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Reengineering and
TQM: Beyond the

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Michael Hammer

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revolutionary new

approach that fuses

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human resource management - can dramatically improve business performance. In the demanding environment of the 1990s, simply formulating strategy is no longer sufficient; it is also essential to design the processes to implement strategy effectively.

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Harvard Business
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Process innovation - a revolutionary new approach that fuses information technology and human resource management - can dramatically improve business performance. In the demanding environment of the 1990s, simply formulating strategy is

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no longer sufficient; it is also essential to design the processes to implement strategy effectively. Built around new technologies and motivated workers ...

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sufficient; we must

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processes to

implement it

effectively. The key to

change is process

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innovation, a
revolutionary new
approach that fuses
information
technology and
human resource
management to
improve business
performance. The
cornerstone to
process innovation's
dramatic results is
information
technology--a largely

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untapped resource,
but a crucial "enabler"
of process innovation.

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management - can dramatically improve business performance. In the demanding environment of the 1990s, simply formulating strategy is no longer sufficient; it is also essential to design the processes to implement strategy effectively.

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The key to change is process innovation, a revolutionary new approach that fuses information technology and human resource management to improve business performance. The

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cornerstone to

process innovation's
dramatic results is
information

technology--a largely
untapped resource,
but a crucial "enabler"
of process innovation.

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revolutionary new
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business performance
in the demanding

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environment of the

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In turn, “process

innovation” includes

performing a work

activity in a radically

new way that may cut

across existing

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functional boundaries
(p. ___? ___ Pub Fmt
interword-space>10).
This is the new
tradition of rethinking
the business from the
ground up (see
Hammer [2]).

Chapters 3 through 8
provide a framework
for process
innovation.

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The seven steps of the framework are

- Initiate a new process reengineering project and prepare a business case for the same;
- Negotiate with senior management to get approval to start the process reengineering project;
- Select the key processes that need

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to be reengineered;
Plan the process
reengineering
activities; Investigate
the processes to
analyze the problem
areas; Redesign the
selected processes to
improve the
performance and
Ensure the successful
implementation of
redesigned processes

...

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Innovation

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Wikipedia*

Simply formulating strategy is no longer sufficient; we must also design the processes to implement it effectively. The key to change is process innovation, a revolutionary new

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approach that fuses
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management to
improve business
performance.

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Business Process
Reengineering is a

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dramatic change
initiative that contains
five major steps that
managers should
take: Refocus
company values on
customer needs
Redesign core
processes, often
using information
technology to enable
improvements
Reorganize a
business into cross-

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functional teams with
end-to-end
responsibility for a
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of process innovation
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technology is treated
as a tool to help the
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chapter specifically
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Reengineering

The business environment of the 1990s demands significant changes in the way we do business. Simply formulating strategy is no longer sufficient; we must also design the processes to implement it effectively. The key to

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change is process
innovation, a
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improve business
performance. The
cornerstone to
process innovation's
dramatic results is
information

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technology--a largely untapped resource, but a crucial "enabler" of process innovation.

In turn, only a challenge like process innovation affords maximum use of information

technology's potential. Davenport provides numerous examples of firms that have succeeded or failed in

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combining business change and technology initiatives. He also highlights the roles of new organizational structures and human resource programs in developing process innovation. Process innovation is quickly becoming the byword for industries ready to pull their companies

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out of modest growth patterns and compete effectively in the world marketplace.

Information

The business environment of the 1990s demands significant changes in the way we do business. Simply formulating strategy is no longer sufficient; we must also design

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the processes to implement it effectively. The key to change is process innovation, a revolutionary new approach that fuses information technology & human resource management to improve business performance. Process innovation is built

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around new
technologies &
motivated workers. It
begins with
commitment to a
strategic vision from
senior management;
its scope is vast &
crosses business
functions; & its goals
are ambitious-
companies often seek
tenfold improvements
in cost, time, or

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quality. For example, IBM reduced the preparation time for quotes on buying or leasing a computer from seven days to one day, while preparing ten times as many quotes. The Internal Revenue Service collected 33% more from delinquent taxpayers, with only half the staff & one-

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third of the branch offices. One analysis of the New York Stock Exchange suggests that electronic trading could save buyers & sellers hundreds of millions of dollars each year. The cornerstone to process innovation's dramatic results is information technology-a largely

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untapped resource,
but a crucial "enabler"
of process innovation.
In turn, only a
challenge like process
innovation affords
maximum use of
information
technology's potential.
Davenport provides
numerous examples
of firms that have
succeeded or failed in
combining business

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change & technology initiatives. He also highlights the roles of new organizational structures & human resource programs in developing process innovation.

Thomas H

"This 10-volume compilation of authoritative, research-based articles contributed by

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thousands of
researchers and
experts from all over
the world emphasized
modern issues and
the presentation of
potential
opportunities,
prospective solutions,
and future directions
in the field of
information science
and
technology"--Provided

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by publisher.

