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Appendix- "A"

▪ Interview Questionnaire



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INTERVIEW QUESTIONNAIRE

1. **Organization name** :
2. **Name of the Officer** :
3. **How long have you been with the Organization** :
4. **Are there any reengineering projects be implemented in your Organization** : Yes ☐ No ☐
5. **Which sector are you working?**
Services Industry ☐
IT Industry ☐
Manufacturing ☐
Management consultancy ☐
Research sector ☐
Indicate any other -----
6. **Which position are you working?**
Top Management ☐
(CEO, Director)
Middle Management ☐
Operational Management ☐
Consultant ☐
Indicate any other -----
7. **Total no of Employees in the Organization/Branch** :
8. **What are the processes covered in Reengineering**

9. **What is the current status of the project?**
Completed ☐
On going ☐
Abundant ☐
Temporary hold ☐
10. **What was the reason for the incompleteness (If abandon)**
Cost escalation ☐
Time overrun ☐
Lack of Top management ☐
Support ☐
Lack of skilled persons ☐
Indicate any other -----

11 a. Do you think that your organization should be reengineered?

Yes ☐ No ☐

11 b. What are the reasons for reengineering?

External factors

(1)	Improve customers services / quality	Yes ☐	No ☐
(2)	Responded to competitive pressure	Yes ☐	No ☐
(3)	Changing industry or market conditions	Yes ☐	No ☐
(4)	Government regulations	Yes ☐	No ☐
(5)	Political pressures	Yes ☐	No ☐
(6)	Specify any other	-----	

Internal factors

(1)	The need to improve technology or automate	Yes ☐	No ☐
(2)	The need to increase efficiency	Yes ☐	No ☐
(3)	The need to reduce cost.	Yes ☐	No ☐
(4)	The need to define or redefine	Yes ☐	No ☐
(5)	Strategic focus.	Yes ☐	No ☐
(6)	Legacy system are not adequate	Yes ☐	No ☐
(7)	Specify any other	-----	

12. Had you considered following objectives before the reengineering process was commenced?

- a. Have you properly understood the benefit and weaknesses of existing system? Yes ☐ No ☐
- b. Have your team members become familiar with recent technological offerings Yes ☐ No ☐
- c. Have you done a specific requirement analysis about the areas of Reengineering Yes ☐ No ☐
- d. Have you obtained Consultancy services and support Yes ☐ No ☐
- e. Have you select skilled members for the design team Yes ☐ No ☐

13. What is your response to followings objectives which are to be considered after reengineering?

- | | | | | | |
|----|---|--------|-----------------------|----|-----------------------|
| a. | Was the new system better than the old system? | Yes | ☐ | No | ☐ |
| b. | Is there drastic reduction of employees because of technology integration? | Yes | ☐ | No | ☐ |
| | (I) Indicate approx percentage |% | | | |
| | (II) Whether they redeployed? | Yes | ☐ | No | ☐ |
| | (III) Whether they removed from location? | Yes | ☐ | No | ☐ |
| c. | Whether the existing jobs protected? | Yes | ☐ | No | ☐ |
| d. | Have you Offer a transitory solution from the exiting system to the propose system | Yes | ☐ | No | ☐ |
| e. | Any Improvement of work flows of the organization | Yes | ☐ | No | ☐ |
| f. | ICT facilitate to eliminate errors and waste of existing procedures | Yes | ☐ | No | ☐ |
| g. | ICT facilitate to minimize delays of the system | Yes | ☐ | No | ☐ |
| h. | ICT facilitate to minimize use of assets of the organization | Yes | ☐ | No | ☐ |
| i. | ICT facilitate to make effective process design
(Producing the desired results) | Yes | ☐ | No | ☐ |
| j. | ICT facilitate to make efficient process
(Minimizing resources used) | Yes | ☐ | No | ☐ |
| k. | ICT facilitate to make process adaptable
(Being able to adapt to changing customer & business needs) | Yes | ☐ | No | ☐ |
| l. | ICT facilitate to improve customer services | Yes | ☐ | No | ☐ |
| m. | New system eliminate old processes | Yes | ☐ | No | ☐ |
| n. | New system facilitate hand-off elimination | Yes | ☐ | No | ☐ |
| o. | Important of team work | Yes | ☐ | No | ☐ |
| p. | New system is easy to use/ user friendly | Yes | ☐ | No | ☐ |
| q. | Provide the organization with a competitive advantage | Yes | ☐ | No | ☐ |
| r. | Reduce excess overhead cost | Yes | ☐ | No | ☐ |
| s. | On going training Programs are conducted | Yes | ☐ | No | ☐ |

14. How did you conduct the reengineering project? (Briefly explain)

15 a. What are the specific problems you encounter during the reengineering process?

15 b. In your opinion had there been a better way of doing the project.

