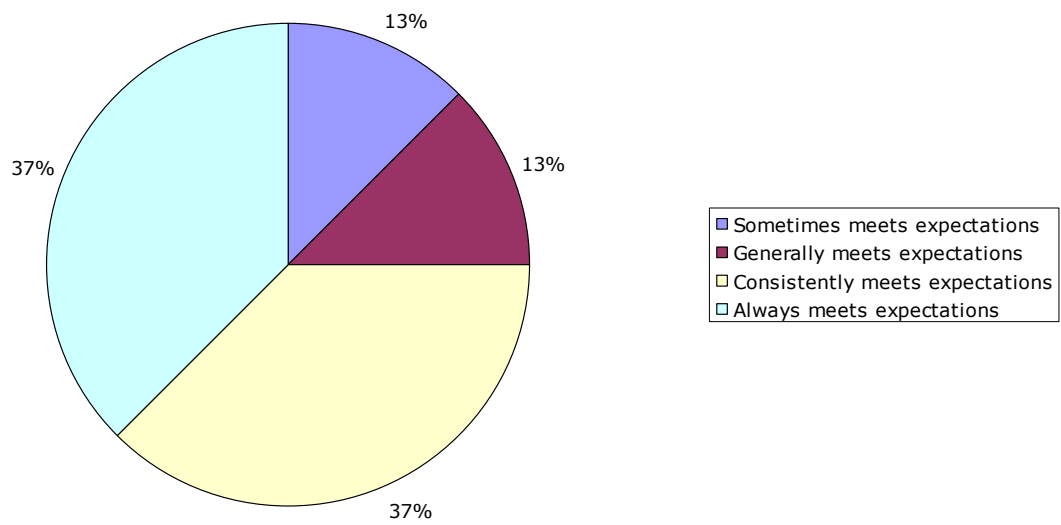
Source: own study.

Diagram 326. Cycle time



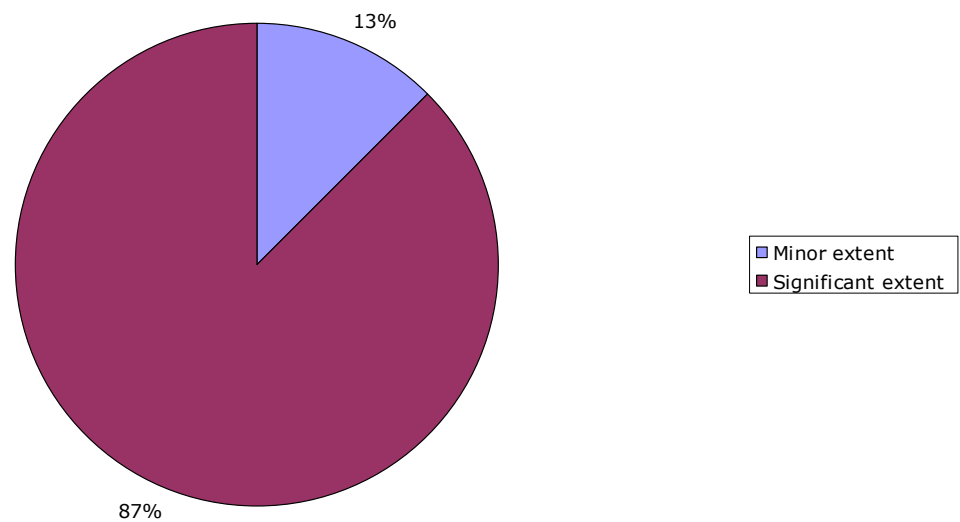
Source: own study.

Diagram 327. Organizations ability to satisfy customers needs



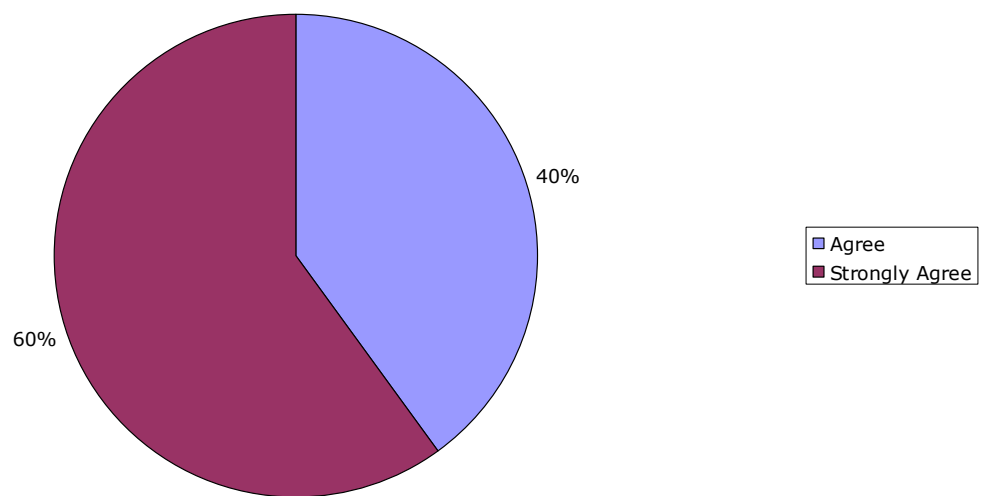
Source: own study.

Diagram 328. Organizational culture



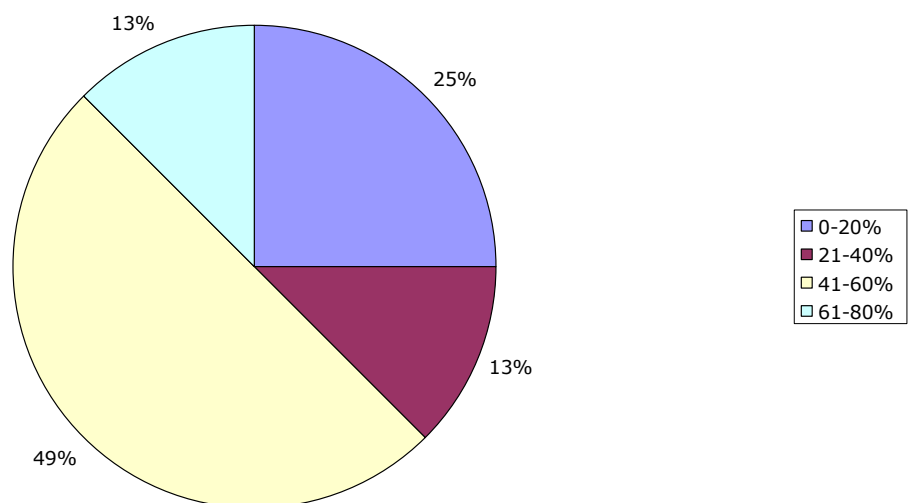
Source: own study.

Diagram 329. Cooperation with external consultants facilitated BPR



Source: own study.

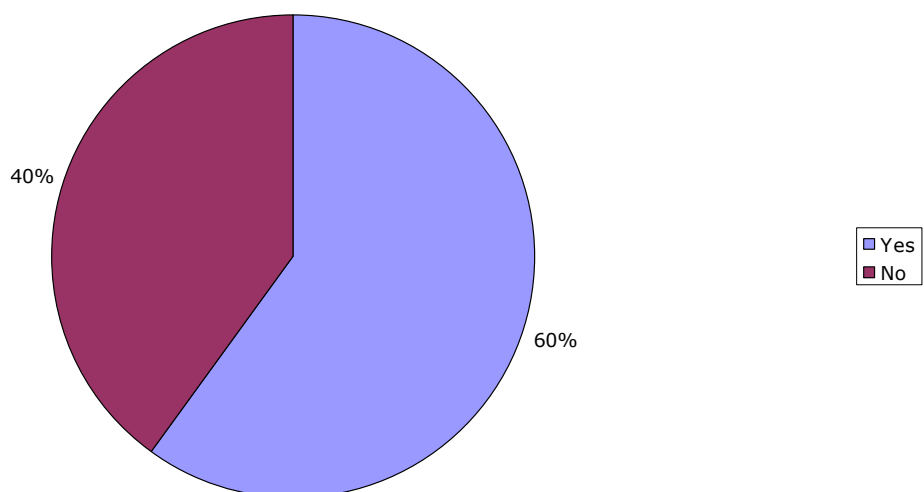
Diagram 330. Level of success



Source: own study.

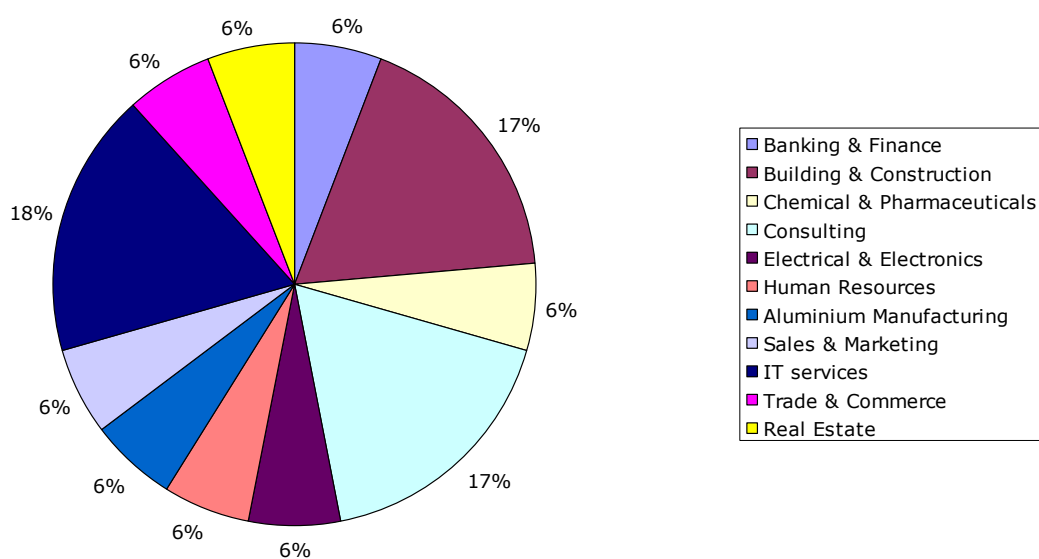
1.12. Poland

Diagram 331. Executive summary



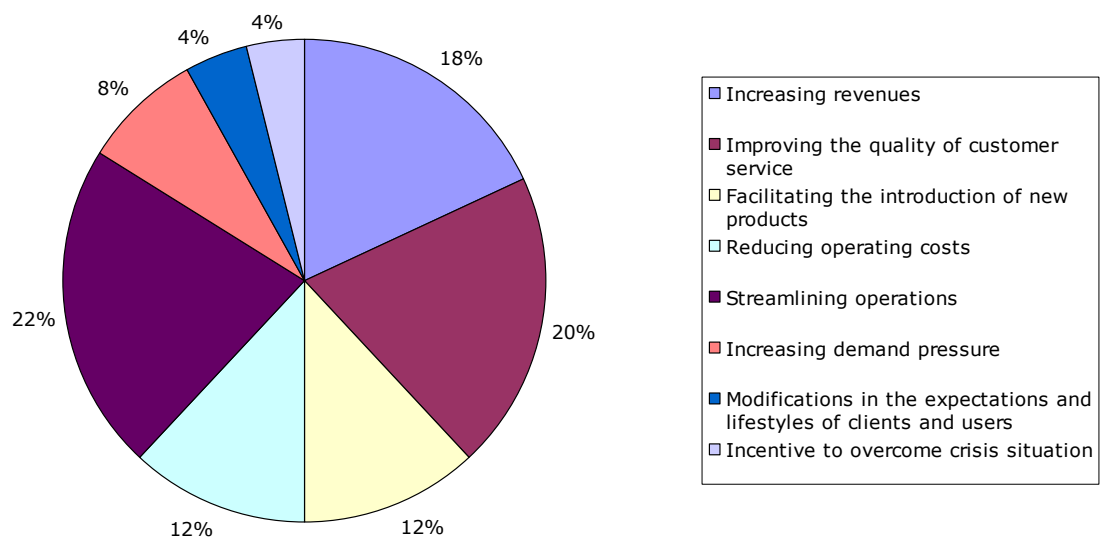
Source: own study.

Diagram 332. Industry



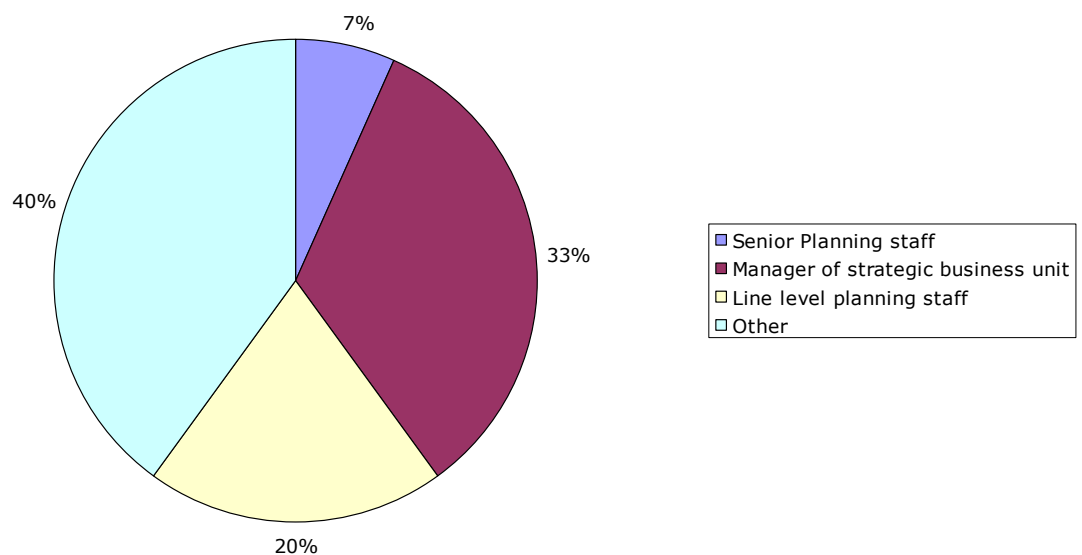
Source: own study.

Diagram 333. BPR reason



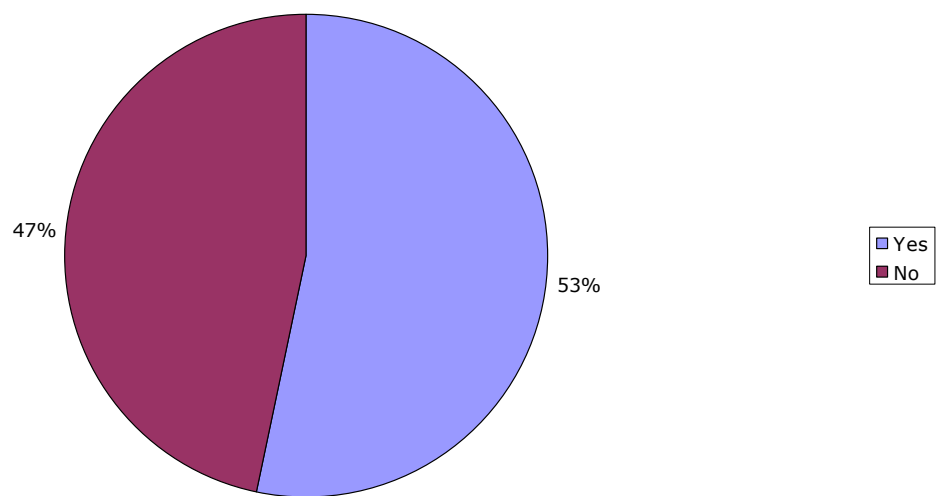
Source: own study.

Diagram 334. Corporate position



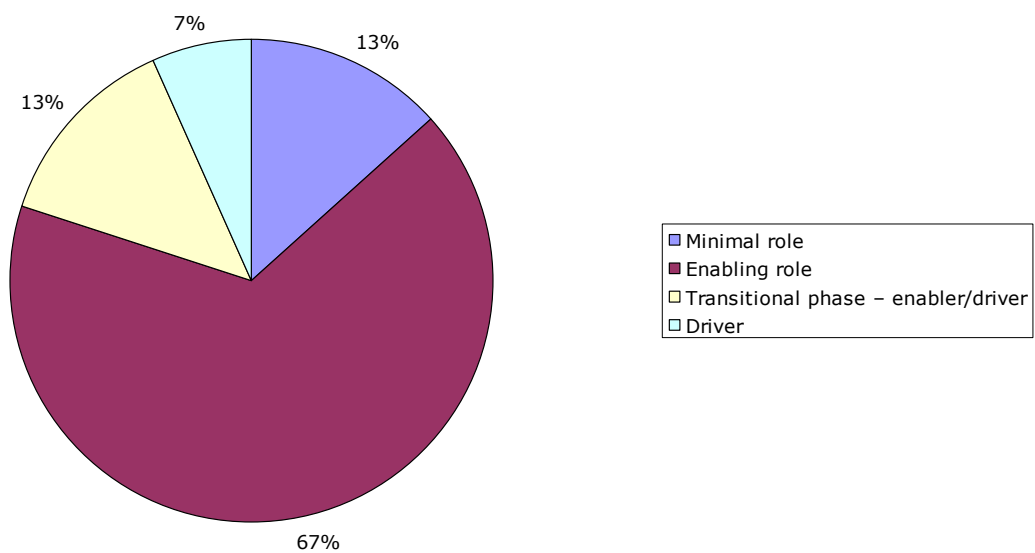
Source: own study.

Diagram 335. Help of external consultants



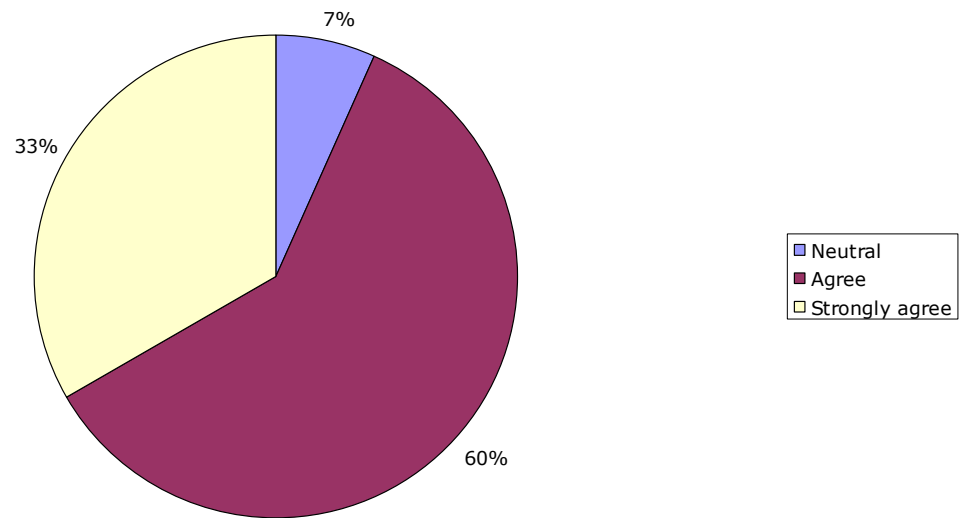
Source: own study.

Diagram 336. IT role



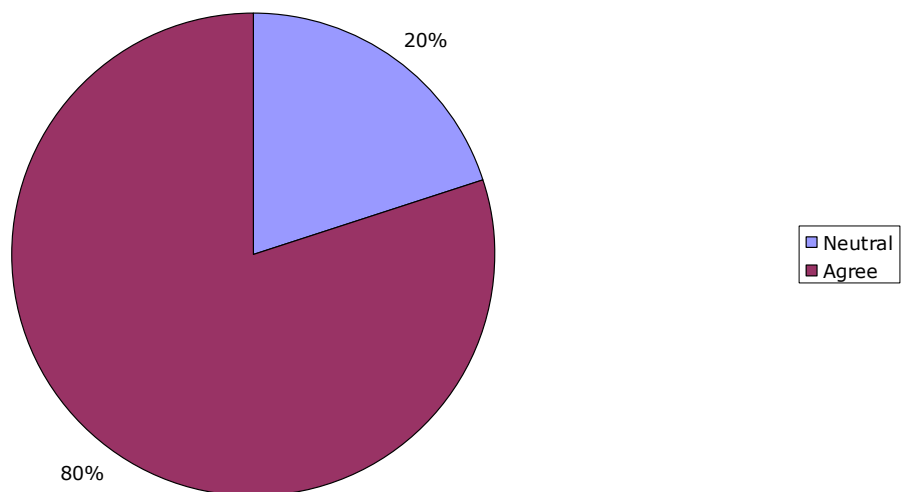
Source: own study.

Diagram 337. Efforts driven by core-customer focused business processes



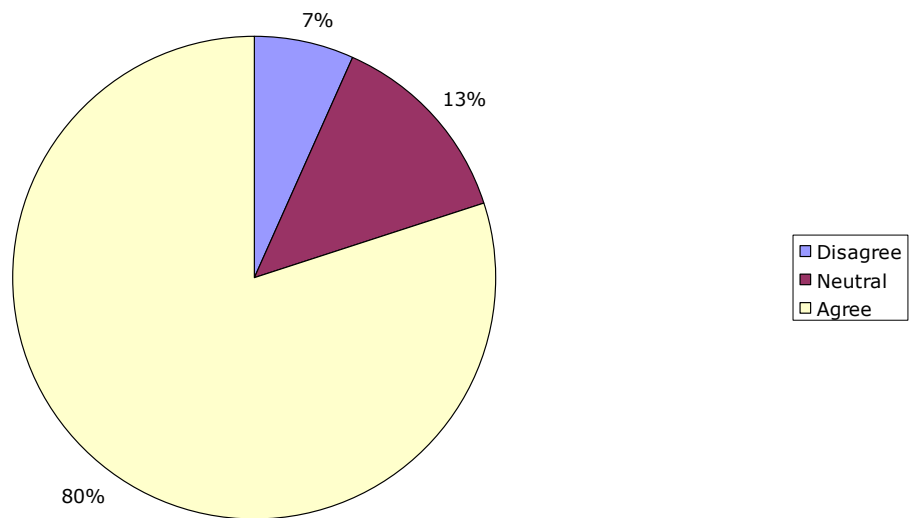
Source: own study.

Diagram 338. Part of corporate strategy



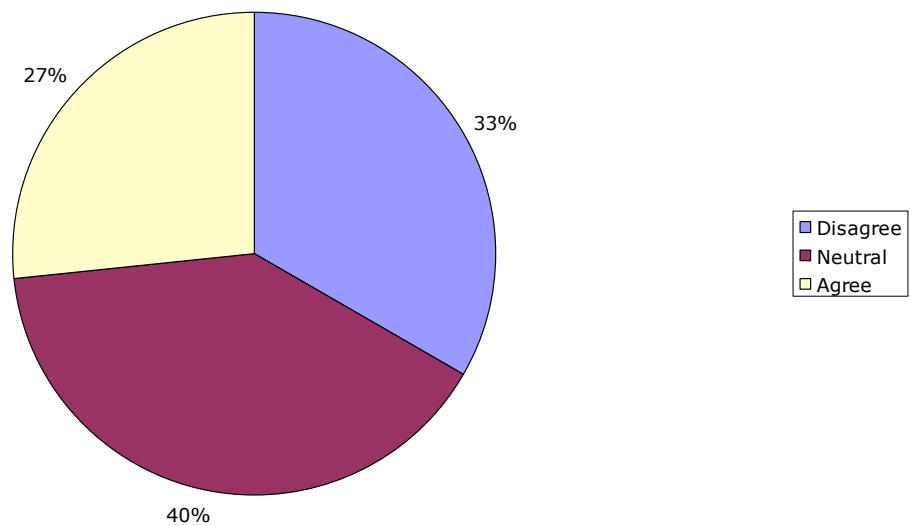
Source: own study.

Diagram 339. Change of organizational culture



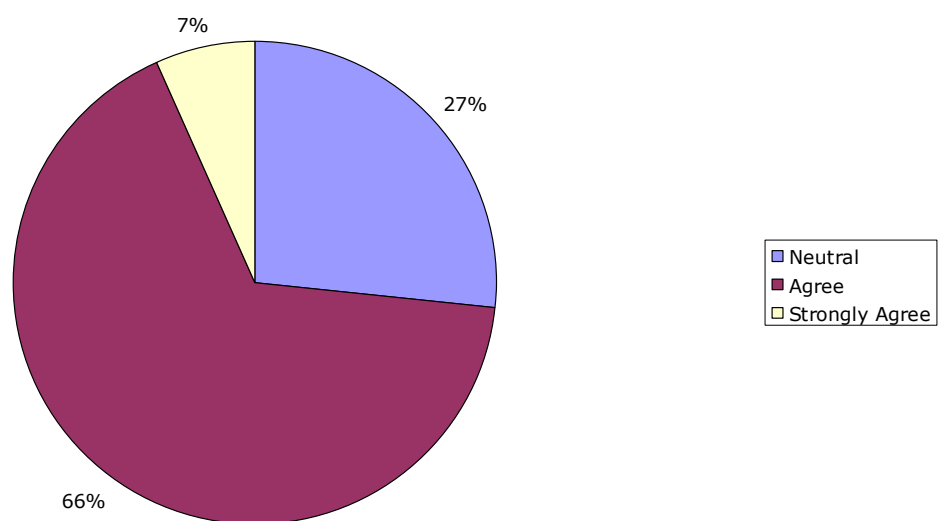
Source: own study.

Diagram 340. "Clean slate" opportunity



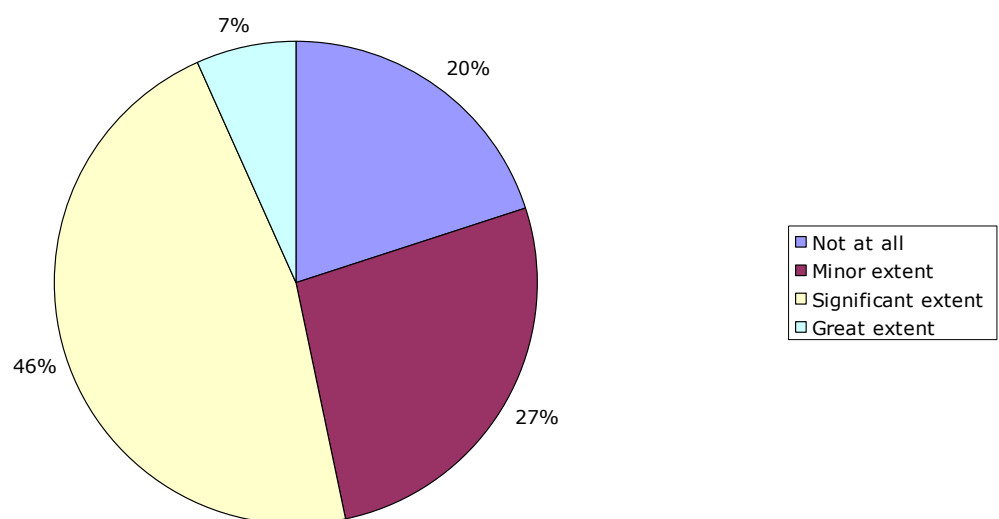
Source: own study.

Diagram 341. Learning capabilities



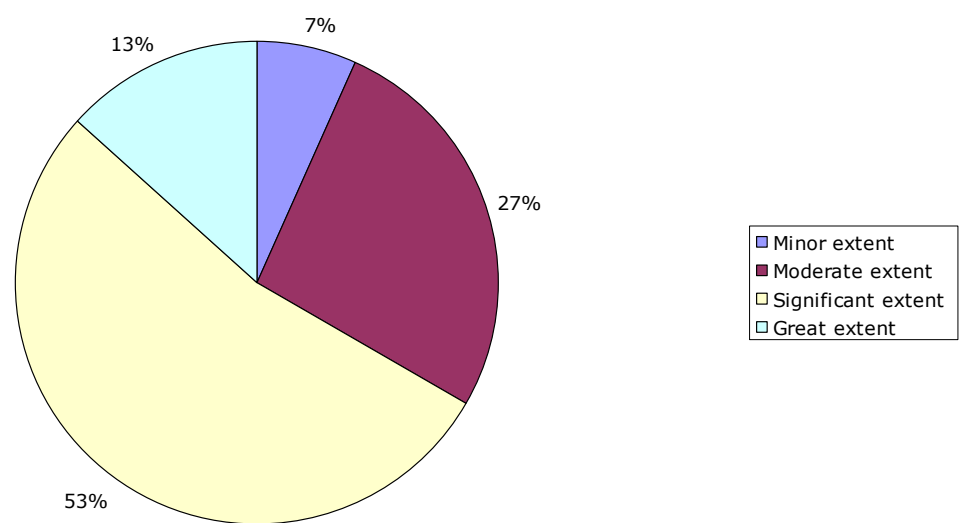
Source: own study.

Diagram 342. Help of external consultants as a base for success



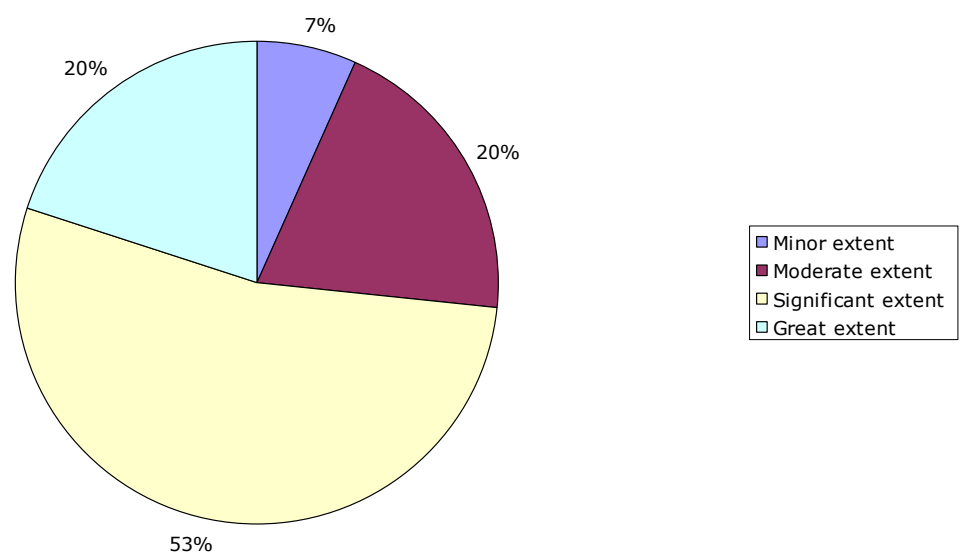
Source: own study.

Diagram 343. IT - integral part of BPR



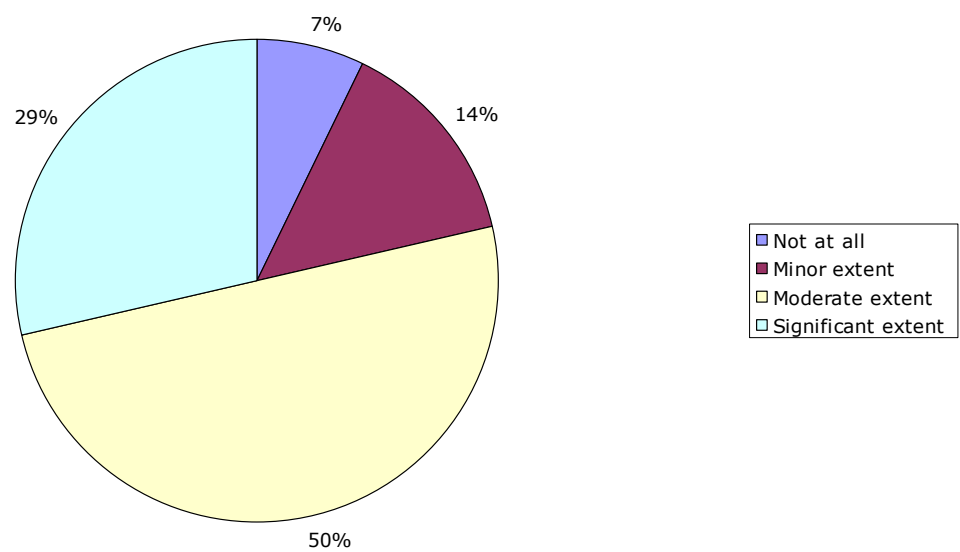
Source: own study.

Diagram 344. Customer feedback



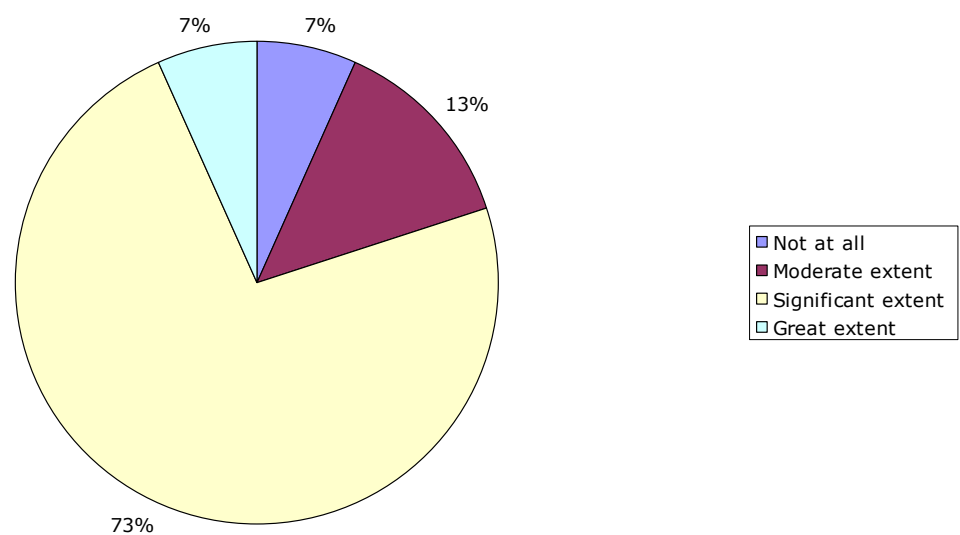
Source: own study.

Diagram 345. Competitive pressures



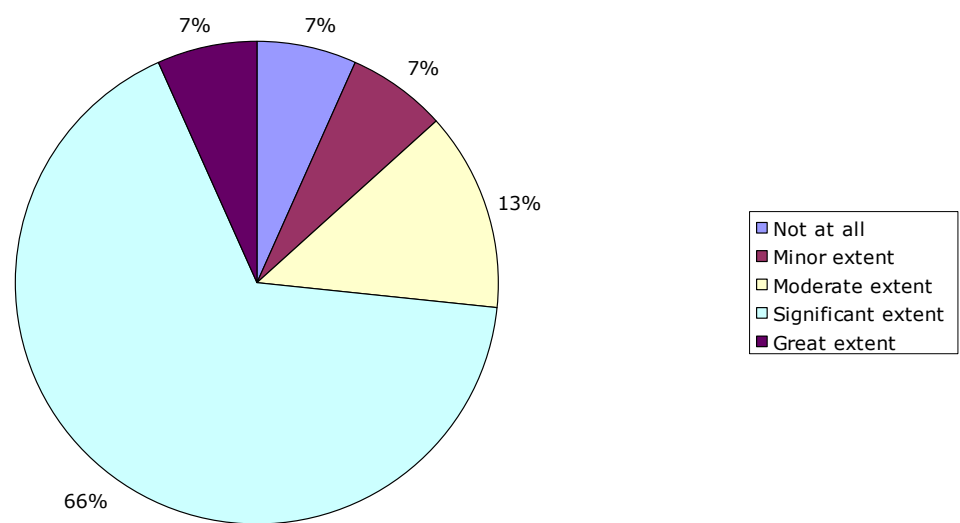
Source: own study.

Diagram 346. Proactive approach



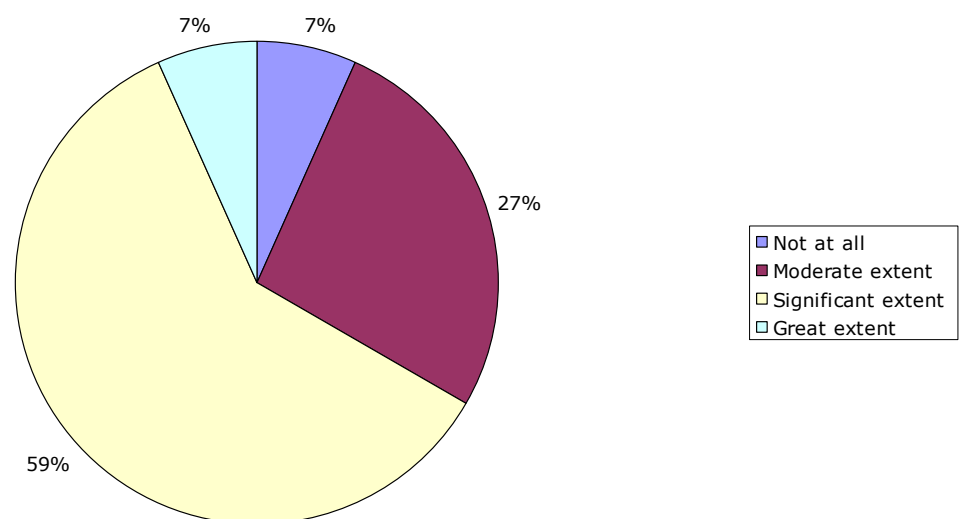
Source: own study.

Diagram 347. Front office



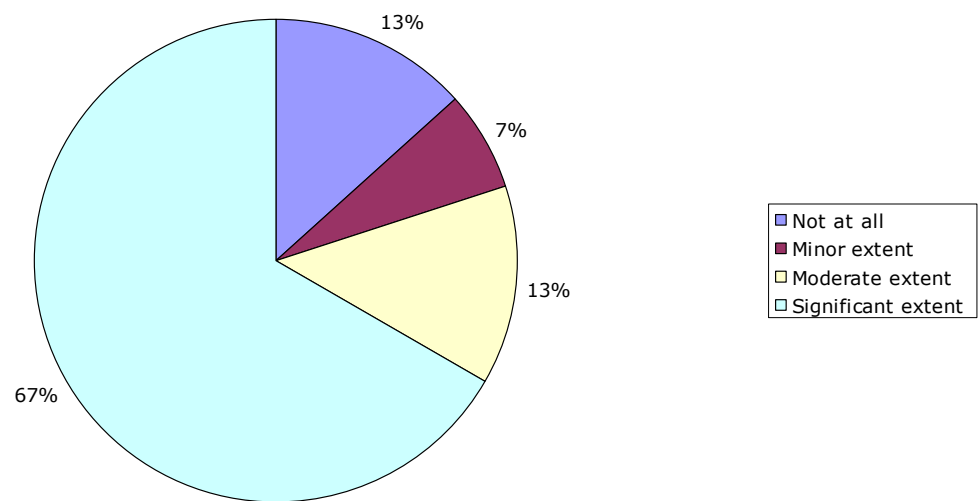
Source: own study.

Diagram 348. Back office



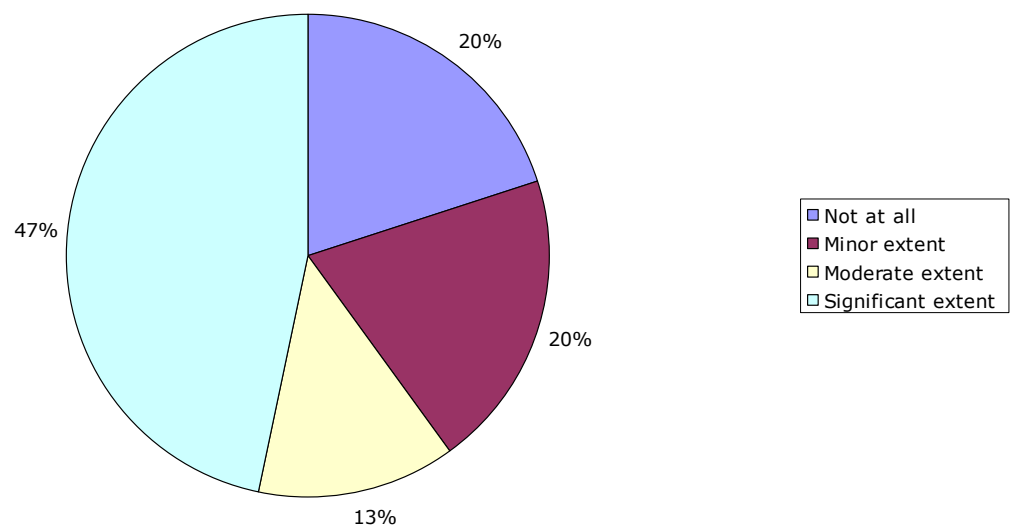
Source: own study.

Diagram 349. Personnel



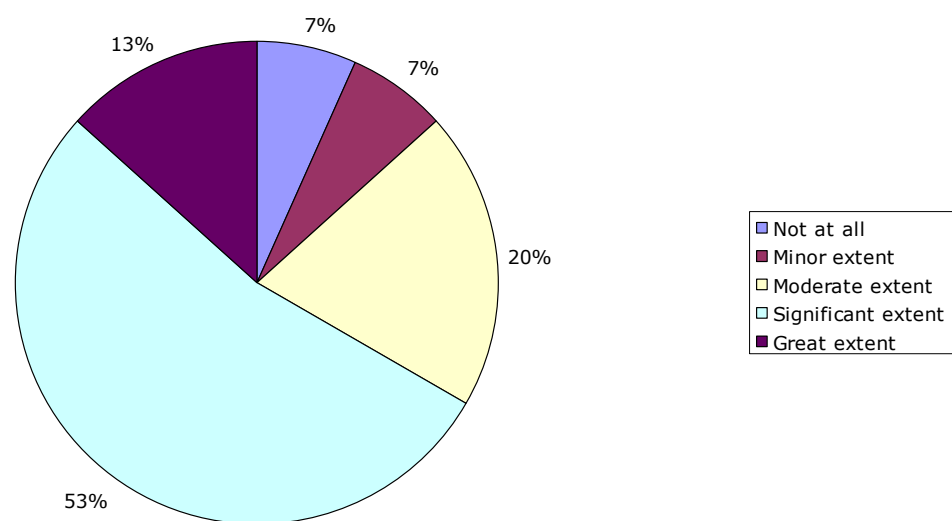
Source: own study.

Diagram 350. Property maintenance



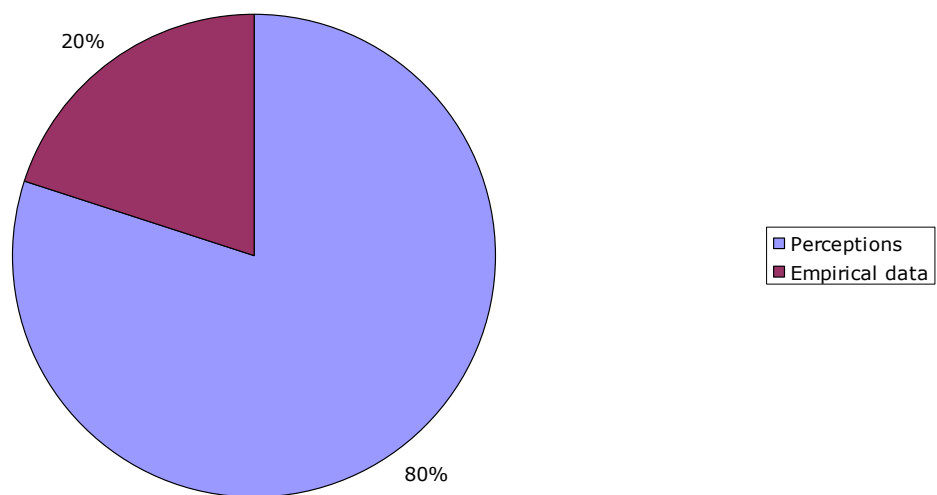
Source: own study.

Diagram 351. Information technology



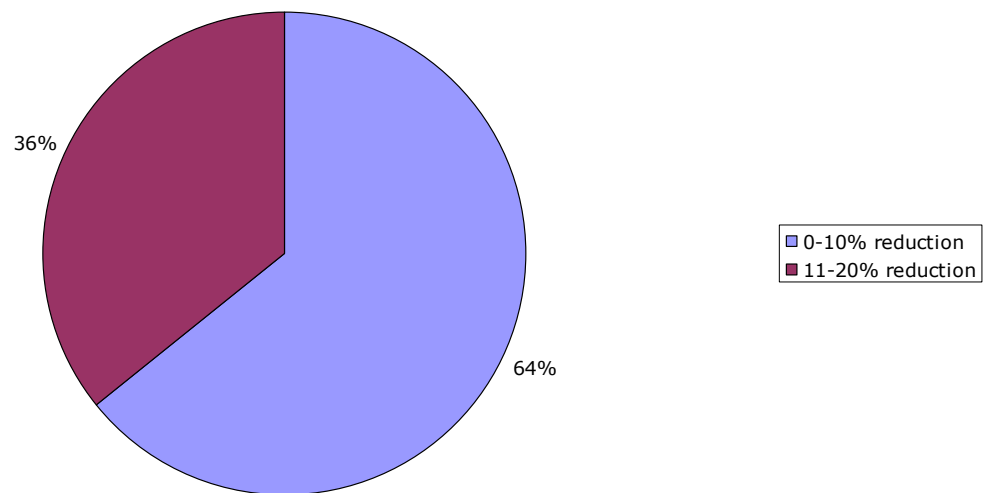
Source: own study.

Diagram 352. Questions based on:



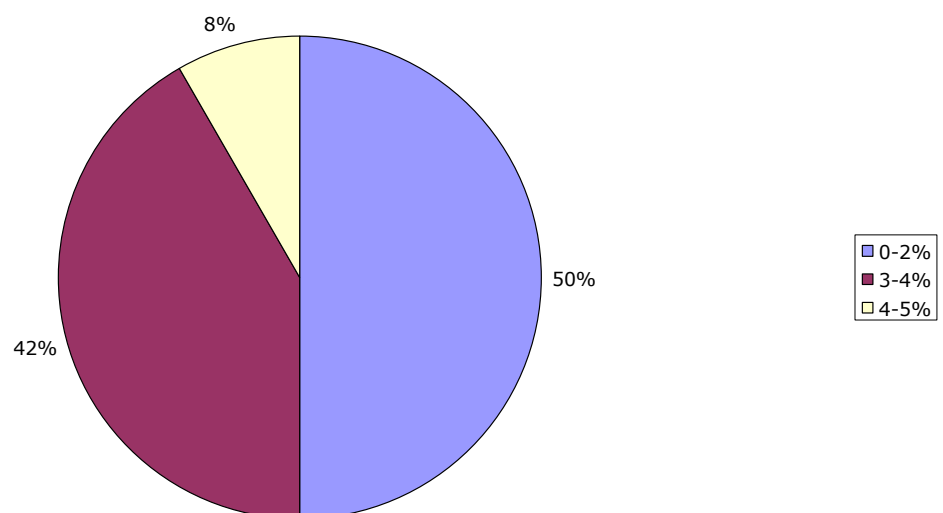
Source: own study.

Diagram 353. Change in workforce



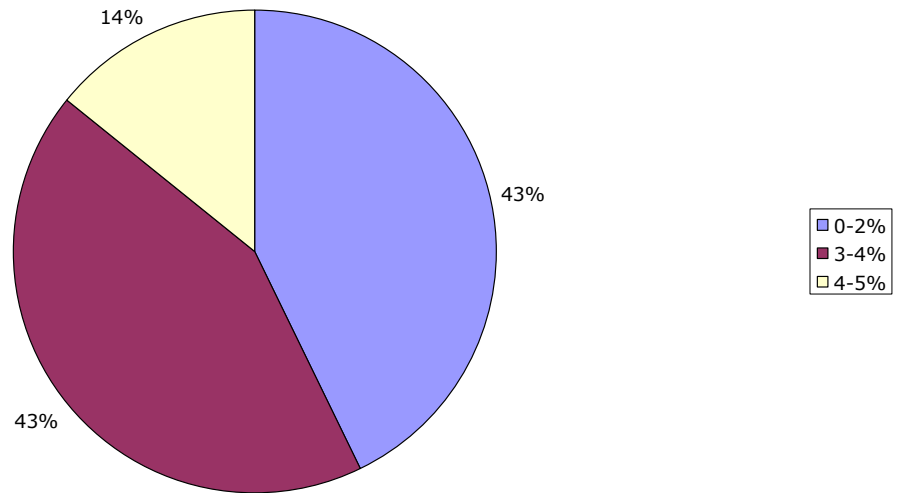
Source: own study.

Diagram 354. Return on equity



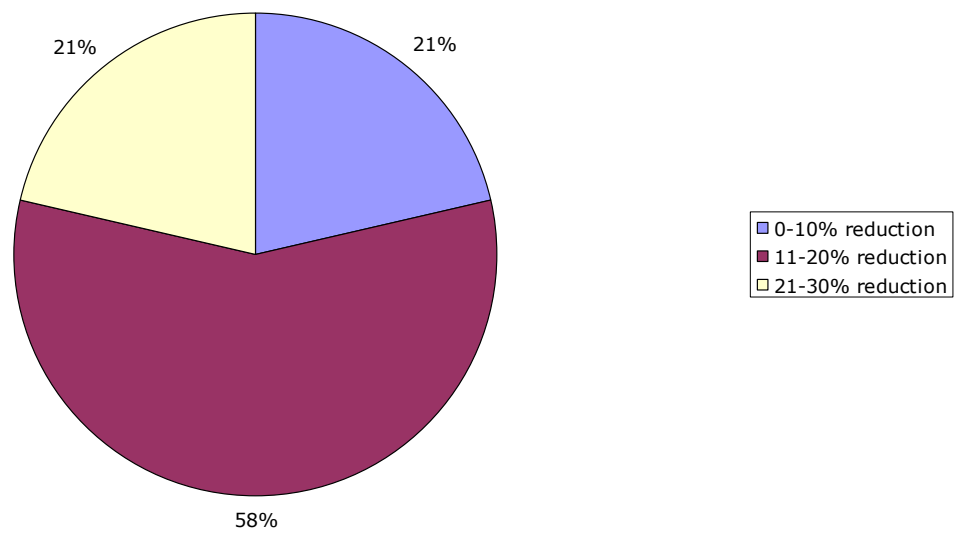
Source: own study.

Diagram 355. Cost/income



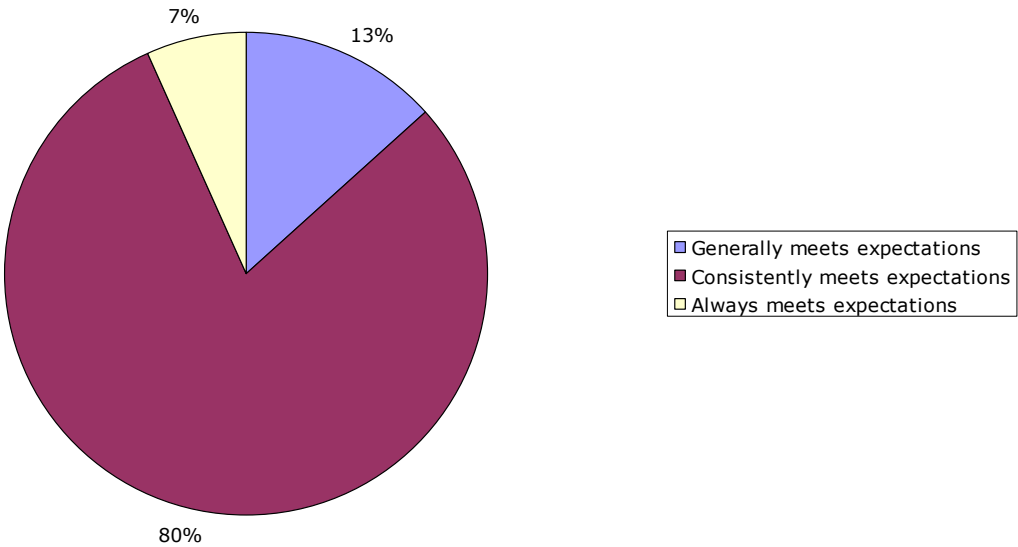
Source: own study.

Diagram 356. Cycle time



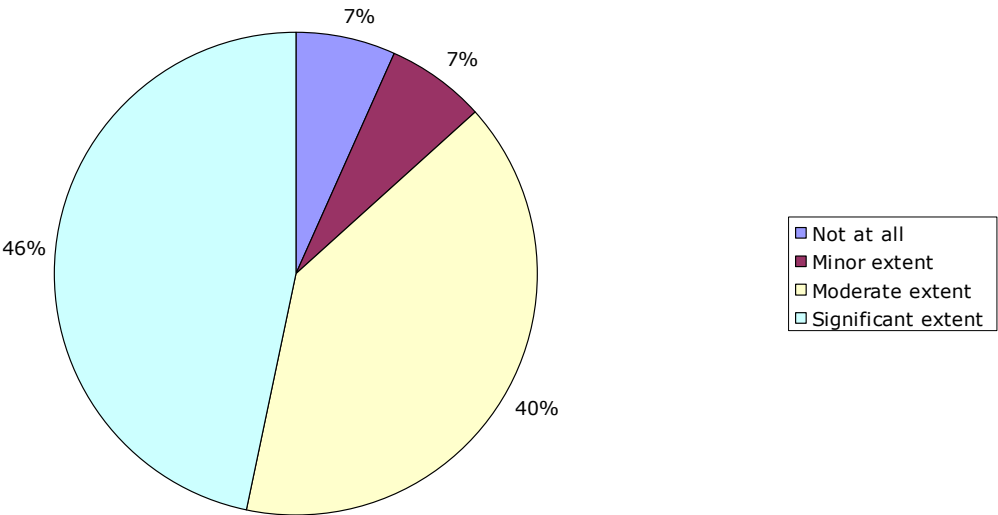
Source: own study.

Diagram 357. Organizations ability to satisfy customers needs



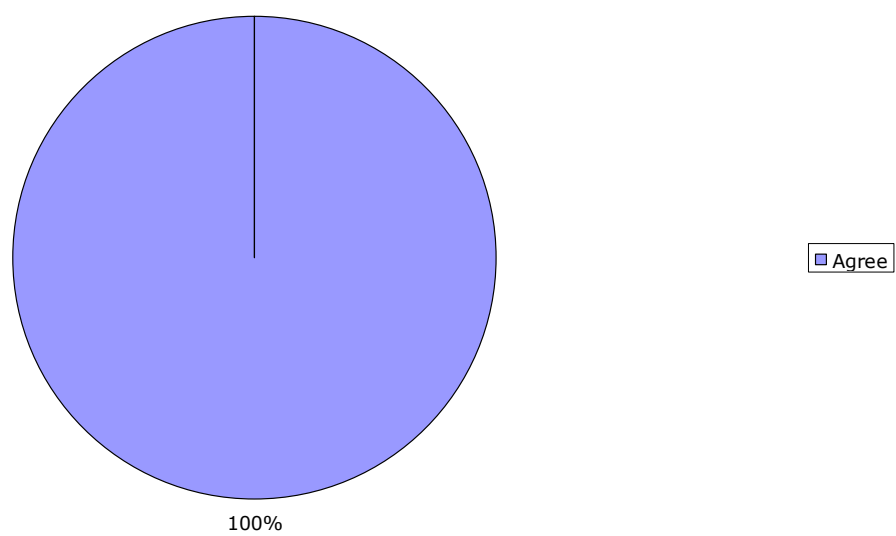
Source: own study.

Diagram 358. Organizational culture



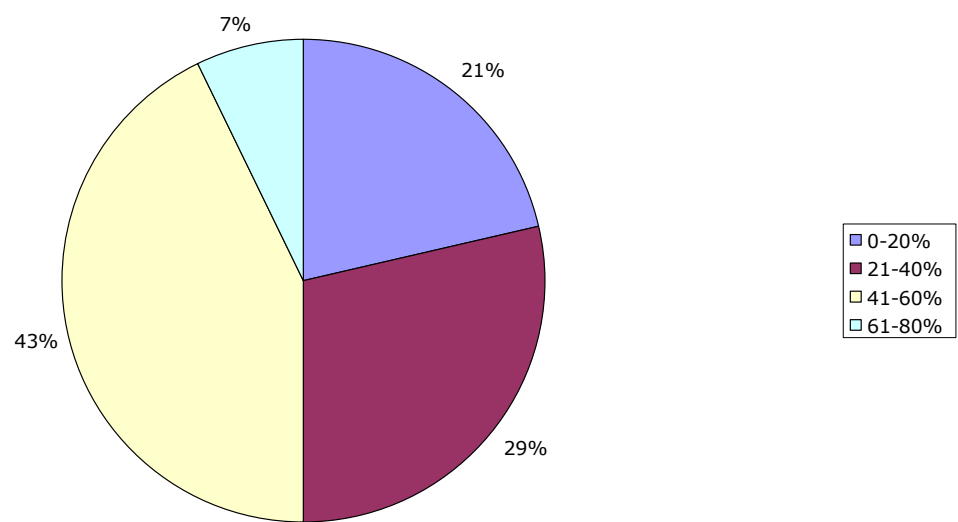
Source: own study.

Diagram 359. Cooperation with external consultants facilitated BPR



Source: own study.

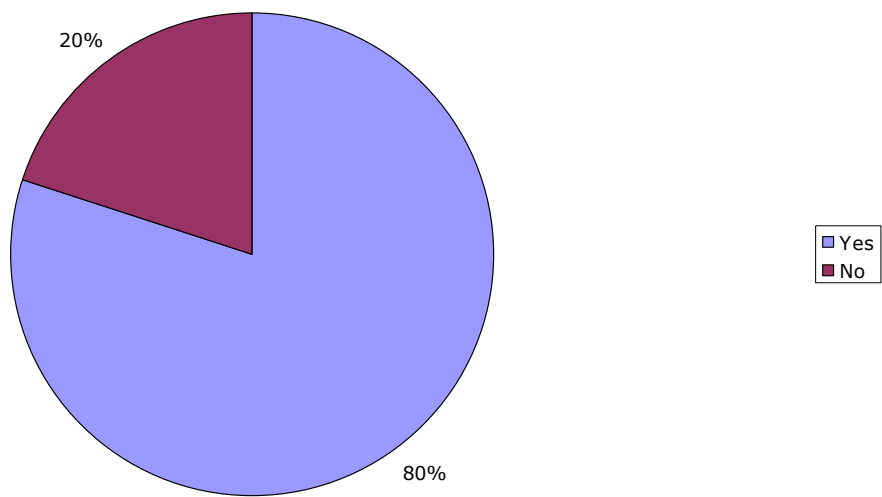
Diagram 360. Level of success



Source: own study.

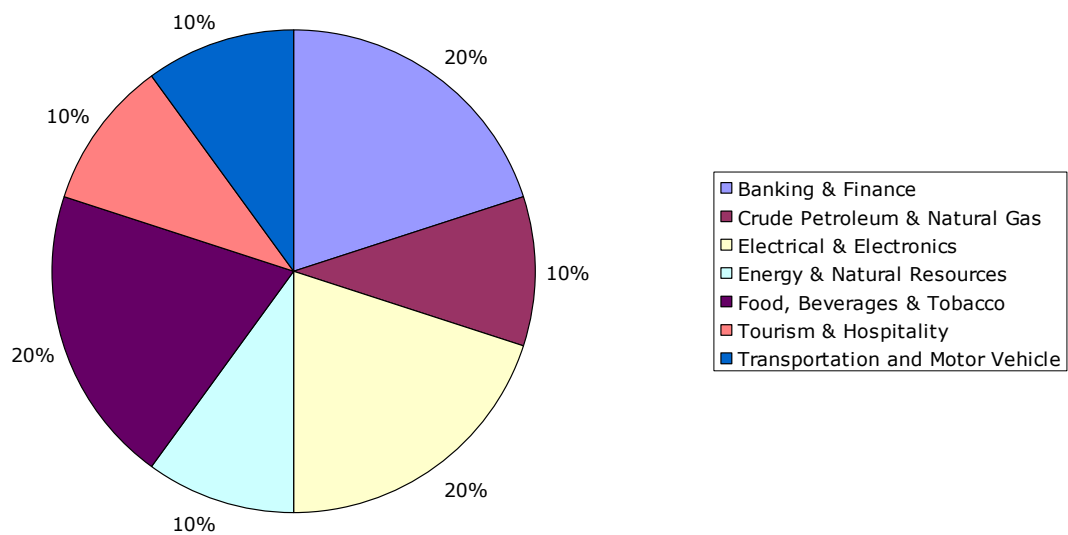
1.13. Portugal

Diagram 361. Executive summary



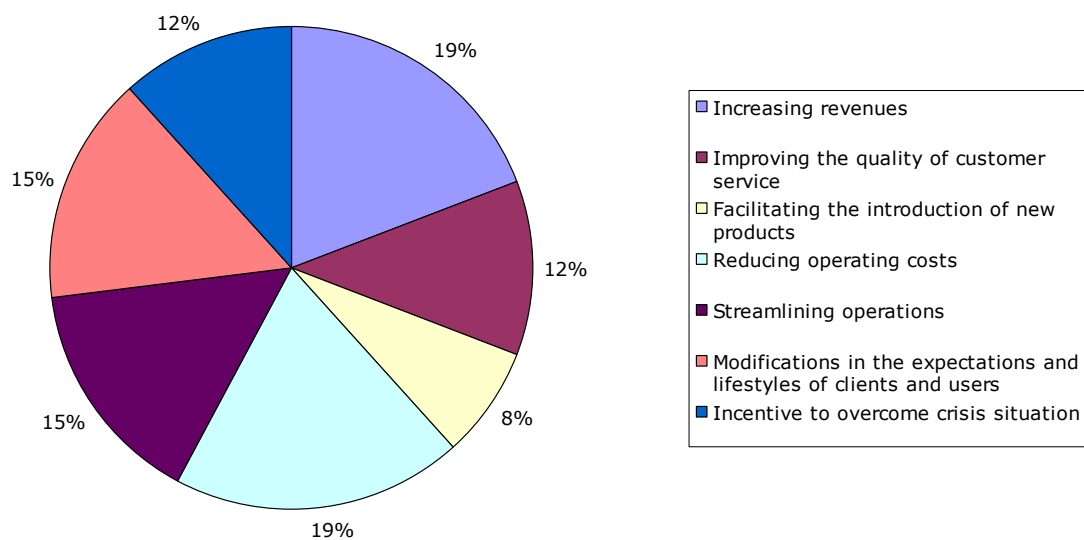
Source: own study.

Diagram 362. Industry



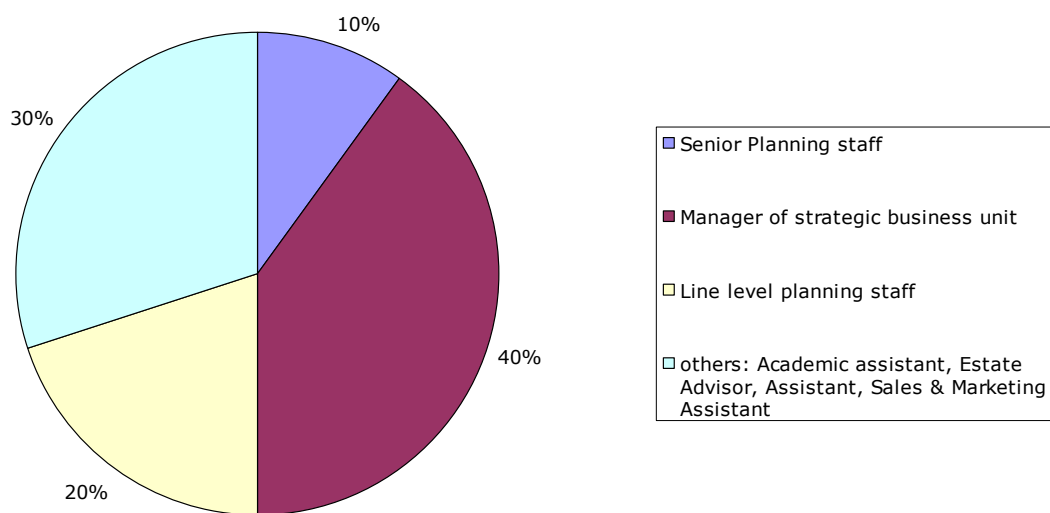
Source: own study.

Diagram 363. BPR reason



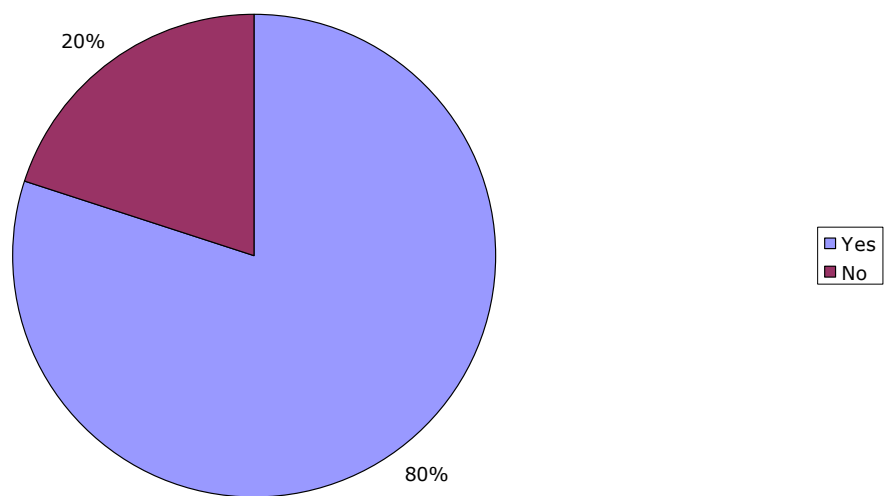
Source: own study.

Diagram 364. Corporate position



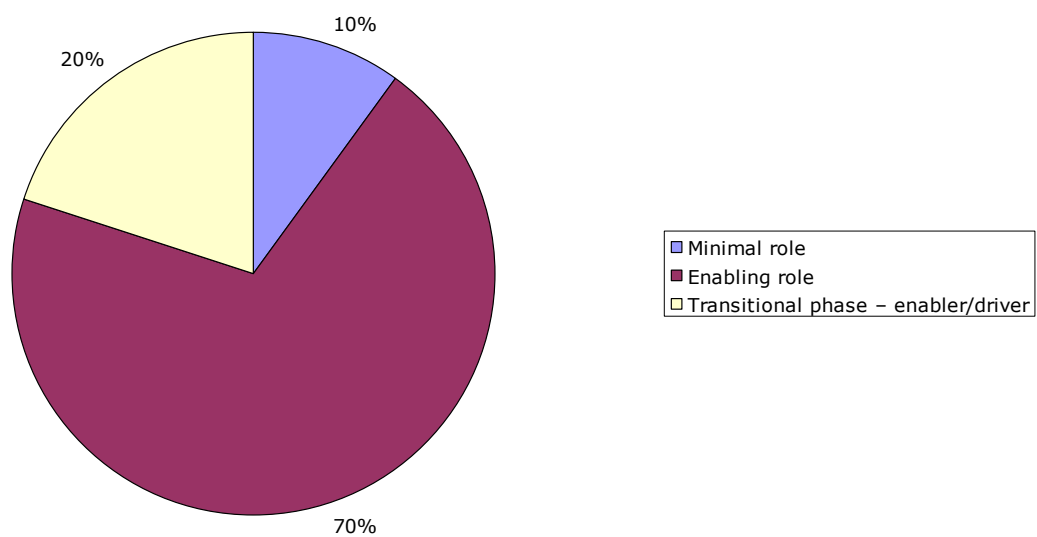
Source: own study.

Diagram 365. Help of external consultants



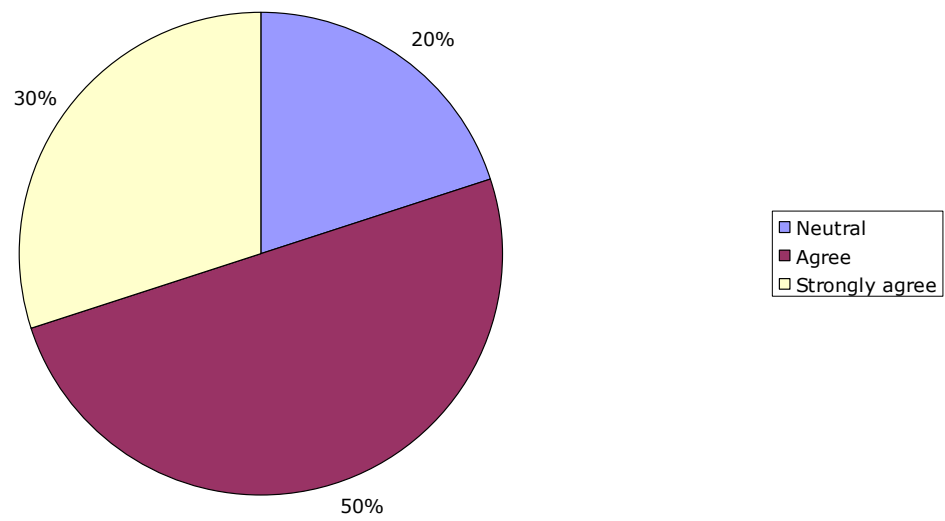
Source: own study.

Diagram 366. IT role



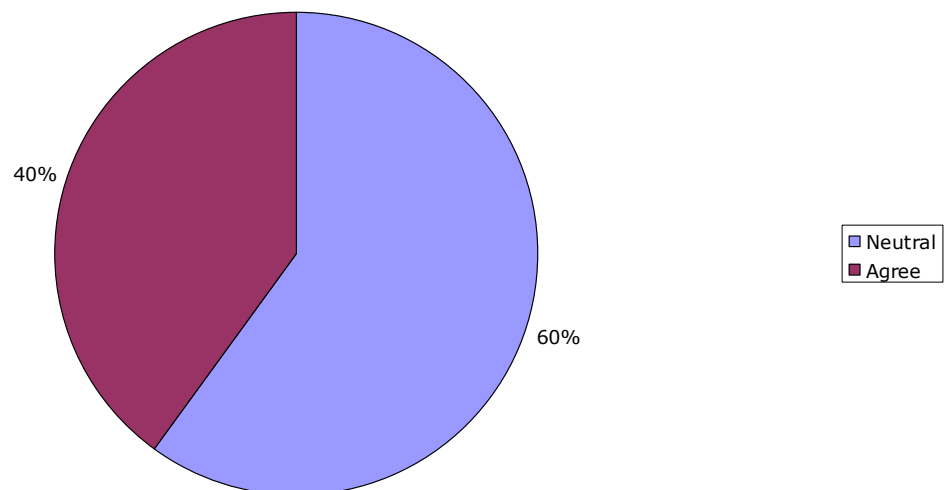
Source: own study.

Diagram 367. Efforts driven by core-customer focused business processes



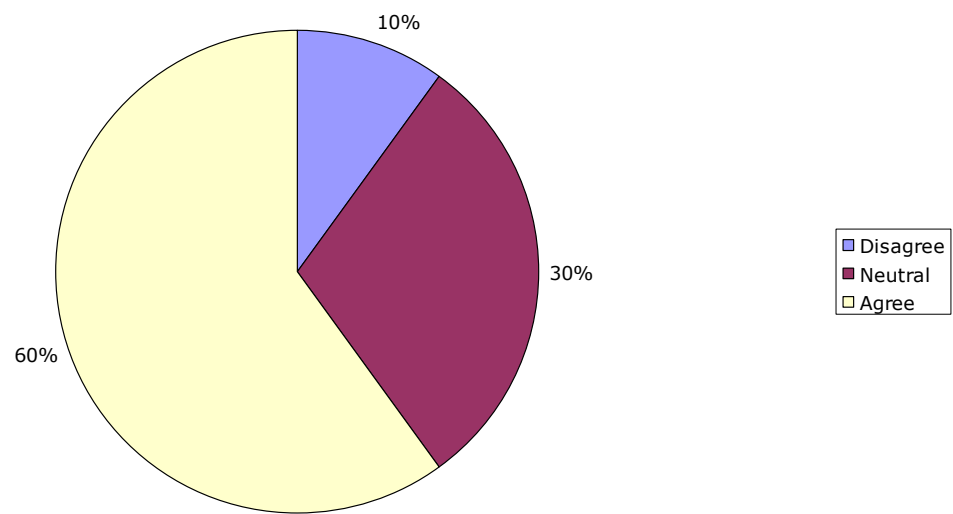
Source: own study.

Diagram 368. Part of corporate strategy



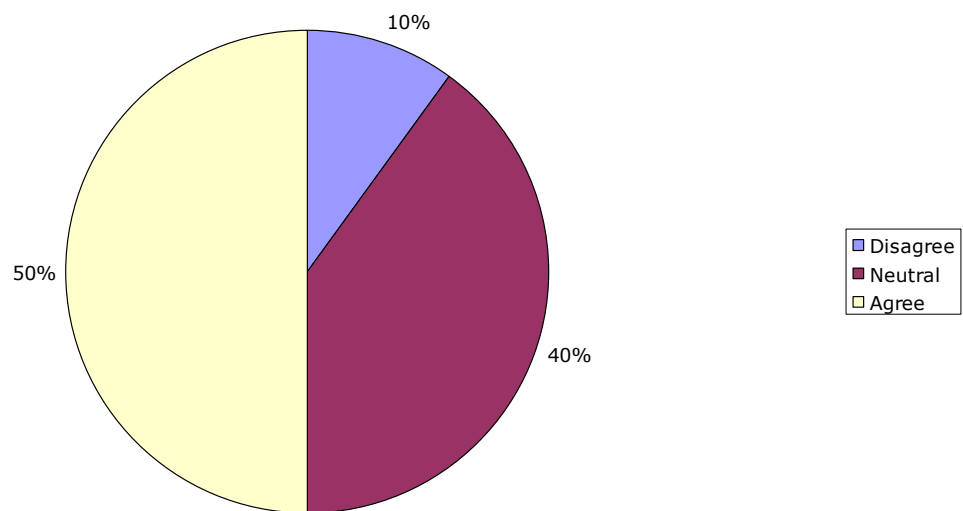
Source: own study.

Diagram 369. Change of organizational culture



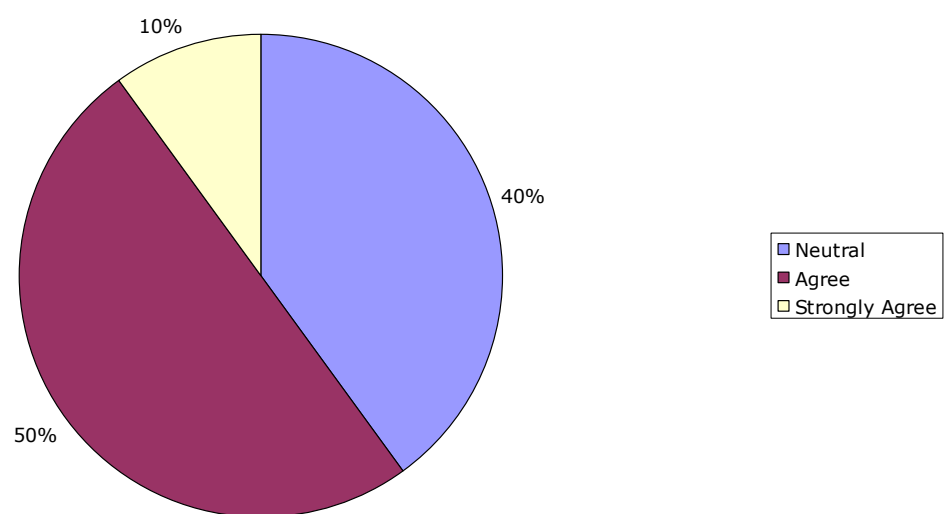
Source: own study.

Diagram 370. "Clean slate" opportunity



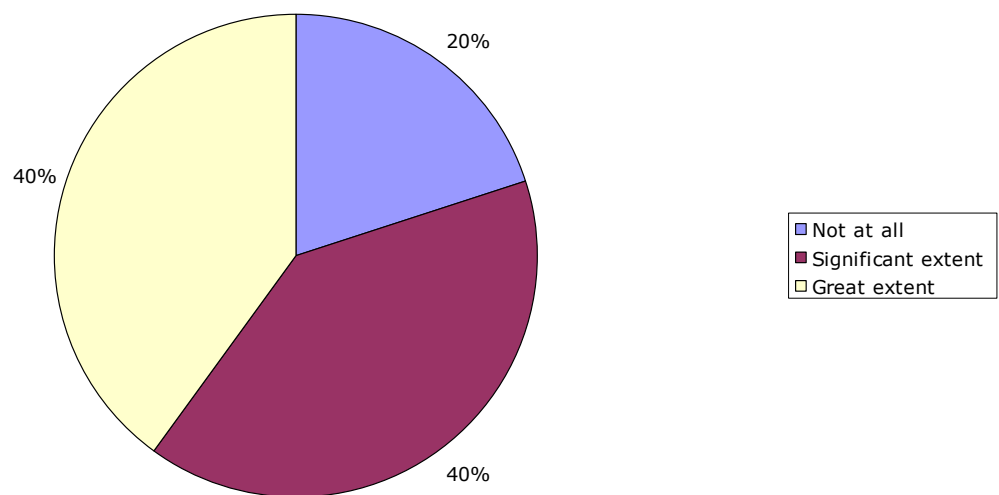
Source: own study.

Diagram 371. Learning capabilities



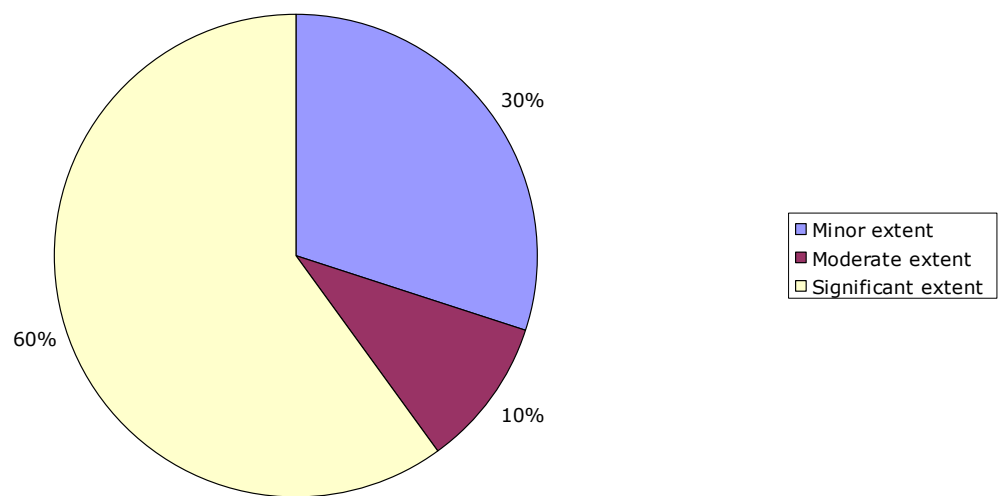
Source: own study.

Diagram 372. Help of external consultants as a base for success



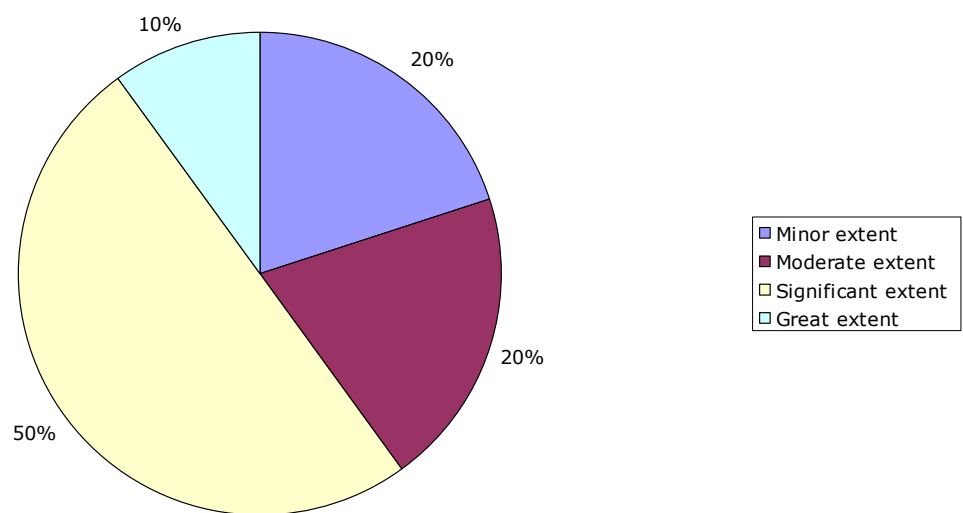
Source: own study.

