



The increasing need to manage competitive pressures demands that organizations be both more flexible and adaptive. To maintain this agility when updating business processes, companies must decrease vulnerability by reducing the cost of predictable failures and enhance adaptability by reducing the cost of adjustment.

Business process reengineering (BPR) considers these issues with a comprehensive view of process transformation. Effective BPR respects more elusive factors like social issues, business strategy, people performance and enabling technologies. To facilitate an increase in the quality of process change projects, organizations today must look at business process reengineering as a holistic approach to change.

What is Business Process Reengineering?

BPR includes the critical analysis and redesign of existing business processes to achieve breakthrough improvements in performance measures.

BPR is a methodology that drives business value by:

- a) enabling business strategies
- b) effectively designing and implementing best practices for core business processes
- c) optimizing existing or new technologies
- d) aligning an organization's structure to enhance its ability to execute against the business process designs

Some key obstacles faced in reengineering projects include the lack of ongoing management commitment, unrealistic scope and the overall resistance to change. How do you successfully plot a course through a major process change and avoid these pitfalls? The ultimate success of a major business process change depends on how well detailed knowledge and proven experience is applied to the redesign. By taking a strategic view, and considering all peripheral aspects of the change, hazards can be proactively managed.

Hitachi Consulting utilizes a common BPR framework, which establishes a foundational landscape for all solution development and delivery. This enables us to not only perceive potential risks, but also to plan for implementing the change. With a consistent approach and proven methodology we are able to deliver results by not just executing change but by facilitating it.

Keys to Successful BPR

Holistic Approach

It is fundamental to take a holistic approach and integrate the impact on strategy, people, processes and the enabling technologies. This allows for anticipating risks and hazards during the process, not as an after thought, and ensuring that the change is effective.

Cyclical Approach

The process design and development stages should be developed in cycles. By exiting development once the design has been effectively tuned, implementation can begin without constant interruptions and costly additions of time. This allows for the development of unique custom solutions by spending uninterrupted time on process design.

Facilitative Approach

When organizations feel like victims of change rather than initiators of it, resistance can build. By using a methodology that includes a facilitative approach to implement the new business process, resistance can be reduced.

CASE STUDY

Software Company Seeks Sales and Marketing Process Redesign

The client, a dynamic global software corporation, lacked coordinated processes and supporting technologies between its sales and marketing functions within the United States. This affected other departments who interacted with sales and marketing and ultimately had an impact on their ability to attract and acquire customers.

We analyzed the organization's sales and marketing strategies and assessed its process needs against strategic priorities. Our work included the analysis of five distinct

responsibilities including prospect management, events, e-marketing, contact management and privacy.

The result of this analysis included the development of leading edge processes, supporting tools, metrics and a new taxonomy. The successful new processes have given the client:

- More focused ability to control customer touch points
- A refined sales and customer taxonomy
- Metrics for prospect generation campaigns
- Privacy education and guidelines for 3rd party partners and telesales

“Hitachi Consulting has taken the time to understand the direction our business is taking and to find creative ways to support complex requirements and meet our high expectations. The Hitachi Consulting team goes well beyond analytical and project management skills. They bring a can do attitude that sets them apart from other consultants.”

CASE STUDY

Hitachi Consulting Helps Non-Profit Organization Enhance Its Business Processes

The client, one of the largest faith based organizations in the United States, was facing intense internal pressure to reduce overhead costs. The organization was also transitioning to a new management team who wanted to bring enhanced business processes and skills to its non-profit environment.

Our approach included a rapid business assessment, strategic process implementation and systems selection and implementation. We developed processes for a call center, donation processing, a balanced scorecard and customer retention programs.

These tools and metrics support the client’s business processes and have led to a \$13 million annualized benefit.

“The consultant from Hitachi Consulting has an amazing ability to listen, discern, understand then translate all the insights and concerns from Marketing. He is wise and encouraging and strives to find a win-win for all stakeholders involved.”

About Hitachi Consulting

Hitachi Consulting is Hitachi, Ltd.’s (NYSE: HIT) global business and IT consulting company. The company serves Fortune 2000 companies across many industries throughout the United States. The company is focused on working with its clients to

understand their needs and to enable and implement key business strategies. Hitachi Consulting delivers practical solutions to generate demand, ensure supply and help the client manage their enterprise effectively. The company is committed to delivering measurable results and to effectively transferring knowledge to optimize the client's investments.

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