16. What are the key factors you realized which played the major role to success of the reengineering process?



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Critical success factors considered	Reasons
What are the Failures	Reasons

17. Indicate your response to following questions on the scale given below

At the time of Initiate and Design of the Reengineering

Very Low Low Average High Very High

- Support from the Top management
- Satisfied with the responses when communicating with team members
- Scope is clearly understood
- Design related to strategic vision
- Considered new ideas from all management levels
- Minimized design misconceptions
- Considered cultural changes
- Considered human issues
- Sabotaged by senior hands
- Spreading rumors
- Reluctant to change
- Employee Resistance



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At the time of Implementation Reengineering

Very Low Low Average High Very High

- All the affected users share their views of newly designed processes
- Appointed champions had required skills

- Have team members got awareness, training to understand newly design processes
- Attention /commitment by top management
- Key issues properly identified
- Adequate of resources
- communicate with team members
- Provided ICT training relevant to new processes
- Progress of software implementation
- Capability of ICT was enough to build Designed Processes
- Satisfied with the ICT support in technical failure
- Satisfied with the software available
- Functional and design requirement problems
- Struggling for Ownership
- Estimated complexity
- Scope change Unanticipated
- Time consuming
- Loss of key personnel from design phase
- Staff burnout
- Slower than expected results
- Budget overruns



- Unrealistic time frames
- Narrowing of original scope
- Neglect of human resource issues
- Effort over whelming

At the time of Operation of Reengineering Project

Very Low Low Average High Very High

- Cultural resistance
- Training sufficient/ successful
- Outcomes as promised
- Satisfied with projected benefits
- Implementation is successful
- Provision for ongoing continuous improvement activities
- Satisfied communication with team members
- Active or passive sabotage by employees and managers
- ICT Support to eliminate some jobs
- Satisfied with ICT solution when operational problems in the systems arrived
- System meet user needs
- Satisfied with system testing
- Satisfied with Data integrity problems



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18. How frequently you have done progress reviews?

- | | |
|-----------------|-----------------------|
| Daily | ☐ |
| Once in 3 days | ☐ |
| Once a week | ☐ |
| Once in 2 weeks | ☐ |
| Once a month | ☐ |

19. Have you implemented following e-technologies in your Organization?

- | | | | | |
|--|-------|-----------------------|----|-----------------------|
| • Microsoft Office | Yes | ☐ | No | ☐ |
| • E-mail for information dissemination | Yes | ☐ | No | ☐ |
| • Internet for information requirement | Yes | ☐ | No | ☐ |
| • Web enabled information system | Yes | ☐ | No | ☐ |
| • Usage of LAN | Yes | ☐ | No | ☐ |
| • Usage of WAN | Yes | ☐ | No | ☐ |
| • Usage of VAN | Yes | ☐ | No | ☐ |
| • Mobile Computing | Yes | ☐ | No | ☐ |
| • ERP system | Yes | ☐ | No | ☐ |
| • Use of Intranet | Yes | ☐ | No | ☐ |
| • Use of Extranet | Yes | ☐ | No | ☐ |
| • Specify any other | ----- | | | |

20. Please select the most appropriate response which you think as important when Implementation of reengineering?

I. Properly identify the importance of the core business process

- | | |
|--|-----------------------|
| Extremely critical and important for success | ☐ |
| Critical and important for success | ☐ |
| Somewhat critical and important for success | ☐ |
| Important but not critical/necessary for success | ☐ |
| Neither critical nor important for success | ☐ |

II. Identify the importance of ICT in the Reengineering process implementation

- | | |
|--|-----------------------|
| Extremely critical and important for success | ☐ |
| Critical and important for success | ☐ |
| Somewhat critical and important for success | ☐ |
| Important but not critical/necessary for success | ☐ |
| Neither critical nor important for success | ☐ |

III. Identify the importance of the Top Management support

- | | |
|--|-----------------------|
| Extremely critical and important for success | ☐ |
| Critical and important for success | ☐ |
| Somewhat critical and important for success | ☐ |
| Important but not critical/necessary for success | ☐ |
| Neither critical nor important for success | ☐ |

IV. Identify the importance of teamwork

- Extremely critical and important for success ☐
- Critical and important for success ☐
- Somewhat critical and important for success ☐
- Important but not critical/necessary for success ☐
- Neither critical nor important for success ☐

V. Identify the importance of Monitoring and evaluation of performance

- Extremely critical and important for success ☐
- Critical and important for success ☐
- Somewhat critical and important for success ☐
- Important but not critical/necessary for success ☐
- Neither critical nor important for success ☐

VI. Identify the importance of appointing project champion

- Extremely critical and important for success ☐
- Critical and important for success ☐
- Somewhat critical and important for success ☐
- Important but not critical/necessary for success ☐
- Neither critical nor important for success ☐

VII. Identify the importance of project management

- Extremely critical and important for success ☐
- Critical and important for success ☐
- Somewhat critical and important for success ☐
- Important but not critical/necessary for success ☐
- Neither critical nor important for success ☐

VIII. Identify the importance of effective communication and continuous feedback

- Extremely critical and important for success ☐
- Critical and important for success ☐
- Somewhat critical and important for success ☐
- Important but not critical/necessary for success ☐
- Neither critical nor important for success ☐

Name:
Designation:
E-mail Address:
Telephone Number:

Appendix - "B"

B - 1. Government Sector – Data Sheet

B - 2. Private Sector – Data Sheet



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B - 3. Government Sector – e - Technology