Diagram 373. IT - integral part of BPR



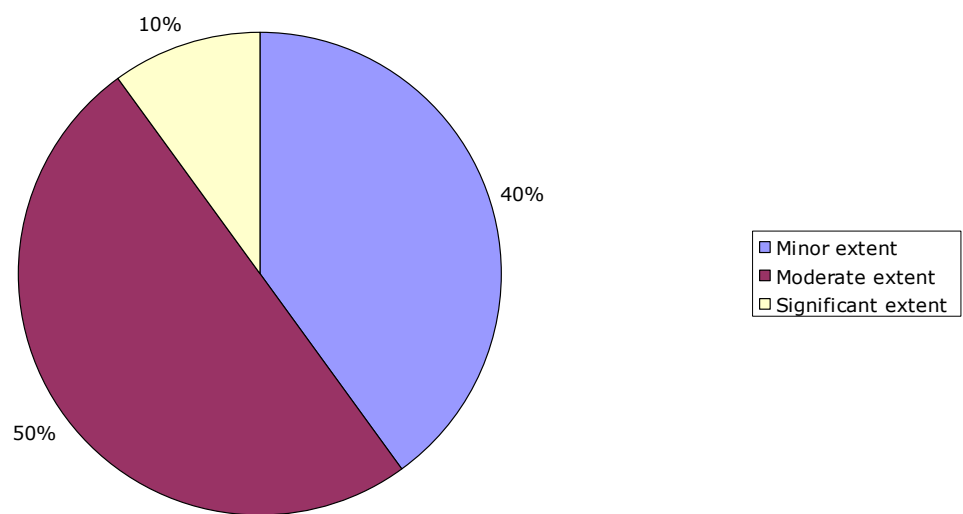
Source: own study.

Diagram 374. Customer feedback



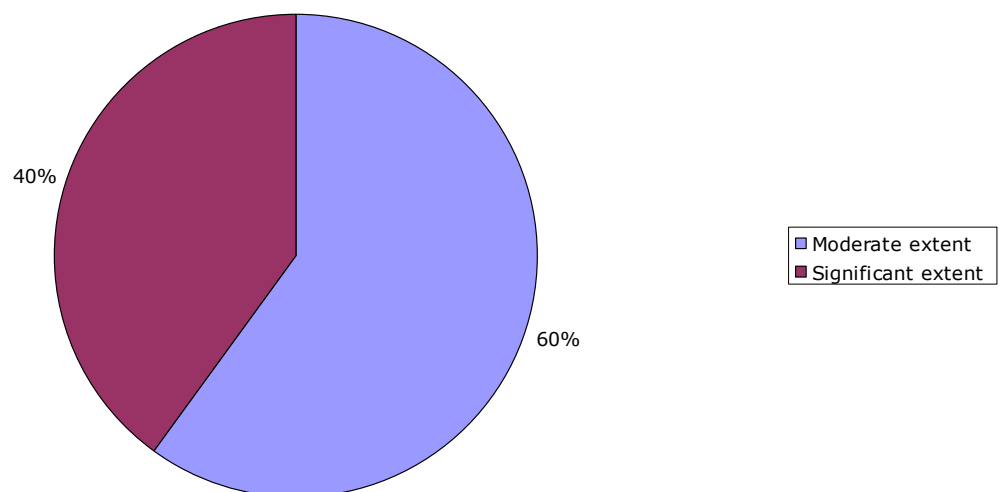
Source: own study.

Diagram 375. Competitive pressures



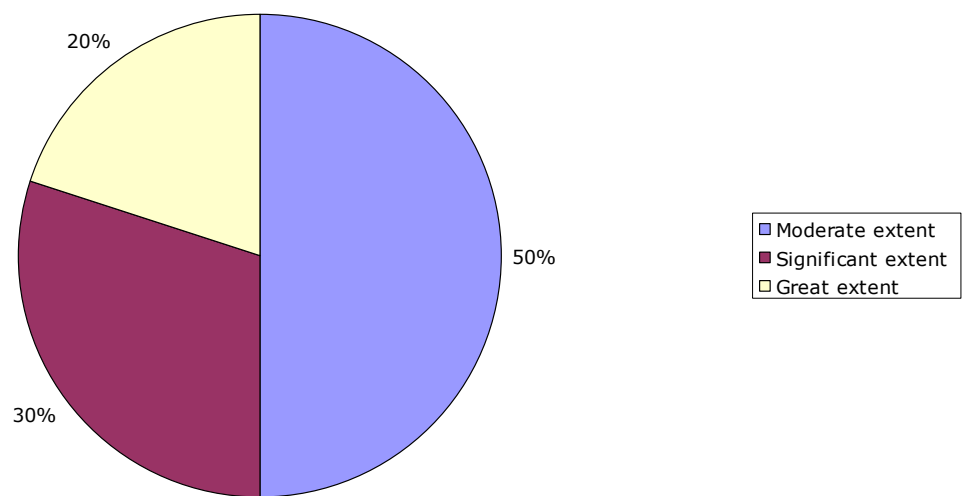
Source: own study.

Diagram 376. Proactive approach



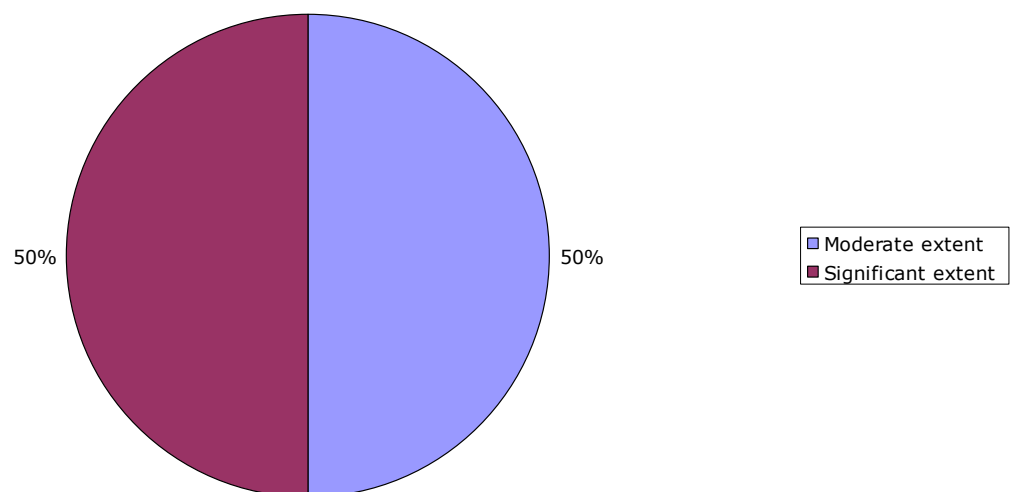
Source: own study.

Diagram 377. Front office



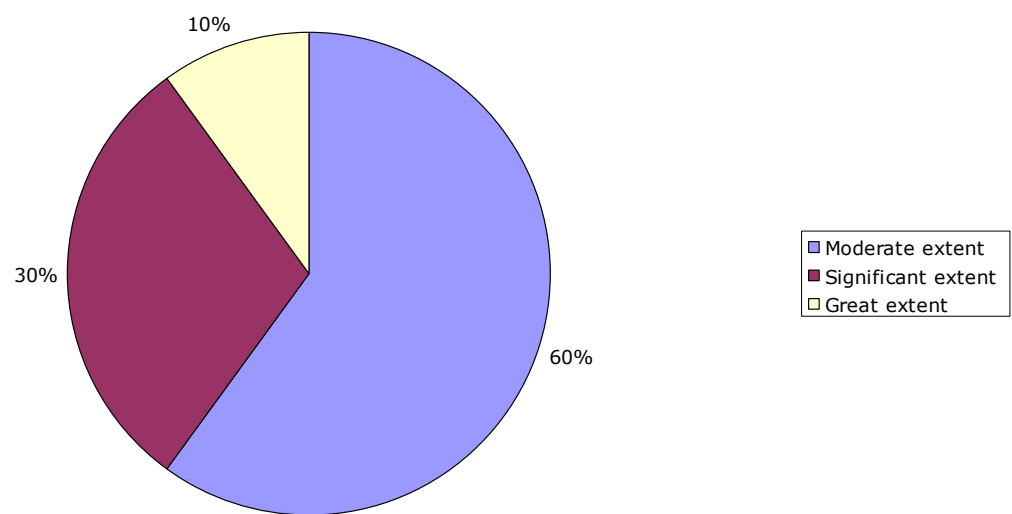
Source: own study.

Diagram 378. Back office



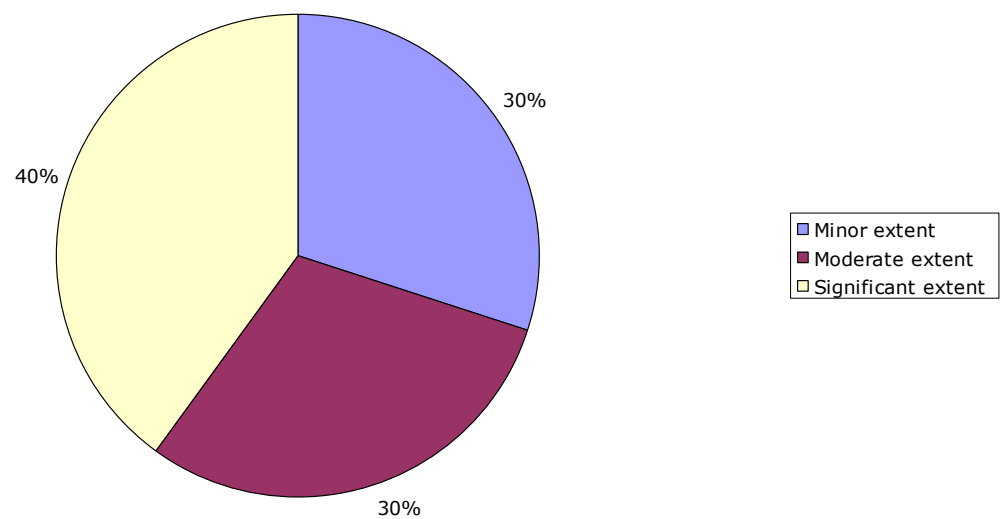
Source: own study.

Diagram 379. Personnel



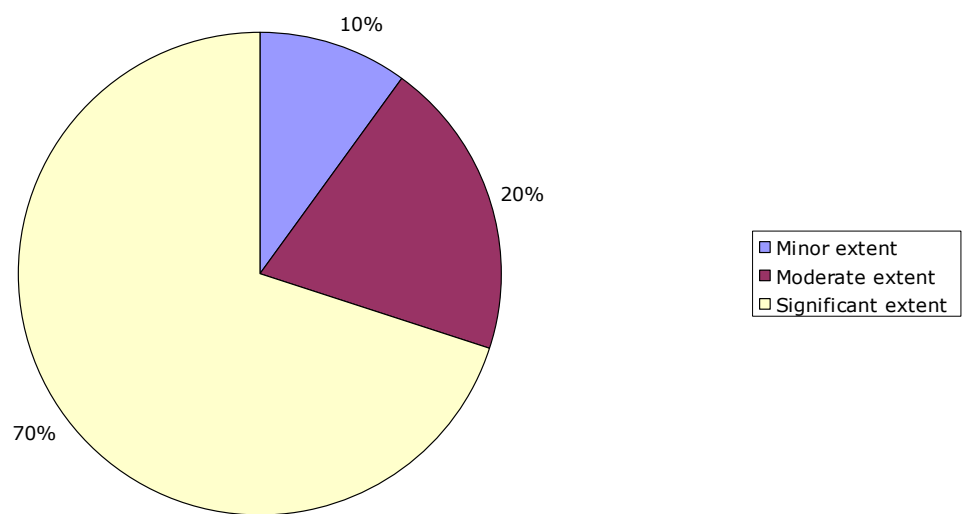
Source: own study.

Diagram 380. Property maintenance



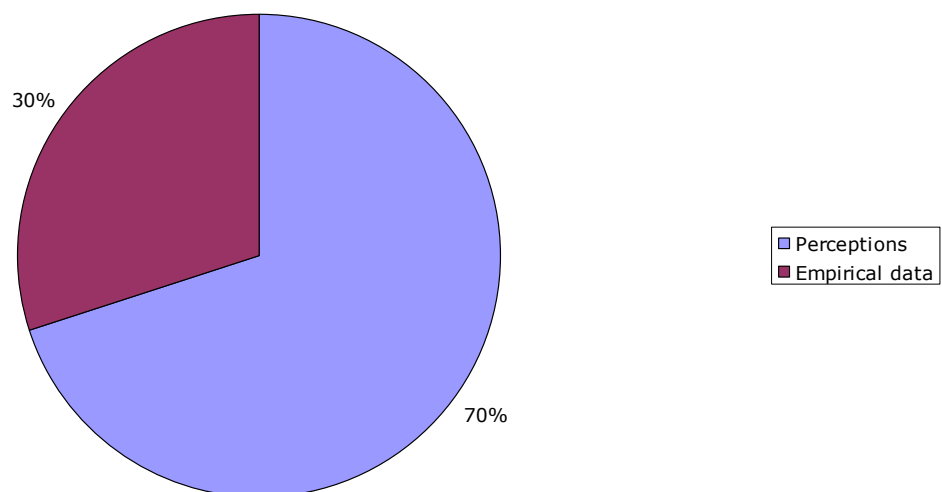
Source: own study.

Diagram 381. Information technology



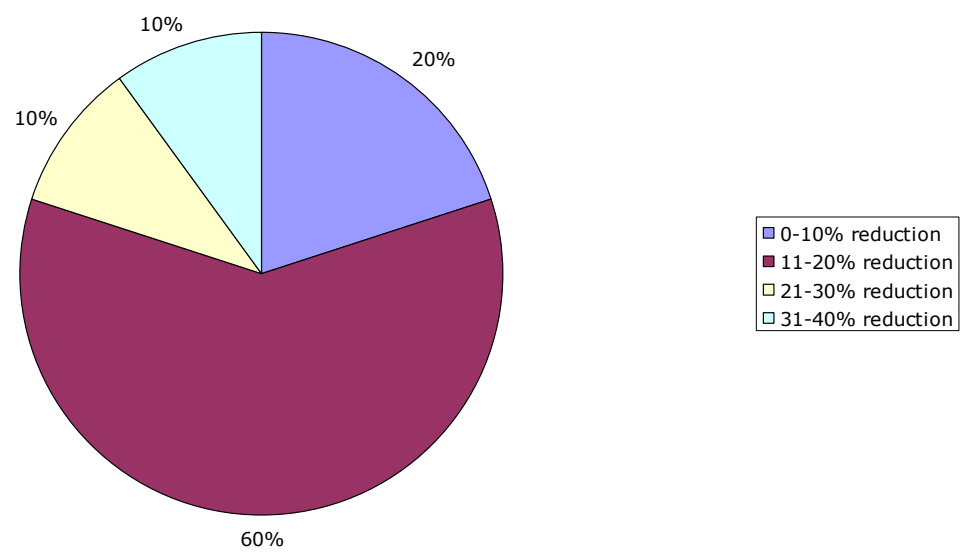
Source: own study.

Diagram 382. Questions based on:



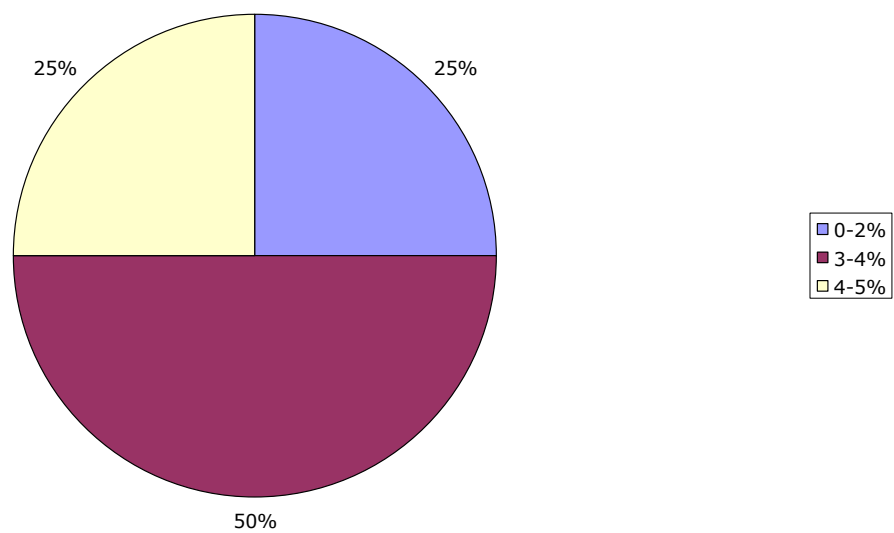
Source: own study.

Diagram 383. Change in workforce



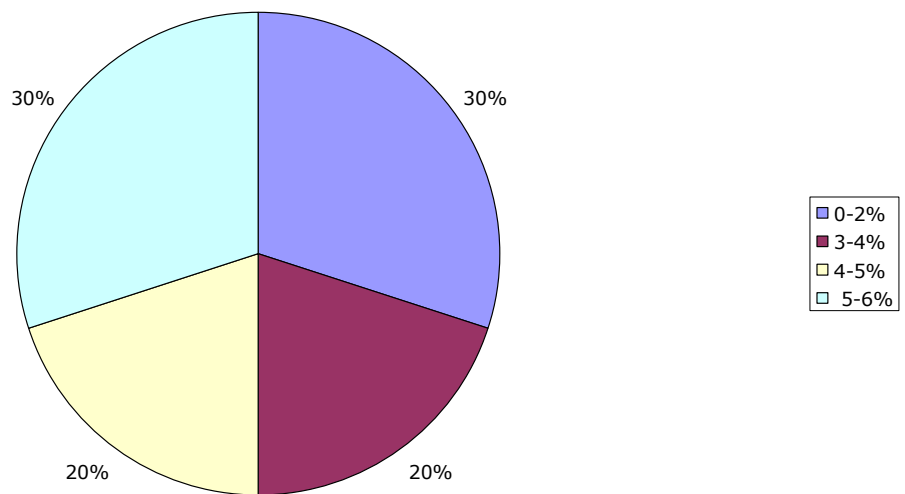
Source: own study.

Diagram 384. Return on equity



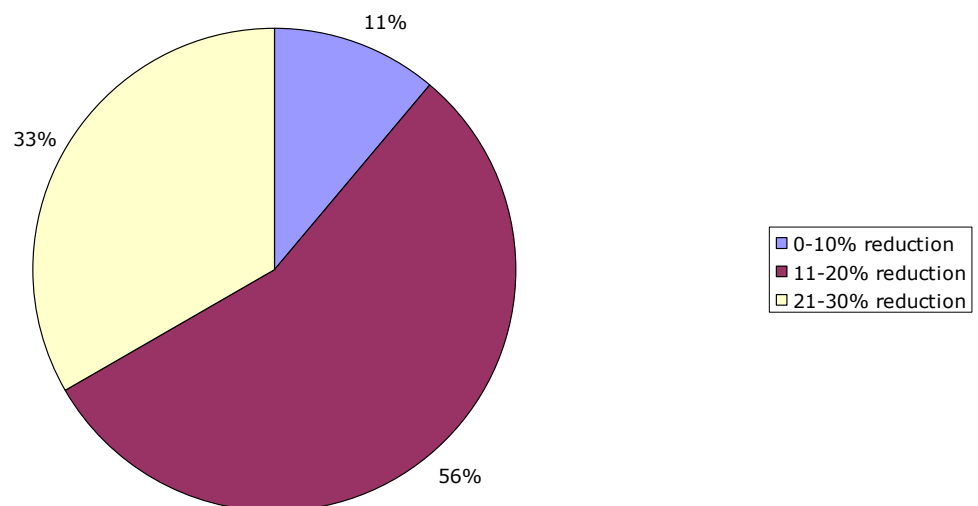
Source: own study.

Diagram 385. Cost/income



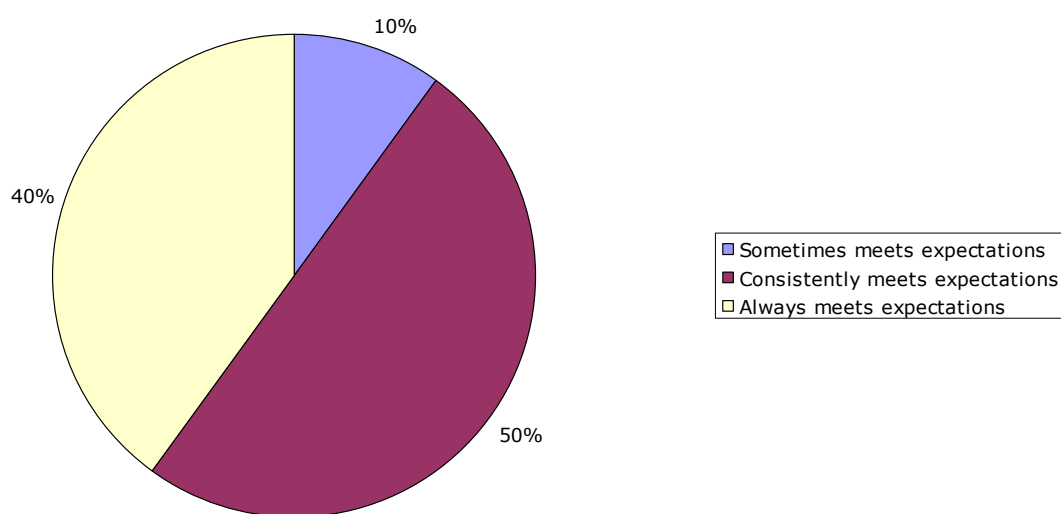
Source: own study.

Diagram 386. Cycle time



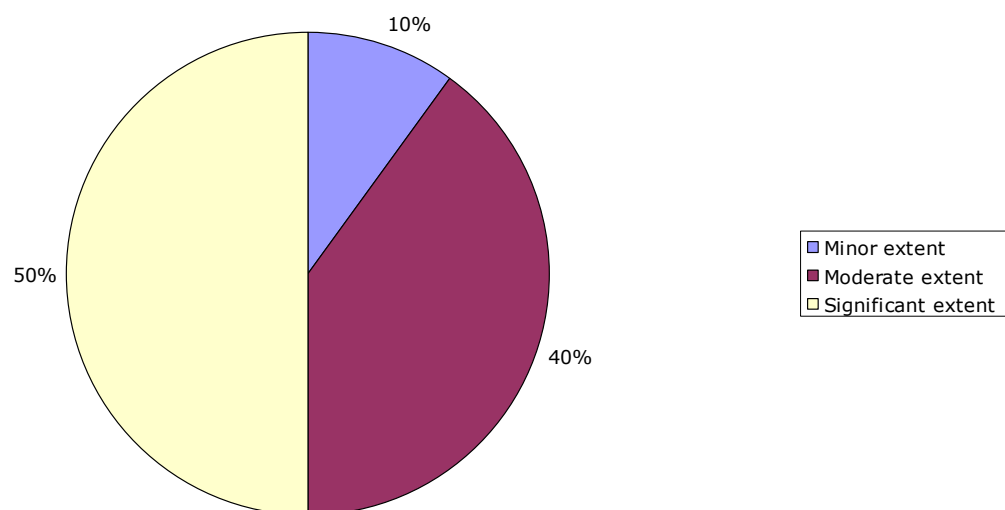
Source: own study.

Diagram 387. Organizations ability to satisfy customers needs



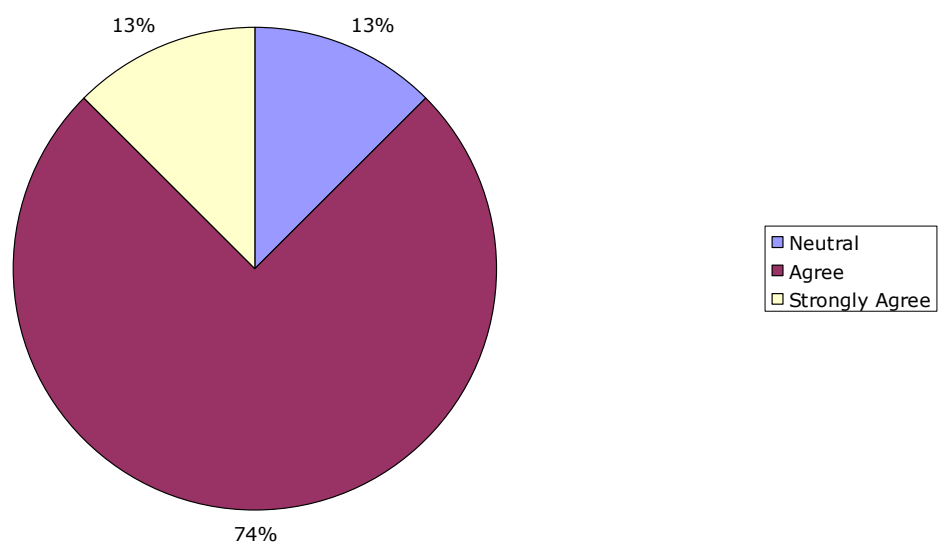
Source: own study.

Diagram 388. Organizational culture



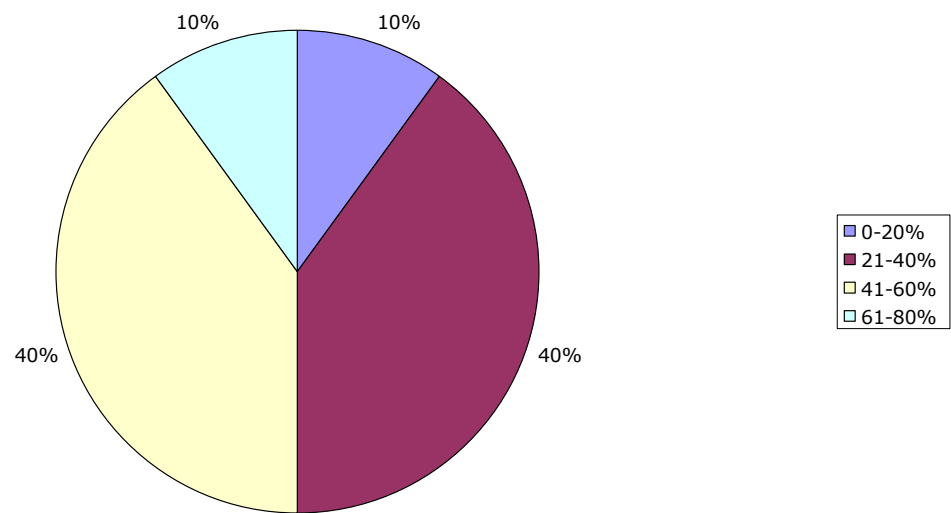
Source: own study.

Diagram 389. Cooperation with external consultants facilitated BPR



Source: own study.

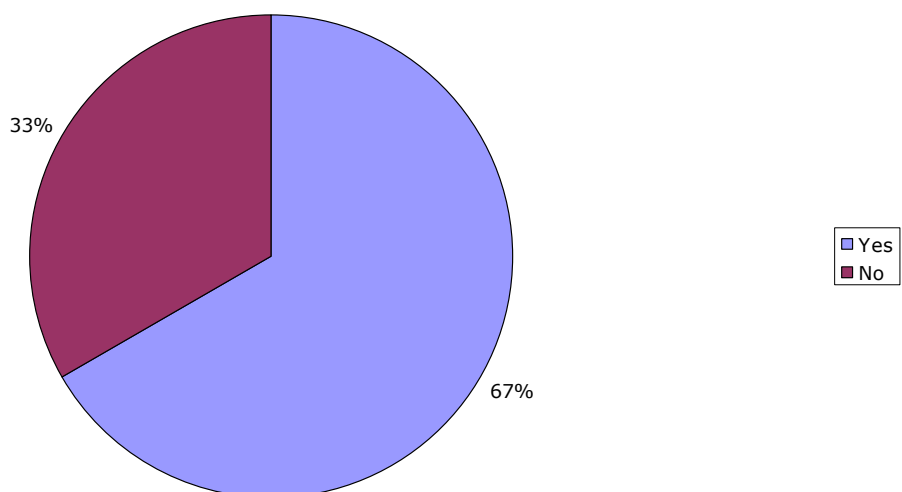
Diagram 390. Level of success



Source: own study.

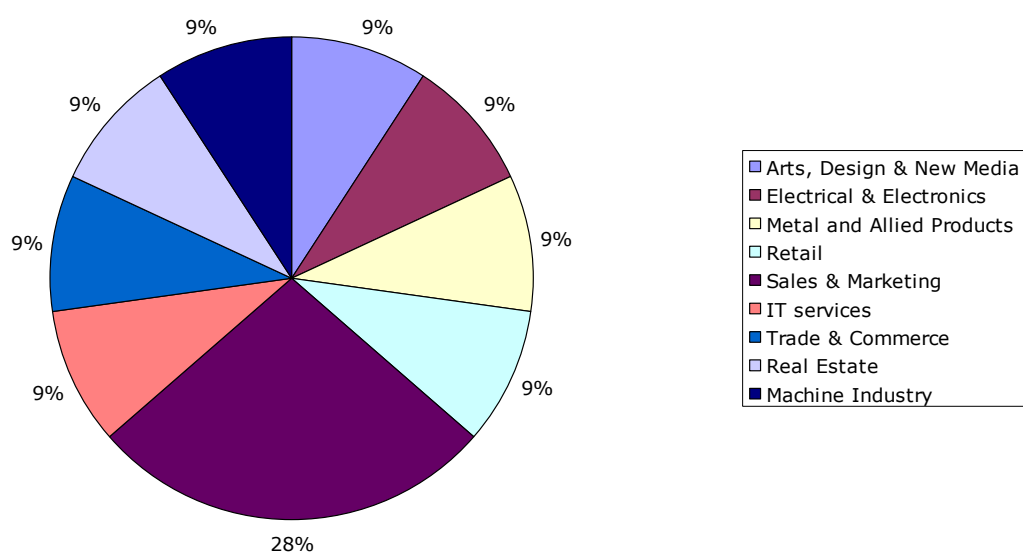
1.14. Slovakia

Diagram 391. Executive summary



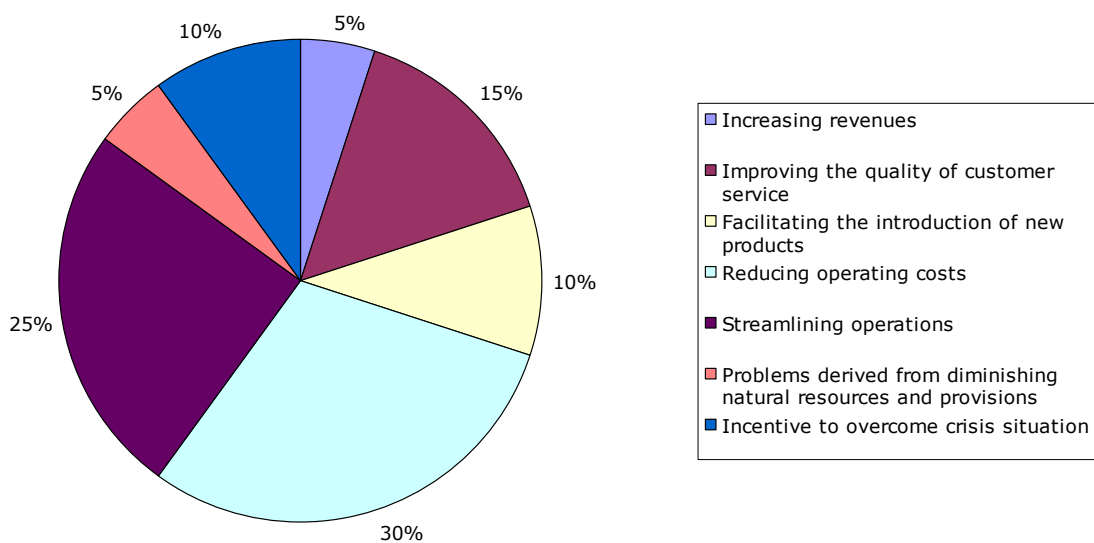
Source: own study.

Diagram 392. Industry



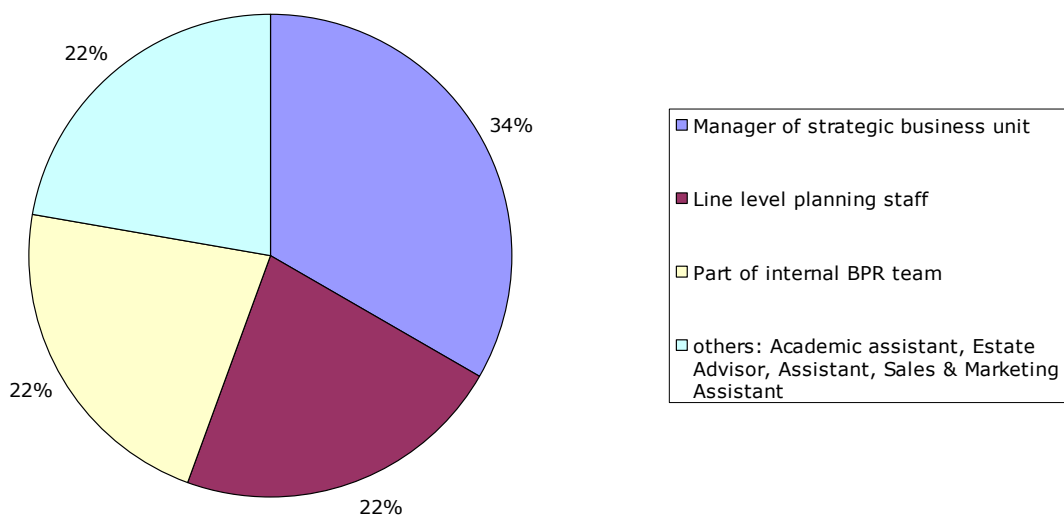
Source: own study.

Diagram 393. BPR reason



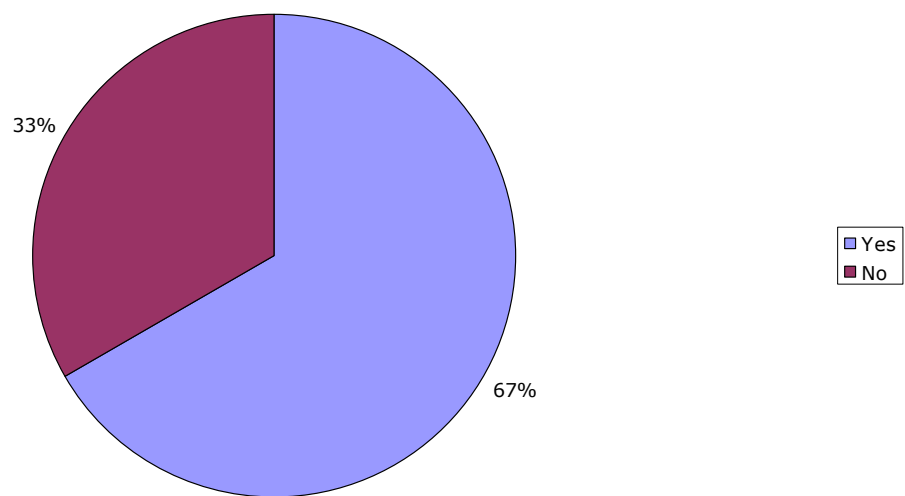
Source: own study.

Diagram 394. Corporate position



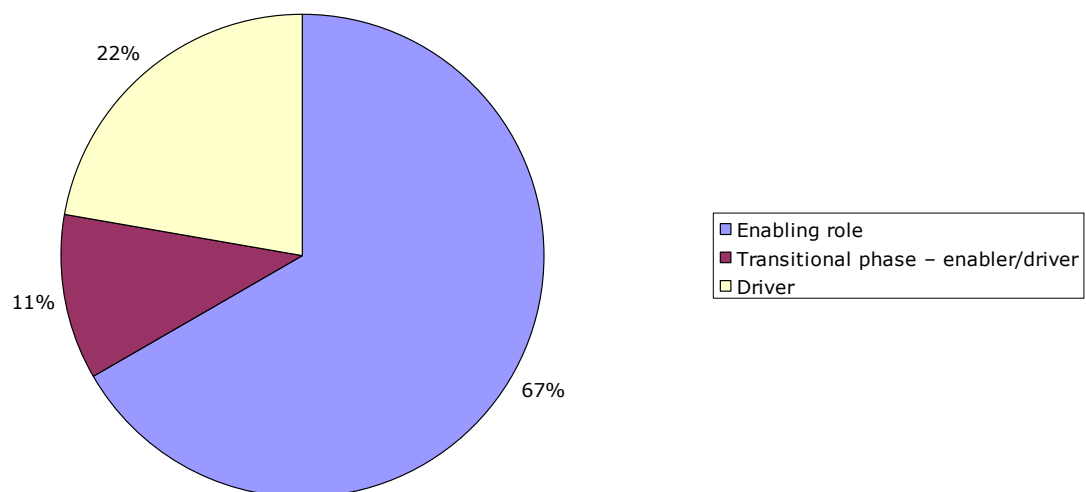
Source: own study.

Diagram 395. Help of external consultants



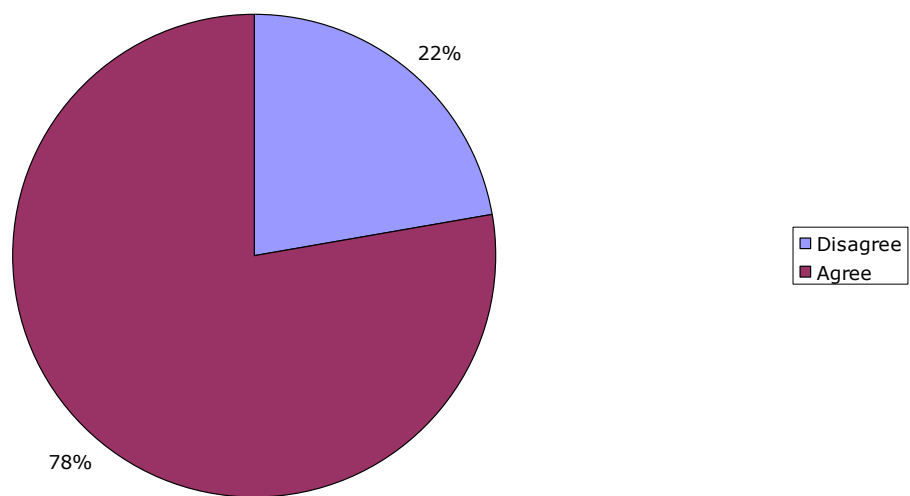
Source: own study.

Diagram 396. IT role



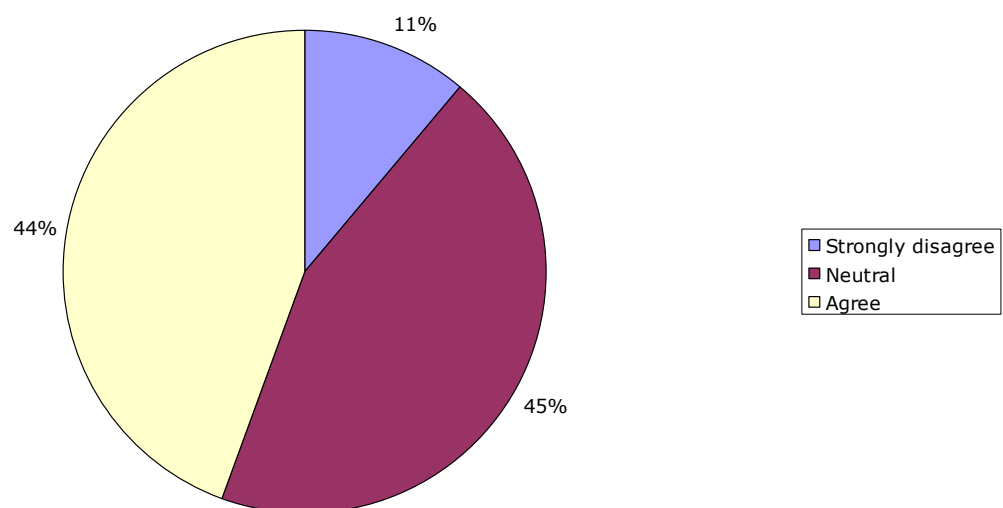
Source: own study.

Diagram 397. Efforts driven by core-customer focused business processes



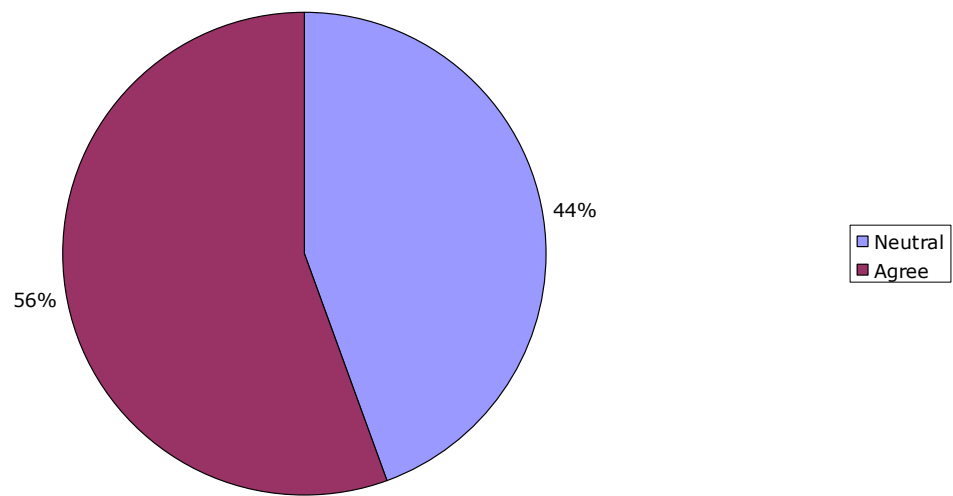
Source: own study.

Diagram 398. Part of corporate strategy



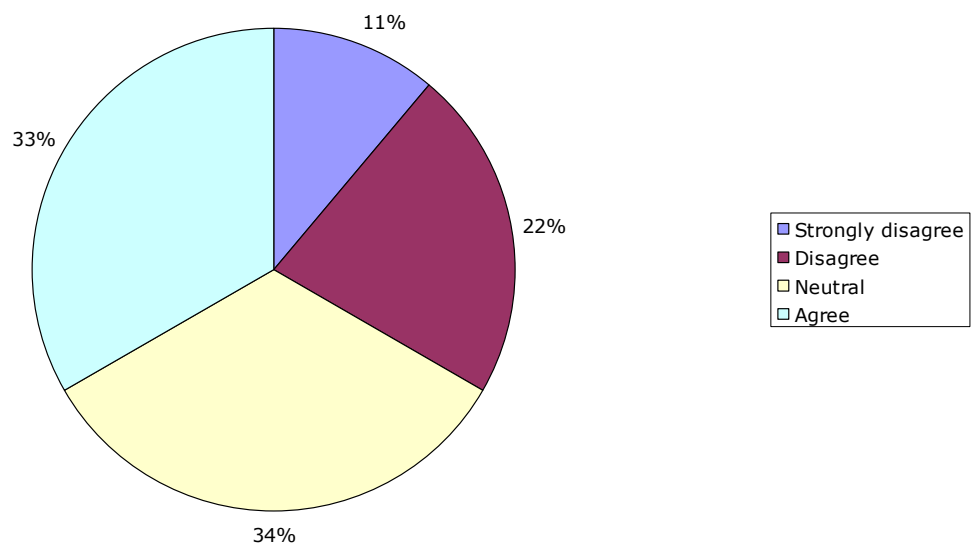
Source: own study.

Diagram 399. Change of organizational culture



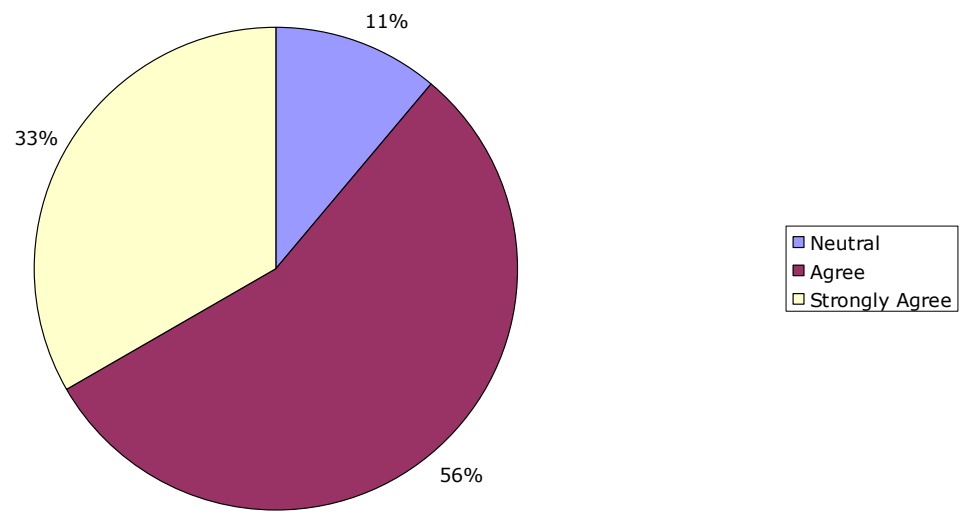
Source: own study.

Diagram 400. "Clean slate" opportunity



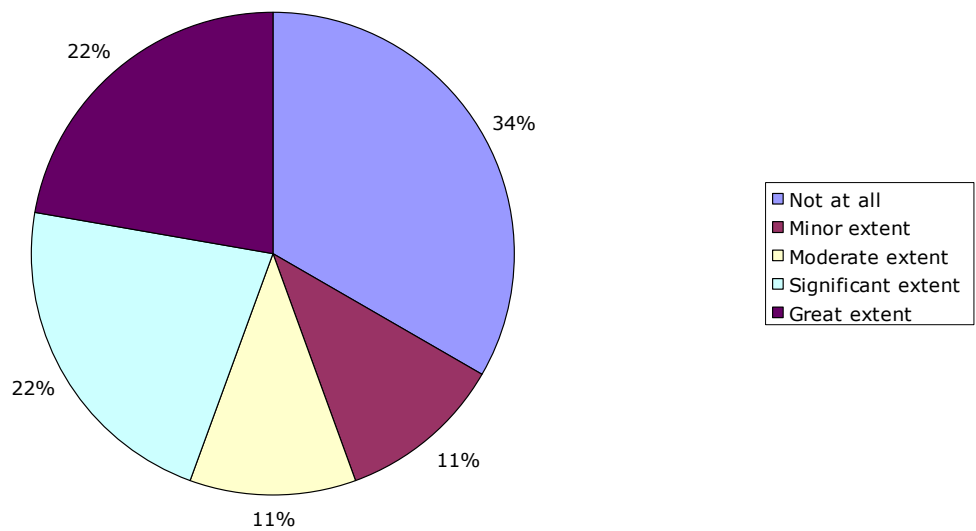
Source: own study.

Diagram 401. Learning capabilities



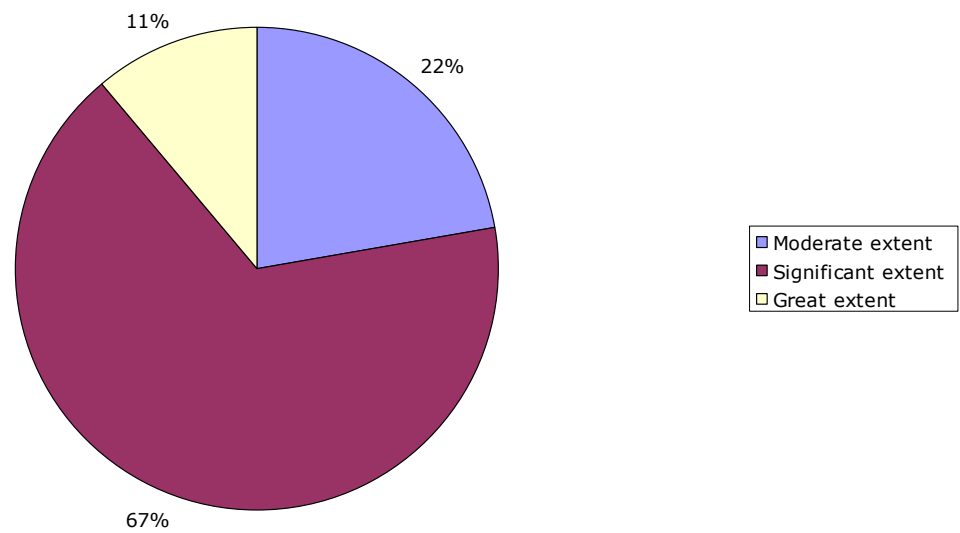
Source: own study.

Diagram 402. Help of external consultants as a base for success



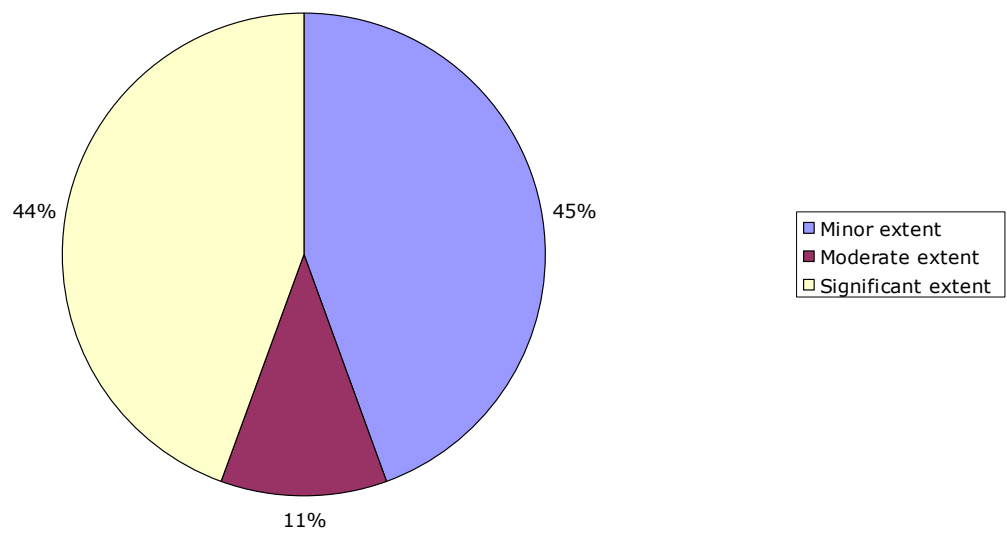
Source: own study.

Diagram 403. IT - integral part of BPR



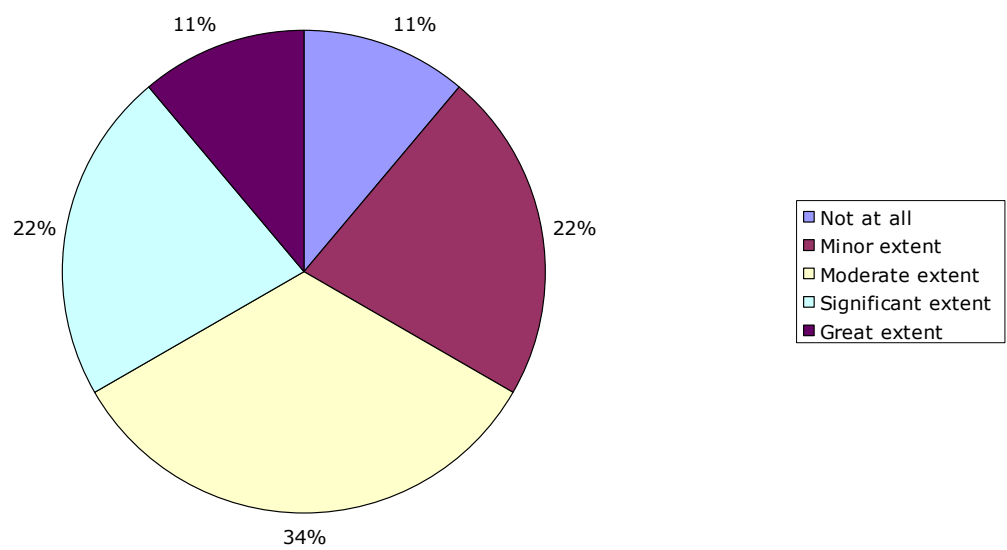
Source: own study.

Diagram 404. Customer feedback



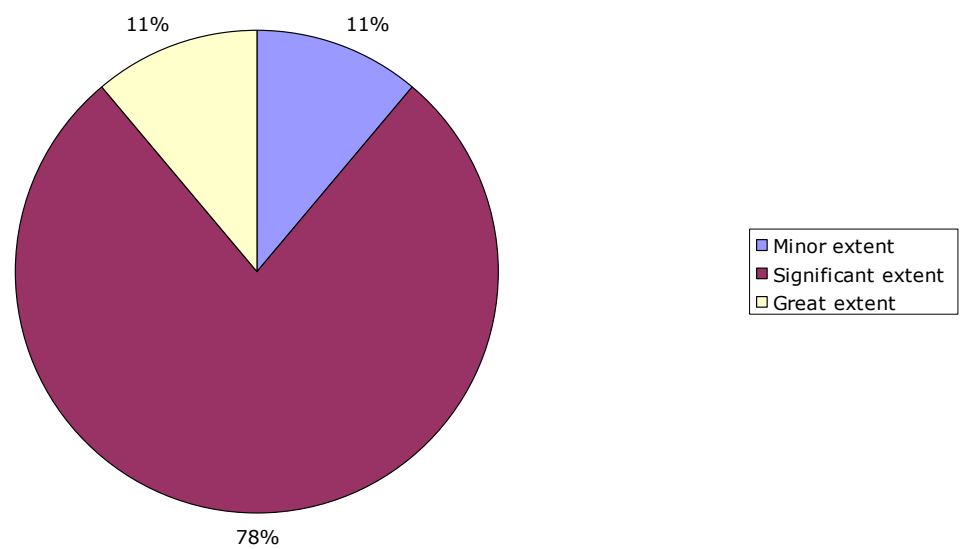
Source: own study.

Diagram 405. Competitive pressures



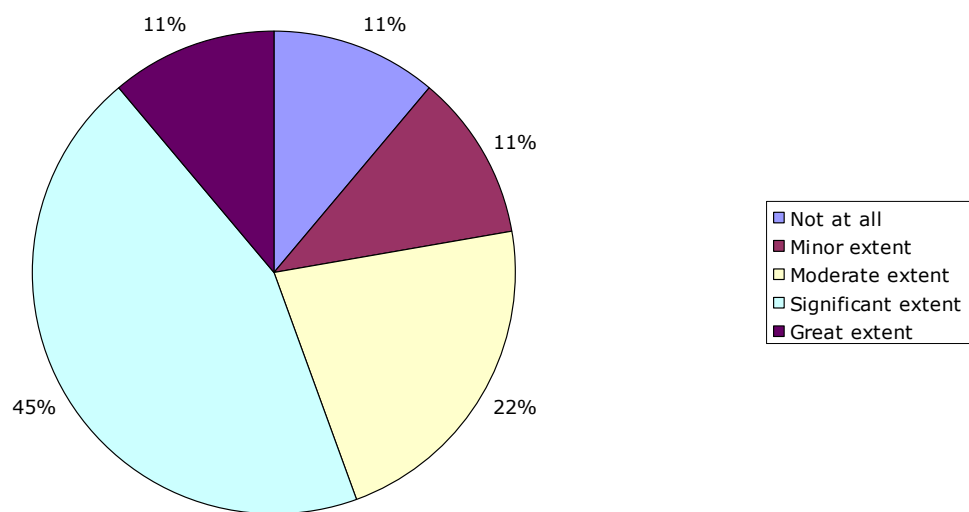
Source: own study.

Diagram 406. Proactive approach



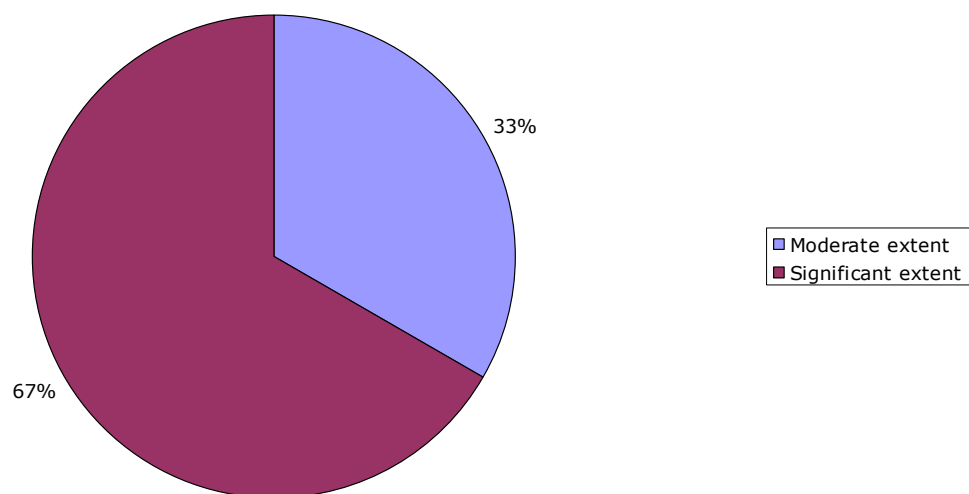
Source: own study.

Diagram 407. Front office



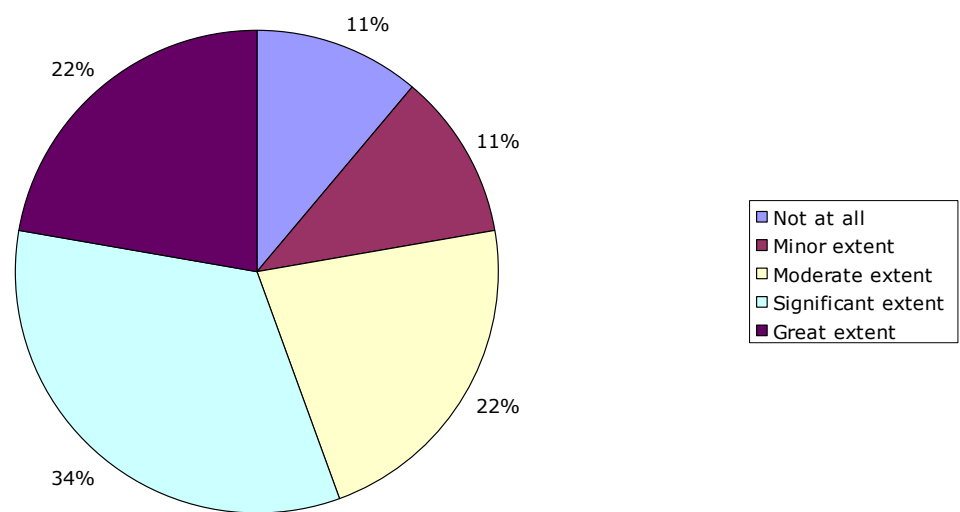
Source: own study.

Diagram 408. Back office



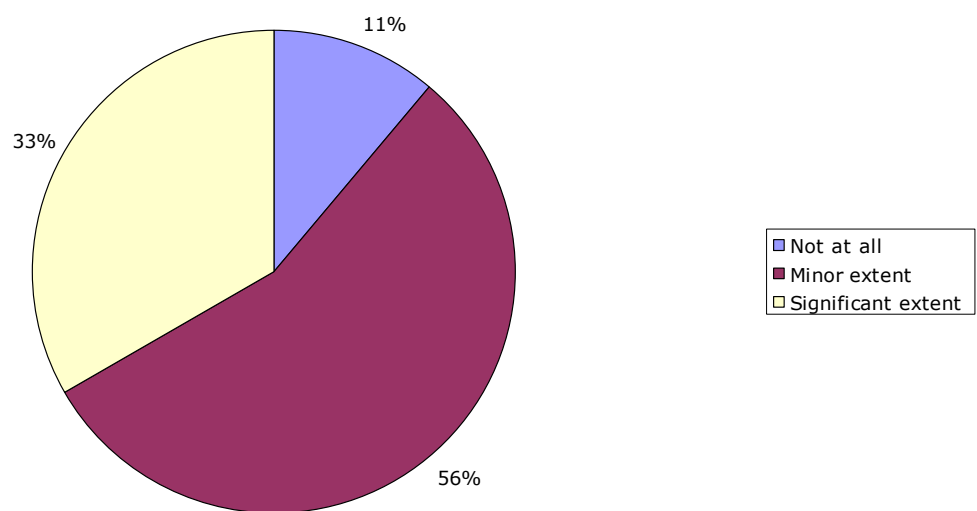
Source: own study.

Diagram 409. Personnel



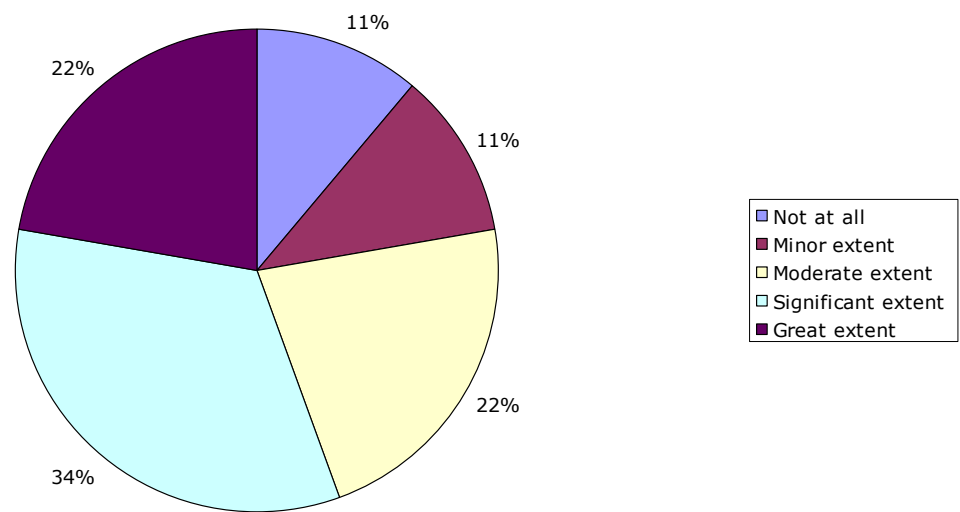
Source: own study.

Diagram 410. Property maintenance



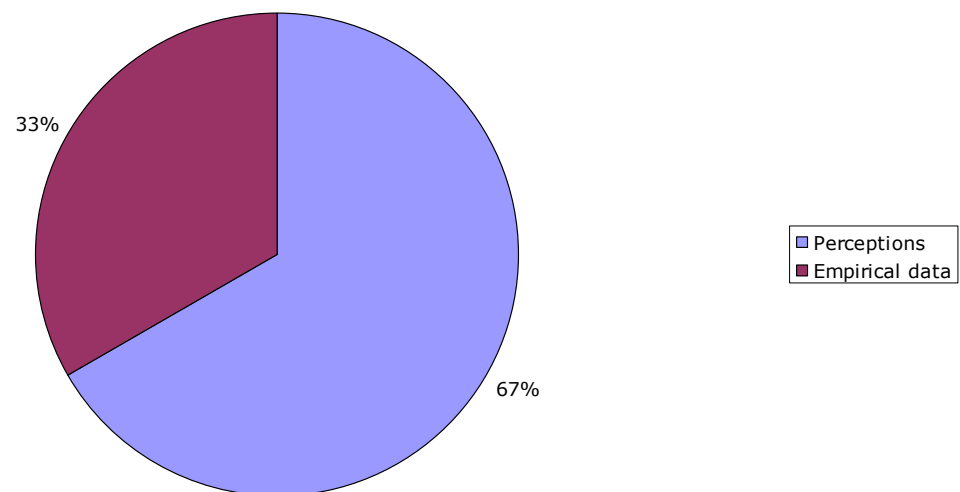
Source: own study.

Diagram 411. Information technology



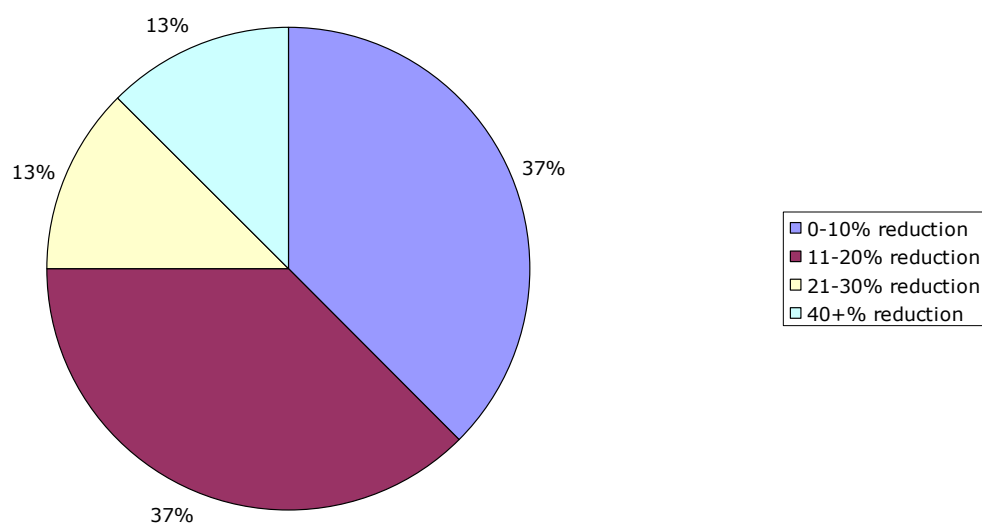
Source: own study.

Diagram 412. Questions based on:



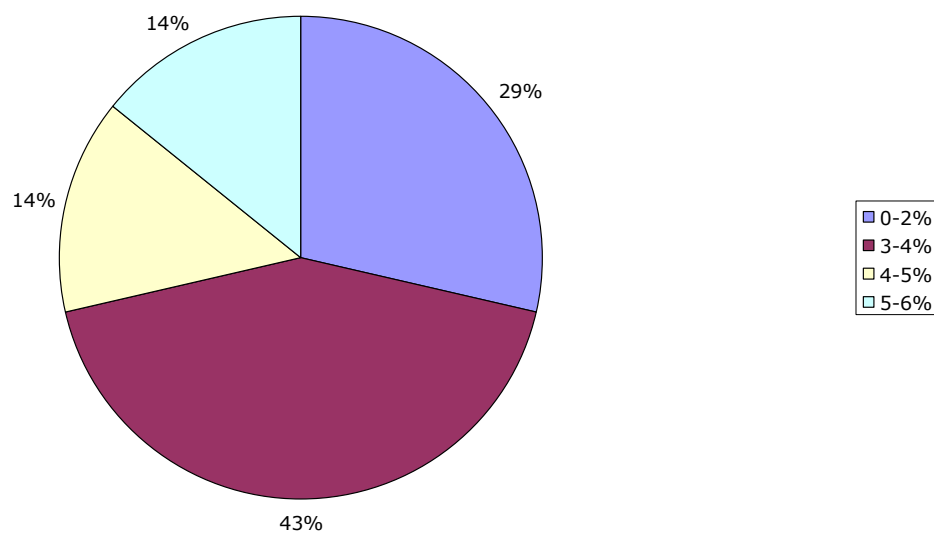
Source: own study.

Diagram 413. Change in workforce



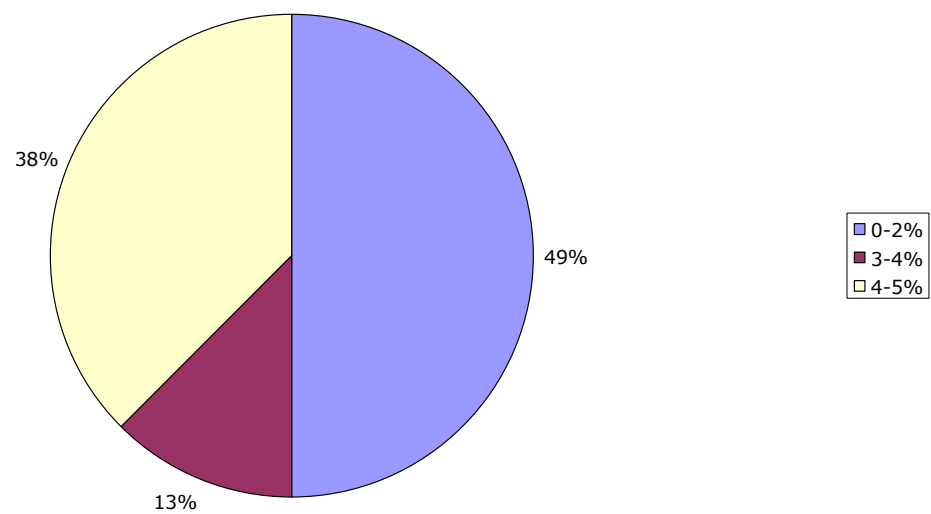
Source: own study.

Diagram 414. Return on equity



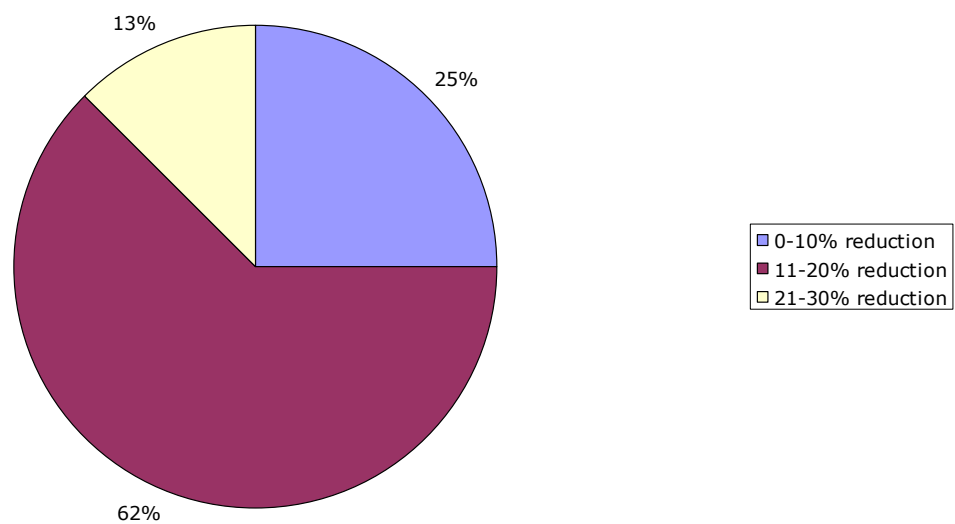
Source: own study.

Diagram 415. Cost/income



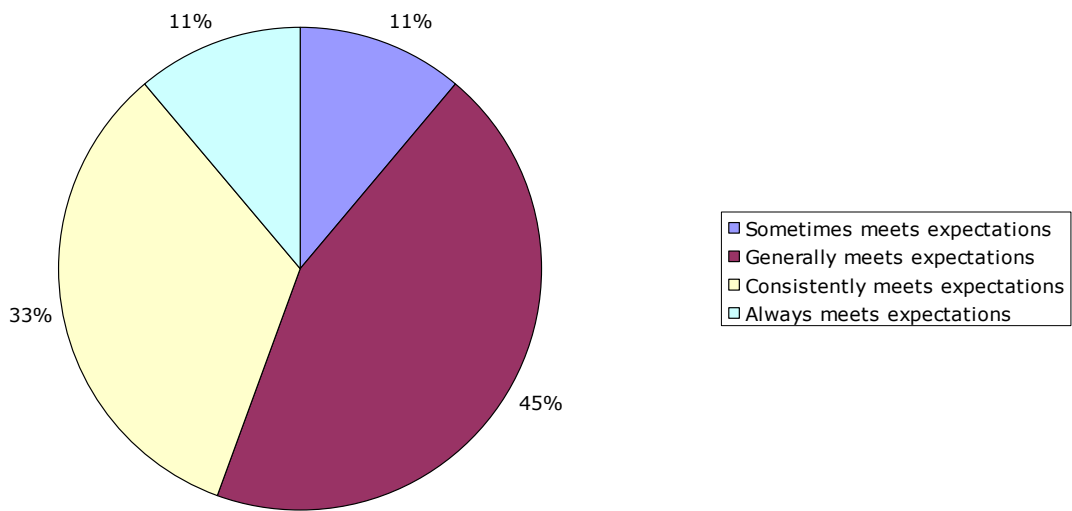
Source: own study.

Diagram 416. Cycle time



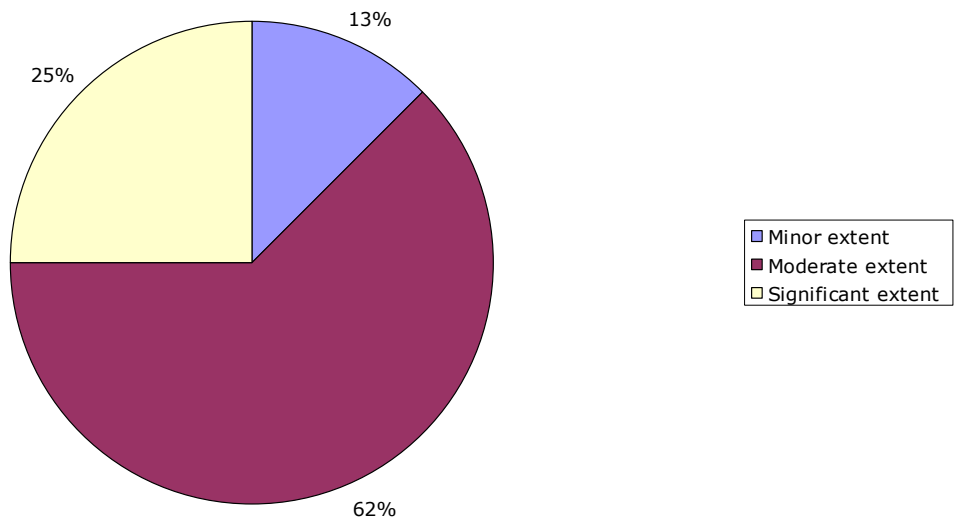
Source: own study.

Diagram 417. Organizations ability to satisfy customers needs



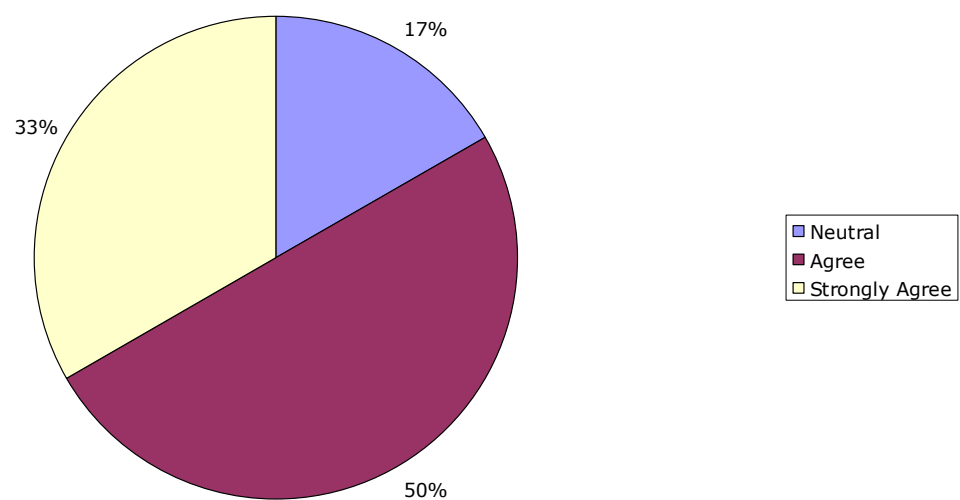
Source: own study.

Diagram 418. Organizational culture



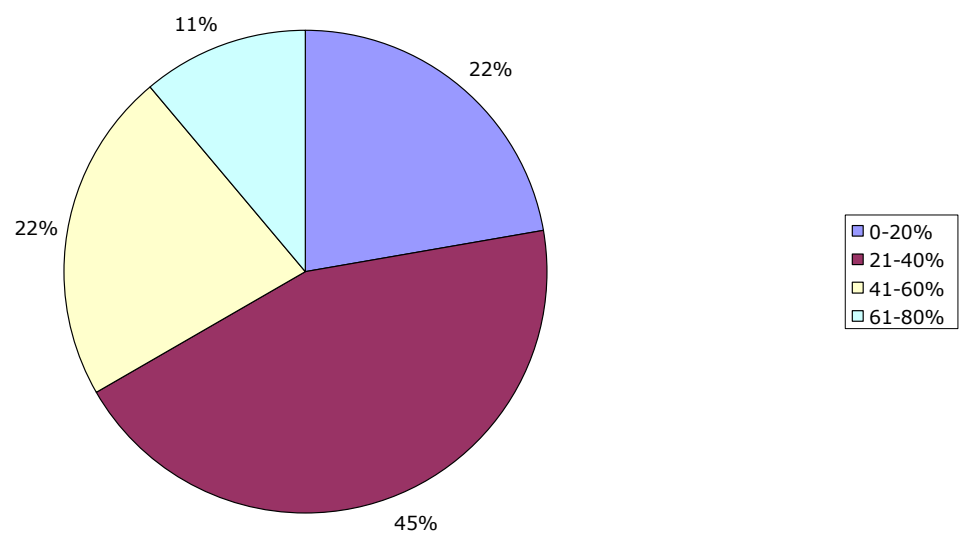
Source: own study.

Diagram 419. Cooperation with external consultants facilitated BPR



Source: own study.

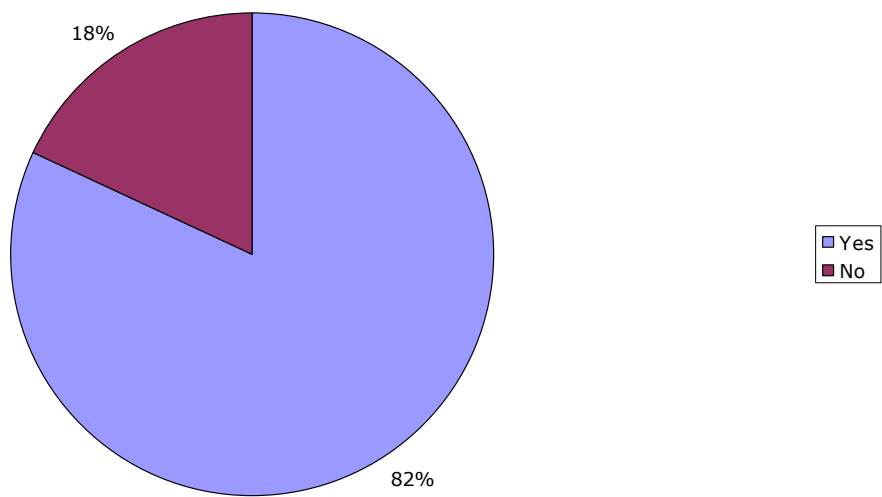
Diagram 420. Level of success



Source: own study.

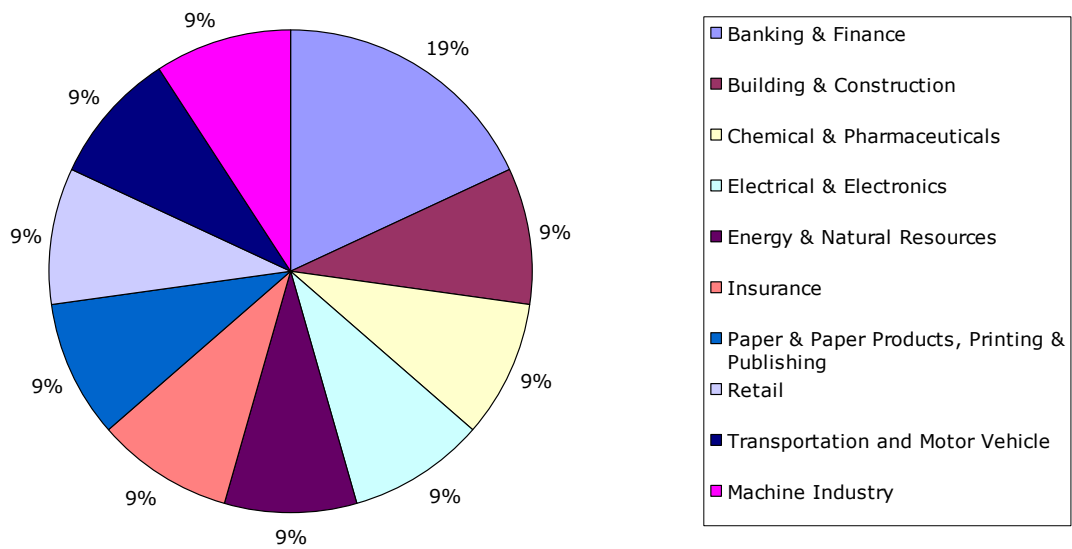
1.15. Spain

Diagram 421. Executive summary



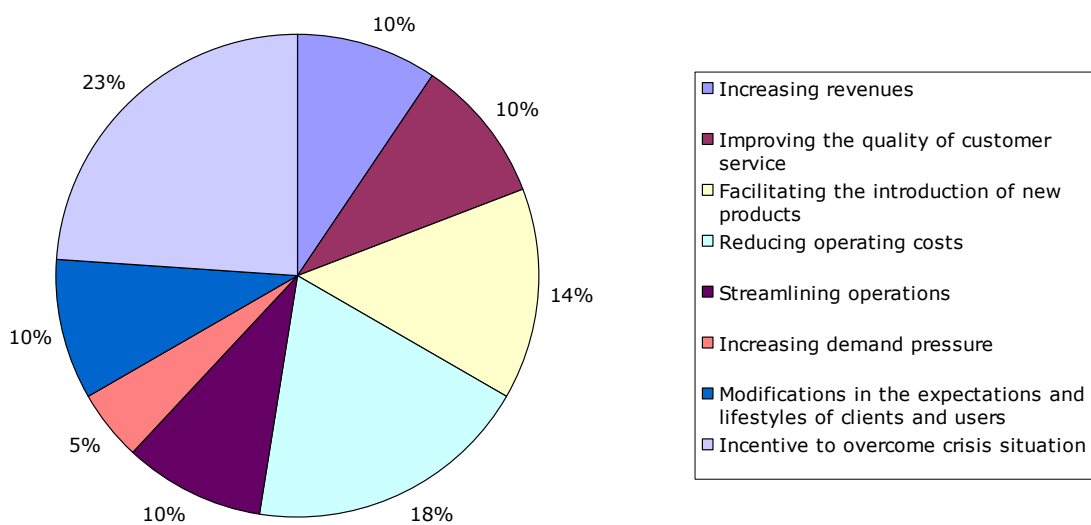
Source: own study.

