EFFEKTIV IT

VERKTYG FÖR VERKSAMHETSUTVECKLING

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BUSINESS PROCESS REENGINEERING

– vad är det?

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SISU

Innehåll

Förord 1

Sammanfattning 3

Business Process Reengineering – vad är det? 5

Bakgrund 5
Nya principer för arbetsorganisation 7
Business Process Reengineering och kvalitetsutveckling 8
Den processorienterade organisationen 9
Business Process Reengineering – ett exempel 11
BPR nu och i framtiden 12

Litteraturlista 15

Bilaga 1

Artikelreferenser – ett resultat från littertursökning

Bilaga 2

Blankett för beställning av artiklar

Förord

Det här är den första rapporten inom projektet *Verktyg för Verksamhetsutveckling* (VVU) – ett projekt inom forskningsprogrammet *Effektiv-IT*. Rapportens huvudsakliga målgrupp är beslutsfattare med förändringsansvar – t ex AU-chefer, datachefer och linjechefer.

VVU-projektets syfte är att utveckla och sprida kunskap om nästa generations datoriserade metoder och arbetsformer för verksamhetsutveckling, s k *Business Process Design* och *Business Process Reengineering*.

Bakgrunden till att VVU-projektet startades hösten -93 var det pågående "paradigmskifte" i synen på datorisering vi såg inför planeringen av det nya forskningsprogrammet Effektiv-IT. Flera, i huvudsak amerikanska, undersökningar har de senaste åren rapporterat om hur investeringar i informationsteknologi (IT) givit stora förbättringar i produktivitet och effektivitet. Undersökningarna redovisade också en gemensam förutsättning för framgångsrik IT-användning: informationsteknologi bör inte användas för att stödja den befintliga arbetsorganisationen, utan för att helt och hållet ifrågasätta de grundläggande principerna för hur arbete kan organiseras.

Samtidigt upplevde vi ett stort behov av kunskap om detta område från institutets medlemsföretag, särskilt med avseende på nya synsätt, metoder och datorstöd. Därför är syftet med denna rapport att ge en introduktion till begreppet *Business Process Reengineering* (BPR). Rapporten baseras på litteraturstudier, konferensbesök samt diskussioner med förespråkare för BPR. Författaren gör inte anspråk på en heltäckande definition av begreppet BPR, utan försöker på ett opartiskt sätt redogöra för hur begreppet definieras av de som driver kunskapsutvecklingen på området. I rapporten, som innehåller ett svenskt exempel, relateras BPR till bl a kvalitetsutveckling och datorisering.

Arbetet inom VVU-projektet har sen i höstas fokuserats på att kartlägga källorna till den kunskapsutveckling som bedrivs inom området modern verksamhetsutveckling och datorisering. Mycket av projektets första år kommer att ägnas åt detta. Det handlar först och främst om att identifiera de som driver kunskapsutvecklingen på området, leta upp relevant litteratur och att undersöka några av de synsätt, metoder och datorstöd som börjar dyka upp på marknaden. På längre sikt planerar vi att börja experimentera med olika metodansatser och datorstöd i konkreta projekt. Avsikten är att detta ska ske i samarbete med de företag som finansierar forskningsprogrammet Effektiv-IT.

Inför VVU-projektet gjordes ett antal litteratursökningar i internationella databaser med bok- och artikelreferenser. Vi har den senaste tiden fått flera förfrågningar om bransch- eller områdesspecifika referenser till BPR, och därför redovisas resultatet av den första och mest omfattande litteratursökningen som bilaga i denna rapport. Avsikten är att läsaren ska kunna hitta referenser till mer specifika områden och själv kunna beställa dessa artiklar från **Electrumbiblioteket**. (Sist i rapporten finns en blankett för beställning av artiklar i orginalformat.)

Inom VVU-projektets ram görs regelbundet litteratursökningar. Resultatet från dessa kommer att fortlöpande redovisas i de följande projektrapporterna. Nästa rapport inom VVU-projektet kommer att heta *Metoder för Business Process Reengineering*. Som namnet antyder finns en tydlig koppling till *Business Process Reengineering – vad är det?* Rapporten kommer bl a att innehålla en jämförande analys av några av de ansatser som just nu marknadsförs som "BPR-metoder".

Sammanfattning

Business Process Reengineering (BPR) är ett synsätt på verksamhetsutveckling och datorisering som vuxit fram ur socioteknisk organisationsteori, metoder för industriell utveckling, moderna affärsstrategiska synsätt och avancerad användning av informationsteknologi (IT). BPR handlar först och främst om att förändra och på ett genomgripande sätt förbättra verksamhetens *affärsprocesser*. (Med en affärsprocess menas en mängd aktiviteter som tillsammans skapar ett värde åt en kund).

En av de som varit med om att mynta begreppet BPR är **Michael Hammer**. Han hävdar att det med hjälp av IT är möjligt att göra mycket stora förbättringar av verksamhetens affärsprocesser, men att detta kräver att man i grunden ifrågasätter de etablerade principerna för arbetsorganisation och management. Hammer menar att IT **inte bör användas till att stödja den befintliga arbetsorganisationen, utan användas för att "omkonstruera"** (jfr eng *reengineer*) **nya affärsprocesser.**

De som förespråkar BPR menar att det metodiskt går att konstruera nya affärsprocesser med hjälp av avancerad IT-användning. Eftersom man i ett BPR-projekt försöker förändra och förbättra sociala processer, d v s hur människor tillsammans skapar ett värde åt en kund, fokuserar man på utveckling av sociala system och inte på teknisk systemutveckling. Man ifrågasätter därmed de etablerade principerna för datorisering, där IT i huvudsak betraktats som en teknisk administrativ stödfunktion till den befintliga verksamheten.

Erfarenheterna av medveten metodisk "omkonstruktion" (eng reengineering) av affärsprocesser är än så länge mycket begränsade. Man har bara börjat att undersöka konsekvenserna av konceptet BPR och det är egentligen väldigt få företag som kan hävda att man lyckats med en IT-driven drastisk förbättring. Många företag som har använt IT för att genomföra en snabb och stor förbättring av en affärsprocess har gjort detta utan helhetssyn eller metodik.

De som driver kunskapsutvecklingen på området är inte heller överens om allt. Många hävdar t ex att Michael Hammers synsätt – att de gamla affärsprocesserna måste "förintas" för att nya ska kunna uppstå – är destruktivt och inte alls passar alla företag. Många som förespråkar BPR tar t ex inte hänsyn till det arv av gamla informationssystem som finns i de flesta stora företag och som inte bara kan negligeras vid en "språngvis" förändring. Dessutom tenderar man att se alla investeringar i IT som investeringar i "produktionsprocesser". Många av framtidens investeringar kommer dock inte att kunna kopplas till specifika produkter eller produktionsprocesser, utan måste bäras av hela organisationen som en gemensam strategisk resurs – en resurs som på sikt möjliggör nya affärsidéer och nya affärsprocesser.

De flesta verkar ändå vara överens att BPR kommit för att stanna och att BPR som synsätt skapar acceptans och förståelse för behovet av radikala förändringar. Genom att förena affärsstrategiskt tänkande med avancerad användning av IT, visar BPR på de möjligheter till effektivisering som det senaste decenniets snabba tekniska utveckling har skapat. Knappast någon ifrågasätter synsättet att vi måste sluta betrakta IT som en administrativ stödfunktion och istället se IT som ett instrument för verksamhetsutveckling som **just nu** ger stora möjligheter till effektivisering.

Trots att BPR snart kommer att betraktas som "buzz-word", vore det dumt att avfärda vad begreppet står för som en tillfällig trend. Det synsätt på IT och verksamhetsutveckling som BPR representerar, kommer helt klart att påverka vår syn på *affärsutveckling*, *arbetsorganisation*, och sist men inte minst *datorisering*.

Business Process Reengineering – vad är det?

Inte på länge har ett begrepp så snabbt slagit igenom hos beslutsfattare både inom och utanför datakretsen. Det spelar ingen roll om vi kallar det *business process reengineering*, *process innovation*, *business reengineering* eller *process redesign*. Vi menar ändå samma sak: stor effektivisering och förbättring av verksamheten genom drastiska förändringar i sättet att organisera själva arbetet – förändringar som bara är möjliga genom kreativ användning av datorsystem och telekommunikation.

Bakgrund

Precis som de tekniska innovationerna *client/server* och *objektorientering* är Business Process Reengineering (BPR) inget helt nytt, utan en naturlig fortsättning på en utveckling som pågått under många år. Ända sen andra världskriget har t ex begreppet *process* varit centralt inom logistik- och produktionsutveckling. Inom tillverkande industri är processorientering, enligt taylorismens "systemtänkande", ett allmänt accepterat synsätt. Detta avspeglas i etablerade metoder för industriell utveckling, i vilka arbete betraktas som ett komplext system av inputs och outputs som beskrivs i *processflödesdiagram*.

I början av 80-talet började begrepp som tidsfokusering, process- och flödesorientering att dyka upp också i affärsstrategisk litteratur. Det mest kända begreppet är kanske Michael Porters *value-chain* som introducerades 1985 i boken *Competitive Advantage*. Michael Porter lanserade "värdekedjan" som ett analysinstrument för verksamhetsutveckling. Han hävdade att en analys av verksamhetens aktiviteter ur kundens perspektiv kunde visa på vilka aktiviteter som direkt bidrog till att ett värde skapades för kunden. Han menade att en dokumenterad kedja av värdeskapande och icke värdeskapande aktiviteter var ett bra beslutsunderlag för att bedöma konsekvensen av olika förändringar i verksamheten. Framförallt menade Porter att fokus på värdekedjor kunde motverka suboptimering och återställa den helhetssyn som lätt kan gå förlorad i en stor hierarkisk organisation.

Michael Porter följde strax efteråt upp resonemangen i sin bok med en artikel i Harvad Business Review: *How Information gives you competitive advantage*. I den artikeln argumenterade han för informationsteknologins (IT) roll som kraftfullt instrument för att förbättra och "omforma" värdekedjor. Att dela in och beskriva en verksamhet i kedjor av värdeskapande och stödjande aktiviteter är idag ett allmänt accepterat synsätt som har vidareutvecklats i moderna managementmetoder som t ex *activity based costing*, *time based management*, *process value analysis* och *process management*.

> *Med informationsteknologi (IT) avses teknik, som utnyttjar mikroelektronik för insamling, lagring, bearbetning samt kommunikation och presentation av siffror, text, bild och ljud. Begreppet omfattar alltså både datateknik och telekommunikation. (Källa SIS, IT-Guide 1991.)*

Begreppen *business reengineering* och *business process redesign* sågs första gången sommaren 1990 i två artiklar: *Reengineering Work: Don't automate, obliterate* av Michael Hammer och *The New Industrial Engineering: Information technology and Business Process Redesign* av Thomas Davenport. Det Hammer och Davenport gjorde var att sätta en etikett på en viss typ av förändringsarbete som radikalt förbättrat vissa organisationers konkurrenskraft. De hävdade, precis som Michael Porter, att en stor del av det arbete som utförs i dagens komplexa organisationer inte är "värdeskapande" ur kundens synvinkel. De argumenterade båda för att ta "helhetsgrepp" på organisationens sätt att arbeta, ifrågasätta etablerade arbetsmetoder och konstruera om dem från början med kundvärdet i fokus. Både Hammer och Davenport pekade ut IT:s nyckelroll som katalysator i design av nya "affärsprocesser". (Med affärsprocess menas en mängd aktiviteter som tillsammans skapar ett värde åt en kund).

Vad är en "affärsprocess"?

A collection of activities that takes one or more inputs and creates an output that is of value to the customer.
Michael Hammer

A specific ordering of work activities across time and place, with a beginning, an end, and clearly identified inputs and outputs; a structure for action.
Thomas H. Davenport

A set of linked actionworkflows in which customer and performers cooperate to produce customer satisfaction.
Fernando Flores

Affärsprocess = Värdekedja = Arbetsflöde

Under våren -93 följde både Hammer och Davenport upp sina artiklar med varsin bok där de utvecklade principerna för BPR ytterligare (se *Litteraturlista)*. Hammers bok är mycket lättläst och innehåller många praktiska exempel. Boken saknar dock referenser till annan för området relevant litteratur. Davenports bok är mer "teoretisk" i sin ansats och ger detaljerade referenser till andra områden.

Båda böckerna ger en intressant historisk översikt över "processorientering" och verksamhetsutveckling. Hammer t ex, hävdar att industrialismens specialisering och fragmentering av arbetsuppgifter inom många områden gått för långt. Processer som från början var enkla har blivit mycket komplicerade och den administrativa överbyggnaden som behövs för att samordna allt arbete har kommit att kosta mer än själva produktionsapparaten. IT har också använts på ett i grunden felaktigt sätt. Man har i huvudsak datoriserat administrativa rutiner som från början uppstått för att hantera manuella informationsflöden. Hammer menar att organisation och management i sig är ett manuellt informationssystem för samordning och kontroll. Den nya tidens IT bör därför **inte användas till att stödja den befintliga arbetsorganisationen, utan användas för att helt och hållet ifrågasätta de grundläggande principerna för hur arbete kan organiseras.**

Business Reengineering is...

...the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performence, such as cost, quality, service and speed.
Michael Hammer

Nya principer för arbetsorganisation

Davenport redogör i sin bok för hur de tayloristiska principerna för arbetsorganisation hela tiden syftat till att öka produktiviteten genom att automatisera, d v s minimera mänskligt arbete. De etablerade principerna för arbetsorganisation förutsätter en stabil omvärld och ser därför extrem specialisering, formella administrativa styrstrukturer och massproduktion som enda vägen till effektiv produktion. Hög produktivitet är dock inte det samma som hög effektivitet. I dagens snabba omvärld krymper livscyklerna för produkter och det blir allt viktigare att snabbt kunna svara på förändringar i omvärlden. Det räcker inte längre att tillverka saker på rätt sätt (produktivitet), man måste också tillverka rätt saker (effektivitet).

Davenport menar att de tayloristiska metoderna som fokuserar på massproduktion inte är direkt applicerbara på tjänsteproduktion eller kundorderstyrd tillverkning. På de flesta moderna arbetsplatser har man också övergivit Taylors gamla idéer om att människan kan studeras och styras som en maskin och att det endast är kontroll, straff och belöning som styr arbetet.

BPR är, enligt Davenport, ett samlingsnamn för nya organisationsprinciper där kreativ användning av IT används till att låta människor utföra allt mer komplexa arbetsuppgifter. IT och ökad kompetens hos individen möjliggör enklare och effektivare arbetsprocesser, mer anpassade till en föränderlig värld. IT:s roll är, enligt BPR, inte att standardisera och minimera mänskligt arbete, utan att vara katalysator för nya arbetsprocesser som aldrig skulle ha varit möjliga utan avancerad IT-användning.

Davenport menar att BPR är en ny form av socioteknisk ansats till organisationsutveckling. Etablerad socioteknisk organisationsteori försöker på olika sätt förklara och åtgärda problem som uppstår i samspelet mellan människa och teknik. Detta görs inte i första hand för att effektivisera (jfr Taylorism), utan för att skapa en bättre arbetsmiljö och ett mer meningsfullt arbete (vilket naturligtvis i sig bidrar till ökad produktivitet). Det finns dock inga väldefinierade sociotekniska metoder och traditionellt görs heller ingen koppling mellan organisationsförändring och användandet av informationsteknologi, vilket betonas starkt inom BPR.

BPR har också, till skillnad från traditionella sociotekniska synsätt, ett starkt affärsstrategiskt fokus. Syftet med BPR är först och främst att effektivisera, d v s att med minsta möjliga resursförbrukning skapa största möjliga värde för verksamhetens kund. BPR förespråkar dessutom, precis som taylorismens "scientific management", en systemteoretisk analys och design. **Befintliga arbetsprocesser analyseras metodiskt och nya konstrueras genom en medveten design.** Det som, förutom den starka kundfokuseringen, skiljer BPR från tayloristiska ansatser är framförallt insikten om att verksamheten är ett komplext socialt system som därmed inte kan analyseras, beskrivas och kontrolleras fullständigt på samma sätt som ett tekniskt system.

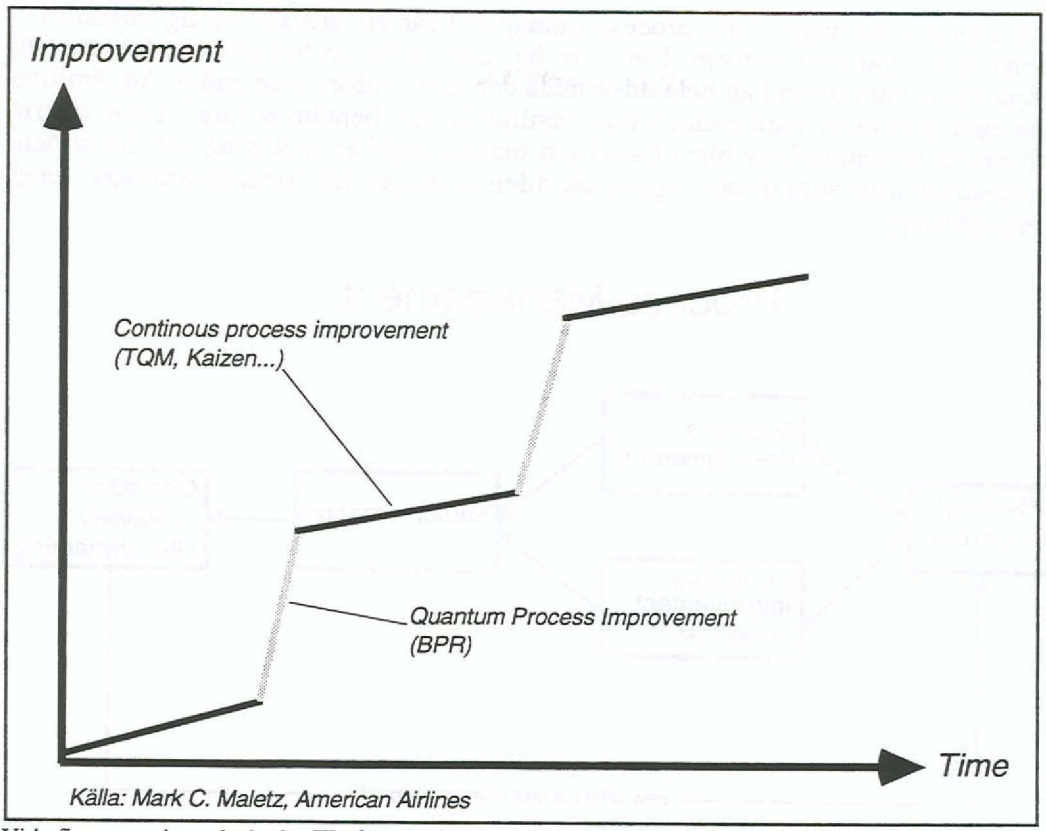
Business Process Reengineering och kvalitetsutveckling

Metodisk analys av arbetsprocesser används också inom olika synsätt och metoder för kvalitétsutveckling som *Kaizen*, *TQM* et c. Dessa synsätt kan härledas ända tillbaka till *Dr. W Edwards Deming* som på 60-talet var en av de första att ifrågasätta de etablerade (i huvudsak amerikanska) principerna för arbetsorganisation och management. Deming menade att den "statiska" synen på verksamheten som utvecklats och förfinats inom "scientific management" av förgrundsfigurer som *Adam Smith*, *Fredrick Taylor*, *Henry Ford* och *Alfred Sloan* till slut skulle leda till överbyråkratisering och stagnation. Det grundläggande felet i de etablerade organisationsmodellerna var, enligt Deming, att människors kreativitet och engagemang inte togs tillvara utan endast betraktades som passiva "produktionsresurser" på samma sätt som maskiner och kapital.

Gemensamt för synsätt som Kaizen och TQM är att de förordar en ständig och kontrollerad gradvis förbättring av verksamhetens processer. Både Hammer och Davenport menar att ständig förbättring är bra, men att det för många företag idag inte är tillräckligt. Dagens välutbildade arbetskraft och informationsteknologi möjliggör, menar de, förändringar i "stora språng" – förändringar som kan ge drastiska förbättringar i produktivitet och effektivitet.

Åsikten bekräftas av flera japanska företagsledare, vilket är intressant eftersom de flesta metoder och synsätt inom kvalitetsområdet ursprungligen kommer från Japan. T ex så hävdar Reinosuke Hara, vice ordförande i Seiko Instruments, att Japansk industri har några kritiska år framför sig. Detta beroende på att japansk industri är bra på att åstadkomma just gradvisa förbättringar i produktionsprocesser, men att den har svårare att klara förändringar som går i stora språng. Den japanska administrationen och tjänsteproduktionen är också en av de minst datoriserade i världen. Därför är det inte konstigt att intresset för BPR just nu är mycket stort i Japan.