B - 4. Private Sector – e - Technology

INTERVIEW QUESTIONNAIRE	QUS.	HEALTH MINISTRY		INLAND REVENUE		PENSION DEP.		FOREIGN EMP.		PUBLIC ADMINI		REG.GEN. DEP.		SL EXPORT DEV.		MOT. TRAF.		PETROLEAM		PEOPLE'S BANK		LAKE HOUSE		SAVINGS BANK		HDFC BANK		BOC		TELECOM		BOI		TOTAL						
		P1	P2	P1	P2	P1	P2	P1	P2	P1	P2	P1	P2	P1	P2	P1	P2	P1	P2	P1	P2	P1	P2	P1	P2	P1	P2	P1	P2	P1	P2	1st	2nd	3rd	4th	5th				
		1	1	1	1	1	2	1	1	1	1	1	1	1	1	1	3	1	1	1	1	1	1	1	2	1	1	1	2	1	1	1	1	1	1	1	1	1		
Identify the importance of the core business process	20.I	1	1	1	1	1	2	1	1	1	1	1	1	1	1	3	1	1	1	1	1	1	1	2	1	1	1	2	1	1	1	1	1	1	1	27	3	1	1	0
II. Properly understood the benefit / weaknesses of existing system	12.A	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	N	Y		Y			YES	NO				
III. Have you done a specific requirement analysis in areas of Reeng.	12.C	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	N	Y	N	Y	N	Y	Y	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	28		4				
IV. Have you obtained Consultancy services and support	12.D	Y	N	Y	Y	Y	Y	Y	N	Y	Y	Y	Y	N	Y	Y	Y	Y	Y	Y	N	N	Y	Y	N	Y	N	N	Y		Y		23		8					
V. Scope is clearly understood	17.A.c	A	H	A	A	H	A	H	VH	A	H	H	H	L	VH	H	H	H	H	A	H	H	H	A	H	A	H	A	H	A	H	VH	A	H	VL	L	A	H	VH	
VI. Design related to strategic vision	17.A.d	H	H	H	H	H	H	H		H	H	H	A	VH	H	H	A	H	H	A	H	H	H	A	H	H	H	L		H	A	A	0	1	6	22	1			
VII. Considered new ideas from all management levels	17.A.e	H	A	A	L	H	H	VH	H	H	H	H	L	A	H	A	A	H	H	A	A	L	H	A	A	A	A	VL	H	H	H	A	1	3	12	15	1			
VIII.Minimized design misconceptions	17.A.f	H	A	A	L	H	H	A	H		H	H	H	L	H	H	A	A	A	H		A	A	A	A	A	A	L		H	A	L	0	4	14	11	0			
IX. Considered cultural changes	17.A.g	H	H	A	L	A	A	H	A		H	A	H	L	VL	H	L	A	L	H	A	A	L	A	A	A	A	A	H	A	L	L	1	7	15	8	0			
X. Considered human issues	17.A.h	H	H	A	A	A	A	H	A		H	H	H	VL	VH	H	A	A	A	H	L	A	L	A	A	L	H	H	A	H	A	L	L	1	5	13	11	1		
XI. All the affected users share their views of new processes	17.B.a	A	A	A	L		A	H	H		H	H	H	VL	A		A			H	A	L	A	H		H	A	A	VH	VH	H	A	1	2	12	9	2			
XII. Key issues properly identified	17.B.e	A	H	A	VL		A	H	A		H	H	H	L	VH		A			H	A	H	H	H	H	H	H	L	L	A	VH	1	3	7	13	2				
XIII. Narrowing of original scope	17.B.w	L	L	A	L		L	VL	A		L	A	A	A	A					L	A	A	A	VL		L	L	A	A		L	H	L	2	10	11	1	0		
XIV. Neglect of human resource issues	17.B.x	L	A	A	L		A	A	L		L	L	VL		A					L	A	H	L	VL		L	L	VL	L		L	H	VL	4	11	6	2	0		
XV. Cultural resistance	17.C.a	VH	A	A	H		VL	VL	L		L	VL	A	H	VL		A			VL		A	L	VL	L	L	L	VL	A	VL	VL		VH	9	6	6	2	2		
Identify the importance of ICT in the Reeng. process	20.II	2	1	1	3	3	2	3	1	2	2	2	1	3	1	1	4	1	1	1	1	4	1	1	2	1	1	2	2	1	1	2	1	17	9	4	2	0		
II. Have your team members become familiar with recent ICT	12.B	Y	Y	Y	Y	Y	Y	N	Y	Y	Y	Y	Y	N	Y	Y	Y	Y	Y	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	28		3				
III. ICT facilitate to eliminate errors / waste of existing procedures	13.F	Y	Y	Y	Y		Y	Y	Y		Y	Y	Y	N	Y	Y	Y	Y	Y	Y	Y	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	28		1				
IV. ICT facilitate to minimize delays of the system	13.G	Y	Y	Y	Y		Y	Y	Y	Y	Y	Y	Y	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y		Y	Y	Y	29		2					
V. ICT facilitate to minimize use of asstes of the organization	13.H	Y	Y	Y	Y		Y	Y	Y	Y	Y	Y	Y	N	Y	Y	Y	Y	Y	N	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	27		0				
VI. ICT facilitate to make effective process design	13.I	Y	Y	Y	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	30		0				
VII. ICT facilitate to make efficient process	13.J	Y	Y	Y	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	29		0				
VIII. ICT facilitate to make process adaptable	13.K	Y	N	Y	N		Y	Y	Y		Y	Y	Y	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y		Y	Y	Y	Y	26		3				
IX. ICT facilitate to improve customer services	13.L	Y	Y	Y	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	31		0				
X. Provide ICT training relevant to new process	17.B.h	H	H	H	H		H	H	H		H	H	H	L	H		A			H	A	A	L	H		H	A	A	A	A	A	A	A	A	VL	L	A	H	VH	
XI. Progress of software implementation	17.B.i	H	A	H	A		VH	H	H		H	H			H		A			H	A	H	H	A		H	A	H	A		H	A	A	0	0	9	13	1		
XII. Capability of ICT was enough to build designed processes	17.B.j	A	H	H	H		H	H								A			H	A	H	H	A		H	H	H	A	H	H	A	H	0	0	8	17	0			
XIII. Satisfied with the ICT support in technical failure	17.B.k	A	H	H	A		VH	A								A			H	A	A	H	A		H	A	H	A		H	A	H	0	1	11	11	1			
XIV. Satisfied with the software available	17.B.l	H	A	H	A			H	H							A			H	A	A	A	A		H	H	A	A	A	A	A		A	0	0	12	11	0		
XV. Training insufficient /successful	17.C.b	H	H	H	L			H	A					L	A		H			H	A	H	A	A		H	L	A												