Diagram 422. Industry



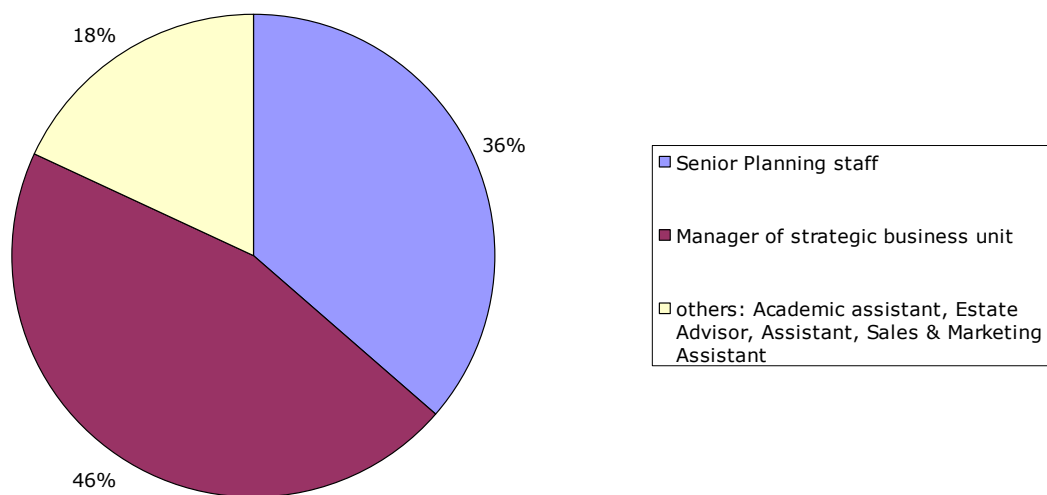
Source: own study.

Diagram 423. BPR reason



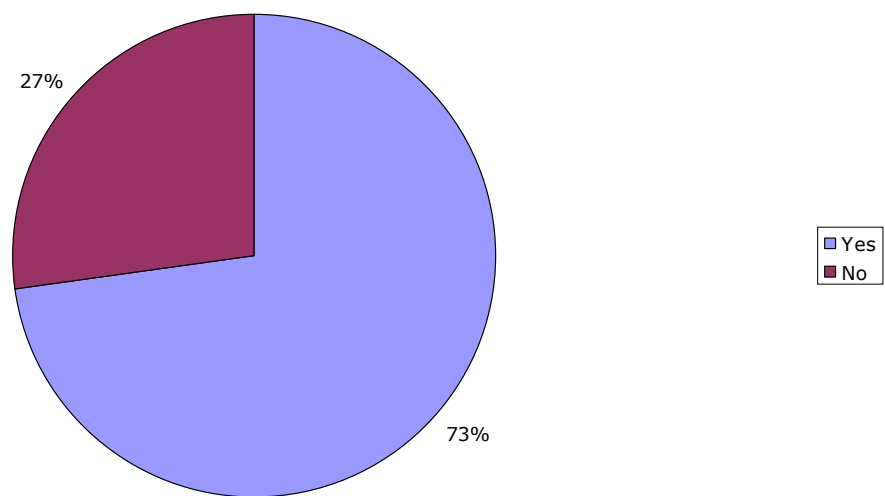
Source: own study.

Diagram 424. Corporate position



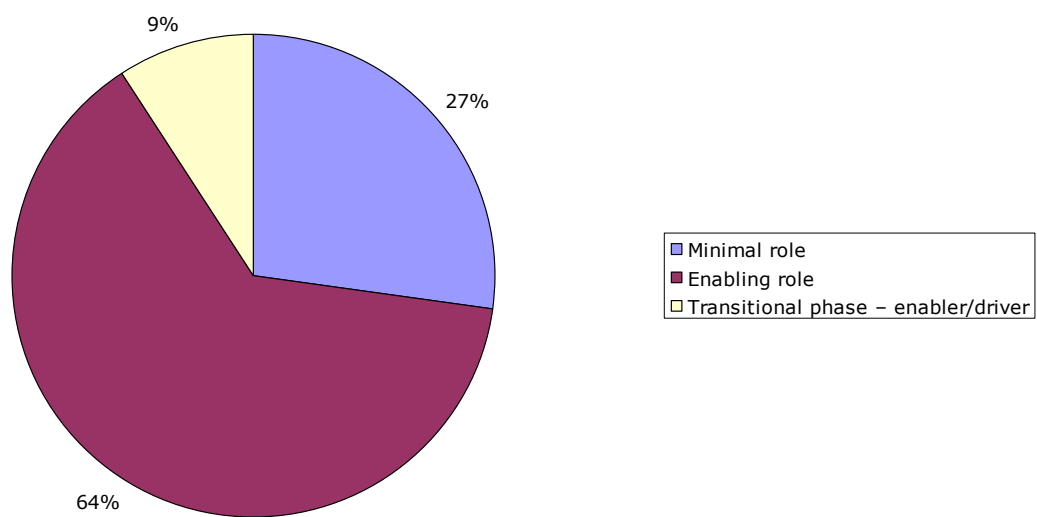
Source: own study.

Diagram 425. Help of external consultants



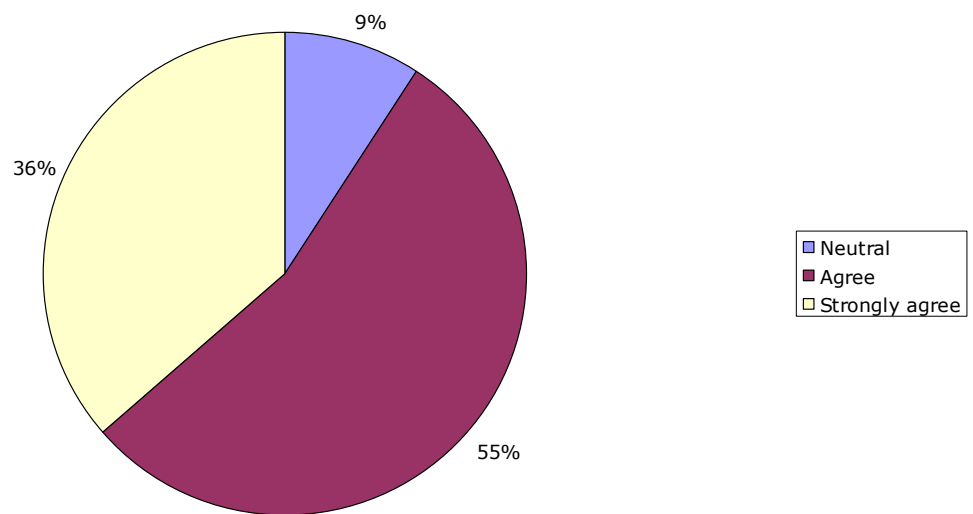
Source: own study.

Diagram 426. IT role



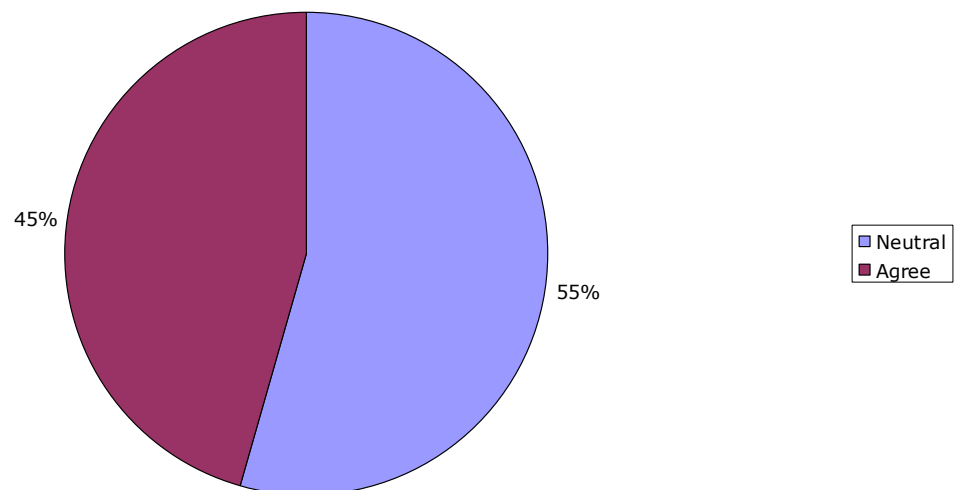
Source: own study.

Diagram 427. Efforts driven by core-customer focused business processes



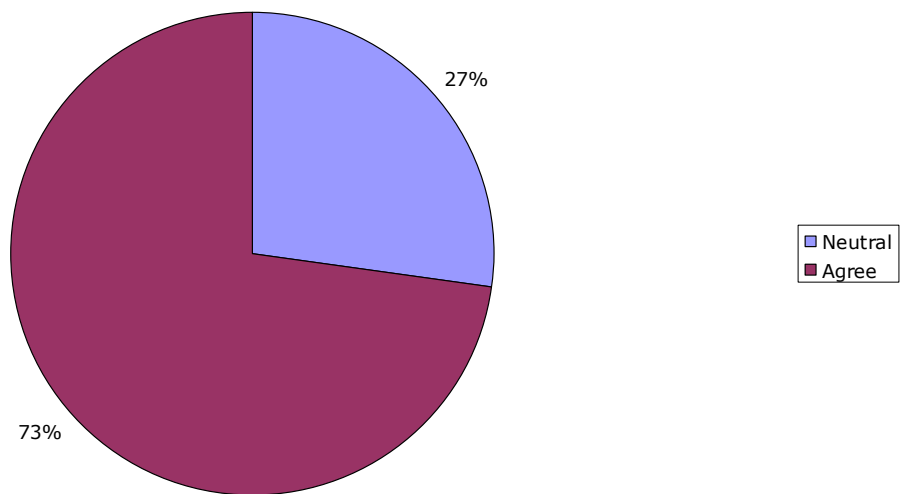
Source: own study.

Diagram 428. Part of corporate strategy



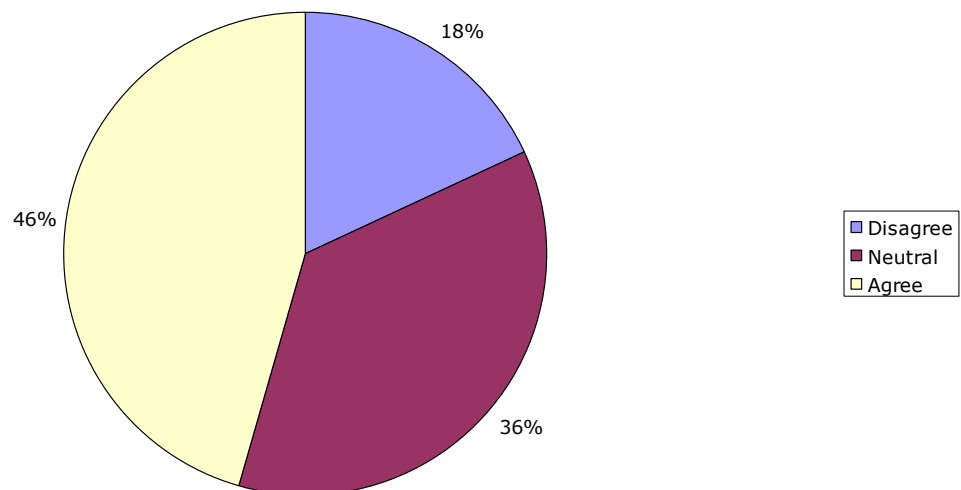
Source: own study.

Diagram 429. Change of organizational culture



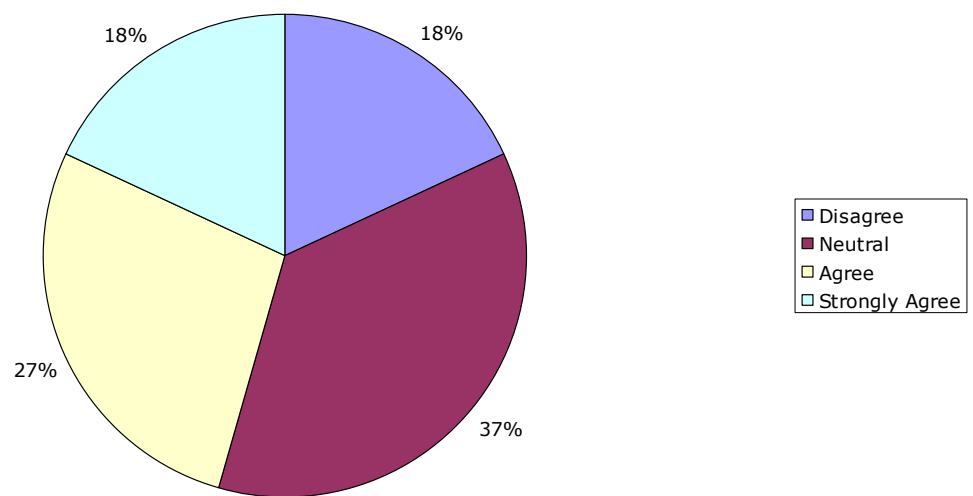
Source: own study.

Diagram 430. "Clean slate" opportunity



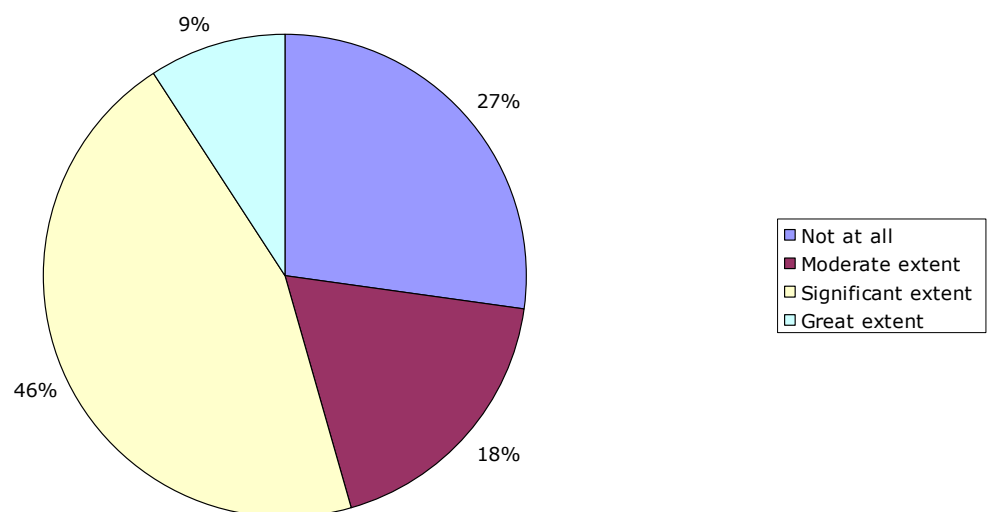
Source: own study.

Diagram 431. Learning capabilities



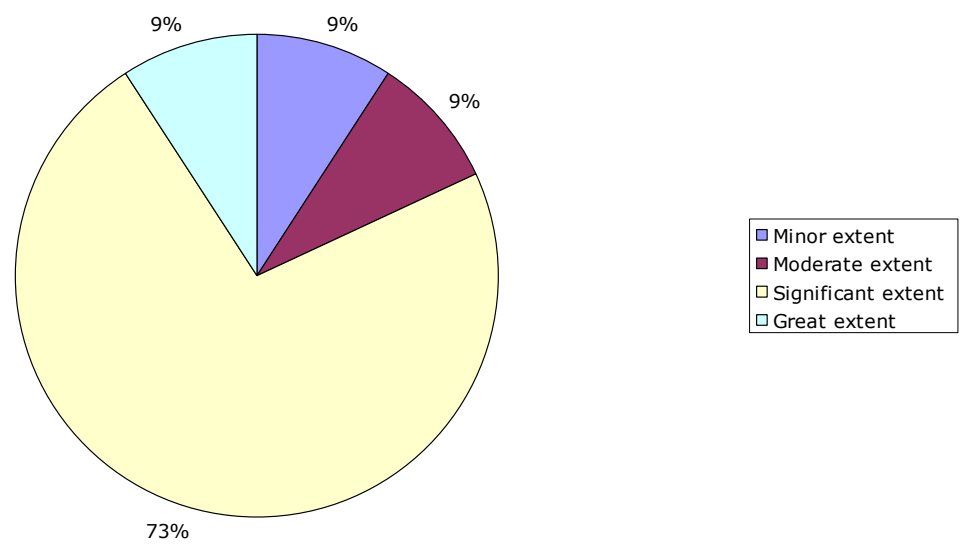
Source: own study.

Diagram 432. Help of external consultants as a base for success



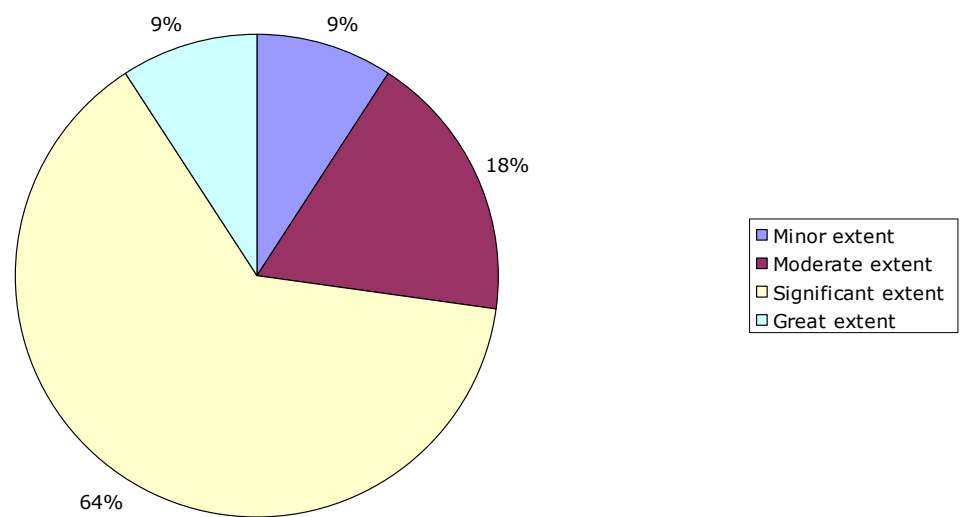
Source: own study.

Diagram 433. IT - integral part of BPR



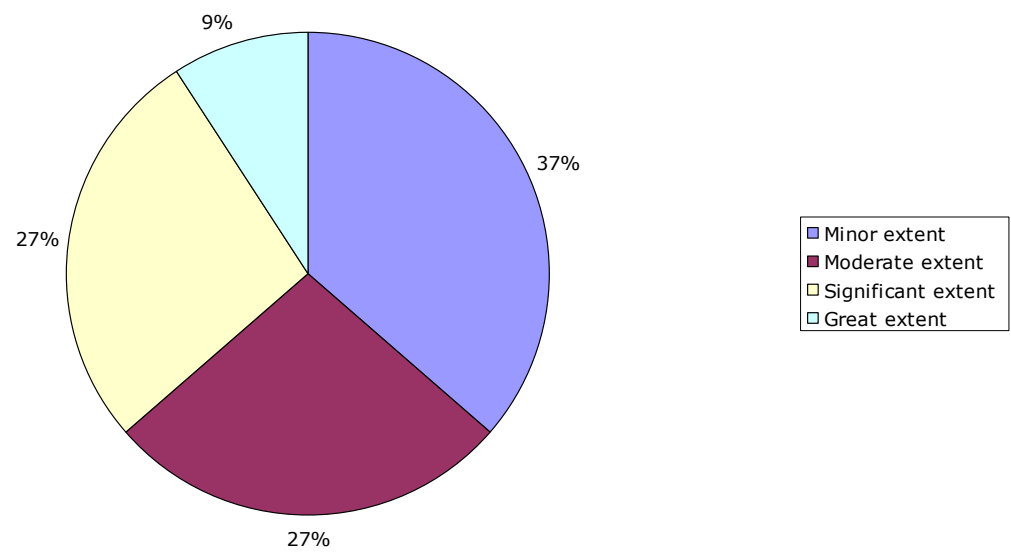
Source: own study.

Diagram 434. Customer feedback



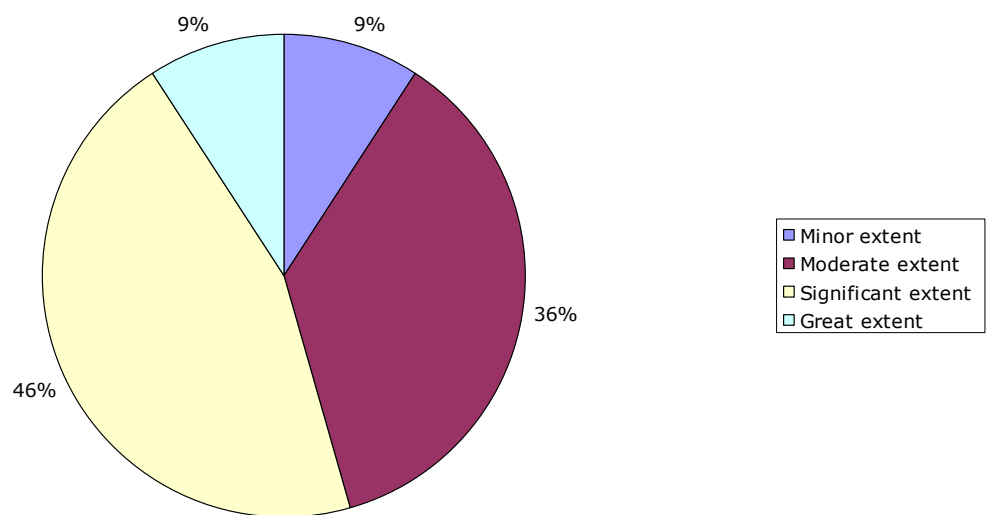
Source: own study.

Diagram 435. Competitive pressures



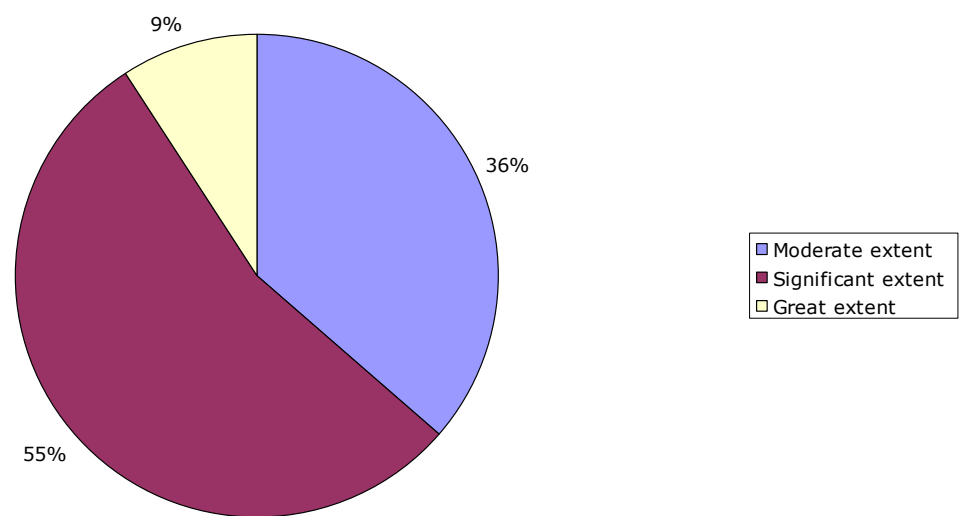
Source: own study.

Diagram 436. Proactive approach



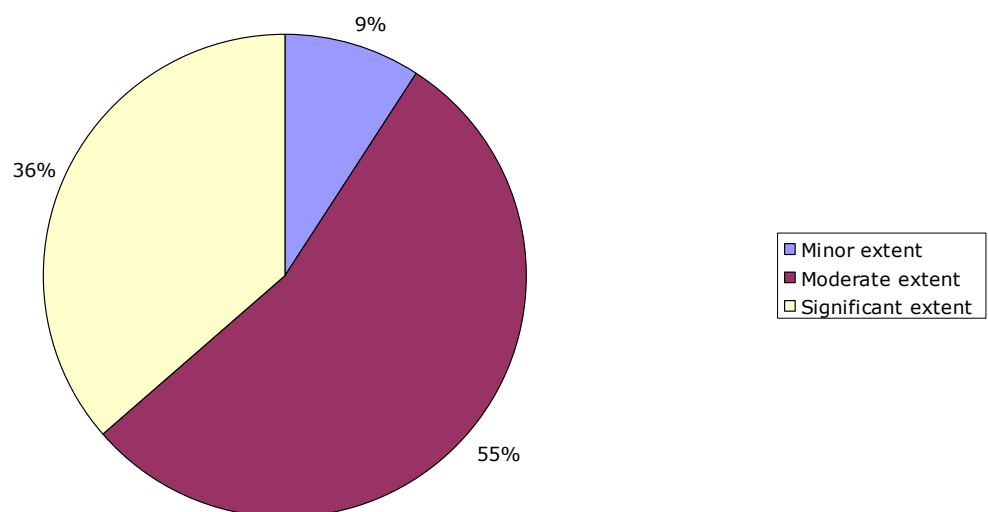
Source: own study.

Diagram 437. Front office



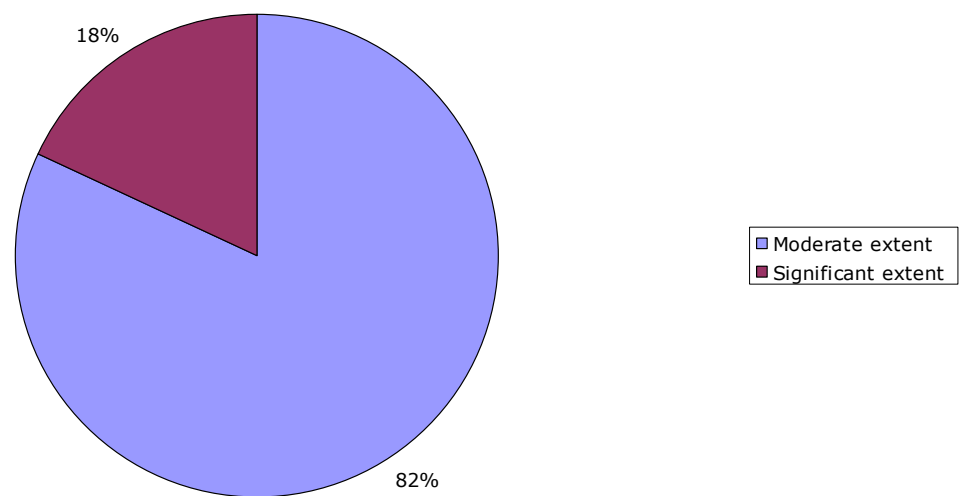
Source: own study.

Diagram 438. Back office



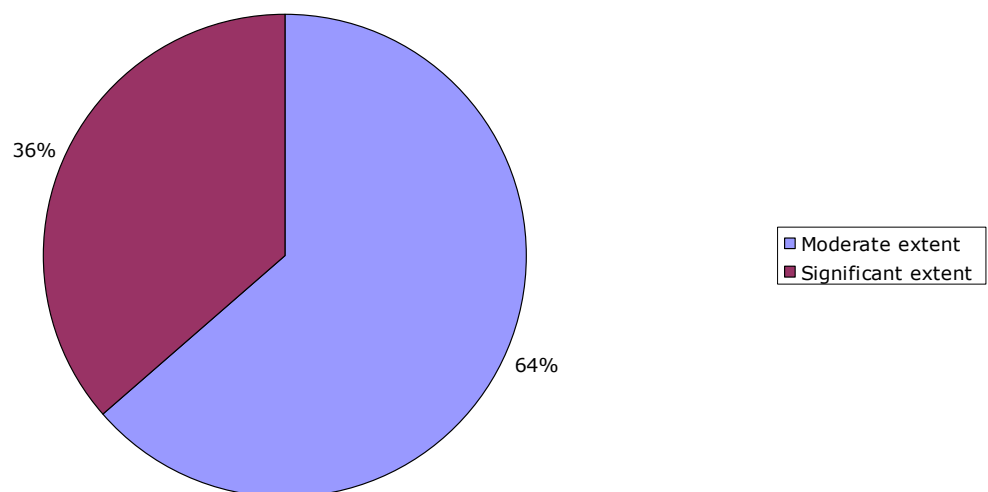
Source: own study.

Diagram 439. Personnel



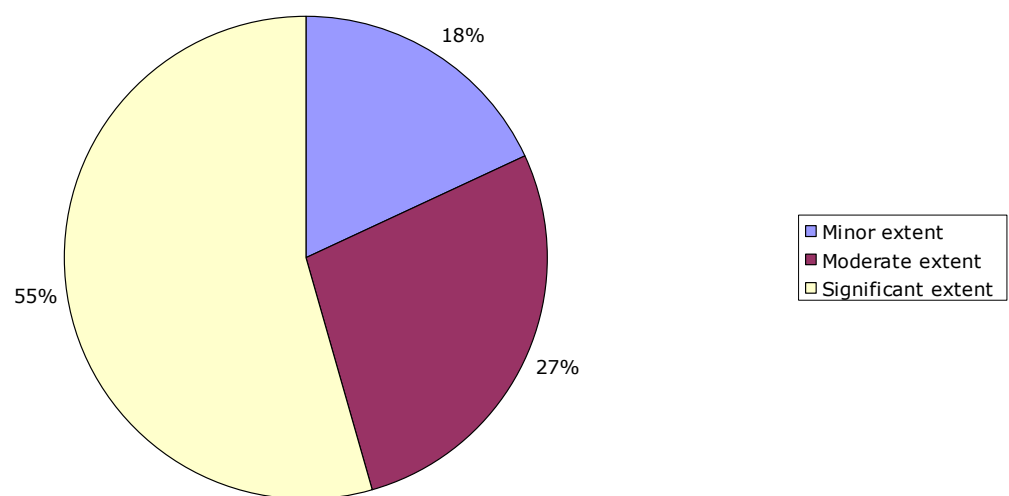
Source: own study.

Diagram 440. Property maintenance



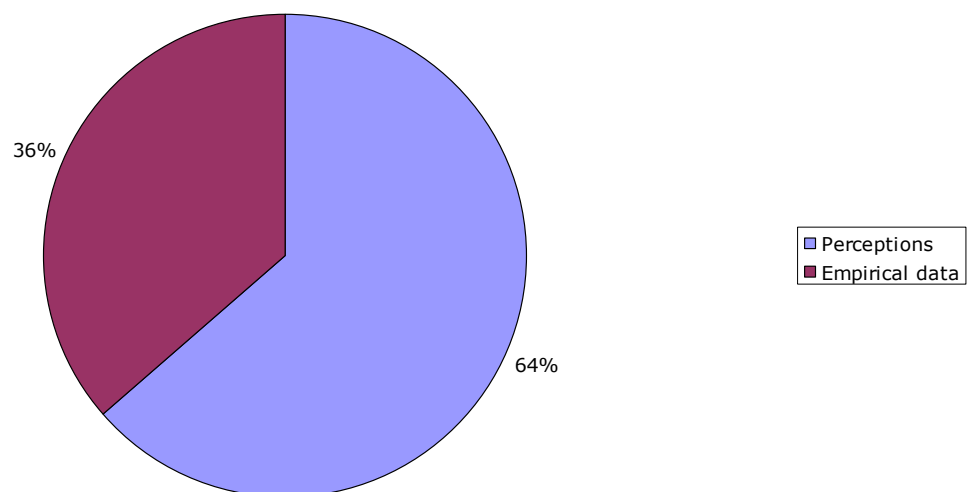
Source: own study.

Diagram 441. Information technology



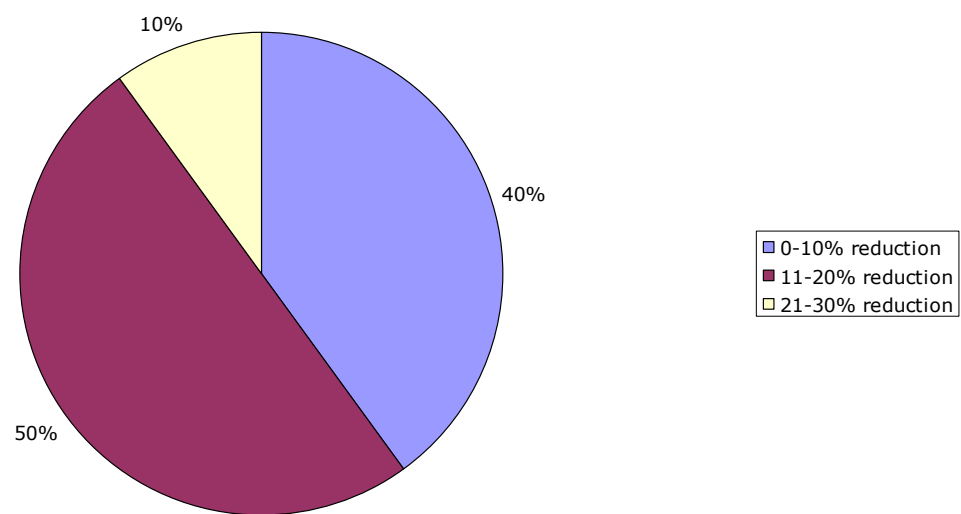
Source: own study.

Diagram 442. Questions based on:



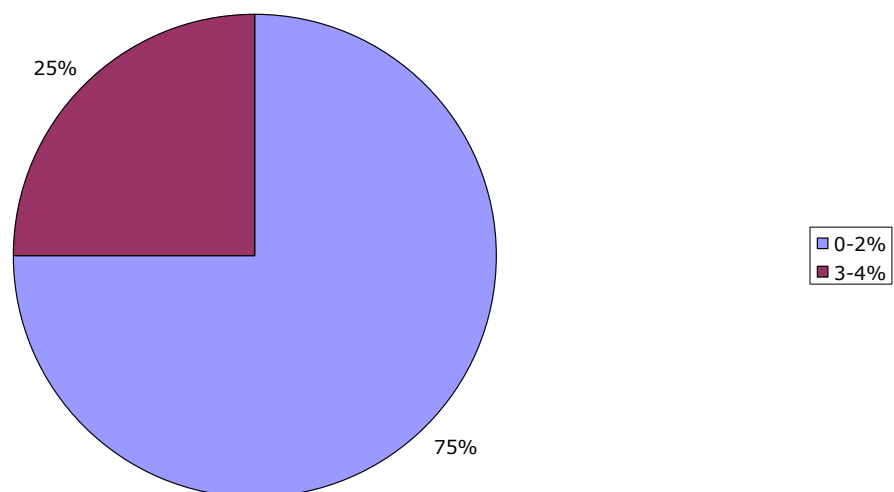
Source: own study.

Diagram 443. Change in workforce



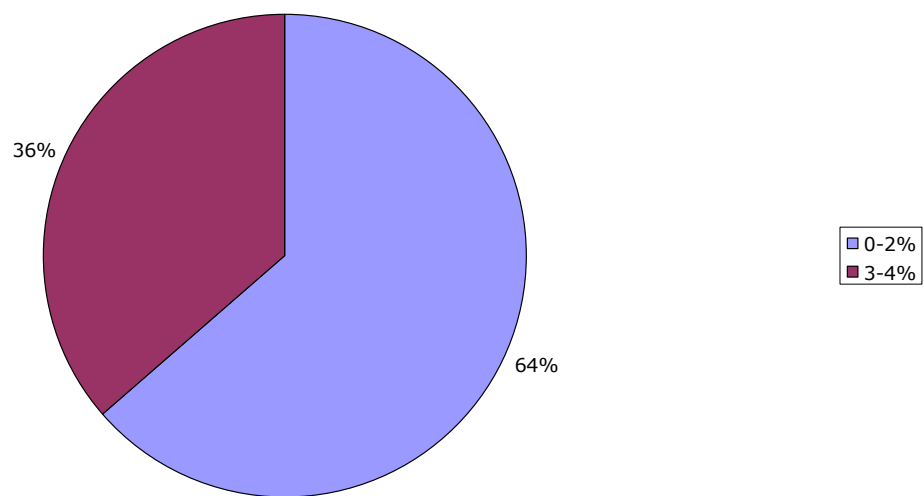
Source: own study.

Diagram 444. Return on equity



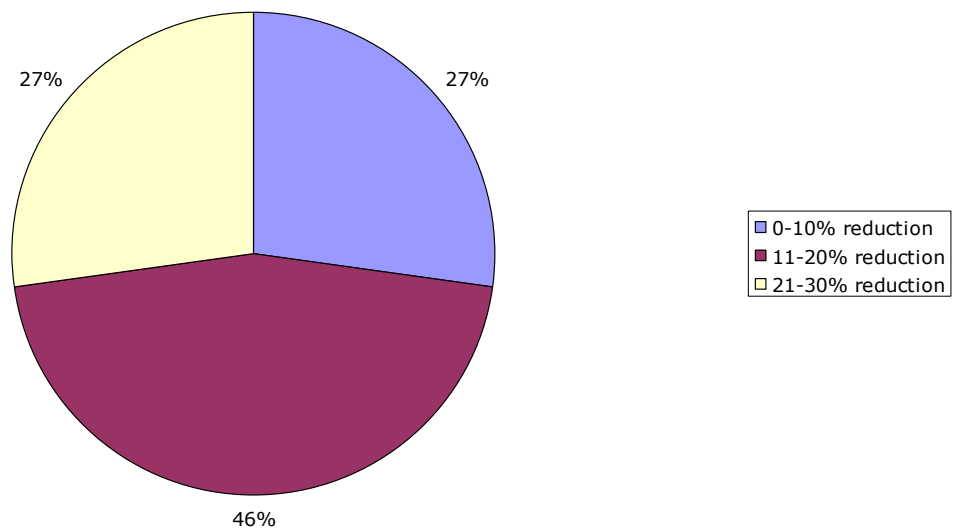
Source: own study.

Diagram 445. Cost/income



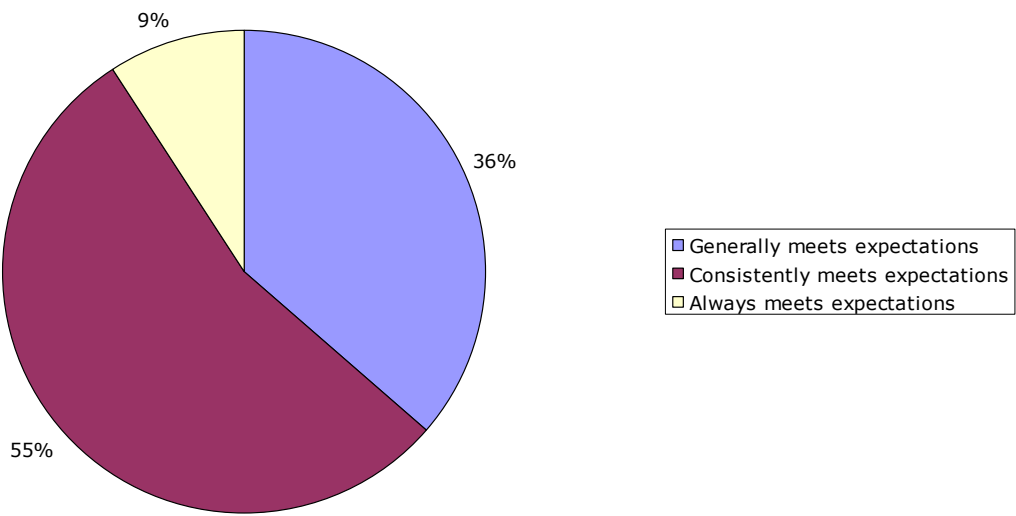
Source: own study.

Diagram 446. Cycle time



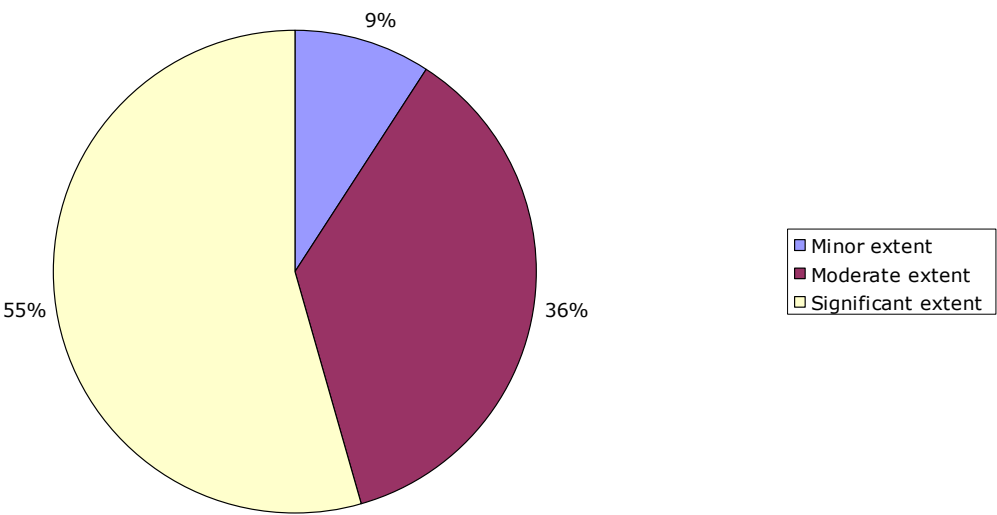
Source: own study.

Diagram 447. Organizations ability to satisfy customers needs



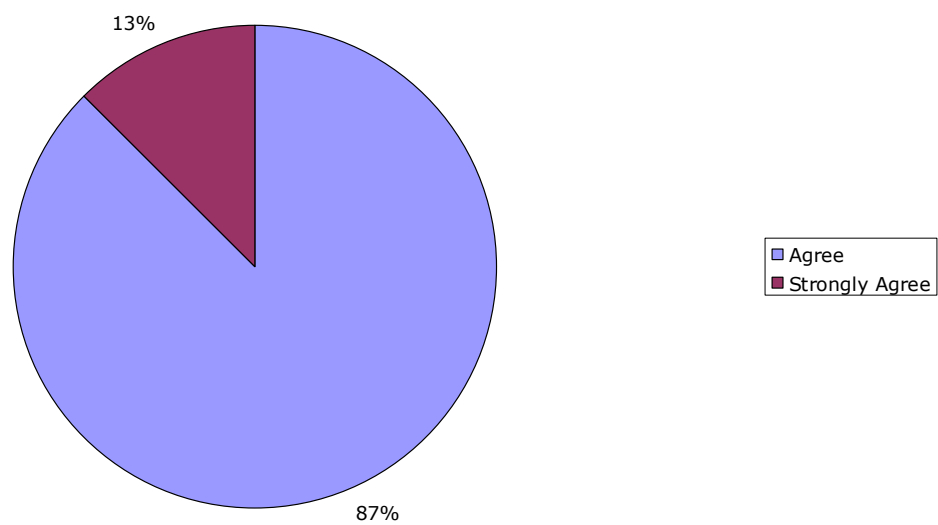
Source: own study.

Diagram 448. Organizational culture



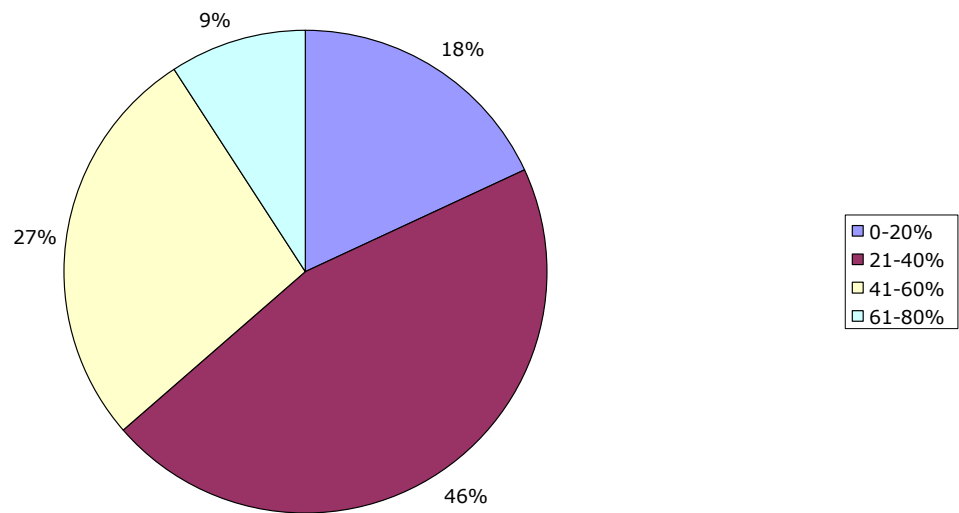
Source: own study.

Diagram 449. Cooperation with external consultants facilitated BPR



Source: own study.

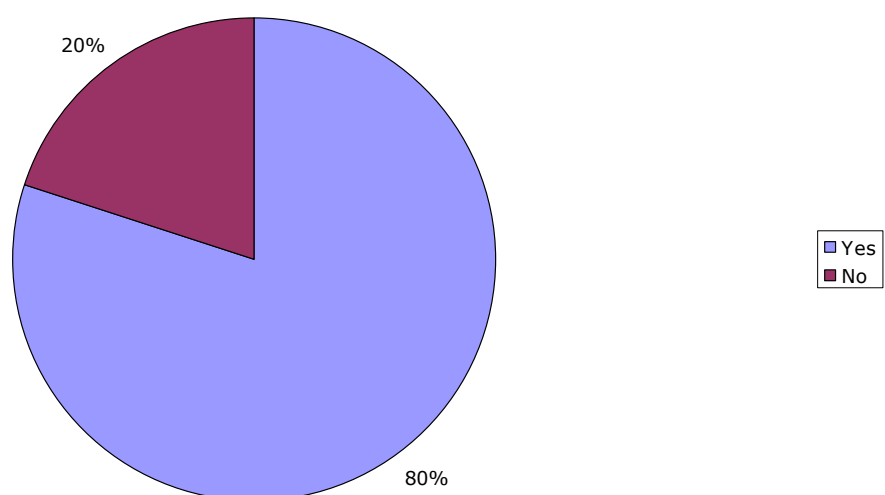
Diagram 450. Level of success



Source: own study.

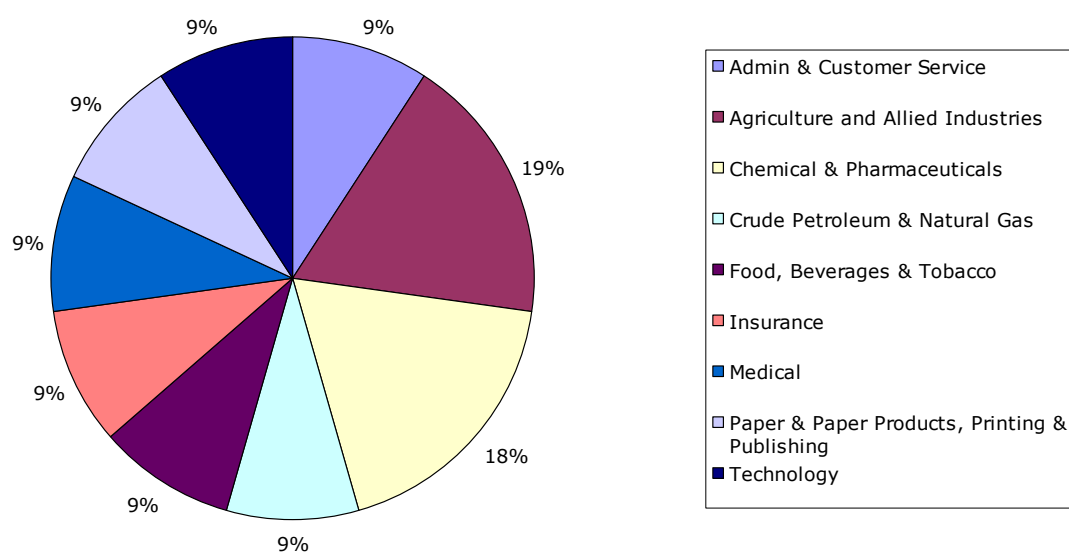
1.16. Sweden

Diagram 451. Executive summary



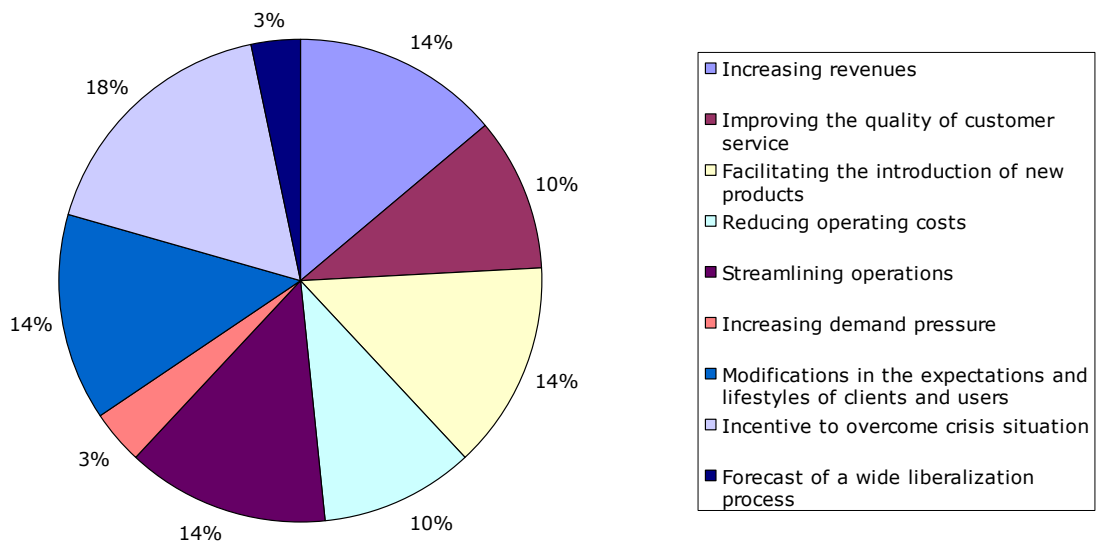
Source: own study.

Diagram 452. Industry



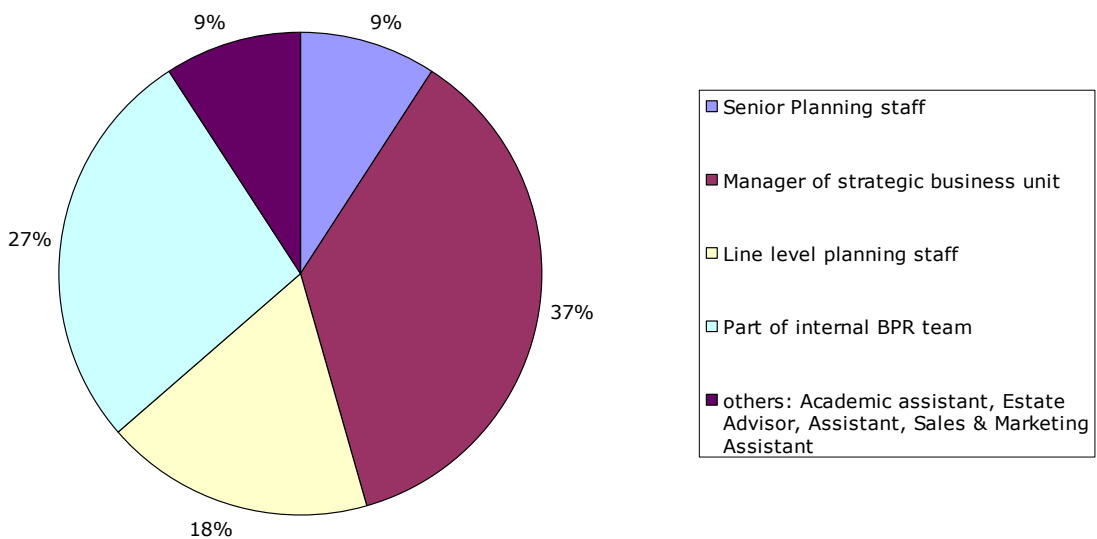
Source: own study.

Diagram 453. BPR reason



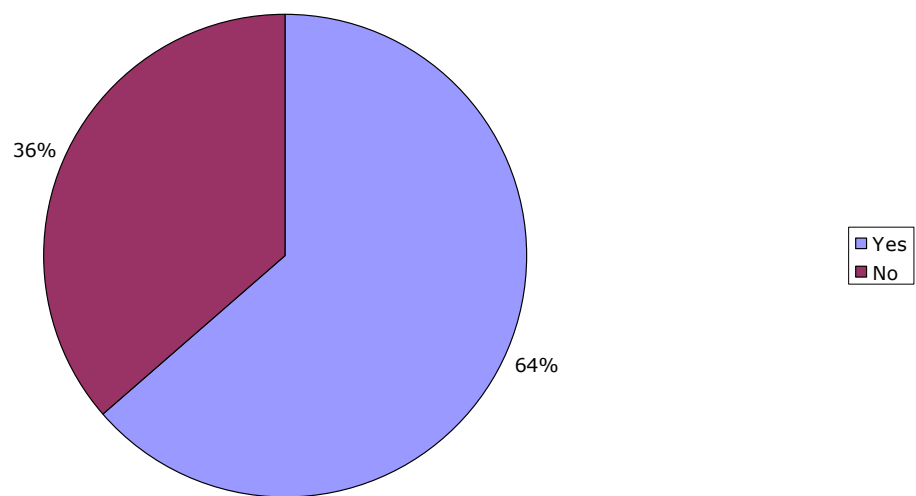
Source: own study.

Diagram 454. Corporate position



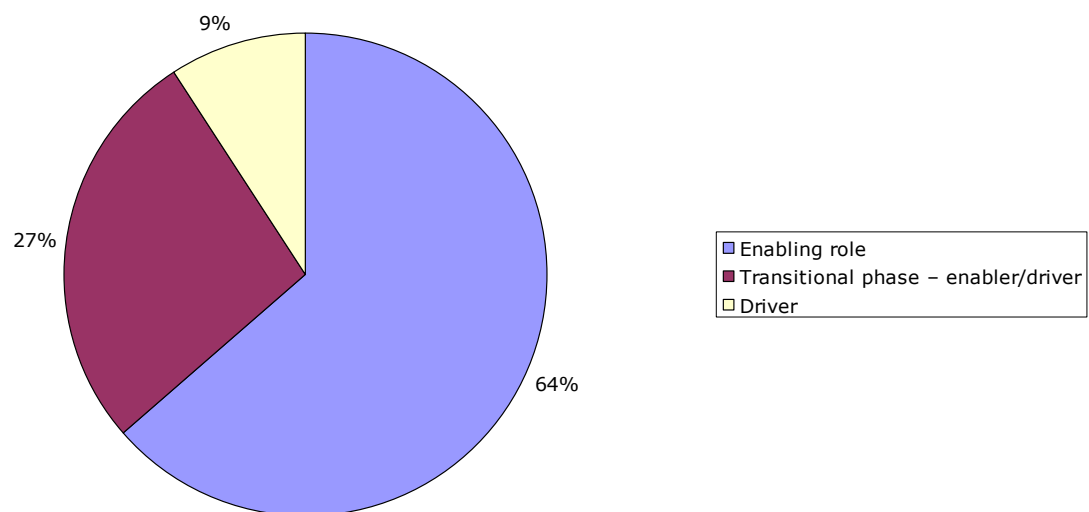
Source: own study.

Diagram 455. Help of external consultants



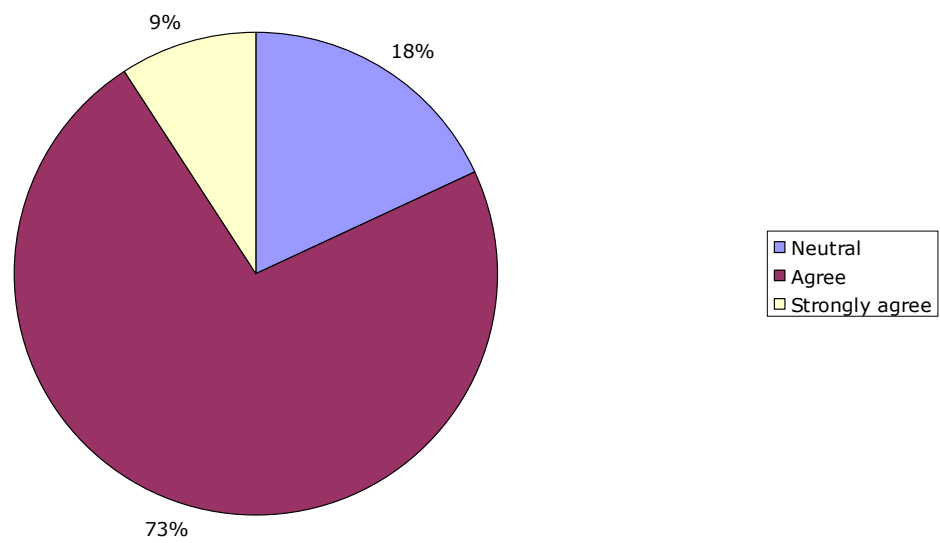
Source: own study.

Diagram 456. IT role



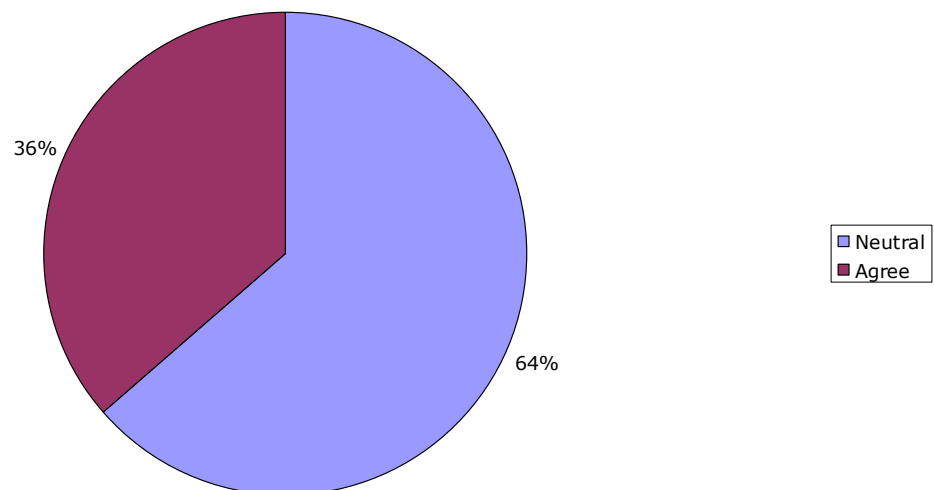
Source: own study.

Diagram 457. Efforts driven by core-customer focused business processes



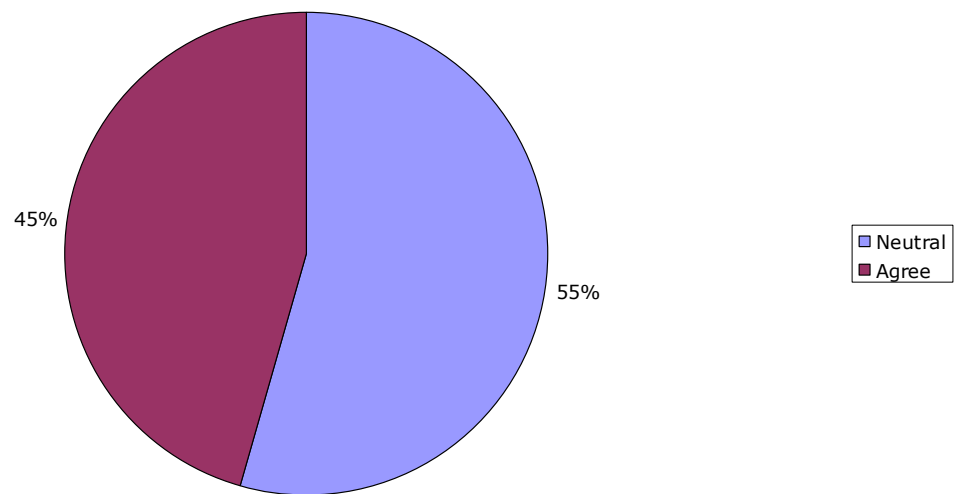
Source: own study.

Diagram 458. Part of corporate strategy



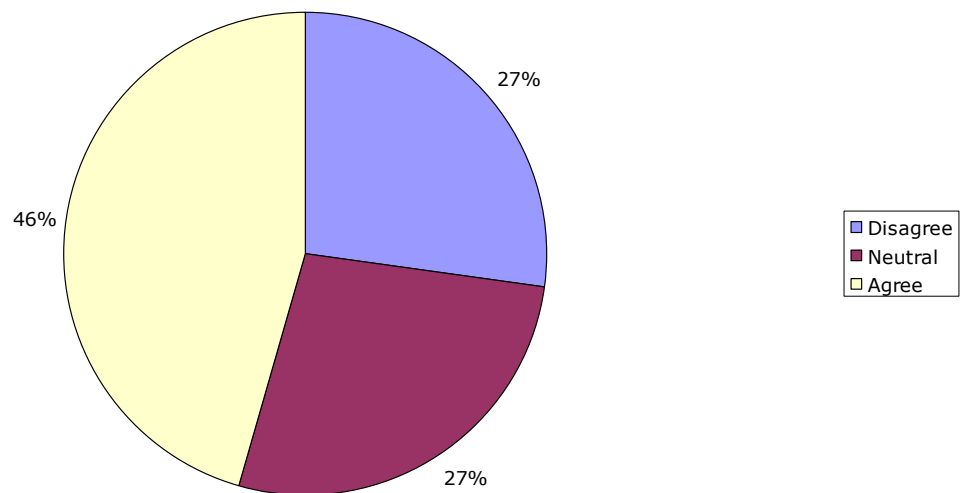
Source: own study.

Diagram 459. Change of organizational culture



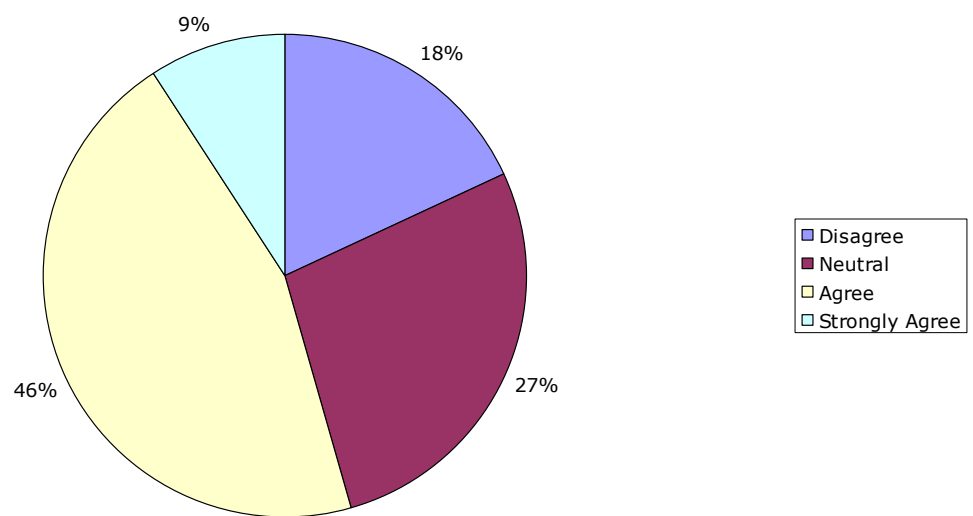
Source: own study.

Diagram 460. "Clean slate" opportunity



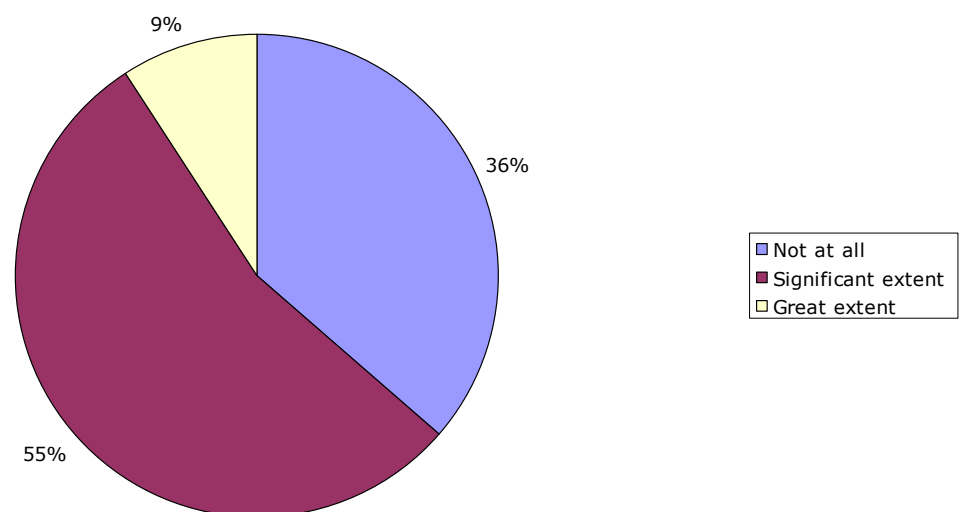
Source: own study.

Diagram 461. Learning capabilities



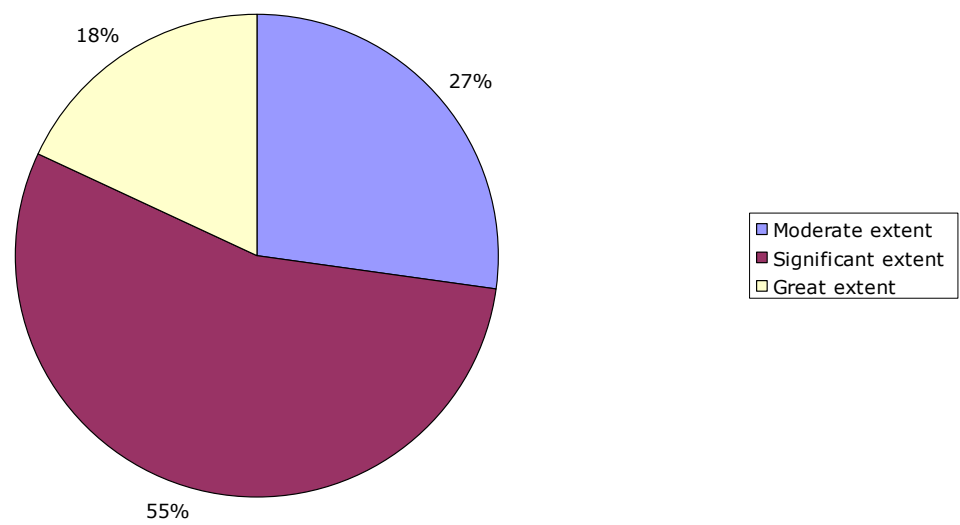
Source: own study.

Diagram 462. Help of external consultants as a base for success



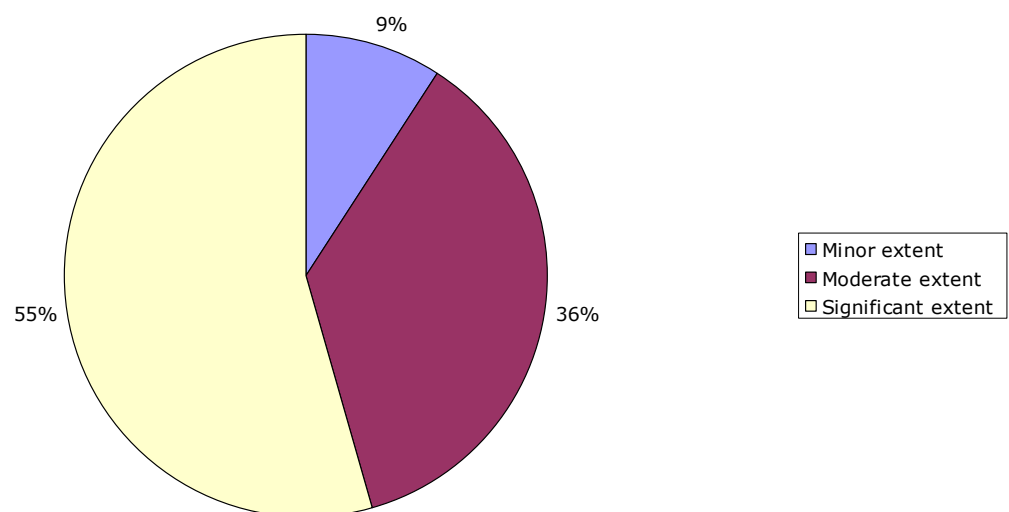
Source: own study.

Diagram 463. IT - integral part of BPR



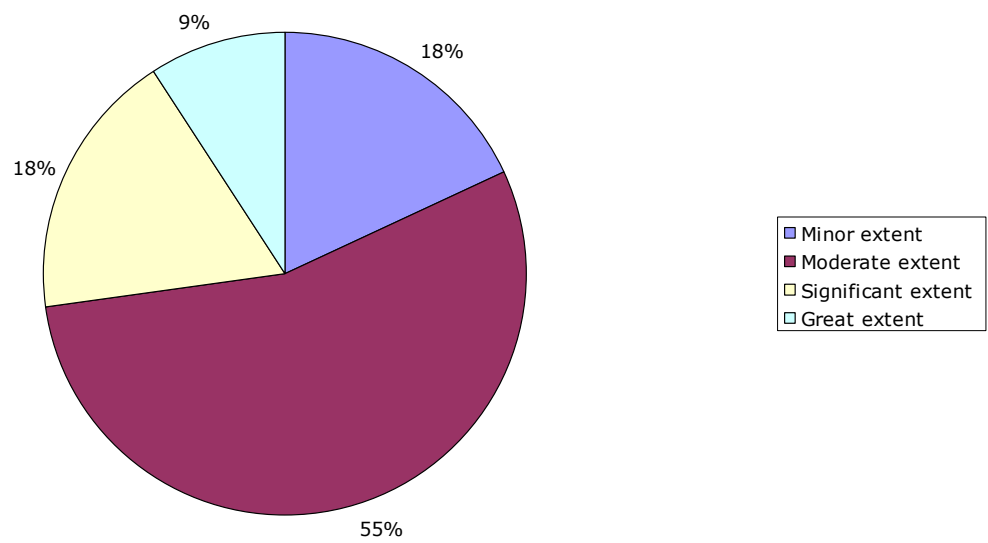
Source: own study.

Diagram 464. Customer feedback



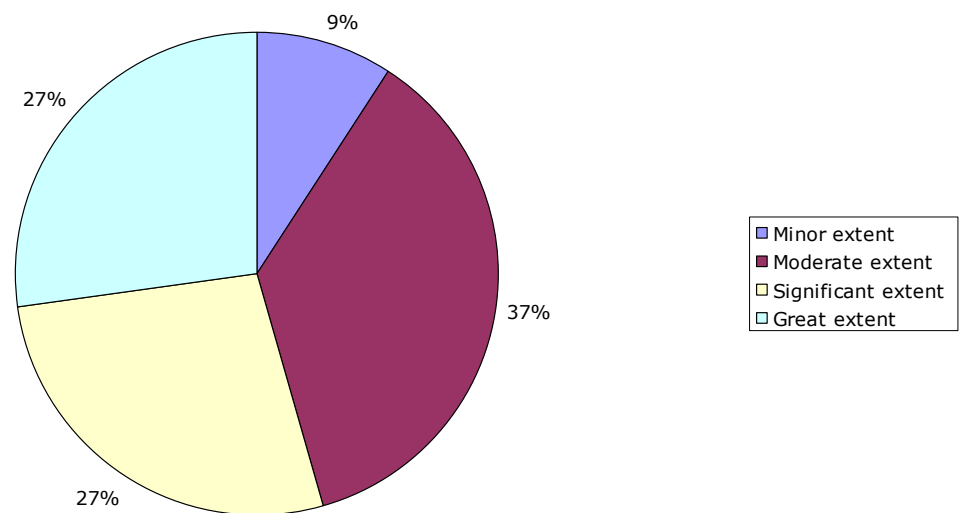
Source: own study.

Diagram 465. Competitive pressures



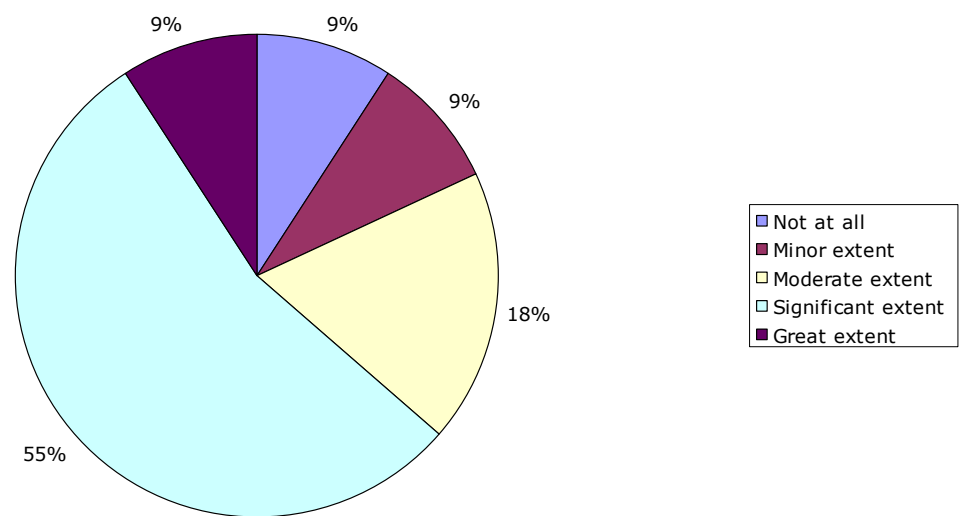
Source: own study.

Diagram 466. Proactive approach



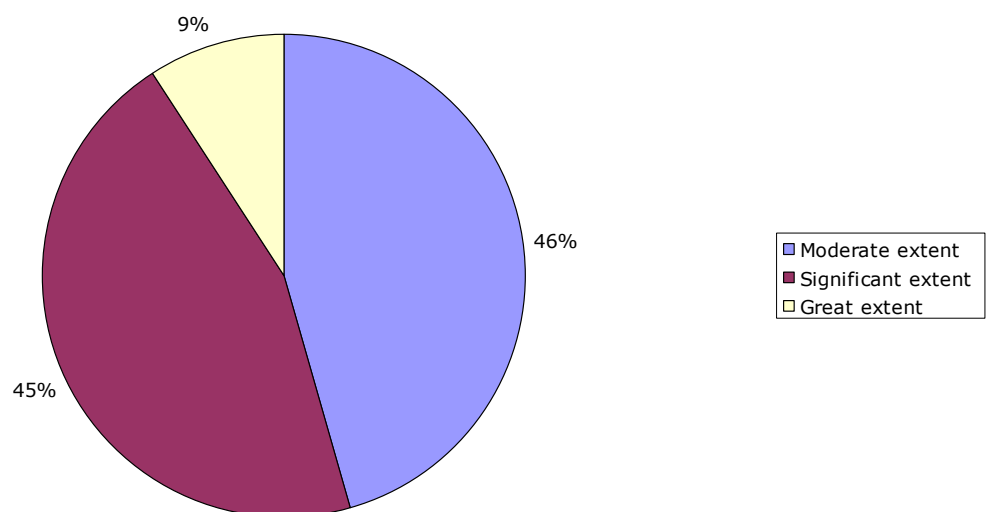
Source: own study.

Diagram 467. Front office



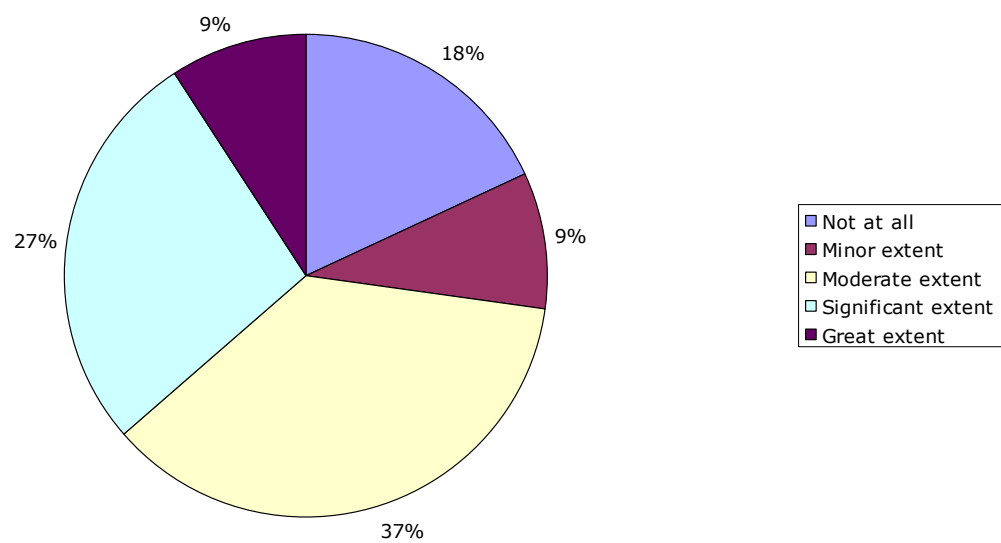
Source: own study.

Diagram 468. Back office



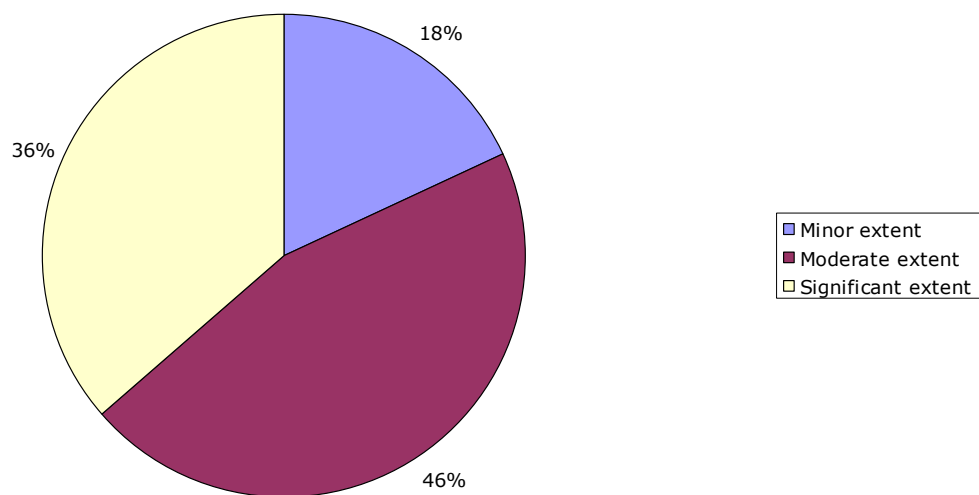
Source: own study.

Diagram 469. Personnel



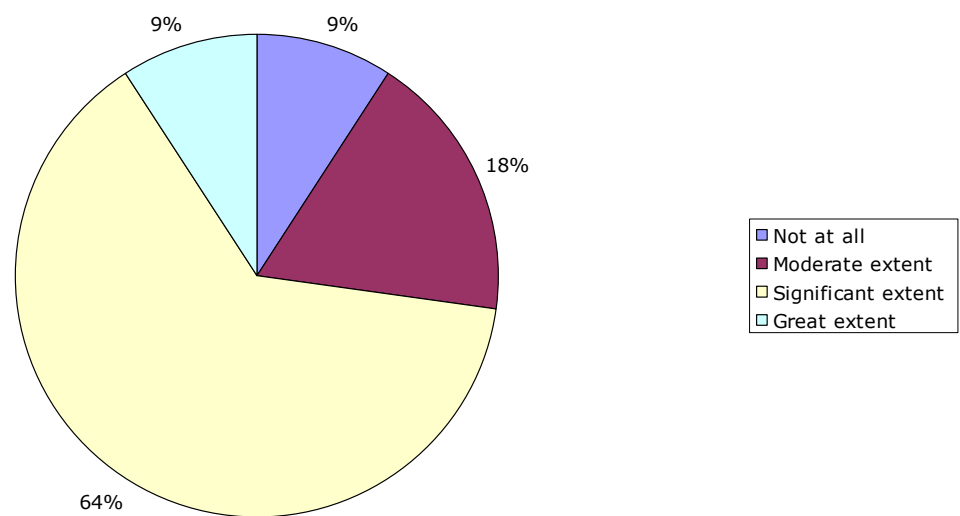
Source: own study.