Det håller på att växa fram en samsyn kring kopplingen mellan BPR och kvalitetsutveckling. Den gemensamma nämnaren i de båda synsätten är processorientering och kontrollerad förändring. Skillnaden återfinns i graden av förändring och synen på IT:s roll i förändringsprocessen (se fig nedan). Många menar att den "språngvisa" förändring som BPR förordar är möjlig därför att västvärlden just nu har nått en viss teknisk och social mognad. Vår syn på arbete och organisation har gradvis förändrats. Samtidigt har den snabba tekniska utvecklingen lett till att datorn utvecklats från räknemaskin och datalager, till en **plattform för kommunikation och kunskapsåtervinning.** IT har förändrat en organisations förutsättningar för att kommunicera och därför ändrat förutsättningarna för **hur** arbete kan organiseras. Dessutom ger datorstödd utbildning, expertsystem och gemensamma kunskapsbaser människor möjlighet att klara av allt mer kvalificerade arbetsuppgifter.



Vi befinner oss i ett skede där IT nått en teknisk mognad som möjliggör "språngvisa" förbättringar i många organisationer. En sådan förändring ersätter dock inte den "ständiga förbättring" som moderna metoder för kvalitetsutveckling förordar.

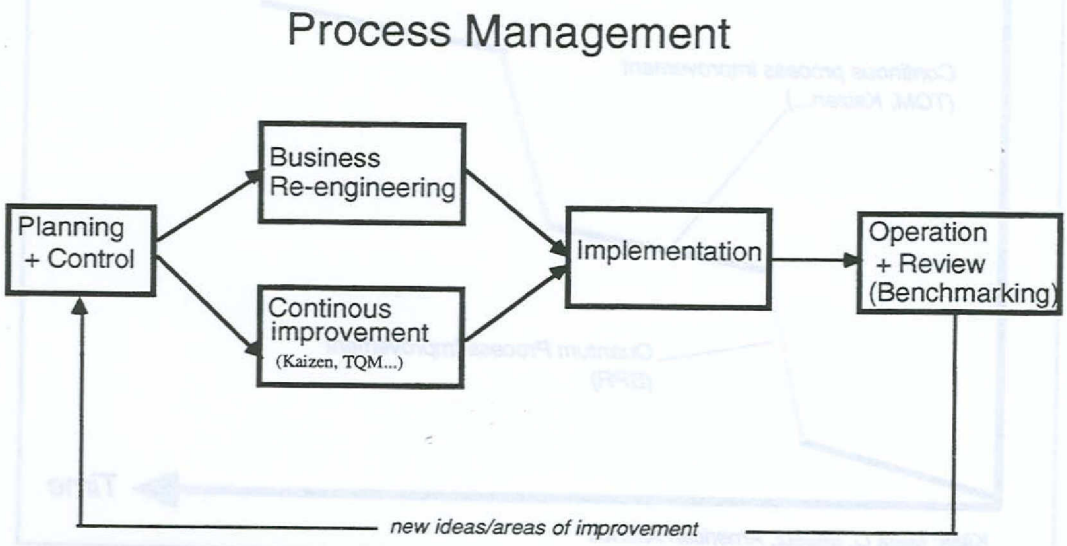
"Hammer-skolan" poängterar också en annan viktig skillnad mellan BPR och kvalitetsutveckling: medarbetarnas roll i förändringsprocessen. Många som förespråkar BPR menar att snabba stora förändringar i arbetsorganisation och yrkesroller aldrig kan genomföras i samförstånd, utan måste genomföras "top-down" i organisationen. Detta är en mycket viktig skillnad då de flesta ansatser till kvalitetsutveckling baseras på samförstånd (eng concensus) och engagemang från personalen.

Den processorienterade organisationen

Den språngvisa förändring som BPR representerar, ersätter naturligtvis inte den ständiga förbättring organisationen måste sträva efter under tider av stabilitet och konsolidering. IT utvecklas just i en snabb takt, men kommer förr eller senare att bli en mogen teknik. Att vi just nu i den del organisationer ser möjlighet till språngvisa förändringar med hjälp av IT betyder inte att vi alltid kommer att göra det. Inget talar däremot för att den snabba teknik- och samhällsutvecklingen kommer att avstanna. Dagens företag, med sina hierarkiska organisationer, är dock inte anpassade till en värld där förutsättningarna ständigt ändras.

90-talet kan därför bli början till helt processorienterade organisationer vars naturliga tillstånd är ständig förändring. Istället för en hierarkisk organisation med funktionellt uppdelade organisatoriska enheter, består verksamheten i en sådan organisation av självstyrande grupper som tillsammans skapar ett värde åt en kund i en gemensam affärsprocess. Detta innebär i princip endast två chefsnivåer i den operativa verksamheten: *gruppledaren* och den *processansvarige*. ABB:s T50-projekt är bara ett av många exempel som talar för en sådan utveckling.

Den processansvarige ("the process manager") får en mycket viktig chefsroll i denna nya organisationsform. Den som har ansvar för en hel process från ax till limpa måste vara beredd att hela tiden mäta den och jämföra med andra. Att jämföra sina egna processer med andra kallas vanligtvis för "benchmarking". Både intern och extern benchmarking blir i framtiden snarare regel än undantag och det är den processansvarige som måste avgöra när tiden är mogen för "omkonstruktion" (eng reengineering).



Källa: British Telecom

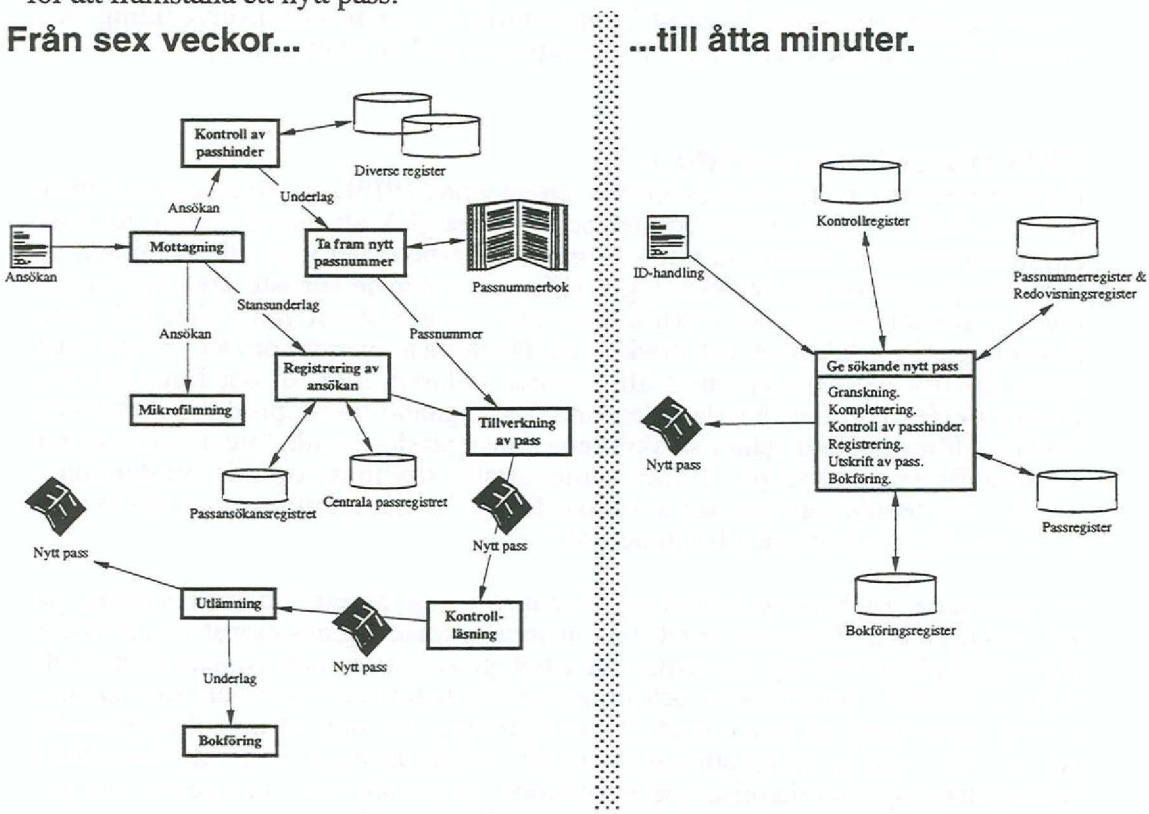
IT möjliggör inte bara en processorientering av den egna organisationen utan också av samspelet **mellan** organisationer. Nyckeln till framgång i en föränderlig värld, är att snabbt kunna ställa om sig till nya förutsättningar. Det räcker dock inte med att kunna fatta snabba beslut, man måste också snabbt kunna mobilisera tillräckligt med resurser. Här ger **IT nya möjligheter till samordning och samverkan mellan mindre och mellanstora företag.** Kreativ användning av informationsteknologi gör det möjligt att förena den lilla organisationens flexibilitet och specialistkompetens med den stora organisationens resursstyrka. Vi ser redan en sådan utveckling där mindre tjänsteföretag använder IT för att länka samman människor, tillgångar och idéer i nätverk och tillfälliga organisationer, för att snabbt exploatera nya affärsmöjligheter. När ett affärsuppdrag är avslutat upplöses organisationen. Det är denna företeelse som brukar kallas det "virtuella företaget".

Många menar att det är just professionella mindre tjänsteföretag, de som slarvigt brukar buntas ihop under begreppet "kunskapsföretag", som kommer att bli förebilden för effektiv arbetsorganisation. På samma sätt som jordbruket rationaliserade med industrin som förebild, måste nu stora tillverkande företag och tjänsteproducerande organisationer leta efter förebilder i den nya generationens avancerade tjänsteföretag. Eller för att citera ABB:s koncernchef Percy Barnevik: "Jag tror inte på stora företag".

Business Process Reengineering – ett exempel

Förespråkare för BPR hävdar att IT möjliggör drastiskt förbättrade affärsprocesser. Affärsprocesserna definieras som organisationens metoder för att skapa värden på en marknad. En affärsprocess består av ett *arbetsflöde* av kopplade värdeskapande och stödjande aktiviteter som tillsammans resulterar i ett värde åt någon kund. Att radikalt förbättra en affärsprocess innebär enkelt uttryckt att en produkt eller tjänst realiseras på kortare tid, till lägre kostnad och med högre kvalitet. BPR förordar t ex förbättring av arbetsflöden genom att, med hjälp av IT, slå ihop flera medarbetares arbetsuppgifter till en komplex aktivitet som istället utförs av endast en person.

Ett exempel på hur man med hjälp av modern teknik kan bryta sönder gamla regler och skapa helt nya sätt att arbeta är den genomgripande förändringen av hur du som svensk medborgare får ett nytt pass. Genom att drastiskt förändra sättet att organisera själva arbetet lyckades Rikspolisstyrelsen, våren 1990, korta handläggningstiden från ca sex veckor till i snitt åtta minuter! (Se figur.) Sammantaget har man både fått nöjdare kunder och kraftigt reducerade kostnader för att framställa ett nytt pass.



Genom att ge medarbetare datorstöd kan t ex flera enkla aktiviteter slås ihop till en komplex aktivitet och ändå hanteras av en person. På detta sätt lyckades Rikspolisstyrelsen drastiskt effektivisera handläggningen av pass. (Källa: *IR - Inte bara nedskärning*, Statskontoret 1993:5).

Det intressanta med ovanstående exempel är att processen redan tidigare var datoriserad. Varje handläggares behov av datorstöd hade analyserats och realiserats i ett antal informationssystem. Ändå hade inte handläggningstiden kortats med mer än några tiotals procent. Vad berodde detta på? Jo, det berodde på **hur** man hade datoriserat.

Den gamla "passprocessen" (se fig) är ett typexempel på hur vi traditionellt har använt IT för att automatisera verksamhetens manuella rutiner. Vi har utgått från det befintliga sättet att arbeta, letat efter behov av datorstöd och frågat oss på vilket sätt datorn kan stödja varje arbetsuppgift. På så sätt har vi metodiskt kunnat få fram en kravspecifikation på t ex en telefonväxel eller ett informationssystem. Problemet med det här sättet att datorisera är att vi bara utnyttjar en bråkdel av den potential som finns hos ny teknologi. De stora möjligheterna hos IT ligger inte i att få gamla processer att fungera bättre, utan i att göra det möjligt för organisationen att bryta sönder gamla regler och skapa helt nya sätt att arbeta.

Förespråkarna för BPR hävdar att det metodisk går att genomdriva sådana förändringar och att det finns generella principer för hur vi bör koppla organisationsutveckling till datorisering. Man menar framförallt att det **går att analysera** gamla affärsprocesser och sedan med dessa som underlag göra en **design** av nya bättre affärsprocesser.

Om vi accepterar detta synsätt skulle vi därmed genom att ta till oss "BPR-metoder" kunna upprepa en sådan lyckad kombination av organisationsutveckling och datorisering som effektiviseringen av "passprocessen" är ett exempel på.

BPR nu och i framtiden

De som förespråkar Business Process Reengineering (BPR) menar att tiden är förbi då stora förbättringar i produktivitet och kvalitet gick att uppnå genom att bara omorganisera. Man menar att **hur** vi organiserar arbetet beror på vilka möjligheter tekniken ger. Informationsteknologin (IT) har under de senaste åren utvecklats mycket snabbt och är den teknik som just nu ger störst möjlighet till stora förbättringar i produktivitet och effektivitet. De flesta är överens om att ITs potential redan till stor del exploaterats i tillverkande industri, men att det finns enorma vinster i effektivitet att hämta i den omkringliggande tjänsteproduktionen i och "mellan" företag. Detta gäller särskilt rena tjänsteproducerande företag som nu har att omdefiniera sin syn på IT från administrativ stödfunktion till "produktionsteknik" – en teknik som inte ska användas för att "stödja" gamla sätt att arbeta utan för att möjliggöra helt nya arbetsprocesser.

Vi kan säga att Business Process Reengineering är ett modernt synsätt på verksamhetsutveckling som vuxit fram ur socioteknisk organisationsteori, metoder för industriell utveckling, moderna affärsstrategiska synsätt och avancerad användning av IT. BPR handlar först och främst om att medvetet konstruera nya *sociala system* med hjälp av avancerad IT-användning, inte om att utveckla tekniska system. En vanlig missuppfattning bland folk i databranschen är t ex att datorstödd ärendehantering eller datoriserade arbetsflöden (s k workflow-management) är synonymt med BPR. Rätt använd kan workflow-teknik visserligen möjliggöra effektivare affärsprocesser, men kom ihåg att informationsteknologi också kan "konservera" ineffektiva arbetsmetoder! Workflow management är absolut ingen BPR-metod, utan ska ses som **en av många** nya teknologier som **rätt använd** ger oss möjlighet att effektivisera tjänsteproduktion.

BPR ersätter inte heller traditionell affärsutveckling. BPR syftar inte till att förändra verksamhetens affärsidé, d v s **vilket** värde organisationen skapar, utan **hur** den skapar detta värde. BPR handlar först och främst om att förändra och på ett genomgripande sätt förbättra verksamhetens affärsprocesser.

Det som idag, förutom processorientering, karakteriserar BPR som synsätt är:

- **Affärsstrategisk helhetssyn:** Effektivisering av **hela** affärsprocesser (fokus på tid och kundvärde).

- **Ingengörsmässighet:** Medveten design av nya affärsprocesser med hjälp av bl a informationsteknologi.
- **Ny syn på datorisering:** IT betraktas inte längre som en *administrativ stödfunktion* utan som en *produktionsteknik* för tjänsteproduktion eller en form av *infrastruktur.*
- **"Hammer-skolan":** Stor snabb förbättring uppnås endast genom stor snabb förändring ("top-down").

Man har dock bara börjat att undersöka konsekvenserna av konceptet BPR och det är egentligen väldigt få företag som kan hävda att man lyckats med en IT-driven drastisk förbättring. Många företag som har använt IT för att genomföra en språngvis förbättring av en affärsprocess har gjort detta utan helhetssyn eller metodik. Erfarenheterna av medveten metodisk "omkonstruktion" (eng reengineering) av affärsprocesser är fortfarande mycket begränsade. Som synsätt har BPR dock kommit för att stanna. Många menar att BPR har skapat acceptans och förståelse för behovet av radikala förändringar. Genom att förena affärsstrategiskt tänkande med avancerad användning av IT, visar BPR på de möjligheter till effektivisering som det senaste decenniets snabba tekniska utveckling har skapat.

Vi måste komma ihåg att BPR är en företeelse i sin linda. Det finns väldigt lite erfarenhet av metodisk verksamhetsutveckling enligt BPR. De som driver kunskapsutvecklingen på området är inte heller överens om allt. En trend som under våren-94 har kunnat skönjas i den rikliga artikelfloran om BPR är att allt fler kritiserar den radikala "Hammer-skolan". Många hävdar t ex att Michael Hammer's synsätt, att de gamla affärsprocesserna måste "förintas" för att nya ska kunna uppstå, är destruktivt och inte alls passar alla företag.

Det håller på att sprida sig en mer modest syn på vilka förbättringar som egentligen kan uppnås med BPR. Många menar att det är mycket svårt att metodiskt genomföra så genomgripande förändringar som Hammer förespråkar. Hammers bok innehåller t ex flera "success-stories" som visar hur radikala förändringar i verksamheten gett drastiska förbättringar, men Davenport med flera påpekar att det inte i något fall gjorts förändringar enligt någon metodisk ansats. Snarare verkar de metoder som antyds vara efterkonstruktioner. Är verkligen dessa stora och snabba förändringar den enda möjliga vägen till framgång och är det överhuvudtaget realistiskt att försöka ge sig på något sådant?

Ett annat exempel på kritik mot BPR som synsätt är *Paul A. Strassman*, fd datachef på Xerox Corp, som i sin senaste bok skriver att BPR kan ge en farligt kortsiktig syn på investeringar i informationsteknologi. Han menar att de som förespråkar BPR inte tar hänsyn till det arv av gamla informationssystem som finns i de flesta stora företag och som inte bara kan negligeras vid en "språngvis" förändring. Dessutom tenderar man att se alla investeringar i IT som investeringar i "produktionsprocesser". Många av framtidens investeringar kommer dock inte att kunna kopplas till specifika produkter eller produktionsprocesser, utan måste bäras av hela organisationen som en gemensam strategisk resurs. **En *infrastruktur* som på sikt möjliggör nya affärer och nya affärsprocesser.**

Därför är det troligt att vi de närmaste åren kommer att få se en omdefinition av BPR som begrepp, där också mindre drastiska förändringar och en mer allmän processorientering av verksamheten inordnas under ett BPR-paraply. Med andra ord ser det ut som om att BPR kommer att växa i hop med synsätt och metoder för kvalitetsutveckling och processtyrning. BPR blir helt enkelt tungan på vågen för det paradigmskifte inom modern management som ändå varit på gång en längre tid.

Den övergripande bilden av verksamheten, som tvärfunktionella affärsprocesser som fokuserar på ett kundvärde, har kommit för att stanna. Det är också svårt att ifrågasätta synsättet att vi måste sluta betrakta IT som en administrativ stödfunktion och istället se IT som ett instrument för verksamhetsutveckling som **just nu** ger stora möjligheter till effektivisering. Trots att BPR snart kommer att betraktas som "buzz-word", vore det dumt att avfärda vad begreppet står för som en tillfällig trend. Det synsätt på IT och verksamhetsutveckling som BPR representerar, kommer helt klart att påverka vår syn på *affärsutveckling*, *arbetsorganisation*, och sist men inte minst *datorisering*.

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Bilaga 1

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Använda sökord

- *Business Process Reengineering*
- *Business Reengineering*
- *Business Process Re-design*
- *Business Process & Information Technology*

Innehållsförteckning artikelreferenser

A CASE for IS Futures at UNUM Insurance 6
Alexander, John J., Jr.

You'll survive 6
Anonymous

Software 2000 7
Anonymous

While Changing Platforms, Consider Changing Business Too 7
Anonymous

Technical briefing: How MED works ... ... Compared with other approaches 8
Anthes, Gary H

Pentagon Wields IS Strategic Weapon 8
Anthes, Gary H.

EIM: Year 2000 9
Avedon, Don

The Use of Decision Criteria in Selecting Information Systems/Technology 9
Investments

The CIO's Key Role in Healthcare Strategic Planning 10
Ball, Marion J.

Assignment: Re-Engineering 11
Ballou, Melinda-Carol

Insurance Firm Pushes the Architectural Envelope 11
Baum, David

Critical IT Issues: The Next Ten Years 12
Benjamin, Robert I.

