Managing Change and Growth

Responsive applications in service environments

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Executive Summary

Change and growth represent two of the most disruptive dynamics organizations can expect to face during their economic lifetime. And as the business landscape of the early twenty-first century unfolds, four trends are clearly discernible that suggest this disruption is set to increase:

- Consolidation across industry segments will continue at a frenetic pace
- Pressure for public accountability will grow
- New business models will emerge that challenge the traditional ways in which businesses organise themselves.
- The relationship between people and performance will become as important as the links between products, services and markets.

In each of these situations, flexibility and responsiveness from IT systems will take on increasing importance. It will no longer be enough to assume that back office financial systems can be acquired, embedded and then forgotten. Transaction systems like finance and human resources will form the backbone around which new services will be built, and they must be capable of rapidly adjusting to changing conditions.

This Special Report considers some of the challenges decision makers face as they acclimatise to this new order. Drawing on the experiences of organizations from a wide range of industry sectors, it demonstrates how a fresh approach to packaged application implementations, based on pragmatism, yields the best results in this difficult economic environment. It also shows how a comprehensive vendor assessment process is essential if decision makers are to find solutions that truly deliver incremental value – a key requirement in fast moving environments.

Part 1: The Changing World

1.1 The Legacy of Business Process Re-engineering

Business process re-engineering (BPR), a management philosophy designed to assist in the reduction of business process errors, became firmly established across industry in the 1990s, not least because it frequently led to reductions in administrative headcount. The high-end application software industry made great play of these ideas and it was on the back of the BPR bandwagon that enterprise resource planning (ERP) emerged. In hindsight, whether these initiatives provided measurable business benefit is a moot point, and significant numbers of these projects carried out under the re-engineering banner are now acknowledged to have failed. However, the movement made significant changes to the business landscape, and three significant outcomes emerged:

- BPR frequently led to the centralization of control systems that were highly structured and rigid in their approach to business processes
- Change was difficult to implement because of the rigidity imposed by the first wave of ERP systems
- Extending those systems outside the immediate domain of the selected software vendor became increasingly difficult, because much of the code that supports the systems is proprietary
- Most of the BPR and ERP work undertaken at the time was relevant to manufacturing organizations but had little to offer people-centric organizations that are, by their nature much more fluid.

These factors are less visible when economic conditions are stable, but they become major impediments in times of change. Whether it's government deregulation, globalisation, de-mutualisation, business expansion or exploring new ways to deliver not-for-profit services – numerous elements bring significant change to business conditions and organisations have to respond to survive and prosper. This inevitably means changes to business processes, the introduction of new technologies and attendant cultural shifts.

Mergers and acquisitions data provides an excellent vignette with which to illustrate this point. Research repeatedly shows* that there is a high degree of failure in delivering the benefits anticipated when mergers are first proposed – and in some cases, the combined business has fared significantly worse than the two entities performed on their own. Many reasons are put forward to explain this phenomenon, but in the last few years it's become apparent that part of the problem is incompatibility between systems or an inability to implement a viable software infrastructure to support the combined business.

Where these factors are addressed at the outset, however, mergers can create value. In Norway, at a time when the energy market was undergoing significant structural changes, Eidsiva Energi AS was faced with the need to integrate different operating units following a merger. Once it had reviewed its applications infrastructure, it made the decision to standardize on one application package to gain operational efficiency. Its decision was based on the assumption that past experience from the different systems provided a good guide as to what might be expected from a fresh implementation in the enlarged group. Eidsiva was not prepared to risk losing control of the enlarged business by making radical changes to its business processes, preferring instead to wait until the basics were satisfactorily embedded. This was a simple strategy that allowed them to rationalise their applications at a time when the company was under economic pressure.

**Post-Merger Integration: Doing the Right Deal and Doing the Deal Right,*
Jack Bonini, PwC Consulting
**International Mergers Review 2000/2001:* Deloitte & Touche

1.2 New Business Models, New Service Organizations

The rise of the Internet during the 1990s changed forever our perception of how organisations interact with communities of interest. Efforts to exploit the Internet as a way of disintermediating traditional channels to market may have proven to be premature, but the general premise of universal access to anyone, from anywhere in the world, at any time they choose, has struck a chord among business users.

Today, the talk is of the 'connected enterprise' where customers, employees and business partners all have a stake in shaping the way organizations deliver information, what that information is meant to convey and its impact on business decisions and processes. This has profound implications for the way businesses model themselves going forward because it opens a Pandora's Box of complexity.