Diagram 470. Property maintenance



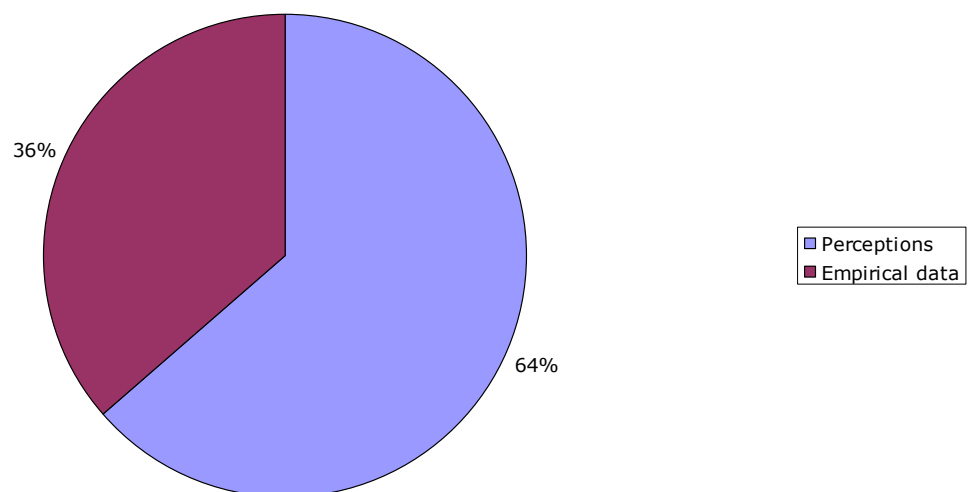
Source: own study.

Diagram 471. Information technology



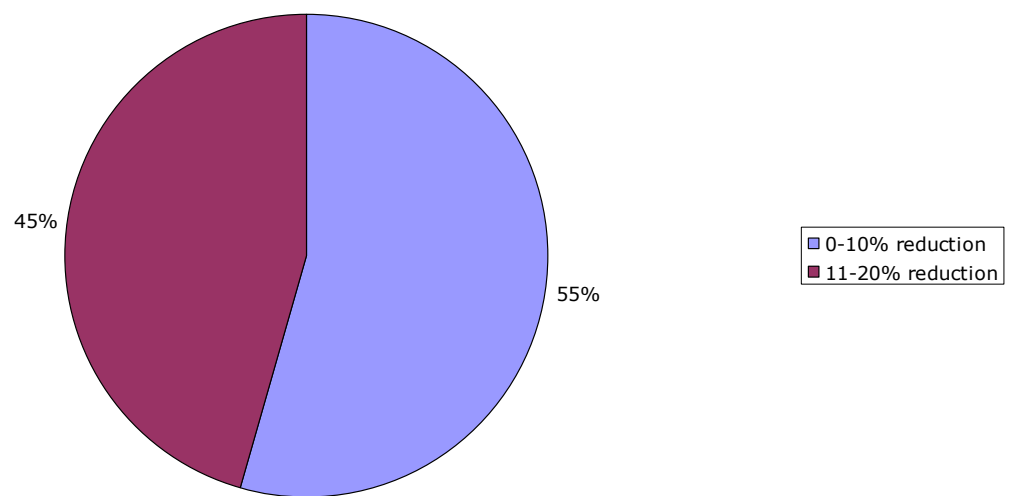
Source: own study.

Diagram 472. Questions based on:



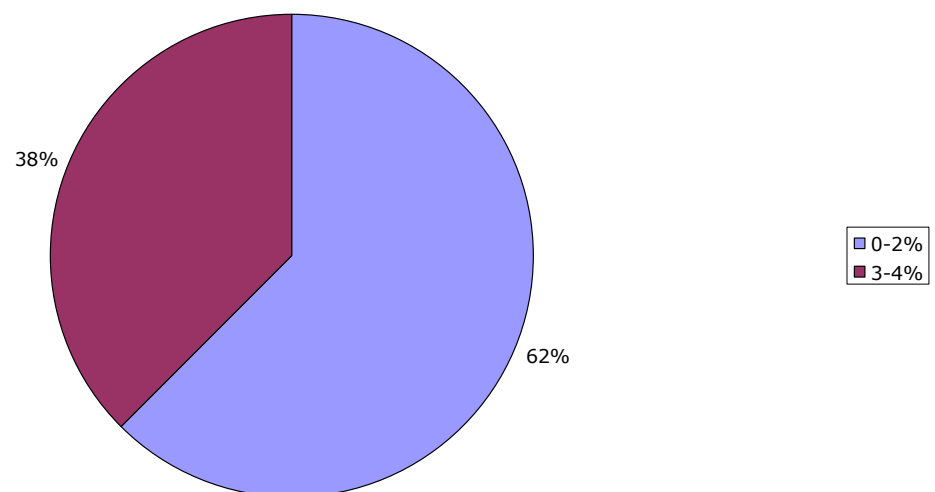
Source: own study.

Diagram 473. Change in workforce



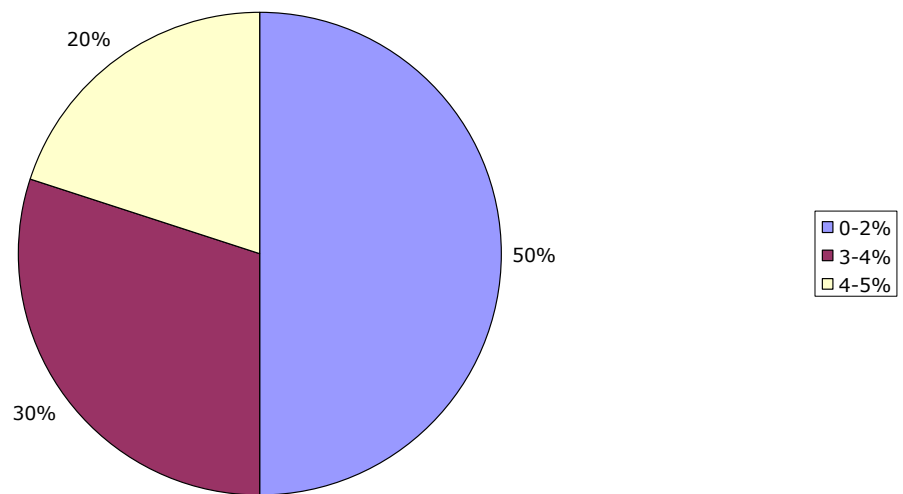
Source: own study.

Diagram 474. Return on equity



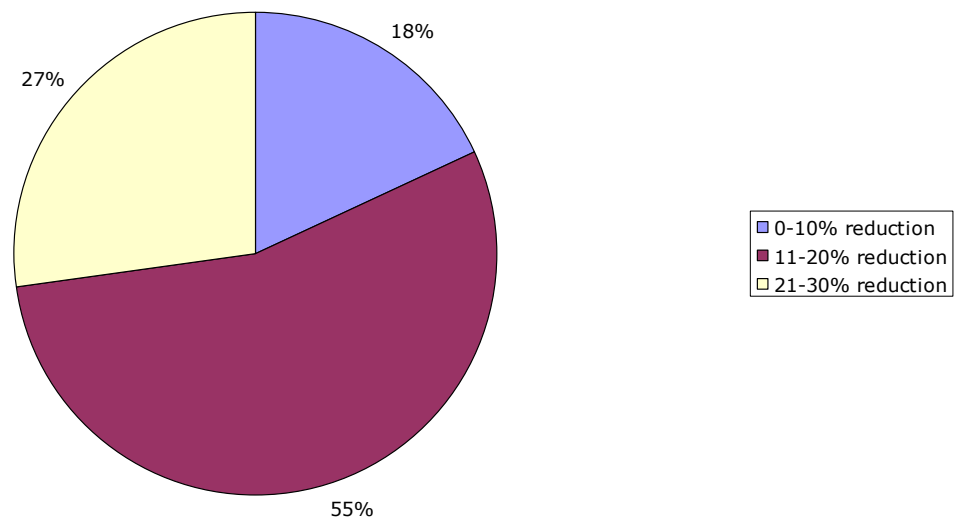
Source: own study.

Diagram 475. Cost/income



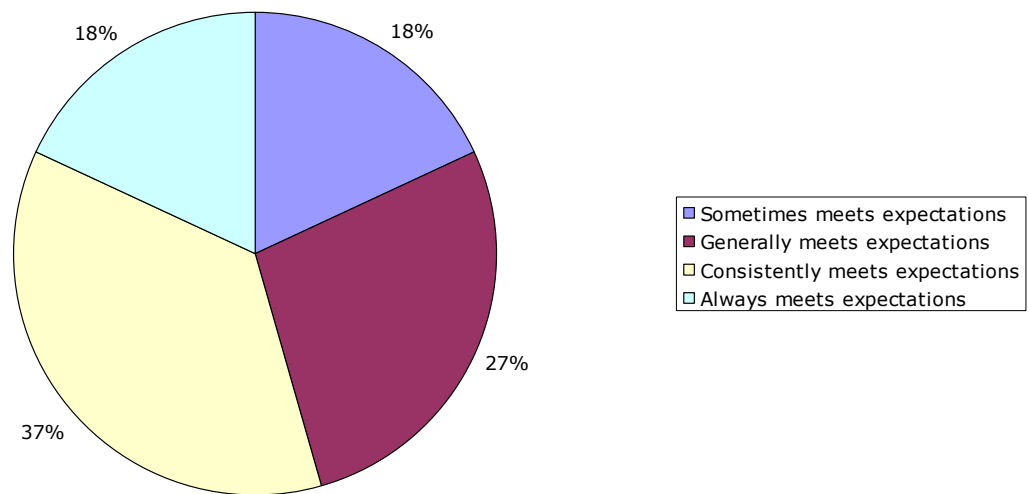
Source: own study.

Diagram 476. Cycle time



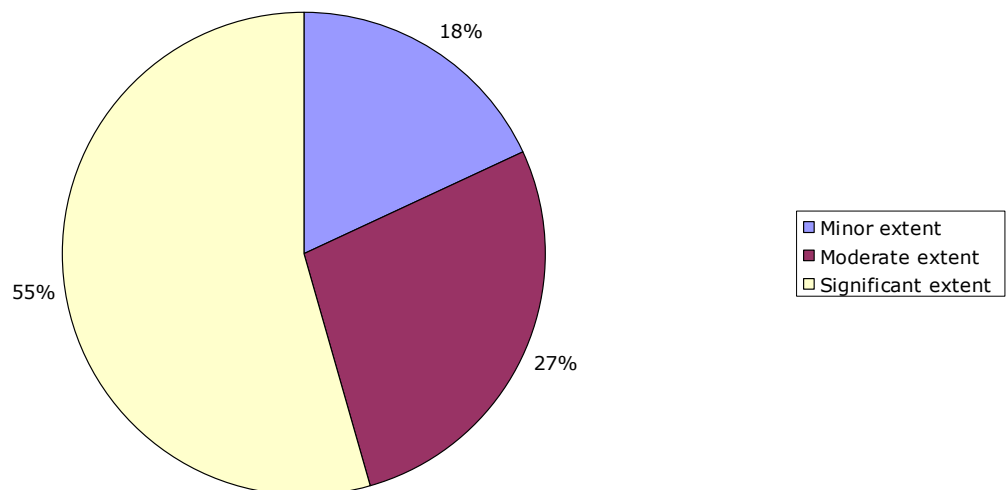
Source: own study.

Diagram 477. Organizations ability to satisfy customers needs



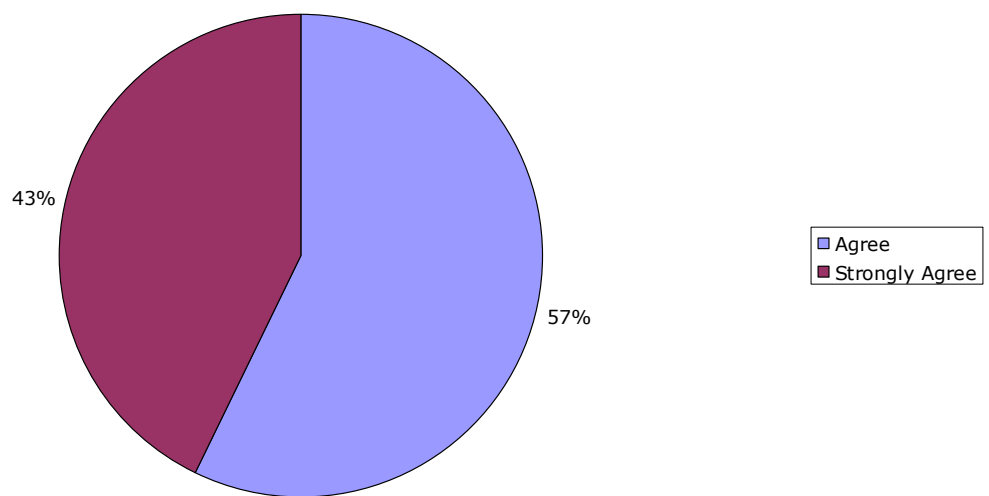
Source: own study.

Diagram 478. Organizational culture



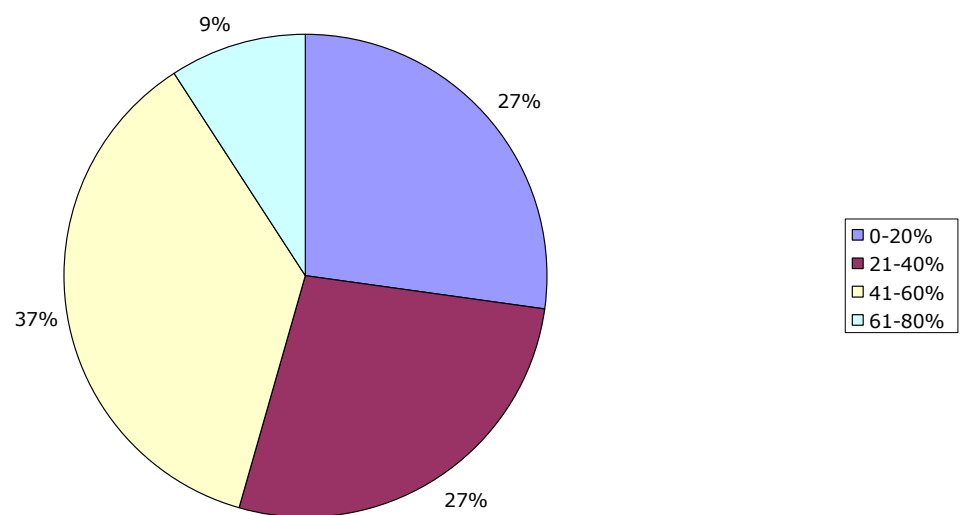
Source: own study.

Diagram 479. Cooperation with external consultants facilitated BPR



Source: own study.

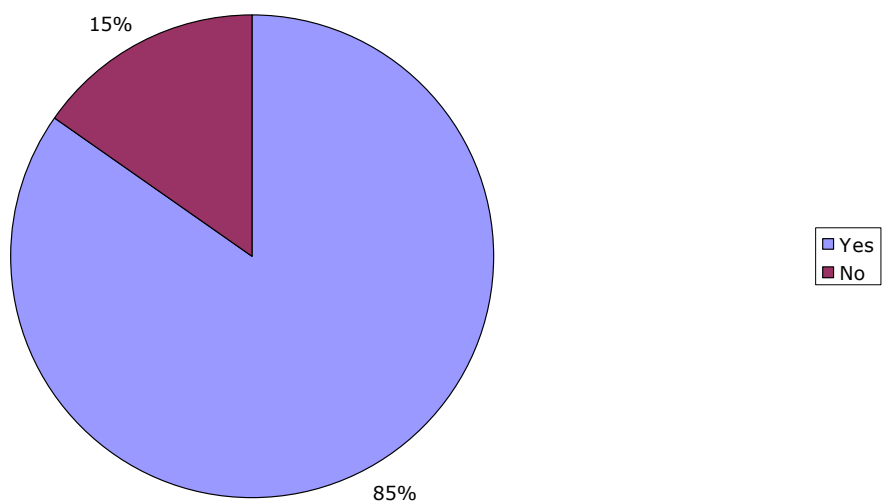
Diagram 480. Level of success



Source: own study.

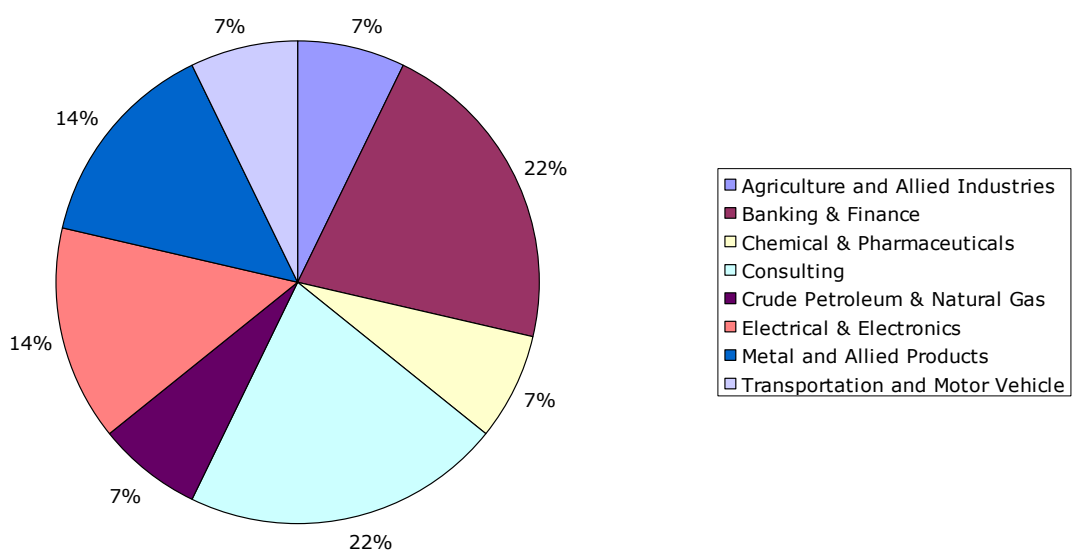
1.17. Switzerland

Diagram 481. Executive summary



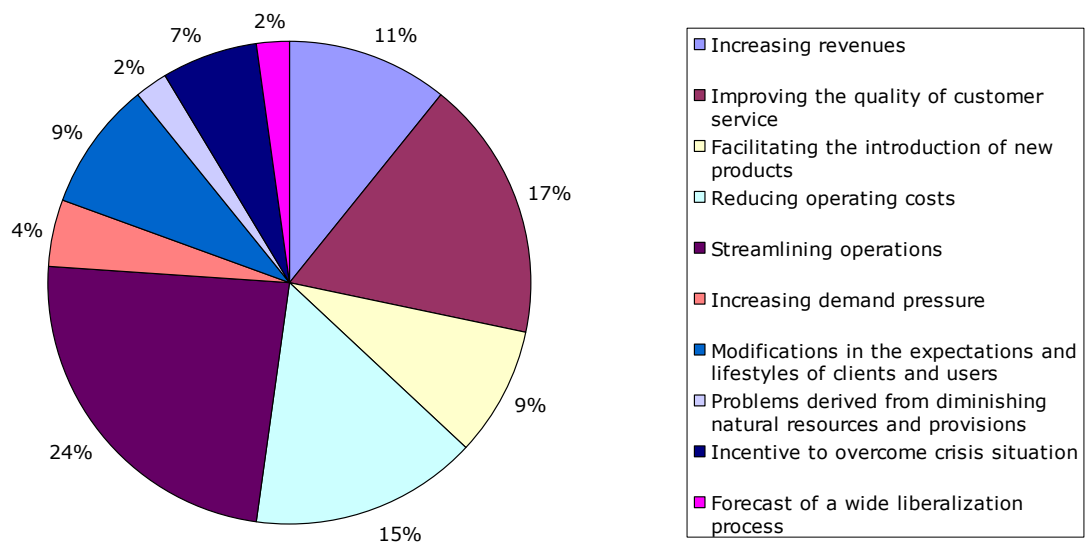
Source: own study.

Diagram 482. Industry



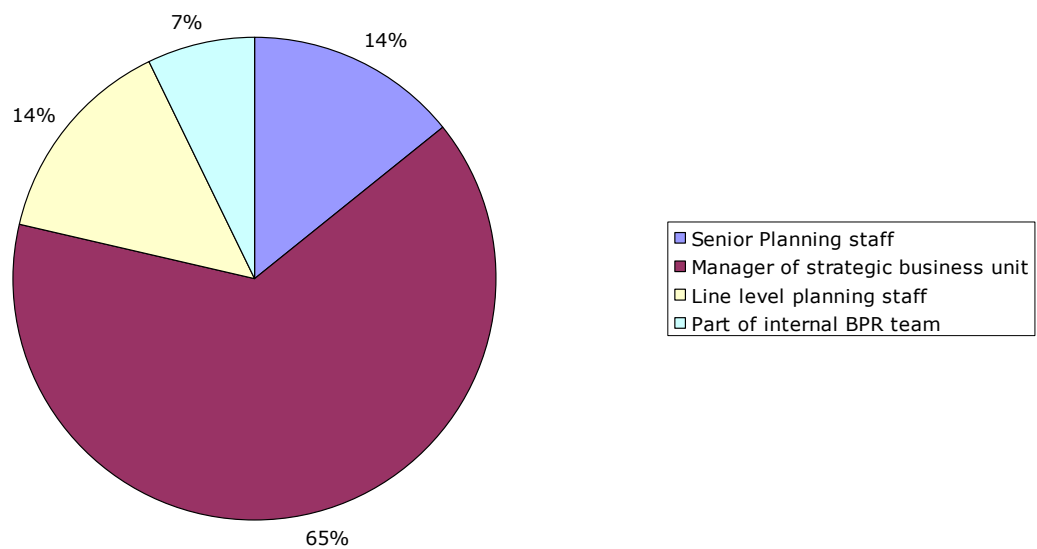
Source: own study.

Diagram 483. BPR reason



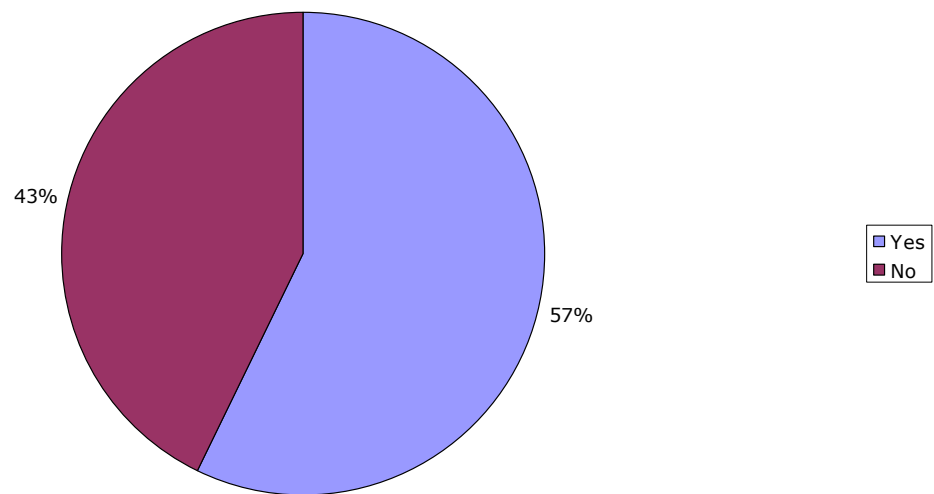
Source: own study.

Diagram 484. Corporate position



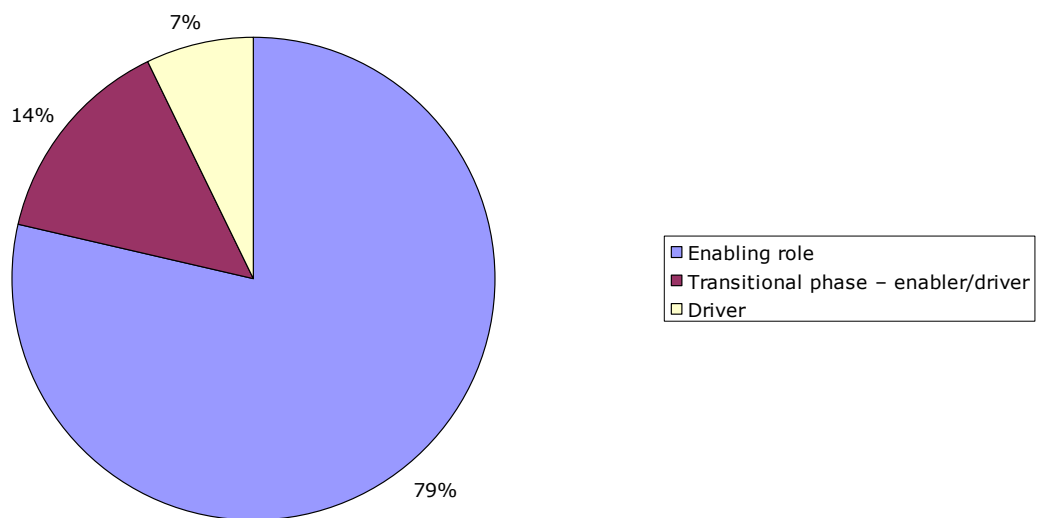
Source: own study.

Diagram 485. Help of external consultants



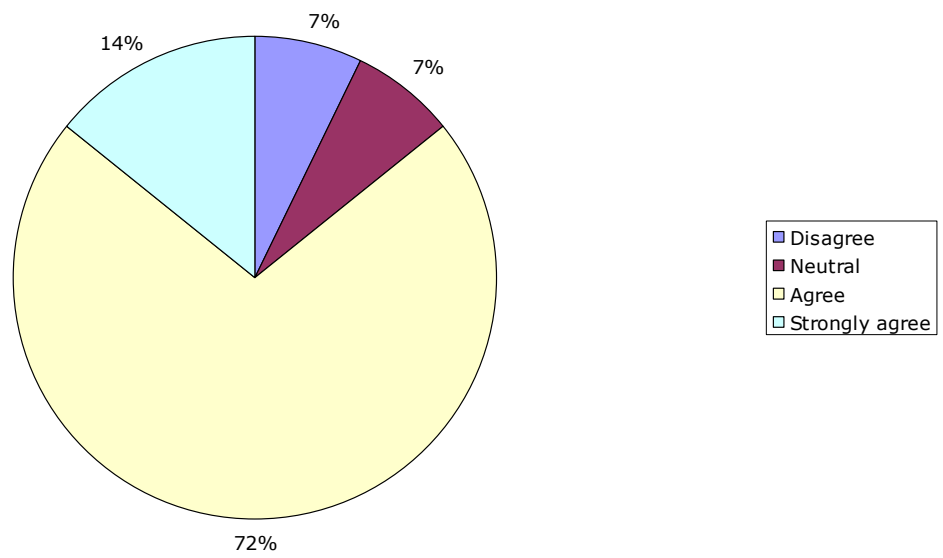
Source: own study.

Diagram 486. IT role



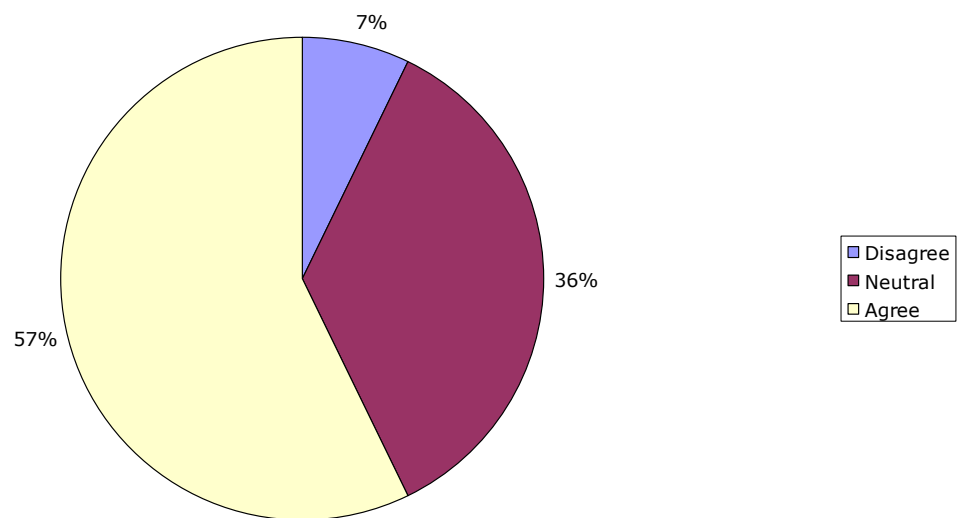
Source: own study.

Diagram 487. Efforts driven by core-customer focused business processes



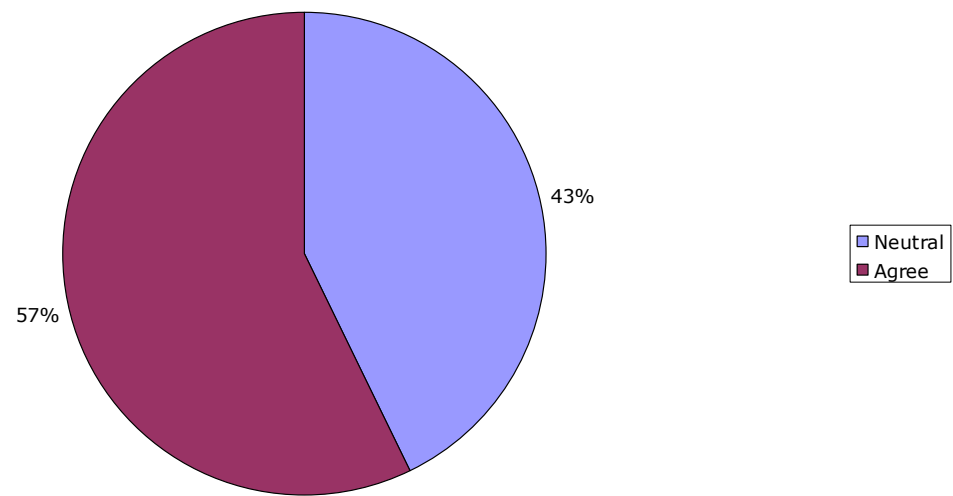
Source: own study.

Diagram 488. Part of corporate strategy



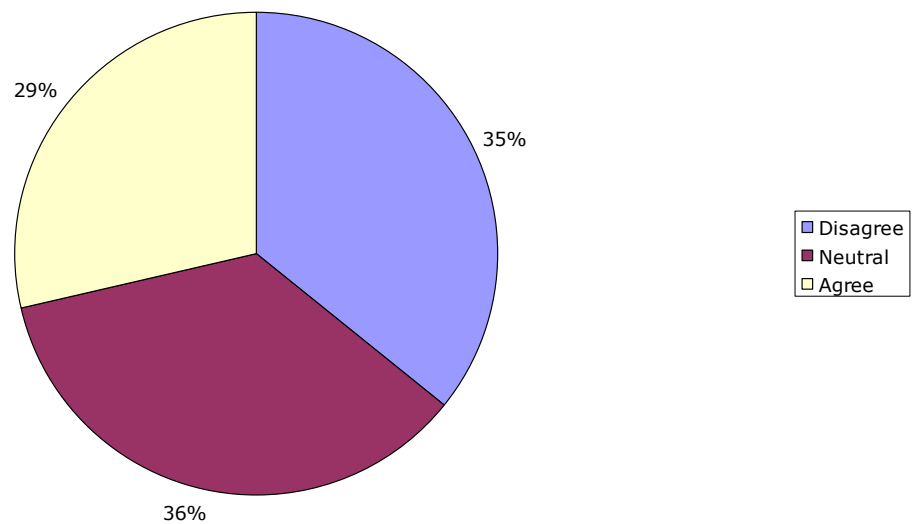
Source: own study.

Diagram 489. Change of organizational culture



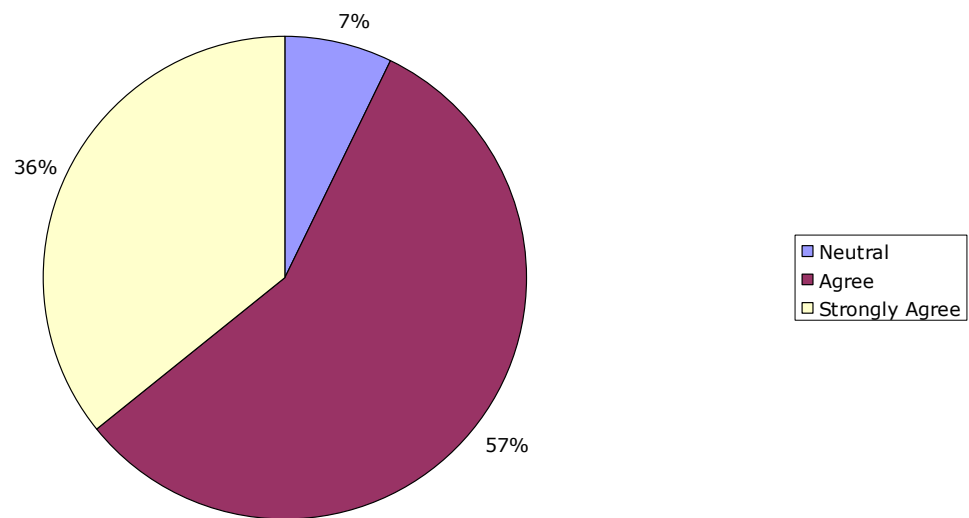
Source: own study.

Diagram 490. "Clean slate" opportunity



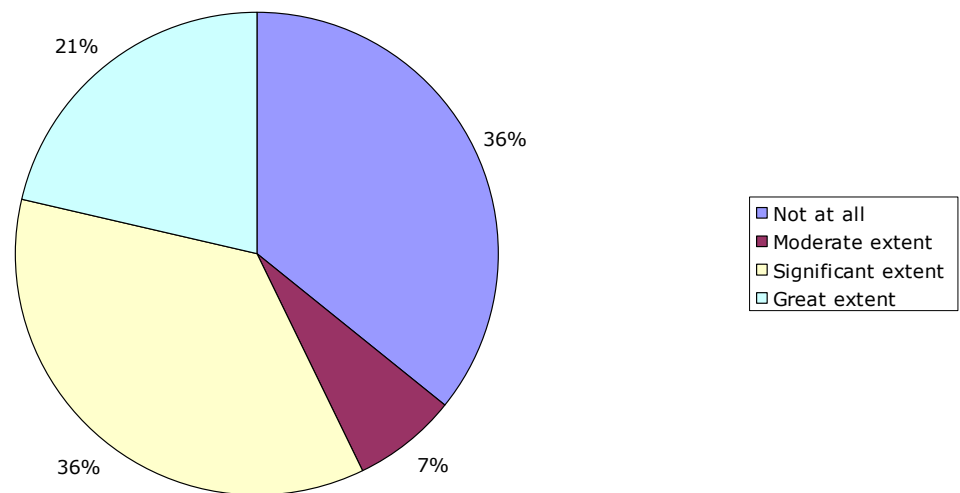
Source: own study.

Diagram 491. Learning capabilities



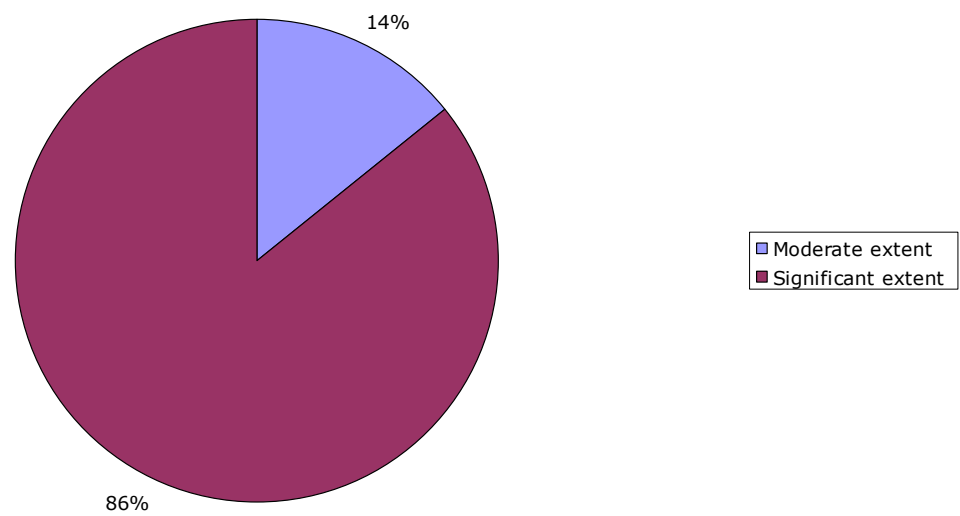
Source: own study.

Diagram 492. Help of external consultants as a base for success



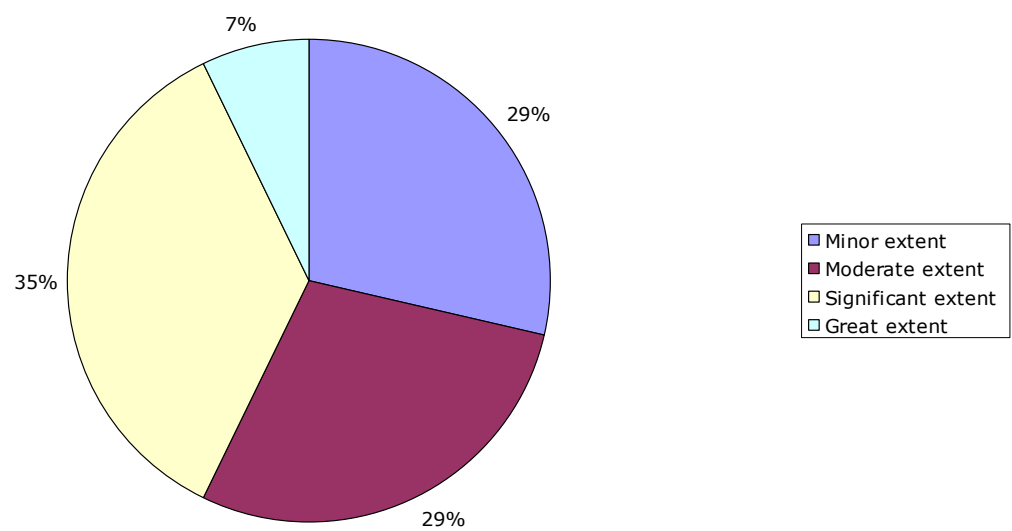
Source: own study.

Diagram 493. IT - integral part of BPR



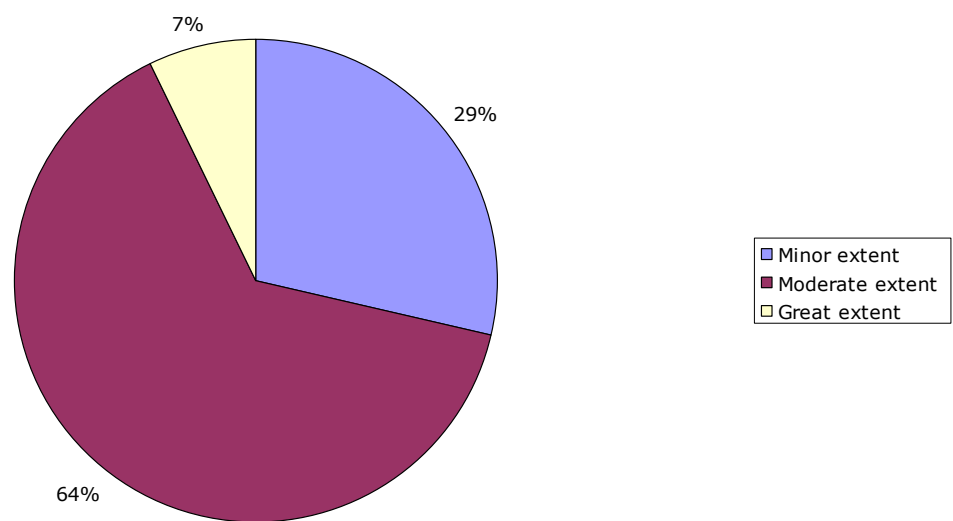
Source: own study.

Diagram 494. Customer feedback



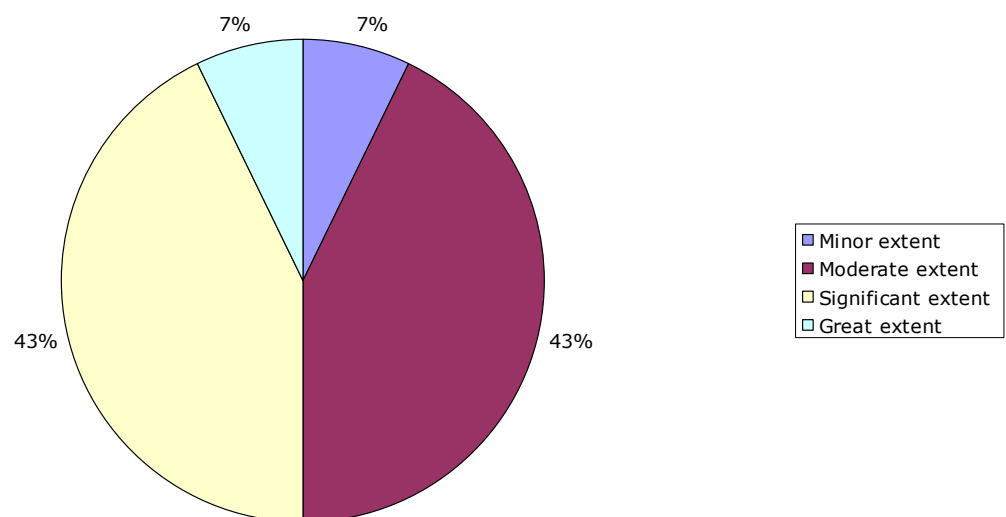
Source: own study.

Diagram 495. Competitive pressures



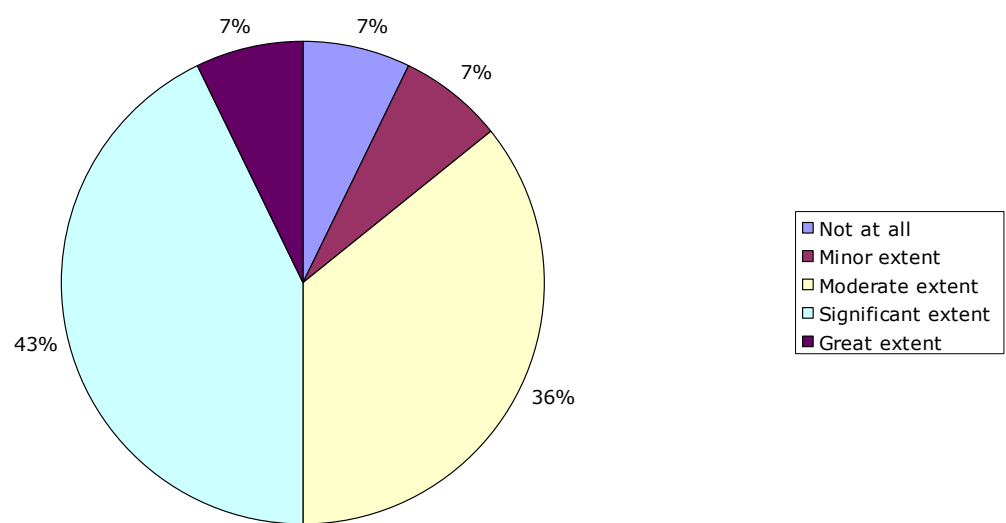
Source: own study.

Diagram 496. Proactive approach



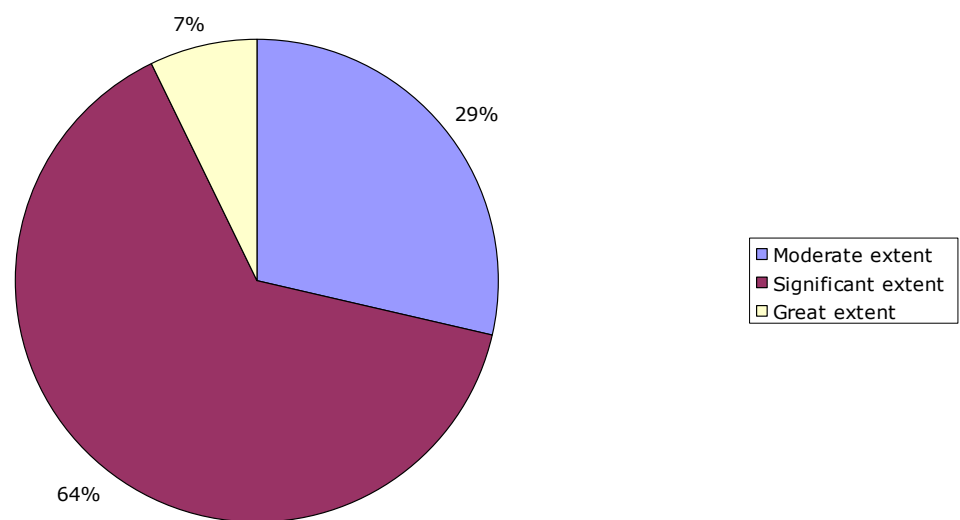
Source: own study.

Diagram 497. Front office



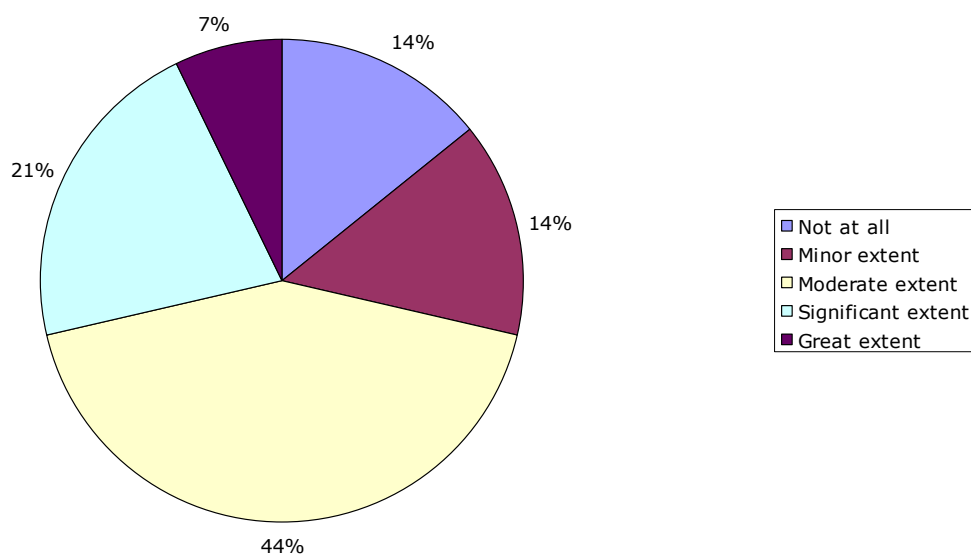
Source: own study.

Diagram 498. Back office



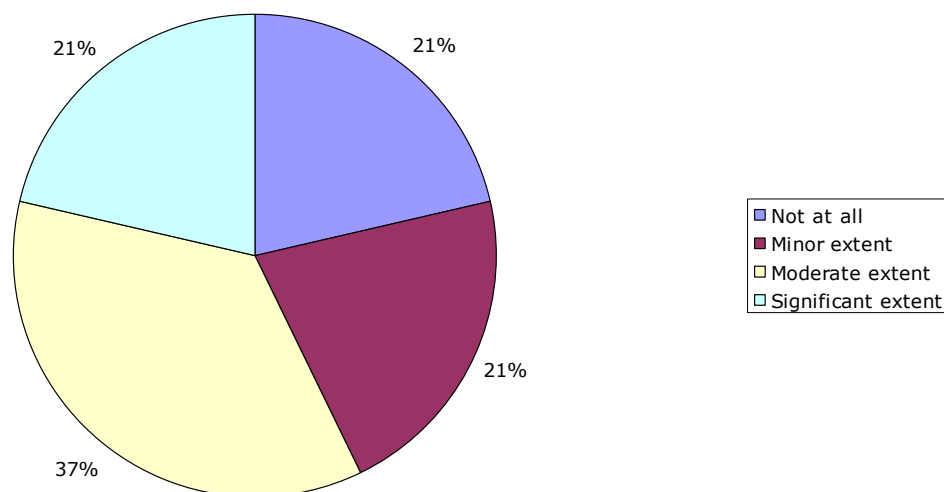
Source: own study.

Diagram 499. Personnel



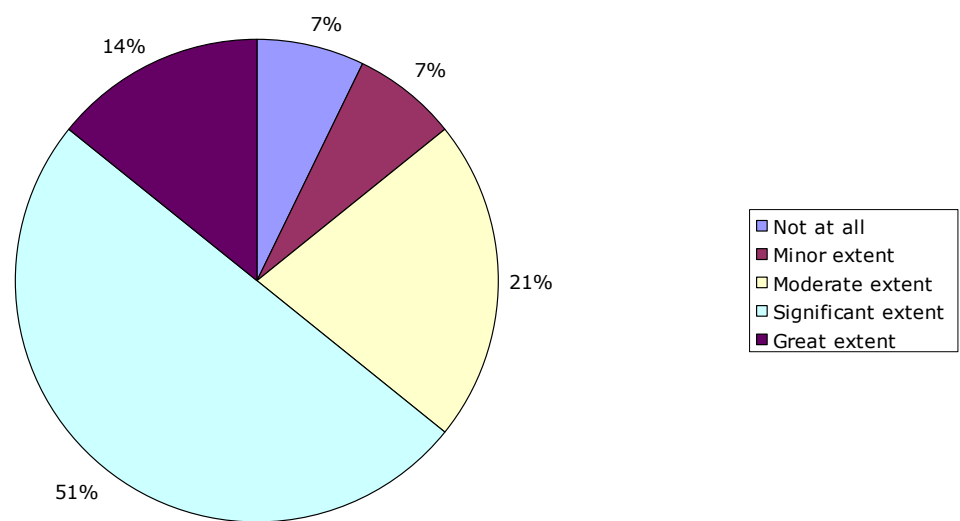
Source: own study.

Diagram 500. Property maintenance



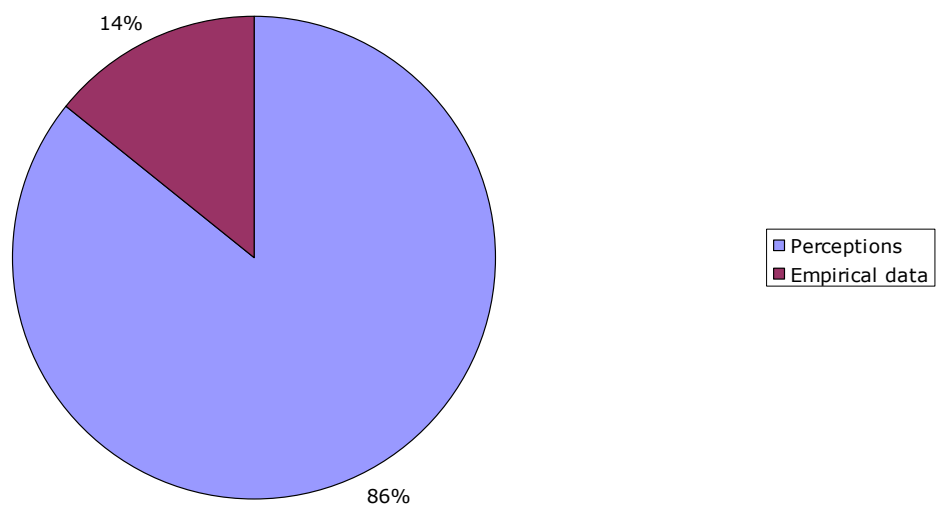
Source: own study.

Diagram 501. Information technology



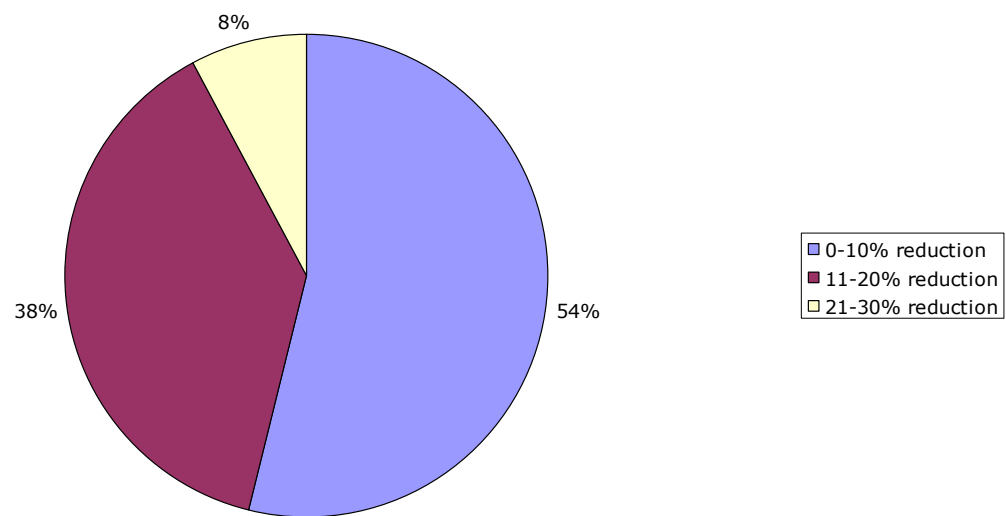
Source: own study.

Diagram 502. Questions based on:



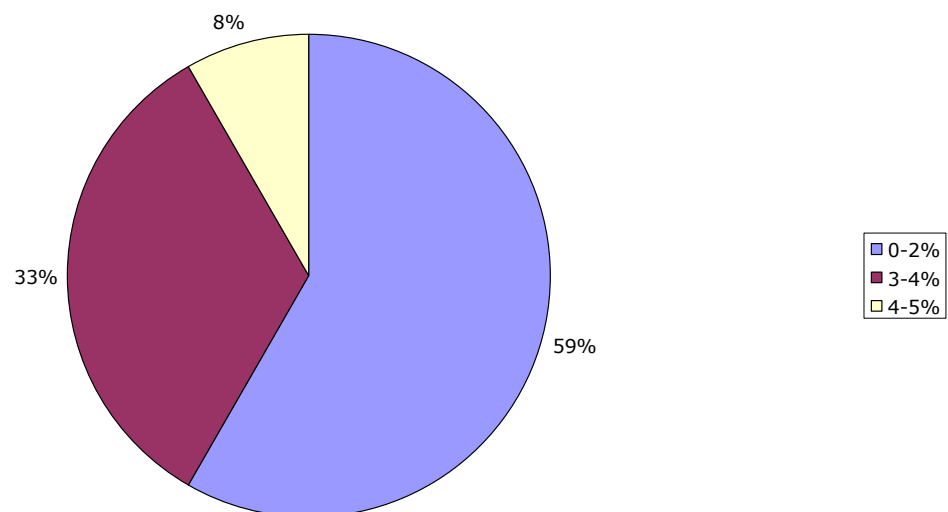
Source: own study.

Diagram 503. Change in workforce



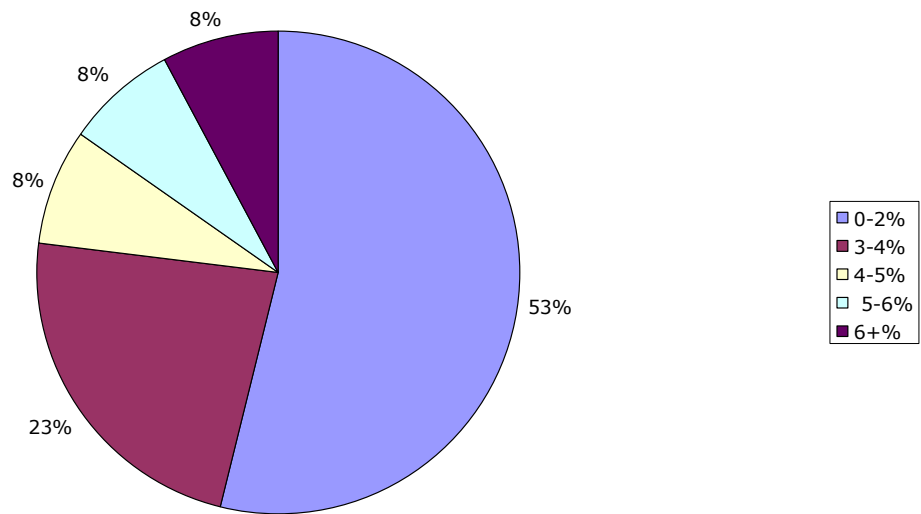
Source: own study.

Diagram 504. Return on equity



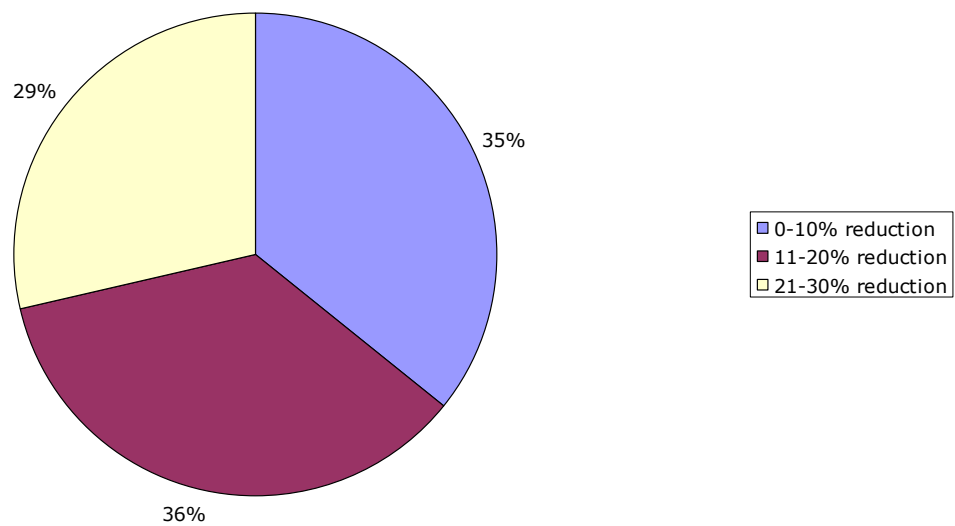
Source: own study.

Diagram 505. Cost/income



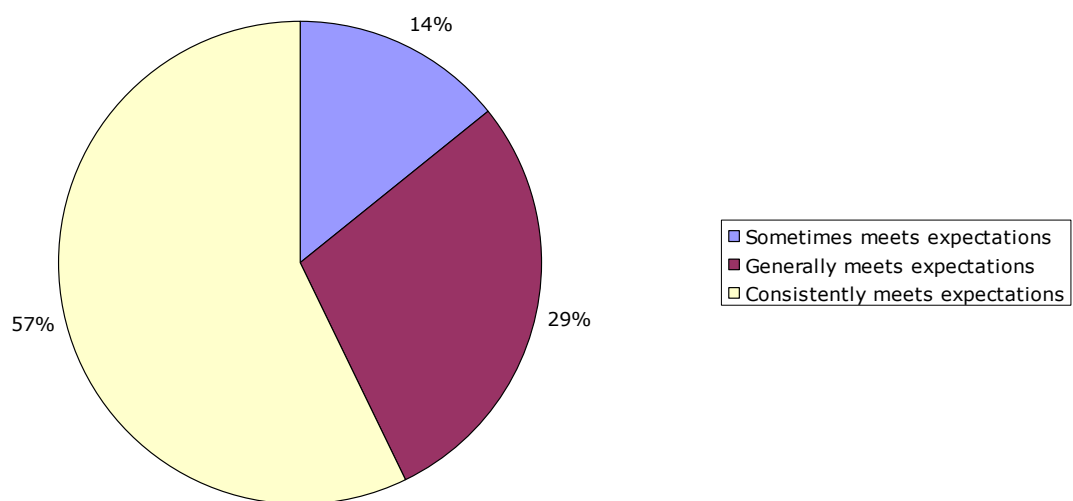
Source: own study.

Diagram 506. Cycle time



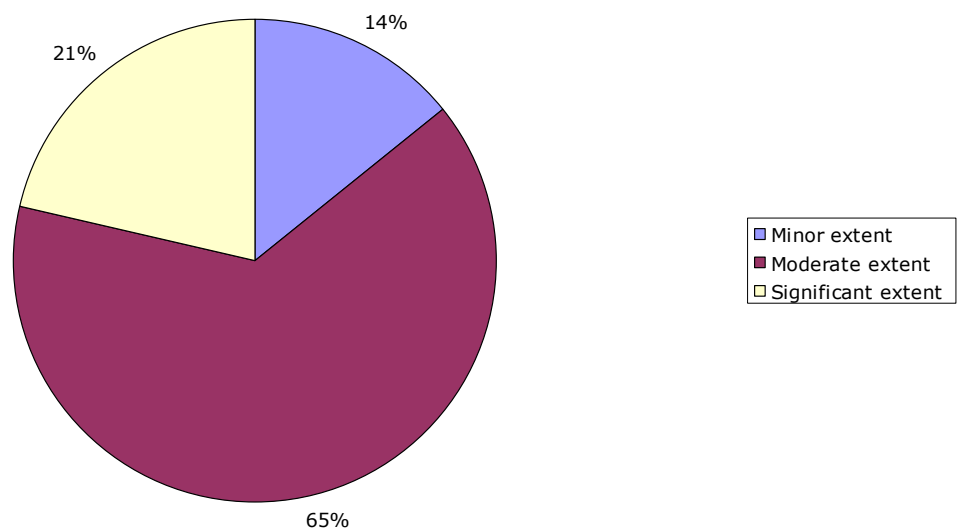
Source: own study.

Diagram 507. Organizations ability to satisfy customers needs



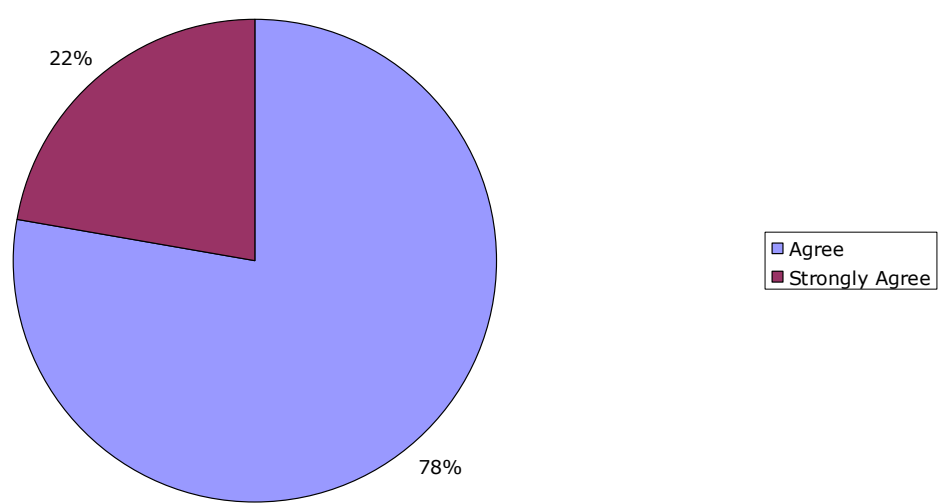
Source: own study.

Diagram 508. Organizational culture



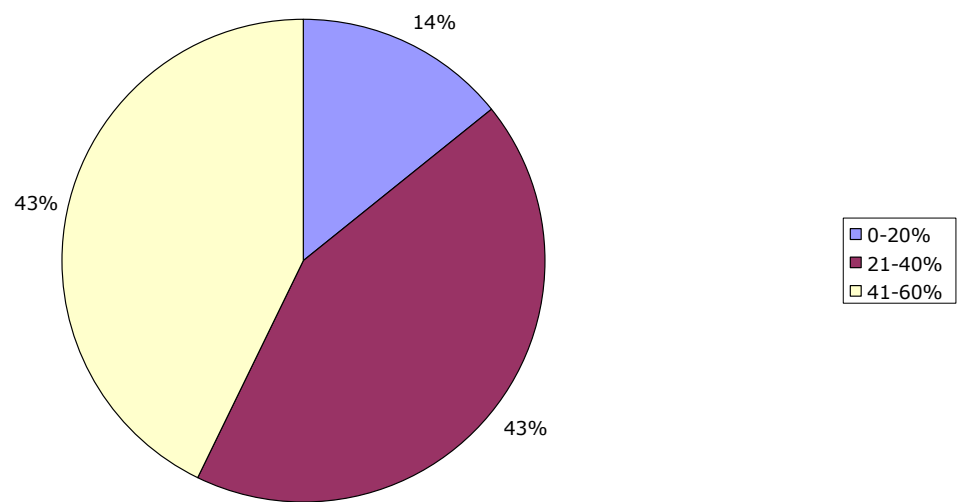
Source: own study.

Diagram 509. Cooperation with external consultants facilitated BPR



Source: own study.

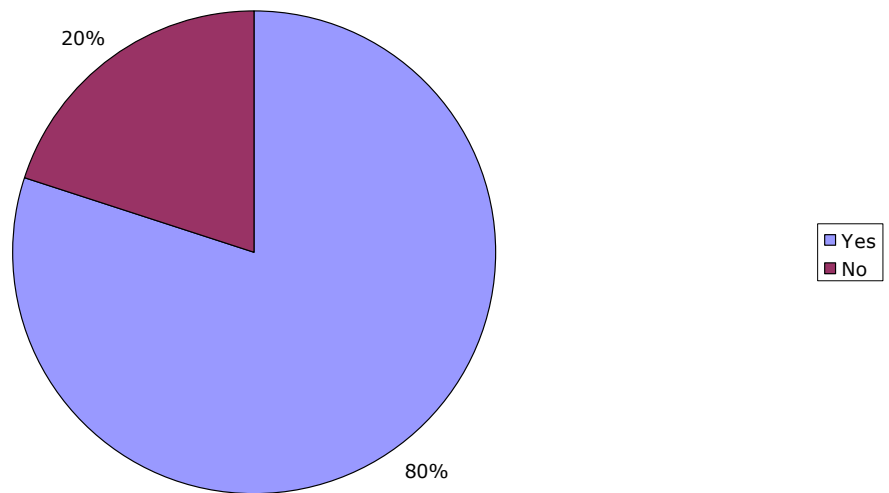
Diagram 510. Level of success



Source: own study.

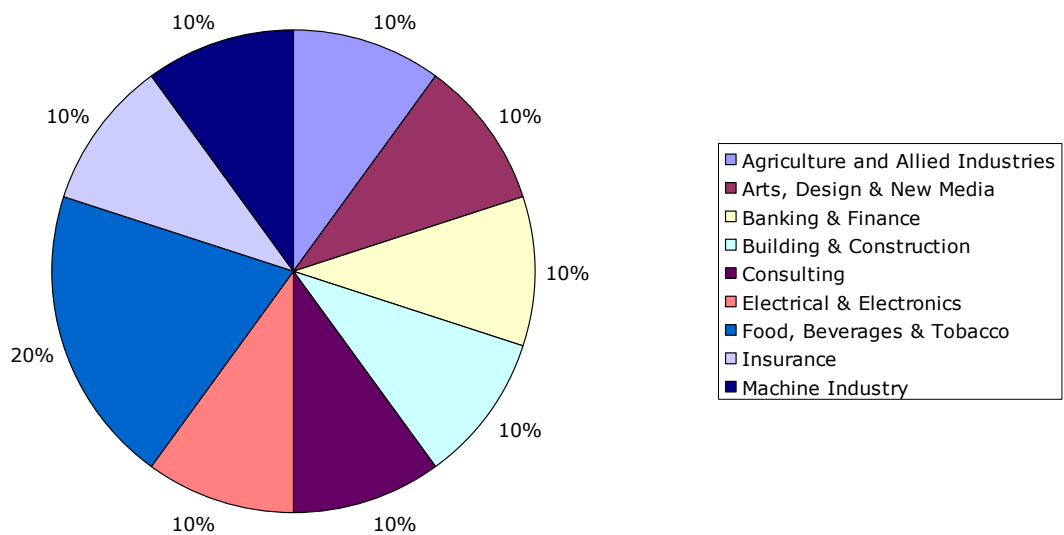
1.18. The Netherlands

Diagram 511. Executive summary



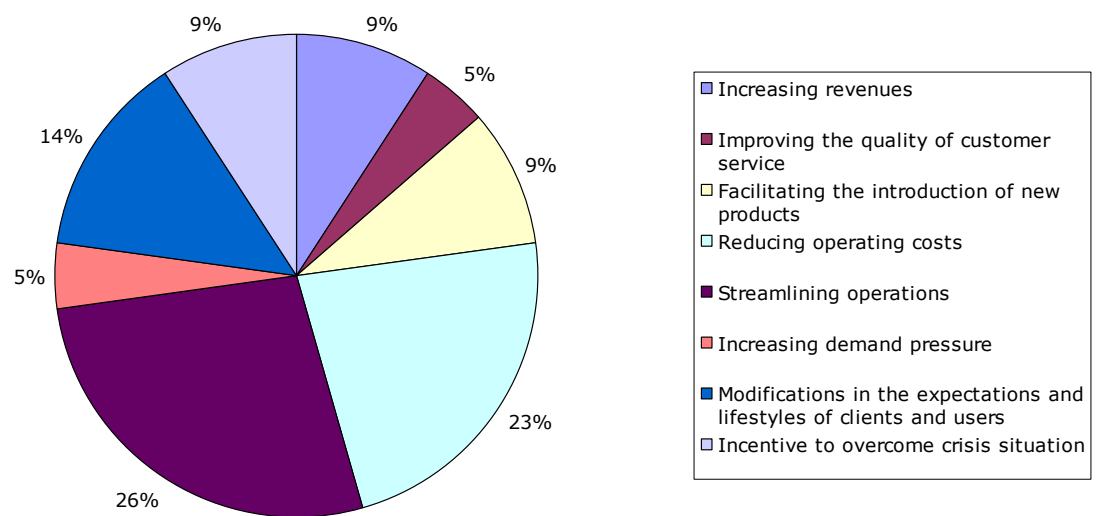
Source: own study.

Diagram 512. Industry



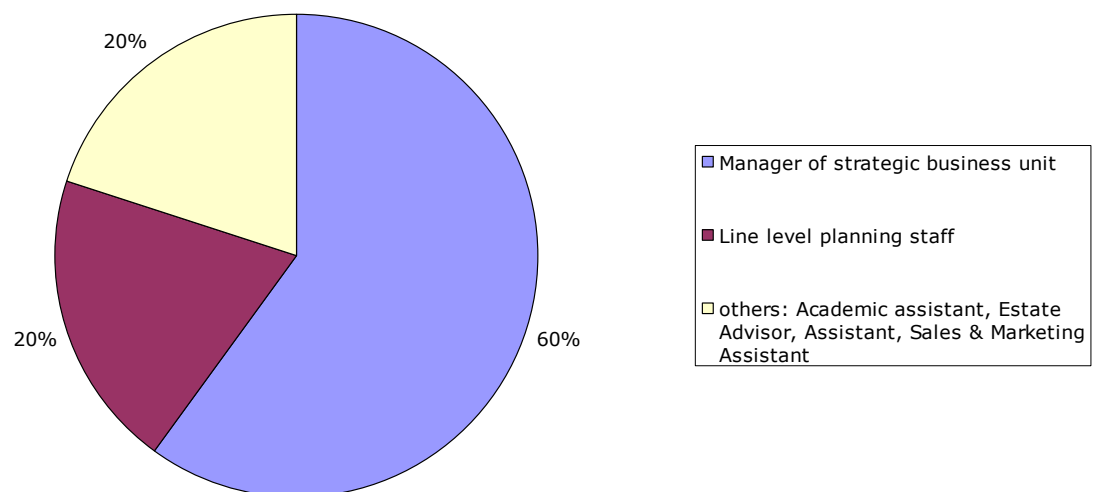
Source: own study.

Diagram 513. BPR reason



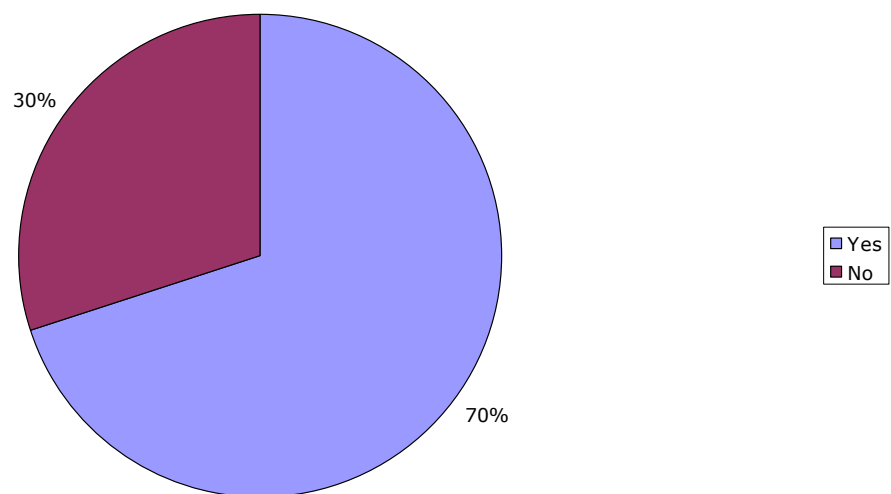
Source: own study.

Diagram 514. Corporate position



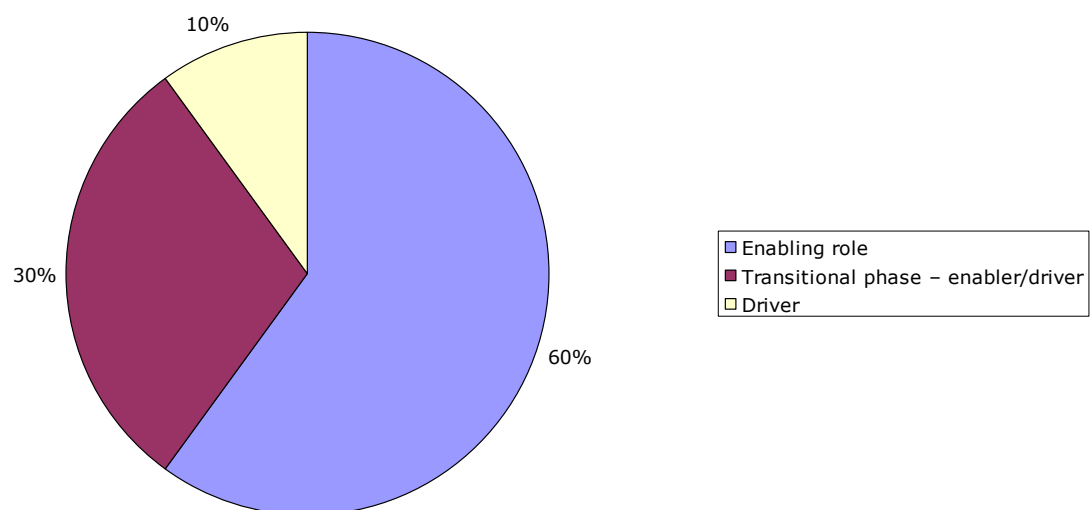
Source: own study.

Diagram 515. Help of external consultants



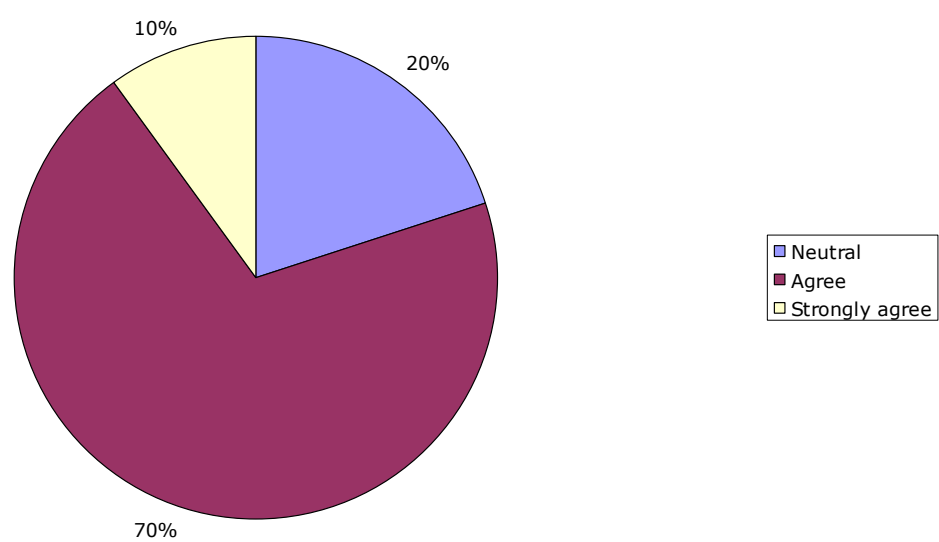
Source: own study.

Diagram 516. IT role



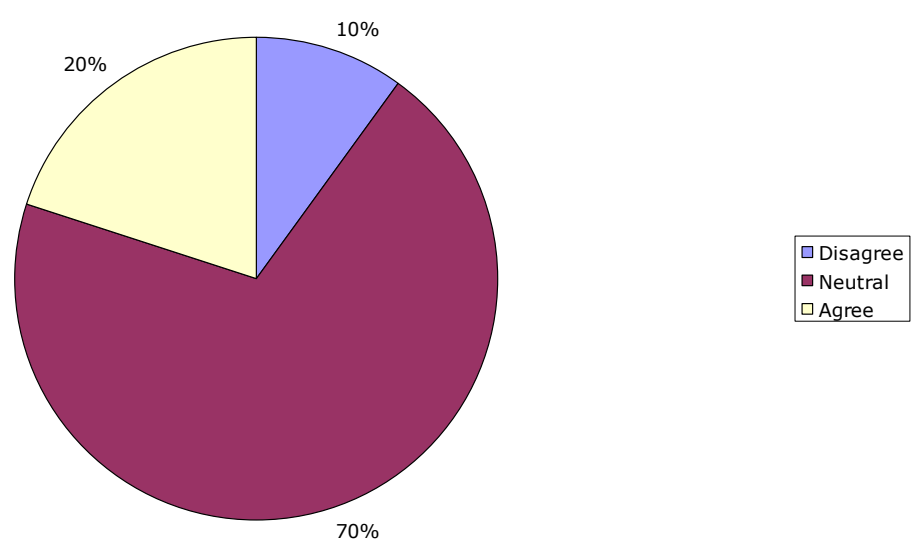
Source: own study.

Diagram 517. Efforts driven by core-customer focused business processes



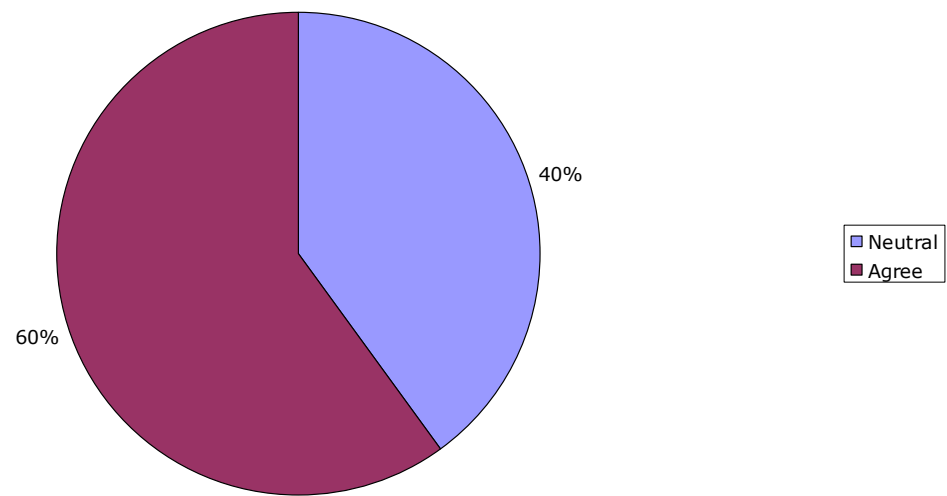
Source: own study.

Diagram 518. Part of corporate strategy



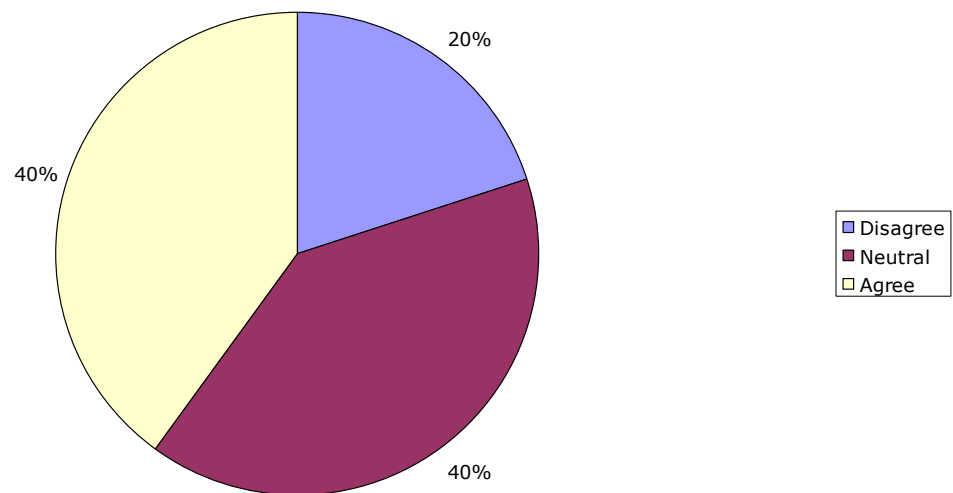
Source: own study.