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Identify the importance of project management	20.VII	1	2	1	3	1	3	1	2	2	1	1	2	1	1	2	2	1	1	1	1	1	2	1	2	1	3	1	2	2	2	2	1	17	12	3	0	0																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
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II. Key issues properly identified	17.B.e	A	H	A	VL			H	A		H	H	H	L	VH		A			H	A	H	H	H		H	H	H	H	L	H	A	VH	1	2	6	14	1																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
III. Adequate of resources	17.B.f	VL	A	H	VH			H	A		H	H	H	A	A		A			A	A	A	H	A		A	A	H	A	L	H	L	H	1	2	12	9	1																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
VI. Estimated complexity	17.B.o	H	H	H	VH			A	A			A	L	H	A		A			L		L	A	L		H	A	H	H		L	L	L	0	7	7	7	0																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
V. Time consuming	17.B.q	H	H	A	A			H	H		A	A	A	A	H		A			L		A	L	H		H	A	H	H		H	H	H	0	2	9	12	0																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
VI. Loss of key personal from design phase	17.B.r	L	L	L	A			L	H		L	A	A	L					L	A	A	L	VL		A	L	VL	L		L	L	VH	2	12	6	1	2																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																														
VII. Staff burnout	17.B.s	A	L	A	A			L	H		L	L	A		L				L		A		L		A	A	VL	L		L	VL	VL	3	9	7	1	3																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																														
VIII. Slower than expected results	17.B.t	A	L	L	A			VL	A		L	L	L	L					VL	A	L	L	A		L	A	VL	L		L	A	VH	3	11	7	0	3																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																														
IX. Budget overruns	17.B.u	VL	A	A	L			L	A		L	L	L	A	A				L	A	A	A	VL		L	A	VL	L		A	H	VL	4	8	10	1	4																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																														
X. Unrealistic time frames	17.B.v	A	A	H	H			A	A		L	L	L	A	VL				L	A	A	A	A		L	A	A	L		A	A	VH	1	6	13	2	1																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																														
XI. Neglect of human resource issues	17.B.x	L	A	A	L			A	L		L	L	VL		A				L	A	H	L	VL		L	L	VL	L		L	H	VL	4	11	5	2	4																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																														
XII. Effort over whelming	17.B.y	H	A	A	VH			VH	A		L	A	A	A	L				L		A	A	A		L	L	A	A		A	A	VH	0	5	13	1	0																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																														
XIII. Outcomes as promised	17.C.c	H	H	H	A			H	H		H	A		L	H		A			H	A	L	A	A		H	H	H	A	H	H		A	0	2	8	13	0																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
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Importance of effective communication and feedback	20.VIII	2	1	2	2	2	1	2	2	3	1	1	1	1	1	2	2	2	1	1	2	1	2	1	2	1	2	1	1	2	2	2	2	14	17	1	0	0																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
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II. Satisfied with responses when communicating with members	17.A.b	H	HA	A	A	H	H	VH	H		H	H	H	L	H	H	A	A	A	A	A	VH	H	H	A	H	H	H	A	VH	H	A	H	0	1	10	16	3																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
III. Members got awareness / training for new design processes	17.B.c	A	H	H	VL			A	H		H	H	H	L	H		A			H	A	A	L	A		H	A	H	A	L	L	A	H	1	4	9	11	0																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
IV. Communicate with team members	17.B.g	H	H	H	A			VH	H		H	H	H		H		A			H	A	H	H	H		H	H	H	H	H	A	H	H	0	0	4	19	1																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
V. Struggling for ownership	17.B.n	A	H	A	VL			H	A			A	L	L	VL		A			VL		A	VL	VL		H	L	L	A		L	VL	VL	7	5	7	3	0																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
VI. Scope change unanticipated	17.B.p	A	A	A	VH			L	A			A	L	A	A		A			L	A	L	L	L		H	L	L	A		L	A	VH	0	9	11	1	2																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
VII. Time consuming	17.B.q	H	H	A	A			H	H		A	A	A	A	H		A			L		A	L	H		H	A	H	H		H	H	H	0	2	9	12	0																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
VIII. Staff burnout	17.B.s	A	L	A	A			L	H		L	L	A		L				L		A		L		A	A	VL	L		L	VL	VL	3	9	7	1	0																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																														
IX. Narrowing of original scope	17.B.w	L	L	A	L			VL	A		L	A	A	A	A				L	A	A	A	VL		L	L	A	A		L	H	L	2	9	11	1	0																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																														
X. Provision for ongoing continuous improvement activities	17.C.f	A	H	H	A			VH	H		H	H		L	VH		A			H	A	L	A	A		H	H	H	A	A	A		A	0	2	10	9	2																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
XI. Satisfied communication with team members	17.C.g	H	H	H	A			VH	H		H	H		L	H		A			H	A	A	H	A		H	H	A	A		A		H	0	1	8	12	1																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