At a basic level, employees can use self-service applications over the Internet to bypass the traditional HR function and carry out administrative functions for themselves, such as booking training courses or enrolling in benefit schemes. Likewise, customers are being encouraged to place orders, review their account balances and generally manage their commercial relationships from within the 'browser' environment. These changes can radically improve business efficiency by automating time-consuming tasks, and the technology can be deployed at a low cost per user.

Taken a step further, Internet technologies serve as powerful tools for distributing information. But paradoxically, those information requirements become more complex as more people are provided with access to information, because the distribution of useful information breeds a requirement for more of the same. This is particularly true in service organizations where the principle assets are not products but volatile, infinitely variable human resources. Business leaders are beginning to recognize the need to marshal and manage these assets, and as a result are starting to demand new information that shows how effectively key performers are being deployed. The issue for organizations is how best to proceed in potentially complex situations.

Taking small, incremental steps that build on past success has proven to be a useful strategy. Royal Haskoning, a pan-European services consultancy, was faced with a need to marshal its resources as it expanded its business to include environmental consulting. It had a range of challenges that included currency and local labour law issues. More important, it executes tens of thousands of projects each year and needed to get a firm understanding of labour utilization rates as part of the overall profit equation. It took 21 months to prepare for the transition to new software but its approach paid dividends because the complexities it anticipated were manageable and the company is seeing benefit from the new information while reducing process error.

1.3 Challenges in the non-commercial world

Commercial considerations are not limited to the business world. Increasingly, public sector agencies and not-for-profit organizations are finding they too need to adapt to a world where the principles that guide commercial business performance are now being applied. Accountability is the watchword among these organizations as they seek to do more, often with diminishing resources.

In France, for instance, relief agency Action Contre le Faim (Action Against Hunger), found that as it expanded its sphere of operations, it was faced with significant challenges in the way it not only deployed its aid teams, but also reported its activities. This was aggravated by the fact that at the time of its greatest period of expansion, aid agencies generally were coming under fire for poor or inadequate handling of their resources.

The situation in the public sector is just as challenging. A constant stream of new regulations, combined with demands for greater visibility creates pressure to provide a better quality of information. Huddinge Municipality, one of the top 10 growing local authorities in Sweden, was faced with this problem when it was decided to rationalise its nine geographically oriented administrations into a smaller number of functional units. The object was to achieve higher visibility of functional activity in areas like education and healthcare: the problem was that there was a narrow window of opportunity in which to make the changes. The municipality achieved its objectives within five months, but only after it had undertaken a rigorous software selection process that centred on finding a vendor experienced in the sector.

Summary

- Service organizations are faced with many challenges that require an agile approach to business. This is not a situation that is ideally suited to BPR that leads to the imposition of rigid systems.
- The emergence of new business models has brought a requirement for change that is frequently more far-reaching than businesses expect. This has important implications for the kinds of software service organizations need both now and going forward.
- Not-for-profit and public sector organizations are under pressure to become more transparent and accountable at a time when their resources are diminishing. These sectors are undergoing structural changes that have to be accommodated.
- Software can help to solve a wide range of problems but success depends on the methods adopted to implement new systems. The choice of methods will depend on the prevailing circumstances but short implementation periods are proving viable and successful when:
    - Preceded by careful planning
    - Selecting a vendor with strong sector experience

Part 2: Managing Business Change

2.1 The People/Profit Equation

People-centric organizations recognize that their employees are both their most valuable and volatile resource, and that the most dangerous time for an organization is when it's undergoing change. Change, however, represents an opportunity to assess the value that key employees contribute to the organization, and to create strategies that allow the organization to match its human resources to customers in the most profitable manner. Human Capital Management – the strategy of acquiring, retaining, managing, measuring and leveraging key employees – is emerging as a powerful force within business.

This is a relatively new discipline, however, and take-up is relatively slow. A survey of UK HR professionals undertaken by Webster Buchanan Research in September 2002 indicated that only half the respondents measure revenue and/or profit per employee – a relatively basic value metric - while just over a quarter had no plans to do so. At a more fundamental level, the research indicated that organisations are failing to measure the links between their employees, customers and profitability. For example, only 15.1 per cent currently analyse key employee attrition as it relates to lost productivity, and the same proportion of respondents study the impact of attrition on customer satisfaction.