Reengineering

In order to stay efficient, companies need to improve their

existing business processes on a continuous basis. To

ensure competitive edge, it is essential

for companies to adapt radically to new business

opportunities and

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when external demands change. However, experience and research show that companies have difficulties managing both the continuous improvement of the existing system and radical change at the same time. By using TQM and BPR to represent the two approaches to change

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Tor Tønnessen

contributes to the understanding of the challenges of this integration and shows ways to accomplish a successful synergistic combining of the two approaches.

Davenport

The most successful business book of the last decade,
Reengineering the

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Corporation is the pioneering work on the most important topic in business today: achieving dramatic performance improvements. This book leads readers through the radical redesign of a company's processes, organization, and culture to achieve a quantum leap in

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performance. Michael Hammer and James Champy have updated and revised their milestone work for the New Economy they helped to create -- promising to help corporations save hundreds of millions of dollars more, raise their customer satisfaction still higher, and grow ever

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more nimble in the
years to come.

This management
manual and textbook
introduces the
theoretical basics of
process management
and provides a
procedural model for
process innovation.

The procedural model
makes it possible to
develop customer-

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oriented processes in a structured manner and to design them in order to meet changing requirements. This textbook has been recommended and developed for university courses in Germany, Austria and Switzerland. This book enables readers to understand and

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apply the seven phase procedural model for process innovation in order to design and implement innovative processes. Exercises and review questions test understanding of the theoretically acquired knowledge.

Innovation in construction is

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essential for growth.

The industry strives to remain competitive

using a variety of

approaches and

needs to engage

structured initiatives

linked to proven

innovation concepts,

techniques and

applications. Even in

mature markets like

the Architecture,

Engineering and

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Construction (AEC) sector, where business behaviour is generally considered as being risk averse, it is increasingly important to embed innovation into mainstream business practices. In Construction Innovation and Process Improvement a number of wide

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ranging issues from construction practice in different countries with different contexts are presented to provide a rich collection of literature embracing theory and practice. Chapters are divided into three broad themes of construction innovation relating to: Theory and Practice;

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Process Drivers; and
Future Technologies.
Several questions are
posed, including for
example: What is
particularly unique
about construction
innovation in theory
and practice? What
are the major drivers
of construction
innovation? What
factors are needed to
support and deliver

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future construction technologies? In attempting to respond to such questions, the book sheds new light on these challenges, and provides readers with a number of ways forward, especially cognisant of the increased role of globalisation, the enhanced impact of knowledge, and

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importance of innovation. All these can have a significant impact on strategic decision-making, competitive advantage, and sustainable policies and practices. Part One deals with change management, technology, sustainable construction, and

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supply chain
management; Part
Two addresses
innovation and
process improvement
drivers, including
strategic
management,
concurrent
engineering, risk
management,
innovative
procurement,
knowledge

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management; Part

Three explores future technologies in

construction – and

particularly, how

these can be

harnessed and

leveraged to help

procure innovation

and process

improvement.

Offering a conceptual framework that

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integrates strategy, product, process and human resource research, this timely book interrogates these four critical and interrelated areas of innovation management.

Chapters examine new insights into the latest trends in the field, providing a holistic view into key

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management

strategies that benefit both up-and-coming and established businesses.

Technology

For many years now Enterprise Information Systems have been critical in helping businesses

successfully navigate the global market.

The development that

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started with design and implementation of integrated systems has evolved to incorporate a multitude of perspectives and ideas. The Enterprise Information Systems functionality extends from principally an ERP (Enterprise Resource Planning) system to a portfolio

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of standard systems including CRM (Customer Relationship Management) systems and SCM (Supply Chain Management) systems. Advances in Enterprise Information Systems II is divided into seven thematic sections, each exploring a distinct

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topic. In “Concepts in Enterprise Information Systems” the authors present new concepts and ideas for the field. “Cases in Enterprise Information Systems” introduces studies of enterprise information systems in an organizational context. “Business Process Management” is one

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of the major themes within enterprise information systems and “Designing Enterprise Information Systems” discusses new approaches to the design of processes and system and also deals with how design can be taken as a specific perspective.

“Enterprise

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Information Systems
in various domains”
features generic
studies that contribute
to advancing the
practical knowledge of
the field as well as
towards “Global
issues of Enterprise
Information Systems”.
Finally, in “Emerging
Topics in Enterprise
Information Systems”,
new technologies and

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ideas are explored.

Cloud computing in particular seems to be setting the agenda for future research in enterprise information systems. The book will be invaluable to academics and professionals interested in recent developments in the field of enterprise information systems.

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This volume contains the proceedings of the 6th International Conference of the BCS Specialist Group on Information Systems

Methodologies. The conference brought together papers on methodology issues related to the development and

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management of emerging technology based information systems. As usual there was a good range of papers addressing the 'soft' and 'hard' aspects of IS development and management.

Methodologies for Developing and Managing Emerging Technology-based

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Information Systems
will be of interest to
practitioners who are
engaged in systems
development and
modifying or aligning
existing
methodologies to
practice.

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