XII. Active or passive sabotage by employees and managers	17.C.h	H	H	A	H			A	A		H	VL		A	L		A			VL		A	L	VL		A	L	VL	L	VL	VL		L	6	5	7	4	0																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
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INTERVIEW QUESTIONNAIRE	QUS.	CHARTED BANK		SAMPATH BANK		LECO		SEYLAN BANK		CYLON TOBACO		COM.B		WIJAYA NEWS		HOLCIM		SANASA BANK		ABANS LTD		SHELL GAS		UNITED MOTORS		DIALOG		NDB BANK		ASIRI		JANA-SHAKTHI		TOTAL						
		P1	P2	P1	P2	P1	P2	P1	P2	P1	P2	P1	P2	P1	P2	P1	P2	P1	P2	P1	P2	P1	P2	P1	P2	P1	P2	P1	P2	P1	P2	1st	2nd	3rd	4th	5th				
Identify the importance of the core business process	20.I	1		1	4	1	1	1	1	1	1	1	1	1	1	1	1	3	1	1	1	1	1	2	1	1	1	1	2	1	1	1	1	1	1	27	2	1	1	0
II. Properly understood the benefit / weaknesses of existing system	12.A	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y		
III. Have you done a specific requirement analysis in areas of Reeng.	12.C	Y	Y	Y	Y	N	N	Y	Y	Y	Y	Y	Y	Y	Y	Y			Y	Y	Y	Y	Y	Y	Y	N	Y	Y	N	Y	N	Y	Y	Y	Y	Y	Y	Y		
IV. Have you obtained Consultancy services and support	12.D	Y		Y	Y	Y	Y	N	N	N	N	N	N	Y	Y	Y	Y	Y		N	N	Y	Y	Y	Y	Y	Y	Y	N	Y	Y	Y	Y	Y	Y	Y	Y	Y		
V. Scope is clearly understood	17.A.c	H	VH	H	H	H	H	H	H	A	H	H	VH	A	A	H	VH	A	H	A	A	H	VH	H	VH	H	A	H	H	A	H	A	A	A	A	0	0	10	17	5
VI. Design related to strategic vision	17.A.d	H	H	VH	H	H	H	H	H	H	VH	H	H	H	A	H	H	A	A	A	A	A	H	H	A	VH	A	H	H	H	H	H	H	L	0	1	8	20	3	
VII. Considered new ideas from all management levels	17.A.e	H	VH	A	H	H	H	A	H	A	H	H	H	H	A		H	A	L	H	H	L	A	H	H	VH	A	A	H	L	L	A	A	A	0	4	10	15	2	
VIII.Minimized design misconceptions	17.A.f	A	H	A	H	A	A	A	A	H	H	A	H	H	A	A	A		A			A	A	A	H	H	L	A	A	A	H	A	L	0	2	18	9	0		
IX. Considered cultural changes	17.A.g	A	VH	H	A	A	A	L	H	A	H	H	H	A	A	H	A	L	L	A	A	H	H	A	L	VH	VL	H	L	A	A	H	A	1	5	14	10	2		
X. Considered human issues	17.A.h	H	VL	H	H	H	H	L	H	A	H	H	A	A	A	H	H	A	A	A	A	L	L	H	A	VH	A	A	H	A	A	A	A	1	3	15	12	1		
XI. All the affected users share their views of new processes	17.B.a	H	VH	L	A	A	A	A	H	L	VH	H	VH	VH	A	A	A	A	H	H	H	VL	L		H	VH	A	A	H	A	H	A	H	1	3	12	10	5		
XII. Key issues properly identified	17.B.e	H	H	H	A	H	H	A	H	A	VH	H	H	H	H	H	VH	A	H	A	A	H	H		H	VH	H	H	H	A	H	H	A	0	0	8	20	3		
XIII. Narrowing of original scope	17.B.w	L	VL	A	L	L	L	A	L	VL	VL	L	VL	A	A	VL	VL	VL	L	L	L	L	L		A	VL	L	L	L	A	L	VL	H	9	15	6	1	0		
XIV. Neglect of human resource issues	17.B.x	L	VL	A	L	L	L	H	L	L	VL	VL	VL	H	L	VL	L	L	L	L	A	A		L	L	L	L	H	A	L	L	H	5	18	4	4	0			
XV. Cultural resistance	17.C.a	A	L	VL	L	H	H	A	L	L	VL	A	A	A	L	VL	A	L	H	A	A	L	A		A	A	VL	VL	A	H	A	VH	L	5	8	13	4	1		
Identify the importance of ICT in the Reeng. process	20.II	2	2	2	2	1	1	1	2	2	3	1	1	4	1	1	1	1	4	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	9	20	1	2	0
II. Have your team members become familiar with recent ICT	12.B	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	N	Y	Y	Y	Y		Y	Y	N	N	Y	N	Y	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y		
III. ICT facilitate to eliminate errors / waste of existing procedures	13.F	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	N	Y	Y	Y		Y	Y	Y	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y		
IV. ICT facilitate to minimize delays of the system	13.G	Y		Y	Y	Y	Y	Y	N	Y	N	Y	Y	Y	N	Y	Y	Y		Y	Y	Y	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y		
V. ICT facilitate to minimize use of asstes of the organization	13.H	Y		Y				Y	Y	Y	N	Y	Y	N	N	N	N	Y		Y	Y	Y	Y		Y	N	N	N	N	N	N	N	N	Y	Y	Y	Y	Y		
VI. ICT facilitate to make effective process design	13.I	Y		Y	Y			Y	Y	Y	N	Y	Y	Y	Y	Y	Y	Y		Y	Y	Y	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y		
VII. ICT facilitate to make efficient process	13.J	N		Y	Y			Y	Y	N	Y	Y	Y	N	Y	Y	Y	Y		Y	Y	Y	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	N	Y	Y	Y	Y		
VIII. ICT facilitate to make process adaptable	13.K	Y		Y	Y			Y	Y	N	Y	Y	Y	Y	Y	Y	Y	Y		Y	Y	Y	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y		
IX. ICT facilitate to improve customer services	13.L	Y		Y	Y	Y	Y	Y	Y	N	Y	Y	Y	Y	Y	Y	Y	Y		Y	Y	Y	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y		
X. Provide ICT training relevant to new process	17.B.h	L		H	H	L	L	A	H	A	VH	A	H	A	A	H	H	A		H	H	H	H		H	VH	A	H	L	H	A	H	H	0	4	8	15	2		
XI. Progress of software implementation	17.B.i	H		A	A	L	L	A	VH	H	VH	L	H	A	A	H	H	H		H	H	H	H		H	VH	A	H	H	H	H	A	A	0	3	8	15	3		
XII. Capability of ICT was enough to build designed processes	17.B.j	H		A	A	A	A	A	H	A	VH	H	H	A	A	H	A	H		A	A	H	A		A	VH	A	H	H	VH	VH	H	H	0	0	13	11	4		
XIII. Satisfied with the ICT support in technical failure	17.B.k	H		A	A			A	H	A	VH	H	H	H	A	A	H		A	A	A	A		H	VH	L	H	H	H	H	A	A	0	1	11	11	2			
XIV. Satisfied with the software available	17.B.l	H		A	A	A	A	A	H	H	VH	L	H	A	A	H	H	H		A	A	H	A		H	H	L	H	A	H	A									