Although the research was aimed at discovering perceptions among HR professionals, the reality is that an organization's readiness to answer fundamental questions about its key assets is an issue for the entire enterprise. Indeed, the research pointed up several stark facts:

- Employers instinctively know that there is a direct link between people and customers, but its impact is not being measured and hence not understood
- Key employees are known to be important to the organization, but their value beyond a few simple measures is largely unknown

Developing metrics to measure individual performance as it relates to customers and overall business performance is a complex undertaking because selecting which of the many points of interaction between customers, individual and finance requires a degree of care. But organizations should not be paralysed into inaction by the apparent complexities. Experience at Royal Haskoning suggests that a useful starting point is to develop relatively simple metrics that can be readily digested and understood such as labour utilization per project. However, this is only the starting point for analysis that can have a positive impact on performance. Understanding for example the links between financial performance and what drives the best employees to perform well, or performance and having the right mix of people on projects enables the enterprise to optimise overall performance.

2.2 Resolving the Change Challenge

People are naturally reluctant to embrace change. Change brings uncertainty, new business processes to learn, more technology to embrace and in the worst case, job cuts. However, these problems are not insurmountable. It's critical that the change management process incorporates practical methods of handling the cultural shift.

Useful steps that organizations can take include:

- Demonstrating how change brings value. In particular, automation of administrative activities often frees up time for more strategic priorities and results in employee empowerment, which improves the workplace experience. Although it's not easy to measure, intuitively organizations recognize the link between employees satisfaction and productivity, which in turn enhances the overall financial performance

- Rewarding individuals based on the value that change brings. Individual compensation packages must be adjusted to reflect new business objectives – compensation, performance and overall business objectives must all be linked
- Providing the proper training – at the right time. Training can take many forms, but the overall objective is not only to get user and management buy-in, but to *sustain* the benefits that arise.
- Developing a culture of risk and reward. There need to be a balance between accountability and flexibility if both individuals and organizations are to achieve their goals. Central to this is the notion that employees are encouraged to take controlled risks and will be rewarded for positive outcomes .

Summary

- The importance of the people/performance equation is only just starting to be understood but has important implications for organizations that rely on their human assets to deliver financial success.
- Developing the metrics that underpin strategies designed to improve performance is a new discipline but one that will grow in importance.
- Creating performance metrics can be a difficult task but by starting with readily understood, key performance indicators, organizations can start to understand those factors that build success.
- Reluctance to embrace change is natural but incentives can be successfully applied that balance accountability, risk and reward.

Part 3: Selecting Technology

Managing change and growth does not happen in isolation. Technology can play a significant and positive role in providing organizations with the ability to respond in an agile manner to the velocity of change and the pressures it brings. An organizational change such as that undertaken by Huddinge where it moved from being geographically to functionally organized would not have been possible unless the underlying financial systems were capable of being flexibly altered to suit the new organizational requirements. But as we explain below, selecting appropriate products is not as clear-cut as some might believe.

3.1 Creating the Right Mix

ERP has a ring of completeness, but many of the packaged application systems that were implemented in the 1990s provided limited functionality when compared to the promise, little connectivity to the outside world and certainly would not qualify for the definition of providing the enterprise with tools with which to plan its enterprise wide resources.

Essentially, the packaged software required to run the service enterprise consists of four basic components:

- Finance
- Customer facing (customer relationship management or CRM)
- Human capital management
- Analytics

Finance and HRMS applications are the most mature applications, although legacy systems that provide transaction capability remain an important ingredient in the applications software mix. By contrast, full-strength CRM applications only emerged in the late 1990s, and it is only now that analytics is emerging as an enterprise wide imperative.

Because of these different evolutionary roadmaps, there is no ‘one size fits all’ solution that provides the best functionality in every area. As a result, even if they can build around one core application, organisations will be obliged to choose best in class components to support their evolving business requirements.

3.2 Service Organization Requirements

Service organizations are by their nature people-centric. From an information delivery standpoint, this means there will be many points at which it makes sense to have a direct link between financial and HRMS applications. It will also make sense to garner information from customer facing systems, especially where metrics are required that review the relationship between customer satisfaction and employee performance.

For example, the RAC Motoring Services has selected Siebel to manage its front office applications and iCAD for its third party roadside suppliers. This means that while the current number of regular Agresso Business World users runs to around 150 personnel, there is the potential for many more users who will need to have a way of accessing information held in the Agresso system. For example, personnel using Siebel to manage customers will have a view that includes sales ledger information about those customers.