Diagram 519. Change of organizational culture



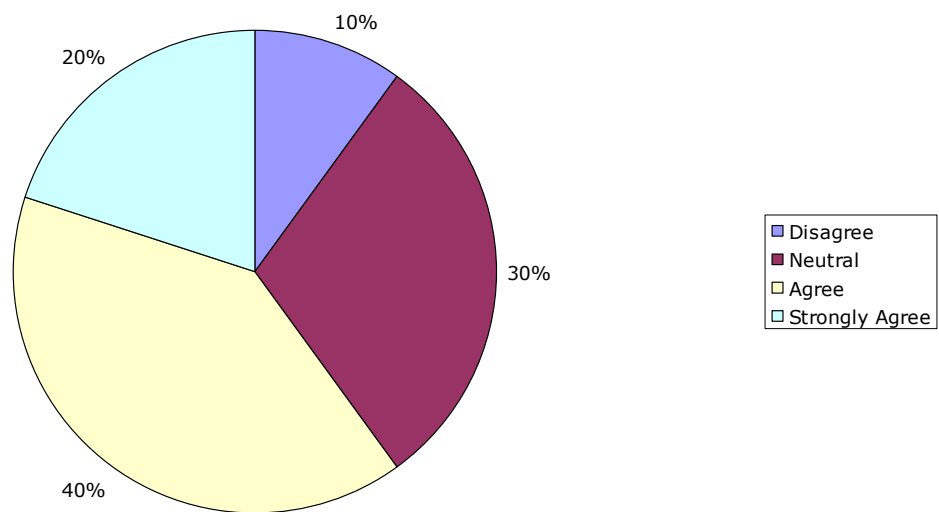
Source: own study.

Diagram 520. "Clean slate" opportunity



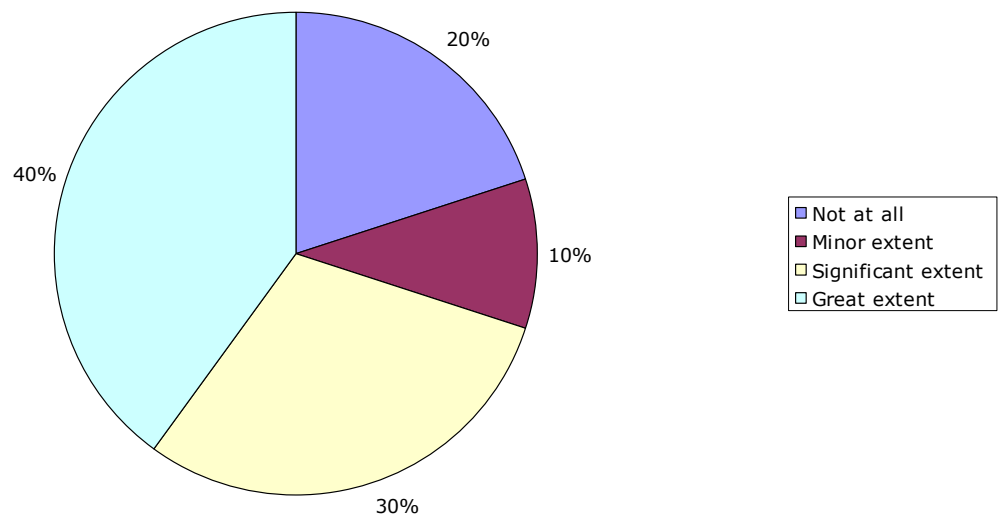
Source: own study.

Diagram 521. Learning capabilities



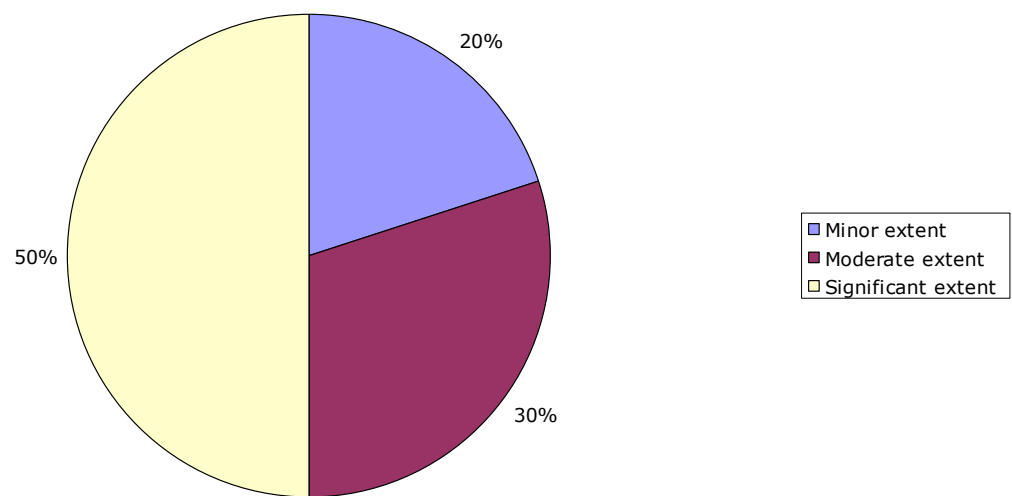
Source: own study.

Diagram 522. Help of external consultants as a base for success



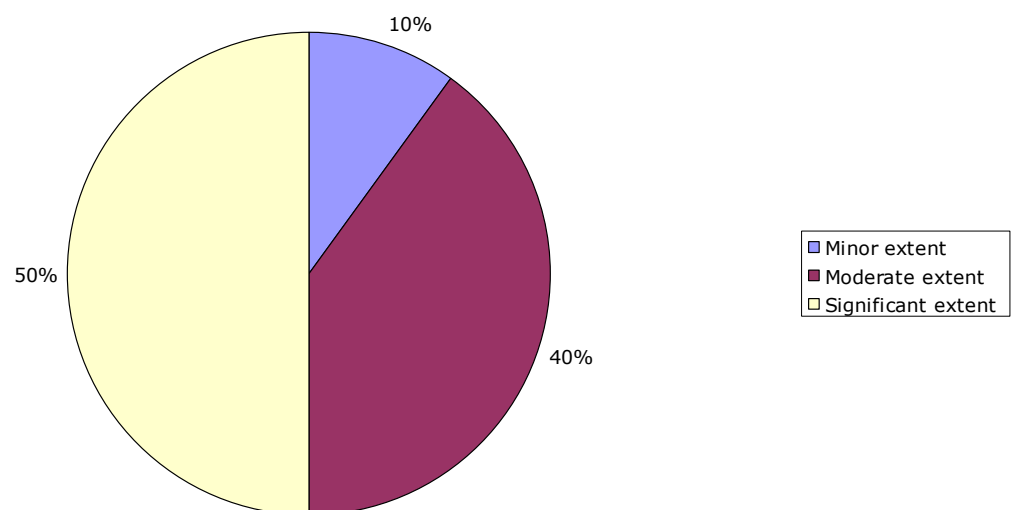
Source: own study.

Diagram 523. IT - integral part of BPR



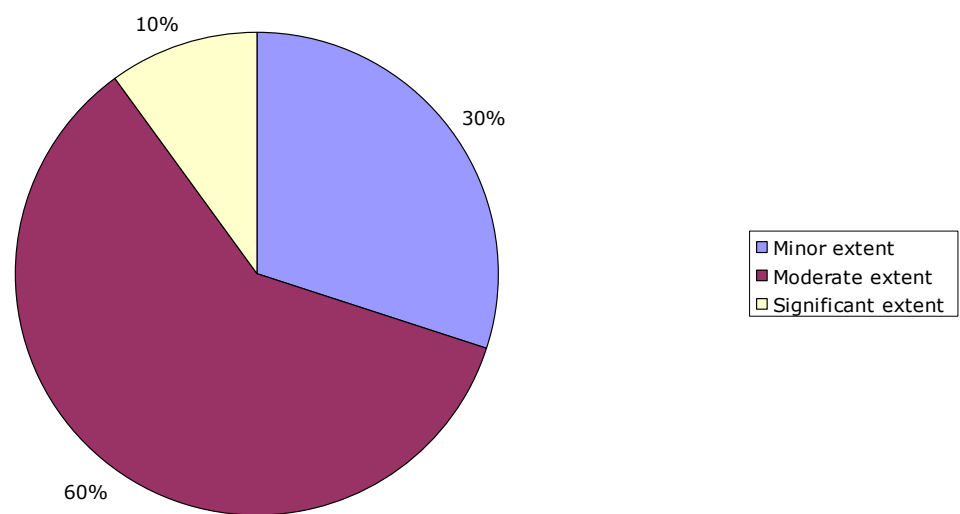
Source: own study.

Diagram 524. Customer feedback



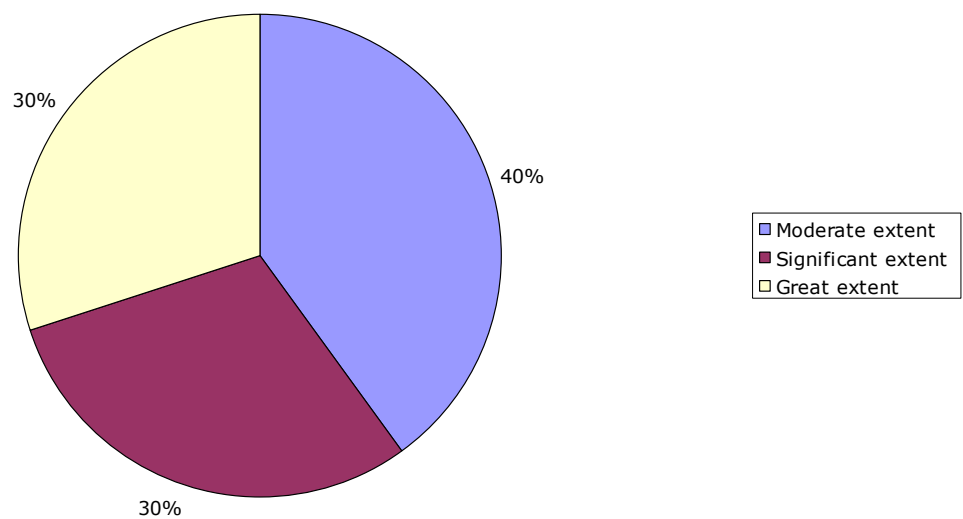
Source: own study.

Diagram 525. Competitive pressures



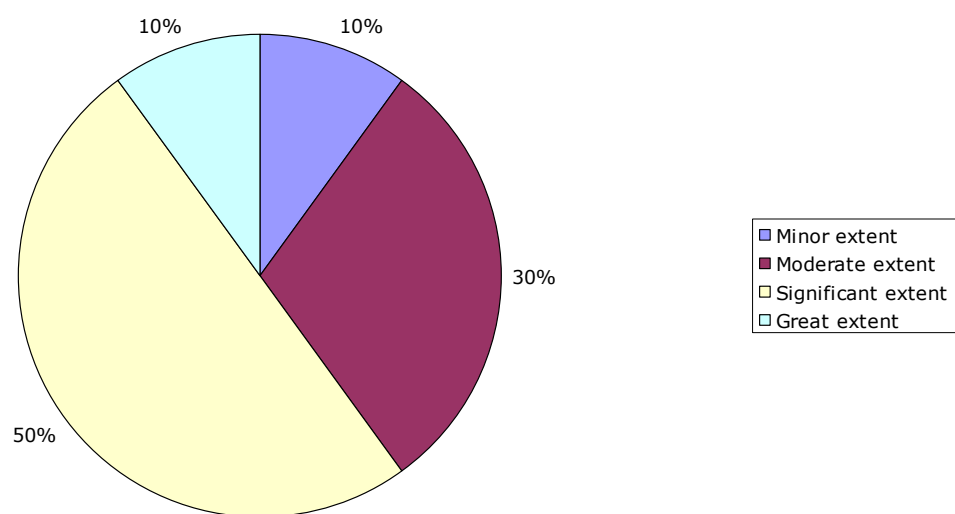
Source: own study.

Diagram 526. Proactive approach



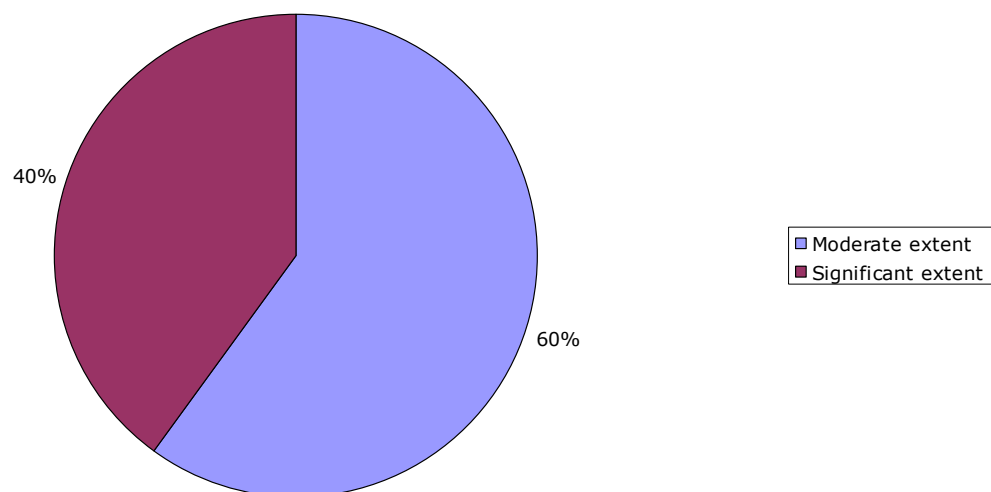
Source: own study.

Diagram 527. Front office



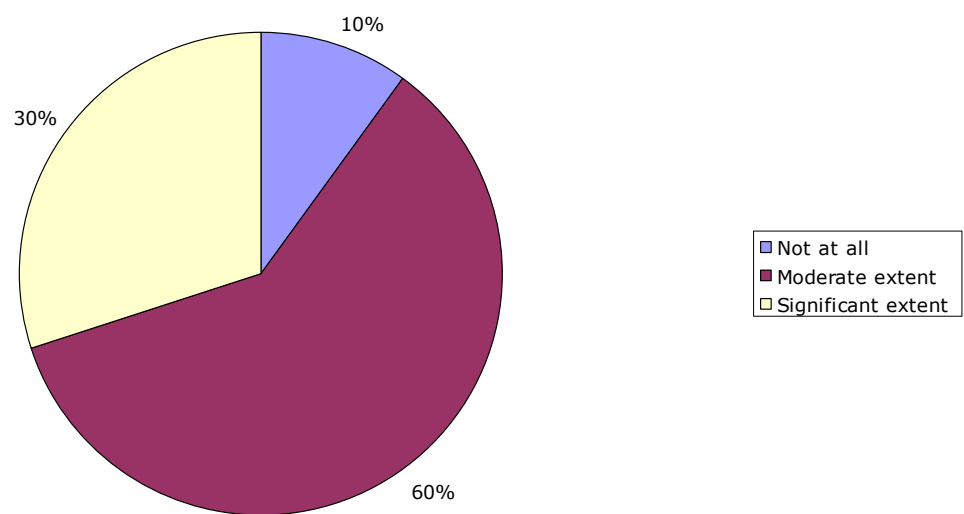
Source: own study.

Diagram 528. Back office



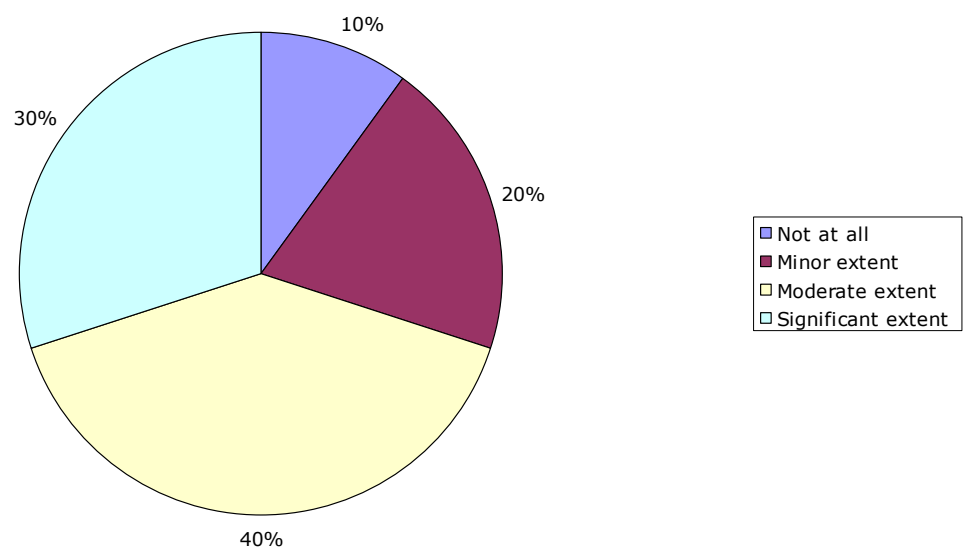
Source: own study.

Diagram 529. Personnel



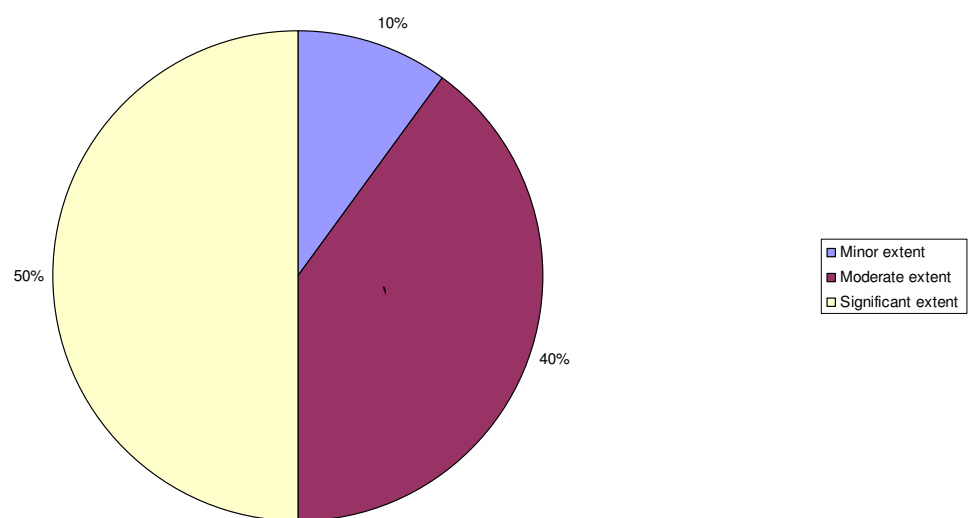
Source: own study.

Diagram 530. Property maintenance



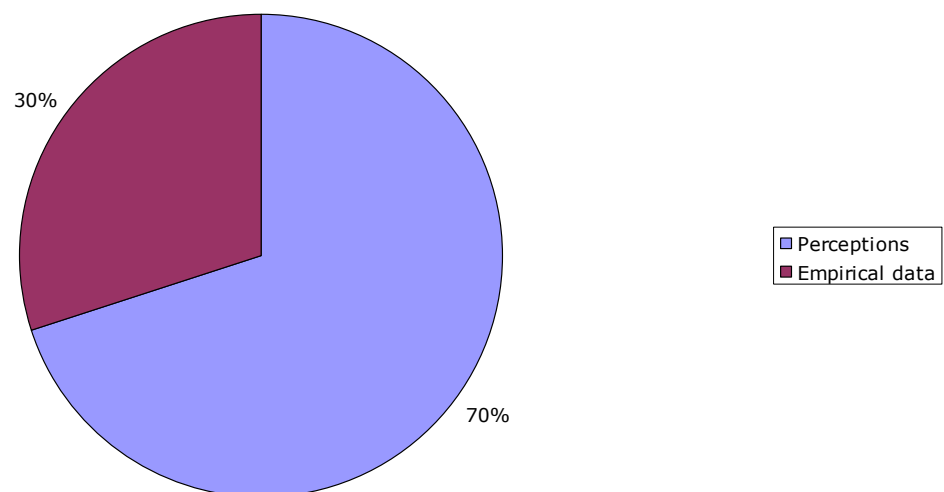
Source: own study.

Diagram 531. Information technology



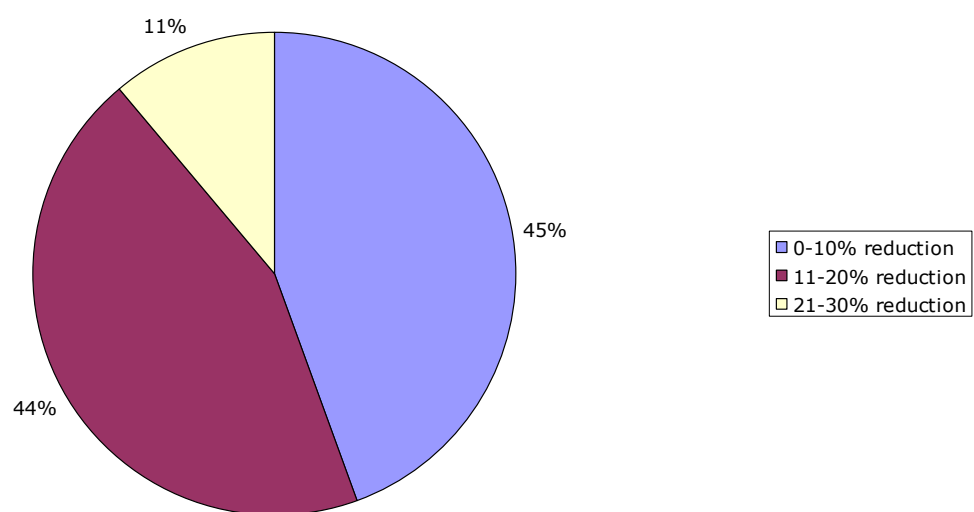
Source: own study.

Diagram 532. Questions based on:



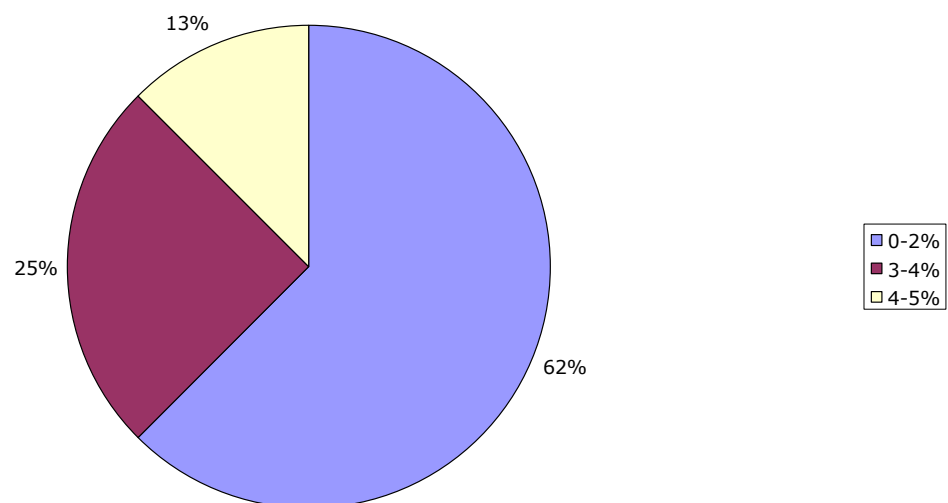
Source: own study.

Diagram 533. Change in workforce



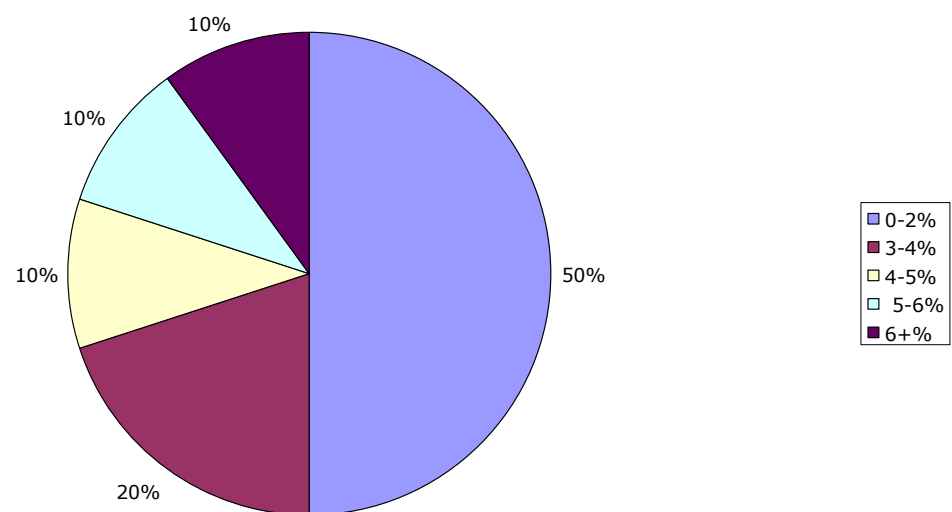
Source: own study.

Diagram 534. Return on equity



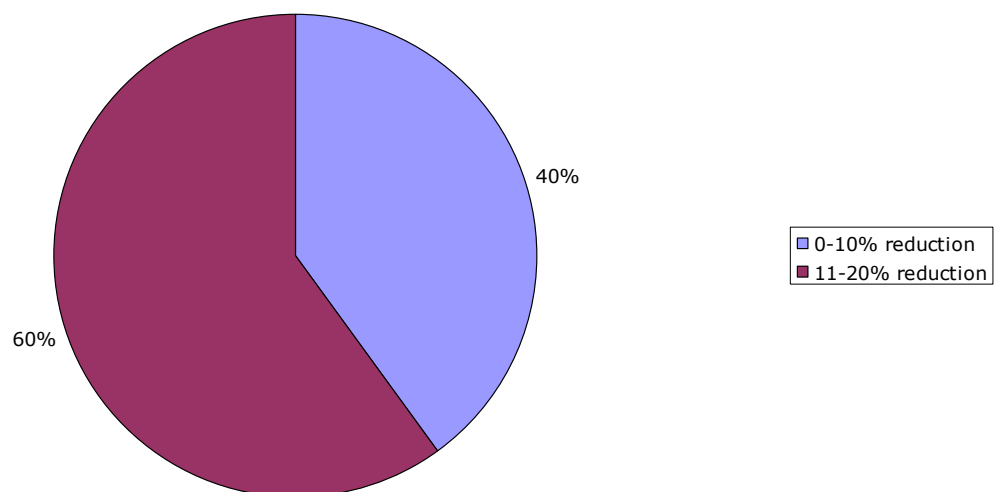
Source: own study.

Diagram 535. Cost/income



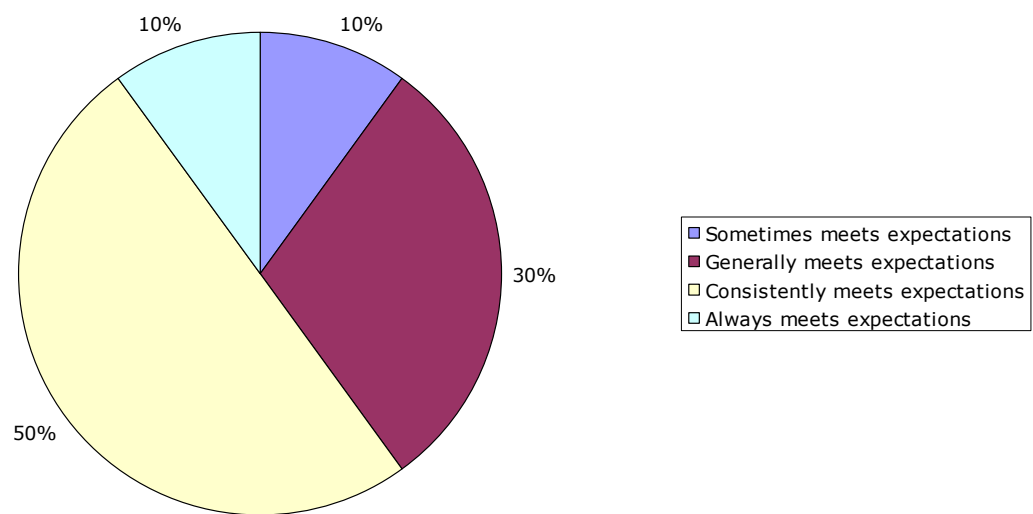
Source: own study.

Diagram 536. Cycle time



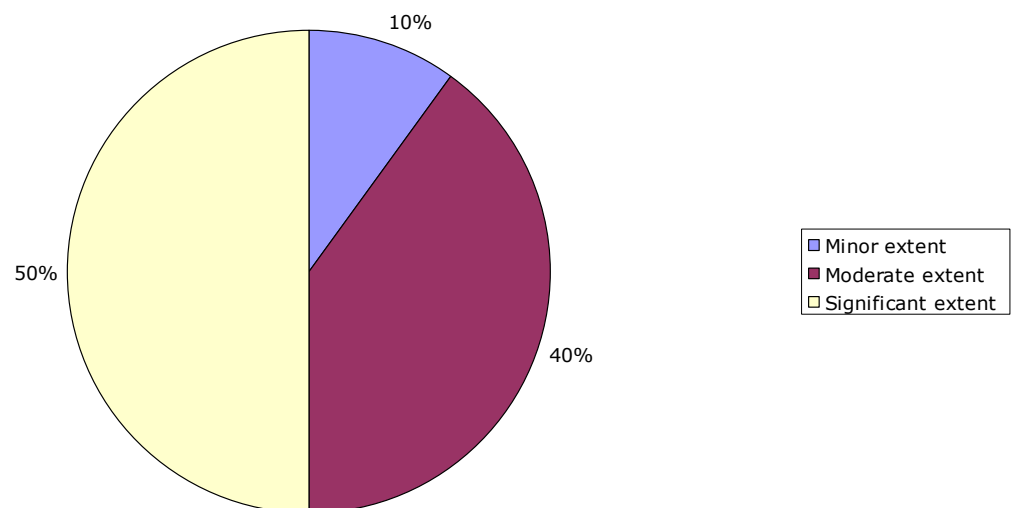
Source: own study.

Diagram 537. Organizations ability to satisfy customers needs



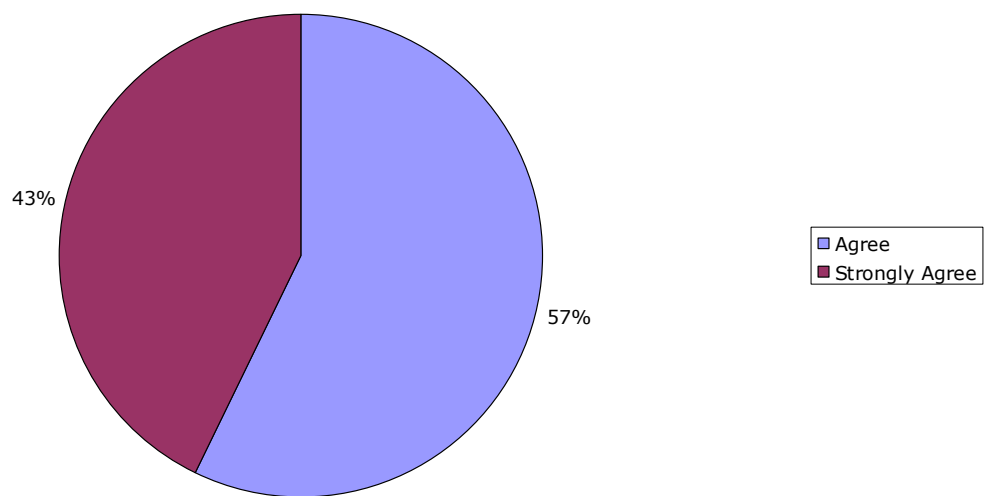
Source: own study.

Diagram 538. Organizational culture



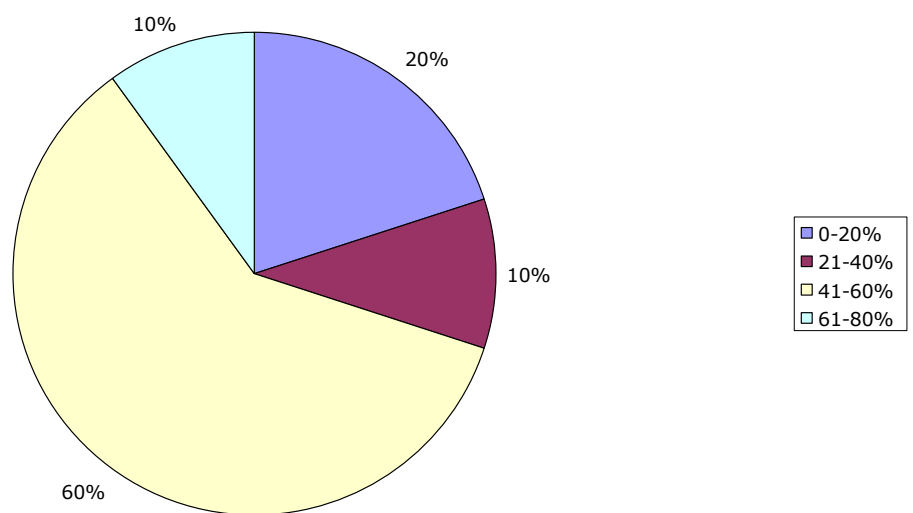
Source: own study.

Diagram 539. Cooperation with external consultants facilitated BPR



Source: own study.

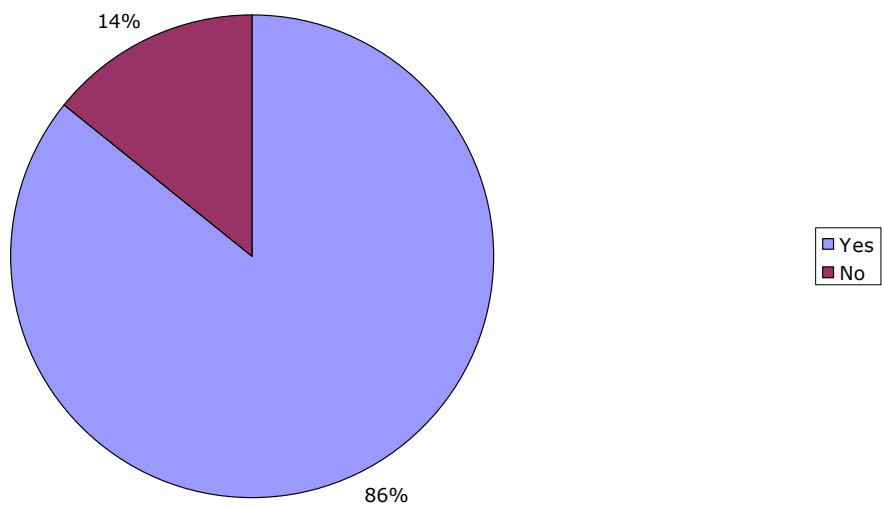
Diagram 540. Level of success



Source: own study.

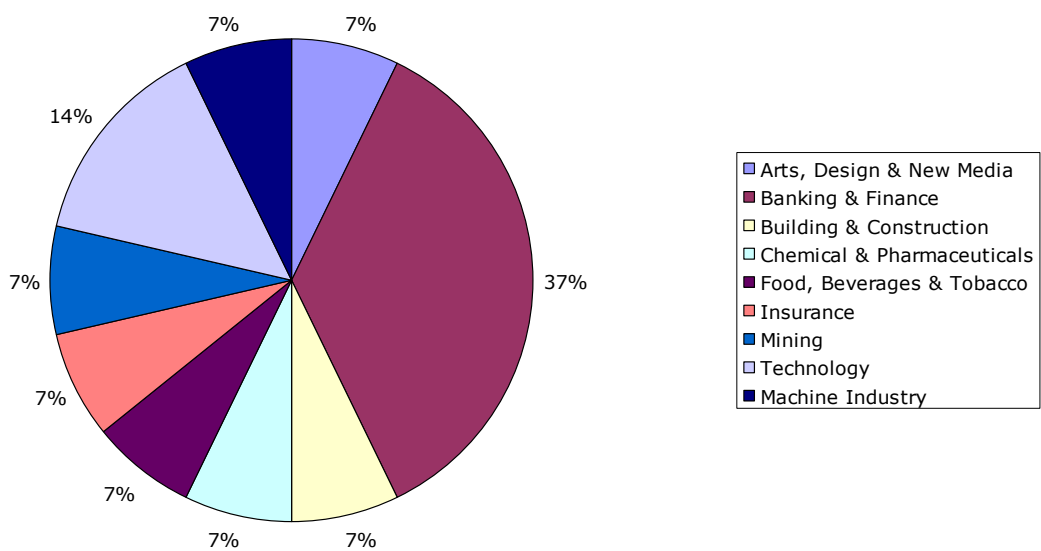
1.19. United Kingdom

Diagram 541. Executive summary



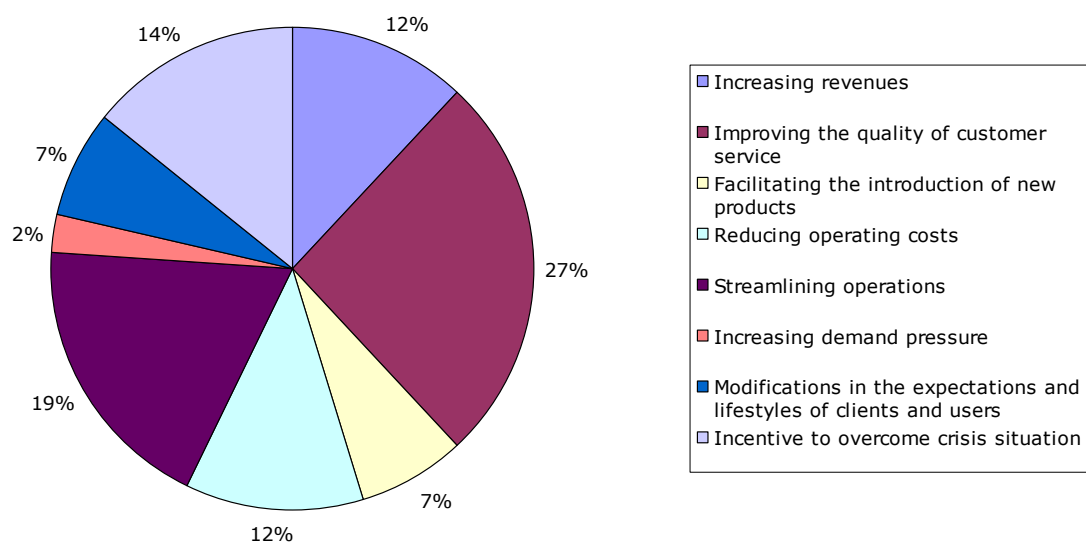
Source: own study.

Diagram 542. Industry



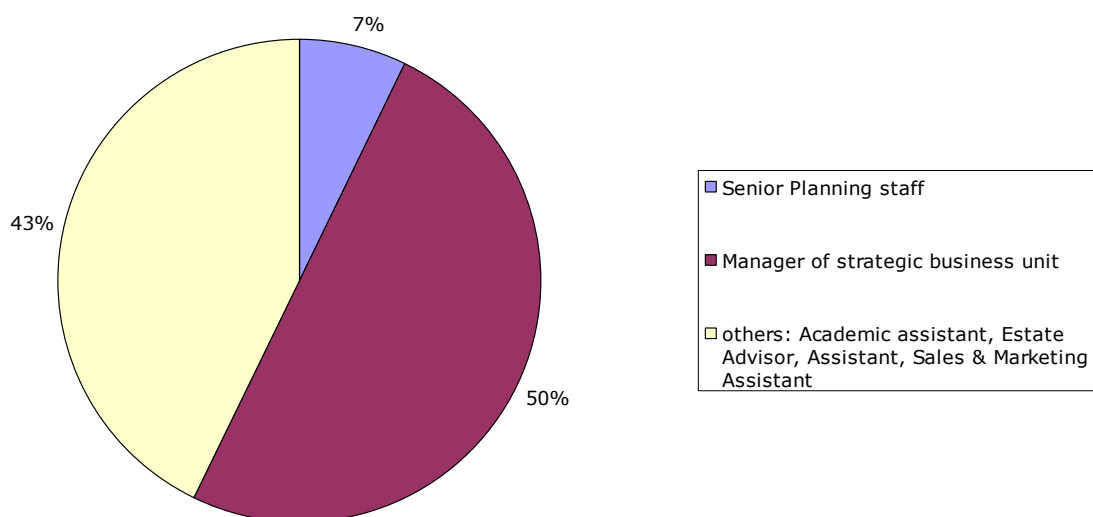
Source: own study.

Diagram 543. BPR reason



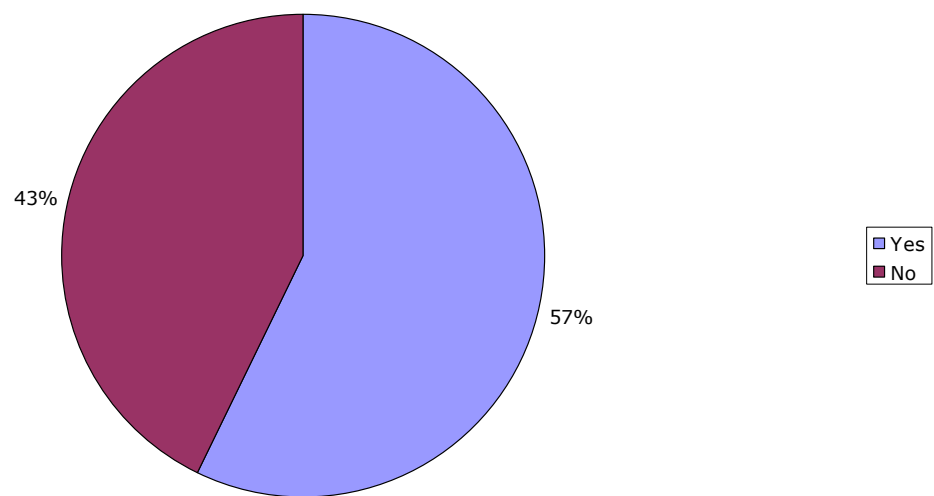
Source: own study.

Diagram 544. Corporate position



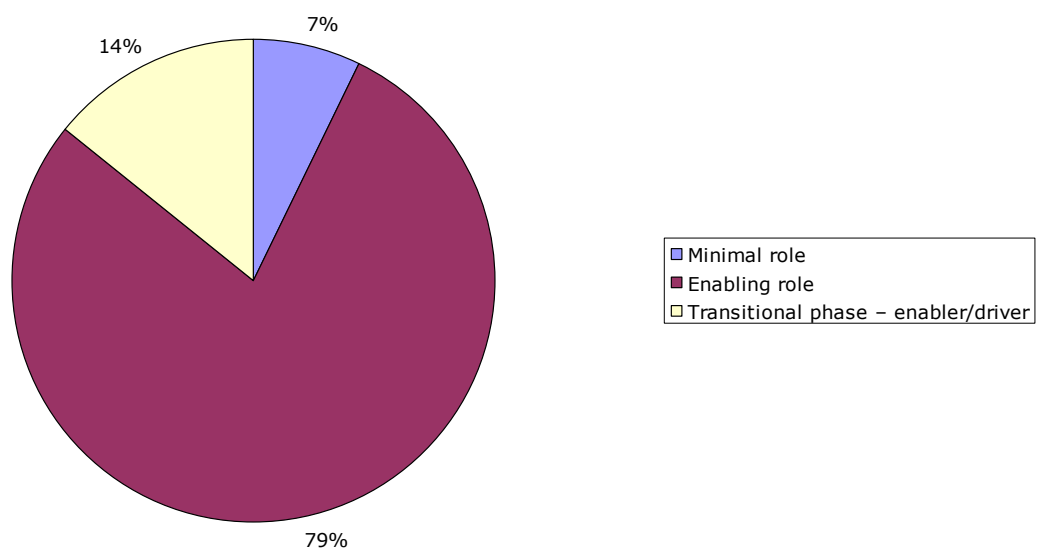
Source: own study.

Diagram 545. Help of external consultants



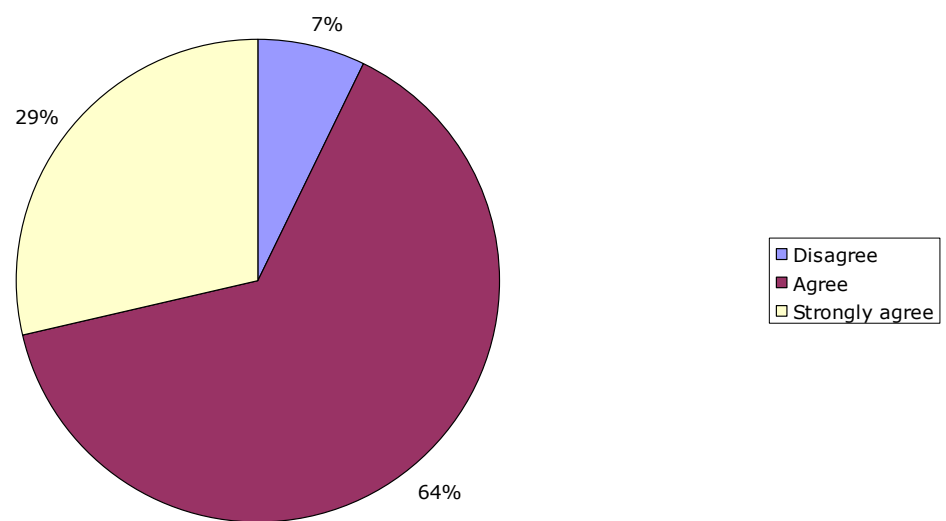
Source: own study.

Diagram 546. IT role



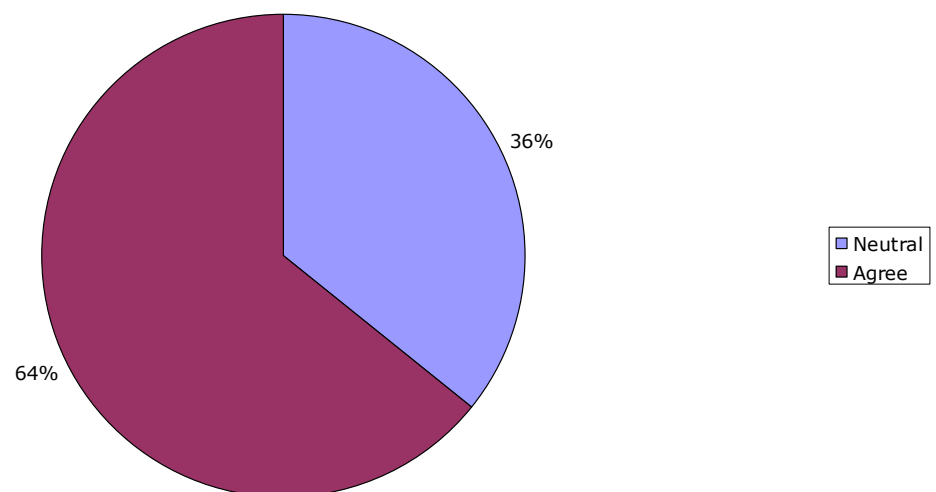
Source: own study.

Diagram 547. Efforts driven by core-customer focused business processes



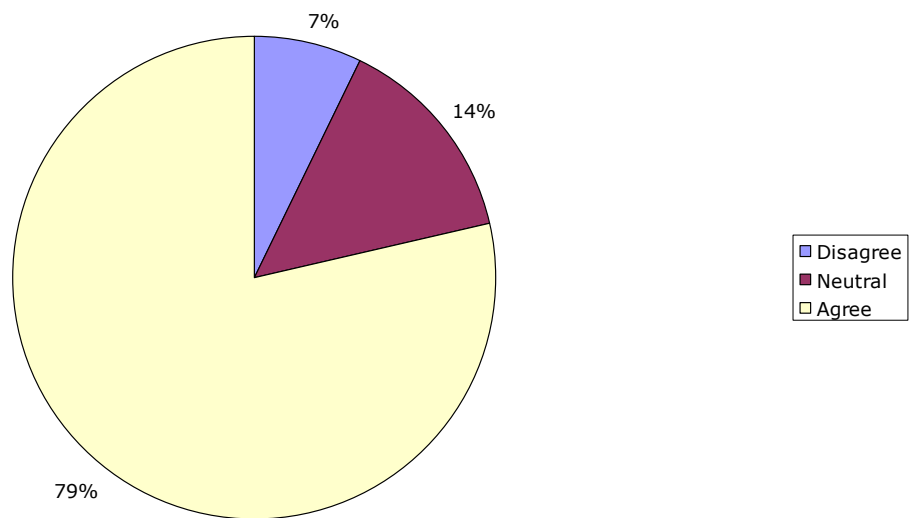
Source: own study.

Diagram 548. Part of corporate strategy



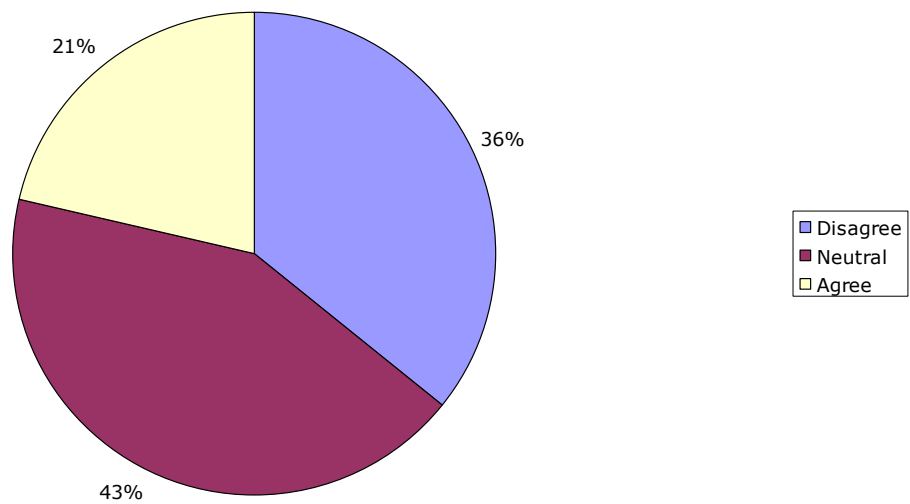
Source: own study.

Diagram 549. Change of organizational culture



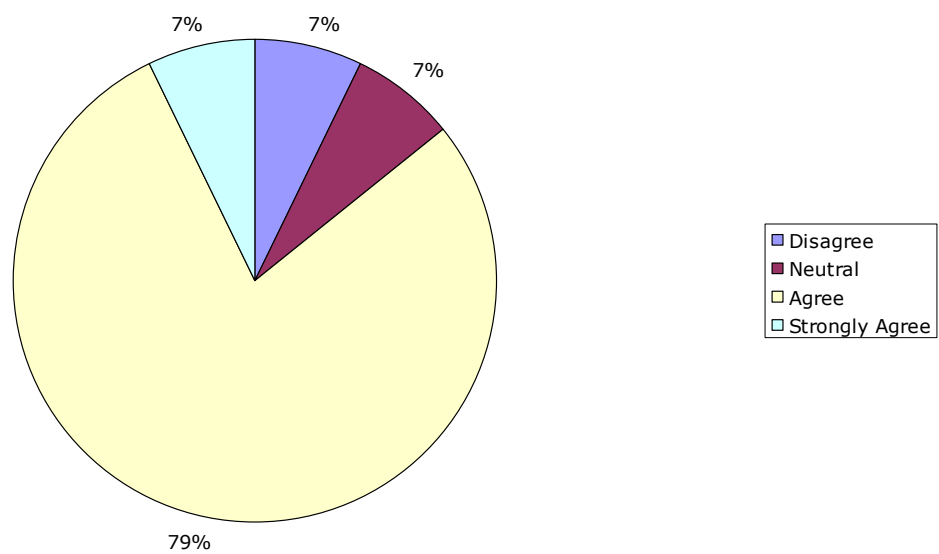
Source: own study.

Diagram 550. "Clean slate" opportunity



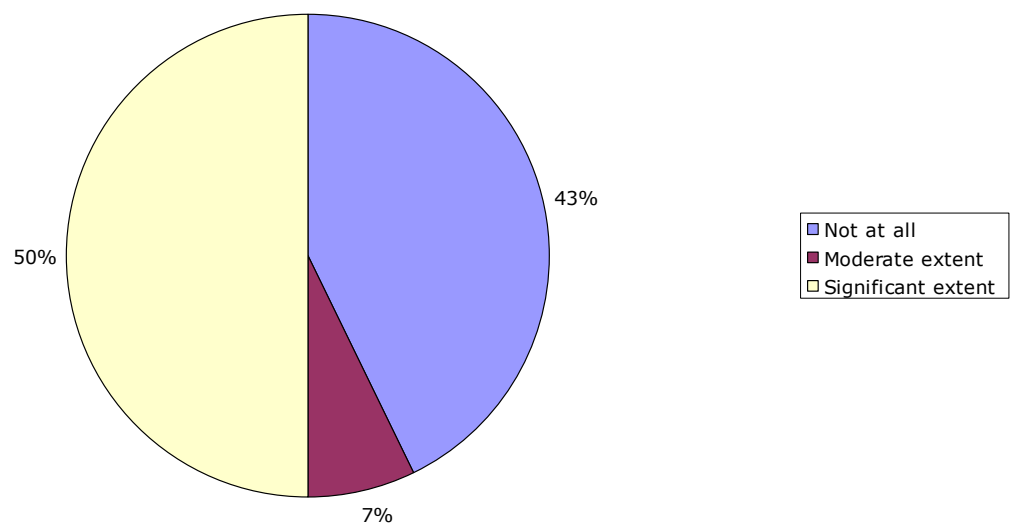
Source: own study.

Diagram 551. Learning capabilities



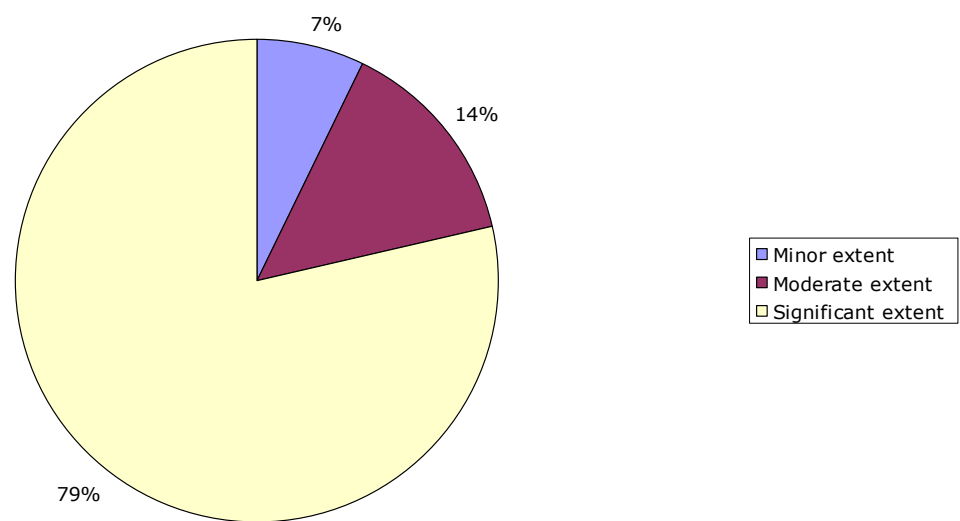
Source: own study.

Diagram 552. Help of external consultants as a base for success



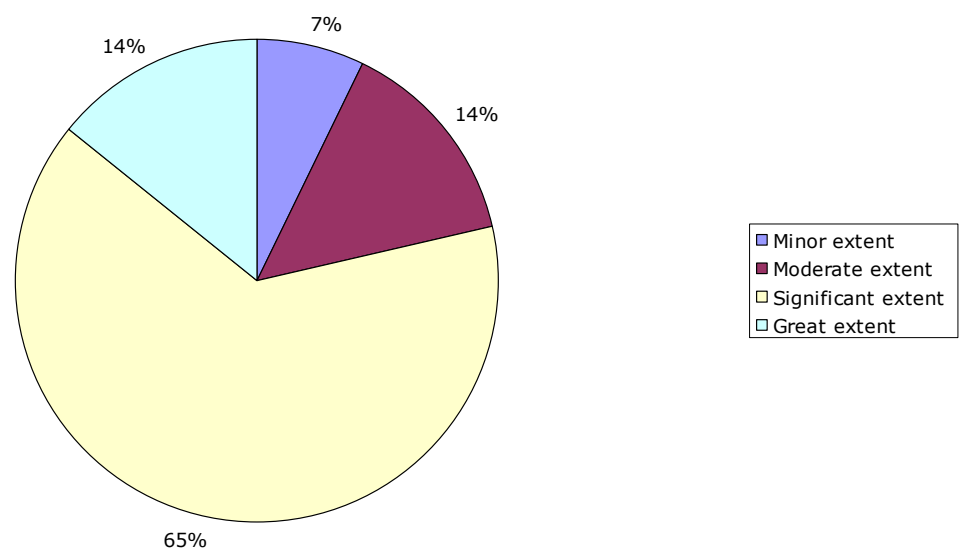
Source: own study.

Diagram 553. IT - integral part of BPR



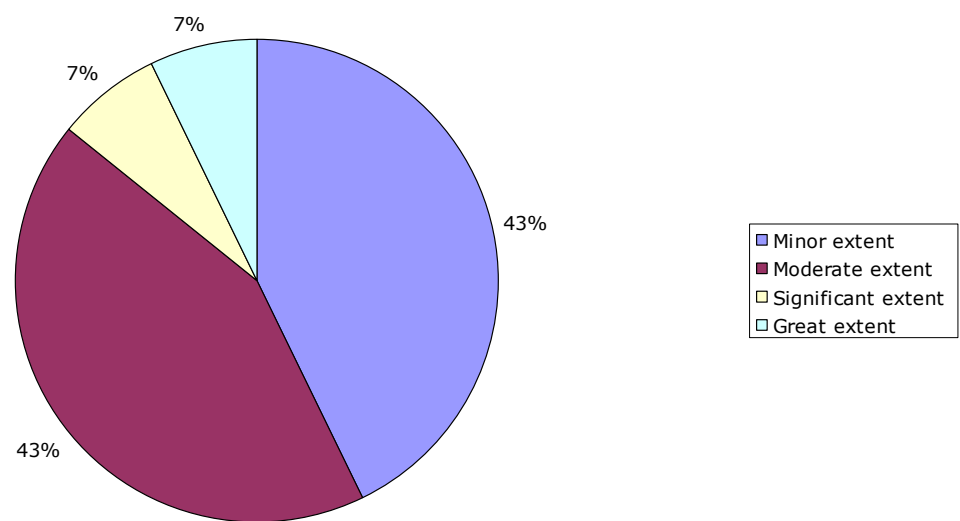
Source: own study.

Diagram 554. Customer feedback



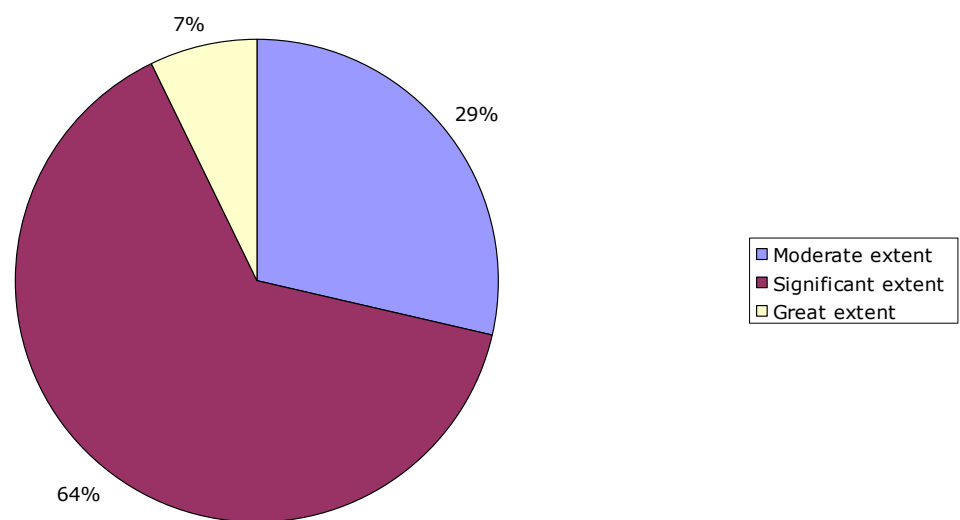
Source: own study.

Diagram 555. Competitive pressures



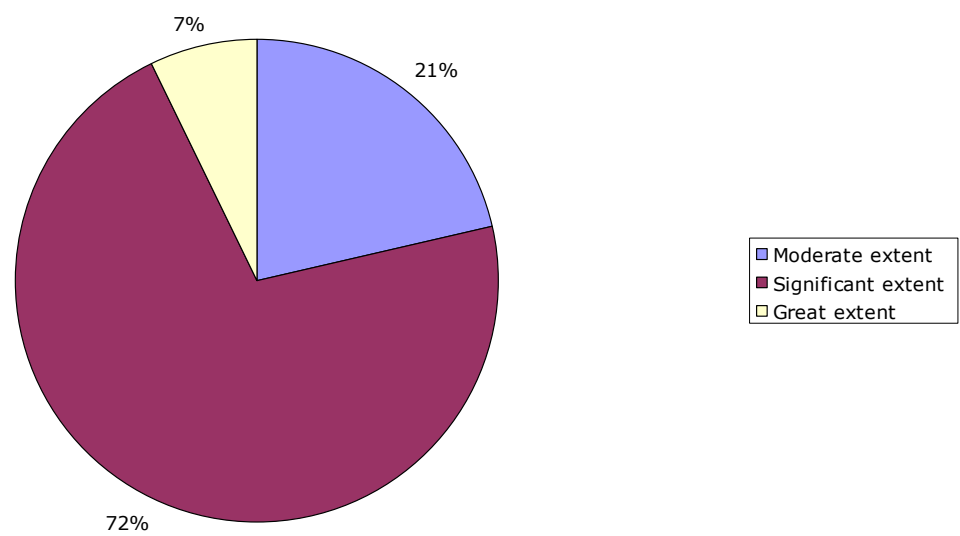
Source: own study.

Diagram 556. Proactive approach



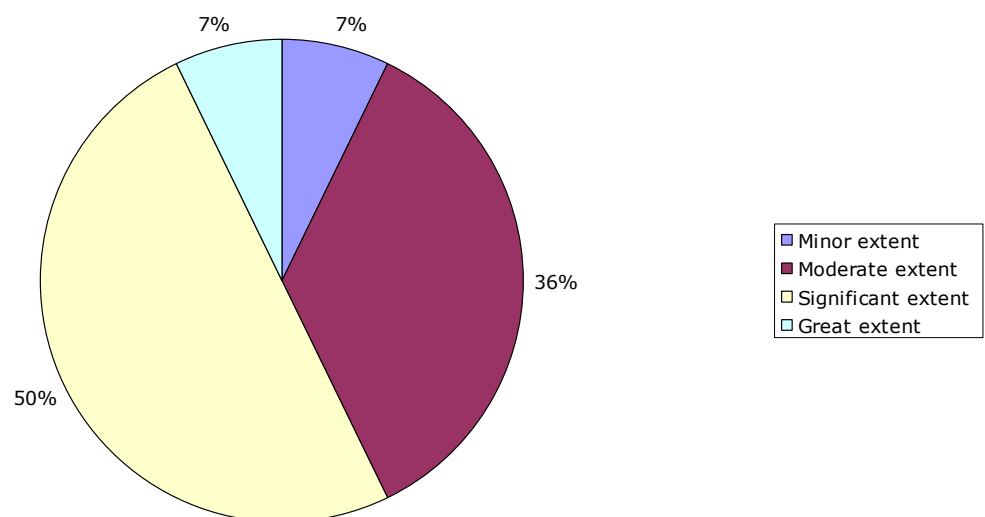
Source: own study.

Diagram 557. Front office



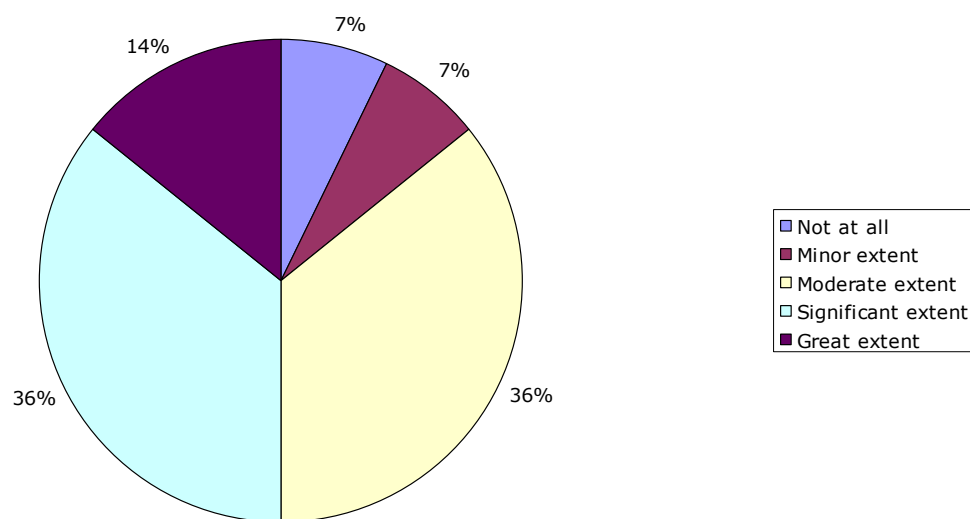
Source: own study.

Diagram 558. Back office



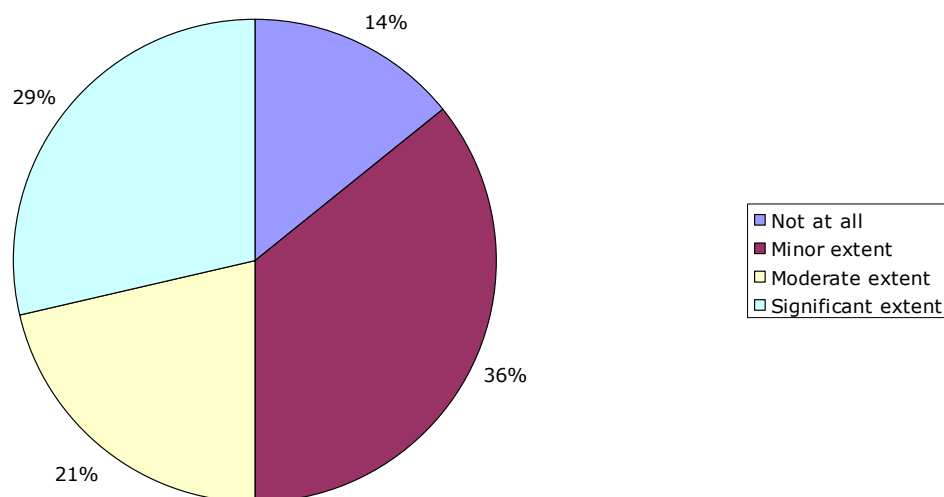
Source: own study.

Diagram 559. Personnel



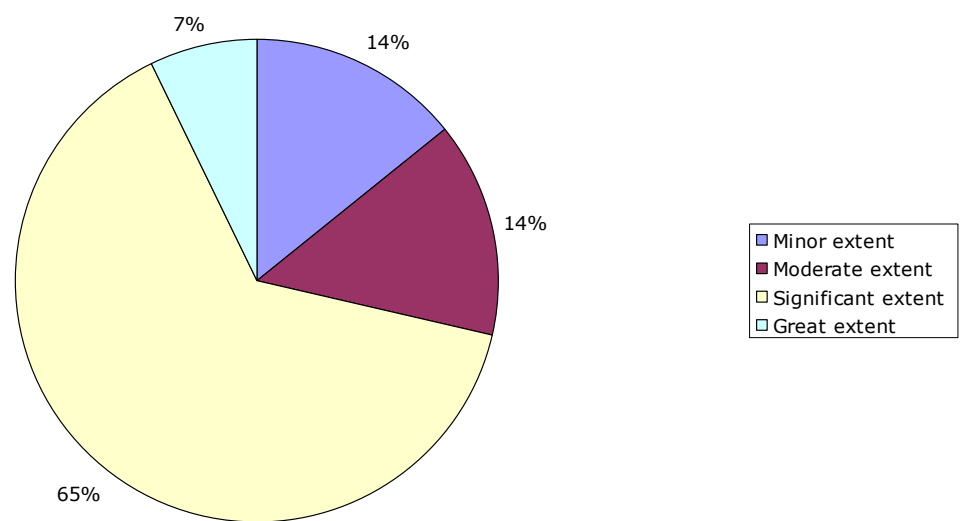
Source: own study.

Diagram 560. Property maintenance



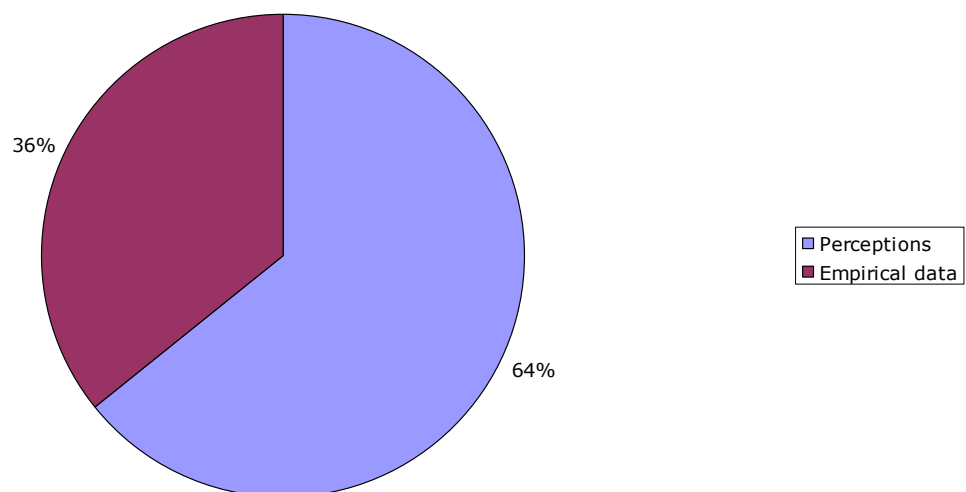
Source: own study.

Diagram 561. Information technology



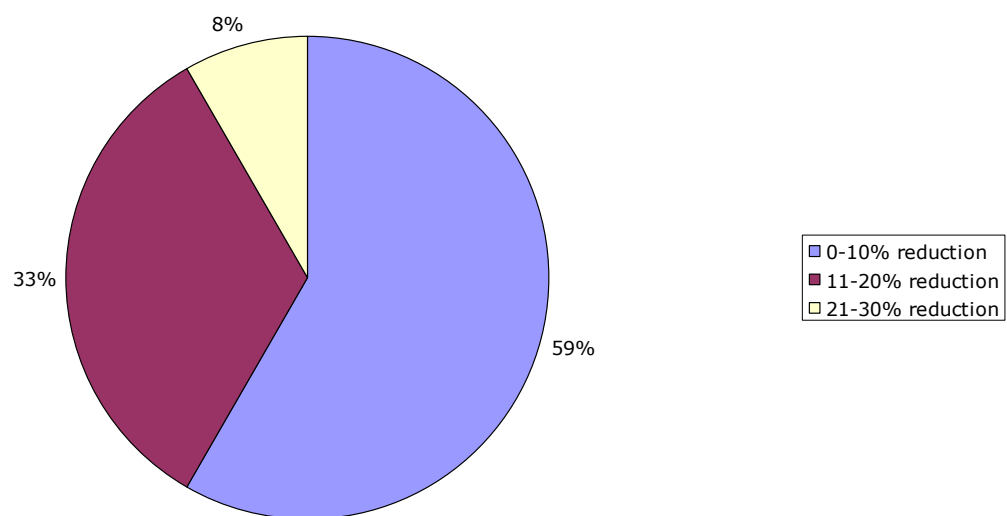
Source: own study.

Diagram 562. Questions based on:



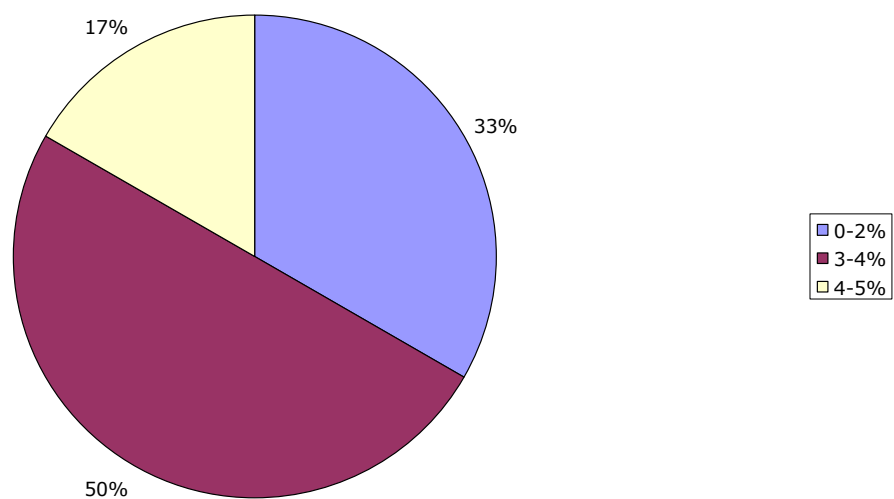
Source: own study.

Diagram 563. Change in workforce



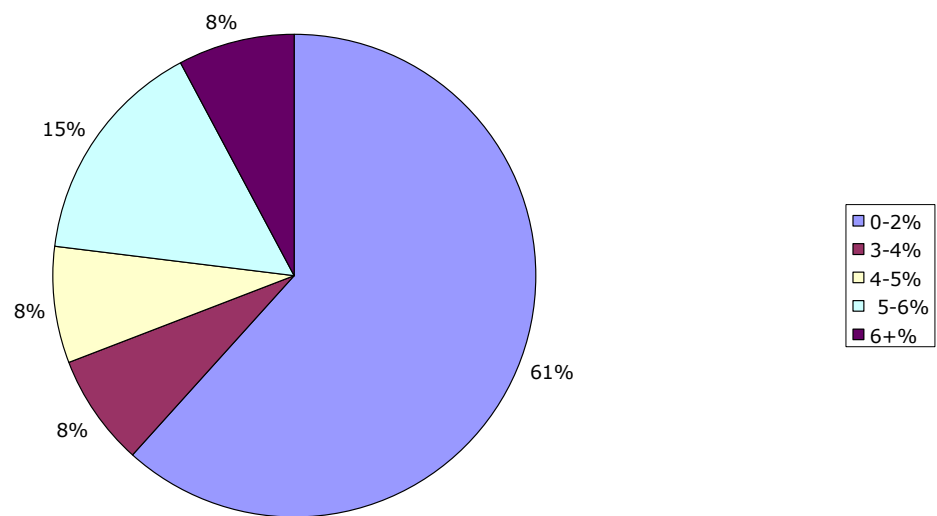
Source: own study.

Diagram 564. Return on equity



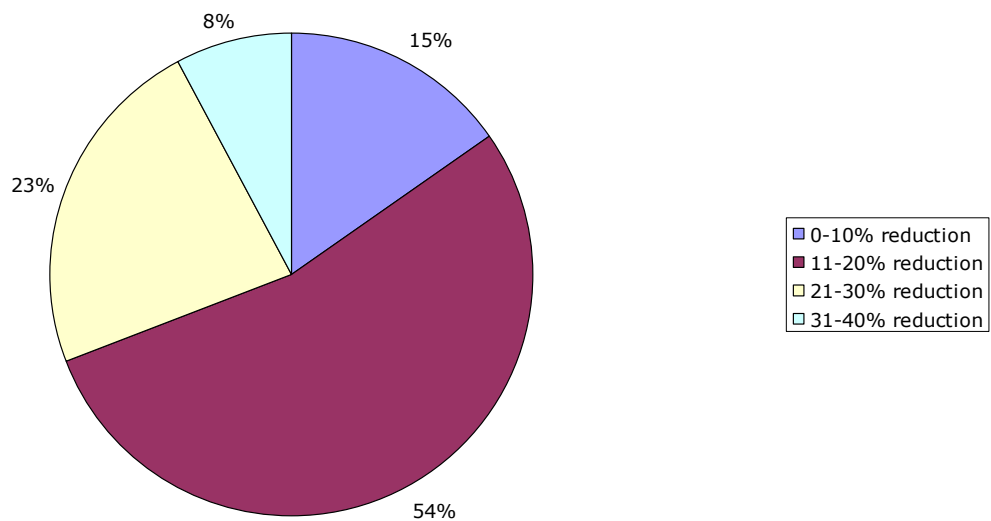
Source: own study.

Diagram 565. Cost/income



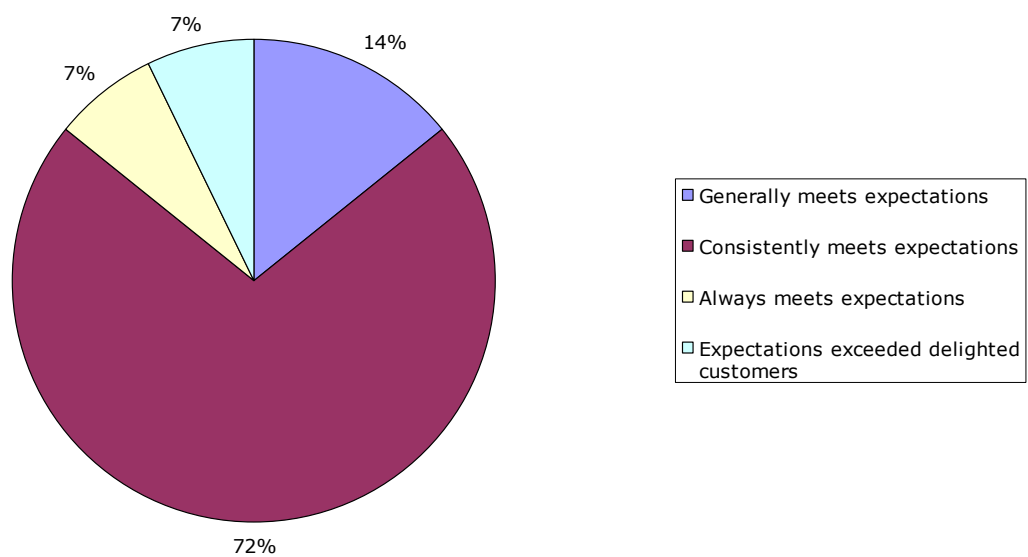
Source: own study.

Diagram 566. Cycle time



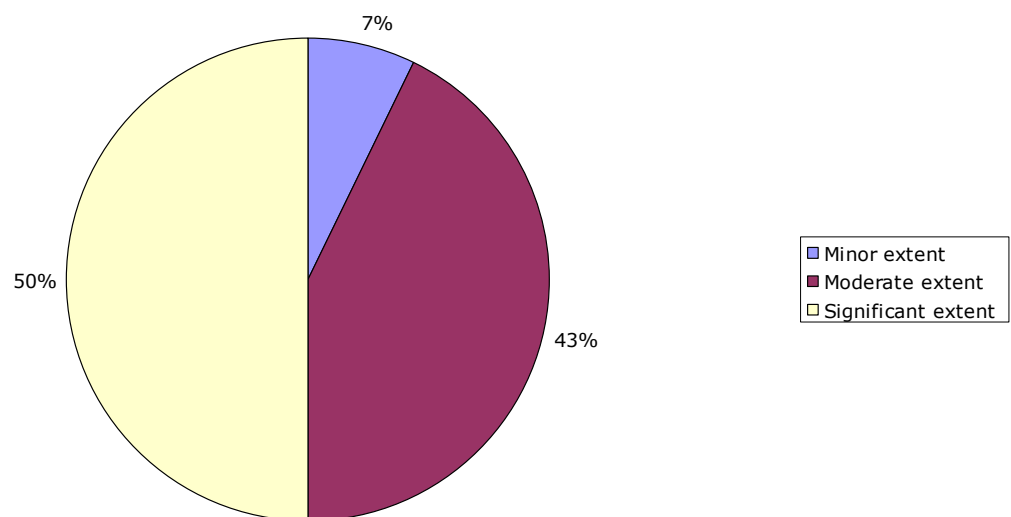
Source: own study.

Diagram 567. Organizations ability to satisfy customers needs



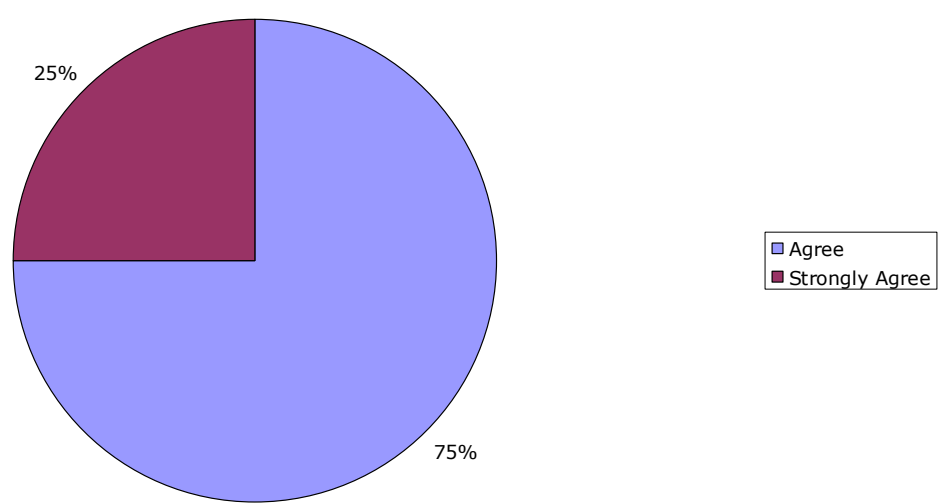
Source: own study.

