



# Process Think: Winning Perspectives for Business Change in the Information Age

By Varun Grover, William J. Kettner

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"Process Think" is a managerial orientation to act proactively in identification of process opportunities, a capability to apply process concepts in problem solving, and a demonstrated willingness to transfer process thinking to fellow employees, customers and partners. This text presents a diversity of perspectives pertaining to change management in the information age through the use of more sophisticated information technology that would test a company's ability to modify business models and corresponding processes.

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*By Varun Grover, William J. Kettinger*

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### Editorial Review

#### Review

"Seventeen articles that reflect the diversity of perspectives required to manage change effectively in the information age." -- *Book Reviews and Review Briefs, Volume 33, 2000*

#### From the Author

As we enter the new millennium, business process change is at an important crossroad. Gone is the unbridled enthusiasm for easy process reengineering projects with huge payoffs. This has been replaced with a more contingent view of process change. Business process change today must be more personal, dynamic and seamlessly supported by new information technology (IT). The growing ubiquity of process thinking is helping to see that this condition will be satisfied. Interestingly, the pervasiveness of new and far more sophisticated IT will test a company's ability to quickly modify business models, and corresponding processes, and in doing so, place renewed importance on process thinking and successful business process change methods and techniques.

So now it the time to contemplate, reflect and renew. What have we learned from these pendulum swings? What aspects of "Business Process Change" will be sustainable in the next century? How has "Process Think" better enabled flexible and dynamic rethinking of process based solutions? What lessons from the past assure success in the information age? Beginning to address these questions is the aim of this book. Ultimately, we are all faced with the truth that "Business Change" is one of the only certainties we have about what lies ahead in the 21st century. Hopefully, by better understanding how to build, maintain and evaluate business processes we prepare ourselves, in no small way, for facing our future challenges.

The chapters of this book reflect a diversity of perspectives. Some derive these perspectives through examination of the past and what seems to work. Others provide tools to cope with change in the future, including a few clairvoyant attempts to use foresight and wit to "predict" future trends.

We are indeed fortunate enough to have been involved in much of this work, either directly through our own research or through editorships of special sections of highly regarded journals. Collectively we believe this compilation of work reflects a rich repertoire of key elements of Process Think in the Information Age.

Five themes are reflected in the 17 chapters of the book:

- \* Change management strategies
- \* The methods for change
- \* The multidimensionality of change
- \* The contingent nature of change
- \* The information age and the future

The chapters are organized in four sections that offer important insights concerning Business Process Change. Part I provides empirical research that draws from numerous companies that have engaged in business process change. The five chapters present these results and derive key strategies and lessons for companies embarking on process change in the future. Part II delves into the nuts and bolts of process change by summarizing tools and methods for analyzing processes in a manner consistent with organizational orientation and strategy. Part III explores process change from a number of diverse perspectives: information management, supply chain management, management of innovation, management

control and partnership management. This section emphasizes the multidimensional nature of process change as well as the contingencies reflected in the different ways it can be used in different contexts. Finally, Part IV brings the information age and information context to the forefront, by speculating in a lighter, yet intelligent, vein on the newer environment for business process change.

#### From the Back Cover

"This book provides much needed insight into an area that, while no longer a headline topic should be continually in the minds of both IS academics and professionals. The authors included in this volume represent a formidable knowledge base on the subject of business change. This is a must-have edition for academics and professionals alike. Business change is inevitable. A proactive attitude is increasingly important in today's business environment. This book provides the tools necessary to stay competitive. A valuable addition to any bookshelf." - Dixon Wilcox; University of South Carolina, Moore School of Business

"This is an essential guide for managers and academics attempting to understand how information technology is impacting industries and markets. The chapters of this book frame the complexities of information technology and organizational change in a manner that is innovative and accessible. Readers will take away methods and concepts that will be invaluable in leading programs of organizational change. This book provides a great perspective of strategies that can be implemented and used successfully by senior managers. The chapters are carefully written and provide a useful guideline for reconciling complex programs of transformation." - Albert H Segars; University of North Carolina, Chapel Hill, Kenan-Flagler Business School

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