The RAC wants to progressively move to self-service operations for customers and suppliers. This requires good integration between Agresso Business World and the operational systems because RAC is concerned to eliminate data re-keying between the systems. From RAC’s perspective, the approach has to be one of developing a common platform for applications that is capable of growing as the business changes and as new applications come on stream and it sees its Agresso implementation as lying at the centre of those new deployments.

Public sector and non-profit organisations are no different. The change brought about at Action Contre le Faim (ACF) as a result of it having exhausted growth opportunities in France meant it had to use applications that would not only allow it to improve transparency but also cope with new operations in Spain and the USA while at the same time holding down administrative costs. Xavier Audéon, director of finance, IT and purchasing at ACF notes that its new system: "Helps us to better manage the growth of our network of partners. We produce detailed financial reports for each of our projects, which are sent to our sponsors when the project is complete. We can do this much faster now with the result that we receive funds faster than was the case in the past." As a result, cash flow has improved dramatically.

3.2.1 Coding Systems

In terms of practical deployment and subsequent change, it's critical to have a flexible code structure – it provides the financial definition of how an organization sees itself and forms the basis on which it reports performance. But the work doesn't end once the *initial* structure is agreed. The means by which coding structures can be accessed to reflect business information needs is important as well. In this context, it is essential that systems provide a ready way for data to be used the way that best suits the individual but without disturbing the underlying codes themselves. This can be achieved in many ways but the concept of 'tagging' where a piece of information is 'tagged' according to its importance in a given situation allows that information to be linked to other pieces of similarly *important* information.

New coding systems can be very confusing and can become a source of error. Therefore, systems that can reflect business change without resorting to wholesale re-definition can make a significant difference to success in driving the changes through. This was a prime requirement at Huddinge where change is accepted as something that regularly impacts the organisation.

In Huddinge's case, change has to be managed but without requiring a complete dismantling of what went before. This is because dismantling existing systems is highly disruptive and will often mean extensive testing as well as additional training and support. At the same time, organizations that have different business models require different types of structure. The way this is created such that local and group needs may be readily accommodated requires careful consideration. What happens for example when change occurs in a single or multiple businesses? This is a key consideration for managers looking to receive high quality information without having to invest in expensive data warehousing technology. Data warehousing can resolve some of these problems by acting as the repository where codes are 'understood' and organized. But this is not an attractive approach to mid and upper sized organizations. These organizations are typically constrained in their ability to undertake data warehouse projects and indeed it may be wholly inappropriate to consider such approaches to information creation, especially where the organization is undergoing structural changes.

3.2.2 Application Mix

There will always be circumstances where organizations require new services that may not be part of the incumbent core application set. RAC Motoring Services, for example, was experiencing rapid changes to its business model while expanding at the same time. It was effectively using its brand as a roadside assistance provider to cross-sell new services like insurance and windscreen replacement. It needed a customer facing application, for which it selected Siebel Systems, and also required a specific application for third party roadside suppliers. The company determined that both would run alongside its Agresso backbone, a solution that provided the optimum mix of technologies for its circumstances. This strategy worked because

RAC was able to manage the technical interfaces between the three different products such that users are provided with a synchronised view of the information they need from each system.

In the public sector, Bracknell Forrest Council has a long term vision to manage departmental events using its core Agresso applications as a hub through which intelligence about activities is disseminated and distributed back to operational managers. “We want to get away from the problem of budget rationing part way through the year. That means removing uncertainty and replacing intuition with informed decision taking that enhances the day-to-day knowledge our departmental managers already posses,” says Tim Wheadon, deputy chief executive and director of resources at the council. The council is following a strategy that includes the integration of multiple department specific applications (like housing repairs and social care) to customer facing, procurement and accounting systems.

The council has mandated that all systems must ‘talk’ to Agresso so that there is always a synchronised view of the financial implications of individual decisions. In turn, this will mean that when a service request is made, budget comparisons will lead to new and alternative approval processes. “We will be able to analyse and manage patterns of events and so be in a much better position to argue budget cases or recommend alternative actions,” says Wheadon. This is a radical approach that demonstrates how information can drive the business in new and innovative ways while at the same time ensuring the maintenance of tight fiscal control.

3.3 Vendor Selection – A Comprehensive Approach

Just as organizations are building new types of relationships with their customers, so they expect their major systems suppliers to present themselves in a new way - as partners, not merely sellers. Eva Ringman, project manager at Huddinge is one of many who say that: “We were especially interested in finding a partner that has proven itself in this sector and one that was not going to go away any time soon.”