Full Steam Ahead with Re-Engineering 12
Betts, Mitch
IS Roundtable: Technologies of the Future 13
Booker, Ellis
Work Flow Emerges as Imaging Trend 14
Booker, Ellis
A New Approach to Data Management Catches On 14
Bozman, Jean S.
Value-Chain Assessment of the Travel Experience 15
Brathwaite, Ron
The Information Integrator 15
Bruce, Frances M.
Manufacturing Is on the Move 16
Buckler, Grant
A model for customer-supplier alliances 16
Burdett, John O
Basic Principles for Measuring IT Value 17
Carlson, Walter
Do You Measure Up? 17
Carlson, Walter M.
Jan Scites: Facing the future headfirst 18
Conliffe, Alison
The CASE Advantage 19
Connell, Richard F.
New Ways to DIP into Information 19
Cooper, Piers
From ABC to ABM 20
Cooper, Robin
Asking Why Could Uncover More Efficient Ways to Do Things 20
Currid, Cheryl
Process Modeling 21
Curtis, Bill
Hobnobbing with Your Peers 21
Daniele, Elizabeth
Information Politics 22
Davenport, Thomas H.
Going Beyond the Buzzwords 23
Day, Jacqueline
Is Technology Tamer in the '90s? 23
Day, Jacqueline
10 Cost Management Strategies 24
DeBow, Yvette
Organization support systems: Bridging business and decision processes 24
Fedorowicz, Jane

Understanding the CEO/CIO relationship 25
Feeny, David F
Looking Beyond the Name to Demonstrate Real IE Value 25
Ferguson, Gary A.
Information Management: Business Reengineering 26
Fitzpatrick, Edmund W.
Information Strategy: The Executive's Journal v9n1 PP: 26-30 Fall 1992 27
EDI Beginning to Stretch National, Business Bounds 27
Frye, Colleen
Work Management: The Next Step in Imaging 28
Gant, James J.
Surviving the re-engineering revolution 28
Gantz, John
Imaging Adds Vision to Information 29
Goulden, David
Quality Improvement - From Dreams to Reality 30
Green, Christopher
Combining Quality and Reengineering Efforts for Process Excellence 30
Gulden, Gary K.
Workflow Extends Imaging 31
Harding, Elizabeth U.
What CIOs Need to Do Now 31
Hayley, Kathryn
San Diego Gas to re-engineer 32
Hoffman, Thomas
Reengineering the Business 32
Huff, Sid L.
An Inevitable Evolution 33
Jacobsen, Greg M.
Cyrus F. Gibson: On IS reengineering 33
James, Philip N
In Defense of Activity-Based Cost Management 34
Kaplan, Robert S.
Positioning the IS Platform 35
Keen, Peter G. W.
Making IT Happen 35
Keen, Peter G. W.
Get a Handle on IT 36
Keen, Peter G. W.
Team Tools Targeting Development Process 36
Keyes, Jessica
Sounds Like Greek (or Japanese) to Me: Learning Business Lingo 37
King, Julia
The Rise of Document Management 38
Kobielus, James

IS Professionals Combine Talents to Create Their Own Niche 38
LaPlante, Alice
A framework for linking the structure of information systems withorganizational requirements for information sharing..... 39
Lee, Sunro
The New Centralization 39
Maglitta, Joseph
The Time Bomb..... 40
Manganelli, Ray
The healthcare CIO's role in business process redesign 40
McQueen, Harry E Jr
Office for the 1990s 41
Melvin, Jeremy
Reengineering: More than Meets the Eye 42
Morris, Dan
Activity Mapping for Business Process Redesign 42
Morrow, Michael
Six Steps to Developing an Imaging Strategy That Reflects Your Corporate Strategy ... 43
Napolitano, Catharine M.
Keeping Pace with CASE Philosophy 43
Nash, Kim S.
Business Process Re-Engineering: A Business Revolution? 44
Omrani, Danesh
Reengineering Your Business..... 45
Peterson, Leroy D.
Reengineering Goals Shift Toward Analysis, Transition 45
Pfrenzinger, Steven
Beg, Borrow - And Benchmark..... 46
Port, Otis
Banking's New Technology Revolution: From Mainframes to PC Power 46
Radding, Alan
"Reengineering," or Evolution Through Violent Overthrow 47
Rasmus, Dan
The Six Principles of Re-Engineering..... 48
Rice, Colin
Systems Delivery: Evolving New Strategies 48
Rockart, John F.
Managing Change: The Comfort of Technology We Know..... 49
Ryan, Hugh W.
What Is Re-Engineering, Anyway?..... 49
Schatz, Willie
Reengineering Wall Street's Systems 50
Schmerken, Ivy
EDI-induced redesign of co-ordination in logistics 50
Sheombar, Haydee S

Beyond Business Process Redesign: Redefining Baxter's Business Network..... 51
Short, James E.
Can IEs Become Masters of Change? - A Second Look 52
Sink, D. Scott
Business Process Re-Engineering: A Fresh Challenge for Management Services..... 52
Spencer, Bob
Remake Your Business 53
Stadler, David A.
Optimal Business Solution..... 53
Stallcop, Terry
The Search for the Organization of Tomorrow..... 54
Stewart, Thomas A.
Strategic Management and Information Systems: An Ambiguous Relationship..... 54
Sutherland, Ewan
Document Management: Destined to be a Smash Hit..... 55
Van Kirk, Doug
Compressing Time-to-Market: Today's Competitive Edge 56
Weimer, George

Några rubriker utan referenser.....57

Structure and perceived effectiveness of software dev. subunits: Atask contingency analysis 57
The willing technician 57
Dreaming and doing: Reengineering GTE Telephone Operations 57
The secret history of process reengineering 57
A six-step guide to process reengineering 57
Reengineering one firm's product development and another's service delivery 57
A methodology for reengineering businesses 57
XSoft pack for work flow apps hits mart 57
Manufacturing software heads for the 21st century 57
Plan now to prevent career dead ends for Cobol programmers 57
Mediation is the message 57
CASE challenges 57
Re-engineering the claims process 58
Business process reengineering 58
Aligining business goals with technology 58

A CASE for IS Futures at UNUM Insurance

Alexander, John J., Jr.

Journal of Systems Management v43n1 PP: 23-27, 35-36 Jan 1992 CODEN: JSYMA9 ISSN: 0022-4839 JRNL CODE: JSM
DOC TYPE: Journal article LANGUAGE: English LENGTH: 7 Pages
SPECIAL FEATURE: Charts Graphs
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 1797.00
WORD COUNT: 4542

ABSTRACT: UNUM Life Insurance (Portland, Maine) translates values for customers into demands on information systems (IS) for function built to meet business needs in time to gain and retain competitive advantage. UNUM's Corporate Information Services' (CIS) response to this demand was to draft an Application Development Environment (ADE) strategy. ADE moves toward full computer aided software engineering (CASE), which is envisioned as a set of tools that business and IS professionals use to logically analyze and define the data and processes of the company to an ADE that will automatically generate the files and applications to process business transactions, store data, and provide access to information for making decisions. UNUM's approach to ADE begins with the decision to pick the best tools and integrate them into a programmer's workbench. CASE represents a major cultural change in the way systems are developed by shifting all work from the physical to the logical. Not all people who are proficient in the current technology will make the transition to CASE.

COMPANY NAMES:
UNUM Life Insurance Co (DUNS:00-694-9473)
GEOGRAPHIC NAMES: US

DESCRIPTORS: Case studies; Insurance industry; Computer aided software engineering; Information systems; Systems development
CLASSIFICATION CODES: 9110 (CN=Company specific); 8200 (CN=Insurance industry); 5220 (CN=Data processing management); 9190 (CN=United States)

You'll survive

Anonymous

Computerworld v27n5 PP: 72-73 Feb 1, 1993 CODEN: CMPWAB ISSN: 0010-4841 JRNL CODE: COW
DOC TYPE: Journal article LANGUAGE: English LENGTH: 2 Pages
SPECIAL FEATURE: Graphs
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 6206.00
WORD COUNT: 555

ABSTRACT: Eventually, it is likely that network managers will have to figure out how to effect linkages among separate system enclaves as management discovers the importance of close and continuous communications between functional areas that have never before interacted. Some tips for integration include: 1. taking small steps, 2. not rushing to make deadlines, and 3. making sure in-house skills are up to par. The results of a survey on network integration are included.

GEOGRAPHIC NAMES: US
DESCRIPTORS: Computer networks; Systems integration; Recommendations

CLASSIFICATION CODES: 9000 (CN=Short Article); 9190 (CN=United States); 5250 (CN=Telecommunications systems); 5240 (CN=Software & systems)

Software 2000

Anonymous

Canadian Datasystems v24n12 PP: 40-46 Dec 1992 CODEN: CNDSAE ISSN: 0008-3364 JRNL CODE: CAD
DOC TYPE: Journal article LANGUAGE: English LENGTH: 4 Pages
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 10768.00
WORD COUNT: 3022

ABSTRACT: Top Canadian computer consultants predict what various segments of the software market will look like by the year 2000. Michael J. D. Sutton of Flynn McNeil Raheb & Associates Ltd. sees electronic document management systems being implemented without the use of basic creation and maintenance techniques. Rainer Beltzner of Peat Marwick Thorne predicts that computerized accounting systems will become strategic systems. Ward Beattie of LinkAge Office Information Solutions Inc. forecasts increasing communications use that will force a redefinition of the workgroup. Kenneth A. Grant of LGS Group and Jan Duffy of Duffy Consulting Group Inc. also see workgroups as changing and achieving more importance. According to Leo Gotlieb of The CGI Group, organizations will use the underlying concepts of object-oriented and CASE programming approaches to develop applications faster than ever. Sandy Kemsley of MetaConcepts believes that document imaging technology will reflect downsizing trends.

DESCRIPTORS: Software; Forecasts; Groups; Image processing system ; Trends; Manypeople
CLASSIFICATION CODES: 5240 (CN=Software & systems)

While Changing Platforms, Consider Changing Business Too

Anonymous

Computing Canada Supplement PP: 7 Sep 1992 CODEN: CMCNDO ISSN: 0319-0161 JRNL CODE: CCD
DOC TYPE: Journal article LANGUAGE: English LENGTH: 1 Pages
AVAILABILITY: Photocopy available from ABI/INFORM 14986.00

ABSTRACT: Like many companies, Sun Microsystems of Canada Inc. is embracing business reengineering. Businesses today face austere economic realities and must rely on information technology (IT) more than ever to get more done with scarcer resources, smaller budgets, and fewer people. Sun's use of IT over the last 2 years to implement changes in business processes is paying off; it is doing 20% more business in Canada since October 1991, but the staff has remained at 150, down about 30% from staff levels in 1990. A new online order entry system, linked to its world headquarters, and in turn to plants and suppliers worldwide, has enabled the company to bring product to customer site in 4 days, if not less. Other systems bring updated prices and promotion programs to its salesforce daily and automatically double-check prices and system configurations as orders are entered. However, some IT organizations have had disappointing results because IT's focus had been on automating manual functions, not on making dramatic organizational changes.

COMPANY NAMES:

Federal Express Canada Ltd
Sun Microsystems Inc (DUNS:01-304-4532 TICKER:SUNW)
GEOGRAPHIC NAMES: Canada
DESCRIPTORS: Improvements; Information systems; Efficiency; Work methods improvement; Systems management
CLASSIFICATION CODES: 5240 (CN=Software & systems); 5220 (CN=Data processing management); 9172 (CN=Canada)

Technical briefing: How MED works – Compared with other approaches

Anthes, Gary H

Computerworld v27n6 PP: 57 Feb 8, 1993 CODEN: CMPWAB ISSN: 0010-4841
JRNL CODE: COW
DOC TYPE: Journal article LANGUAGE: English LENGTH: 1 Pages
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 6206.00
WORD COUNT: 476

ABSTRACT: In Managed Evolutionary Development (MED), all system documentation is written in draft form at the beginning of the project, with gaps left for uncertainties. A system boundaries document says what the system will and will not do. MED is a step up from several popular approaches to lifecycle development, which include the waterfall approach and the spiral model.

GEOGRAPHIC NAMES: US
DESCRIPTORS: Systems development; Project management; Techniques
CLASSIFICATION CODES: 9000 (CN=Short Article); 9190 (CN=United States); 5240 (CN=Software & systems)

Pentagon Wields IS Strategic Weapon

Anthes, Gary H.

Computerworld v26n23 PP: 1, 20 Jun 8, 1992 CODEN: CMPWAB ISSN: 0010-4841 JRNL CODE: COW
DOC TYPE: Journal article LANGUAGE: English LENGTH: 2 Pages
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 6206.00
WORD COUNT: 1548

ABSTRACT: At the Pentagon, Corporate Information Management (CIM) is an umbrella term for a complex set of initiatives with wide-ranging goals, such as software reuse, implementation of specific technologies, and operational imperatives that include an 85% reduction in the number of Department of Defense (DOD) information systems centers. As the DOD sets its CIM effort in motion, civilian agencies are watching to see what lessons they can learn from the Pentagon's information systems (IS) initiatives. While progress has been made in all areas, many of CIM's underpinnings are still in the conceptual stage. The most fundamental near-term milestone in the CIM reengineering effort is to complete comprehensive, DOD-wide data and business process models. The models will be key to enabling the interoperability and the standard systems that are needed if the DOD is to meet its operational and financial goals.

COMPANY NAMES:
Department of Defense
GEOGRAPHIC NAMES: US

DESCRIPTORS: Government agencies; Military markets; Case studies; MIS; Initiatives; Cost control; Reorganization
CLASSIFICATION CODES: 9550 (CN=Public sector); 9110 (CN=Company specific); 5220 (CN=Data processing management); 2320 (CN=Organizational structure) ; 9190 (CN=United States)

EIM: Year 2000

Avedon, Don

Document Image Automation v12n4 PP: 8-9 Winter 1992 ISSN: 1054-9692
JRNL CODE: VIT
DOC TYPE: Journal article LANGUAGE: English LENGTH: 2 Pages
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 13007.04
WORD COUNT: 1042

ABSTRACT: In an interview, Michael B. Heacock, Manager, Integration Support, Components Marketing Group, Eastman Kodak Co., discussed electronic image management (EMI). Heacock does not believe that either WORM (write once read many) or rewritable optical disks will become predominant at the expense of the other. Their usage will grow based on the type of applications each can serve. Kodak also considers filmed images to be a long term viable option for a number of applications. The range of applications can be defined according to: 1. need for access (active, reference, archival), and 2. size of output volume. If access is limited and the application size is considerable, COM (computer output to microfilm) remains a cost-effective and productive option. Vendors, media, and associations must work to demystify the technology of document imaging. Document image processing will become as important as data processing as the 2 technologies become intertwined and eventually merge.

GEOGRAPHIC NAMES: US
DESCRIPTORS: Information storage; Image processing system ; Information management; WORM; Optical disk; Computer output microfilm; Trends
CLASSIFICATION CODES: 5200 (CN=Communications & information management);
5260 (CN=Records management); 9190 (CN=United States)

The Use of Decision Criteria in Selecting Information Systems/Technology Investments

Bacon, C. James

MIS Quarterly v16n3 PP: 335-353 Sep 1992 CODEN: MISQDP ISSN: 0276-7783
JRNL CODE: MIS
DOC TYPE: Journal article LANGUAGE: English LENGTH: 19 Pages
SPECIAL FEATURE: Charts Appendix References
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 15176.00
WORD COUNT: 9282

ABSTRACT: In a competitive environment, selecting and effectively pursuing the right information systems/technology (IST) investments can be a key factor in sustaining corporate viability and prosperity. The criteria used by 80 organizations in allocating strategic IST resources are examined. Senior executives were asked to indicate which of 15 criteria they use in deciding among competing projects. They also identified how frequently the criteria are used and ranked them by importance. The results indicate that

criteria such as the support of explicit business objectives and response to competitive systems are now important in selecting IST investments. The results show that discounted cash flow (DCF) is used as an investment criterion for IST projects by about 75% of the Fortune 500-type firms that participated in the survey. Overall, DCF techniques are applied to only 40% of all projects in the sample. Although financial criteria are used by most organizations, the extent of analysis and application appears to leave room for improvement.

DESCRIPTORS: Criteria; Information systems; Selection; Studies; Capital investments
CLASSIFICATION CODES: 5240 (CN=Software & systems); 9130 (CN=Experimental/Theoretical)

The CIO's Key Role in Healthcare Strategic Planning

Ball, Marion J.; Douglas, Judith V.

Computers in Healthcare v13n5 PP: 17-21 May 1992 CODEN: COHED2 ISSN: 0745-1075 JRNL CODE: CIH
DOC TYPE: Journal article LANGUAGE: English LENGTH: 3 Pages
SPECIAL FEATURE: Charts
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 12663.01
WORD COUNT: 1753

ABSTRACT: Health care chief information officers (CIO) will face tremendous challenges over the next several years. In a national survey published in 1990, CIOs identified leadership ability and vision-imagination as the top 2 attributes needed for success. CIOs are important and proactive contributors to the formulation of business strategy. At the highest levels of the organization, they obtain sponsorship and funding for mission-critical systems. CIOs build infrastructures that enable change, working within and through the organization. An analysis of a Coopers & Lybrand survey of health care information systems executives underscores the importance of strategic planning. According to the analysis, fully 70% of the respondents indicated that their hospitals have a recently updated formal information systems plan, up from 33% in previous surveys. For the CIO concept to continue to evolve, CIOs must become active strategic planners, committed to implementing the strategic plans they help to develop.

GEOGRAPHIC NAMES: US

DESCRIPTORS: Health care industry; Chief information officers; Success; Requirements; Strategic planning
CLASSIFICATION CODES: 8320 (CN=Health care industry); 2130 (CN=Executives); 2310 (CN=Planning); 9190 (CN=United States)

Assignment: Re-Engineering

Ballou, Melinda-Carol

Computerworld v26n45 PP: 71, 73 Nov 9, 1992 CODEN: CMPWAB ISSN: 0010-4841 JRNL CODE: COW
DOC TYPE: Journal article LANGUAGE: English LENGTH: 2 Pages
SPECIAL FEATURE: Graphs
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 6206.00

WORD COUNT: 1401

ABSTRACT: Columbia University is currently halfway through a 5-year re-engineering plan to downsize to a client-server environment that includes an IBM Enterprise System/9000 mainframe, RISC System/9000 Unix technology and TCP/IP. To implement the plan, Columbia is employing several new tactics and technologies, including short-term outsourcing, a software partnership with American Management Systems Inc. and a state-of-the-art imaging system that will be introduced in the financial aid department in December 1992. Mark Olson, vice-president of student financial and information services, worked directly with the student and financial offices to incorporate their requirements as a means of creating a sense of user ownership. Columbia officials say the project has already produced several benefits, such as decentralized student registration. Workers are now considering distributed data management using Sybase Inc. equipment together with DB2 across multiple environments.

COMPANY NAMES:
Columbia University
GEOGRAPHIC NAMES: US

DESCRIPTORS: Case studies; Colleges & universities; Downsizing; Systems development; Characteristics; Advantages; Users

CLASSIFICATION CODES: 9110 (CN=Company specific); 8306 (CN=Schools & educational services); 5240 (CN=Software & systems); 9190 (CN=United States)

Insurance Firm Pushes the Architectural Envelope

Baum, David

InfoWorld v14n44 PP: 53 Nov 2, 1992 ISSN: 0199-6649 JRNL CODE: IFW
DOC TYPE: Journal article LANGUAGE: English LENGTH: 1 Pages
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 12701.01
WORD COUNT: 1309

ABSTRACT: Many IS departments are adopting powerful workstations to create software applications for deployment on a wide variety of processors, reducing the need for large, centralized CPUs. One company that has successfully downsized its IS operations is Arkwright Mutual Insurance Co. (Waltham, Massachusetts). Arkwright system developers created a 3-part software architecture that separates the graphical user interface from the stored data and the applications used to create and manipulate that data. This approach greatly cuts down on maintenance requirements and allows a user on any desktop to access data from any application running on the network. This transparent information access was achieved through some custom programming that allows interoperability between a number of back-end databases. A companywide network decentralized the storage of critical customer information while maintaining effective computing services at the departmental level. The 600 people in 10 regions throughout North America are linked via 56-kbps leased lines.

COMPANY NAMES:
Arkwright Mutual Insurance Co (DUNS:00-695-1503)
GEOGRAPHIC NAMES: US

DESCRIPTORS: Case studies; Insurance companies; Computer networks; Downsizing; Systems design; Computer architecture

CLASSIFICATION CODES: 9110 (CN=Company specific); 8220 (CN=Property & casualty insurance); 9190 (CN=United States); 5250 (CN=Telecommunications systems)

Critical IT Issues: The Next Ten Years

Benjamin, Robert I.; Blunt, Jon

Sloan Management Review v33n4 PP: 7-19 Summer 1992 CODEN: SMRVAO ISSN: 0019-848X JRNL CODE: SMZ
DOC TYPE: Journal article LANGUAGE: English LENGTH: 13 Pages
SPECIAL FEATURE: Charts Diagrams References
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 6008.00
WORD COUNT: 8871

ABSTRACT: A vision of what the information technology (IT) function in a large organization must become in order to enable progress is presented. A best case scenario for computing environment in the year 2000 includes such essential elements as: 1. a hierarchy of powerful computing capabilities, 2. connections to high bandwidth public networks, and 3. sophisticated user interfaces that incorporate advanced ergonomic design concepts. Such a scenario is based on several assumptions about technology, including the improvement of cost performance and the standardization of the client-server architectural model. The restructuring of the industrial enterprise and the globalization of business are corporate drivers that will influence the IT function. Application models will contribute to a revolution in systems development practices. The major challenge for IT executives will be helping their organizations exploit the upcoming technology opportunities.

GEOGRAPHIC NAMES: US

DESCRIPTORS: MIS; Technological change; Forecasts; Client server computing; Systems development; Business conditions
CLASSIFICATION CODES: 5240 (CN=Software & systems); 9190 (CN=United States)

Full Steam Ahead with Re-Engineering

Betts, Mitch

Computerworld v26n31 PP: 93 Aug 3, 1992 CODEN: CMPWAB ISSN: 0010-4841 JRNL CODE: COW
DOC TYPE: Journal article LANGUAGE: English LENGTH: 1 Pages
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 6206.00
WORD COUNT: 950

ABSTRACT: In an interview, Robert D. Kunisch, chairman and CEO of PHH Corp., discussed the role of technology in transforming PHH's maturing collection of businesses into global competitors. Kunisch and information systems executive, Richard A. Bolandz, want to use information technology to help bridge the gap between the vehicle and real estate side of the business so both sides can share sales leads and provide one-stop shopping for multinational clients. PHH needs to find ways to reduce duplication of technology investment by pulling the companies together on a global basis. Through business re-engineering, the company has formed teams of generalists to serve customers. PHH is building an international marketing

database so that sales and marketing people in any PHH business or location can network and share leads. The company's leadership position and success is directly linked to using technology to support the business plans.