Identify the importance of project management	20.VII	1	1	2	1	1	1	2	1	2	1	1	1	1	1	1	2	5	1	1	1	2	1	1	1	1	1	1	3	25	5	1	0	1																																																																																																																																																																																																																																																																																																																																																																																																																																																																																										
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	II. Key issues properly identified	17.B.e	H	H	H	A	H	H	A	H	A	VH	H	VH	H	H	H	A	H	A	A	H	H		H	VH	H	H	H	A	A	H	A	0	0	9	19	3																																																																																																																																																																																																																																																																																																																																																																																																																																																																																						
	III. Adequate of resources	17.B.f	H	H	A	A	H	H	H	H	H	VH	H	VH	A	H	H	H	A	A	A	A	A	H		H	H	H	A	A	A	H	A	0	0	12	17	2																																																																																																																																																																																																																																																																																																																																																																																																																																																																																						
	VI. Estimated complexity	17.B.o	H	A	L	L			L	L	A	VL	L	L	H		H	A	A		H	H	L	L		A	H	A	A	H	H	VH	A	1	8	9	8	1																																																																																																																																																																																																																																																																																																																																																																																																																																																																																						
	V. Time consuming	17.B.q	VH	A	A	A	H	H	A	VH	A	A	H	H	A	A	A	A	VL	A	A	A	A		A	H	A	A	H	H	A	VH	H	1	0	19	8	3																																																																																																																																																																																																																																																																																																																																																																																																																																																																																						
	VI. Loss of key personal from design phase	17.B.r	H	VL	L	L	H	H	L	L	L	VL	VL	VL	A	A	VL	L	A	VL	L	L	L	VL		A	VL	VL	VL	A	A	L	H	H	10	10	6	5	0																																																																																																																																																																																																																																																																																																																																																																																																																																																																																					
	VII. Staff burnout	17.B.s	A	VL	L	A	A	A	L	L	L	VL	L	L	L	H	VL	L	VL	VL	L	L	L	L		A	A	H	VL	H	A	L	A	A	6	13	8	3	0																																																																																																																																																																																																																																																																																																																																																																																																																																																																																					
	VIII. Slower than expected results	17.B.t	L	H	L	L	H	H	A	A	L	VL	L	L	L	A	L	L	A	VL	A	A	A	A		L	L	L	VL	A	H	A	VH	H	3	12	10	5	1																																																																																																																																																																																																																																																																																																																																																																																																																																																																																					
	IX. Budget overruns	17.B.u	L	VL	L	L	H	H	L	L	VL	VL	VL	L	H	A	L	L	A	VL	L	L	L	VL		L	L	L	L	A	H	L	H	H	6	16	3	6	0																																																																																																																																																																																																																																																																																																																																																																																																																																																																																					
	X. Unrealistic time frames	17.B.v	L	VL	L	L	H	H	L	L	L	VL	VL	VL	A	H		L	A	VL	A	A	L	L		L	VL	L	L	A	H	L	VH	H	6	13	5	5	1																																																																																																																																																																																																																																																																																																																																																																																																																																																																																					
	XI. Neglect of human resource issues	17.B.x	L	VL	A	L	L	L	H	L	L	VL	VL	VL	H	L	VL	VL	L	L	L	A	L		L	L	L	L	H	A	A	L	H	6	17	4	4	0																																																																																																																																																																																																																																																																																																																																																																																																																																																																																						
	XII. Effort over whelming	17.B.y	L	A	VL				A	H	A	VH	L	L	A			L		L	A	A	A	A		A	H	L		A		A	H	A	1	6	12	3	1																																																																																																																																																																																																																																																																																																																																																																																																																																																																																					
XIII. Outcomes as promised	17.C.c	H	H	A	H	A	A	A	H	A	VH	H	H	A	A	H	H	A	A	A	A	A	A		H	A	H	VH	A	H	H	A	A	0	0	17	12	2																																																																																																																																																																																																																																																																																																																																																																																																																																																																																						
importance of effective communication and feedback	20.VIII	1		2	1	1	1	2	1	2	1	1	1	1	1	1	1	1	2	2	2	2	2	1	2	2	1	1	2	2	1	2	18	13	0	0	0																																																																																																																																																																																																																																																																																																																																																																																																																																																																																							
	II. Satisfied with responses when communicating with members	17.A.b	H	A	H	H	H	H		H	VH	H	H	L	H	H	H	A	A	VH	H	A	VH	A	VH	H	H	VH	H	A	H	A	A	0	1	8	17	5																																																																																																																																																																																																																																																																																																																																																																																																																																																																																						
	III. Members got awareness / training for new design processes	17.B.c	H	H	H	H	A	A	A	H	A	H	H	H	VH		H	H	A	A	H	H	A	H		H	VH	H	VH	H	H	H	A	A	0	0	9	18	3																																																																																																																																																																																																																																																																																																																																																																																																																																																																																					
	IV. Communicate with team members	17.B.g	H	H	A	A	A	A	A	H	A	VH	H	A	L	H	H	A	A	H	A	A	A	A		H	H	H	H	A	H	H	H	A	0	1	15	14	1																																																																																																																																																																																																																																																																																																																																																																																																																																																																																					
	V. Struggling for ownership	17.B.n	L	VL	VL	L			VL	VL	H	VL	L	L	H		A	L	VL		L	L	VL	L		L	L	A	A	H	L	L		L	7	13	3	3	0																																																																																																																																																																																																																																																																																																																																																																																																																																																																																					
	VI. Scope change unanticipated	17.B.p	H	L	L	L	H	H	L	VL	H	VL		VL	A	A	A	A	A	A	A	A	VL	VL		A	VL	L	L	H	H	A	A	A	6	6	12	6	0																																																																																																																																																																																																																																																																																																																																																																																																																																																																																					
	VII. Time consuming	17.B.q	VH	A	A	A	H	H	A	VH	A	A	H	H	A	A	A	A	A	VL	A	A	A	A		A	H	A	A	H	H	A	VH	H	1	0	19	8	3																																																																																																																																																																																																																																																																																																																																																																																																																																																																																					
	VIII. Staff burnout	17.B.s	L	AL	L	A	A	A	L	L	L	VL	L	L	L	H	VL	L	VL	VL	L	L	L	VL		A	A	H	VL	H	A	L	A	A	6	13	8	3	0																																																																																																																																																																																																																																																																																																																																																																																																																																																																																					
	IX. Narrowing of original scope	17.B.w	L	AL	A	L	L	L	A	L	VL	VL	L	L	A	A	VL	L	VL	L	L	L	L	L		A	VL	L	L	L	A	L	VL	H	6	17	6	1	0																																																																																																																																																																																																																																																																																																																																																																																																																																																																																					
	X. Provision for ongoing continuous improvement activities	17.C.f	H	H	H	H	H	H	A	H	H	VH	H	H	H		H	H	A	L	H	H	A	A		H	VH	A	H	H	H	H	H	H	0	1	5	22	2																																																																																																																																																																																																																																																																																																																																																																																																																																																																																					
	XI. Satisfied communication with team members	17.C.g	H	H	H	A	H	H	A	A	A	VH	H	A	L	H	H	H	A	A	H	H	H	H		H	VH	H	H	H	H	H	H	A	0	1	9	19	2																																																																																																																																																																																																																																																																																																																																																																																																																																																																																					
XII. Active or passive sabotage by employees and managers	17.C.h	L	AL	VL	L	A	A	L	VL	H		VL	VL	L	L	H	L	VL	VL	VL	VL	VL	L		VL	VL	VL	VL	L	L	L	L	A	13	11	3	2	0																																																																																																																																																																																																																																																																																																																																																																																																																																																																																						
External factors		11.B.a																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																										</