Selection has to embrace a wider set of criteria than the feature/function cost equations that have been satisfactory in the past. In some respects, at the fundamental process execution level, the level of maturity in most packaged applications is such that they can be largely regarded as commodities.

Essentially, organizations and vendors need to recognize that they are entering into long-term relationships – applications will continually be updated and require ongoing support. While customers typically assess issues such as long-term vendor viability and client references, effective selection is subtle and will include the following factors:

- Vendor viability is frequently analysed on the basis of its balance sheet strength assessed. But this fails to recognize the degree of technical reinvention that has historically occurred in packaged applications. In the last 12 years, the changes from mainframe to desktop to client/server and most recently Internet have all placed strain on software companies. Some vendors fail to successfully make the transition between technologies or make it very difficult for customers to make the change.
- Organizations should be prepared to review service quality as adjudged by customer references because this provides an indicator of the degree to which the vendor is able to prove partner status.
- Vendors that differentiate themselves functionally through industry specific solutions are usually experts in their field. They will seek to demonstrate best practice methodologies in their implementations and support this through strong industry acceptance. This is not merely a function specific issue but one that extends to understanding the optimum processes, templates and structures that work for a given industry.

- One of the marks of a quality provider is the degree to which it engages in hype or over promising. This was a common practice in the mid-late 1990's and led to considerable criticism of the vendor community. It is therefore important to test all claims, especially where they are likely to critically impact the organization.

Ultimately, purchasers should seek proof of all vendor claims. Statements about return on investment, for example, should be supported by reference site documentation that can be analyzed and probed by the purchaser. If a vendor promotes a particular management philosophy, ideally it should be able to demonstrate how it has applied the same practices to its own organization and delivered value as a result. Vendors that meet these criteria are more likely to enter into long lasting and mutually beneficial partnerships.

Summary

- The notion that 'one size fits all' is a fallacy. There is no vendor capable of offering all the functionality that might be required to run a successful people-centric organization. However, some vendors are better placed than others to help assist in meeting the demands of change and growth.
- It follows that buyers should consider the degree to which a vendor is open to other applications. Vendors that fail to address this do so at their peril because customers will increasingly demand a holistic view of the enterprise and that in turn will come from data held inside multiple systems.
- Although it is early days, customers see a clear need to consolidate information so that the decisions they take are fully informed. But, they do not want to re-build their systems to reflect new information.
- Using products that have flexible coding structures provides organizations with the comfort of knowing they will not be constrained at critical moments.
- Core packaged applications directed at people-centric organizations will expand their reach within the organization, so that centralized deployments that are capable of scaling up will take on increasing importance.
- Selection is no longer about producing a feature/function ticklist. A new set of more subtly balanced criteria will inform customers about the suitability of one vendor over another, including factors such as:
    - Partnering ability
    - Long-term viability
    - Service quality
    - Value creation
    - Industry specific expertise
    - Openness to other applications

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Part 4: Action Points

Service organizations are faced with some of the most demanding business challenges of the early 21st century. These organizations, which range across a broad spectrum of commercial and non-commercial industry sectors, are undergoing some of the most intense changes. Among the factors that are driving them are:

- Creating a foundation that is adapting to an evolving environment that replaces intuitive decision taking with solid, reliable , consistent information (Bracknell Forest Council)
- Fundamental changes to the business model following de-mutualization (RAC Motoring Services)
- Effective resource management across complex global operations during a period of rapid expansion (Action Contre le Faim)
- Organizational change to reflect new ways of being accountable (Huddinge Municipality)
- The need to drive optimal value from human resources (Royal Haskoning) and
- Structural changes in their chosen industry while managing mergers and growth (Eidsiva Energi)

This is leading to seismic changes in the way these organizations view their IT investments and the value those investments deliver now and in the future. In particular:

- There is a clear recognition that employees drive value in these organisations, but the measures by which this may be assessed are at an early stage of development
- Strategies that drive optimal performance in an environment of high velocity change require packaged applications capable of responding in an agile manner but without losing control over enterprise activity
- While flexibility is key, other factors like industry experience, partnering qualities and a commitment to service are critical to the software selection process
- Companies looking for solutions that meet the demands of managing change and growth are adopting a pragmatic approach that allows the organization to meet not just its short term, but also its long-term objectives in a controlled and successful manner.