COMPANY NAMES:
PHH Corp (DUNS:00-695-0349)

GEOGRAPHIC NAMES: US

DESCRIPTORS: Diversified companies; Case studies; Chief executive officers; Information systems; Strategic planning; Technology; Roles

CLASSIFICATION CODES: 9190 (CN=United States); 9530 (CN=Diversified companies); 9110 (CN=Company specific); 2120 (CN=Chief executive officer); 2310 (CN=Planning); 5240 (CN=Software & systems)

IS Roundtable: Technologies of the Future

Booker, Ellis
Computerworld v26n42 PP: 28 Oct 19, 1992 CODEN: CMPWAB ISSN: 0010-4841
JRNL CODE: COW
DOC TYPE: Journal article LANGUAGE: English LENGTH: 1 Pages
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 6206.00
WORD COUNT: 1100

ABSTRACT: Advanced computing and communications systems can offer a competitive advantage for those who figure out when and how to deploy them. In a roundtable discussion, 3 information systems executives discussed how they keep abreast of current technologies, and what figures into their decision making when the chance arrive to use a promising but little-tried product. Comdisco Inc.'s Diana Walker explained that her firm's strategic systems area evaluates and recommends the use of new products and develops relationships with vendors. Consultant Sid Diamond, recently with Black & Decker Corp., reads trade journals, maintains a close relationship with vendors, and discusses products with peers and in-house R&D. Before testing or deploying a leading-edge technology, St. Clair Hospital's John J. Dell tries to get the vendor to share in the risk. One firm provides the investment, while the other provides the site. Diamond believes most vendors are concerned with the immediate condition of their products, rather than giving a long-term vision or architecture.

COMPANY NAMES:
Comdisco Inc (DUNS:05-431-8936 TICKER:CDO)
St Clair Hospital
GEOGRAPHIC NAMES: US

DESCRIPTORS: Technological planning; Factors; Information systems; Systems management; Selection; Recommendations
CLASSIFICATION CODES: 5220 (CN=Data processing management); 5120 (CN=Purchasing); 9190 (CN=United States)

Work Flow Emerges as Imaging Trend

Booker, Ellis
Computerworld v26n27 PP: 50 Jul 6, 1992 CODEN: CMPWAB ISSN: 0010-4841
JRNL CODE: COW

DOC TYPE: Journal article LANGUAGE: English LENGTH: 1 Pages
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 6206.00
WORD COUNT: 662

ABSTRACT: At the Association for Image and Information Management (AIIM) conference held in June 1992, work flow was seen as the crucial software component of imaging systems. According to a straw poll conducted by IBM at the show, reengineering was on the minds of many attendees. Among other results, the survey found that 76% of the 377 respondents are implementing or plan to implement a business reengineering project; approximately 70% said this activity was likely to take place within a year. The industry trend is for the work flow component, like the image system, to run under an icon-driven graphical user interface (GUI). For the majority of vendors, this means Microsoft Corp.'s Windows environment. Noting the impact that work flow could have on their business operations, several sophisticated users of imaging technology at AIIM indicated a need to decouple the work flow system from the imaging system.

COMPANY NAMES:
Assn for Information & Image Management
GEOGRAPHIC NAMES: US

DESCRIPTORS: Conferences; Image processing system ; Polls & surveys; Trends ; Implementations; User interface; Impacts
CLASSIFICATION CODES: 5240 (CN=Software & systems); 9190 (CN=United States)

A New Approach to Data Management Catches On

Bozman, Jean S.
Computerworld v26n43 PP: 28 Oct 26, 1992 CODEN: CMPWAB ISSN: 0010-4841
JRNL CODE: COW
DOC TYPE: Journal article LANGUAGE: English LENGTH: 1 Pages
SPECIAL FEATURE: Diagrams
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 6206.00
WORD COUNT: 532

ABSTRACT: Several factors have kept object-oriented database management systems (DBMS) out of information systems shops. The worldwide object-oriented database market has been held to just $30 million because of a lack of standard interfaces, a steep learning curve for Cobol and C programmers, and the proprietary features of the products. Object-oriented DBMS vendors include Servio Corp., Versant Object Technology Inc., and Ontos Inc. Two systems vendors - Hewlett-Packard Co. and Digital Equipment Corp. - have object-oriented DBMSs. Some of the small vendors signed joint development agreements in 1992 with relational database vendors. Complex relationships among data objects that do not map well to the tables and rows of relational databases can be reflected in object databases. Analysts predict that if predefined class libraries - collections of user-defined objects - become prevalent, along with a set of object standards, the use of object-oriented DBMSs might accelerate.

GEOGRAPHIC NAMES: US
DESCRIPTORS: Data base management systems; Object oriented programming; Factors; Problems; Relational data bases; Trends; Manycompanies
CLASSIFICATION CODES: 5240 (CN=Software & systems); 9190 (CN=Un States)

Value-Chain Assessment of the Travel Experience

Brathwaite, Ron

Cornell Hotel & Restaurant Administration Quarterly v33n5 PP: 41-49 Oct 1992 CODEN: CHRQA2 ISSN: 0010-8804 JRNL CODE: CHR
DOC TYPE: Journal article LANGUAGE: English LENGTH: 9 Pages
SPECIAL FEATURE: Graphs Diagrams References
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 12801.00
WORD COUNT: 4944

ABSTRACT: All service-oriented technology should be evaluated on the basis of its capability to add value to the customer's experience. The travel-and-tourism industry's service-delivery system is related to a value chain that stretches across the different subsectors of the industry. Each link on the value chain represents an experience point. Each experience point has the potential to produce value for the customer. Each offering of service-oriented technology affects the value a customer receives at one or more experience points. By evaluating that technology in terms of its capacity to increase the quality of the guest's experience, the industry's decision makers can understand and influence patterns and trends underlying the development and application of service-oriented technology. Travel-and-tourism decision makers can apply the principles that support the value-chain framework to enhance their companies' profits, create a workable measure of value received by customers, and support arguments for the establishment of value-added partnerships among the industry's main players.

GEOGRAPHIC NAMES: US

DESCRIPTORS: Tourism; Travel industry; Customer services; Customer relations; Technology; Applications
CLASSIFICATION CODES: 8380 (CN=Hotels & restaurants); 8350 (CN=Transportation industry); 5240 (CN=Software & systems); 2400 (CN=Public relations); 9190 (CN=United States)

The Information Integrator

Bruce, Frances M.

Computerworld v26n36 PP: 91-92 Sep 7, 1992 CODEN: CMPWAB ISSN: 0010-4841 JRNL CODE: COW
DOC TYPE: Journal article LANGUAGE: English LENGTH: 2 Pages
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 6206.00
WORD COUNT: 1658

ABSTRACT: Key responsibilities of an internal information integrator include figuring where and how systems can best be deployed to optimize business processes and get data to the people who need it. This involves targeting technologies that can ease communication across organizational boundaries and provide access to data held in several different databases. It also involves coordinating in-house and external experts to turn the plan for integrated systems into reality. Diversity is key to the information integrator's skill set. Specific skills of an information integrator include: 1. creativity and vision, with the ability to develop a systems strategy, 2. strong project management and leadership ability, 3. political skills, 4. the ability to gain the confidence of a diverse set of users, 4. the ability to understand user requirements, and 5. strong information architecture skills.

GEOGRAPHIC NAMES: US
DESCRIPTORS: Information management; Information systems; Systems integration; Responsibilities; Skills
CLASSIFICATION CODES: 9190 (CN=United States); 5240 (CN=Software & systems) ; 2200 (CN=Managerial skills)

Manufacturing Is on the Move

Buckler, Grant

Computing Canada v18n25 PP: 1, 6 Dec 7, 1992 CODEN: CMCNDO ISSN: 0319-0161 JRNL CODE: CCD
DOC TYPE: Journal article LANGUAGE: English LENGTH: 2 Pages
AVAILABILITY: Photocopy available from ABI/INFORM 14986.00

ABSTRACT: For manufacturers, success is increasingly a matter of ensuring that the connections that tie manufacturing systems together and to the rest of the organization are first-rate. In the early 1980s, materials requirements planning (MRP) dealt with getting materials to the right place at the right time. Manufacturing resources planning (MRP II) deals with equipment and labor as well as materials. Companies have been working to link MRP II and other manufacturing control systems to the shop floor and the shop floor to computer-aided design systems. A new phase of integration involves tying manufacturing systems to the rest of the organization through links to purchasing and inventory systems. Gartner Group calls this Enterprise Resources Planning. The concept involves business process re-engineering as well as greater integration with other systems. Connaught Laboratories Ltd. plans to link its MRP II system with a laboratory information system to eliminate duplication of work and move the company toward a common database.

GEOGRAPHIC NAMES: Canada

DESCRIPTORS: Manufacturers; Manufacturing resource planning; CAD; Systems integration; Advantages
CLASSIFICATION CODES: 8600 (CN=Manufacturing industries not elsewhere classified); 5310 (CN=Production planning & control); 5240 (CN=Software & systems); 9172 (CN=Canada)

A model for customer-supplier alliances

Burdett, John O

Logistics Information Management v5n1 PP: 25-31 1992 ISSN: 0957-6053 JRNL CODE: LIM
DOC TYPE: Journal article LANGUAGE: English LENGTH: 7 Pages
SPECIAL FEATURE: Charts References

AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM
WORD COUNT: 3954

ABSTRACT: Rooted not in peripheral or opportunistic decisions, but in long-term strategy, customer-supplier alliances (CSA) are an entirely new way to think about business partnering and, for many firms, a new way to think about marketing. The driving forces behind CSAs have their origins in 3 key areas: 1. globalization, 2. the paradox between globalization and local buying patterns, and 3. increased competitiveness at a domestic level. The advantage of having a model in any change process is

significant. Potential CSA models include marriage and new job management integration, which both have some drawbacks. A proven model from the natural sciences may be a means to better manage CSAs. The model outlines both the 4 stages of growth - sparse, confluent, aligned, and fused - and the medium necessary if the alliance is to flourish.

DESCRIPTORS: Models; Alliances; Customers; Suppliers; Marketing; Strategic planning; Competitive advantage; Advantages
CLASSIFICATION CODES: 2310 (CN=Planning); 2400 (CN=Public relations); 7000 (CN=Marketing)

Basic Principles for Measuring IT Value

Carlson, Walter; McNurlin, Barbara
I/S Analyzer v30n10 PP: 1-16 Oct 1992 ISSN: 0896-3231 JRNL CODE: ENL
DOC TYPE: Journal article LANGUAGE: English LENGTH: 15 Pages
SPECIAL FEATURE: References
AVAILABILITY: Photocopy available from ABI/INFORM 1618.01

ABSTRACT: Discovering where computer investments are paying off is receiving more management attention than ever before. Although no framework has been accepted for providing standardized value assessments across firms, promising developments have materialized. The total quality management movement has stimulated management's interest in measurement programs. Likewise, business process reengineering brings measurement to the fore. Eleven principles have been established for developing successful measurement programs to relate technology benefits to business performance. They include: 1. Credibility starts with proven systems department efficiency. 2. Business and technology factors need to be integrated. 3. Both business performance and quality need to be measured. 4. Benchmarking is essential. 5. Asset accounting is essential. Applying these principles within a formal framework will enhance the chance of successfully proving to management where and how payoffs come from using information technology.

DESCRIPTORS: Information systems; Technology; Value; Measurement; Principles
CLASSIFICATION CODES: 5240 (CN=Software & systems)

Do You Measure Up?

Carlson, Walter M.; McNurlin, Barbara C.
Computerworld v26n49 PP: 95-98 Dec 7, 1992 CODEN: CMPWAB ISSN: 0010-4841 JRNL CODE: COW
DOC TYPE: Journal article LANGUAGE: English LENGTH: 3 Pages
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 6206.00
WORD COUNT: 2211

ABSTRACT: A problem for many companies trying to quantify information technology's return on investment is knowing which performance measure to use in which situation. A number of companies today are exploring outsourcing in hopes of saving money on in-house information systems (IS) operational expenses and capital investments. Measures of IS efficiency include time to complete projects, percentage of service level agreements met, operational costs, and programmer productivity. In measuring IS effectiveness, 3 reliable indicators are return on equity, earnings per

share, and revenue versus expense. Another option is reengineering, which involves redesigning business processes to make dramatic, companywide improvements in such areas as cycle time, quality, and price. Measures that have the most meaning for reengineering center on business efficiency and business effectiveness. Companies can analyze and justify infrastructure investments by drawing on the numerous formulas and models used in financial options pricing.

GEOGRAPHIC NAMES: US

DESCRIPTORS: Information systems; Benchmarks; Economic justification; Effectiveness; Measurement; Return on investment; Outsourcing
CLASSIFICATION CODES: 5240 (CN=Software & systems); 3100 (CN=Capital & debt. management); 5120 (CN=Purchasing); 9190 (CN=United States)

Jan Scites: Facing the future headfirst

Conliffe, Alison
Network World v10n1 PP: 31, 50 Dec 28, 1992/Jan 4, 1993 ISSN: 0887-7661
JRNL CODE: NWW
DOC TYPE: Journal article LANGUAGE: English LENGTH: 2 Pages
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 15222.01
WORD COUNT: 1097

ABSTRACT: Jan Scites, senior vice-president in charge of Connecticut Mutual Life Insurance Co.'s individual life insurance business unit, is moving the company ahead on business process redesign, also called reengineering. Scites achieved recognition primarily as the leader of a project to develop an enterprisewide client-server architecture. Projects led by Scites have obtained finalist status in the International Communications Association's Call For Innovation and the American Management Systems/Carnegie-Mellon University's Fifth Awards for Achievement in Managing Information Technology. Scites considers business process redesign to be a business strategy, not a purely technical strategy. Group collaboration tools will play a big role in the reengineering, but human contact is still necessary. End users will continue to be involved in business process redesign. The effort of retraining end users and technical staff will lessen in the future. Having a mandate from upper management for the changes is a plus.

COMPANY NAMES:
Connecticut Mutual Life Insurance Co (DUNS:00-691-7108)
GEOGRAPHIC NAMES: US

DESCRIPTORS: Personal profiles; Business; Process engineering; Corporate planning; Technological planning; Life insurance companies
CLASSIFICATION CODES: 9160 (CN=Biographical); 8210 (CN=Life & health insurance); 9190 (CN=United States); 2310 (CN=Planning)

The CASE Advantage

Connell, Richard F.
Best's Review (Life/Health) v93n5 PP: 78-80 Sep 1992 CODEN: BRLHB5
ISSN: 0005-9706 JRNL CODE: BIH
DOC TYPE: Journal article LANGUAGE: English LENGTH: 2 Pages
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 1762.00
WORD COUNT: 975

ABSTRACT: Several years ago, faced with increased competition and regulatory pressures, Aetna Life & Casualty decided to reevaluate its systems development process. In a comparison with other insurers, Aetna found that it was assigning an increasing proportion of resources to systems maintenance, which limited the company's ability to deploy information systems that would support changing business needs. To become more efficient, Aetna decided to adopt a computer-aided systems engineering (CASE) development environment for the consistency and structure it would provide to the development process and the independence it would provide to operating areas. The company's first CASE production application, the Enterprise Provider Data Base (EPDB), became operative in June 1991. The EPDB is an online central library of information about Aetna Health Plan providers. The project was completed in 13 months, 1/3 of the time it would have taken to develop a comparable system, and it required half the usual staff.

COMPANY NAMES:
Aetna Life & Casualty Co (DUNS:04-206-4683 TICKER:AET)
GEOGRAPHIC NAMES: US

DESCRIPTORS: Case studies; Life insurance companies; Computer aided software engineering; Implementations; Systems development; Information systems
CLASSIFICATION CODES: 9110 (CN=Company specific); 8210 (CN=Life & health insurance); 5240 (CN=Software & systems); 9190 (CN=United States)

New Ways to DIP into Information

Cooper, Piers

Accountancy v110n1191 PP: 62-63 Nov 1992 CODEN: ACTYAD ISSN: 0001-4664
JRNL CODE: ACE
DOC TYPE: Journal article LANGUAGE: English LENGTH: 2 Pages
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 2162.00
WORD COUNT: 1418

ABSTRACT: Document image processing (DIP) first began as a concept around 1980, but at the time, the components were very expensive and the software needed to drive them was very rudimentary. In this first phase of DIP development, vendors offerd solutions that merely handled the archival and retrieval of images. Five years ago, DIP entered its 2nd phase, thanks to the development of software that not only handles image storage and retrieval, but also actively manages the routing and movement of images around the organization. This new workflow software opened up vast new possibilities for DIP solutions that could be justified on time savings and service improvement as well as space savings. DIP is now in its 3rd phase. Users can expect vendors to supply comprehensive workfow software, providing intelligent automation to office tasks and complete integration with other computer systems in the business. The power and flexibility of these new systems means that once previously manual clerical tasks can now be fully automated.

GEOGRAPHIC NAMES: UK
DESCRIPTORS: Image processing system ; Advantages; Implications; Characteristics; Cost reduction
CLASSIFICATION CODES: 5240 (CN=Software & systems); 9175 (CN=Western

Europe)

From ABC to ABM

Cooper, R.; Kaplan, R. S.; Lawrence S.; Morrissey, E.;Oehm, R. M.

Management Accounting v74n5 PP: 54-57 Nov 1992 CODEN: MGACBD ISSN: 0025-1690 JRNL CODE: NAA

DOC TYPE: Journal article LANGUAGE: English LENGTH: 4 Pages

SPECIAL FEATURE: Charts

AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 10276.00

WORD COUNT: 3070

ABSTRACT: There has been little systematic evidence as to the design of actual activity-based costing (ABC) systems and the circumstances that would lead companies to initiate an ABC project. Few success stories of bottom-line improvement have surfaced. A study by the Institute of Management Accountant's Committee on Research and the consulting firm of KPMG Peat Marwick examined, analyzed, and synthesized the actual experiences of 8 companies that implemented ABC systems. The experiences of the companies showed that ABC models can be developed using a generally accepted set of practices with a relatively modest commitment of financial, personnel, and time resources. The implementing companies found that one of the first benefits from the ABC analysis was the restructuring and mapping of the organization's expenses from functional categories and departments to show how they related to the activities and business processes.

GEOGRAPHIC NAMES: US

DESCRIPTORS: Activity based costing; Studies; Implementations; Manycompanies; Success; Financial management; Advantages; Management development

CLASSIFICATION CODES: 9190 (CN=United States); 3100 (CN=Capital & debt management); 6200 (CN=Training & development)

Asking Why Could Uncover More Efficient Ways to Do Things

Currid, Cheryl

InfoWorld v14n22 PP: 55 Jun 1, 1992 ISSN: 0199-6649 JRNL CODE: IFW

DOC TYPE: Journal article LANGUAGE: English LENGTH: 1 Pages

AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 12701.01

WORD COUNT: 648

ABSTRACT: Rather than continuing to cast information systems (IS) in the likeness of ingrained but inefficient processes, analysts are beginning to ask probing questions. It takes real innovative thinking to make the questioning process work. IS professionals and other corporate citizens can begin to learn this new skill by looking at business processes and asking why. At a major consumer products company, processes were not conducive to timeliness. They were bureaucratic. With help from some IS staffers and outside consultants, the company is changing. The new goal is just-in-time products for current events. The combination of IS staff delivering the right information and product designers delivering innovations is helping the company bring timely products to market.

GEOGRAPHIC NAMES: US

DESCRIPTORS: Information systems; Systems management; Efficiency; Improvements; Processes
CLASSIFICATION CODES: 5220 (CN=Data processing management); 9190 (CN=United States)

Process Modeling

Curtis, Bill; Kellner, Marc I.; Over, Jim
Communications of the ACM v35n9 PP: 75-90 Sep 1992 ISSN: 0001-0782
JRNL CODE: ACM
DOC TYPE: Journal article LANGUAGE: English LENGTH: 16 Pages
SPECIAL FEATURE: Charts Diagrams References
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 12688.01
WORD COUNT: 10167

ABSTRACT: Integrating information systems into an enterprise often requires modeling even the manual organizational processes into which these systems intervene. Three such applications - business process reengineering, coordination technology, and process-driven software development environments - share a growing requirement to represent the processes through which work is accomplished. To the extent that automation is involved, process representation becomes a vital issue in redesigning work and allocating responsibilities between humans and computers. The basic uses for process models are: 1. to facilitate human understanding and communication, 2. to support process improvement, 3. to automate execution support, 4. to automate process guidance, and 5. to support process management. Since software specification and programming languages provide a means for representing, reasoning about, and enacting a computational process, most researchers have started from this language base in modeling software processes.