B -3. Government Sector – e-Technology

GOVERNMENT SECTOR INTERVIEW QUESTIONNAIRE	HEALTH MIN.	INLAND REV.	DEPT. PENSION	FOREIGN EMP.	PUBLIC. ADMIN.	REG. GEN.	EXPORT DEV.	MOTOR TRAFFIC	PETROLIAM	PEOPLE'S BANK-HQ	ASSO. NEWS PAPER	SAVINGS BANK	HDFC BANK	BOC	TELECOM	BOI	TOTAL	
																	YES	NO
Have you implemented following e-technologies in your Organization																		
i. Microsoft Office	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	16	0
ii. E-mail for information dissemination	Y	N	Y	Y	Y	Y	Y		Y	Y	Y	Y	Y	Y	Y	Y	14	1
iii. Internet for information requirement	Y	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	15	1
iv. Web enabled information system	Y	N	Y	Y	Y	Y	Y		N	Y	Y	Y	Y	Y	Y	Y	13	2
v. Usage of LAN	Y	Y	Y	Y	Y	N	Y	Y	N	Y	Y		Y	Y	Y	Y	13	2
vi. Usage of WAN	Y	N	N	Y	N	N	Y	Y	N	N	N		Y	Y	Y	Y	8	7
vii. Usage of VAN	N	N	N	Y	N	N	N	Y	N		N		N		Y	N	3	10
viii. Mobile Computing	N	N	N	N	N	N	N		N	N	N	N	N	N	N		0	14
ix. ERP system	N	N	N	N	N	N	N		N	N	Y	N	N	Y	N	N	2	13
x. Use of Intranet	Y	N	N	Y	Y	N	Y	Y	Y	N	Y	N	Y	Y	Y	Y	11	5
xi. Use of Extranet	N	N		Y	Y	N	N	Y	N	N	Y	N	N	Y	Y	Y	7	8
xii. Specify any other																		
TOTAL																	102	63