Organisations Referenced

RAC Motoring Services, famous for its pedigree as a British provider of roadside recovery services, has undergone a radical transformation since it was acquired in 1999 by Lex Service plc. From its roots as a roadside service organization, the business now includes a variety of additional services such as windscreen replacement, motoring insurance and financial services. These combined activities contributed 60 per cent of Lex Services total earnings in 2001, growing by 19 per cent in the same year. The transformation has been such that in 2002, Lex re-branded itself to RAC plc. The RAC continues to expand its operations while streamlining its operations.

Action Contre la Faim (Action against Hunger) was founded in France in 1979 and grew rapidly at between 20 and 30 per cent each year during the 1990s. As growth in France levelled off towards the end of the last decade, ACF changed its growth strategy to support the creation of partner organisations in Spain, the UK and the US. At the same time, ACF had to ensure that its financial systems support transparency of reporting to the many sources of funds upon which it draws. This had to be achieved at minimal cost.

Huddinge Municipality is among the 20 largest municipalities in Sweden with around 86,000 inhabitants. Huddinge is the second largest municipality after Stockholm in terms of inhabitant numbers. It has a budget in excess of SKR 3billion and is among the top 10 growing communities in Sweden. Huddinge is responsible for pre-school education, care of the elderly, maintenance of streets and highways and for compulsory education. In addition, Huddinge Municipality runs a number of voluntary activities - a reception centre for refugees, a music school and parks maintenance. In common with other public sector organisations, Huddinge has to continuously review its operational efficiency and change its structures to suit new requirements.

Royal Haskoning provides consulting services in the broad field of the interaction between people and the environment. At present, the firm's 2,900 staff are spread across eight divisions in 19 countries with 40 offices. The company is unusual in that it executes approximately 20,000 projects each year, ranging from a simple, fast track consultancy requiring the time of a single expert in a particular area to large projects involving carefully constructed teams. This diversity of operations is reflected in the fact that projects can be as small as € 2,000 up to €2 million. Royal Haskoning seeks to continuously improve service and performance and relies on its IT investments to assist in accurate performance measurement, regardless of each project’s operational scale while at the same time ensuring it optimises the use of its personnel.

Eidsiva Energi was formed in 2000 out of the combination between Hamar-regionen Energiverk, Lillehammer and Gausdal Energiverk. These were relatively small regional or city based companies. Today Eidsiva Energi is one of Sweden’s largest and most important providers with a turnover exceeding NOK 1 billion. The new entity was re-organized into three groups made up of a total of 13 companies. These groups are broadly divided into power generation, selling and entrepreneurial activities like servicing, engineering and construction. There is intense competition among power companies and Eidsiva Energi uses its IT investments to ensure that it is getting the best return on capital.

Bracknell Forest Borough Council is an organisation of 3200 people and £150m annual turnover, which runs a wide range of services. It makes around five million customer contacts each year. In common with many other UK-based local authorities, it is engaged in a significant programme of electronic service delivery.

Glossary

Analytics A combination of financial and non-financial measures, loosely falling into three categories. Strategic analytics provide data for planning and group-level decision-making, while operational analytics measure performance at a departmental and individual level and should be the basis for continuous performance management and improvement. Foundational analytics underpin an organization's enterprise-wide analytical approach.

Back office Describes activities that are usually invisible to the customer but which are an essential component of CRM. They include functions such as manufacture, logistics, finance and HR

Business Process Re-engineering (BPR) A management philosophy widely adopted in the late 1980s and 1990s, designed to improve internal organizational efficiency through the restructuring of the enterprise

Customer Relationship Management (CRM) A management philosophy that recognizes the central importance of customers as the source of value to an organization.

Datawarehousing A technology that gathers enterprise-wide data into a central repository, where it can be analyzed from multiple perspectives

Enterprise Resource Planning (ERP) An expression that usually relates to manufacturing and finance systems but has also included human resources management systems

Human Resource Management System (HRMS) The core IT engine that powers HR transactional activities and value-add processes

End Notes

About the authors

Webster Buchanan Research is a media and market intelligence company specializing in the practical implementation of business strategy. Webster Buchanan Research focuses on the deployment of information technology as a tool to deliver business benefit, primarily in the fields of Human Capital Management, Customer Relationship Management, Performance Management and Collaboration. The organization is based in London, Paris, San Francisco and Hong Kong. Visit www.websterb.com

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