DESCRIPTORS: Computer programming; Systems design; Models; Processes; Information systems
CLASSIFICATION CODES: 5240 (CN=Software & systems)

Hobnobbing with Your Peers

Daniele, Elizabeth
Insurance & Technology v17n9 PP: 58 Sep 1992 ISSN: 0892-8533
JRNL CODE: IIN
DOC TYPE: Journal article LANGUAGE: English LENGTH: 1 Pages
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 14954.04
WORD COUNT: 751

ABSTRACT: Two organizations, Omicron and Chicago Research & Planning Group, strive to provide at the local level an environment for companies in which information systems (IS) personnel representing various industries can share ideas, experiences, and vision through roundtables and quarterly meetings. Basically, the meetings afford a means of increasing the amount of personal networking and learning that occurs at the conventions and seminars sponsored by industry organizations. To make sure that IS personnel come in contract with their peers, Home Insurance sends functional managers to Omicron's roundtable discussions. Because educational consortia are designed to serve businesses within their reach, another advantage over the more typical industry conventions, in addition to the frequency of meetings provided, is reduced travel. But the biggest

advantage, maintains Omicron's James Webber, is the format of the discussion, which is peer level.

COMPANY NAMES:
Omicron (DUNS:62-159-2492)
Chicago Research & Planning Group
Home Insurance Co (DUNS:00-698-5311)
GEOGRAPHIC NAMES: US

DESCRIPTORS: Insurance industry; Systems management; Management development ; Manycompanies
CLASSIFICATION CODES: 9190 (CN=United States); 8200 (CN=Insurance industry)
; 5220 (CN=Data processing management); 6200 (CN=Training & development)

Information Politics

Davenport, Thomas H.; Eccles, Robert G.; Prusak, Laurence
Sloan Management Review v34n1 PP: 53-65 Fall 1992 CODEN: SMRVAO ISSN: 0019-848X JRNL CODE: SMZ
DOC TYPE: Journal article LANGUAGE: English LENGTH: 13 Pages
SPECIAL FEATURE: Charts References
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 6008.00
WORD COUNT: 8431

ABSTRACT: Information management approaches in more than 25 companies have been studied over the past 2 years. Many of the efforts to create information-based organizations - or even to implement significant information management initiatives - have failed or are on the path to failure because the companies did not manage the politics of information. There are 5 information models that are representative of the practices that have been observed. Three of these, technocratic utopianism, anarchy, and feudalism, are less effective than the other 2, monarchy and federalism. The first step to effectively managing information is to select the preferred information model. Following that, other principles of politically astute information management include matching information politics to organizational culture, practicing technolgocial realism, electing the right information politicians, and avoiding empire building.

GEOGRAPHIC NAMES: US

DESCRIPTORS: Information management; Politics; Information control; Federalism; Characteristics; Corporate planning
CLASSIFICATION CODES: 5200 (CN=Communications & information management);
2310 (CN=Planning); 9190 (CN=United States)

Going Beyond the Buzzwords

Day, Jacqueline
Bank Systems & Technology v29n12 PP: 52 Dec 1992 CODEN: BSEQD6 ISSN: 1045-9472 JRNL CODE: BSE
DOC TYPE: Journal article LANGUAGE: English LENGTH: 1 Pages
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 7233.01
WORD COUNT: 659

ABSTRACT: In 1993, bankers will face a year of tremendous change. According to Peter DiGiammarino of American Management Systems, CIOs and bank technology managers cannot take the changes associated with business process reengineering and its attendant retinkering with systems for granted. Instead, they must apply consistent attention to the technological and organizational changes they undertake in 1993 and beyond so that these concepts can reach all levels of the bank. Currently, too many banks are allowing different departments to approach reengineering-scale projects with their own initiatives. Too much autonomy obliterates the institutions' overall technology and business objectives, and the likelihood of failure or costly technological mistakes is increased. Clarity is the most important component in any reengineering plan, permitting departments in the same bank to share the same vision for a reengineered technological underpinning, even if the business each performs is not the same.

GEOGRAPHIC NAMES: US

DESCRIPTORS: Banking industry; Technological change; Implementations; Problems; Requirements
CLASSIFICATION CODES: 8100 (CN=Financial services industry); 9190 (CN=United States)

Is Technology Tamer in the '90s?

Day, Jacqueline

Bank Systems & Technology v29n8 PP: 60 Aug 1992 CODEN: BSEQD6 ISSN: 1045-9472 JRNL CODE: BSE
DOC TYPE: Journal article LANGUAGE: English LENGTH: 1 Pages
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 7233.01
WORD COUNT: 750

ABSTRACT: According to Price Waterhouse partner Johnathan Harris, regardless of the banking industry's uneven ups and downs, its technology has stabilized, matured, and formed a solid basis for the next several years. While risk will always remain, there is now less of it. The current maturation of these landmark technologies has started a new curve away from the late 1980s and early 1990s - when new ideas clashed with old, the new buzzwords were client-server and reengineering, and the battle between mainframes and more novel technology turned into a showdown. During that period, the industry was becoming more niche-oriented, trying out new products and demanding more technology in the user community. While changes are now occurring in the available technology, reengineering is what is making downsizing and rightsizing possible. Considering newer options like this may have unnerved some bankers, but it is vitally necessary.

GEOGRAPHIC NAMES: US

DESCRIPTORS: Banking industry; Technological change; Trends; Innovations; Impacts
CLASSIFICATION CODES: 8100 (CN=Financial services industry); 9190 (CN=United States)

10 Cost Management Strategies

DeBow, Yvette; Daniele, Elizabeth; Purcell, Lea L.

Insurance & Technology v17n9 PP: 30-47 Sep 1992 ISSN: 0892-8533
JRNL CODE: IIN
DOC TYPE: Journal article LANGUAGE: English LENGTH: 9 Pages
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 14954.04
WORD COUNT: 4827

ABSTRACT: Ten cost management strategies taken by insurance companies to not only reduce costs, but to also increase efficiency across the board and build for the future are provided. To reduce or stabilize information systems (IS) costs, Federal Kemper Insurance Co. is off-loading production cycles to smaller, more cost-effective hardware. Conseco Inc. is consolidating data centers for profit. A 3rd strategy involves developing a nontraditional workforce, which can reduce payroll expenditures and increase overall productivity, says Doug Barile of Towers Perrin. Companies that are small, troubled, or technologically complex may see near-term savings and benefits from outsourcing, suggests Chris Disher of Nolan Norton & Co. A 5th strategy is consortium training. Open systems is a strategy that Nationwide Insurance Co. is undertaking. Companies such as Mutual of New York have found that self-managed workers are more efficient. Other strategies involve managing the mainframe, negotiating a software license, and spending to save.

COMPANY NAMES:
Federal Kemper Insurance Co (DUNS:07-457-1548 TICKER:KEM)
Conseco Inc (DUNS:05-236-0161 TICKER:CNC)
Towers Perrin Forster & Crosby Inc (DUNS:04-225-8319)
Nolan Norton & Co
Nationwide Mutual Insurance Co (DUNS:00-790-2059)
GEOGRAPHIC NAMES: US

DESCRIPTORS: Insurance industry; Cost control; Methods; Efficiency; Systems management; Manycompanies
CLASSIFICATION CODES: 9190 (CN=United States); 8200 (CN=Insurance industry)
; 5250 (CN=Telecommunications systems); 3100 (CN=Capital & debt management)

Organization support systems: Bridging business and decision processes

Fedorowicz, Jane; Konsynski, Benn

Journal of Management Information Systems: JMIS v8n4 PP: 5-25 Spring 1992 ISSN: 0742-1222 JRNL CODE: JMI
DOC TYPE: Journal article LANGUAGE: English LENGTH: 21 Pages
SPECIAL FEATURE: Charts References
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM
WORD COUNT: 7707

ABSTRACT: A taxonomy of organization support systems (OSS) is proposed that demonstrates changes in the levels of embedded policy relative to facilitation of flexible organizational structures. The framework serves to provide a perspective on current organizational information technologies as well as a mechanism for OSS planning. Combined with the organization's decision processes, examination of business processes can characterize the range of OSS applications that will best fit the organization. Information technology will either support or transform an organization's business processes and decision processes. Often, the 4 types of OSS (results

reporting information systems, organizationwide systems, spanning systems, and transformational systems) overlap inside the enterprise. It is a continual challenge for management to monitor the external environment and coordinate internal proactive and reactive initiatives. External changes must be anticipated in the OSS architecture.

DESCRIPTORS: Decision support systems; Computer architecture; Applications; Factors
CLASSIFICATION CODES: 5240 (CN=Software & systems)

Understanding the CEO/CIO relationship

Feeny, David F; Edwards, Brian R; Simpson, Keppel M
MIS Quarterly v16n4 PP: 435-448 Dec 1992 CODEN: MISQDP ISSN: 0276-7783
JRNL CODE: MIS
DOC TYPE: Journal article LANGUAGE: English LENGTH: 14 Pages
SPECIAL FEATURE: Charts Appendix References
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 15176.00
WORD COUNT: 6557

ABSTRACT: The need for top management involvement in the exploitation of information technology (IT) is a recurring theme of information management. Previous research has suggested that this involvement is linked, with a 2-way relationship between CEO and CIO. An exploratory research study that set out to identify the determinants of a successful 2-way relationship is reported on. CEOs and CIOs were interviewed in-depth in 14 large organizations based in the UK. An explanatory framework is described that links the quality of the CEO/CIO relationship to identified attributes of each of the parties, and of their host organizations. Successful relationships seem to be linked to a shared vision of the role of IT as an agent of transformation. The CIOs in these successful relationships may have IT backgrounds, but they are accepted into the top management team and are seen to contribute beyond their functional responsibilities.

GEOGRAPHIC NAMES: UK

DESCRIPTORS: Information management; Roles; Chief executive officers; Chief information officers; Systems development; Studies
CLASSIFICATION CODES: 9175 (CN=Western Europe); 5240 (CN=Software & systems); 2130 (CN=Executives)

Looking Beyond the Name to Demonstrate Real IE Value

Ferguson, Gary A.
Industrial Engineering v24n12 PP: 40-48 Dec 1992 CODEN: INEND5 ISSN: 0019-8234 JRNL CODE: INE
DOC TYPE: Journal article LANGUAGE: English LENGTH: 9 Pages
SPECIAL FEATURE: Charts
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 5936.00
WORD COUNT: 7819

ABSTRACT: As new opportunities have developed for the industrial engineer (IE), new questions have formed about what types of jobs the IE is qualified to perform. The trend today is specialization. In the case of the IE department, that trend has moved departmental names from the generic IE

to specific funtions or areas that are being performed. Former IE departments have been decentralized or renamed and are now described using such terms as Quality Improvement Engineering, Management Services or Engineering Services. Tony Vieth, IE manager at Boeing Georgia Inc., believes that individuals, depending on how they are trained, can bring the right skills to the right job and they do not need to be in a department called industrial engineering. While total quality management and business process reengineering may pose big challenges, the IE's broad, fundamental background has provided them with the training and education found in no other profession. IEs must take the proactive approach and position themselves as leaders of changes occurring in all sectors of industry.

GEOGRAPHIC NAMES: US

DESCRIPTORS: Industrial engineering; Total quality; Quality control; Managers; Specialization
CLASSIFICATION CODES: 2200 (CN=Managerial skills); 5320 (CN=Quality control); 9190 (CN=United States)

Information Management: Business Reengineering

Fitzpatrick, Edmund W.

Journal of the American Society of CLU & ChFC v46n5 PP: 34-35 Sep 1992
ISSN: 0742-9517 JRNL CODE: CLU
DOC TYPE: Journal article LANGUAGE: English LENGTH: 2 Pages
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 7377.02
WORD COUNT: 1210

ABSTRACT: An increasing number of companies, including Ford Motor Co. and Mutual Benefit Life, have implemented business reengineering programs, employing techniques such as activity modeling and activity accounting. Activity modeling helps to identify and analyze all of the key activities in a business process, and activity accounting is then used to identify the true cost of and the value added by each activity and the process as a whole. These techniques reveal the true cost drivers as opposed to the apparent ones that conventional cost accounting might indicate. Armed with the information these tools generate, alternative new designs for the process can be modeled and evaluated in terms of investment required, expected cost savings, and likely improvement in productivity. Insurance company home offices recognize the potential value of business reengineering for critical business processes such as handling applications and claims, performing underwriting, and responding to policyholder inquiries.

COMPANY NAMES:
Ford Motor Co (DUNS:00-134-4746 TICKER:F)
USAA Group
Mutual Benefit Life Insurance Co (DUNS:00-697-3705)
GEOGRAPHIC NAMES: US

DESCRIPTORS: Insurance industry; Automation; Cost accounting; Cost control; Production planning; Information management
CLASSIFICATION CODES: 9190 (CN=United States); 8210 (CN=Life & health insurance); 5200 (CN=Communications & information management)

Information Strategy: The Executive's Journal v9n1 PP: 26-30 Fall 1992

ISSN: 0743-8613 JRNL CODE: IFS
DOC TYPE: Journal article LANGUAGE: English LENGTH: 5 Pages
AVAILABILITY: Photocopy available from ABI/INFORM 14374.00

ABSTRACT: Reengineering business processes has become an essential element in many companies' attempts to improve their competitive position in the marketplace. The initial stage in building senior management commitment to reengineering should focus on developing management's understanding of reengineering by obtaining its endorsement of a study to define the improvements that would result from a reengineered business process. A key part of the approach to developing commitment and answering the question of how to reengineer should be to provide senior management with an overview of the 6 major activities each reengineering team must accomplish during the first step of the reengineering process. These 6 activities are: 1. launching the program, 2. defining improvements, 3. developing an architecture for the improved business process, 4. gaining a consensus of support for the improved business process, 5. developing an architecture for the new automated system, and 6. developing a migration strategy. Developing senior management's total commitment to a program of business reengineering is a daunting prospect for many CIOs and other senior executives in IS or information management.

DESCRIPTORS: Design engineering; Chief information officers; Characteristics; Effectiveness; Information systems; Strategy; Systems development
CLASSIFICATION CODES: 5240 (CN=Software & systems); 2130 (CN=Executives); 2310 (CN=Planning)

EDI Beginning to Stretch National, Business Bounds

Frye, Colleen

Software Magazine v12n6 PP: 88-91 ISSN: 0897-8085 JRNL CODE:SMG
DOC TYPE: Journal article LANGUAGE: English LENGTH: 5 Pages
SPECIAL FEATURE: Graphs
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM
WORD COUNT: 3092

ABSTRACT: One barrier to international electronic data interchange (EDI) is the lack of a worldwide standard for sending business transactions electronically. However, analysts, vendors and users agree that the real barriers to EDI are not technical, but business-related issues. Today, the X12 standard from the American National Standards Institute is the accepted US standard for EDI. Even with X12, trading partners still have to negotiate how they are going to comply with that standard. Edifact is Europe's dominant standard, and plans are under way to migrate X12 to Edifact compliance by 1994. In the state of Washington, where the Ports of Seattle and Tacoma have taken a proactive stance, momentum for global EDI is increasing. The Port of Seattle is incorporating such EDI applications as inland distribution for rail and truck. Consolidated Freightways (Portland, Oregon) has been supporting Edifact since 1985 and has 6 trading partners that are based overseas. The growth in international EDI will likely mirror the growth for domestic EDI.

COMPANY NAMES:

Consolidated Freightways Inc (DUNS:00-690-9519 TICKER:CNF)
Borden Inc (DUNS:00-133-8797 TICKER:BN)
GEOGRAPHIC NAMES: US

DESCRIPTORS: Electronic data interchange; Standards; Globalization; Installations; Applications; Manycompanies
CLASSIFICATION CODES: 5250 (CN=Telecommunications systems); 9190 (CN=United States); 9180 (CN=International)

Work Management: The Next Step in Imaging

Gant, James J.

Chief Information Officer Journal v5n2 PP: 60-64 Fall 1992 ISSN: 0899-0182 JRNL CODE: CJL
DOC TYPE: Journal article LANGUAGE: English LENGTH: 4 Pages
AVAILABILITY: Photocopy available from ABI/INFORM

ABSTRACT: Work management and imaging are 2 critical technologies in meeting business process reengineering goals. Work management software provides a means of automating and controlling the entire scope of work at all levels of the organization. By integrating document imaging with work management software, managers control not only the way images of documents are combined with other forms of information and applications, but the way they are distributed or accessed as well. Work management software must also provide routing with intelligence, along with the ability to handle exception processing or special handling. For managers, the real benefit of work management is the ability to define and revise the ways that business processes are handled. Just as important, work management creates an environment where employees can recommend improvements. Employees can change processes as business conditions change, continually improving efficiency and, ultimately, increasing profits.
GEOGRAPHIC NAMES: US

DESCRIPTORS: Process planning; Software; Information management; Image processing system ; Systems integration; Advantages
CLASSIFICATION CODES: 5220 (CN=Data processing management); 5240 (CN=Software & systems); 5310 (CN=Production planning & control); 9190 (CN=United States)

Surviving the re-engineering revolution

Gantz, John

Networking Management v11n1 PP: 16-24 Jan 1993 ISSN: 1052-049X
JRNL CODE: TPT
DOC TYPE: Journal article LANGUAGE: English LENGTH: 9 Pages
SPECIAL FEATURE: Graphs Diagrams
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 15060.02
WORD COUNT: 4168

ABSTRACT: Re-engineering involves: 1. analyzing existing business practices, 2. determining which functions are suitable for re-engineering, 3. redesigning databases and applications, and 4. implementing and refining new processes and systems. In a survey of 350 businesses, Dun & Bradstreet Software determined that nearly 60% are either re-engineering, or have plans to re-engineer in the next 12 months. The technology underlying re-engineering includes everything from mainframe computing and terminal

networks to PCs on local area networks (LAN), mobile terminals, point-of-sale devices, and software development tools. Communications-intensive applications are being implemented in such a way that companies are questioning nearly every aspect of operation. It will become necessary for a new LAN management paradigm to evolve in a client-server, re-engineered environment. Telephone carriers have begun offering managed network services and products that allow users to manage carrier networks.

GEOGRAPHIC NAMES: US

DESCRIPTORS: Systems management; Improvements; Effectiveness; Automation; Local area networks; Network management systems; Trends; Impacts
CLASSIFICATION CODES: 5220 (CN=Data processing management); 5250 (CN=Telecommunications systems); 9190 (CN=United States)

Imaging Adds Vision to Information

Goulden, David
Document Image Automation v12n3 PP: 21-23 Fall 1992 ISSN: 1054-9692
JRNL CODE: VIT
DOC TYPE: Journal article LANGUAGE: English LENGTH: 3 Pages

AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 13007.04
WORD COUNT: 1494

ABSTRACT: Four key market dynamics contribute to imaging's strong position: 1. the strategic and tactical needs of today's customers, 2. a continually broadening marketplace, 3. a maturing, customer-proven technology, and 4. momentum that is reaching critical mass globally. Imaging helps organizations downsize the office, eliminate paperwork, and reengineer work processes, while leveraging technology as a strategic weapon to increase revenues and quickly respond to customer needs and business opportunities. Imaging is no longer a niche technology, with most Fortune 500 companies having at least a pilot imaging program. The market for imaging includes the legal sector, the health care industry, and customer service, among others. The continual advances in imaging technology are indicative of a vibrant industry. In Europe and the Pacifica Rim, the imaging market is just now developing. Integrated imaging leads to redesigning work processes, and combined, they lead to the productivity needed to achieve strategic advantage in the 1990s.

GEOGRAPHIC NAMES: US

DESCRIPTORS: Image processing system ; Information industry; International markets; Implementations; Advantages
CLASSIFICATION CODES: 8302 (CN=Software and computer services); 5240 (CN=Software & systems); 7000 (CN=Marketing); 9190 (CN=United States); 9180 (CN=International)

Quality Improvement - From Dreams to Reality

Green, Christopher
Canadian Business Review v19n3 PP: 33-37 Autumn 1992 CODEN: CBREDT
ISSN: 0317-4026 JRNL CODE: CAB

DOC TYPE: Journal article LANGUAGE: English LENGTH: 5 Pages
SPECIAL FEATURE: Charts
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 12873.00
WORD COUNT: 1993

ABSTRACT: According to the International Quality Study, while many Canadian companies recognize the importance of listening to the customer, they are not translating their information into action by applying quality improvement techniques or using quality function deployment to integrate customers' requirements into the design of products. In addition, a key enabler of business process reengineering is automation, and several studies have shown that Canadian manufacturers are holding back in implementing automation. With interest rates at a 20-year low, companies should consider what capital investments are necessary to meet their customers' expectations and to compete globally. Canadian firms also need to consider employee involvement issues, such as empowerment, training, and participation on cross-functional quality teams. Another important concern is developing management measurement systems that link quality to performance and then integrating these systems into the management process.