Diagram 568. Organizational culture



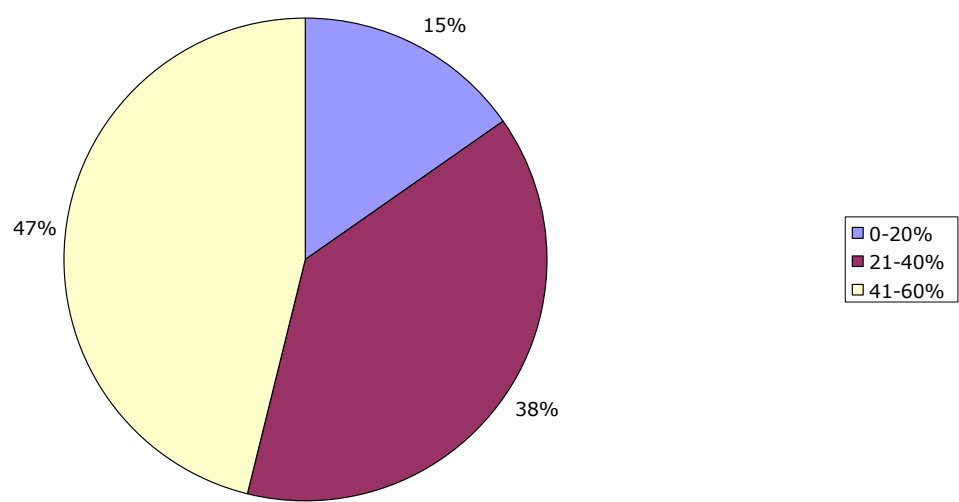
Source: own study.

Diagram 569. Cooperation with external consultants facilitated BPR



Source: own study.

Diagram 570. Level of success



Source: own study.

Appendix II. BPR analysis for all countries

Diagram 1. Executive summary

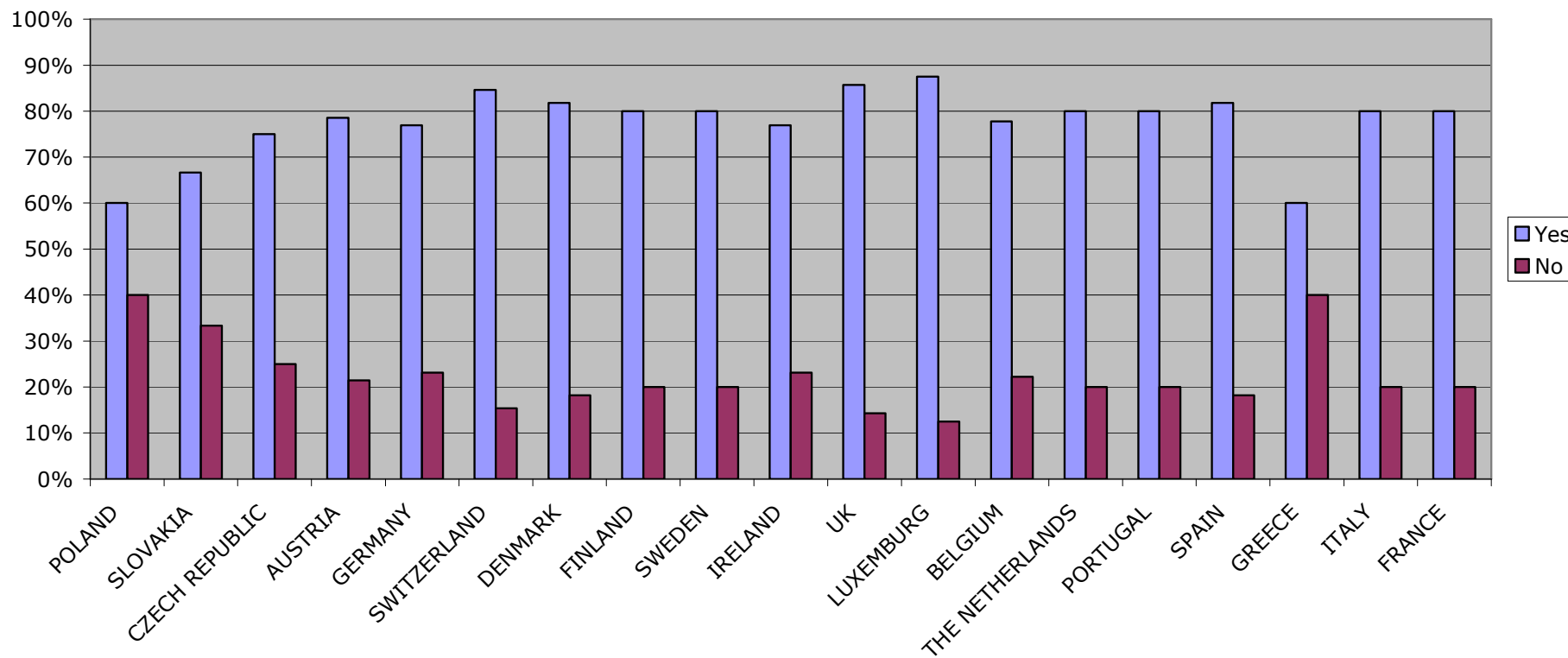


Table 1. Industry
(East Europe, Central Europe, Scandinavia)

No.	Industry	Poland	Slovakia	Czech Republic	Austria	Germany	Switzerland	Denmark	Finland	Sweden
1.	Admin & customer service	0%	0%	0%	0%	0%	0%	0%	0%	9%
2.	Agriculture and allied industries	0%	0%	0%	5%	0%	7%	9%	0%	18%
3.	Arts, design & new media	0%	9%	0%	5%	0%	0%	0%	0%	0%
4.	Banking & finance	6%	0%	15%	11%	0%	21%	18%	10%	0%
5.	Building & construction	18%	0%	8%	5%	7%	0%	9%	10%	0%
6.	Chemical & pharmaceuticals	6%	0%	0%	0%	0%	7%	0%	0%	18%
7.	Consulting	18%	0%	15%	21%	7%	21%	0%	0%	0%
8.	Crude petroleum & natural gas	0%	0%	0%	5%	0%	7%	0%	0%	9%
9.	Education	0%	0%	0%	5%	0%	0%	0%	0%	0%
10.	Electrical & electronics	6%	9%	8%	11%	0%	14%	0%	10%	0%
11.	Energy & natural resources	0%	0%	0%	5%	0%	0%	0%	0%	0%
12.	Food, beverages & tobacco	0%	0%	0%	0%	14%	0%	9%	0%	9%
13.	Human resources	6%	0%	0%	0%	0%	0%	0%	0%	0%
14.	Insurance	0%	0%	8%	0%	7%	0%	9%	10%	9%
15.	Aluminium manufacturing	6%	0%	0%	0%	0%	0%	0%	0%	0%
16.	Medical	0%	0%	0%	0%	0%	0%	0%	10%	9%
17.	Metal and allied products	0%	9%	8%	5%	0%	14%	0%	0%	0%
18.	Mining	0%	0%	0%	0%	0%	0%	0%	10%	0%
19.	Paper & paper products, printing & publishing	0%	0%	8%	0%	0%	0%	0%	10%	9%
20.	Power generation & distribution	0%	0%	0%	0%	0%	0%	0%	0%	0%
21.	Retail	0%	9%	8%	5%	0%	0%	0%	0%	0%
22.	Sales & marketing	6%	27%	0%	5%	0%	0%	0%	0%	0%

23.	Social services	0%	0%	0%	0%	7%	0%	0%	0%	0%
24.	Technology	0%	0%	0%	5%	14%	0%	0%	0%	9%
25.	IT services	18%	9%	0%	5%	0%	0%	0%	0%	0%
26.	Tourism & hospitality	0%	0%	0%	0%	0%	0%	9%	0%	0%
27.	Trade & commerce	6%	9%	0%	0%	0%	0%	0%	0%	0%
28.	Transportation and motor vehicle	0%	0%	0%	0%	21%	7%	9%	10%	0%
29.	Real estate	6%	9%	15%	0%	14%	0%	0%	10%	0%
30.	Machine industry	0%	9%	8%	0%	7%	0%	27%	10%	0%

Source: own study.

Table 2. Industry
(North West, Benelux, Iberia, South East, Mediterranean, France)

No.	Industry	Ireland	UK	Luxemburg	Belgium	The Netherlands	Portugal	Spain	Greece	Italy	France
1.	Admin & customer service	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
2.	Agriculture and allied industries	0%	0%	0%	0%	10%	0%	0%	0%	0%	0%
3.	Arts, design & new media	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
4.	Banking & finance	0%	7%	0%	0%	10%	0%	0%	0%	0%	8%
5.	Building & construction	15%	36%	25%	11%	10%	20%	18%	17%	40%	8%
6.	Chemical & pharmaceuticals	23%	7%	25%	0%	10%	0%	9%	0%	10%	8%
7.	Consulting	8%	7%	13%	22%	0%	0%	9%	0%	10%	17%
8.	Crude petroleum & natural gas	0%	0%	0%	11%	10%	0%	0%	0%	0%	17%
9.	Education	8%	0%	0%	11%	0%	10%	0%	8%	0%	0%
10.	Electrical & electronics	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
11.	Energy & natural resources	0%	0%	0%	11%	10%	20%	9%	0%	0%	0%
12.	Food, beverages & tobacco	0%	0%	0%	0%	0%	10%	9%	8%	0%	0%
13.	Human resources	0%	7%	13%	11%	20%	20%	0%	17%	10%	17%
14.	Insurance	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
15.	Aluminium manufacturing	15%	7%	25%	0%	10%	0%	9%	17%	0%	17%
16.	Medical	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
17.	Metal and allied products	0%	7%	0%	0%	10%	0%	9%	8%	0%	0%
18.	Miting	0%	0%	0%	11%	0%	0%	0%	0%	0%	0%
19.	Paper & paper products, printing & publishing	8%	0%	0%	0%	0%	0%	0%	0%	0%	0%
20.	Power generation & distribution	0%	7%	0%	0%	0%	0%	0%	0%	0%	0%
21.	Retail	8%	0%	0%	0%	0%	0%	9%	0%	10%	8%
22.	Sales & marketing	8%	0%	0%	0%	0%	0%	0%	0%	0%	0%
23.	Social services	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
24.	Technology	8%	0%	0%	11%	0%	0%	9%	17%	0%	0%
25.	IT services	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

26.	Tourism & hospitality	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
27.	Trade & commerce	0%	14%	0%	0%	0%	0%	0%	0%	10%	0%
28.	Transportation and motor vehicle	0%	0%	0%	0%	0%	10%	0%	8%	0%	0%
29.	Real estate	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
30.	Machine industry	0%	0%	0%	0%	0%	10%	9%	0%	10%	0%

Source: own study.

Table 3. BPR reason
(East Europe, Central Europe, Scandinavia)

No.	BPR reason	Poland	Slovakia	Czech Republic	Austria	Germany	Switzerland	Denmark	Finland	Sweden
1.	Increasing revenues	18%	5%	17%	11%	9%	11%	16%	15%	14%
2.	Improving the quality of customer service	20%	15%	13%	21%	30%	17%	12%	15%	10%
3.	Facilitating the introduction of new products	12%	10%	8%	5%	6%	9%	0%	12%	14%
4.	Reducing operating costs	12%	30%	17%	18%	15%	15%	28%	15%	10%
5.	Streamlining operations	22%	25%	33%	26%	24%	24%	16%	31%	14%
6.	Increasing demand pressure	8%	0%	0%	5%	6%	4%	4%	4%	3%
7.	Modifications in the expectations and lifestyles of clients and users	4%	0%	4%	3%	3%	9%	12%	4%	14%
8.	Problems derived from diminishing natural resources and provisions	0%	5%	0%	3%	0%	2%	0%	0%	0%
9.	Incentive to overcome crisis situation	4%	10%	8%	8%	6%	7%	12%	4%	17%
10.	Forecast of a wide liberalization process	0%	0%	0%	0%	0%	2%	0%	0%	3%

Source: own study.

Table 4. BPR reason
(North West, Benelux, Iberia, South East, Mediterranean, France)

No.	BPR reason	Ireland	UK	Luxemburg	Belgium	The Netherlands	Portugal	Spain	Greece	Italy	France
1.	Increasing revenues	10%	12%	26%	23%	9%	19%	10%	8%	6%	9%
2.	Improving the quality of customer service	3%	26%	4%	5%	5%	12%	10%	28%	15%	15%
3.	Facilitating the introduction of new products	3%	7%	13%	9%	9%	8%	14%	4%	6%	12%
4.	Reducing operating costs	24%	12%	13%	18%	23%	19%	19%	16%	18%	9%
5.	Streamlining operations	21%	19%	13%	9%	27%	15%	10%	16%	24%	26%
6.	Increasing demand pressure	3%	2%	0%	0%	5%	0%	5%	0%	6%	3%
7.	Modifications in the expectations and lifestyles of clients and users	17%	7%	13%	18%	14%	15%	10%	12%	12%	15%
8.	Problems derived from diminishing natural resources and provisions	0%	0%	0%	0%	0%	0%	0%	0%	0%	3%
9.	Incentive to overcome crisis situation	17%	14%	17%	18%	9%	12%	24%	16%	12%	9%
10.	Forecast of a wide liberalization process	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Source: own study.

Diagram 2. Corporate position

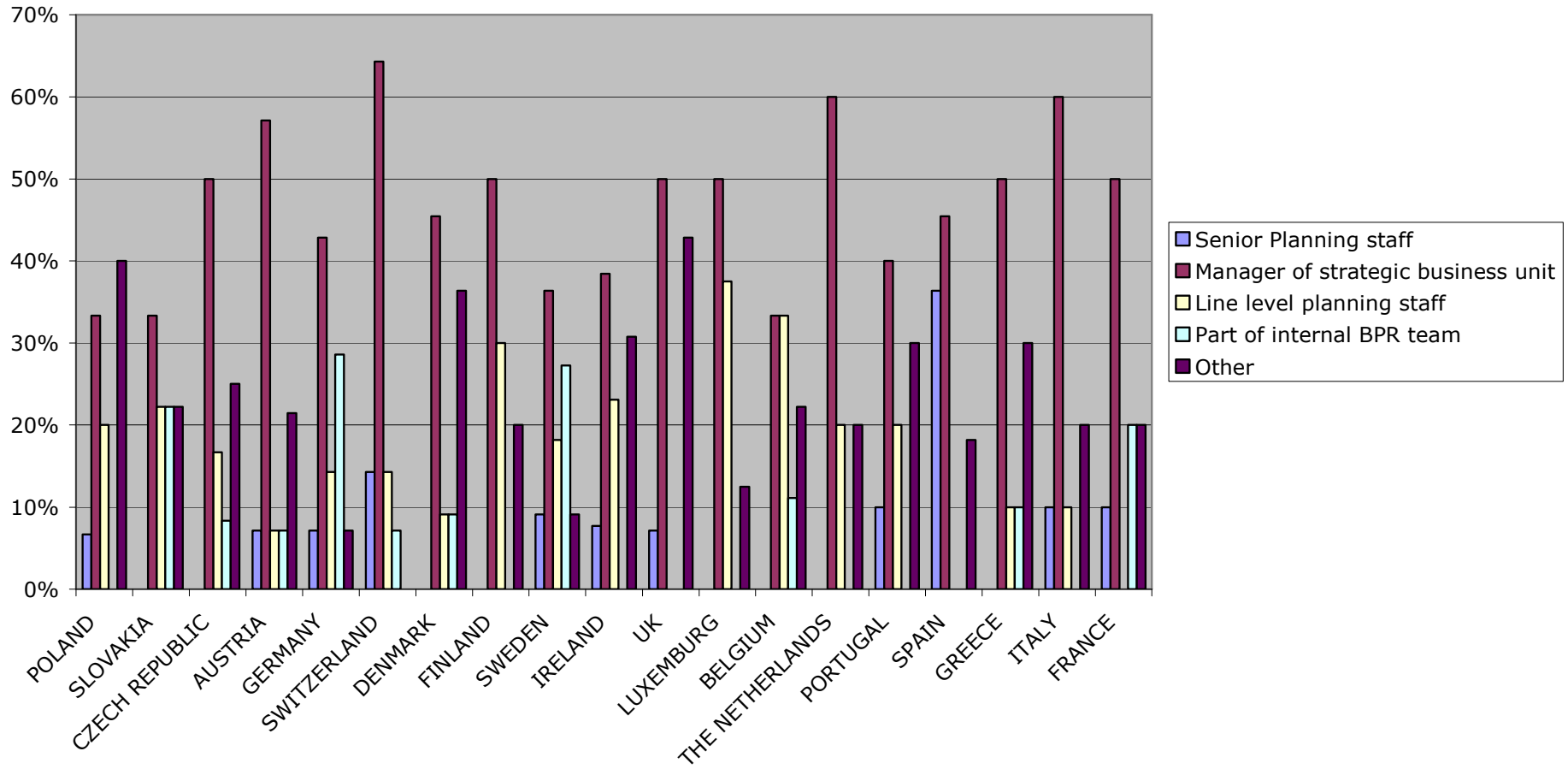


Diagram 3. Help of external consultants

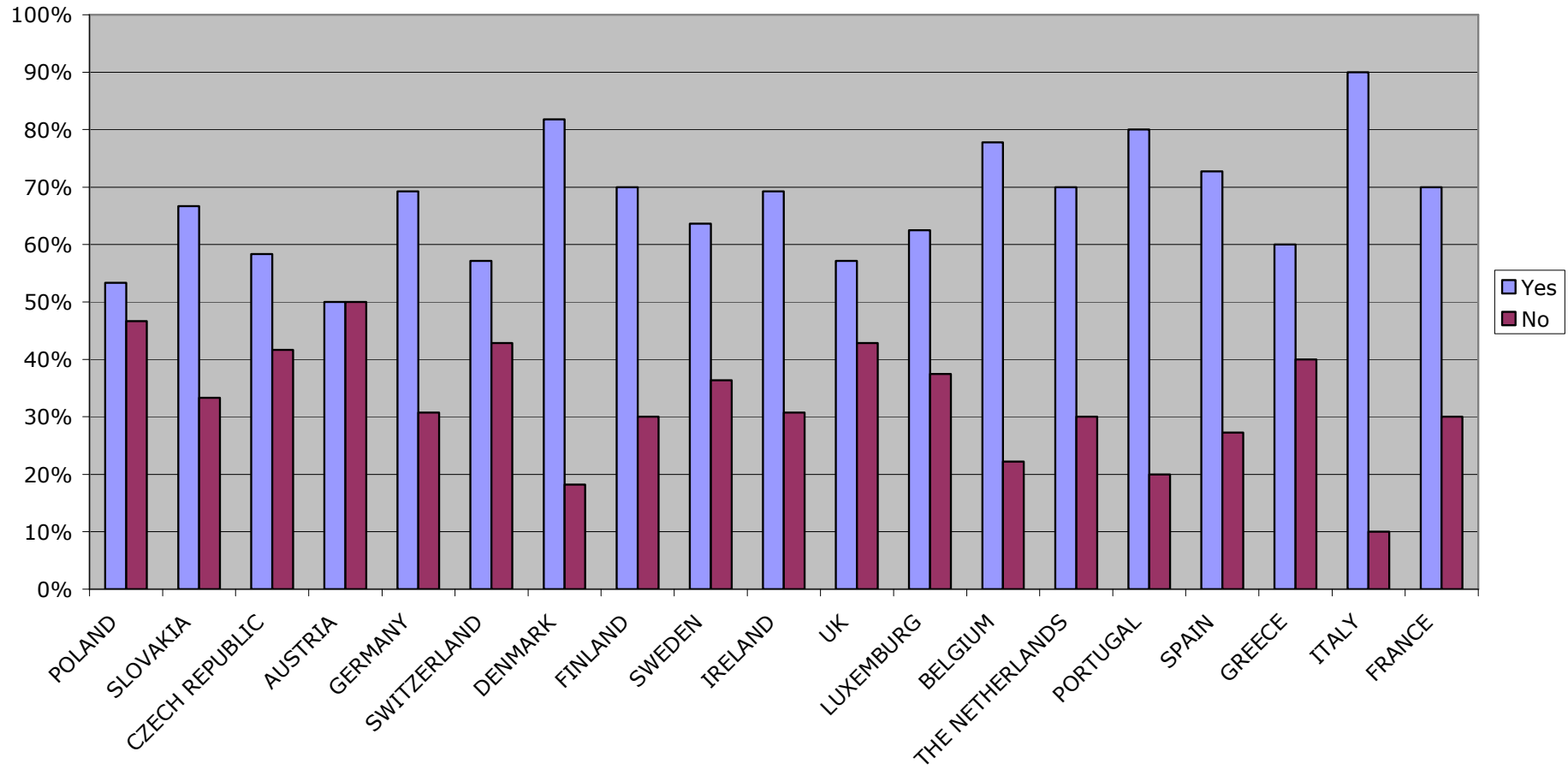


Diagram 4. IT role

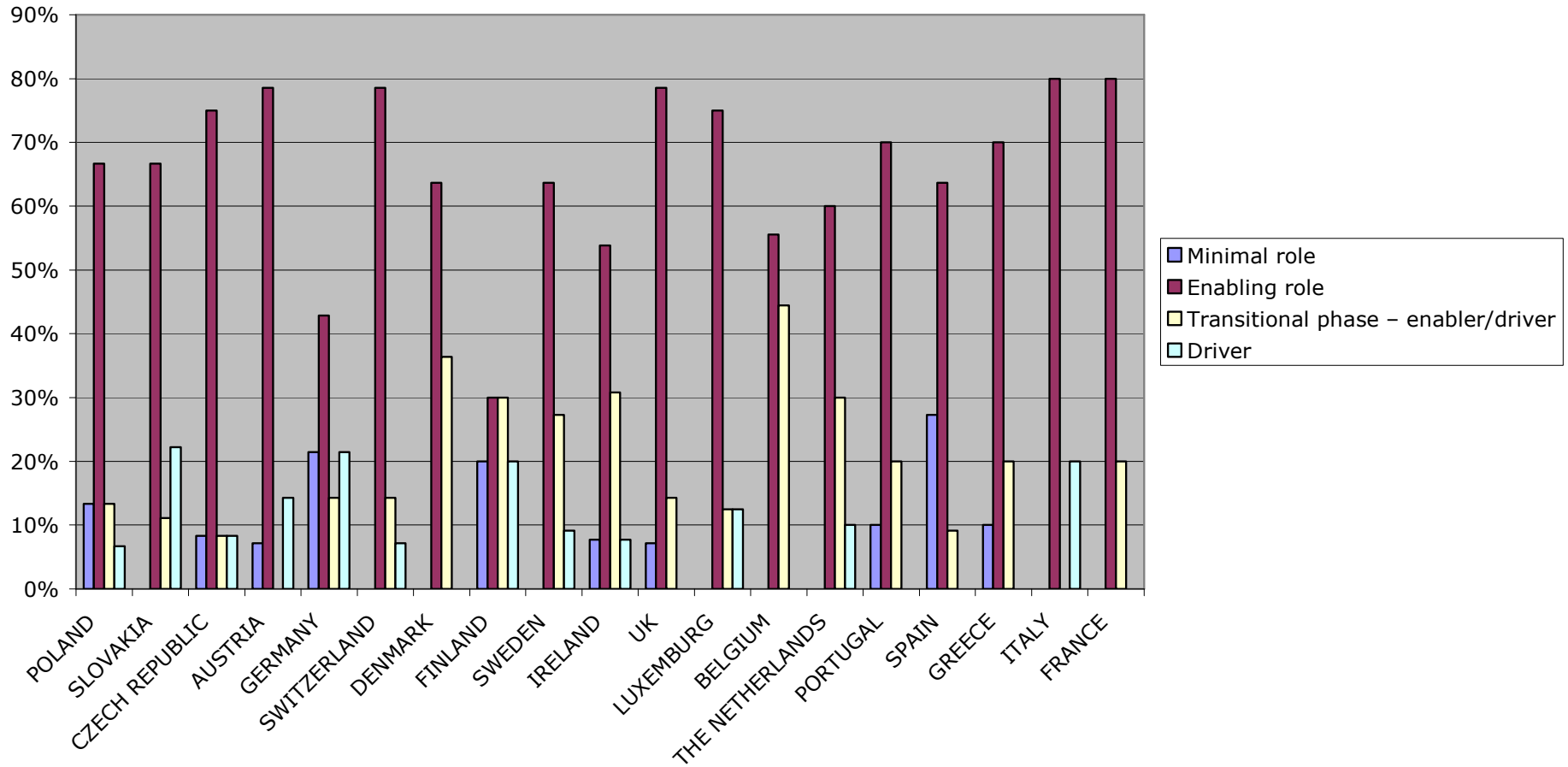


Diagram 5. Efforts driven by core-customer focused business processes

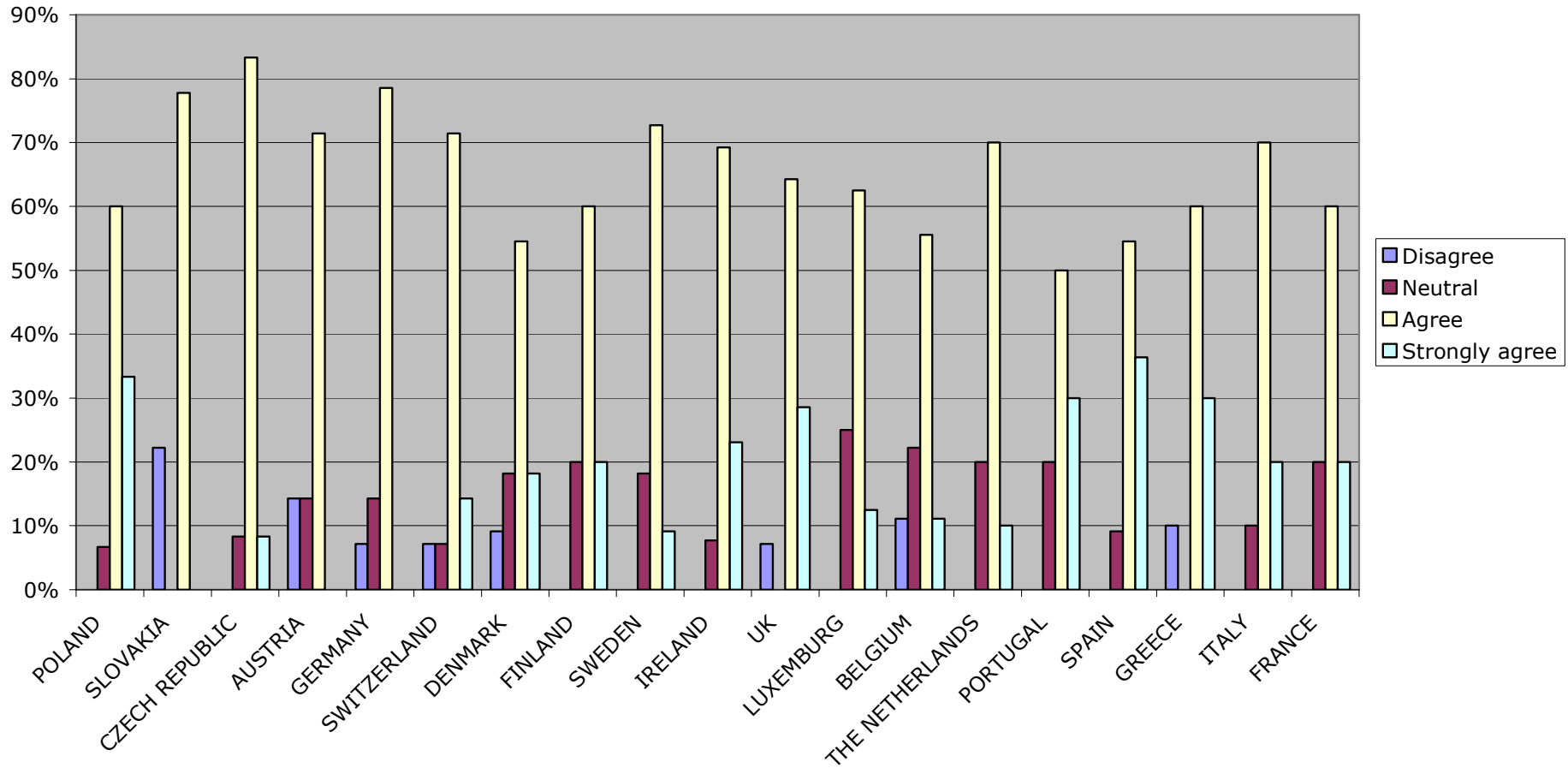


Diagram 6. Part of organization strategy

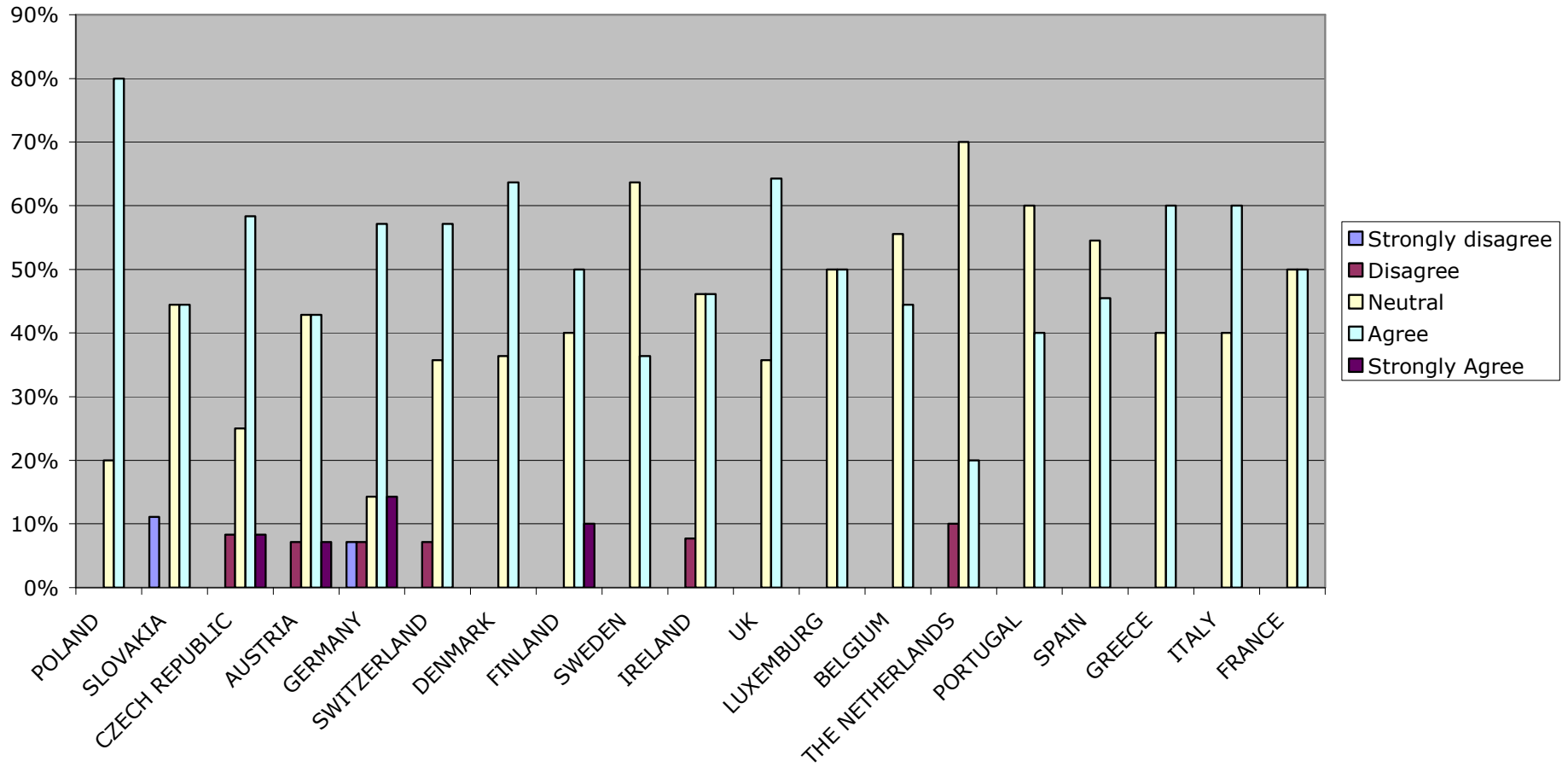


Diagram 7. Change of organizational culture

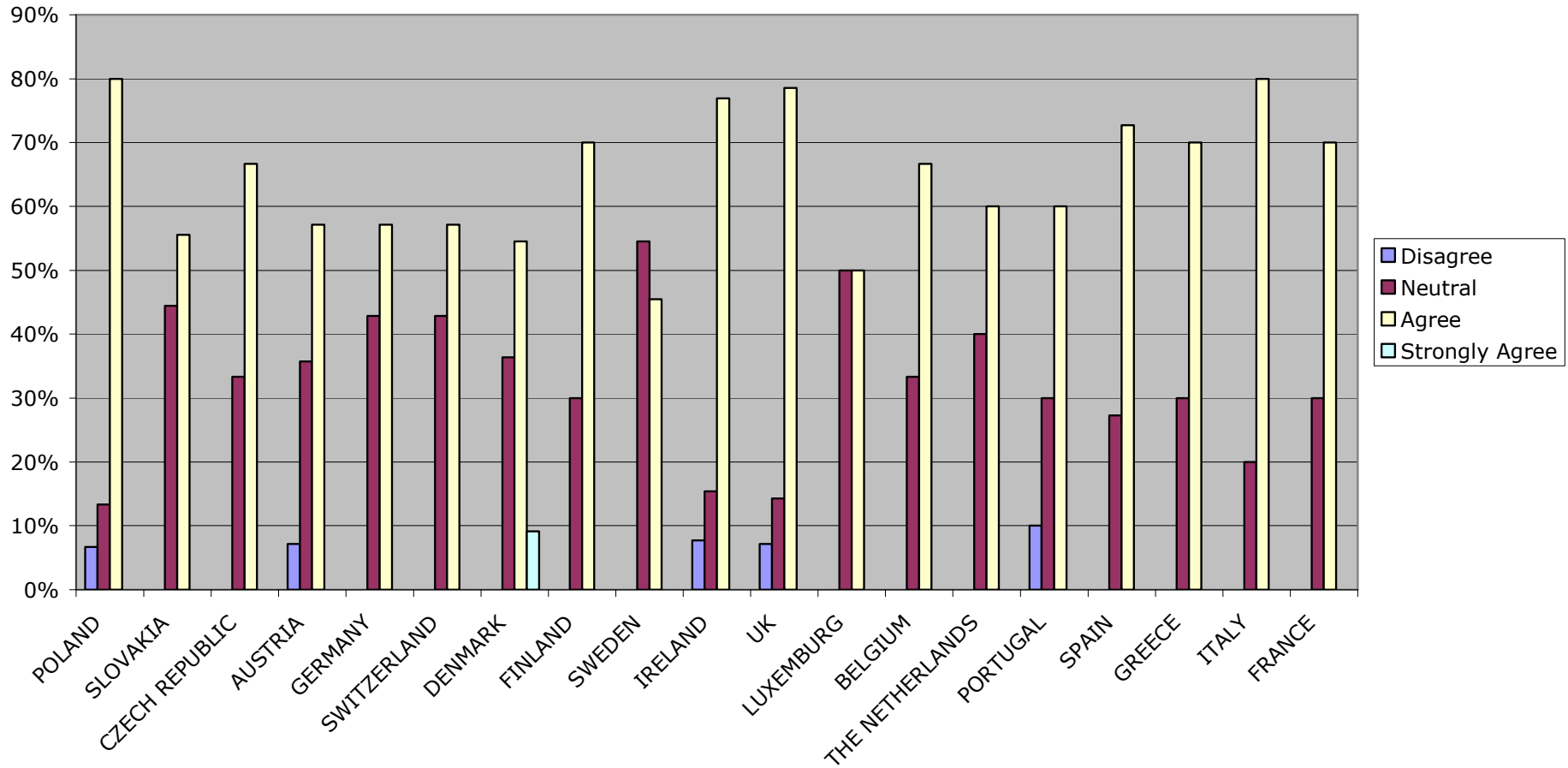


Diagram 8. "Clean slate" opportunity

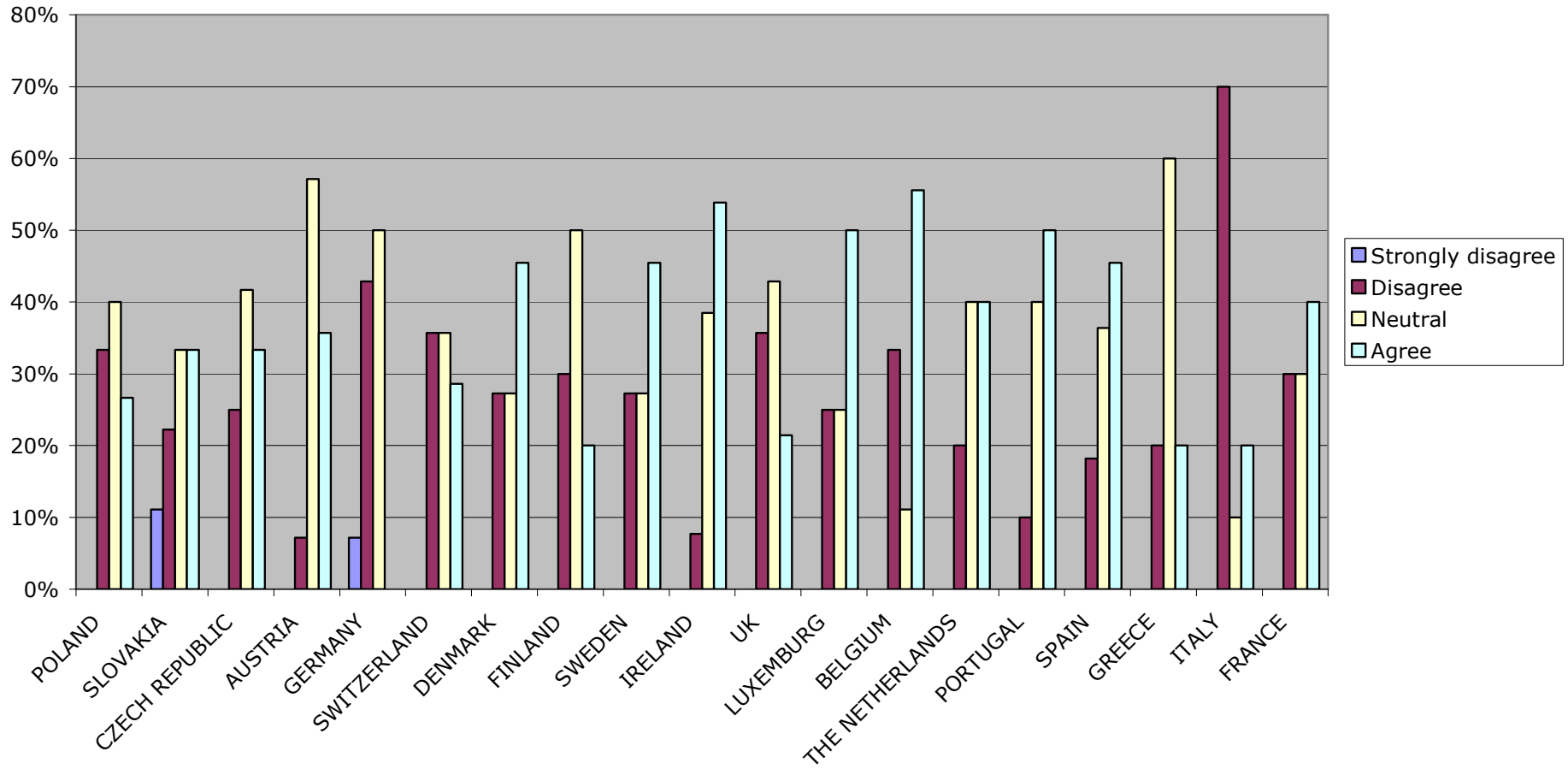


Diagram 9. Learning capabilities

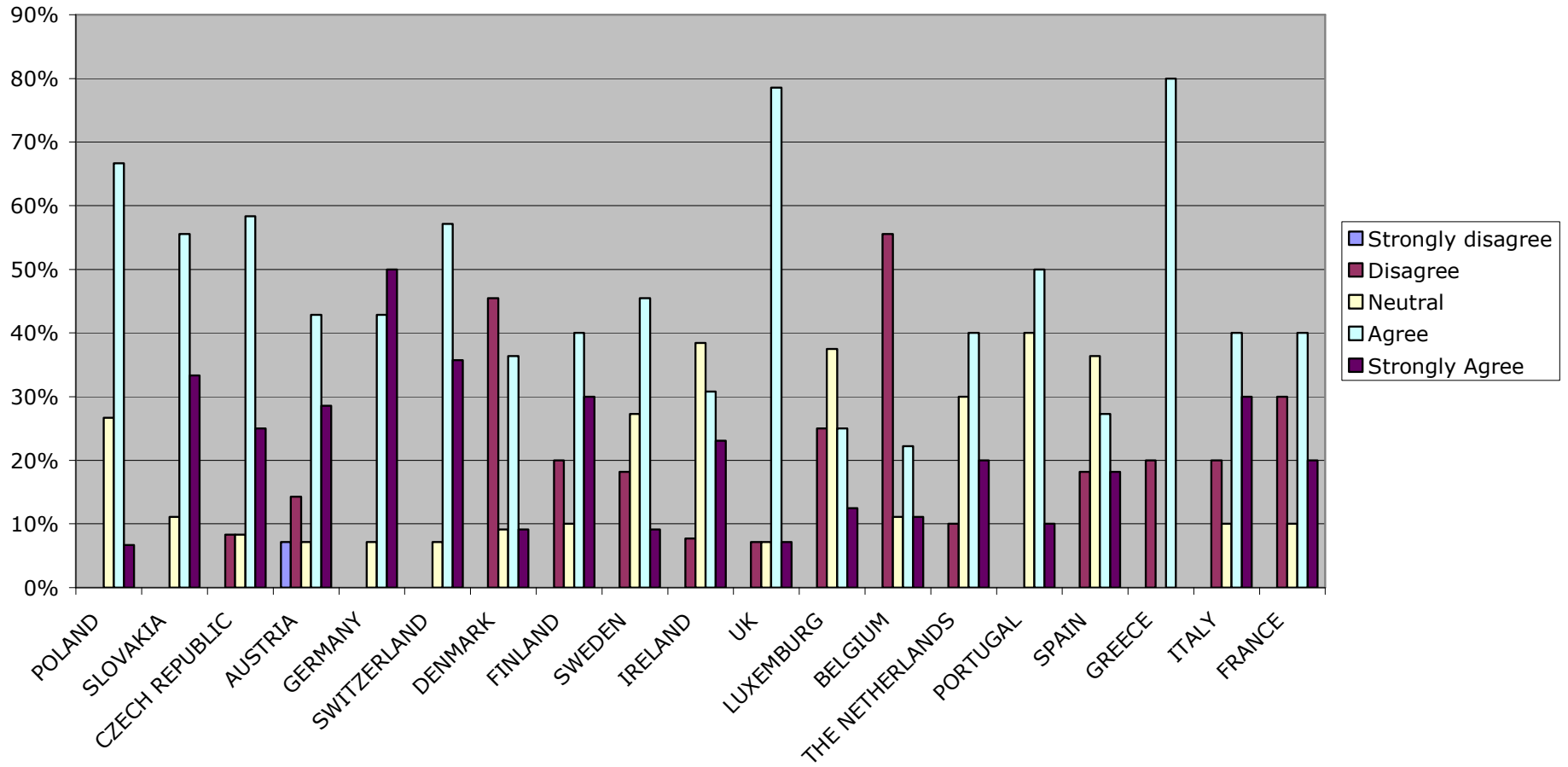


Diagram 10. Help of external consultants as a base for success

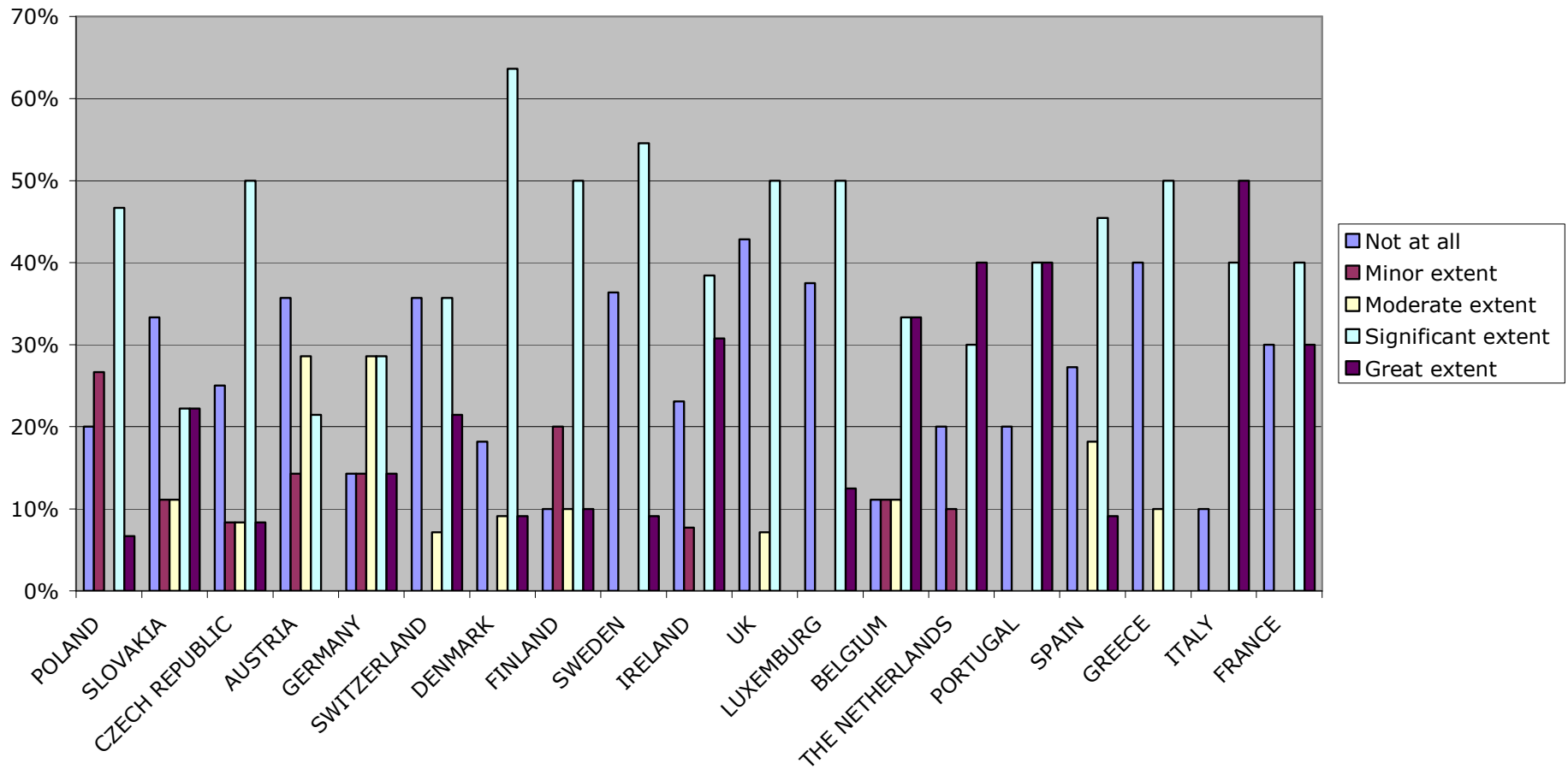


Diagram 11. IT - integral pat of BPR

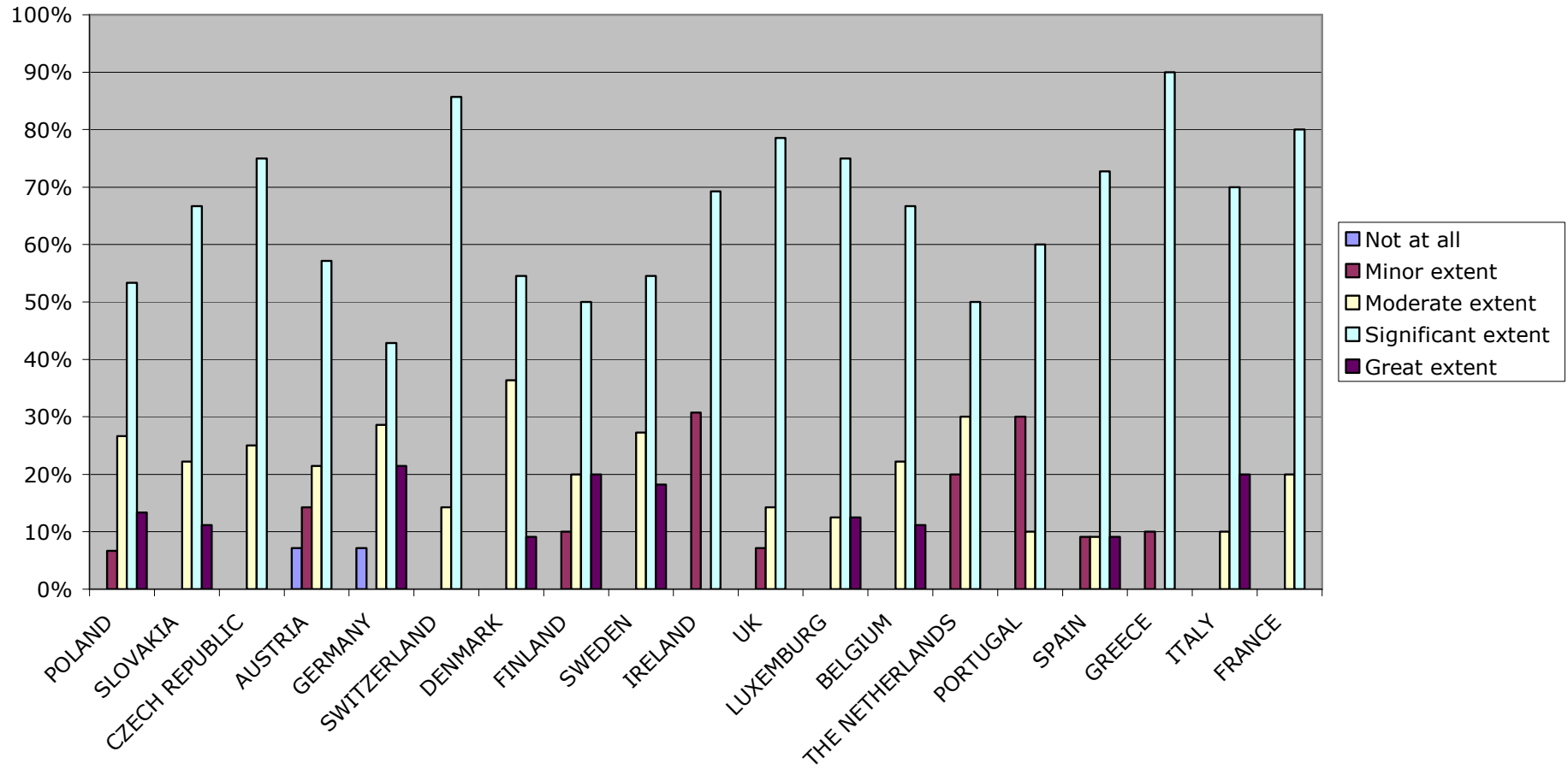


Diagram 12. Customer feedback

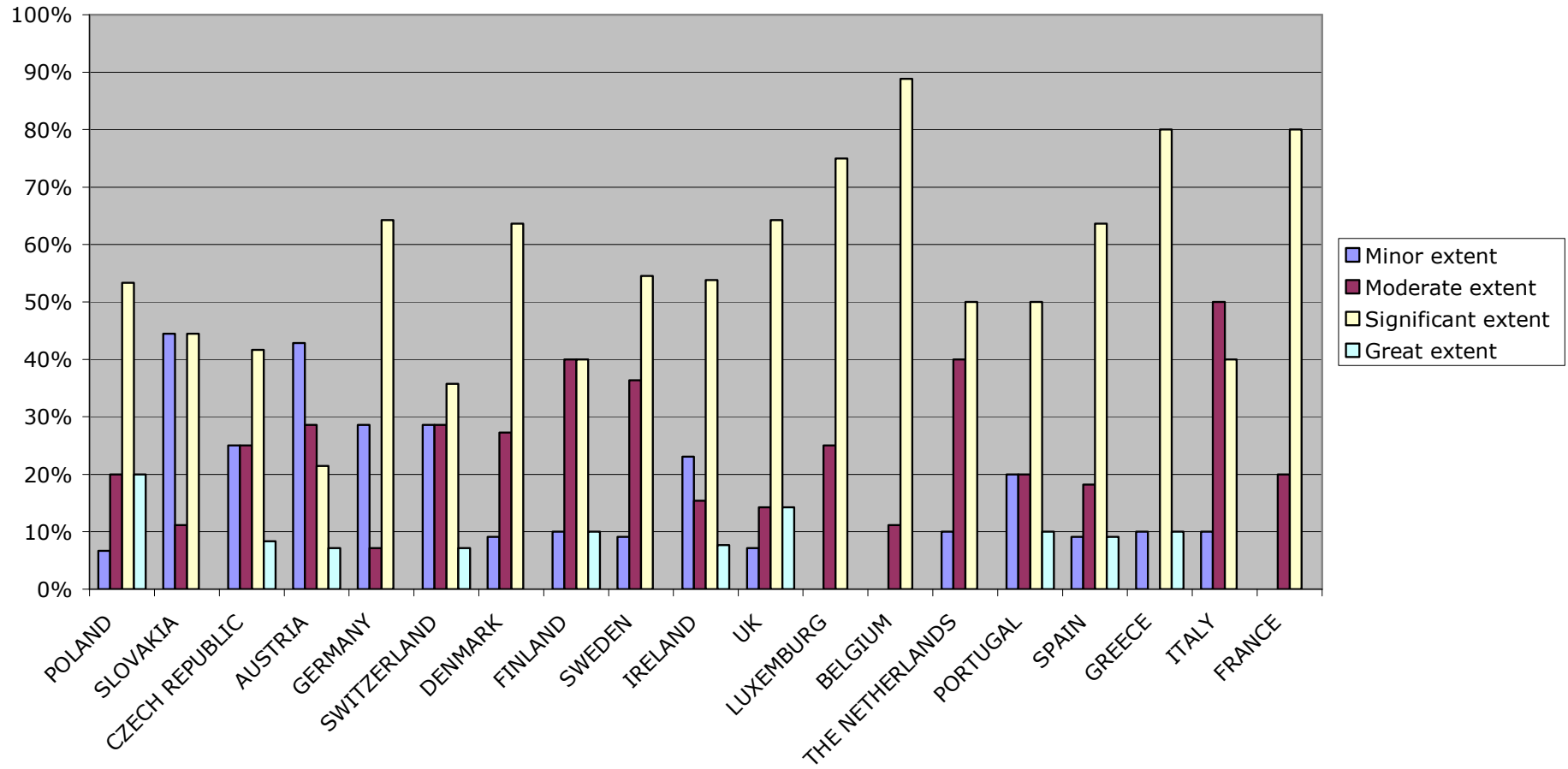


Diagram 13. Competitive pressures

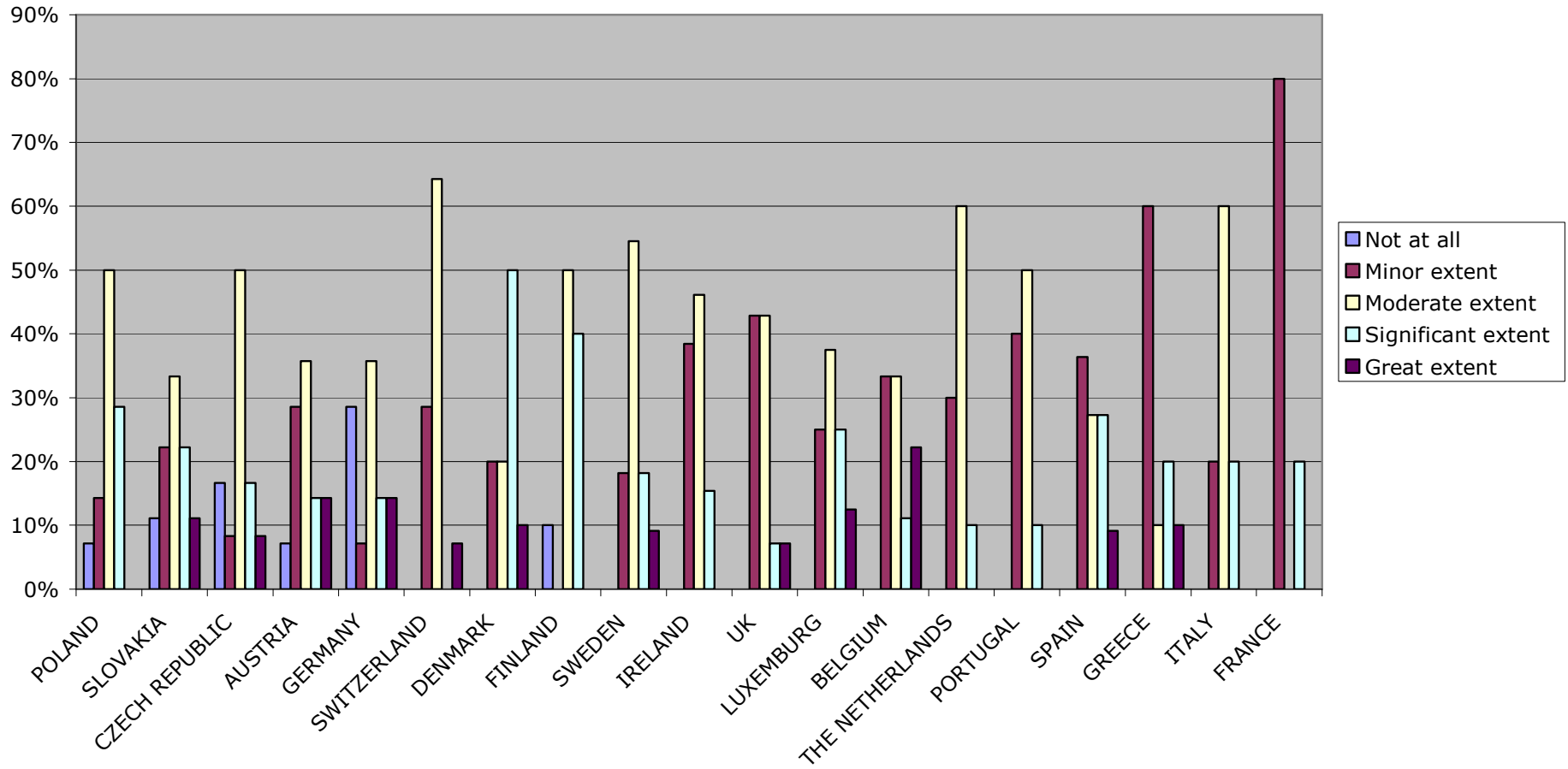


Diagram 14. Proactive approach

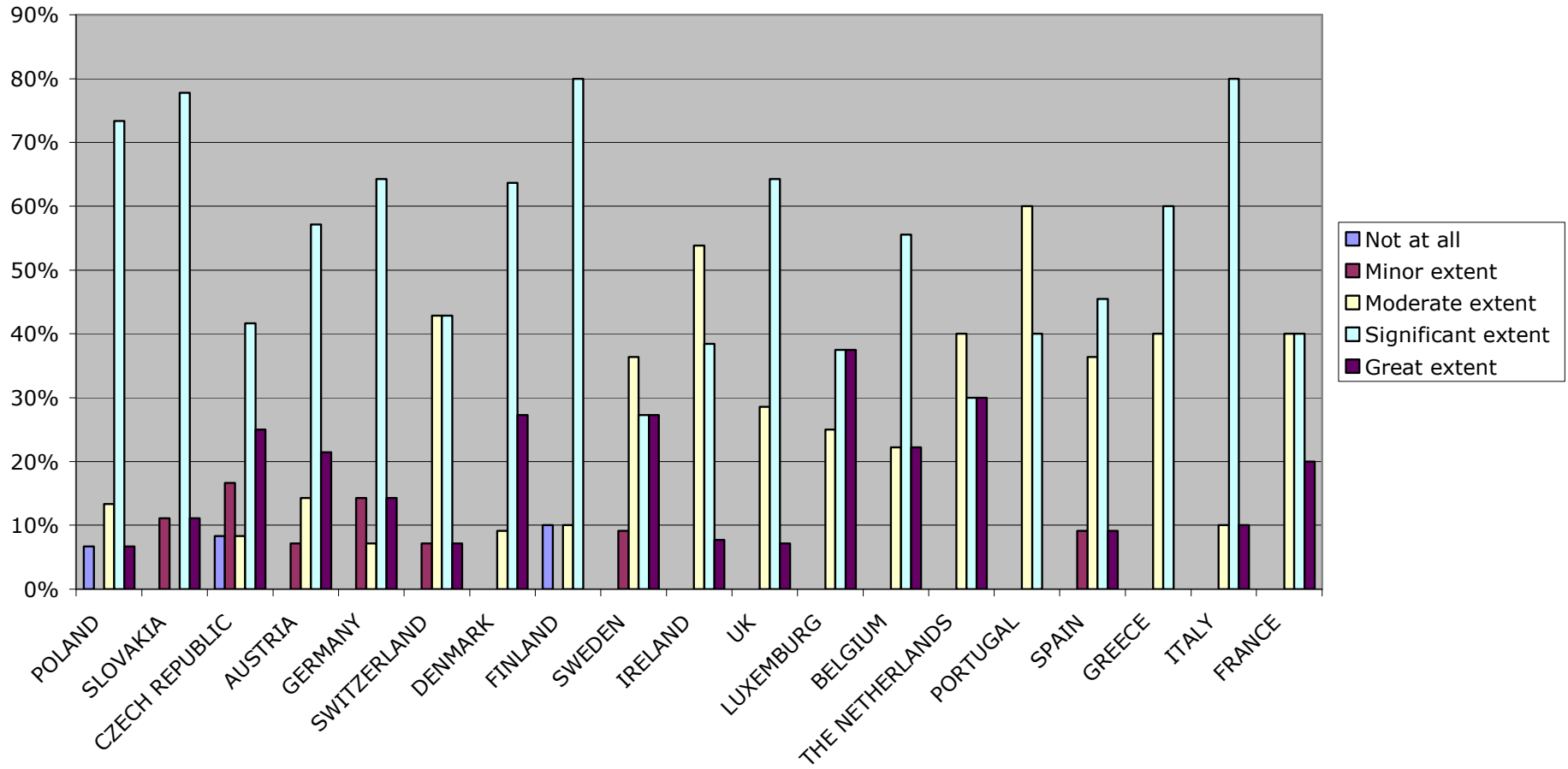


Diagram 15. Front office

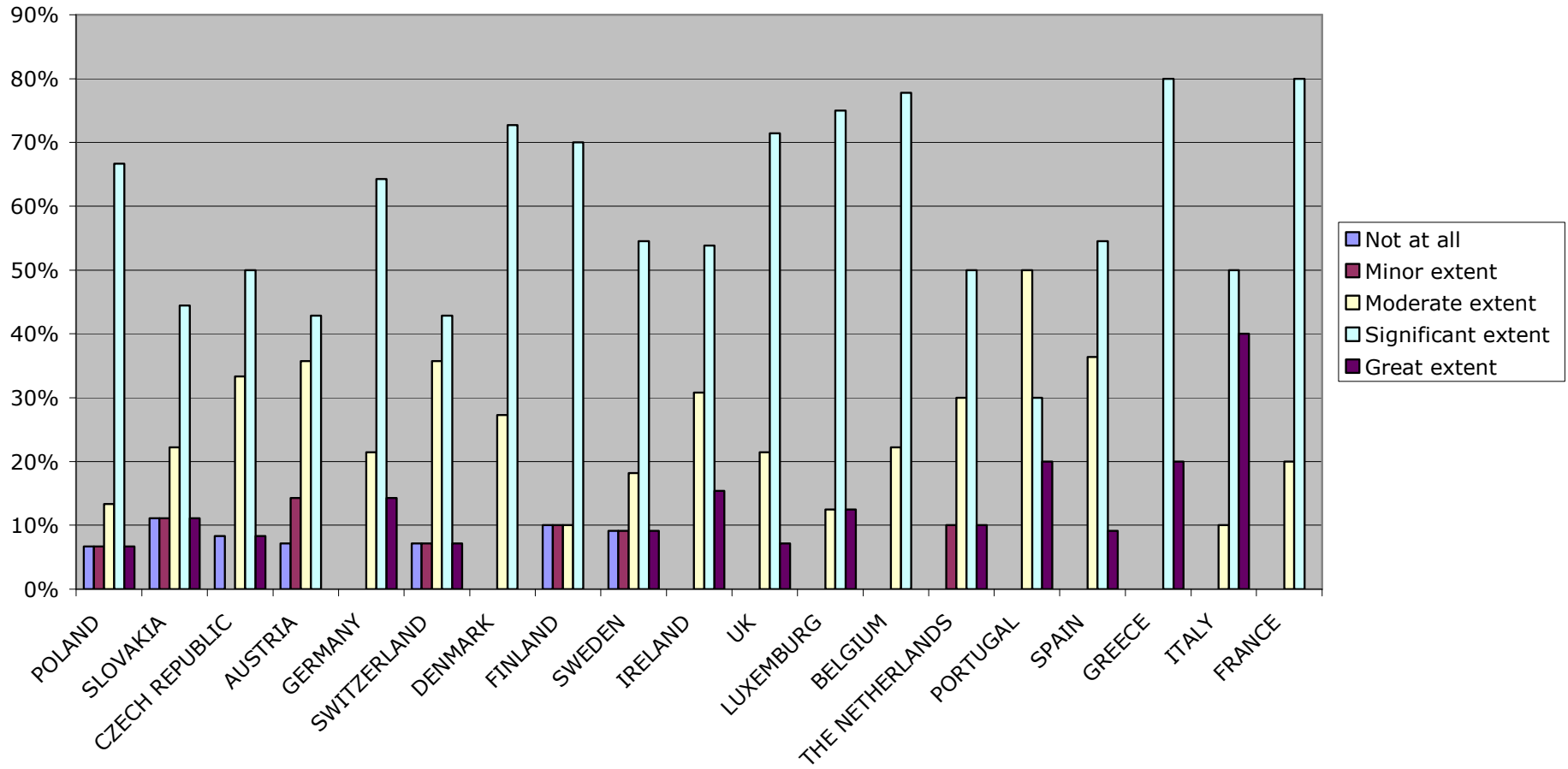


Diagram 16. Back office

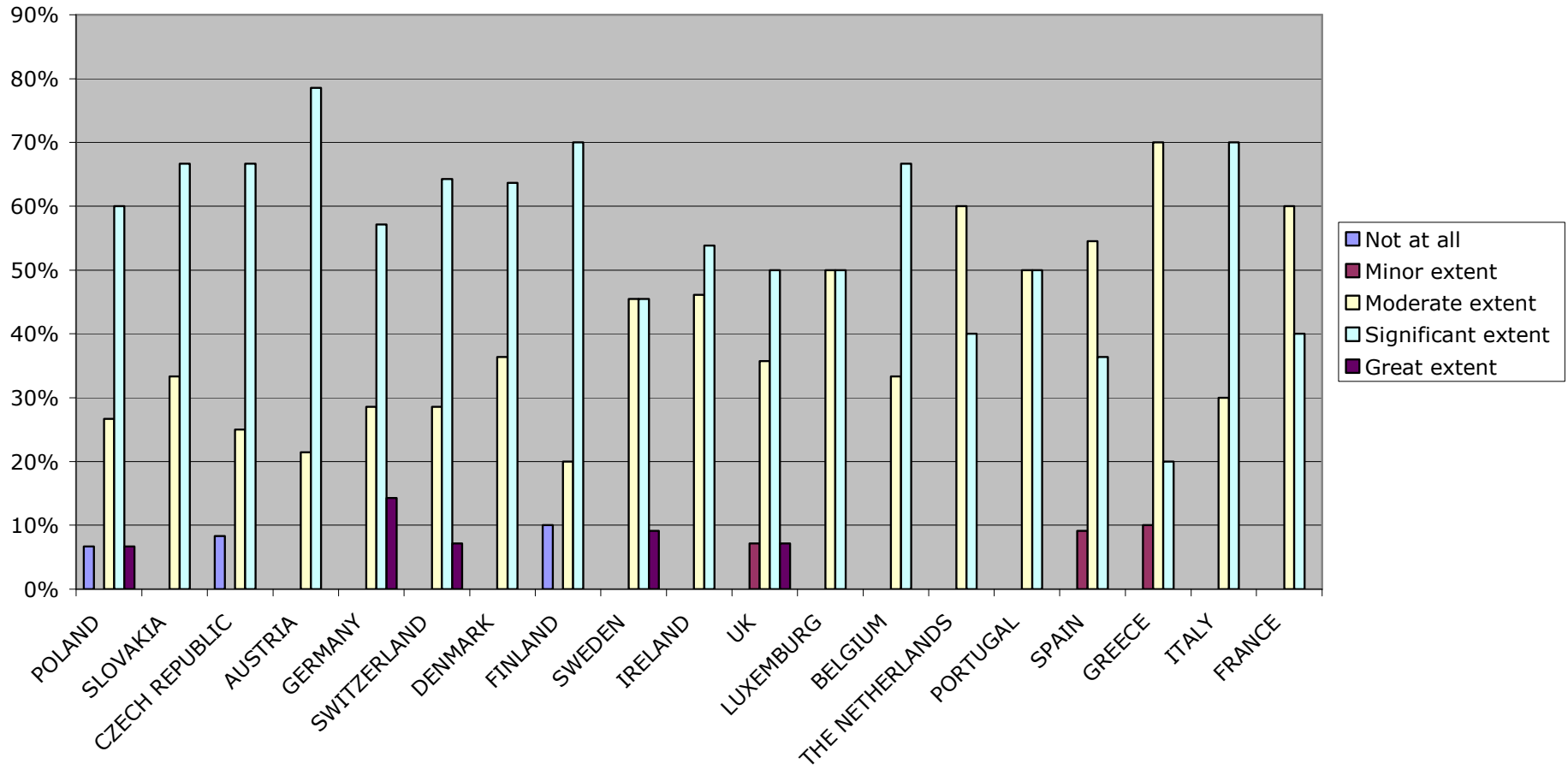


Diagram 17. Personnel

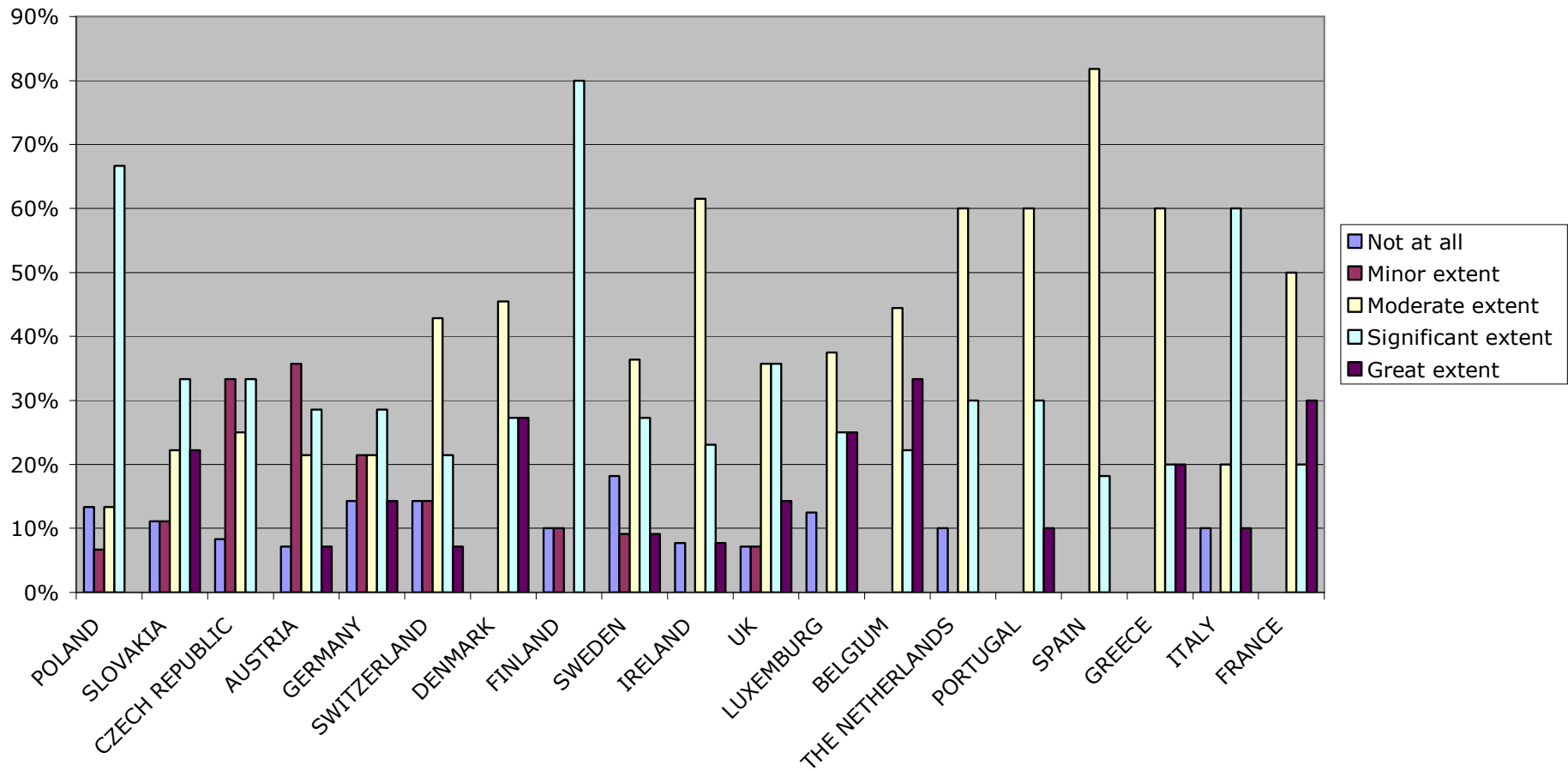


Diagram 18. Property maintenance

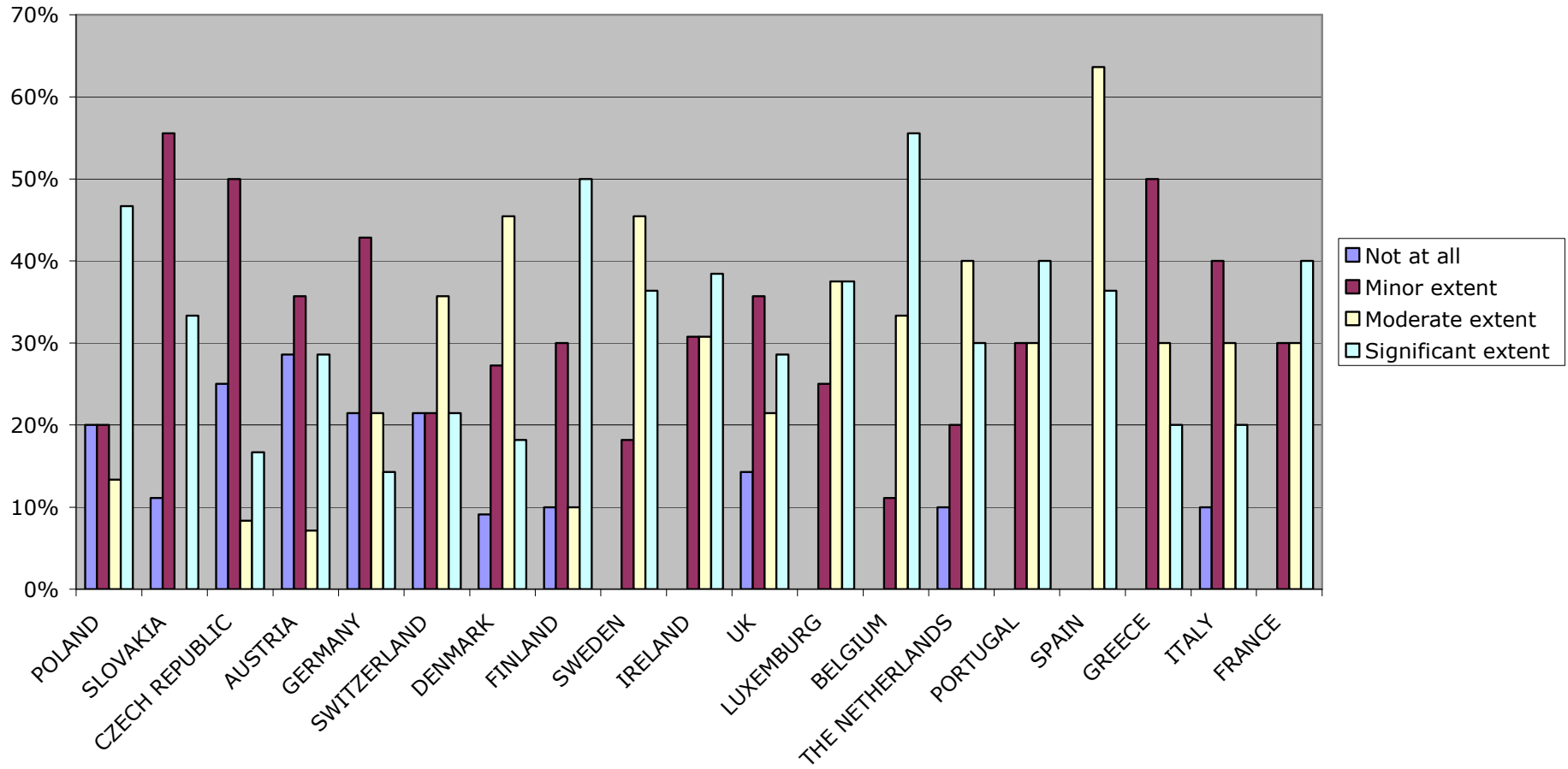


Diagram 19. Information technology

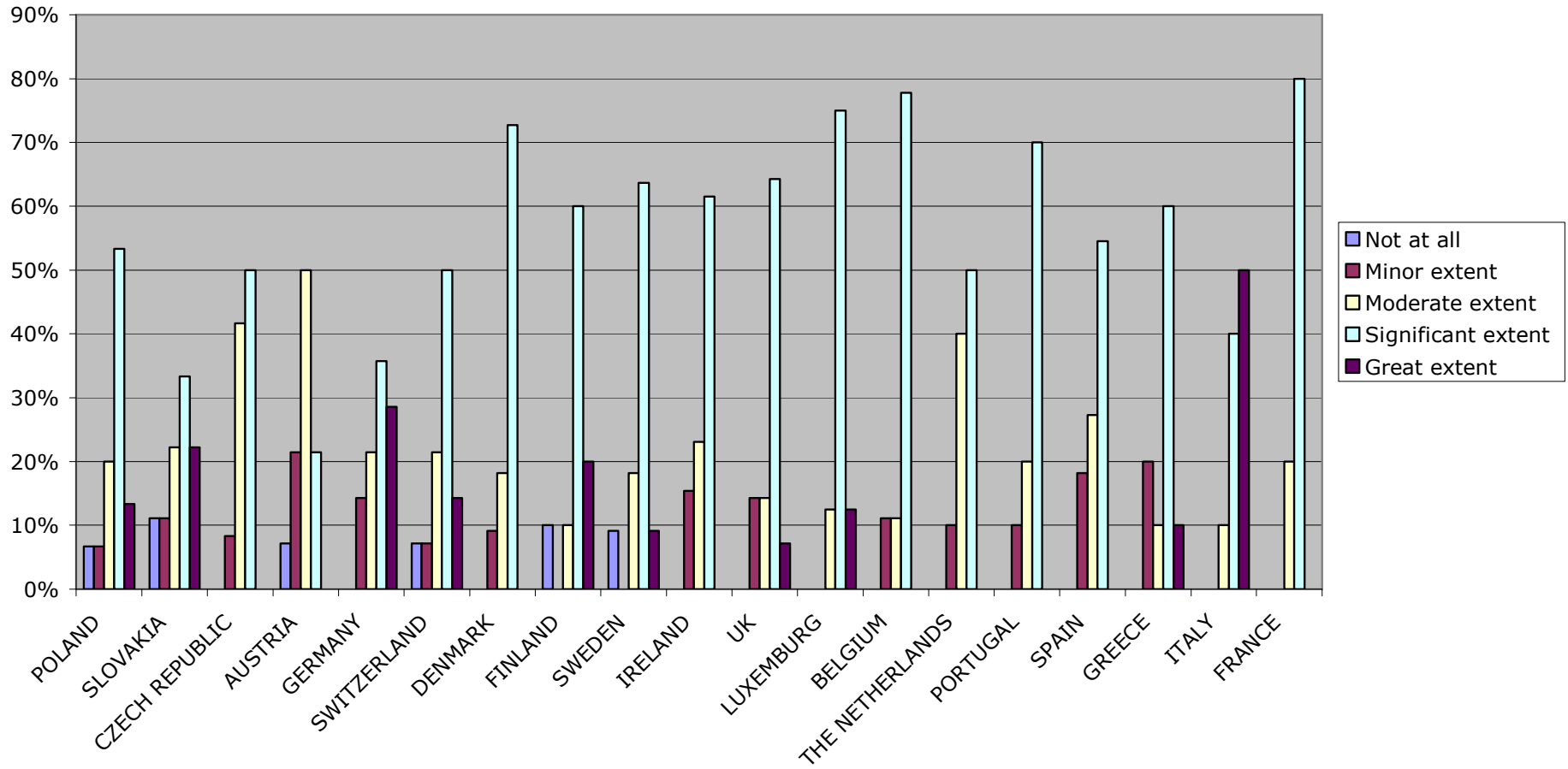


Diagram 20. Questions based on:

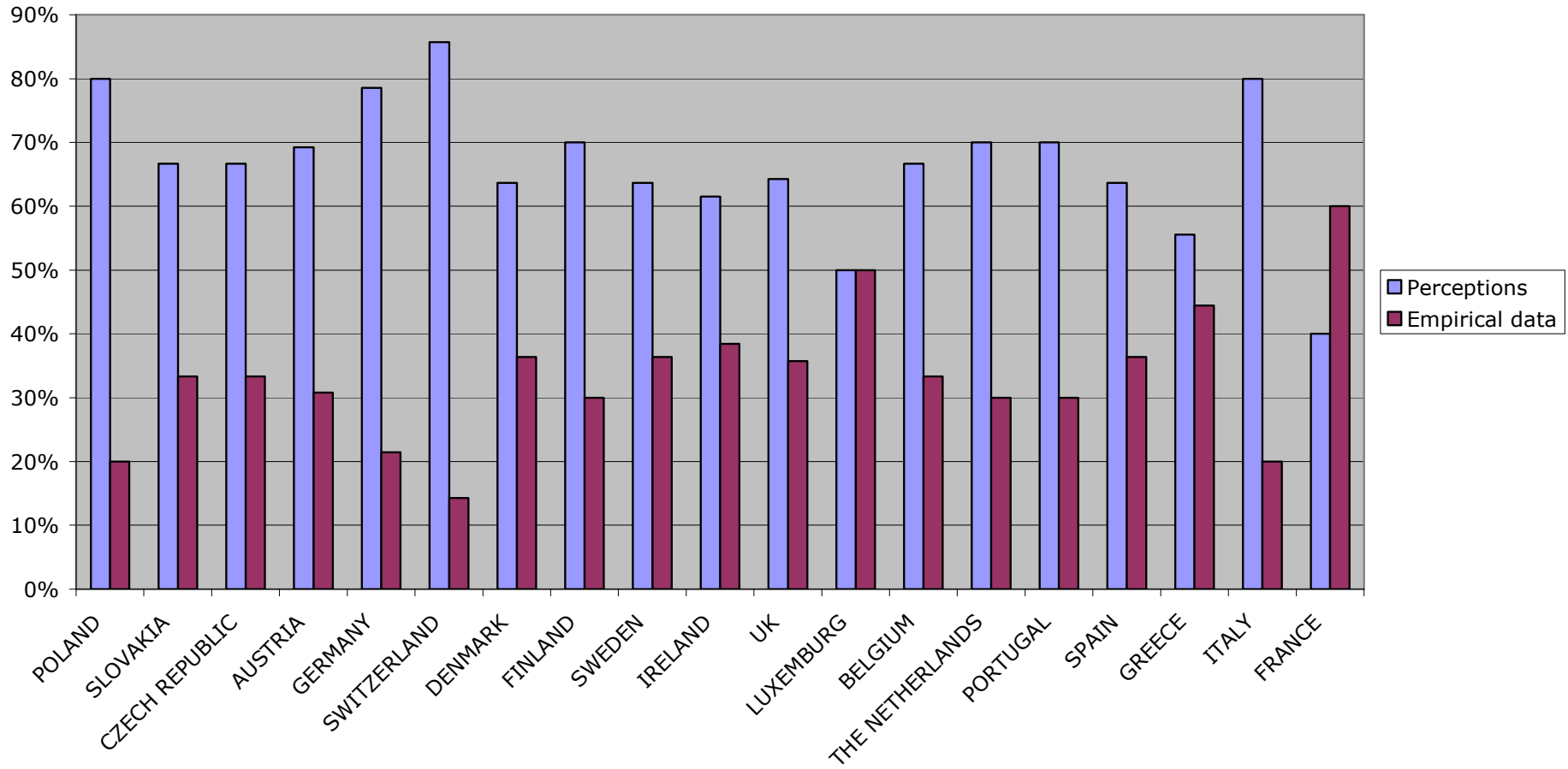


Diagram 21. Change in workforce

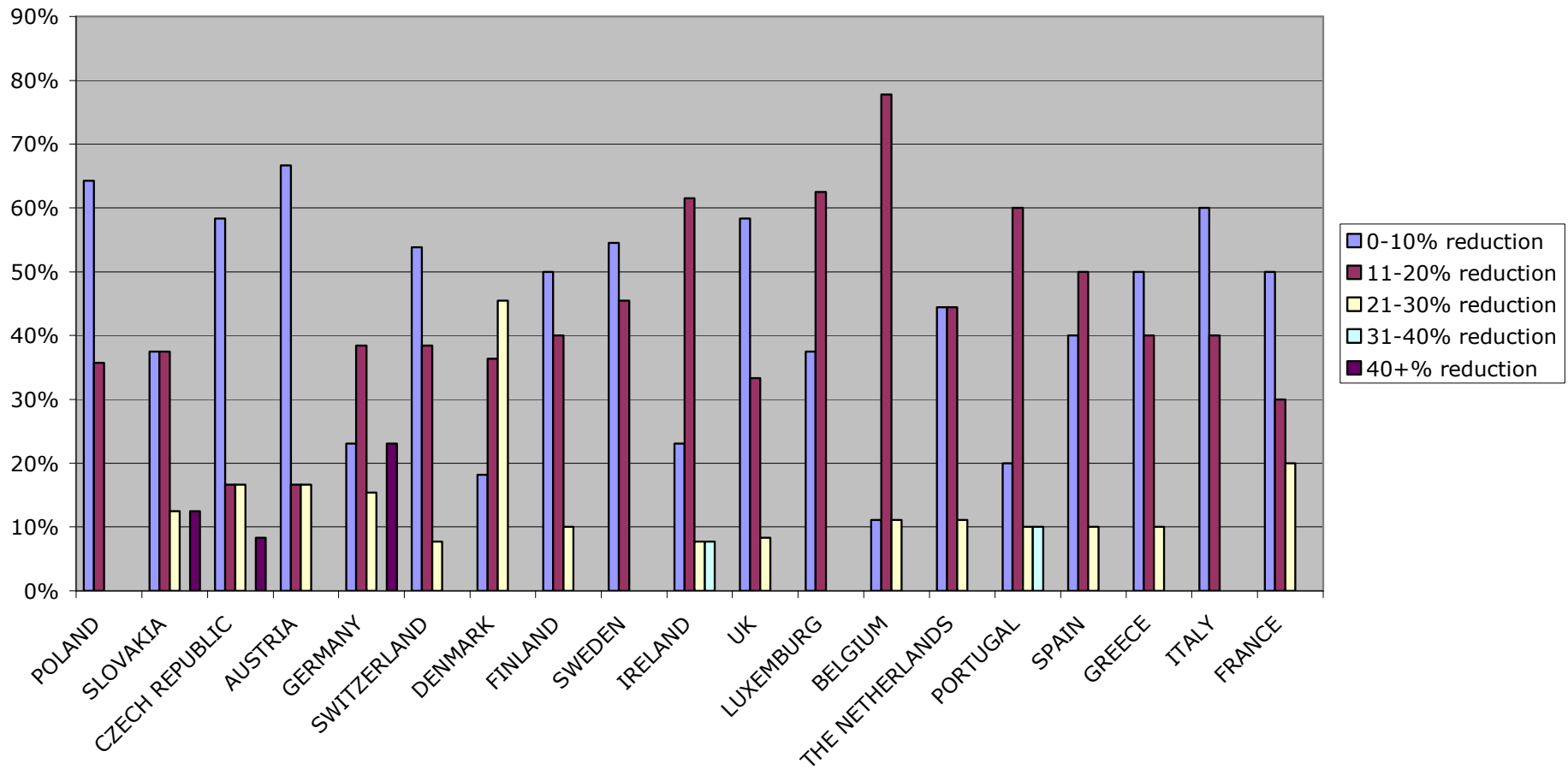


Diagram 22. Return on equity

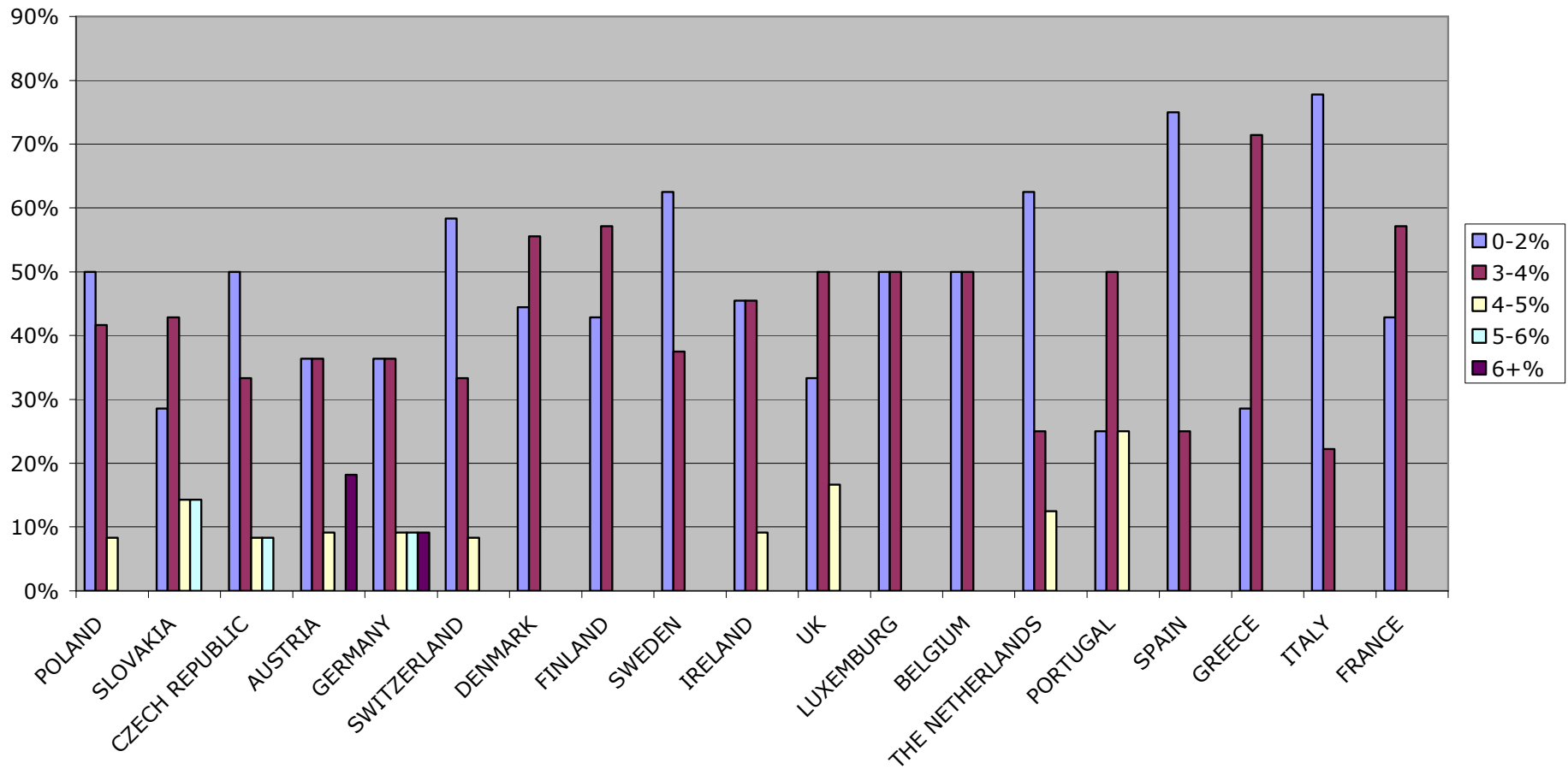


Diagram 23. Cost/income

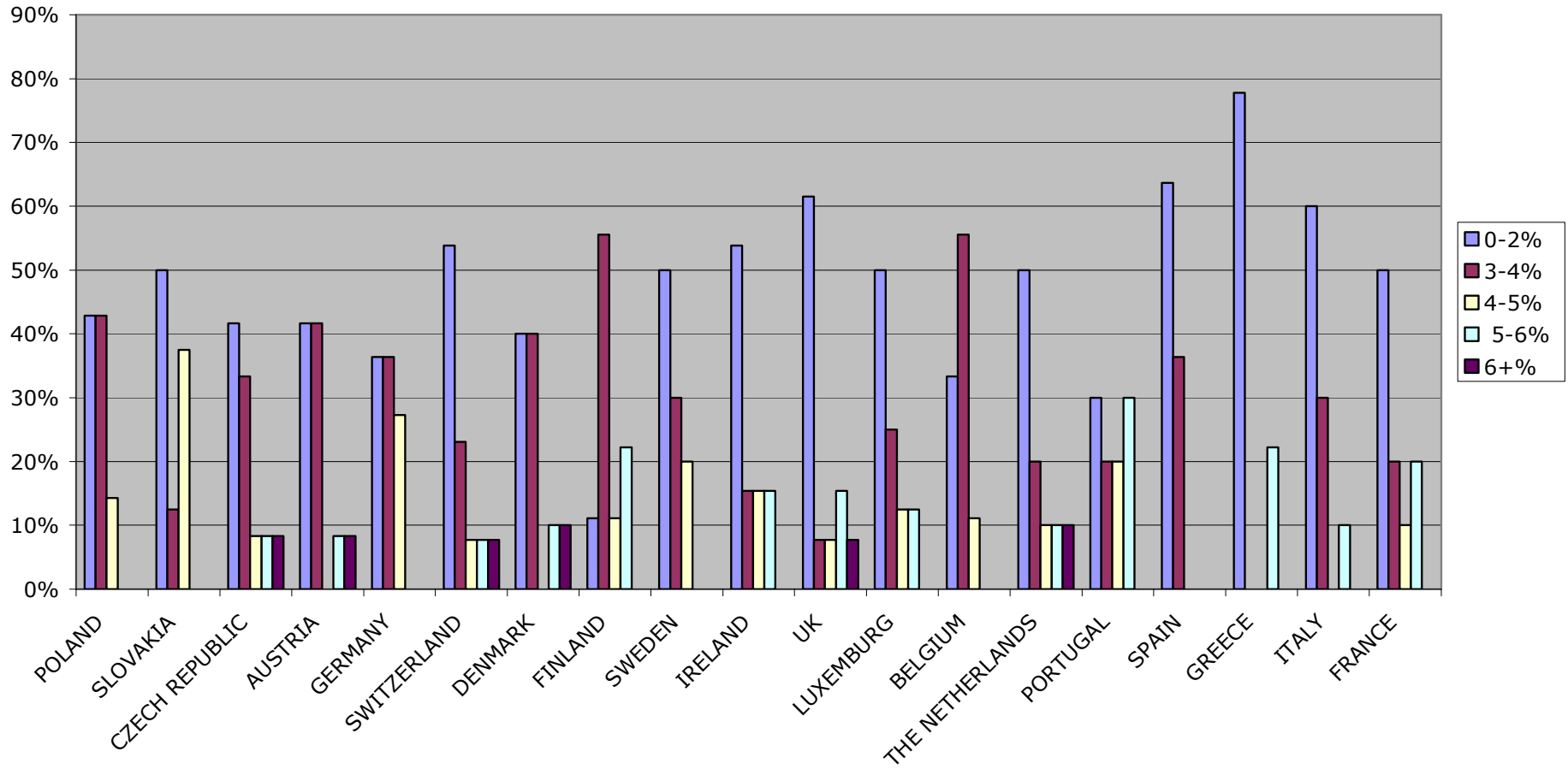


Diagram 24. Cycle time

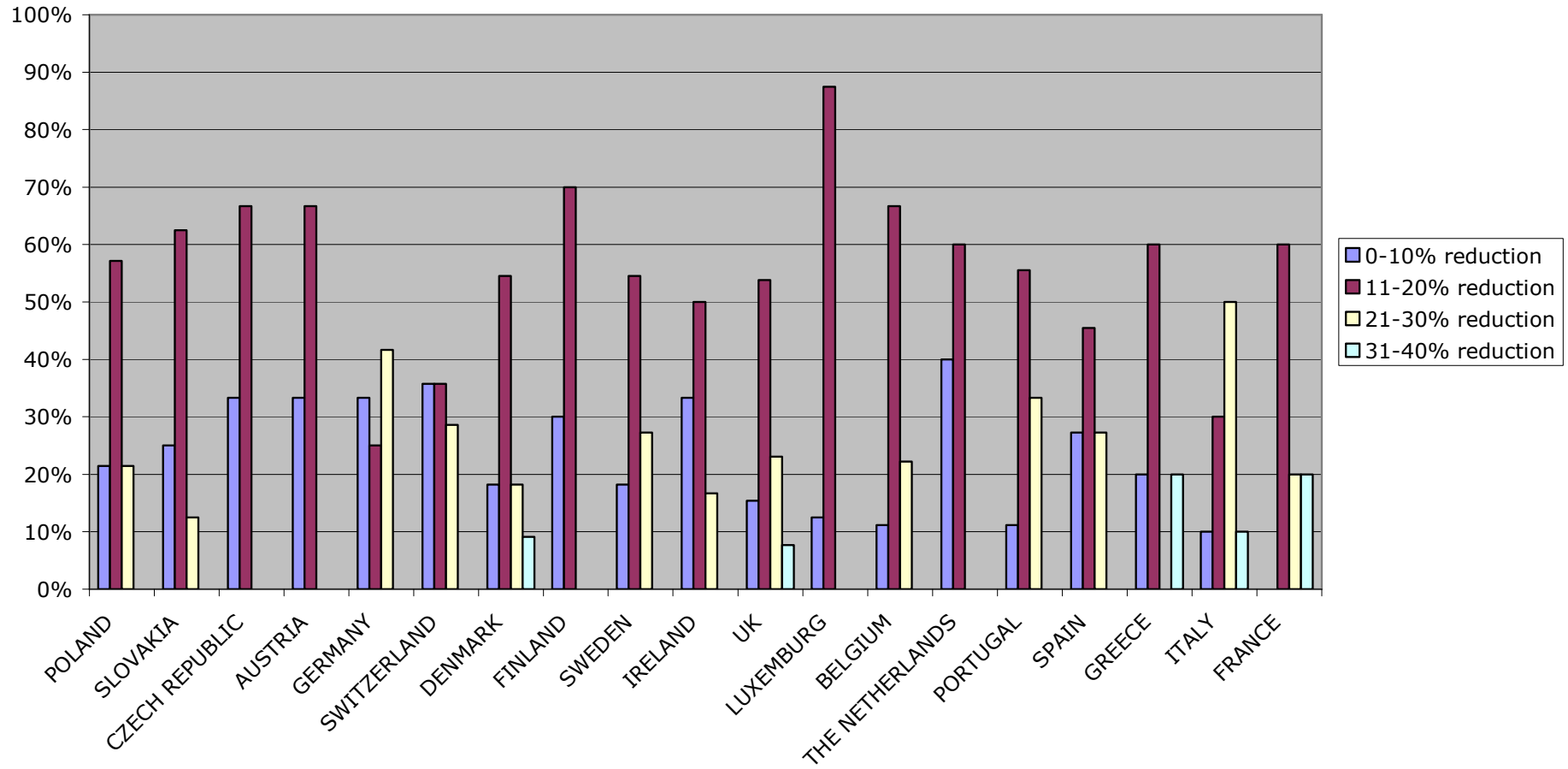


Diagram 25. Organizations ability to satisfy customer needs

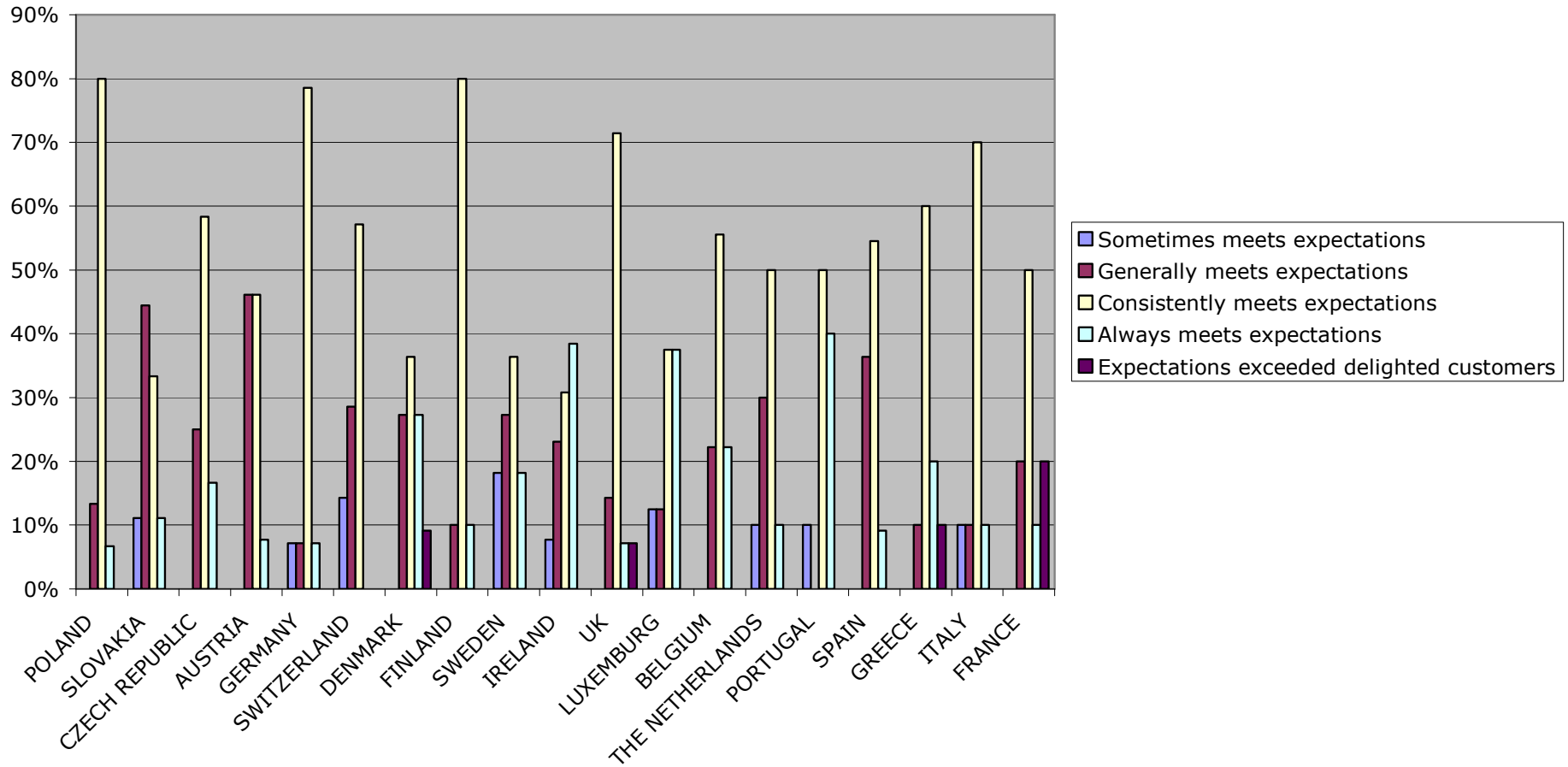


Diagram 26. Change in organizational culture

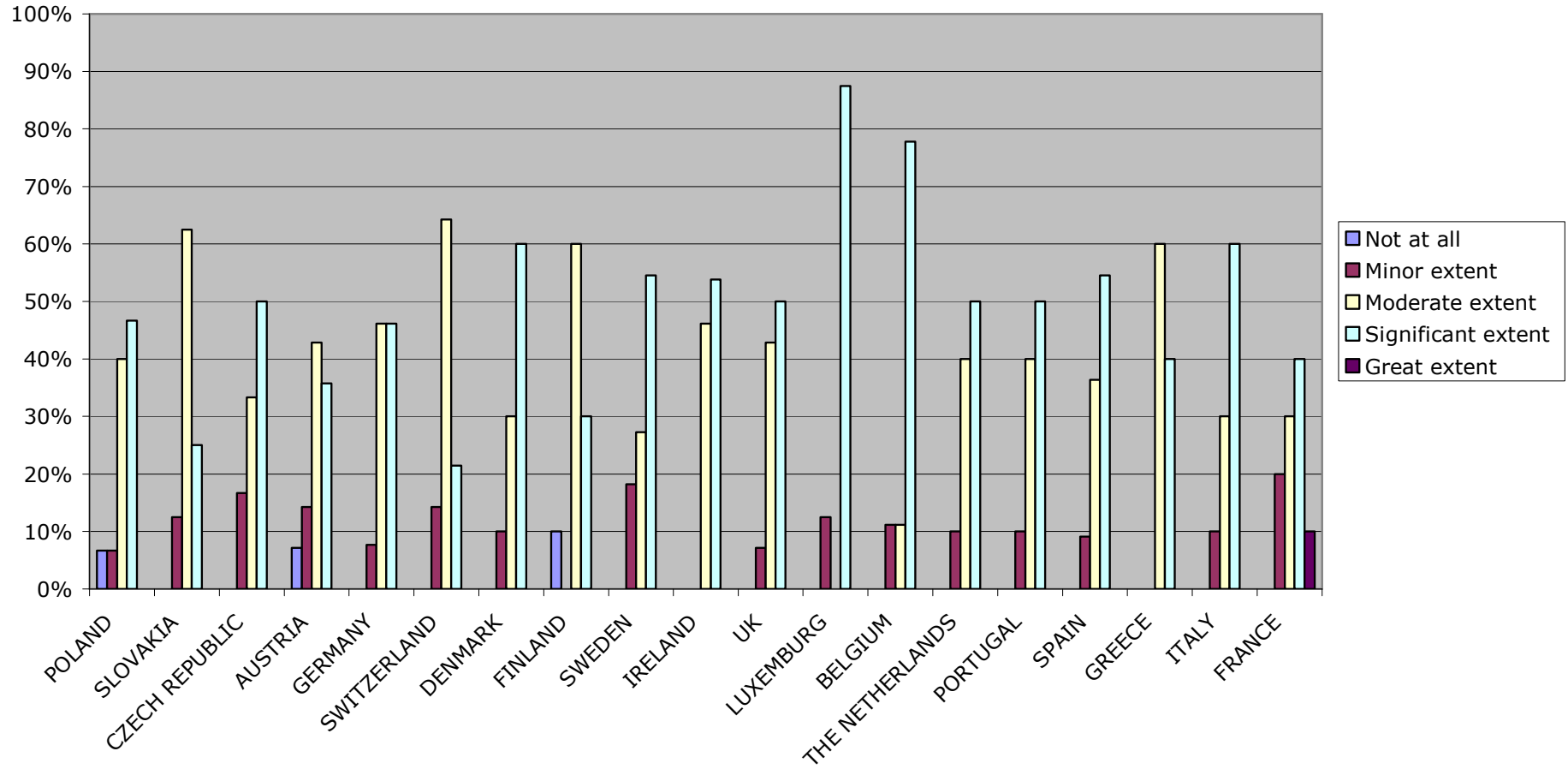


Diagram 27. Cooperation with external consultants facilitated BPR

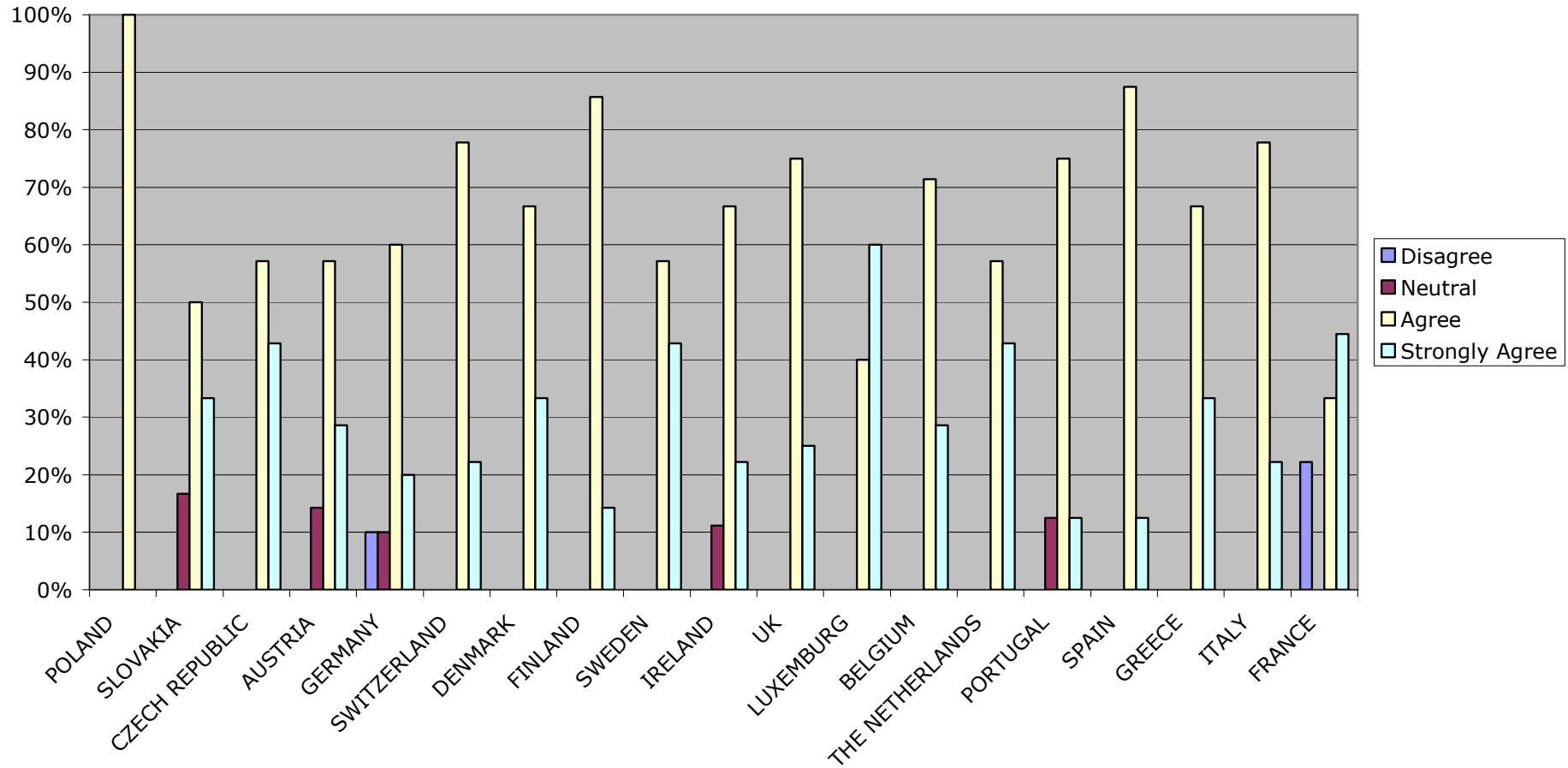
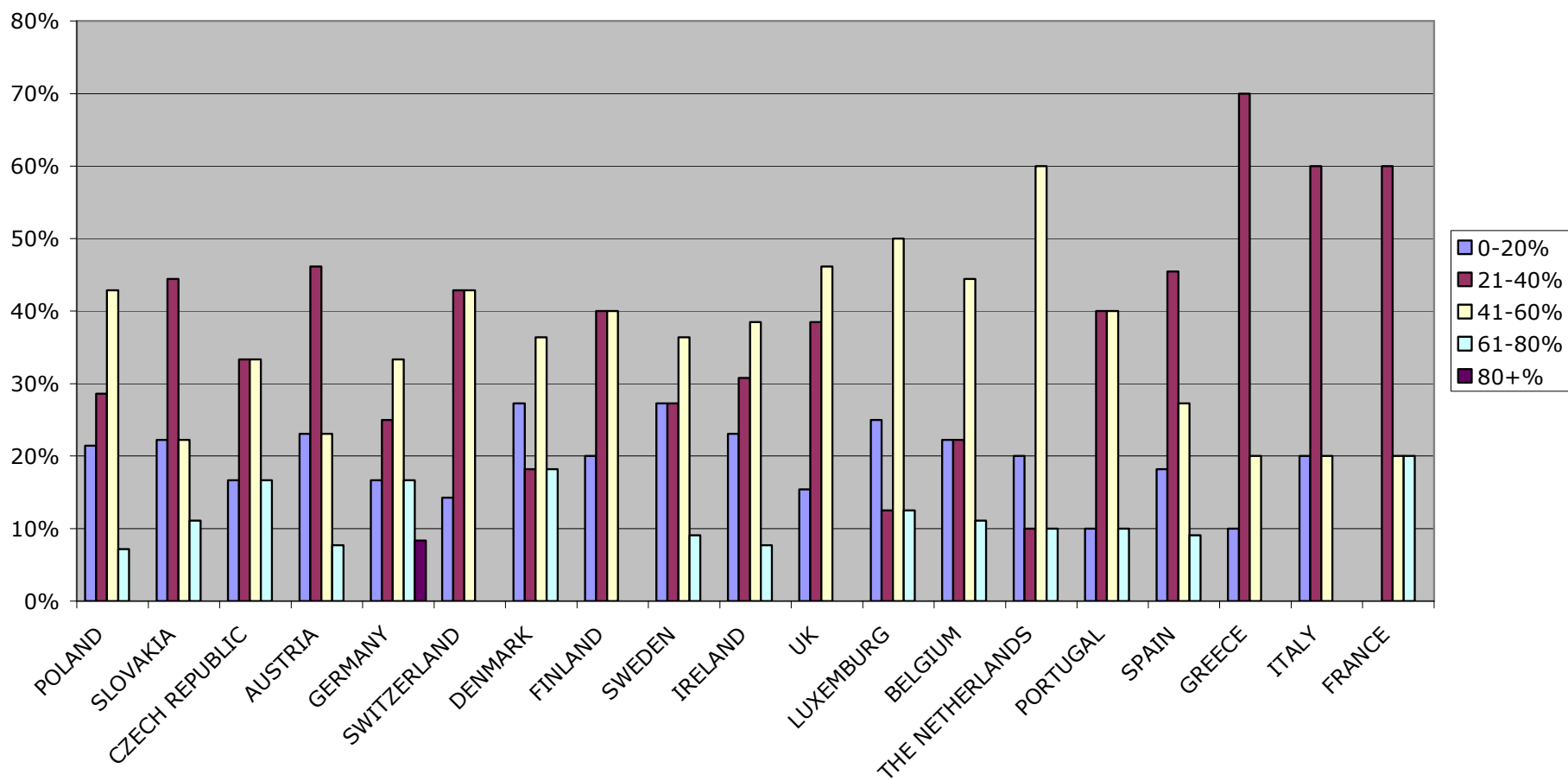


Diagram 28. Level of success



Appendix III. BPR analysis for all industries

Diagram 1. Executive summary

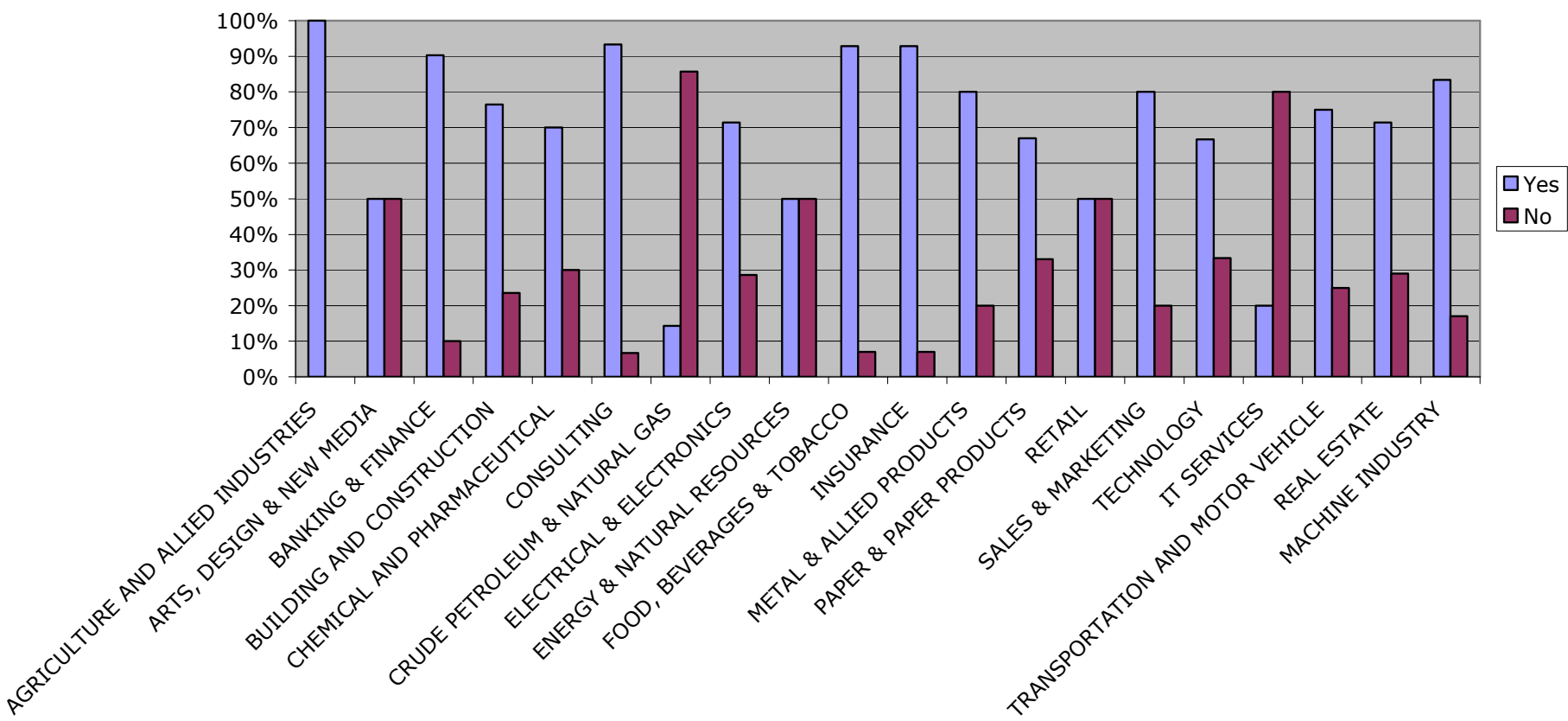


Table 1. BPR reason

No.		Increasing revenues	Improving the quality of customer service	Facilitating the introduction of new products	Reducing operating costs	Streamlining operations	Increasing demand pressure	Modifications in the expectations and lifestyles of clients and users	Problems derived from diminishing natural resources and provisions	Incentive to overcome crisis situation	Forecast of a wide liberalization process
1.	Agriculture and allied industries	7%	0%	21%	14%	21%	0%	14%	7%	7%	7%
2.	Arts, design & new media	8%	23%	8%	15%	31%	0%	15%	0%	0%	0%
3.	Banking & finance	11%	23%	1%	19%	20%	3%	13%	0%	13%	0%
4.	Building and construction	15%	4%	10%	21%	19%	2%	8%	0%	21%	0%
5.	Chemical and pharmaceutical	17%	3%	17%	10%	21%	3%	14%	3%	10%	0%
6.	Consulting	17%	24%	2%	12%	27%	7%	2%	0%	7%	0%
7.	Crude petroleum & natural gas	6%	17%	6%	22%	17%	0%	6%	0%	28%	0%
8.	Electrical & electronics	13%	13%	10%	13%	29%	6%	13%	0%	13%	0%
9.	Energy & natural resources	10%	20%	0%	30%	10%	0%	0%	0%	30%	0%
10.	Food, beverages & tobacco	8%	16%	14%	12%	22%	0%	16%	0%	12%	0%
11.	Insurance	14%	25%	4%	21%	14%	4%	7%	0%	11%	0%
12.	Metal & allied	8%	23%	8%	8%	15%	15%	8%	0%	8%	8%

	products										
13.	Paper & paper products	14%	0%	14%	14%	29%	7%	7%	0%	14%	0%
14.	Retail	0%	25%	13%	38%	0%	6%	0%	0%	19%	0%
15.	Sales & marketing	6%	18%	18%	24%	24%	6%	6%	0%	0%	0%
16.	Technology	8%	28%	8%	20%	16%	4%	4%	0%	12%	0%
17.	IT services	22%	22%	11%	22%	22%	0%	0%	0%	0%	0%
18.	Transportation and motor vehicle	20%	13%	0%	40%	20%	0%	0%	0%	7%	0%
19.	Real estate	18%	18%	9%	27%	27%	0%	0%	0%	0%	0%
20.	Machine industry	17%	14%	10%	17%	17%	3%	10%	0%	3%	0%

Source: own study.

Diagram 2. Corporate position

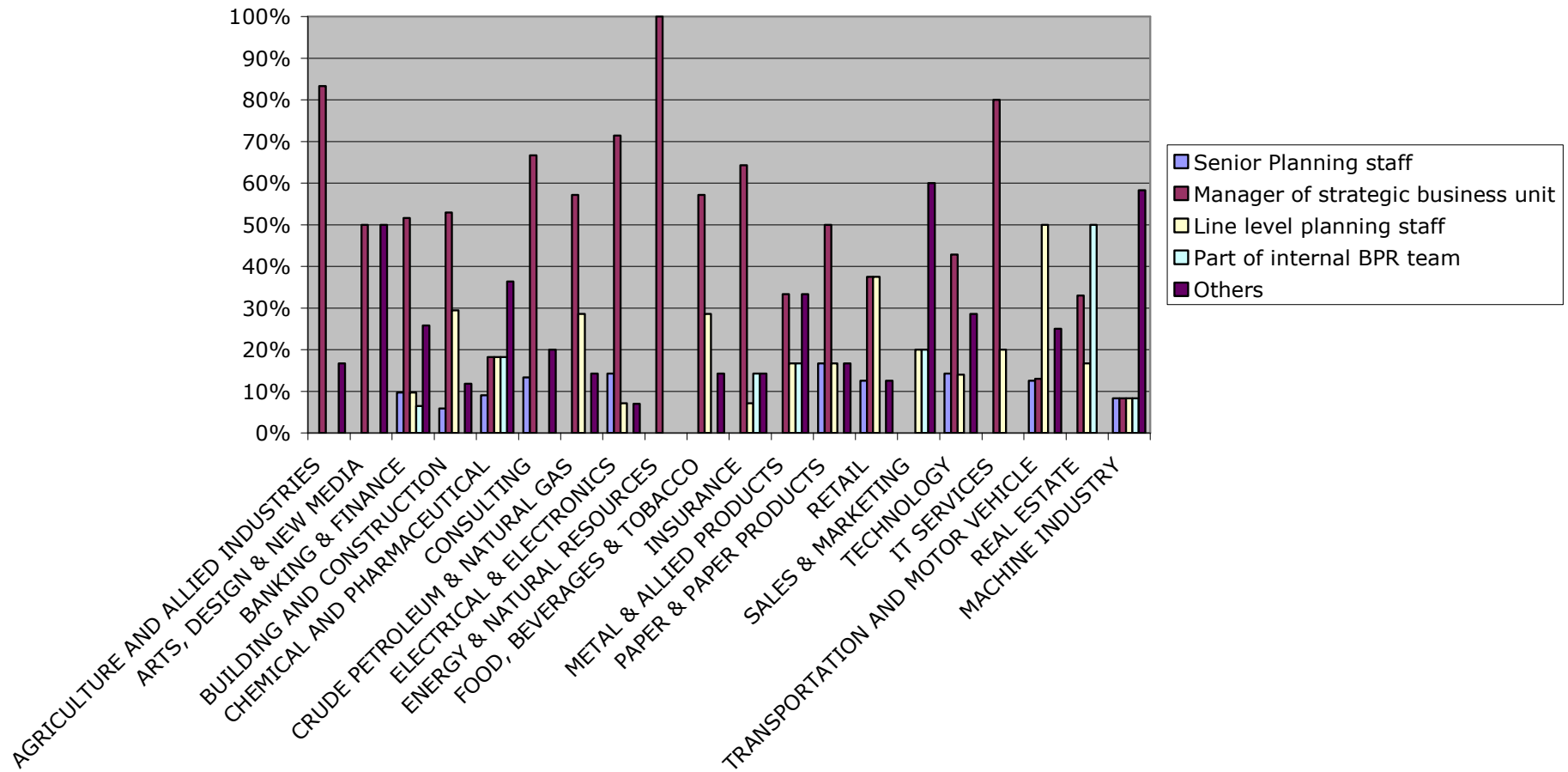


Diagram 3. Help of external consultants

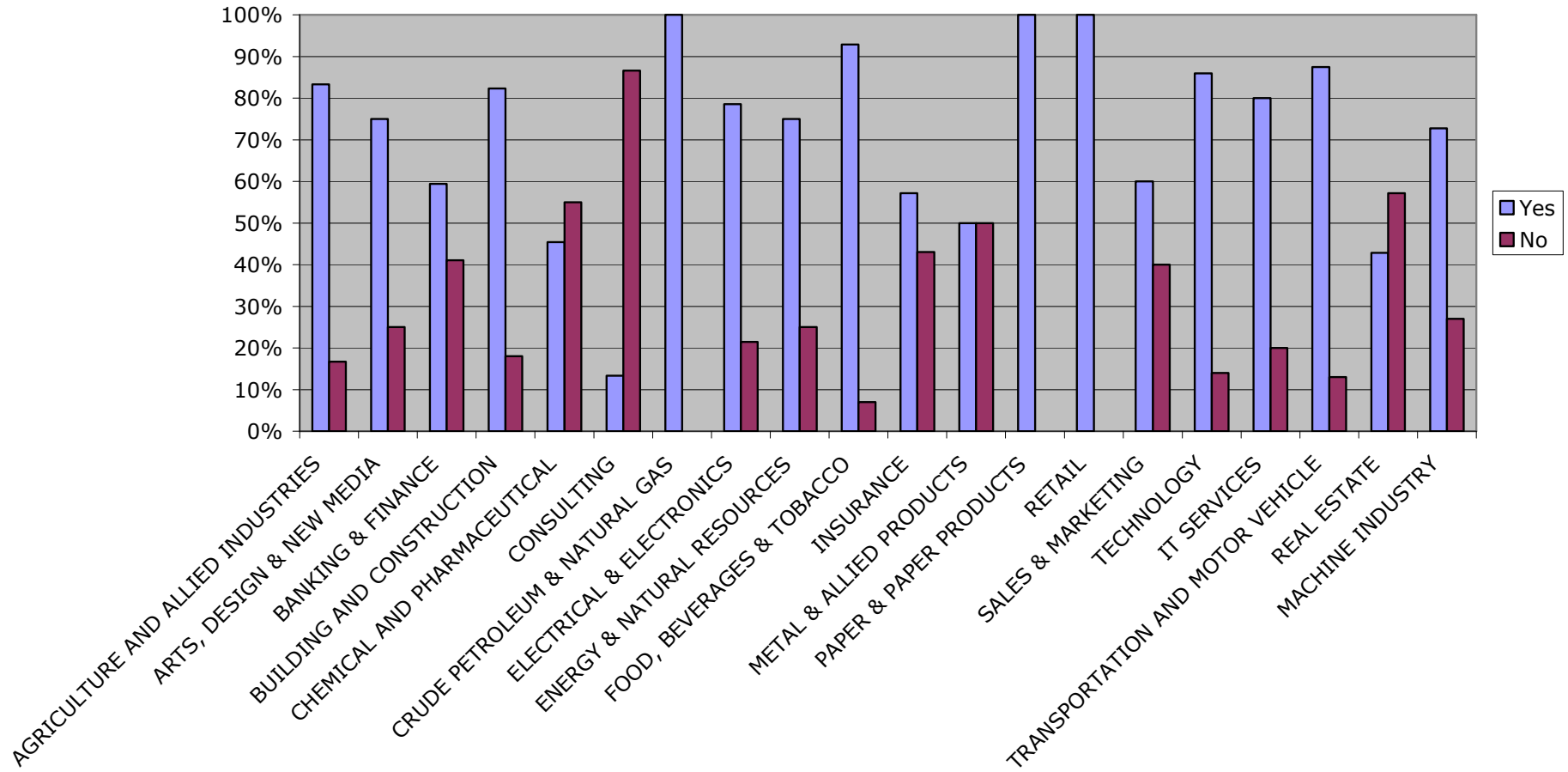


Diagram 4. IT role

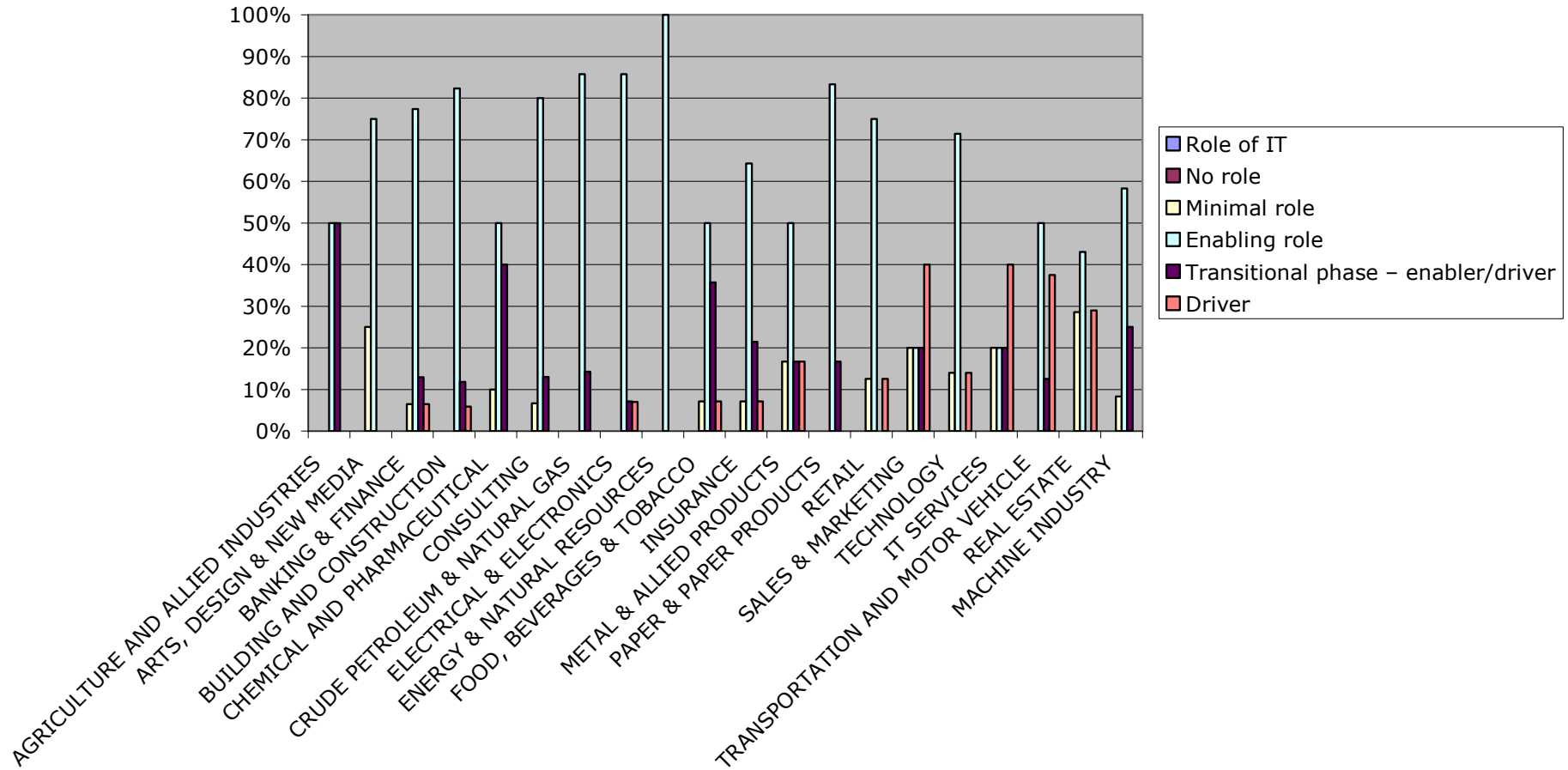


Diagram 5. Effects driven by customer focus

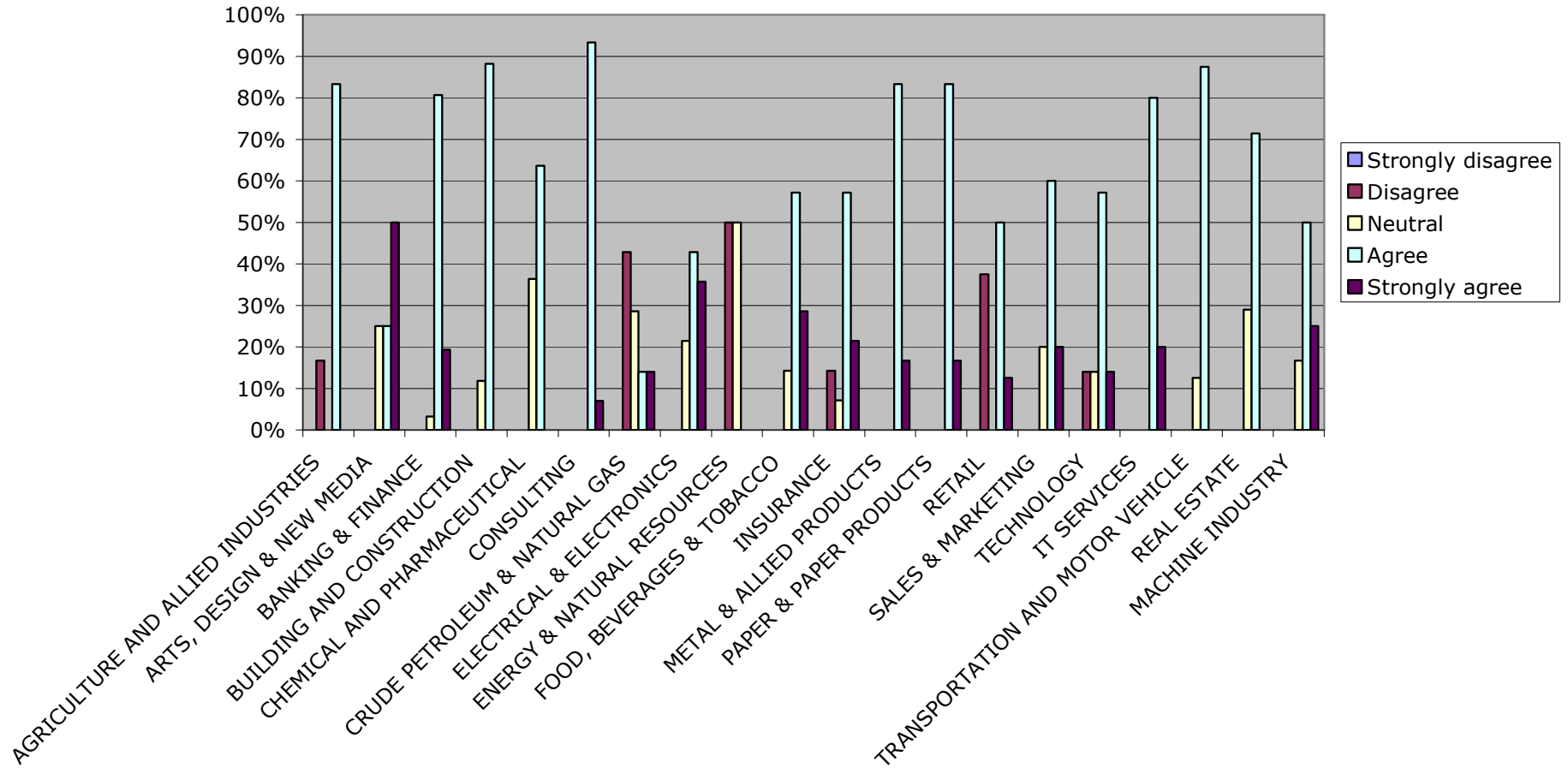


Diagram 6. Part of corporate strategy

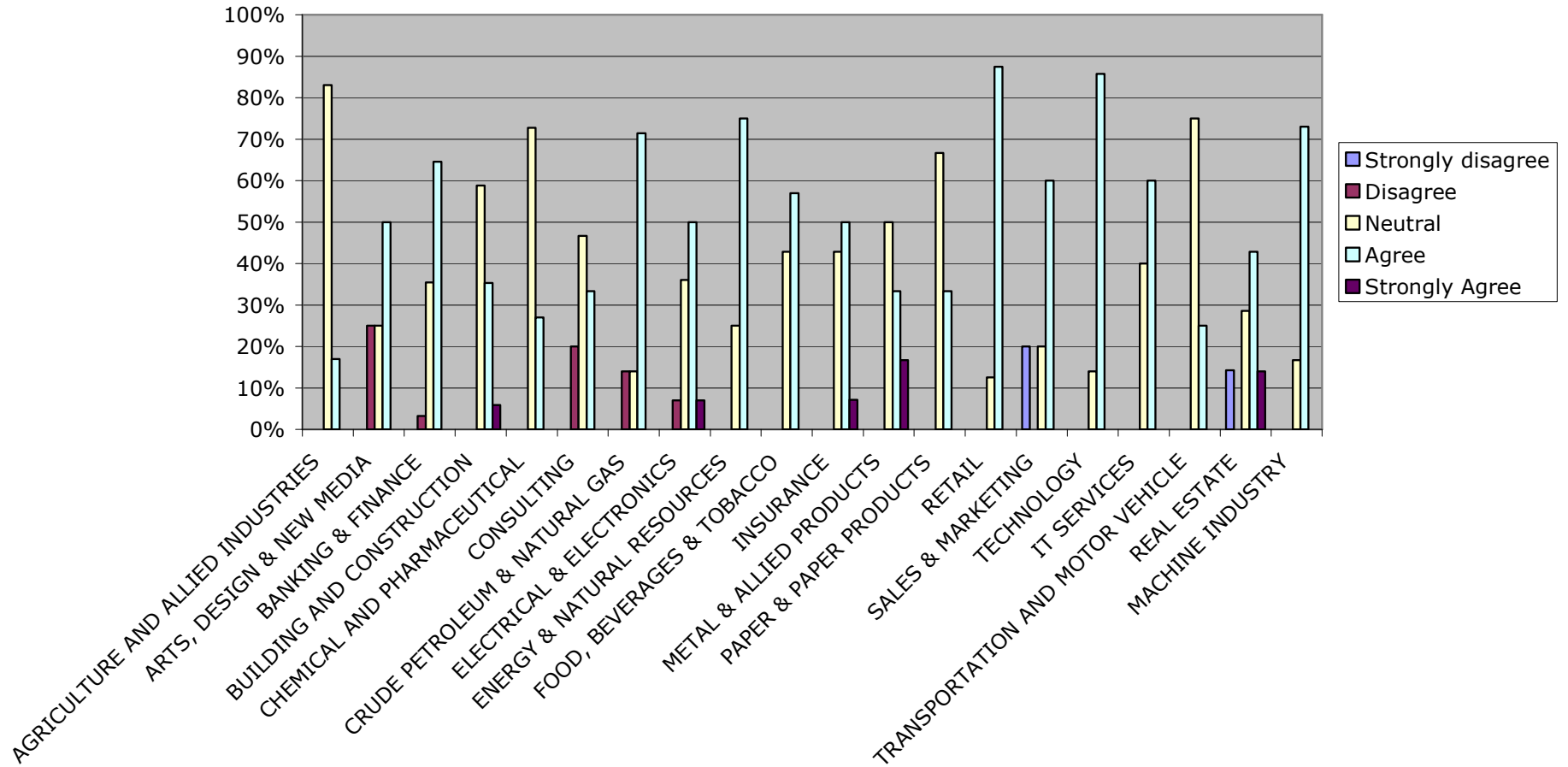


Diagram 7. Change of organizational culture

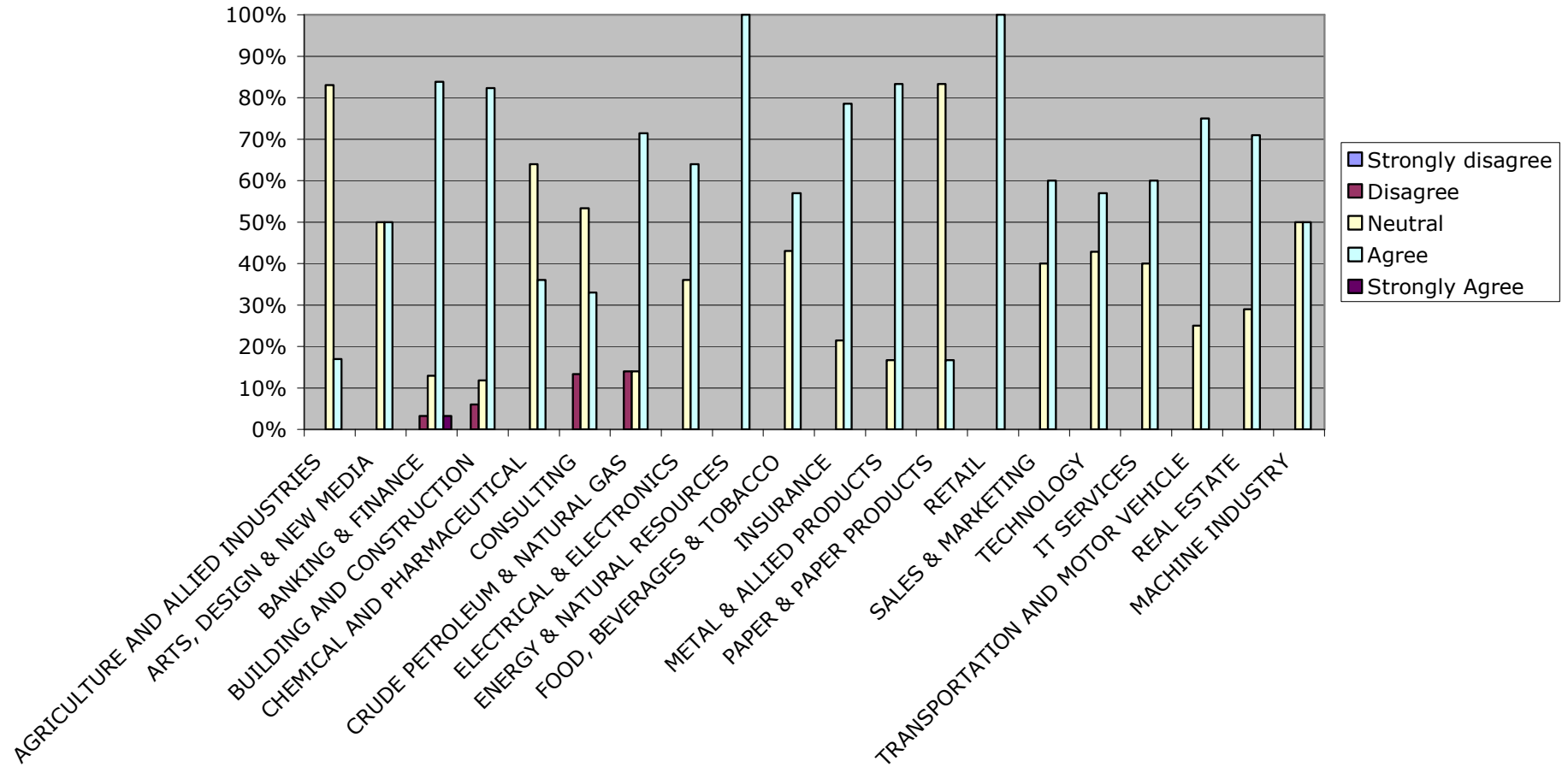


Diagram 8. "Clean slate" opportunity

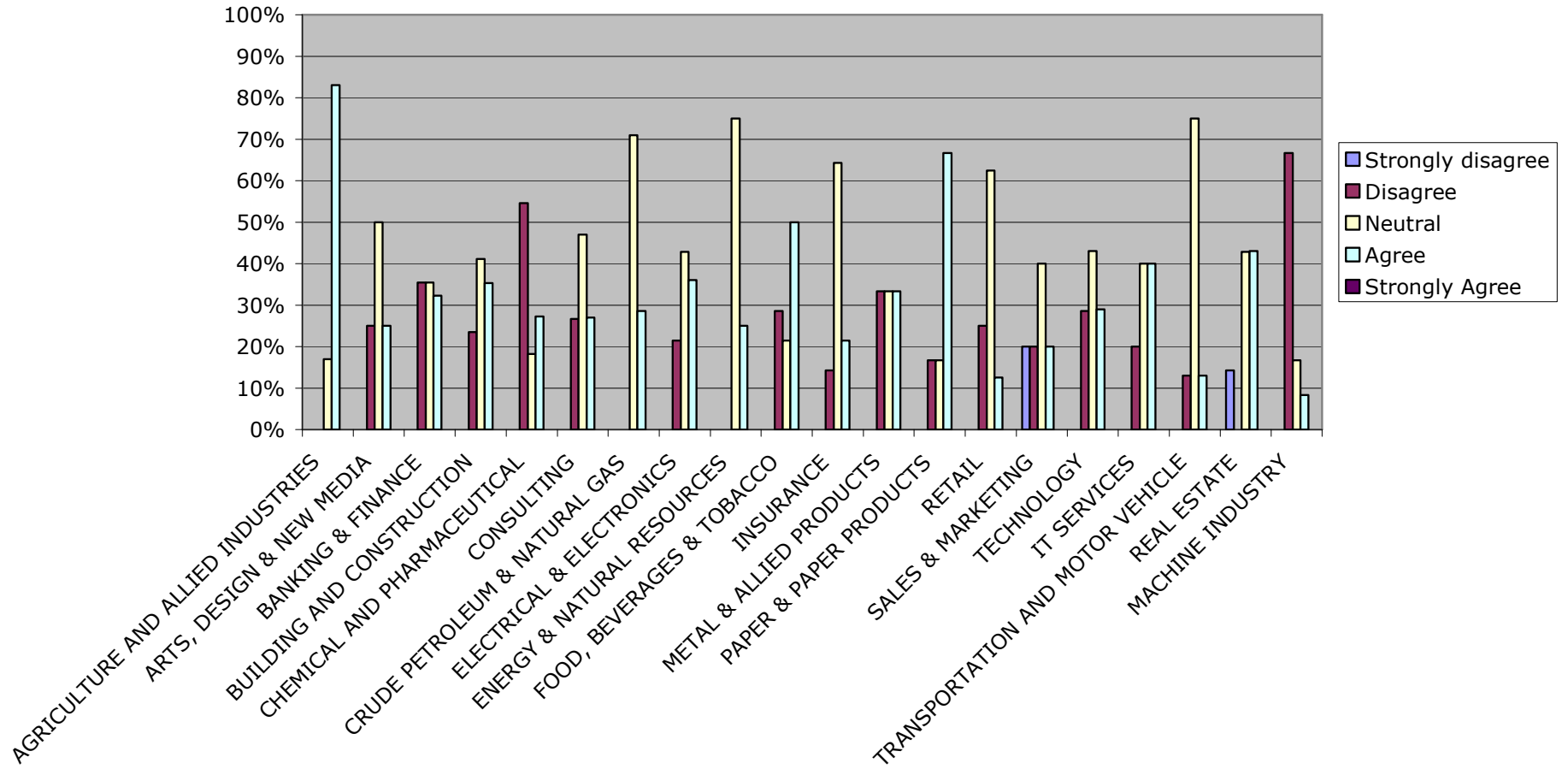


Diagram 9. Learning capabilities

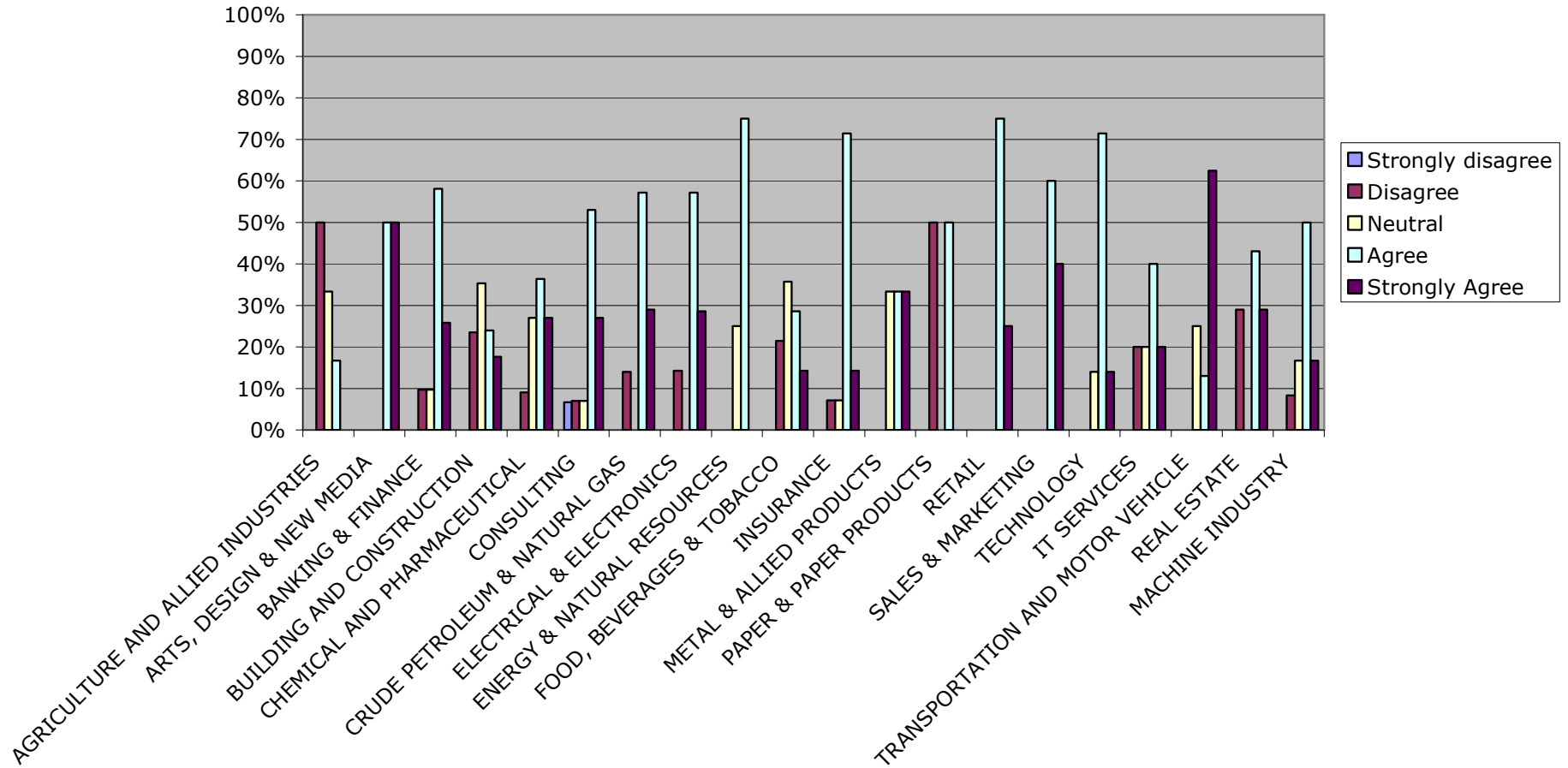


Diagram 10. Help of external consultants as a base for success

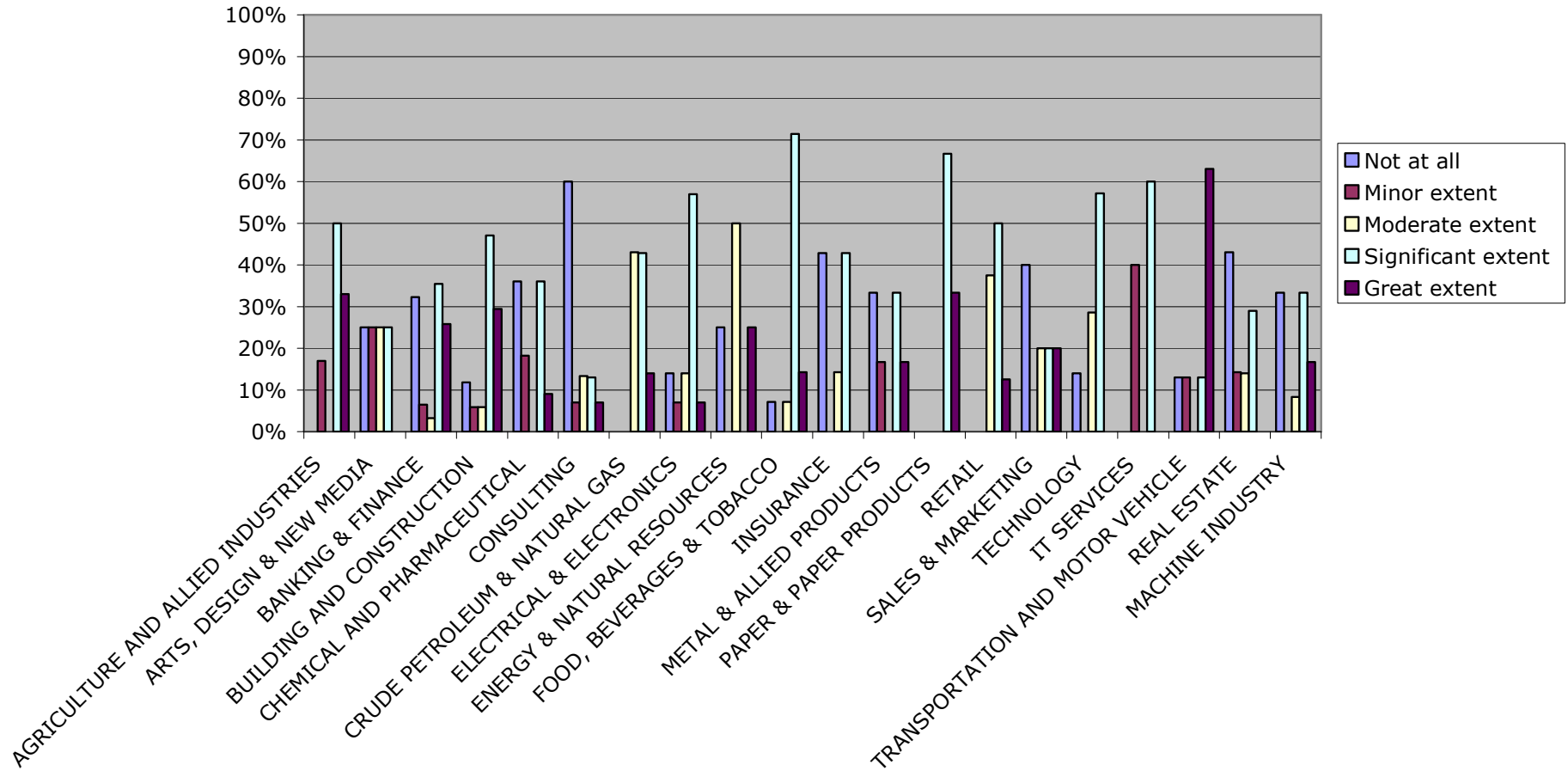


Diagram 11. IT - integral part of BPR

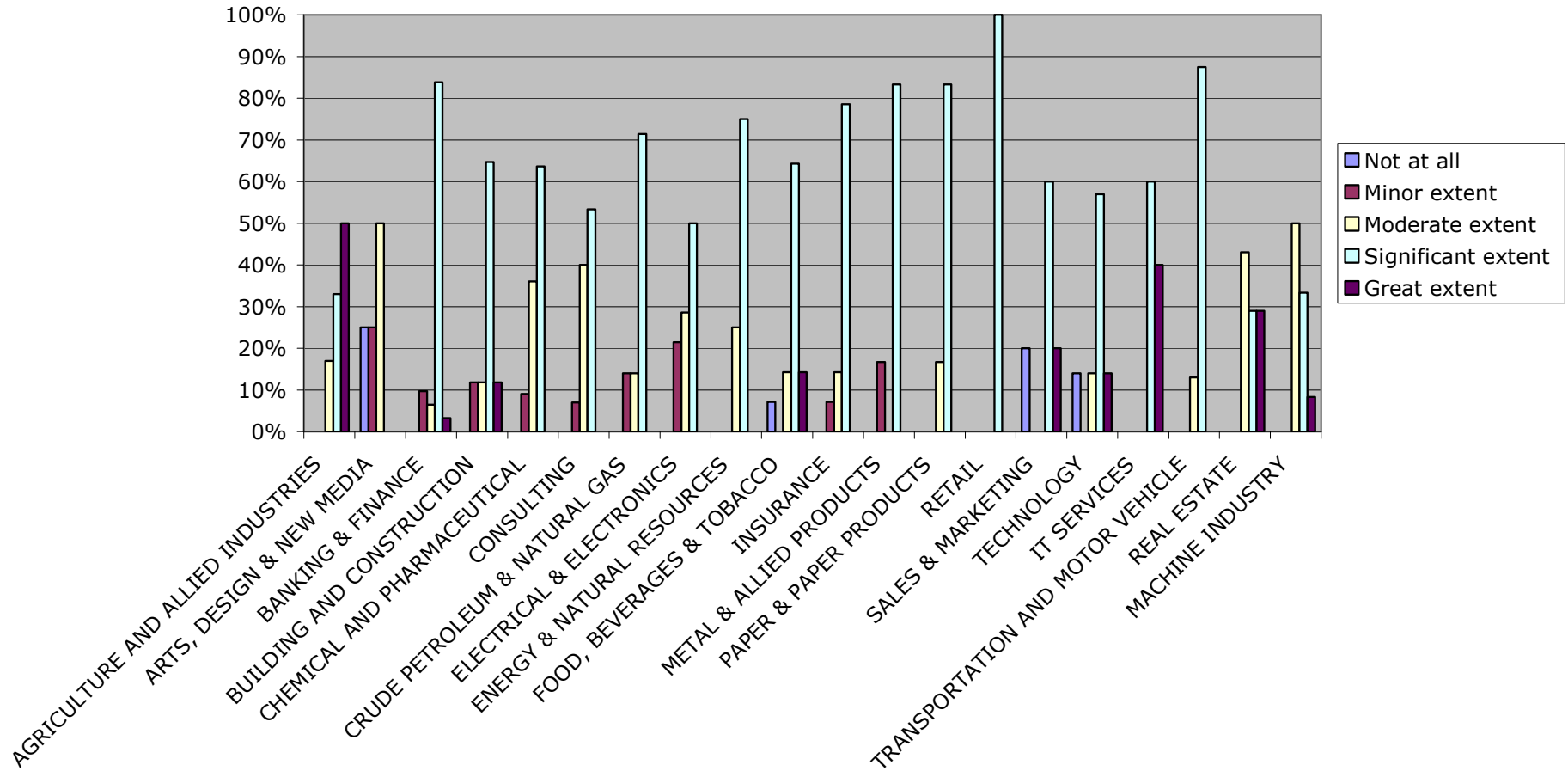


Diagram 12. Customer feedback

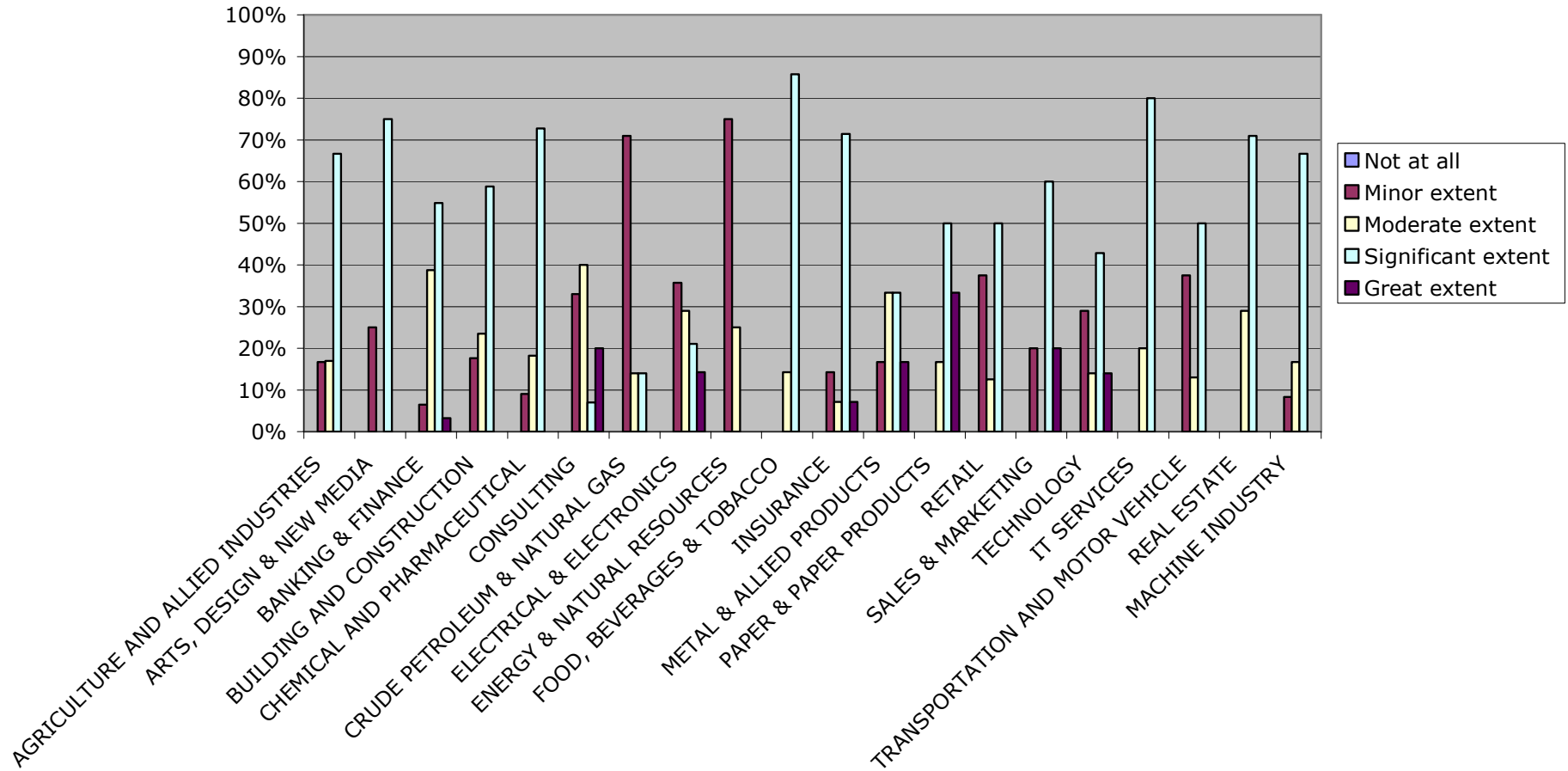


Diagram 13. Competitive pressures

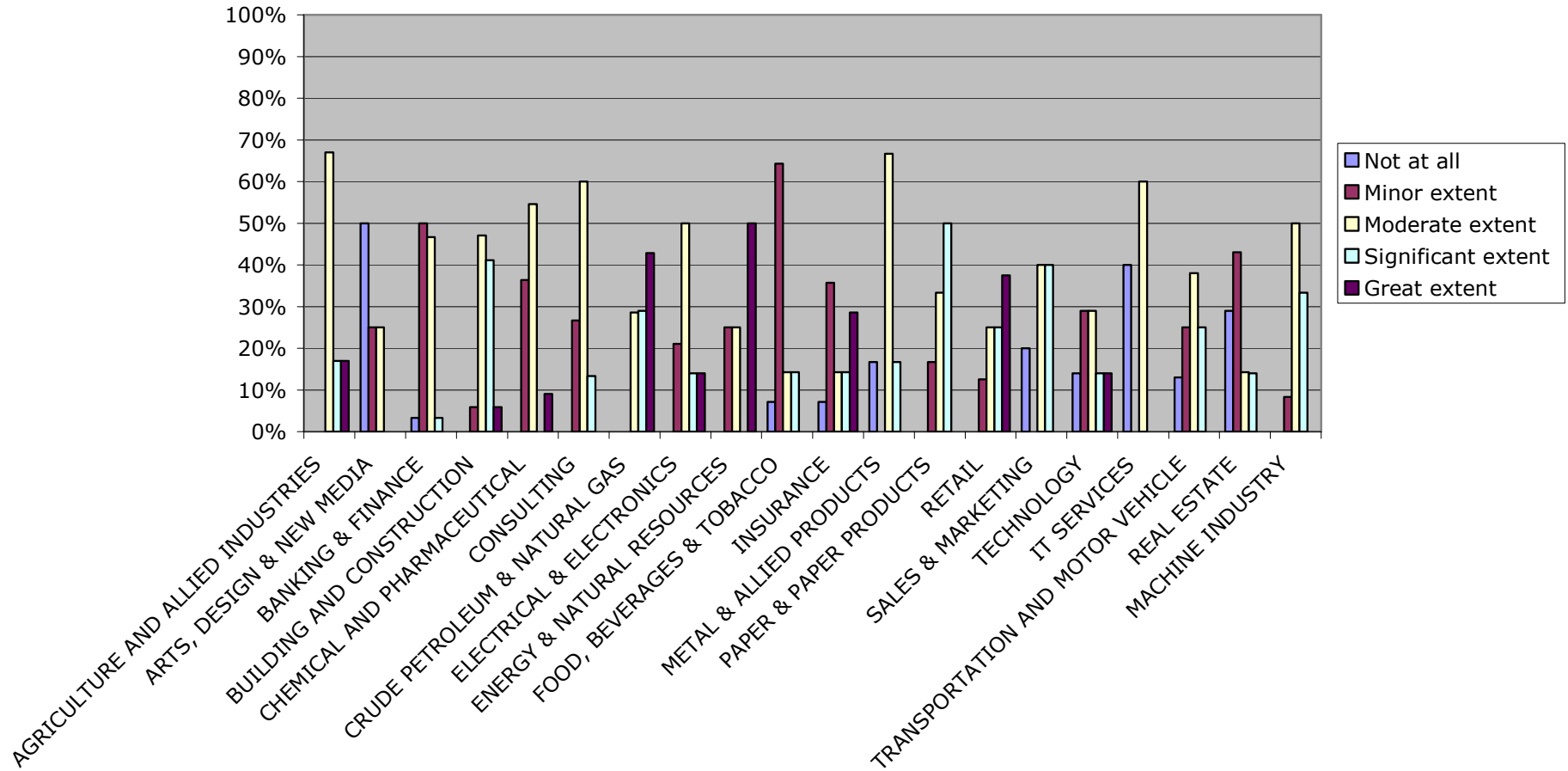


Diagram 14. Proactive approach

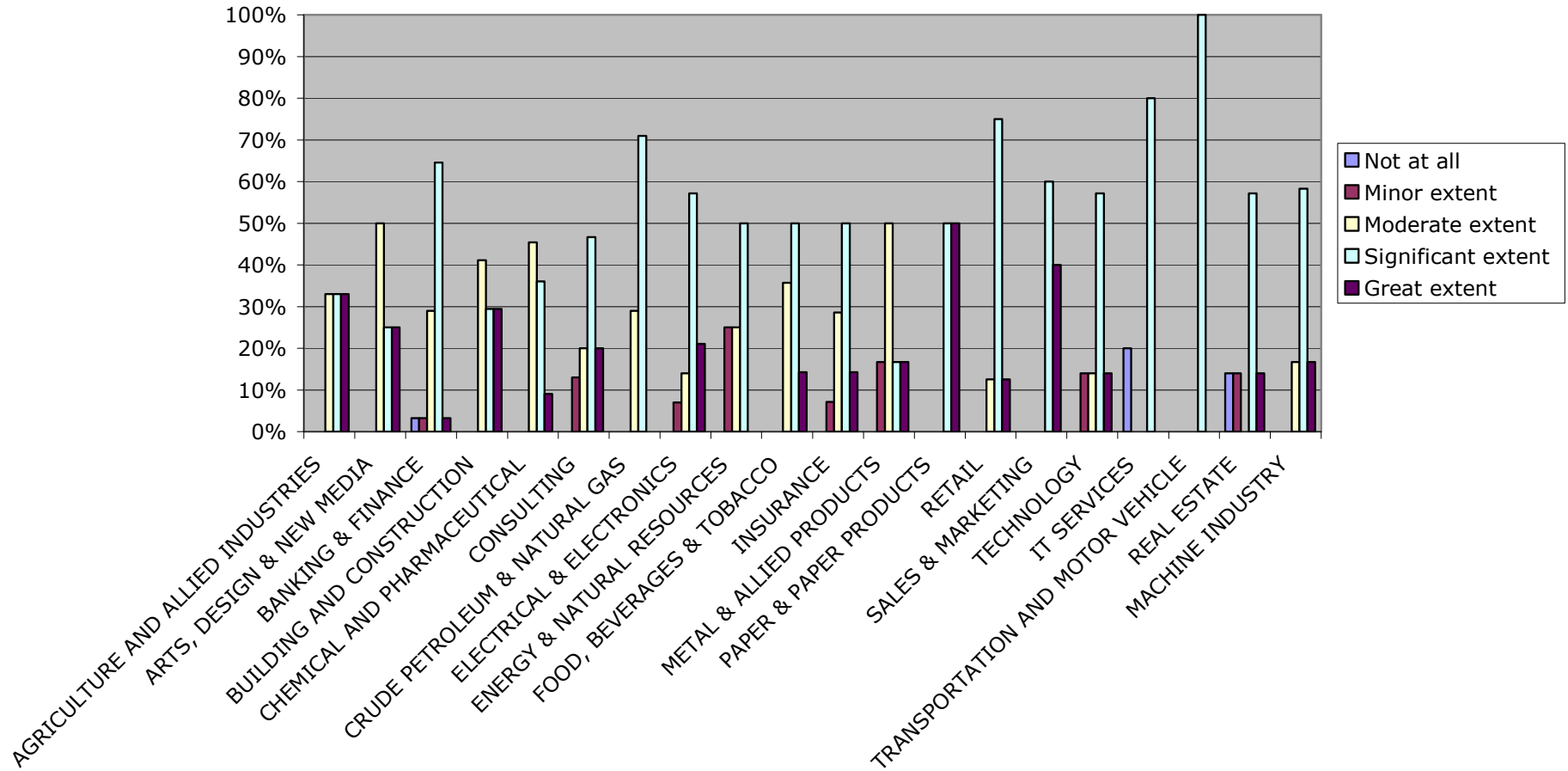


Diagram 15. Front office

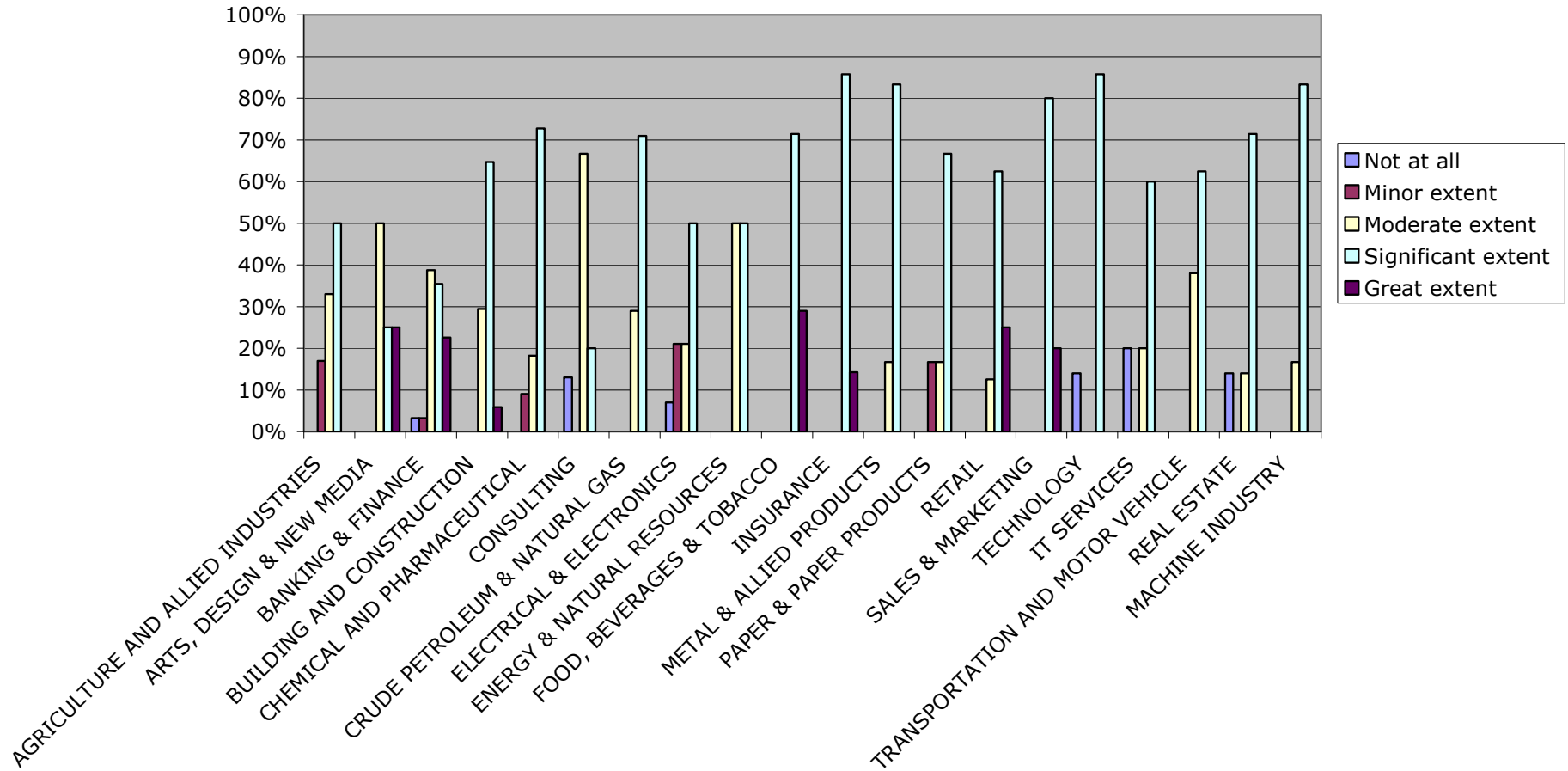


Diagram 16. Back office

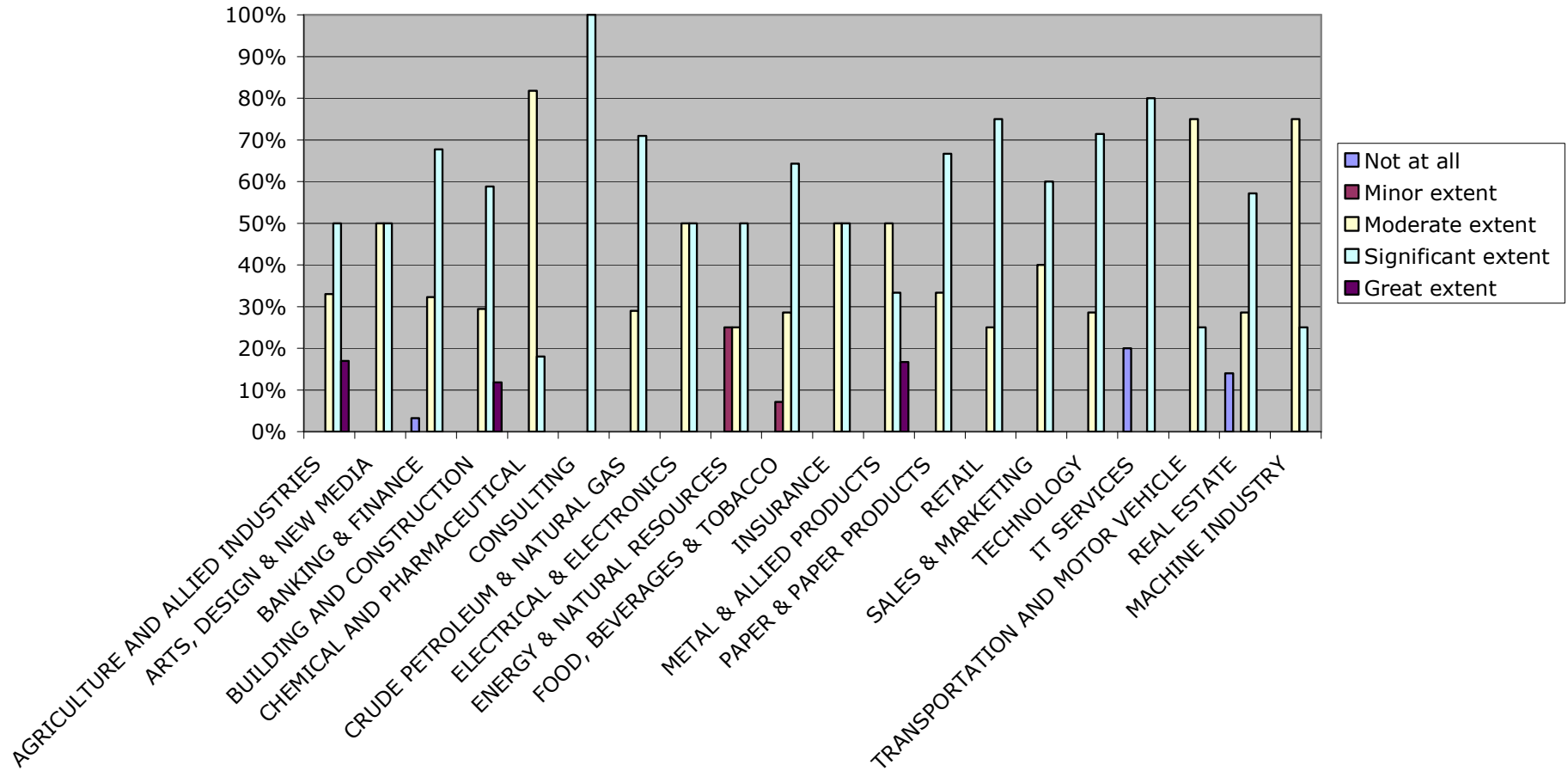


Diagram 17. Personnel

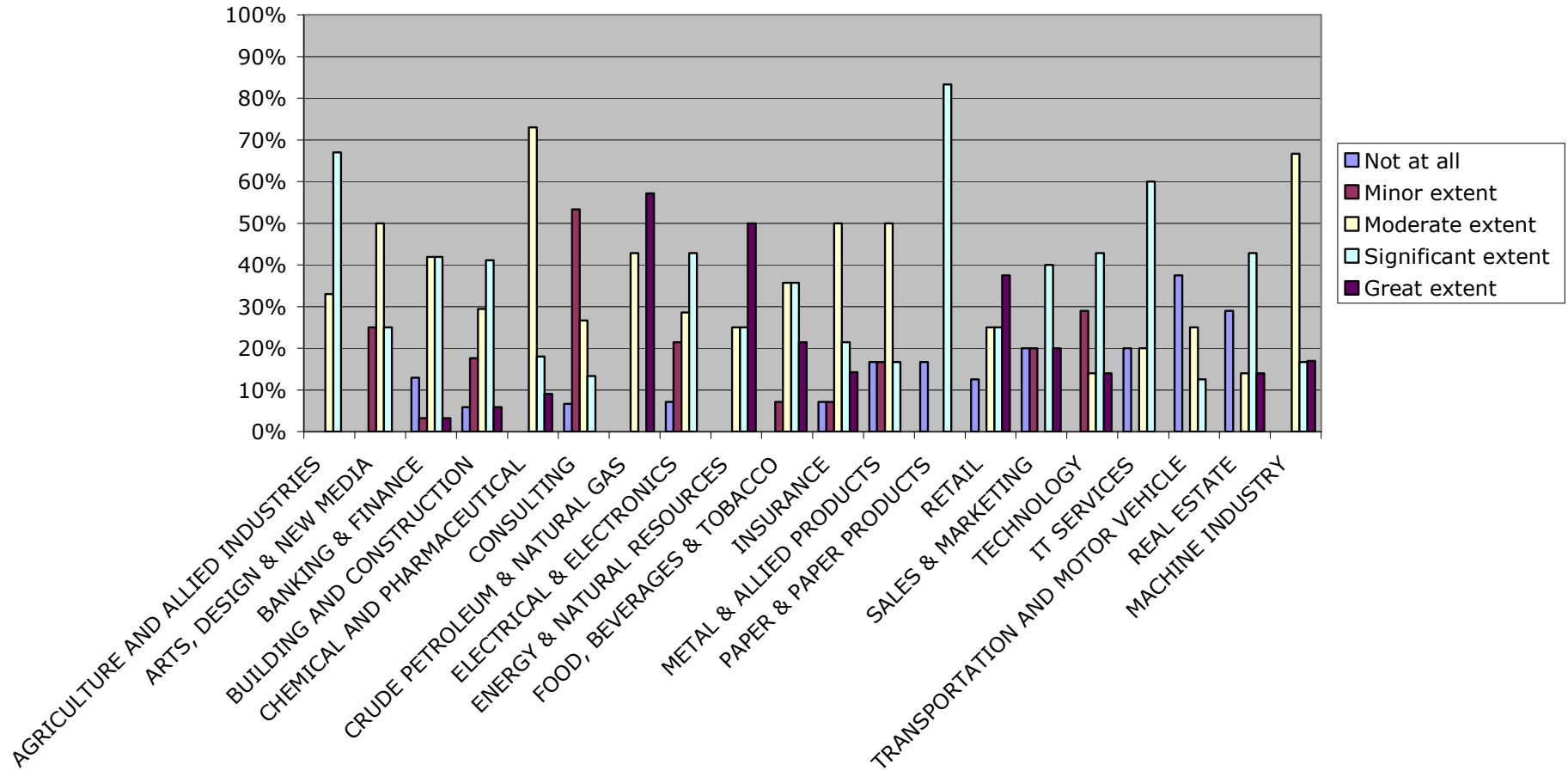


Diagram 18. Property maintenance

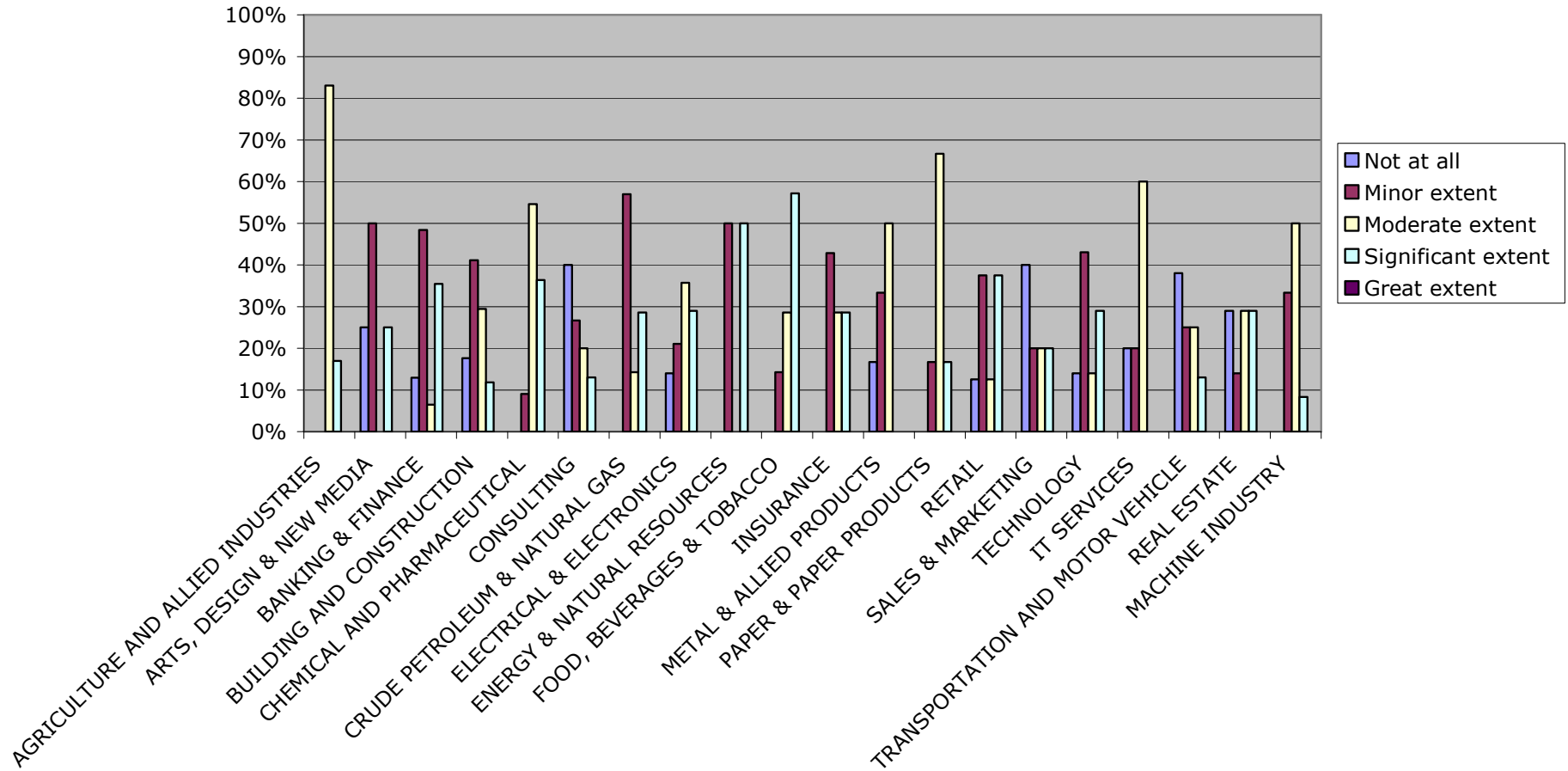


Diagram 19. Information technology

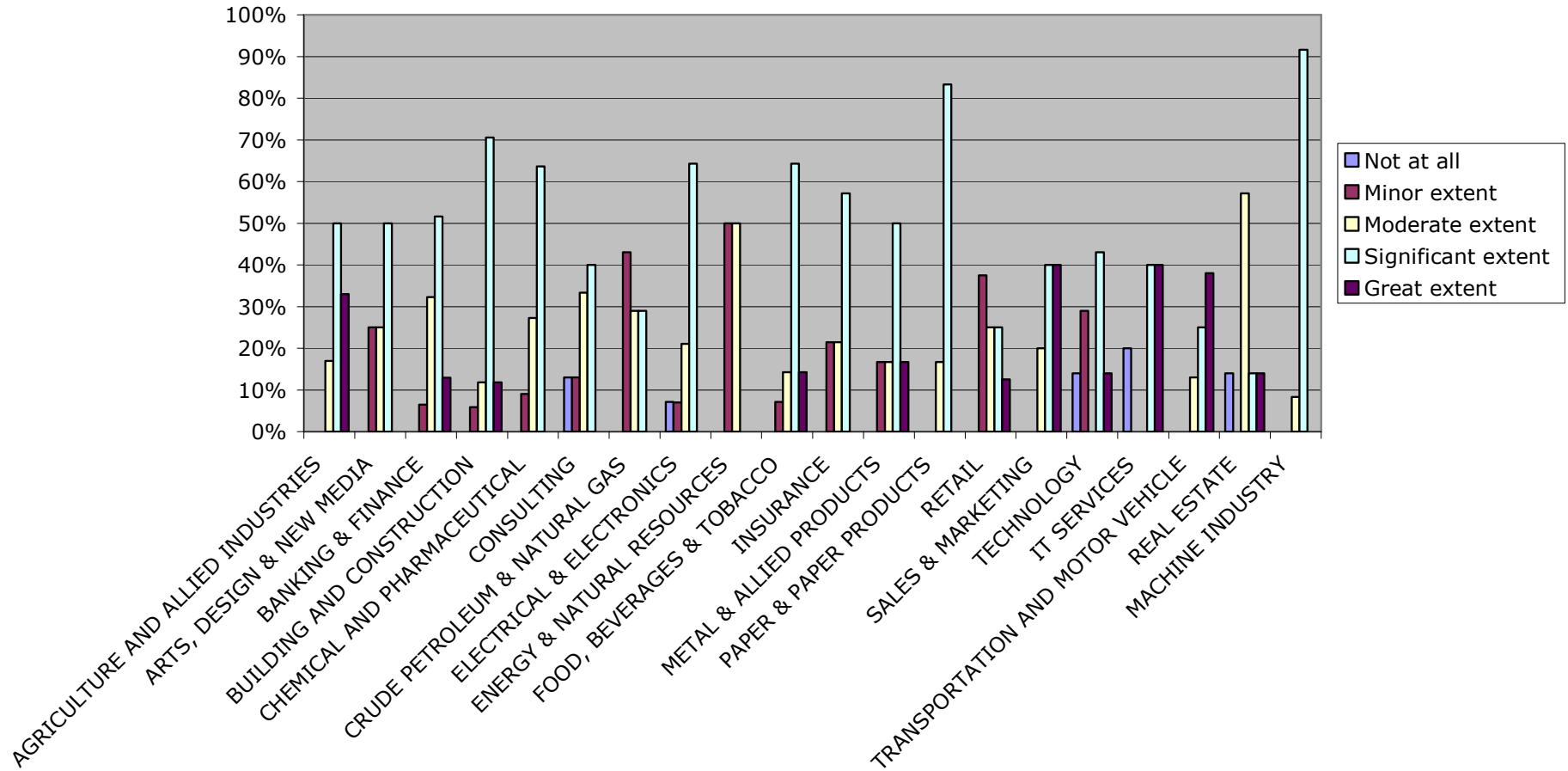


Diagram 20. Questions based on:

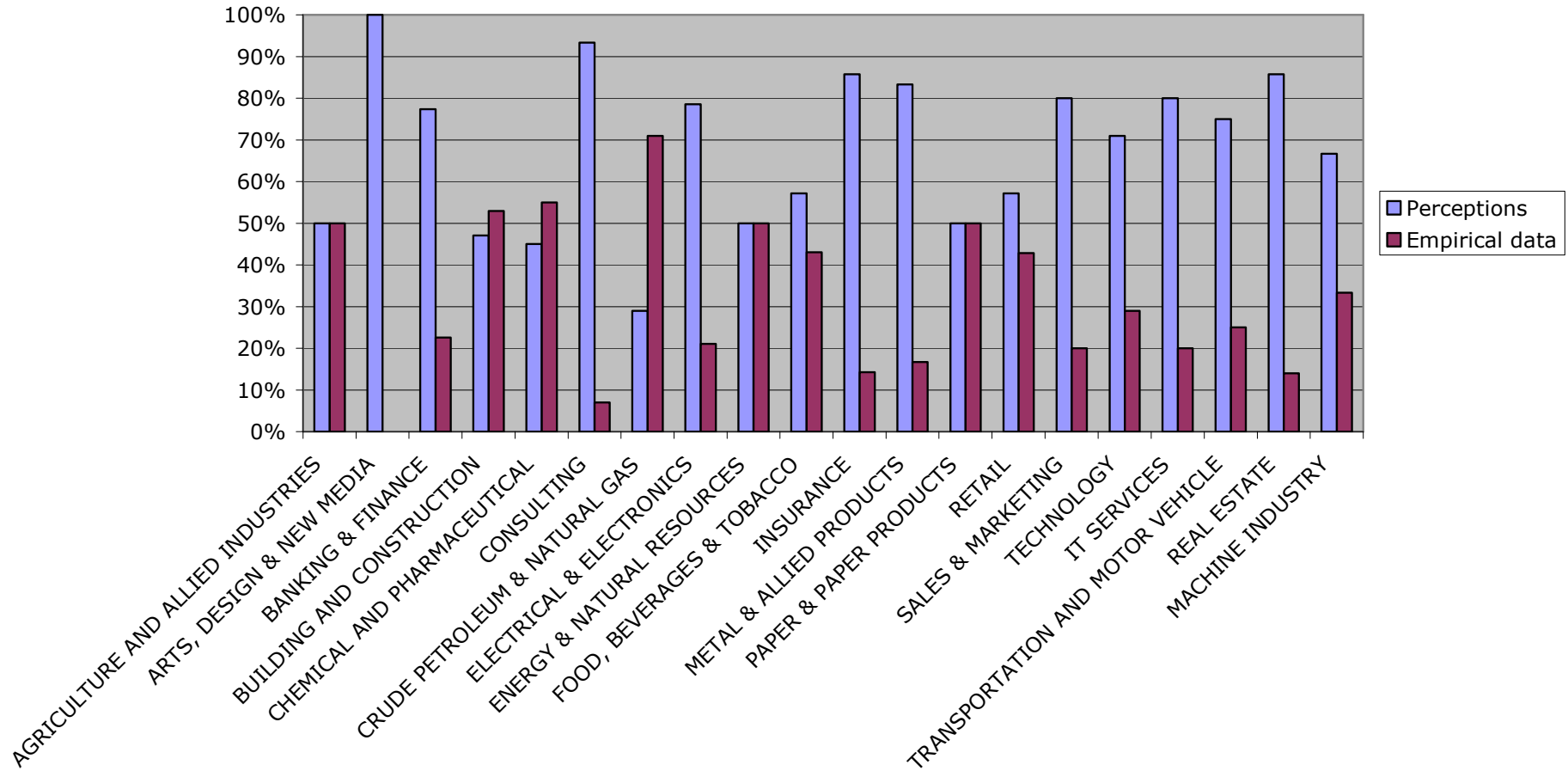


Diagram 21. Change in workforce

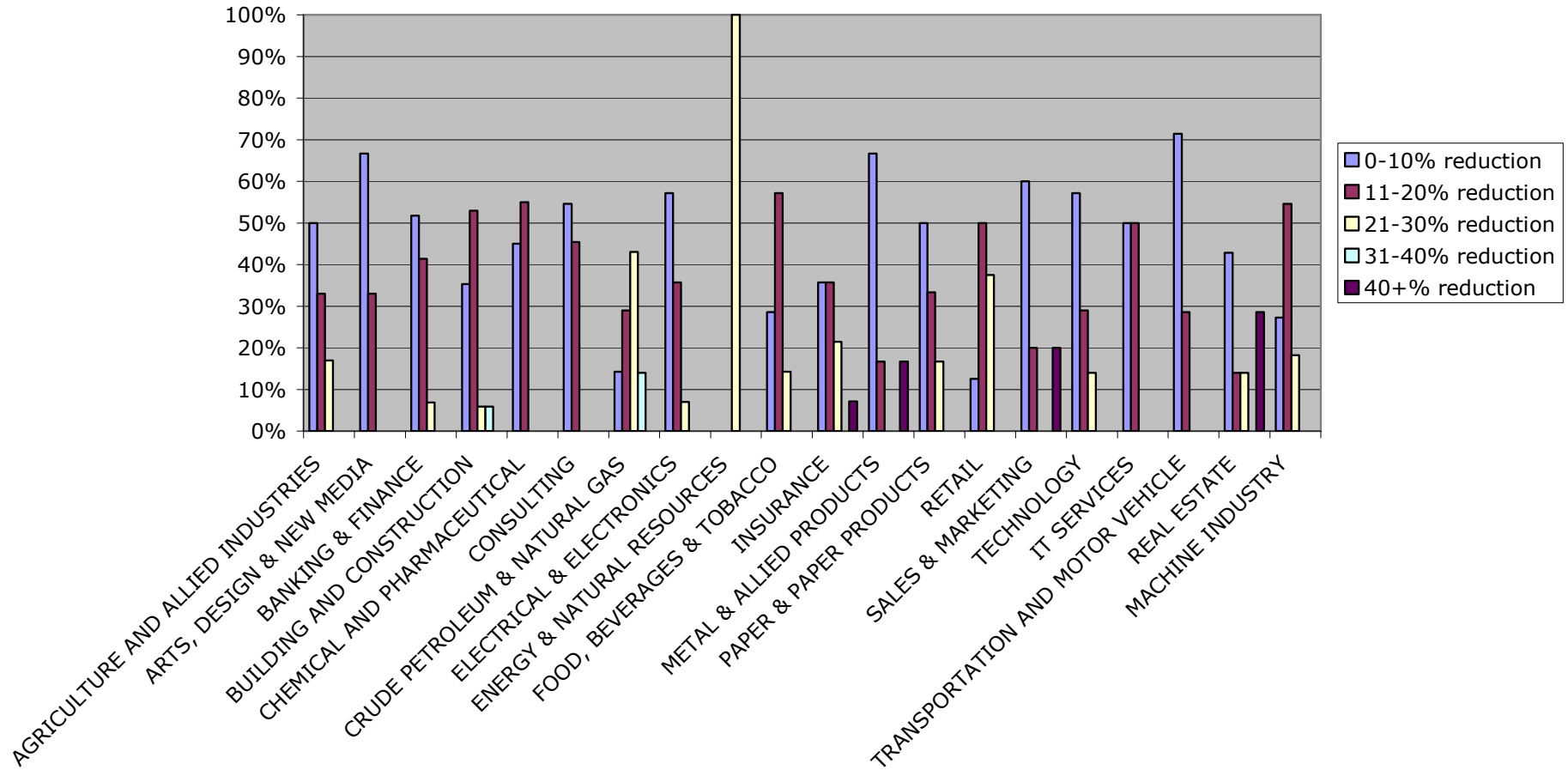


Diagram 22. Return on equity

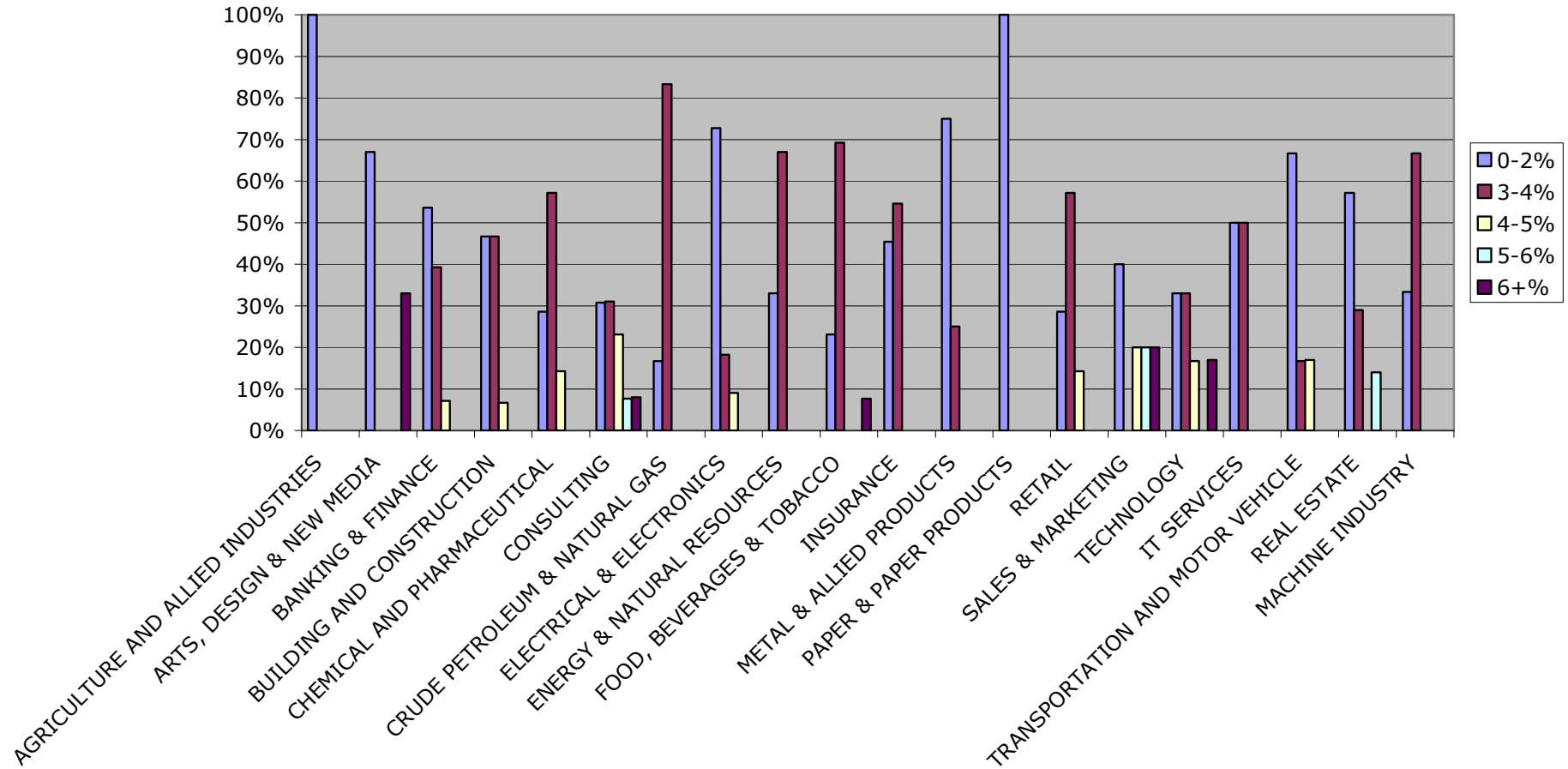


Diagram 23. Cost/income

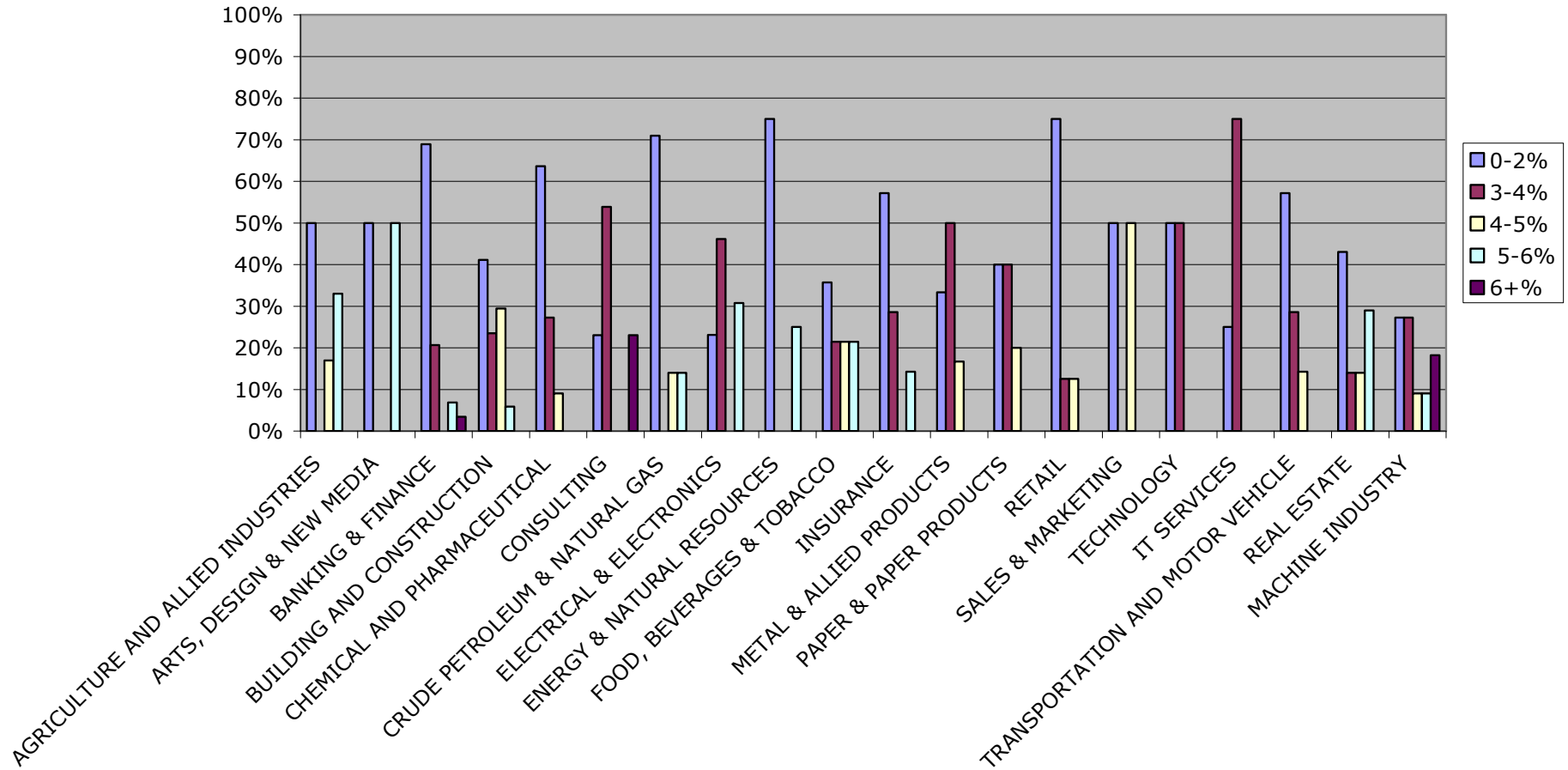


Diagram 24. Cycle time

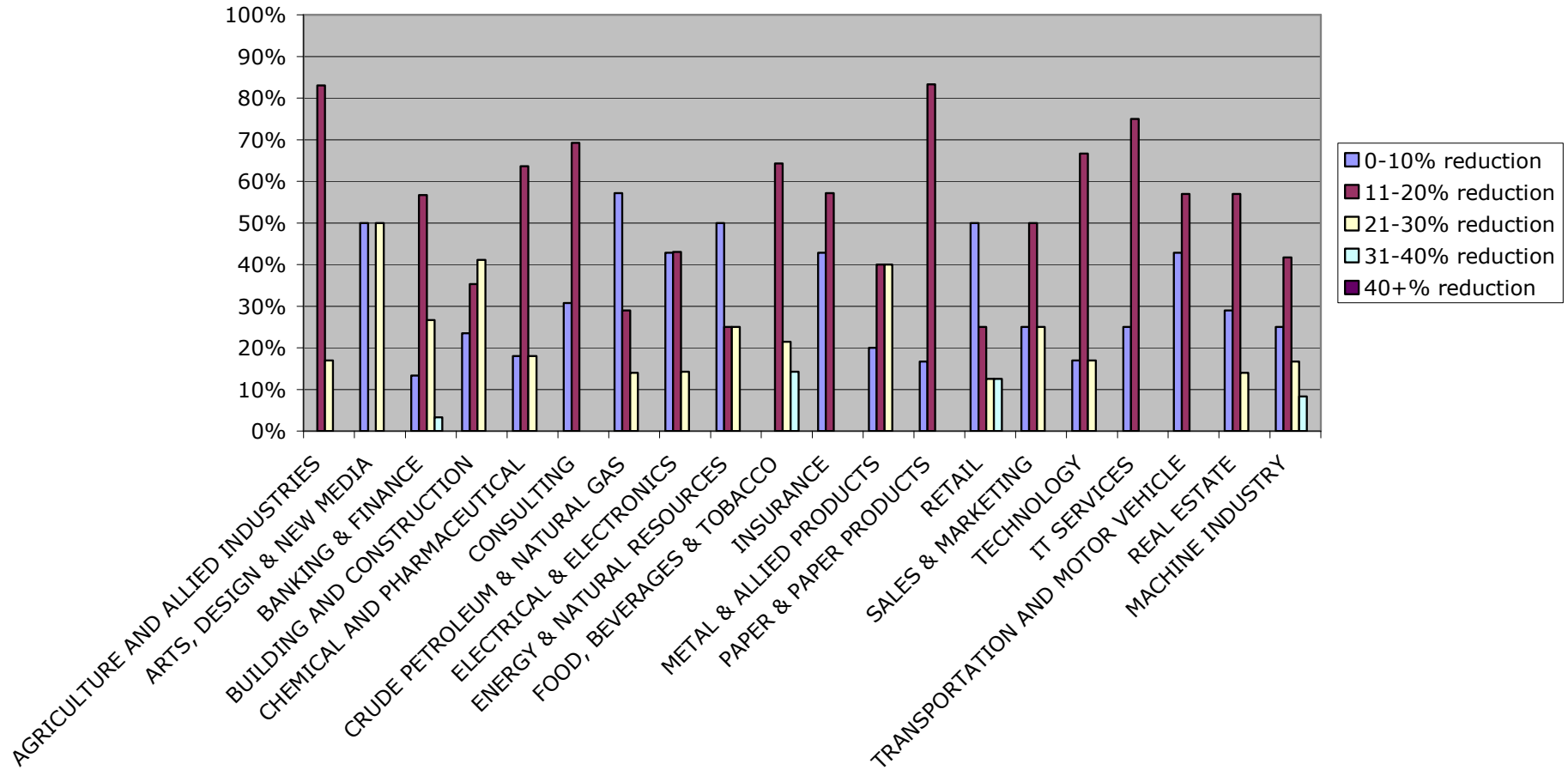


Diagram 25. Organizations ability to satisfy customers needs

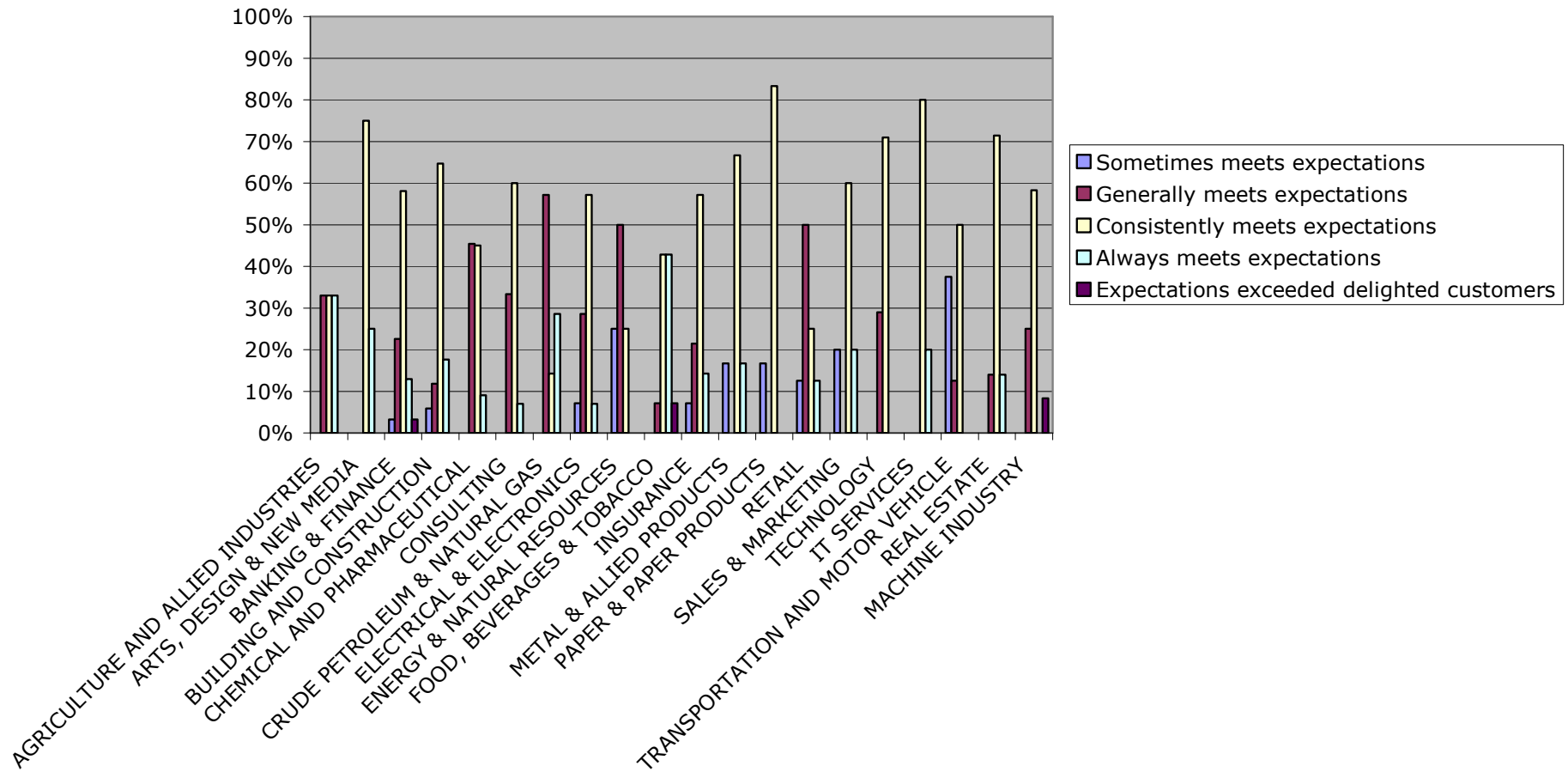


Diagram 26. Organizational culture

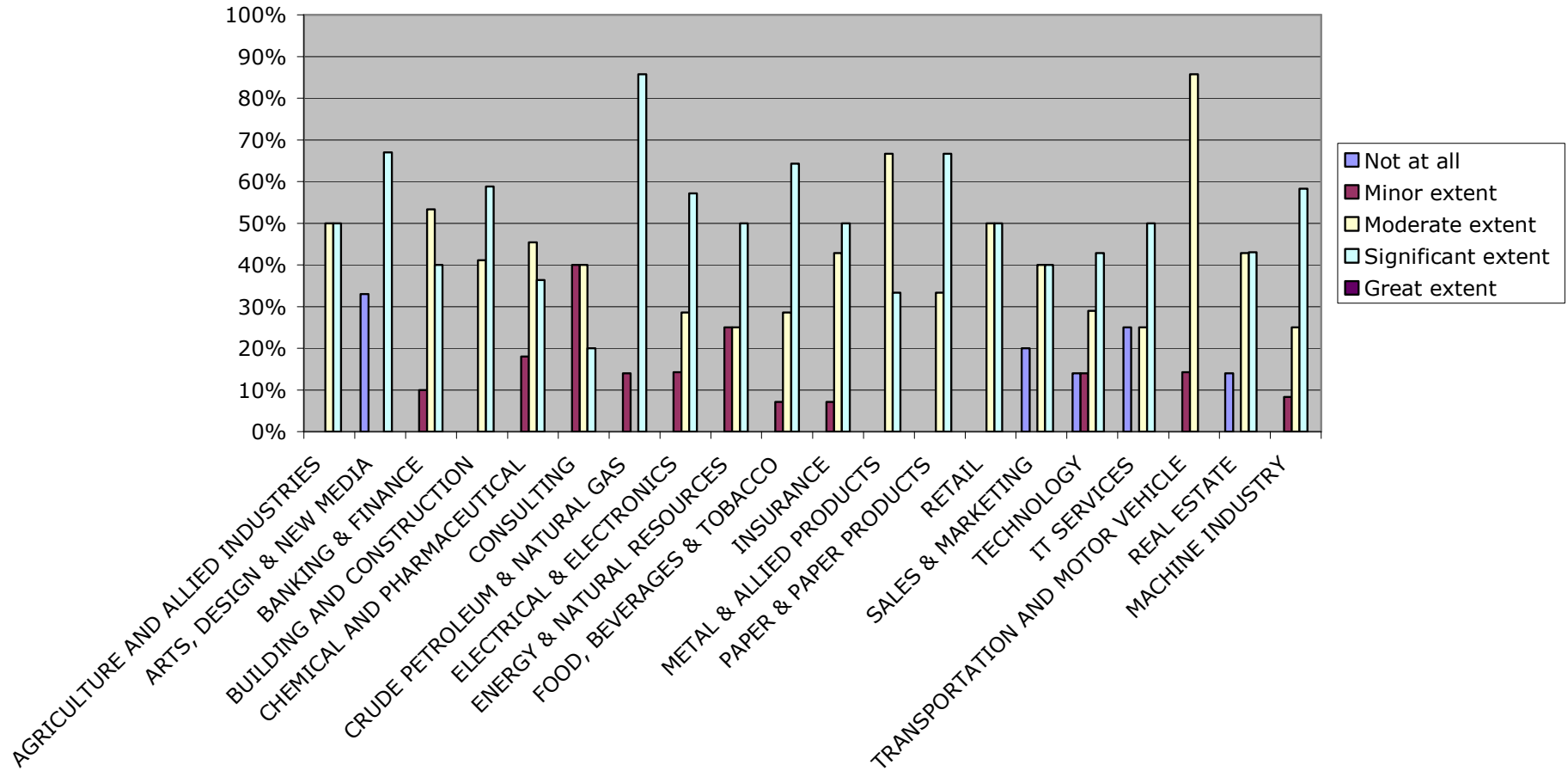


Diagram 27. Cooperation with external consultants facilitated BPR

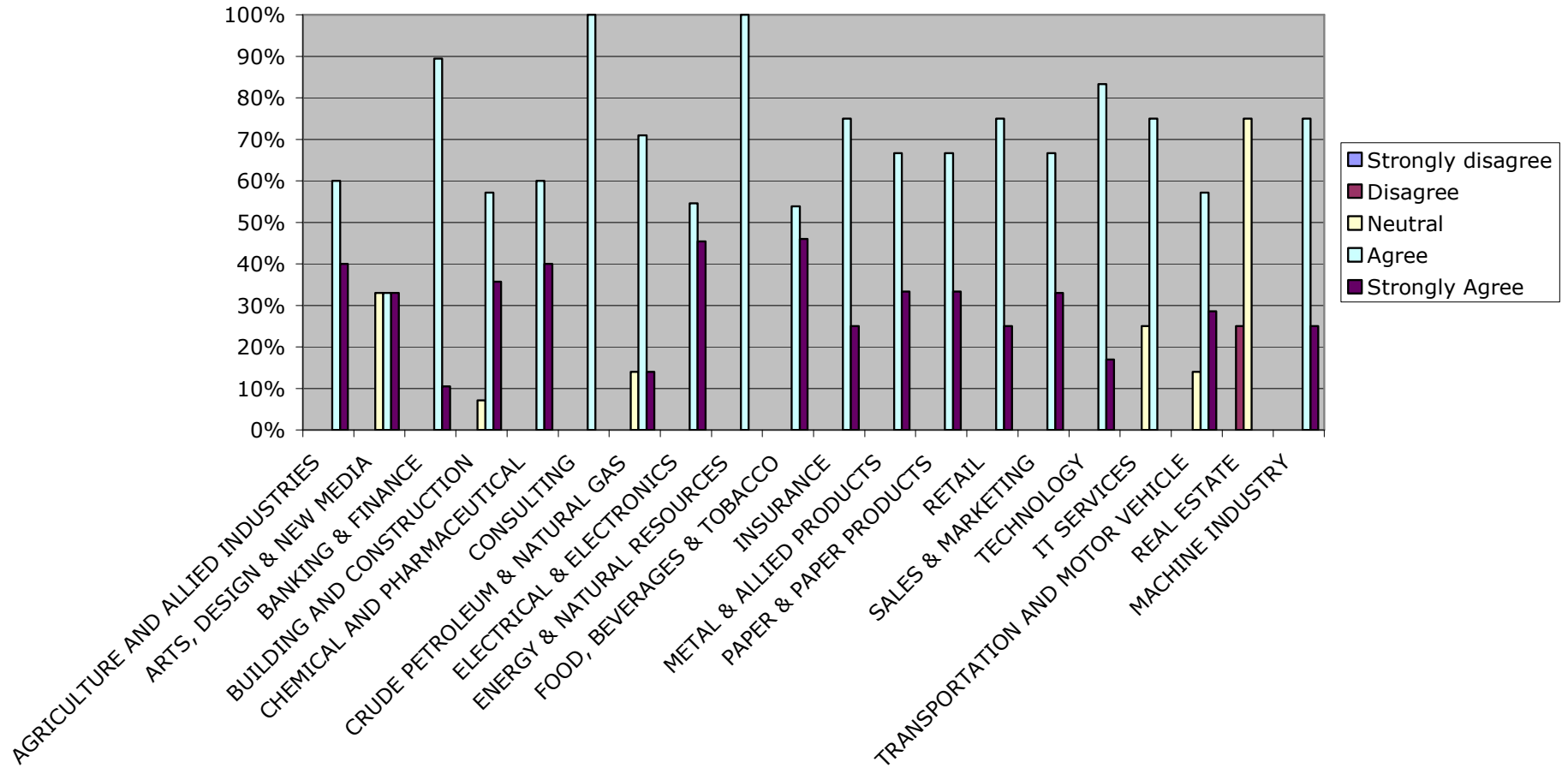
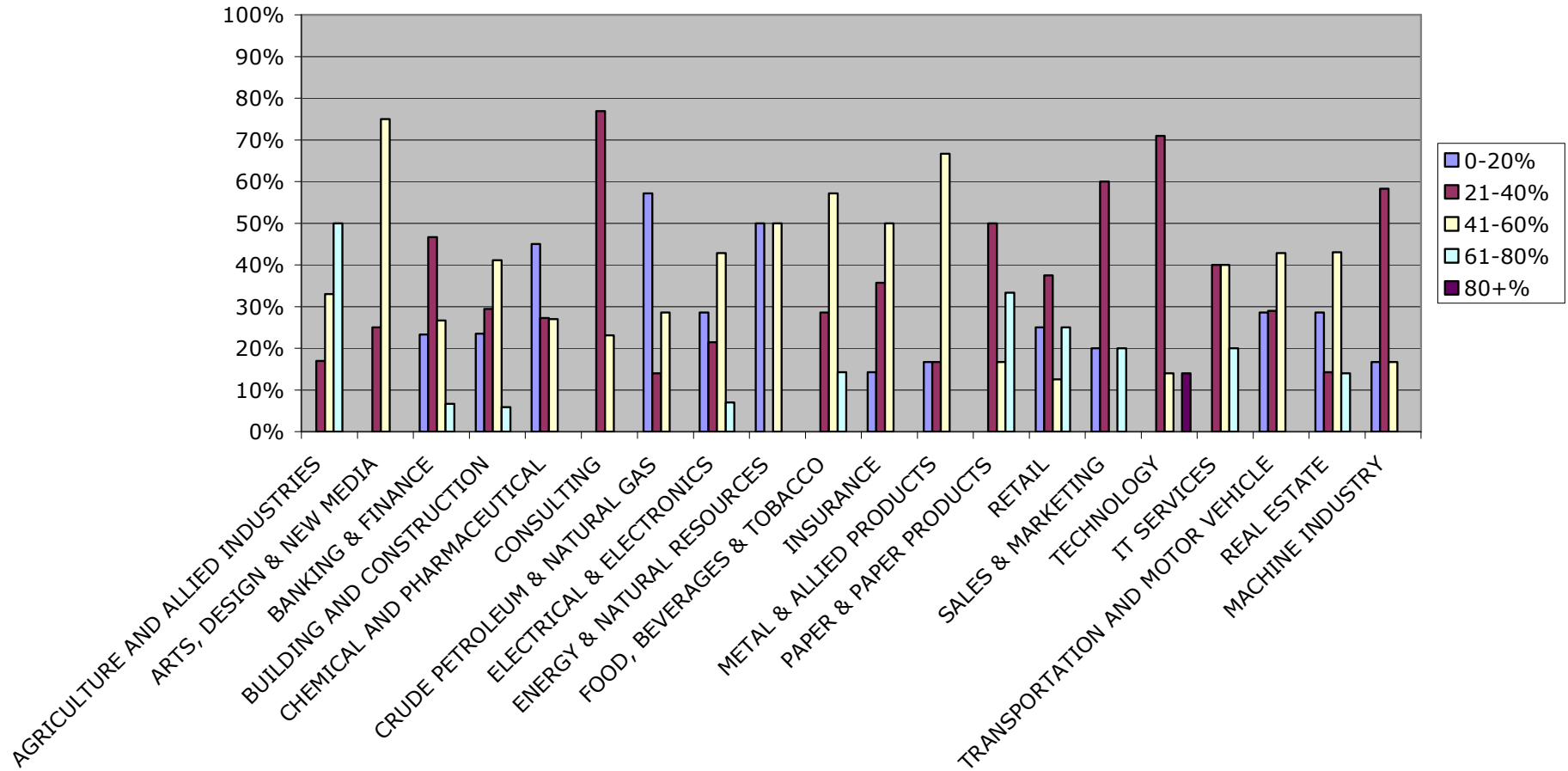


Diagram 28. Level of success



Appendix IV. Statistics for companies that employed/did not employed external consultants

	Organizations that employed consulting companies (including consulting firms)	Organizations that did not employ consulting companies (including consulting firms)	Non-consulting organizations that employed consulting firms	Non-consulting organizations that did not employ consulting firms
Executive Summary				
Yes	76%	79%	75%	75%
No	24%	21%	25%	25%
Industry				
Admin & customer service	0%	1%	0%	2%
Agriculture and allied industries	3%	1%	4%	2%
Arts, design & new media	2%	1%	2%	2%
Banking & finance	13%	16%	14%	20%
Building & construction	9%	4%	9%	5%
Chemical & pharmaceuticals	3%	8%	4%	10%
Consulting	1%	18%	0%	0%
Crude petroleum & natural gas	5%	0%	5%	0%
Education	0%	3%	0%	3%
Electrical & electronics	8%	3%	8%	3%
Energy & natural resources	2%	1%	2%	2%
Food, beverages & tobacco	9%	1%	9%	2%
Human resources	1%	0%	1%	0%
Insurance	6%	8%	6%	10%
Aluminium manufacturing	0%	1%	0%	2%
Medical	1%	1%	1%	2%
Mining	1%	0%	1%	0%
Paper & paper products, printing & publishing	4%	0%	4%	0%
Power generation & distribution	1%	0%	1%	0%
Retail	6%	0%	6%	0%
Sales & marketing	2%	3%	1%	3%
Social services	0%	1%	0%	2%
Technology	4%	1%	4%	2%
IT services	3%	1%	3%	2%

Tourism & hospitality	0%	4%	0%	5%
Trade & commerce	1%	1%	1%	2%
Transportation and motor vehicle	5%	3%	5%	3%
Real estate	2%	5%	2%	7%
Machine industry	6%	5%	6%	7%
Reason for bpr				
Increasing revenues	13%	14%	13%	14%
Improving the quality of customer service	15%	18%	15%	15%
Facilitating the introduction of new products	10%	5%	9%	7%
Reducing operating costs	18%	16%	18%	17%
Streamlining operations	21%	22%	21%	20%
Increasing demand pressure	3%	6%	3%	6%
Modifications in the expectations and lifestyles of clients and users	9%	10%	9%	12%
Problems derived from diminishing natural resources and provisions	1%	1%	1%	1%
Incentive to overcome crisis situation	12%	9%	12%	9%
Forecast of a wide liberalization process	1%	0%	1%	0%
Position				
Senior planning staff	8%	4%	8%	2%
Manager of strategic business unit	57%	27%	57%	17%
Line level planning staff	19%	11%	19%	14%
Part of internal BPR team	1%	20%	2%	24%
Others	15%	38%	14%	43%
Help of external consultants				
Yes	100%	0%	100%	0%
No	0%	100%	0%	100%
Role of IT				
Minimal role	3%	17%	3%	19%
Enabling role	71%	55%	71%	48%
Transitional phase – enabler/driver	18%	18%	17%	21%
Driver	8%	10%	8%	12%
Efforts driven by core-customer focused business processes				
Disagree	6%	3%	6%	3%
Neutral	13%	10%	13%	12%

Agree	62%	75%	62%	69%
Strongly agree	19%	13%	19%	16%
Part of corporate strategy				
Strongly disagree	0%	3%	0%	3%
Disagree	2%	4%	2%	0%
Neutral	42%	41%	42%	40%
Agree	52%	52%	52%	57%
Strongly agree	4%	0%	4%	0%
Change of organizational culture				
Disagree	1%	4%	1%	2%
Neutral	27%	44%	27%	41%
Agree	72%	51%	73%	55%
Strongly agree	0%	1%	0%	2%
„Clean slate” opportunity				
Strongly disagree	0%	3%	0%	3%
Disagree	26%	31%	27%	31%
Neutral	35%	42%	36%	40%
Agree	39%	24%	38%	26%
Constant trials, learning capabilities				
Strongly disagree	0%	1%	0%	0%
Disagree	19%	3%	19%	3%
Neutral	16%	21%	16%	24%
Agree	44%	56%	44%	57%
Strongly agree	21%	18%	21%	16%
Help of external consultants-base for success				
Not at all	1%	76%	1%	78%
Minor extent	1%	18%	2%	21%
Moderate extent	11%	4%	11%	2%
Significant extent	61%	1%	61%	0%
Great extent	25%	0%	25%	0%
IT-integral part of BPR				
Not at all	1%	0%	2%	0%
Minor extent	6%	11%	6%	12%
Moderate extent	14%	27%	14%	22%

Significant extent	69%	56%	69%	59%
Great extent	9%	6%	9%	7%
Customer feedback				
Minor extent	16%	17%	17%	12%
Moderate extent	22%	27%	22%	22%
Significant extent	57%	46%	58%	57%
Great extent	4%	10%	4%	9%
Competitive pressures				
Not at all	5%	4%	5%	5%
Minor extent	27%	23%	27%	23%
Moderate extent	35%	59%	36%	57%
Significant extent	24%	9%	23%	9%
Great extent	9%	4%	9%	5%
Proactive approach				
Not at all	0%	4%	0%	5%
Minor extent	4%	6%	4%	3%
Moderate extent	24%	28%	23%	31%
Significant extent	57%	49%	58%	50%
Great extent	15%	13%	15%	10%
Front office (customer touch points)				
Not at all	1%	7%	2%	5%
Minor extent	3%	7%	3%	9%
Moderate extent	23%	25%	23%	14%
Significant extent	62%	51%	61%	60%
Great extent	10%	10%	11%	12%
Back office (processing)				
Not at all	0%	4%	0%	5%
Minor extent	1%	1%	2%	2%
Moderate extent	36%	42%	36%	52%
Significant extent	60%	49%	59%	38%
Great extent	3%	3%	3%	3%
Personnel (payrolls, records maintenance)				
Not at all	4%	15%	5%	17%
Minor extent	7%	13%	8%	2%

Moderate extent	37%	37%	37%	40%
Significant extent	40%	25%	39%	29%
Great extent	11%	10%	11%	12%
Property maintenance				
Not at all	7%	18%	8%	12%
Minor extent	29%	30%	30%	29%
Moderate extent	26%	32%	26%	36%
Significant extent	37%	20%	37%	22%
Great extent	0%	0%	0%	0%
Information technology				
Not at all	1%	6%	2%	3%
Minor extent	7%	15%	8%	16%
Moderate extent	19%	28%	20%	26%
Significant extent	59%	45%	58%	48%
Great extent	13%	6%	13%	7%
Questions based on:				
Perceptions	67%	73%	66%	69%
Empirical data	33%	27%	34%	31%
Change in workforce				
0-10% reduction	36%	58%	36%	59%
11-20% reduction	48%	31%	48%	29%
21-30% reduction	12%	8%	13%	9%
31-40% reduction	1%	0%	1%	0%
40+% reduction	2%	3%	2%	4%
Return on equity				
0-2%	45%	55%	45%	63%
3-4%	47%	27%	47%	26%
4-5%	6%	10%	6%	5%
5-6%	0%	6%	2%	5%
6+%	2%	2%		0%
Cost/income				
0-2%	40%	62%	39%	71%
3-4%	36%	17%	35%	10%
4-5%	11%	11%	11%	13%

5-6%	12%	3%	13%	4%
6+%	2%	6%	2%	2%
Cycle time				
0-10% reduction	21%	33%	21%	33%
11-20% reduction	56%	48%	55%	45%
21-30% reduction	19%	18%	20%	22%
31-40% reduction	4%	0%	4%	0%
Organization's ability to satisfy customers				
Sometimes meets expectations	4%	8%	4%	10%
Generally meets expectations	22%	23%	22%	19%
Consistently meets expectations	59%	49%	58%	48%
Always meets expectations	14%	20%	14%	22%
Expectations exceeded delighted customers	2%	0%	2%	0%
Organizational culture				
Not at all	1%	3%	1%	4%
Minor extent	7%	14%	7%	7%
Moderate extent	36%	50%	36%	51%
Significant extent	57%	33%	56%	39%
Cooperation with external consultants				
Disagree	0%	50%	0%	100%
Neutral	3%	0%	3%	0%
Agree	70%	50%	69%	0%
Strongly agree	27%	0%	27%	0%
Level of success				
0-20%	8%	42%	8%	50%
21-40%	35%	37%	35%	29%
41-60%	46%	16%	46%	16%
61-80%	10%	4%	10%	5%
80+%	1%	0%	1%	0%

Source: own study

Appendix V. Survey instrument

SUCCESSFUL PREDICTORS OF BUSINESS PROCESS REENGINEERING (BPR) IN TOP COMPANIES IN THE EUROPEAN UNION

Essential question

Has business process reengineering (BPR) been ever performed in your company?

- ☐ Yes
- ☐ No

If yes has been marked for the above please provide the following information:

Personal Information (optional)

Would you like a copy of the executive summary of this research?

- ☐ Yes
- ☐ No

If yes has been marked for the above please provide the following information:

Name:

Title:

Address:

Phone:

SECTION A

Please tick the box which best describes your response

1. Which category best describes your organization?

- ☐ Admin & Customer Service
- ☐ Agriculture and Allied Industries
- ☐ Arts, Design & New Media
- ☐ Banking & Finance
- ☐ Building & Construction
- ☐ Ceramics
- ☐ Chemical & Pharmaceuticals
- ☐ Consulting
- ☐ Crude Petroleum & Natural Gas
- ☐ Electrical & Electronics
- ☐ Energy & Natural Resources
- ☐ Extraction
- ☐ Food, Beverages & Tobacco
- ☐ Human Resources
- ☐ Insurance
- ☐ Legal

- ☐ Medical
- ☐ Metal and Allied Products
- ☐ Mining
- ☐ Other, please specify.....
- ☐ Paper & Paper Products, Printing & Publishing
- ☐ Power Generation & Distribution
- ☐ Public Sector
- ☐ Retail
- ☐ Sales & Marketing
- ☐ Social Services
- ☐ Technology
- ☐ Textile & Leather
- ☐ Tourism & Hospitality
- ☐ Trade & Commerce
- ☐ Transportation and Motor Vehicle
- ☐ Water & Water Resources
- ☐ Wood and Allied Products

2. Which of the following does your organization consider to be the most important objective of a business process reengineering program?

- ☐ Increasing revenues
- ☐ Improving the quality of customer service
- ☐ Facilitating the introduction of new products
- ☐ Reducing operating costs
- ☐ Streamlining operations
- ☐ Increasing demand pressure
- ☐ Modifications in the expectations and lifestyles of clients and users
- ☐ Problems derived from diminishing natural resources and provisions
- ☐ Problems derived from political–legal changes related to the reorganization of public institutions
- ☐ Incentive to overcome crisis situation
- ☐ Forecast of a wide liberalization process
- ☐ Other, please specify.....

3. Which of the following best describes your position?

- ☐ Senior Planning staff
- ☐ Manager of strategic business unit
- ☐ Line level planning staff
- ☐ Part of internal BPR team
- ☐ Other, please specify.....

4. Has your business process reengineering program been implemented with the help of external consultants?

- ☐ Yes
- ☐ No

SECTION B

Reengineering Strategic Factors

Please tick the box which best describes your response

5. What role has information technology played in your business process reengineering program?

- ☐ No role
- ☐ Minimal role
- ☐ Enabling role
- ☐ Transitional phase – enabler/driver
- ☐ Driver

6. Our reengineering efforts are driven by core-customer focused business processes

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

7. Reengineering is part of our organization's corporate strategy

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

8. Reengineering changed an organizational culture in our company

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

9. Reengineering gave our company a „clean slate” opportunity

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

10. Reengineering is about constant trials. An organization must develop learning capabilities early and learn from failures as well as successes

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

SECTION C

Understanding and experience with BPR

How would you rate the following statements in relation to your understanding and experience with BPR?

11. Reengineering with the help of external consultants was a base for our corporate success

- ☐ Not at all
- ☐ Minor extent
- ☐ Moderate extent
- ☐ Significant extent
- ☐ Great extent

12. IT is much more integral part of reengineered business processes

- ☐ Not at all
- ☐ Minor extent
- ☐ Moderate extent
- ☐ Significant extent
- ☐ Great extent

13. Customer feedback was used when redesigning processes

- ☐ Not at all
- ☐ Minor extent
- ☐ Moderate extent
- ☐ Significant extent
- ☐ Great extent

14. BPR has been implemented as a reactive action as a result of competitive pressures

- ☐ Not at all
- ☐ Minor extent
- ☐ Moderate extent
- ☐ Significant extent
- ☐ Great extent

15. BPR has been implemented as a proactive approach to prepare the organization for the future

- ☐ Not at all

- ☐ Minor extent
- ☐ Moderate extent
- ☐ Significant extent
- ☐ Great extent

16. To what extent have the following business processes been changed?

Front office (customer touch points)

- ☐ Not at all
- ☐ Minor extent
- ☐ Moderate extent
- ☐ Significant extent
- ☐ Great extent

Back office (processing)

- ☐ Not at all
- ☐ Minor extent
- ☐ Moderate extent
- ☐ Significant extent
- ☐ Great extent

Personnel (payrolls, records maintenance)

- ☐ Not at all
- ☐ Minor extent
- ☐ Moderate extent
- ☐ Significant extent
- ☐ Great extent

Property maintenance

- ☐ Not at all
- ☐ Minor extent
- ☐ Moderate extent
- ☐ Significant extent
- ☐ Great extent

Information Technology

- ☐ Not at all
- ☐ Minor extent
- ☐ Moderate extent
- ☐ Significant extent
- ☐ Great extent

SECTION D

Performance measures

The answers to the following questions are based on:

- ☐ Perceptions
- ☐ Empirical data

17. What has been the change in workforce numbers as a result of business process reengineering?

- ☐ 0-10% reduction
- ☐ 11-20% reduction
- ☐ 21-30% reduction
- ☐ 31-40% reduction
- ☐ 40+% reduction

18. What has been the percentage point improvement in return on equity as a result of the reengineering program?

- ☐ 0-2%
- ☐ 3-4%
- ☐ 4-5%
- ☐ 5-6%
- ☐ 6+%

19. What has been the percentage point improvement in cost/income as a result of reengineering program?

- ☐ 0-2%
- ☐ 3-4%
- ☐ 4-5%
- ☐ 5-6%
- ☐ 6+%

20. What has been the reduction in cycle time as a result of business process reengineering?

- ☐ 0-10% reduction
- ☐ 11-20% reduction
- ☐ 21-30% reduction
- ☐ 31-40% reduction
- ☐ 40+% reduction

21. Which response best describes your organization's ability to satisfy customers following the implementation of your business process reengineering program?

- ☐ Sometimes meets expectations
- ☐ Generally meets expectations
- ☐ Consistently meets expectations

- ☐ Always meets expectations
- ☐ Expectations exceeded delighted customers

22. How has the organizational culture been changed in your company after implementing BPR?

- ☐ Not at all
- ☐ Minor extent
- ☐ Moderate extent
- ☐ Significant extent
- ☐ Great extent

23. Does the cooperation with external consultants facilitate the process of implementing BPR in your company?

(Answer only in the case when external consultants were employed)

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

24. What has been the percentage indicating the level of success that your organization has achieved in BPR implementation?

- ☐ 0-20%
- ☐ 21-40%
- ☐ 41-60%
- ☐ 61-80%
- ☐ 80+%

Appendix VI. Abstract (English)

This master dissertation concerns the significance of Business Process Reengineering (BPR) for management practice in international companies. The research scrutinizes the theory and practice of redesign practices by studying its foundations and application in diverse set of industries. The central finding of the study is that the implementation of BPR as part of the company's business strategy, coupled with focusing BPR practices on core-customer business processes, observing organizational changes after BPR implementation, using information technology as an enabler in redesigning processes and employing external consultants when conducting BPR are the most significant predictors for the success of reengineering program.

Keywords

Business Process Reengineering (BPR), information technology, customer focus, organizational culture, "clean slate" opportunity, learning capabilities, cooperation with consulting companies

Appendix VII. Abstract (German)

Die Magisterarbeit thematisiert die Bedeutung des Business Process Reengineering (BPR, dt.: Geschäftsprozessneugestaltung) für die Managementprozesse in internationalen Unternehmen. In Hinblick darauf wird eine Analyse der Grundlagen und Einsatzmöglichkeiten des BPR in unterschiedlichen Industriezweigen vorgenommen. Die Untersuchung liefert Beweise dafür, dass der Einsatz des BPR als Teil der Unternehmensstrategie für die erfolgreiche Neugestaltung entscheidend ist, wenn dabei gleichzeitig die Kundenorientierung, die Veränderungen der Organisationskultur, die Informationstechnik als Mittel der Neugestaltung und die Zusammenarbeit mit Beratungsfirmen in Betracht gezogen werden.

Schlüsselwörter

Business Process Reengineering (BPR, dt.: Geschäftsprozessneugestaltung),
Informationstechnik, Kundenorientierung, Organisationskultur, "Clean slate" Gelegenheit,
Lernfähigkeit, Zusammenarbeit mit Beratungsfirmen

Appendix VIII

CURRICULUM VITAE

Justyna Sychowicz

Personal Data:

Birth Data: April 14, 1984

Citizenship: Poland

Education

Jun 2008: **University of Vienna, Austria**
attending the Master's programme in the field of Economics
(Magisterstudium Volkswirtschaftslehre)
degree aspired: Master of Social and Economic Sciences
("Magistra der Sozial- und Wirtschaftswissenschaften")

Jun 2008 **University of Warsaw, Poland**
MA Program in International Economics
degree aspired: Master of Arts in International Economics

Jun 2006 **Ryszard Lazarski University of Commerce and Law**
Warsaw, Poland
Bachelor of Arts in International Business Economics,
Topic of Master Thesis:
"Mergers and Acquisitions as the Way for Companies Development"

Jun 2003 **Polskiej Macierzy Szkolnej Secondary School**
Minsk Mazowiecki, Poland

Scholarships:

Oct 2007 – Jan 2008 **CEEPUS Program**
University of Vienna, Austria

Jan 2006 – Jun 2006 **Socrates-Erasmus Program**
Högskolan Dalarna, Borlänge, Sweden

Jul 2005 – Sep 2005 **Leonardo da Vinci Program**
Martin Mulligan, Dublin, Ireland