GEOGRAPHIC NAMES: Canada

DESCRIPTORS: Competitive advantage; International markets; Quality control; Total quality; Implementations; Business conditions; Studies
CLASSIFICATION CODES: 1110 (CN=Economic conditions & forecasts); 5320 (CN=Quality control); 9172 (CN=Canada); 9180 (CN=International)

Combining Quality and Reengineering Efforts for Process Excellence

Gulden, Gary K.; Reck, Robert H.
Information Strategy: The Executive's Journal v8n3 PP: 10-16 Spring 1992
ISSN: 0743-8613 JRNL CODE: IFS
DOC TYPE: Journal article LANGUAGE: English LENGTH: 7 Pages
SPECIAL FEATURE: Charts Diagrams
AVAILABILITY: Photocopy available from ABI/INFORM 14374.00

ABSTRACT: Although business reengineering appears similar in technique and result to quality improvement, it is a far different approach to process management with far different results. In fact, the emergence of business reengineering reflects the growing realization that continual improvement, which is the heart of most quality programs, is not enough. Reengineering involves the radical redesign of the business processes, organizational structure, management systems and values of an organization to achieve breakthrough in business performance. It is shown how the combination of traditional quality improvement and reengineering techniques can result in unparalleled process performance. Six major areas of difference between quality and reengineering are: 1. case for action, 2. goals for improvement, 3. scope of process, 4. extent and pace of change in procedures, jobs, and organizational structure, 5. extent and nature of senior management involvement, and 6. role of information technology.

DESCRIPTORS: Total quality; Work methods improvement; Trends; Characteristics; Implications; Implementations; Recommendations
CLASSIFICATION CODES: 5320 (CN=Quality control)

Workflow Extends Imaging

Harding, Elizabeth U.

Software Magazine v12n12 PP: 23, 25 Sep 1992 ISSN: 0897-8085
JRNL CODE: SMG
DOC TYPE: Journal article LANGUAGE: English LENGTH: 2 Pages
SPECIAL FEATURE: Graphs
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM
WORD COUNT: 938

ABSTRACT: Imaging success depends on software, with workflow software becoming the most critical component. The emerging workflow software packages are designed to automate the routing of images and the management of processes. According to Robert Yacenda of IBM in Costa Mesa, California, the workflow portion of an imaging system should have 2 functions: workflow and work management. The index, store, and retrieve functions should be separate. Workflow software puts emphasis on exchange and movement of information in strategic ways. Imaging is the catalyst that prompts companies to look at their business processes and make some changes if necessary. Firms considering imaging solutions should understand their operations, look at them from a fresh point of view, and be willing to make changes. Although there is a plethora of workflow management software development kits available on platforms ranging from PCs to mainframes, there are no shrink-wrapped solutions. In addition, most kits require substantial customization.

GEOGRAPHIC NAMES: US

DESCRIPTORS: Image processing system ; Software packages; Functions; Requirements; Applications
CLASSIFICATION CODES: 5240 (CN=Software & systems); 9190 (CN=United States)

What CIOs Need to Do Now

Hayley, Kathryn; Fordonski, Jennifer; Puckett, Bob

Datamation v38n15 PP: 83-85 Jul 15, 1992 CODEN: DTMNAT ISSN: 0011-6963
JRNL CODE: DAT
DOC TYPE: Journal article LANGUAGE: English LENGTH: 3 Pages
SPECIAL FEATURE: Charts
AVAILABILITY: Photocopy available from ABI/INFORM 1520.00

ABSTRACT: According to Deloitte & Touche's 4th annual survey of 430 chief information officers (CIO), many organizations are not investing heavily in information systems (IS) strategies that will position them to take advantage of better economic times. CIOs who actively participate in their organizations' strategic plans are better positioned to take advantage of the economic recovery. A successful strategy for a CIO should include the adoption of new application development techniques. Approximately 87% of the respondents used an application development methodology. The client-server architecture and open systems should play an important role for CIOs trying to reduce cost and improve service. Only 26% of the respondents predict the use of client-server architecture with in the next 2 years, indicating they are taking a conservative approach. Most CIOs have implemented business reengineering projects. CIOs reported that their departments were involved in an average of 1.6 reengineering projects.

GEOGRAPHIC NAMES: US

DESCRIPTORS: Chief information officers; Polls & surveys; Information systems; Strategic planning; Statistical data
CLASSIFICATION CODES: 9190 (CN=United States); 2130 (CN=Executives); 5240 (CN=Software & systems); 9140 (CN=Statistical data)

San Diego Gas to reengineers

Hoffman, Thomas

Computerworld v27n6 PP: 6 Feb 8, 1993 CODEN: CMPWAB ISSN: 0010-4841
JRNL CODE: COW
DOC TYPE: Journal article LANGUAGE: English LENGTH: 1 Pages
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 6206.00
WORD COUNT: 866

ABSTRACT: Following an aborted merger and fueled by competitive changes and deregulation in the utilities, San Diego Gas & Electric Co. realigned its organization into sets of functional teams in an attempt to improve support of common operating goals and strategies. San Diego Gas will use its information systems (IS) and technology division as a test bed for reengineering. Starting in February 1993, the IS division will begin overhauling its IS processes. Members of each corporate functional unit will work with IS staff members on project teams to determine the platforms necessary to support the business requirements of each of the 5 divisions. The reengineering process will improve integration between IS service teams and functional units.
COMPANY NAMES:
San Diego Gas & Electric Co (DUNS:00-691-1457 TICKER:SDO)
GEOGRAPHIC NAMES: US

DESCRIPTORS: Case studies; Natural gas utilities; Information systems; Corporate reorganization; Effectiveness
CLASSIFICATION CODES: 9110 (CN=Company specific); 9190 (CN=United States); 8340 (CN=Electric, water & gas utilities); 2320 (CN=Organizational structure); 5220 (CN=Data processing management); 5240 (CN=Software & systems)

Reengineering the Business

Huff, Sid L.

Business Quarterly v56n3 PP: 38-42 Winter 1992 CODEN: BUQUAL ISSN: 0007-6996 JRNL CODE: BSQ
DOC TYPE: Journal article LANGUAGE: English LENGTH: 5 Pages
SPECIAL FEATURE: References
AVAILABILITY: Photocopy available from ABI/INFORM 12002.01

ABSTRACT: The new principles that are emerging from changes in information technology (IT) are collectively termed business reengineering. The role of IT is different when a business reengineering approach is taken. In most successful reengineering projects, the technology is viewed not as a solution, but as an enabler, and the information systems staff plays the role of a catalyst. The central challenge of the process is to reconceive how the business should be conducted in light of the capabilities of current and near-term future information technology. Some ITs that are especially powerful when reengineering a business are: electronic data

interchange, image processing, groupware, computer-based communications, high-bandwidth networks, and database management systems. Reengineering advocate Michael Hammer suggests restructuring organizations around outcomes rather than tasks, treating geographically dispersed resources as if they were centralized, and linking parallel activities.

DESCRIPTORS: Productivity; Improvements; Information management; Technology ; Implementations; Organizational structure
CLASSIFICATION CODES: 5200 (CN=Communications & information management);
2320 (CN=Organizational structure)

An Inevitable Evolution

Jacobsen, Greg M.

Telephony v222n2 PP: 20-28 Jan 13, 1992 CODEN: TLPNAS ISSN: 0040-2656 JRNL CODE: TPH
DOC TYPE: Journal article LANGUAGE: English LENGTH: 4 Pages
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 1108.00
WORD COUNT: 1713

ABSTRACT: Although much attention has been given to recent advances in switching, transport, and control technologies, major advances in operations support systems (OSS) also are being planned and installed. The telecommunications industry recognizes that current OSSs can no longer be modified to support new service offerings, and completely new systems are being developed and deployed. Without a complete overhaul, telephone companies will not be able to offer integrated services digital network, switched multimegabit data service, and other enhanced services at competitive prices. Changes in the telecommunications industry result from government regulations, technology, or the marketplace. AT&T's OSS planning and implementation is accomplished by computer and applications vendors, system integrators, and in-house telephone company staffs. Future systems will use imaging, expert systems, and artificial intelligence, and emphasis will be placed on core data structure and management.

GEOGRAPHIC NAMES: US

DESCRIPTORS: Network management systems; Telecommunications industry; Installations; Telephone service; ISDN; Artificial intelligence; Technological change
CLASSIFICATION CODES: 8330 (CN=Broadcasting & telecommunications); 5240 (CN=Software & systems); 9190 (CN=United States)

Cyrus F. Gibson: On IS reengineering

James, Philip N

Information Systems Management v10n1 PP: 83-87 Winter 1993 ISSN: 1058-0530 JRNL CODE: JIF
DOC TYPE: Journal article LANGUAGE: English LENGTH: 5 Pages
AVAILABILITY: Photocopy available from ABI/INFORM 14372.00

ABSTRACT: In an interview, Cyrus F. Gibson, senior vice-president of the management consulting firm CSC Index Inc., said that the whole paradigm of information systems (IS) application development has shifted. More users

are developing their own applications and enhancing them directly. User readiness is built into the process and does not have to be managed through a user system life cycle as was the case 15 years ago. On the concept of transformation of business processes, requiring business reengineering for major change, Gibson contends that when users - as individuals or as whole corporate functions - build applications, they tend to automate what they do now, or at best what they see as the next improvement. They never get to the major change that today's competitive business environment often requires. Bringing about that change - building the necessary applications - is still done with heavy user involvement, sometimes from cross-functional teams of users, sometimes with empowered work teams or self-managed teams. However, the direction for the change comes from the top.

DESCRIPTORS: Executives; Information systems; Trends; Systems development; Roles; Users; Changes; Systems design
CLASSIFICATION CODES: 2130 (CN=Executives); 5240 (CN=Software & systems)

In Defense of Activity-Based Cost Management

Kaplan, Robert S.

Management Accounting v74n5 PP: 58-63 Nov 1992 CODEN: MGACBD ISSN: 0025-1690 JRNL CODE: NAA
DOC TYPE: Journal article LANGUAGE: English LENGTH: 6 Pages
SPECIAL FEATURE: References
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 10276.00
WORD COUNT: 5904

ABSTRACT: Acitivity-based costing (ABC) systems provide valuable economic information to companies, especially companies active in process improvement and customer satisfaction programs. However, ABC information is certainly not the only data managers need to survive and prosper in a competitive environment. An ABC model is a system designed to inform management about the economics of its past, current, and future operations. ABC can provide an attention-getting mechanism for companies not yet indoctrinated into the religion of the lean production paradigm. The ABC model also produces, for individual products, services, and customers, the bill of activities that describes the cost buildup for these outputs. All good strategies, whether low-cost or differentiated, and all the good programs, such as total quality management, business process improvement, cycle-time reduction, and customer satisfaction, have the potential to create considerable value for organizations. However, it is important to understand the economics of these programs.

GEOGRAPHIC NAMES: US
DESCRIPTORS: Activity based costing; Customer satisfaction; Total quality; Cost accounting; Applications; Advantages; Impacts
CLASSIFICATION CODES: 9190 (CN=United States); 3100 (CN=Capital & debt management); 5310 (CN=Prod planning & control); 2400 (CN=Pub. relations)

Positioning the IS Platform

Keen, Peter G. W.

Modern Office Technology v37n9 PP: 12, 14 Sep 1992 CODEN: MOFTDB ISSN: 0746-3839 JRNL CODE: MOP
DOC TYPE: Journal article LANGUAGE: English LENGTH: 2 Pages

AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 1402.01
WORD COUNT: 1083

ABSTRACT: While today's operational needs often favor the case-by-case approach to information technology (IT) investment, there are strong, long-term business reasons for shifting from a piecemeal approach to a platform approach. Primary among these is the business degree of freedom the latter affords a firm in using IT as a competitive and organizational resource. The IS profession and the researchers, educators, vendors, and consultants who work closely with IS managers need to move the subject of economics of information capital to the top of their agendas. The credibility of IS in the 1990s relies on their doing so. The most effective catalyst for real progress in IT is the combination of: 1. a top management team that understands the issues related to the IT platform and the architecture needed to position it and its own responsibilities for the platform at the level of policy, and 2. a head of information services who fully understands the economics of information capital and his responsibility for them at the level of planning and oversight.

GEOGRAPHIC NAMES: US

DESCRIPTORS: Information systems; Information management; Implementations; Organizational structure; Requirements; Economic impact
CLASSIFICATION CODES: 5220 (CN=Data processing management); 2320 (CN=Organizational structure); 1110 (CN=Economic conditions & forecasts) ; 9190 (CN=United States)

Making IT Happen

Keen, Peter G. W.

Modern Office Technology v37n8 PP: 12-14 Aug 1992 CODEN: MOFTDB ISSN: 0746-3839 JRNL CODE: MOP
DOC TYPE: Journal article LANGUAGE: English LENGTH: 2 Pages
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 1402.01
WORD COUNT: 1102

ABSTRACT: Globalization has extended lines of communication and coordination across time zones and locations, affecting breadth of markets, services, customer demands and anticipation of competitive shifts. This hyperextension of activities is greatly straining the ability of traditional organizations to respond. Flexibility in the information technology (IT) platform and extensive reach and range are enablers of fast adaptation. IT affords the opportunity to build the relational organization - an organization defined not by fixed structures, but by ease of relationships. The axioms for work in the coming decade are likely to include: 1. continued education, 2. unavoidable information technology, 3. change as the norm, 4. interdependent work, and 5. no standard career paths. IT now amounts to about 1/2 the incremental investment for large firms. There is little evidence that the investment is producing adequate benefits, and there is no reliable method for measuring the benefits. Yet, IT is an enabling technology. Much of its impact will be manifested in creative uses of technologies rather than the technologies themselves.

DESCRIPTORS: Information management; Organizational structure; Human capital; Capital investments; Trends

CLASSIFICATION CODES: 5200 (CN=Communications & information management); 2320 (CN=Organizational structure); 3100 (CN=Capital & debt management)

Get a Handle on IT

Keen, Peter G. W.

Modern Office Technology v37n6 PP: 14-18 Jun 1992 CODEN: MOFTDB ISSN: 0746-3839 JRNL CODE: MOP
DOC TYPE: Journal article LANGUAGE: English LENGTH: 2 Pages
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 1402.00
WORD COUNT: 1209

ABSTRACT: The near future will add urgency to most firms' information technology (IT) planning because it is integrally linked to their business planning. IT comprises computer and telecommunications systems. The realities of IT include: 1. Between 25% and 80% of companies' cash flow is processed online. 2. Electronic data interchange is the norm in operations. 3. Image technology is a necessity. To share information across products, services, locations, companies, and countries requires a shared platform and an end to separate IT applications for separate business activities. The concept of an IT platform is one of the central components of business design through information technology. It is not technology that creates a competitive edge, but the management process that exploits technology. Business and IS managers must understand how IT influences competition and must carefully time the decision to implement IT as part of a major business initiative. A transnational business strategy requires a matching transnational IT capability.

GEOGRAPHIC NAMES: US

DESCRIPTORS: Telecommunications; Communications networks; Technological planning; Business conditions; MIS; Guidelines
CLASSIFICATION CODES: 2310 (CN=Planning); 5220 (CN=Data processing management); 9190 (CN=United States)

Team Tools Targeting Development Process

Keyes, Jessica

Software Magazine v12n15 PP: 45-56 Nov 1992 ISSN: 0897-8085 JRNL CODE: SMG
DOC TYPE: Journal article LANGUAGE: English LENGTH: 6 Pages
SPECIAL FEATURE: Charts
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM
WORD COUNT: 3410

ABSTRACT: A variety of vendors are entering the emerging team engineering market. Computer-aided software engineering (CASE) tool products have varying degrees of support for team engineering. Groupware is another product category facilitating communications between development team members. The Canadian National Railway has been using Lotus Notes from Lotus Development Corp. to improve productivity and quality. Whether developers choose electronic mail, project management, or CASE tools, however, they must learn to think like a team and work from a project framework. Watts S. Humphrey of the Software Engineering Institute (SEI) created a 5-level software process maturity framework. The steps are: basic

management control, process definition, process management, process control, and optimizing process control. SEI's 1992 statistics show that 81% of the firms surveyed are still at level one. The key to successful team engineering is organization-wide belief in the concept.

COMPANY NAMES:
Canadian National Railways Co (DUNS:20-213-5729)
Lotus Development Corp (DUNS:01-185-0484 TICKER:LOTS)
IBM Corp (DUNS:00-136-8083 TICKER:IBM)
GEOGRAPHIC NAMES: US; Canada

DESCRIPTORS: Teamwork; Systems development; Effectiveness; Computer aided software engineering; Groupware; Support; Manycompanies; Manyproducts
CLASSIFICATION CODES: 5240 (CN=Software & systems); 9190 (CN=United States) ; 9172 (CN=Canada)

Sounds Like Greek (or Japanese) to Me: Learning Business Lingo

King, Julia

Computerworld v26n7 PP: 78 Feb 17, 1992 CODEN: CMPWAB ISSN: 0010-4841 JRNL CODE: COW

DOC TYPE: Journal article LANGUAGE: English LENGTH: 1 Pages
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 6206.00
WORD COUNT: 947

ABSTRACT: Information systems (IS) managers and their staffs must fully comprehend the meaning of business terms that they have heard and perhaps superficially understand but never really needed to apply before. One such term is globalization, which is the expansion of markets beyond traditional domestic boundaries. New products and services offered by a financial services company, for example, must accomodate different countries' currencies, a task that is likely to fall to the IS department. Total quality management involves managing projects and employees with an eye toward streamlining processes to achieve high-quality results. IS departments must have a clear idea of what the corporation's quality needs are in order to revamp systems that will help achieve total quality. The process of making customized products available to a wide range of consumers is referred to as mass-customization. IS departments in the financial services industry can mass-customize products by adding or deleting certian information from annual summary reports, depending on a customer's tax status.

GEOGRAPHIC NAMES: US

DESCRIPTORS: Communication; Speaking; Information systems; Departments; Definitions
CLASSIFICATION CODES: 2200 (CN=Managerial skills); 5220 (CN=Data processing management); 9190 (CN=United States)

The Rise of Document Management

Kobielus, James

Network World v9n25 PP: 50-56 Jun 22, 1992 ISSN: 0887-7661 JRNL CODE: NWW

DOC TYPE: Journal article LANGUAGE: English LENGTH: 4 Pages
SPECIAL FEATURE: Charts Diagrams
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 15222.01
WORD COUNT: 3936

ABSTRACT: Document management and retrieval systems (DMRS) for local and wide area networks are evolving quickly to support text, image, audio, and video data in real-time fashion, providing users with more flexibility than database applications to organize and view critical data. Three available types of DMRS products are text indexing and retrieval packages, document image processing software, and compound document management products. Products are being developed that will provide an integrated set of functions. Novell Inc. is introducing DMRS functions as another type of network service provided by NetWare. Saros Corp.'s strategy with its Mezzanine software is to provide a back-end server application that workstation-based applications can access by supporting a common application program interface. Other vendors have integrated DMRS functions with their integrated work group application environments. Lotus Development Corp. has adopted this strategy as an upgrade for its popular Notes program.

COMPANY NAMES:
Novell Inc (DUNS:03-778-7298 TICKER:NOVL)
Saros Corp (DUNS:18-411-4452)
Lotus Development Corp (DUNS:01-185-0484 TICKER:LOTS)
GEOGRAPHIC NAMES: US

DESCRIPTORS: Software; Integrated approach; Information retrieval; Image processing system ; Object oriented programming; Systems management
CLASSIFICATION CODES: 9190 (CN=United States); 5240 (CN=Software & systems)

IS Professionals Combine Talents to Create Their Own Niche

LaPlante, Alice
InfoWorld v14n22 PP: 52 Jun 1, 1992 ISSN: 0199-6649 JRNL CODE: IFW
DOC TYPE: Journal article LANGUAGE: English LENGTH: 1 Pages
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 12701.01
WORD COUNT: 1288

ABSTRACT: As the manager in charge of Society Bank's (Cleveland, Ohio) IS telecommunications research and development function, Dave Gusman has been involved since 1988 in the organization and implementation of its intelligent workstation architecture. Among other duties, Gusman is responsible for communicating to the rest of the bank about emerging technologies and the potential impact on the bank's overall IS and business strategies. Mike Heck, manager of electronic promotions at Unisys, was a nontechnical professional who learned about computers and created a new job niche. Heck has been able to use technology to design more cost-effective ways of improving the synergy between marketing and sales staffs. He also acts as a technical consultant to other marketing groups within Unisys, steering them away from mistakes and toward products and technologies he has found work best in advertising and promotions.

COMPANY NAMES:
Society Corp (DUNS:00-294-5293 TICKER:SOCI)
Unisys Corp (DUNS:00-535-8932 TICKER:UIS)

GEOGRAPHIC NAMES: US

DESCRIPTORS: Information systems; Systems management; Managers; Career advancement; Personal profiles; Improvements; Roles
CLASSIFICATION CODES: 2200 (CN=Managerial skills); 5220 (CN=Data processing
management); 9160 (CN=Biographical); 9190 (CN=United States)

A framework for linking the structure of information systems with organizational requirements for information sharing

Lee, Sunro; Leifer, Richard P

Journal of Management Information Systems: JMIS v8n4 PP: 27-44 Spring 1992 ISSN: 0742-1222 JRNL CODE: JMI
DOC TYPE: Journal article LANGUAGE: English LENGTH: 18 Pages
SPECIAL FEATURE: Charts References
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM
WORD COUNT: 6576

ABSTRACT: The proper alignment between organizational and information systems (IS) structure is critical for organizations to achieve flexibility and efficiency in competitive and turbulent environments. A framework is developed for understanding this alignment that is based on the linking concept of information sharing. Five dimensions of IS structure are hardware distribution, locus of application development, database location, planning decision authority, and systems boundary. These dimensions are used as descriptors for classifying IS structure into 4 modes: 1. centralized, 2. decentralized, 3. hybrid, and 4. interorganizational systems management. IS can be effective coordinating mechanisms, along with rules, hierarchy, planning, and teams. Dispersed IS groups may be located below the business unit level, where IS professionals can work closely with each functional unit, controlling applications and data generated by each project team.

DESCRIPTORS: Information systems; Systems management; Organizational structure; Departments; Factors
CLASSIFICATION CODES: 5240 (CN=Software & systems); 2320 (CN=Organizational structure)

The New Centralization

Maglitta, Joseph; Mehler, Mark

Computerworld v26n17 PP: 85-87 Apr 27, 1992 CODEN: CMPWAB ISSN: 0010-4841 JRNL CODE: COW
DOC TYPE: Journal article LANGUAGE: English LENGTH: 3 Pages
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 6206.00
WORD COUNT: 3375

ABSTRACT: After nearly a decade of steady decentralizing, many companies are discovering that, along with benefits, distributed computing can also cause chaos, redundancy, and confusion. As a result, many information systems (IS) executives must now try to reestablish control while respecting the autonomy of local business units. The benefits of consolidated IS control include: 1. better ability to recruit and train staffers, 2. better documentation and maintenance, and 3. better support of user-developed systems. The trend toward the new centralization is being

driven by such business realities as: 1. the growth of networks, 2. budget pressures, and 3. the shortcomings of decentralization. The growing interest in centralized control is reflected in new products. For example, Ungerman-Bass Inc. will soon introduce a client-server network manager that mirrors a customer's organization: distributed, centralized, hierarchical. The OS/2-based product is said to be the industry's first flexible manager.

GEOGRAPHIC NAMES: US

DESCRIPTORS: Information systems; Systems management; Centralization; Trends; Advantages; Manycompanies; Distributed processing
CLASSIFICATION CODES: 5240 (CN=Software & systems); 9190 (CN=United States)

The Time Bomb

Manganelli, Ray

Executive Excellence v9n9 PP: 14-15 Sep 1992 ISSN: 8756-2308
JRNL CODE: EEX
DOC TYPE: Journal article LANGUAGE: English LENGTH: 2 Pages
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 16428.00
WORD COUNT: 1172

ABSTRACT: CEOs and CFOs should become more knowledgeable about the economics of outsourcing and re-engineering before they invest in such projects. Companies with 10-year outsourcing contracts are discovering that the economics of their deals are different, and their cost savings are smaller than expected. Many are trying to re-negotiate or break their outsourcing contracts because they are locked into price structures that fail to reflect altered user demand patterns, reduced costs for providing services, and leaps in technological efficiencies. One way companies can become more competitive is through rapid re-engineering (RapidRe), which is designed to identify and implement process improvements with a one-year return on investment. Five steps to RapidRe are given. They include: 1. Using proprietary software, conduct a review of current work processes and procedures and their effect on profitability. 2. Identify high opportunity areas for improvement, segmenting them into immediate, short-term, and long-term initiatives.

GEOGRAPHIC NAMES: US

DESCRIPTORS: Technology; Outsourcing; Contracts; Problems; Downsizing; Corporate planning
CLASSIFICATION CODES: 5120 (CN=Purchasing); 2310 (CN=Planning); 9190 (CN=United States)

The healthcare CIO's role in business process redesign

McQueen, Harry E Jr

Computers in Healthcare v14n2 PP: 24-28 Feb 1993 CODEN: COHED2 ISSN: 0745-1075 JRNL CODE: CIH
DOC TYPE: Journal article LANGUAGE: English LENGTH: 3 Pages
SPECIAL FEATURE: Diagrams
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 12663.01
WORD COUNT: 1718

ABSTRACT: Bishop Clarkson Memorial Hospital (Omaha, Nebraska) successfully redesigned its business process and implemented the Patient Focused Care (PFC) model in 3 years. Under the old system, treatment of the patient routinely began 7.5 hours after admission. Under the PFC model, that time was reduced to 23 minutes after admission. However, the PFC model involved more than redesigning the patient-care process. Criteria for reorganization included: 1. reduction of layers of management in line with policy, 2. implementation of self-directed work teams, 3. empowerment of employees, and 4. a focus on integration of enterprise-wide information technology. The directive to implement fewer layers of management dictated that there would be only one layer of managers below the position of chief information officer. The self-directed work teams over time would assume management responsibilities. Employee empowerment meant that a clear vision for future systems and technology should be created without the restrictions of traditional top-down management structures. Clarkson's approach can be a guide to other chief information officers in the redesign process.

COMPANY NAMES:
Bishop Clarkson Memorial Hospital
GEOGRAPHIC NAMES: US

DESCRIPTORS: Case studies; Hospitals; Chief information officers; Roles; Organizational change; Employee involvement; Information systems; Implementations
CLASSIFICATION CODES: 9110 (CN=Company specific); 9190 (CN=United States); 2130 (CN=Executives); 5240 (CN=Software & systems); 2500 (CN=Organizational behavior); 8320 (CN=Health care industry)

Office for the 1990s

Melvin, Jeremy

Facilities v10n11 PP: 16-19 Nov 1992 ISSN: 0263-2772 JRNL CODE: FAC
DOC TYPE: Journal article LANGUAGE: English LENGTH: 4 Pages
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM
WORD COUNT: 2190

ABSTRACT: A pilot study of space policy at Andersen Consulting's London offices offers a possible solution for adapting offices of the pre-information technology (IT) period to the business needs of the 1990s. Aspects of IT and the concept of the waking week, as opposed to the working week, are considered, where productivity is, unconventionally, tied to neither space nor time. This involves the reversal of hierarchy, short lines of communication, and near-elimination of "churn" through the interchangeability of staff, the whole producing a considerable saving in costs. One advantage of the redistribution of space is that, once the rest of the office is converted into the office for the 1990s, which is planned for spring 1993, Andersen's existing space is likely to be sufficient until 1995, although the growth rate is expected to be sustained. Another advantage is that, by having more fee-earners use the same amount of space, and therefore improving its productivity, it was possible to spend between 15% and 20% more per square foot than on a normal office redesign, and the benefits in custom-made furniture and high quality materials are obvious, both to user comfort and to corporate identity.

COMPANY NAMES:
Andersen Consulting-UK
Chadwick Group

GEOGRAPHIC NAMES: UK
DESCRIPTORS: Office layout; Facilities planning; Pilot projects; Consulting firms; Cost control; Productivity; Case studies; Information management
CLASSIFICATION CODES: 5110 (CN=Office management); 5200 (CN=Communications & information management); 9110 (CN=Company specific); 8310 (CN=Consultants not elsewhere classified); 9175 (CN=Western Europe)

Reengineering: More than Meets the Eye

Morris, Dan; Brandon, Joel

Computers in Healthcare v13n11 PP: 52-54 Nov 1992 CODEN: COHED2 ISSN: 0745-1075 JRNL CODE: CIH
DOC TYPE: Journal article LANGUAGE: English LENGTH: 3 Pages
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 12663.01
WORD COUNT: 1991

ABSTRACT: Given the complexity of hospital operations, the low level of detailed operational knowledge and lack of documentation encourages departments to view themselves as virtually standalone operations. To address these problems, many hospitals are turning to business process reengineering. Six capabilities are required for reengineering: 1. coordinated management of change for all affected business functions, 2. the ability to assess, plan, and implement change on a continuing basis, 3. the ability to analyze the full impact of proposed changes, 4. the ability to model and simulate the proposed changes, 5. the ability to use these models on a continuing basis, and 6. the ability to associate all of the management parameters of the hospital with each other. Without all of these capabilities, reengineering becomes difficult to manage and to predict and is restricted to delivering only a small fraction of its potential benefits.

GEOGRAPHIC NAMES: US
DESCRIPTORS: Hospitals; Information systems; Problems; Changes; Management; Requirements
CLASSIFICATION CODES: 8320 (CN=Health care industry); 5240 (CN=Software & systems); 9190 (CN=United States)

Activity Mapping for Business Process Redesign

Morrow, Michael; Hazell, Martin

Management Accounting-London v70n2 PP: 36-38 Feb 1992 CODEN: MATGBA ISSN: 0025-1682 JRNL CODE: MAC
DOC TYPE: Journal article LANGUAGE: English LENGTH: 3 Pages
SPECIAL FEATURE: Charts References
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 11861.01
WORD COUNT: 2190

ABSTRACT: The application of activity-based approaches to cost management continues to evolve away from just product costing. A further development is described where the cost object is the business process as an aid to process improvement. Treating the business process as the cost object results in an activity map. The first stage in activity mapping is to perform activity analysis in all departments that are involved in the process under review. Three aspects are considered: 1. what causes the activity to take place as often as it does, 2. why the activity consumes as

much resource as it does when the activity takes place, and 3. what the linkages are among activities. The linkages can then be used to display graphically the activities as a business process. Activity mapping raises questions about the existing process from an activity perspective so that managers can take action to redesign the process. The final stage is to perform a brainstorming exercise to consider alternative ways to redesign the process.

DESCRIPTORS: Cost accounting; Techniques; Process costing; Process planning ; Activity; Mapping
CLASSIFICATION CODES: 4120 (CN=Accounting policies & procedures); 5310 (CN=Production planning & control)

Six Steps to Developing an Imaging Strategy That Reflects Your Corporate Strategy

Napolitano, Catharine M.; McNamara, Thomas J.
Chief Information Officer Journal v4n3 PP: 33-37 Winter 1992 ISSN: 0899-0182 JRNL CODE: CJL
DOC TYPE: Journal article LANGUAGE: English LENGTH: 5 Pages
SPECIAL FEATURE: Charts References
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM
WORD COUNT: 2561

ABSTRACT: The electronic image management (EIM) segment of the information industry will grow from $1.3 billion in 1990 to $8.8 billion by 1995, according to a Deloitte & Touche study. EIM pushes the utility of images beyond storage, retrieval, and micropublishing and permits such technological advances as instantaneous communication of document-based information and multiple, simultaneous viewing of documents. The astute chief information officer (CIO) assumes responsibility for making senior management perceive EIM and other related technologies as business investments that can potentially reshape the organization's strategic directions. To accomplish this, the CIO must: 1. involve and inform the right people, 2. analyze the environment, 3. reappraise the mission, 4. develop the strategy, 5. identify and redesign business processes, and 6. build and pilot the new business process.

GEOGRAPHIC NAMES: US

DESCRIPTORS: Image processing system ; Advantages; Installations; Recommendations; Chief information officers; Guidelines; Support
CLASSIFICATION CODES: 5240 (CN=Software & systems); 2130 (CN=Executives); 9190 (CN=United States); 9150 (CN=Guidelines)

Keeping Pace with CASE Philosophy

Nash, Kim S.
Computerworld v26n33 PP: 81, 83 Aug 17, 1992 CODEN: CMPWAB ISSN: 0010-4841 JRNL CODE: COW
DOC TYPE: Journal article LANGUAGE: English LENGTH: 2 Pages
SPECIAL FEATURE: Charts Graphs
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 6206.00
WORD COUNT: 780

ABSTRACT: One effect of the move to computer-aided software engineering

(CASE) and the industry's new emphasis on re-engineering is a boost in software builder's prestige. In CSC Index Inc.'s 1992 Summit Survey of systems development directors, the more than 350 respondents cited identifying and developing strategic information systems among their top 10 most pressing concerns. Systems developers are learning skills pertaining to business, political dynamics, and creativity along with the latest coding techniques. Recognizing and acting on the difference between automating history and bringing radical change to an organization is where smart systems development leaders will set themselves apart. At Ultramar Canada Inc., systems designers are continually cultivating business acumen. Ultramar's system designers wrote and designed point-of-sale applications and showed management that doing such tasks as credit card processing and order tracking online would cut down on paper outlay and save money.

GEOGRAPHIC NAMES: US

DESCRIPTORS: Computer aided software engineering; Effects; Systems development; Managers; Polls & surveys; Statistical data
CLASSIFICATION CODES: 9190 (CN=United States); 5240 (CN=Software & systems) ; 2200 (CN=Managerial skills); 9140 (CN=Statistical data)

Business Process Re-Engineering: A Business Revolution?

Omrani, Danesh

Management Services v36n10 PP: 12-16 Oct 1992 CODEN: MASEDZ ISSN: 0307-6768 JRNL CODE: MNS
DOC TYPE: Journal article LANGUAGE: English LENGTH: 4 Pages
SPECIAL FEATURE: Charts
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 11111.01
WORD COUNT: 1924

ABSTRACT: Success in today's market calls for a much more flexible and responsive organization capable of reacting swiftly to new competitive situations. Business re-engineering is a fundamental re-appraisal of the way businesses operate - that is, how things are made, marketed, sold, and ultimately delivered to the customer. The expected objective of business re-engineering is a transformed business where everything has a clear and compelling rationale, which adds definite value to the business. The transformation takes place by identifying and redesigning the core business processes and integrating them with those of trading partners, which results in the best value for the firm and its customers. Companies such as Ford, Siemens, Dow Europe, and Phoenix have used business re-engineering with success. Implementation of business process re-engineering requires: 1. clear objectives, 2. organizational commitment, 3. a definite scope, 4. the appointment of process owners, 5. identification of process improvement initiatives, and 6. continuous process monitoring.

COMPANY NAMES:
Ford Motor Co (DUNS:00-134-4746 TICKER:F)
Rank Xerox Ltd (DUNS:21-024-2194)
Dow Europe
Siemens AG (DUNS:31-502-7987)

DESCRIPTORS: Corporate planning; Objectives; Improvements; Manycompanies; Implementations
CLASSIFICATION CODES: 2310 (CN=Planning); 9180 (CN=International)

Reengineering Your Business

Peterson, Leroy D.

Industry Week v241n14 PP: 39 Jul 20, 1992 CODEN: IWEEA4 ISSN: 0039-0895
JRNL CODE: IW
DOC TYPE: Journal article LANGUAGE: English LENGTH: 1 Pages
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 759.00
WORD COUNT: 727

ABSTRACT: Progressive companies are reworking major business segments, such as product lines, to achieve world-class status. As a result, a few innovative leaders are reinventing major processes, plants, warehouses, or even total enterprises. Reengineering can begin almost anywhere, depending on what is driving it. Regardless of where one begins, the focus should be on sectors or functions that offer opportunities for big impact. Managers should establish high goals. True rethinking can reap significant benefits, even 20%-30% productivity improvements the first year. Reengineering should be done to exploit new enabling technologies. Managers need to take a multifunctional view of their business, meaning reengineering must reflect true integration of the 4 key elements of a business - strategy, processing, people and technology.
GEOGRAPHIC NAMES: US

DESCRIPTORS: Managers; Management by objectives; Guidelines; Performance; Improvements
CLASSIFICATION CODES: 2200 (CN=Managerial skills); 9190 (CN=United States); 9150 (CN=Guidelines)

Reengineering Goals Shift Toward Analysis, Transition

Pfrenzinger, Steven

Software Magazine v12n14 PP: 44-46, 50-58 Oct 1992 ISSN: 0897-8085
JRNL CODE: SMG
DOC TYPE: Journal article LANGUAGE: English LENGTH: 9 Pages
SPECIAL FEATURE: Charts Graphs
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM
WORD COUNT: 3056

ABSTRACT: Reengineering existing systems and engineering new or replacement systems are not mutually exclusive. Recently, there has been a dramatic shift in the technology focusing on current systems analysis, new systems transition, and enhanced maintenance. Analyzing an existing system is not a new concept. What is new is the approach - recovering business rules and using new technology to assist in the process. The transition to new systems has been and continues to be a critical step in the success of any reengineering plan. One way to manage the transition is by hiring a professional services firm. In the area of enhanced maintenance, Viasoft Inc. (Phoenix, Arizona) has added Existing Systems Workbench to its product line, a product that includes Via/Insight and 4 other tools. Beyond the objectives of current systems analysis, new system transition, and enhanced maintenance, IS organizations should also include the following reengineering objectives: 1. case repository loading, 2. improved methods, 3. assessment-measurement, 4. code conditioning, 5. conversion-migration, 6. redocumentation, and 7. business process reengineering.

COMPANY NAMES:
Viasoft Inc
GEOGRAPHIC NAMES: US

DESCRIPTORS: Information systems; Effectiveness; Trends; Systems analysis; Systems development; Objectives; Computer aided software engineering
CLASSIFICATION CODES: 5240 (CN=Software & systems); 9190 (CN=United States)

Beg, Borrow - And Benchmark

Port, Otis; Smith, Geoffrey

Business Week n3295 (Industrial/Technology Edition) PP: 74-75 Nov 30, 1992 CODEN: BWITEU ISSN: 0739-8395 JRNL CODE: BWE
DOC TYPE: Journal article LANGUAGE: English LENGTH: 2 Pages
AVAILABILITY: Photocopy available from ABI/INFORM 36.00

ABSTRACT: Once, US managers did not like the thought of benchmarking, but now US competitiveness is being increased by overcoming the not-invented-here syndrome. From 1980 to 1985, Xerox Corp. adapted various Japanese techniques to cut costs, and since then, its US copier market share has increased 50%, to roughly 15%. By the mid-1980s, benchmarking was also leading to improvements at other companies. Xerox used L. L. Bean Inc. as a role model in improving its order fulfillment. While benchmarking produces results for companies already at a high level of quality, it can hurt quality neophytes. Henry J. Johansson of Coopers & Lybrand believes benchmarking should be done in conjunction with business reengineering. A new computerized initiative called the International Benchmarking Clearinghouse is compiling a database of best practices and how-to guidelines and is running an electronic bulletin board where members can share information or find benchmarking partners.
COMPANY NAMES:
Xerox Corp (DUNS:04-959-1852 TICKER:XRX)
Motorola Inc (DUNS:00-132-5463 TICKER:MOT)
L L Bean Inc (DUNS:00-109-4382)
GEOGRAPHIC NAMES: US

DESCRIPTORS: Benchmarks; Total quality; Manufacturing; World class companies
CLASSIFICATION CODES: 9190 (CN=United States); 8600 (CN=Manufacturing industries not elsewhere classified); 5320 (CN=Quality control)

Banking's New Technology Revolution: From Mainframes to PC Power

Radding, Alan

Bank Management v68n12 PP: 35-41 Dec 1992 CODEN: MBAAA5 ISSN: 1049-1775
JRNL CODE: BAD
DOC TYPE: Journal article LANGUAGE: English LENGTH: 5 Pages
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 6473.02
WORD COUNT: 2309

ABSTRACT: Realizing the limitations of the mainframe in the highly competitive banking industry, bankers are leading the way toward an information revolution in client-server computing. Because processing power is cheaply available through desktop computers, the distributed model, in contrast to the centralized model, calls for large amounts of processing

power to make information systems easier to develop and use and more flexible. Norwest Corp. is currently rolling out a platform automation system using PC-based, client-server technology, which will be completely installed in all 12 states served by the bank's 375 locations by the end of 1993. Open systems, a standards-based approach that allows systems from different vendors to interact with each other, is the key to preserving a bank's investment in systems. Although many obstacles need to be overcome for banks implementing client-server systems, such as retraining employees and redefining the work flow to the bank, transitions to distributed systems can be made in small steps.

GEOGRAPHIC NAMES: US

DESCRIPTORS: Banking industry; Client server computing; Implementations; Advantages; Distributed processing
CLASSIFICATION CODES: 8100 (CN=Financial services industry); 5240 (CN=Software & systems); 9190 (CN=United States)

"Reengineering," or Evolution Through Violent Overthrow

Rasmus, Dan

Manufacturing Systems v10n9 PP: 52-58 Sep 1992 CODEN: MASYES ISSN: 0748-948X JRNL CODE: MFS
DOC TYPE: Journal article LANGUAGE: English LENGTH: 4 Pages
SPECIAL FEATURE: Charts
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 15663.00
WORD COUNT: 2380

ABSTRACT: Reengineering combines the exploration and rediscovery of the business with solid methods for eliminating work that adds no value to the product. Technology, rightly or wrongly, often drives reengineering projects. But technology should not overshadow the methods of work simplification, new process design, or improving people skills. No single technology will reengineer the process. Methodologies add structure to reengineering projects. IDEF, because of its close ties to the military community, leads the charge for reengineering in aerospace. Unfortunately, IDEF is often used to document as-is processes for new contracts instead of being used to focus the reengineering efforts of the company. Most reengineering methods evolved as paper models, not as computer programs. Like so many new business drivers, whether they be called business process reengineering, business process improvement or business process redesign, reengineering relies on firm management support and an open, creative atmosphere.

GEOGRAPHIC NAMES: US

DESCRIPTORS: Trends; Methods; Manufacturing; Performance; Improvements; Efficiency; Automation; Process planning
CLASSIFICATION CODES: 5310 (CN=Production planning & control); 9190 (CN=United States); 5240 (CN=Software & systems)

The Six Principles of Re-Engineering

Rice, Colin

Computing Canada v18n23 PP: 12 Nov 9, 1992 CODEN: CMCNDO ISSN: 0319-0161 JRNL CODE: CCD

DOC TYPE: Journal article LANGUAGE: English LENGTH: 1 Pages
AVAILABILITY: Photocopy available from ABI/INFORM 14986.00

ABSTRACT: The main objective in business re-engineering and software development is to provide value to customers. Some of the key benefits of business re-engineering are increased productivity, higher levels of customer service, and improved quality. These benefits are achieved by applying 6 fundamentals: 1. Eliminate unnecessary processes and steps. 2. Simplify. 3. Remove barriers. 4. Minimize hand-offs and interdependencies. 5. Reduce cycle times. 6. Automate. In software development, barriers to easy use of the system should be removed. In software design, related functions should be written in a single module. Cycle times should be reduced so that information is delivered to the right person in the shortest possible time. Software development can be automated by applying 4th generation languages, code generators, CASE tools, software re-use libraries, debugging tools, and other new technology. The greatest boost in productivity occurs when applications and programs are effectively and efficiently designed from the start.

DESCRIPTORS: Systems development; Effectiveness; Improvements; Recommendations; Productivity; Computer programming
CLASSIFICATION CODES: 5240 (CN=Software & systems)

Systems Delivery: Evolving New Strategies

Rockart, John F.; Hofman, J. Debra

Sloan Management Review v33n4 PP: 21-31 Summer 1992 CODEN: SMRVAO
ISSN: 0019-848X JRNL CODE: SMZ
DOC TYPE: Journal article LANGUAGE: English LENGTH: 11 Pages
SPECIAL FEATURE: Charts References
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 6008.00
WORD COUNT: 6997

ABSTRACT: Many chief information officers are requesting significant investments in new systems development tools, methods, and techniques in order to make the information systems (IS) organization more productive. A framework for addressing many of the issues involved in these decisions is presented. This systems delivery framework includes 2 phases: envisioning the future environment and managing the transition. During the first phase, a corporation must project its future business environment and its requirements, its future systems environment, and its future development environment. The components of the transition phase include: 1. the tools and methods of system development, 2. the systems infrastructure, 3. the IS organization structure, 4. the organization culture, and 5. the technological capability of the current and future architecture. Redesigning systems development is a major process change that is strategic in nature and that requires significant senior management involvement.

GEOGRAPHIC NAMES: US

DESCRIPTORS: MIS; Systems development; Computer aided software engineering; Technological change; Strategic planning; Implementations; Upper management
CLASSIFICATION CODES: 5240 (CN=Software & systems); 2310 (CN=Planning); 9190 (CN=United States)

Managing Change: The Comfort of Technology We Know

Ryan, Hugh W.

Information Systems Management v9n3 PP: 60-62 Summer 1992 ISSN: 1058-0530 JRNL CODE: JIF
DOC TYPE: 02 LANGUAGE: English LENGTH: 3 Pages
AVAILABILITY: Photocopy available from ABI/INFORM 14372.00

ABSTRACT: Delivering technology solutions can be a challenge. However, with the right combination of people, method, plan, ongoing risk evaluation, and containment, developers can control technology and, as a result, can successfully deliver technology solutions. One troubling aspect related to the delivery of technology-based solutions is that the business user must work with the system, and the business user's use of and reaction to technology is far from predictable. Further, technologists tend to overlook this concern until it becomes overwhelming, and they must then try to compensate for serious gaps and faults at the last minute. There is an evolving definition of a structured change management process that makes business reengineering predictable. This definition divides the process into 4 stages: awareness, education, testing, and understanding. If these steps are followed, comprehensive changes can be brought about in a controlled, structured fashion.

DESCRIPTORS: Systems development; Transitions; Systems management; Technology; Implementations; Organizational change
CLASSIFICATION CODES: 5220 (CN=Data processing management); 2500 (CN=Organizational behavior)

What Is Re-Engineering, Anyway?

Schatz, Willie

Computerworld v26n35 PP: 97-98 Aug 31, 1992 CODEN: CMPWAB ISSN: 0010-4841 JRNL CODE: COW
DOC TYPE: Journal article LANGUAGE: English LENGTH: 2 Pages
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 6206.00
WORD COUNT: 1061

ABSTRACT: Whether it is called reengineering, total quality management, or business process restructuring, firms across the US are reevaluating how they do business - and how information technology can help them do it better - as they respond to increasing competitive pressures. As a result of a new regulatory scheme that required taking on the task of dealing with 50 separate state public utility commissions, each with its own price cap to impose, GTE Telephone Operations had to reengineer its processes and get to the core of its business. The company had to analyze every aspect of its telephone ordering process as well as its IS techniques and inventory. Equitable Resources Inc. (ERI), a gas and oil exploration company, had good accounting information concerning what happened the previous month, the previous quarter, or the previous year but could not determine whether investing in a major company or buying an oil field was a wise economic decision. ERI's form of reengineering was a migration from an IBM System/36 to a distributed system based on PCs and laptops.

COMPANY NAMES:
GTE Telephone Operations
Equitable Resources Inc (DUNS:00-791-5663 TICKER:EQT)
Moog Automotive Inc (DUNS:00-626-5326)
GEOGRAPHIC NAMES: US

DESCRIPTORS: Information systems; Systems management; Total quality; Corporate reorganization; Requirements; Manycompanies
CLASSIFICATION CODES: 5240 (CN=Software & systems); 2320 (CN=Organizational structure); 9190 (CN=United States)

Reengineering Wall Street's Systems

Schmerken, Ivy

Wall Street Computer Review v9n4 PP: 14-22 Jan 1992 ISSN: 0738-4343
JRNL CODE: WSC
DOC TYPE: Journal article LANGUAGE: English LENGTH: 7 Pages
AVAILABILITY: Photocopy available from ABI/INFORM 15851.00

ABSTRACT: Increasingly, financial service companies are exploring the concept of business reengineering to rethink the way they run their business and information systems. Business reengineering is a process whereby a company radically redesigns its business to boost profits, cut expenses, close divisions, and increase productivity. On Wall Street, firms are reengineering their systems to: 1. eliminate paper ticket writing, 2. speed up trade executions, 3. build real-time risk management systems, 4. consolidate financial reporting from multiple back-office systems, and 5. automate laborious tasks, such as document processing. Breaking away from outdated rules and assumptions, Merrill Lynch completely revamped its retail brokerage order-entry process, Kidder Peabody reorganized the work flow of over-the-counter traders, and Yamaichi International gave real-time position-keeping keypads to government dealers. Merrill also installed a proprietary imaging system to consolidate the paper-intensive process of opening new accounts.

COMPANY NAMES:
Kidder Peabody & Co Inc (DUNS:00-698-6319)
GEOGRAPHIC NAMES: US

DESCRIPTORS: Stock brokers; Automation; Information systems; Electronic trading; Production planning; Quality of service; Customer services; Manycompanies
CLASSIFICATION CODES: 5310 (CN=Production planning & control); 5320 (CN=Quality control); 5240 (CN=Software & systems); 8130 (CN=Investment services); 9190 (CN=United States)

EDI-induced redesign of co-ordination in logistics

Sheombar, Haydee S

International Journal of Physical Distribution & Logistics Management v22n8 PP: 4-14 1992 CODEN: IPDJAX ISSN: 0960-0035 JRNL CODE: IPD
DOC TYPE: Journal article LANGUAGE: English LENGTH: 11 Pages
SPECIAL FEATURE: Graphs References
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 15770.01
WORD COUNT: 7236

ABSTRACT: In order to use electronic data interchange (EDI) optimally, the current ways of working need to be redesigned. EDI can have an impact on all 3 determinants of organizational design: 1. product-market combinations, 2. structure, and 3. process. Focus is on redesigning business process, which is also called business re-engineering. The

subject-matter for redesign is the boundary-crossing logistical processes in the value-adding partnerships of 2 organizations. The business redesigner needs, among other things, an understanding of the basic capabilities of EDI and of the concept of interorganizational coordination. There are 3 basic mechanisms for achieving coordination between 2 organizational units: 1. mutual adjustment, 2. standardization, and 3. shared variable. Coordination between organizational units is achieved by communication between them. EDI reduces the cost of coordination between organizations.

DESCRIPTORS: Electronic data interchange; Strategic planning; Logistics; Organizational structure; Trends; Coordination
CLASSIFICATION CODES: 2310 (CN=Planning); 5160 (CN=Transportation); 7400 (CN=Distribution); 5250 (CN=Telecommunications systems)

Beyond Business Process Redesign: Redefining Baxter's Business Network

Short, James E.; Venkatraman, N.
Sloan Management Review v34n1 PP: 7-20 Fall 1992 CODEN: SMRVAO ISSN: 0019-848X JRNL CODE: SMZ
DOC TYPE: Journal article LANGUAGE: English LENGTH: 15 Pages
SPECIAL FEATURE: Charts Graphs Appendix References
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 6008.00
WORD COUNT: 7751

ABSTRACT: American Hospital Supply Corp.'s (AHSC) Analytic Systems Automatic Purchasing (ASAP), a computerized system for ordering, tracking, and managing hospital supplies, is one of the best-known, most often cited strategic information systems. ASAP and a current service offering, the ValueLink program, have been examined over the last several years in order to analyze the interrelationship between business process redesign and business network redesign. Based on a longitudinal case study of ASAP's full, 30-year-plus history, 2 key conclusions are presented. First, a distinctive characteristic of this case was the ability of AHSC (now Baxter Healthcare) to proactively make the literally hundreds of small, incremental redesigns of internal work processes and information technology necessary to improve its overall service level and business relationship with customers. A 2nd distinctive characteristic was Baxter's ability to reconceptualize its primary business relationship with hospitals to one of a value-added partner with changed business scope.

COMPANY NAMES:
American Hospital Supply Corp (DUNS:00-896-3746)
Baxter Healthcare Corp (DUNS:00-508-3209)
GEOGRAPHIC NAMES: US

DESCRIPTORS: Information systems; Order entry; Advantages; Systems integration; Improvements; Acquisitions & mergers
CLASSIFICATION CODES: 5240 (CN=Software & systems); 2330 (CN=Acquisitions & mergers); 9190 (CN=United States)

Can IEs Become Masters of Change? - A Second Look

Sink, D. Scott

Industrial Engineering v24n12 PP: 34-39 Dec 1992 CODEN: INEND5 ISSN: 0019-8234 JRNL CODE: INE
DOC TYPE: Journal article LANGUAGE: English LENGTH: 6 Pages
SPECIAL FEATURE: Charts
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 5936.00
WORD COUNT: 5739

ABSTRACT: It is becoming increasingly evident that the only measure of success that will truly matter in the future is rate of improvement. Performance improvement efforts are increasingly requiring large-scale organizational change. Industrial engineer (IE) managers or IEs who manage performance improvement-related functions are being tested to respond to these larger, more complex improvement initiatives. IEs often have a solid foundation for leading or playing a key role in major positive change efforts in organizations. There is an impression that IEs have a poor image and are not being looked to as leaders and key players in total quality management. It is believed that this is the result of IEs not capitalizing on opportunities, but instead, allowing themselves to be mastered by change. Continuous personal and professional development is vital to the success of the masters of change.

GEOGRAPHIC NAMES: US

DESCRIPTORS: Industrial engineering; Total quality; Quality control; Managers
CLASSIFICATION CODES: 5320 (CN=Quality control); 2200 (CN=Managerial skills); 9190 (CN=United States)

Business Process Re-Engineering: A Fresh Challenge for Management Services

Spencer, Bob

Management Services v36n10 PP: 40 Oct 1992 CODEN: MASEDZ ISSN: 0307-6768 JRNL CODE: MNS
DOC TYPE: Journal article LANGUAGE: English LENGTH: 1 Pages
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 11111.01
WORD COUNT: 1183

ABSTRACT: Business Process Re-Engineering (BPR) is a potent, customer-based approach to improving productivity and quality through processes. It is based on the logic that business processes are service processes that can be evaluated for effectiveness (how well the job is done), efficiency (the resources required), and adaptability (how well they respond to one off situations). BPR establishes a phased approach for evaluating and improving business processes. It seeks to compress processes both horizontally (the linear sequence or cycle) and vertically (the management layers), and it challenges existing work patterns, practices, and structures, particularly specialization of labor. Finally, BPR demands radical and bold goals, such as reducing average cycle times by 50% and cutting overheads by 75%. BPR strongly advocates that the people involved in the process be at the forefront of re-engineering. The success of BPR is largely dependent on management's commitment to its application.

GEOGRAPHIC NAMES: UK

DESCRIPTORS: Corporate objectives; Improvements; Implementations; Goals
CLASSIFICATION CODES: 2310 (CN=Planning); 9175 (CN=Western Europe)

Remake Your Business

Stadler, David A.; Elliott, Stephen A.

Inform v6n2 PP: 12-17 Feb 1992 ISSN: 0892-3876 JRNL CODE: IFN
DOC TYPE: Journal article LANGUAGE: English LENGTH: 5 Pages
SPECIAL FEATURE: Charts
AVAILABILITY: Photocopy available from ABI/INFORM 16193.00

ABSTRACT: Behind all the hype over business process reengineering are some major implications for the development and delivery of systems and technology. Nowhere do these implications loom larger than with document imaging. Business process reengineering involves breakthroughs that result from fundamentally redefining processes or innovatively applying technology. The value of reengineering - when supported by document imaging - transcends the benefits traditionally associated with imaging. Improvements resulting from document imaging in a reengineering context include competitive advantage and differentiation opportunities and larger benefits. While there are proven approaches that facilitate reengineering, it tends to consist of creativity guided by key principles. Creativity cannot be forced, but an environment conducive to creativity can be fostered. The key is to start with people who have a general understanding of the business environment and technology.
GEOGRAPHIC NAMES: US

DESCRIPTORS: Image processing system ; Applications; Documents; Recommendations; Work simplification; Implications; Efficiency
CLASSIFICATION CODES: 5240 (CN=Software & systems); 9190 (CN=United States)

Optimal Business Solution

Stallcop, Terry

Software Magazine v12n15 PP: 8 Nov 1992 ISSN: 0897-8085 JRNL CODE: SMG
DOC TYPE: Journal article LANGUAGE: English LENGTH: 1 Pages
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM
WORD COUNT: 653

ABSTRACT: Though the current attention focused on client-server technology may have convinced users that this technology will drive business computing for the 1990s, systems executives from a variety of industries indicate that a different computing paradigm, "optimal business computing," may be evolving. This paradigm emphasizes the integration of current business needs with available technology to produce the optimal computing architecture. Under this paradigm, business needs, rather than a specific technology solution, drive changes to the computing environment. Organizations achieve the maximum benefits in information systems only when they apply the right technology to the right business at the right time. Each business has different goals and objectives. Thus, the computing solution most likely will be different for each company and will continually change due to environmental factors, such as the economy, market competition, and regulation.

GEOGRAPHIC NAMES: US
DESCRIPTORS: Computer architecture; Optimization; Trends; Client server computing; Systems management; Objectives
CLASSIFICATION CODES: 5240 (CN=Software & systems); 5220 (CN=Data processing management); 9190 (CN=United States)

The Search for the Organization of Tomorrow

Stewart, Thomas A.

Fortune v125n10 PP: 92-98 May 18, 1992 CODEN: FORTAP ISSN: 0015-8259
JRNL CODE: FOR
DOC TYPE: Journal article LANGUAGE: English LENGTH: 7 Pages
SPECIAL FEATURE: Diagrams
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 1128.00
WORD COUNT: 4667

ABSTRACT: The 21st-century organization arises at the confluence of 3 streams. One is described by the term high-involvement workplace, meaning operations with self-managing teams and other devices for empowering employees. The 2nd productivity enhancer is a new emphasis on managing business processes rather than functional departments. Third is the evolution of information technology to the point where knowledge, accountability and results can be distributed rapidly anywhere in the organization. Business processes can form the link between high-performance work teams and the corporation at large. Organizing around processes permits greater self-management and allows companies to dismantle unneeded supervisory structures. Organizing around a process seems to yield sterling results as consistently as high-involvement factories do. The goal is to create enterprises with clear customers, markets, measures and few internal boundaries.

COMPANY NAMES:
General Electric Co (DUNS:00-136-7960 TICKER:GE)
Eastman Kodak Co (DUNS:00-220-6183 TICKER:EK)
Hallmark Cards Inc (DUNS:00-713-1113)
GEOGRAPHIC NAMES: US

DESCRIPTORS: Efficiency; Effectiveness; Organizational structure; Participatory management; Productivity; Teamwork; Manycompanies
CLASSIFICATION CODES: 2320 (CN=Organizational structure); 2500 (CN=Organizational behavior); 9190 (CN=United States)

Strategic Management and Information Systems: An Ambiguous Relationship

Sutherland, Ewan

International Journal of Information Resource Management v3n2 PP: 24-32
1992 ISSN: 0956-4225 JRNL CODE: IRE
DOC TYPE: Journal article LANGUAGE: English LENGTH: 9 Pages
SPECIAL FEATURE: References
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM
WORD COUNT: 5609

ABSTRACT: There is considerable empirical evidence suggesting that the application of both information systems and information analysis to strategic management can be successful, despite the absence of an adequate theoretical basis for their application. In many cases, however, information systems which were once strategic have degenerated into a prerequisite or strategic necessity for companies wishing to remain in business, with the net result of increasing their costs without making them any more competitive. A powerful and growing array of tools are available that can be applied to the problems faced in managing information systems for strategic gain and in the building of information infrastructures.

There are several categories of strategic applications that can be identified: 1. information systems planning, 2. strategic change, 3. information analysis, and 4. executive information systems.

DESCRIPTORS: Information systems; Strategic planning; Comparative studies; Competitive advantage; Data processing; Organization development; Applications
CLASSIFICATION CODES: 5240 (CN=Software & systems); 2310 (CN=Planning); 2500 (CN=Organizational behavior)

Document Management: Destined to be a Smash Hit

Van Kirk, Doug

InfoWorld v14n44 PP: 49-52 Nov 2, 1992 ISSN: 0199-6649 JRNL CODE: IFW
DOC TYPE: Journal article LANGUAGE: English LENGTH: 2 Pages
SPECIAL FEATURE: Charts
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 12701.01
WORD COUNT: 2033

ABSTRACT: A document is more than an information carrier. The way the document is managed determines to a great degree the type and quality of the information it contains. It also means utilizing emerging technology to expand the definition of a document to include elements such as sound, animation, and video. Although text retrieval still has a role, it is an adjunct to scanned pages or computer-prepared images. Document management today recognizes that the value of information often hinges as much on presentation as content. Many businesses are building productive document management systems. Epson America is instituting a document management system for product documentation created over the last 15 years. Epson's system cannot search the actual text on pages. It is designed mainly to get images of hard-copy documents in front of customer representatives. This type of system - graphic images with indexing based on keywords and references - is the simplest form of document management and is frequently used by organizations that formerly used paper files and microfilm.

COMPANY NAMES:
Epson America Inc (DUNS:02-075-4396)
Eastman Kodak Co (DUNS:00-220-6183 TICKER:EK)
Novell Inc (DUNS:03-778-7298 TICKER:NOVL)
XSoft
GEOGRAPHIC NAMES: US

DESCRIPTORS: Image processing system ; Information management; Automation; Documents; Advantages; Manycompanies
CLASSIFICATION CODES: 5240 (CN=Software & systems); 5260 (CN=Records management); 9190 (CN=United States)

Compressing Time-to-Market: Today's Competitive Edge

Weimer, George; Knill, Bernie; Manji, James; Beckert, Beverly

Material Handling Engineering v47n4 PP: IM2-IM16 Apr 1992 CODEN: MHENA4
ISSN: 0025-5262 JRNL CODE: MTH
DOC TYPE: Journal article LANGUAGE: English LENGTH: 10 Pages
SPECIAL FEATURE: Charts Diagrams
AVAILABILITY: Fulltext online. Photocopy available from ABI/INFORM 798.00

WORD COUNT: 5901

ABSTRACT: According to Craig Skevington, president of Factory Automation & Computer Technologies Inc., customer responsiveness is the basis of competition in the 1990s. Industry studies by the Boston Consulting Group show that companies that respond twice as fast to customer demands grow at 5 times the industry average with prices 20% higher. Still, there is a finite window in which the benefits of time compression are available. As more manufacturers reduce lead times, what once represented a competitive advantage becomes a matter of survival. One strategy to reduce the time needed to move from raw material to point-of-sale in a retail outlet and to reduce the amount of inventory in the pipeline is quick response (QR). QR strategies were developed by the Voluntary Interindustry Communications Standards Committee. Another strategy of time-based competitors is to add value to their products. Some accomplish this by boosting technical capabilities. One of the most effective ways to reduce time-to-market is to form a single interdepartmental team focused solely on the common goal.

COMPANY NAMES:
Chrysler Corp (DUNS:00-134-4928 TICKER:C)
Nissan Motor Co Ltd (DUNS:69-054-2212)
K mart Corp (DUNS:00-896-5873 TICKER:KM)
Digital Equipment Corp (DUNS:00-103-8066 TICKER:DEC)
Blohm & Voss AG (DUNS:31-500-0273)
GEOGRAPHIC NAMES: US

DESCRIPTORS: Integrated; Manufacturing; Product design; Teamwork; Design engineering; Automation; Value added; Manycompanies; Manyindustries
CLASSIFICATION CODES: 9190 (CN=United States); 5310 (CN=Production planning & control); 5240 (CN=Software & systems); 7500 (CN=Product planning & development)

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Dreaming and doing: Reengineering GTE Telephone Operations

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00678526 DIALOG FILE 15 ABI/INFORM 93-27747
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A six-step guide to process reengineering

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Reengineering one firm's product development and another's service delivery

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