B – 4. Private Sector – e-Technology

PRIVATE SECTOR INTERVIEW QUESTIONNAIRE	CHARTED BANK	SAMPATH BANK	LECO	SEYLAN BANK	CYLON TOBACO	COM. BANK	WIJAYA NEWS	HOLCIM	SANASA BANK	ABANS LTD	SHELL GAS	UNITED MOTOR	DIALOG	NDB BANK	ASIRI	JANASHAKTHI	TOTAL	
																	YES	NO
Have you implemented following e-technologies in your Organization																		
i. Microsoft Office	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	16	0
ii. E-mail for information dissemination	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	16	0
iii. Internet for information requirement	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	16	0
iv. Web enabled information system	Y	Y	Y	Y	Y	Y	N	Y	Y	Y	Y	N	Y	Y	Y	Y	14	2
v. Usage of LAN	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	16	0
vi. Usage of WAN		Y	Y	Y	Y	Y		Y		Y	Y	Y	Y	Y	N	Y	12	1
vii. Usage of VAN		Y	N	Y	Y					N	N	N	Y	N	N	N	4	7
viii. Mobile Computing		N	Y	Y	Y	Y		Y	Y	Y	Y	N	Y	N	N	Y	10	4
ix. ERP system		N	N	Y	Y	N	Y	Y	N	Y	Y	Y	Y	Y	N	Y	10	5
x. Use of Intranet		Y	Y	N	Y	Y		Y	Y	Y	Y	N	Y	Y	Y	Y	12	2
xi. Use of Extranet	Y	N	N	Y	Y	Y			N	Y	Y	Y	Y	Y	Y	Y	11	3
xii. Specify any other																		
TOTAL																	137	24

Appendix - "C"

C - 1. Government Sector – Correlation

C - 2. Private Sector – Correlation



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C – 1. Government Sector Correlations

Government Sector		New system better than old system	Drastic reduction of employees	Improvement of work flow of organization	New system facilitate hand off elimination	Improvement of team work	Provide with competitive advantages	Reduce excess overhead cost	Outcome as promised	Satisfied with projected benefits	System meet user needs
Core Business Process	Pearson Correlation	0.34	0.26	0.18	0.55	0.18	0.27	0.11	0.53	0.57	0.50
	Sig. (2-tailed)	0.06	0.15	0.33	0.00	0.32	0.13	0.54	0.00	0.00	0.00
	N	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00
Importance of ICT	Pearson Correlation	0.61	0.19	0.47	0.53	0.26	0.50	0.32	0.75	0.76	0.74
	Sig. (2-tailed)	0.00	0.31	0.01	0.00	0.15	0.00	0.08	0.00	0.00	0.00
	N	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00
Top Management Support	Pearson Correlation	0.31	0.18	0.22	0.29	0.11	0.35	0.17	0.43	0.43	0.34
	Sig. (2-tailed)	0.09	0.32	0.23	0.10	0.54	0.05	0.35	0.01	0.01	0.06
	N	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00
Importance of team work	Pearson Correlation	0.50	0.14	0.42	0.64	0.56	0.38	0.31	0.56	0.66	0.56
	Sig. (2-tailed)	0.00	0.45	0.02	0.00	0.00	0.03	0.08	0.00	0.00	0.00
	N	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00
Importance of evaluation performance	Pearson Correlation	0.28	0.14	0.16	0.41	0.35	0.29	0.31	0.58	0.63	0.59
	Sig. (2-tailed)	0.12	0.43	0.38	0.02	0.05	0.10	0.08	0.00	0.00	0.00
	N	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00
Importance of project champions	Pearson Correlation	0.23	0.00	0.26	0.41	0.39	0.26	0.12	0.43	0.51	0.40
	Sig. (2-tailed)	0.21	1.00	0.16	0.02	0.03	0.14	0.50	0.01	0.00	0.02
	N	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00
Importance of project management	Pearson Correlation	0.40	0.19	0.28	0.57	0.36	0.37	0.36	0.70	0.76	0.71
	Sig. (2-tailed)	0.02	0.30	0.12	0.00	0.04	0.04	0.04	0.00	0.00	0.00
	N	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00
Importance of communication & feedback	Pearson Correlation	0.45	0.14	0.31	0.60	0.29	0.33	0.32	0.80	0.83	0.82
	Sig. (2-tailed)	0.01	0.44	0.09	0.00	0.10	0.07	0.08	0.00	0.00	0.00
	N	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00
**		Correlation is significant at the 0.01 level (2-tailed).									
*		Correlation is significant at the 0.05 level (2-tailed).									

C – 2. Private Sector Correlations

Private Sector		New system better than old system	Drastic reduction of employees	Improvement of work flow of organization	New system facilitate hand off elimination	Improvement of teamwork	Provide with competitive advantages	Reduce excess overhead cost	Outcome as promised	Satisfied with projected benefits	System meet user needs
Core Business Process	Pearson Correlation	0.03	-0.04	-0.02	0.06	0.13	0.00	0.02	0.08	0.11	0.33
	Sig. (2-tailed)	0.88	0.84	0.91	0.74	0.49	1.00	0.92	0.65	0.53	0.06
	N	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00
Importance of ICT	Pearson Correlation	0.37	0.20	-0.18	0.17	-0.20	0.07	-0.03	0.27	0.00	-0.11
	Sig. (2-tailed)	0.04	0.26	0.33	0.35	0.28	0.70	0.85	0.13	0.98	0.55
	N	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00
Top Management Support	Pearson Correlation	-0.07	-0.21	0.56	0.06	0.61	0.42	-0.02	0.22	0.54	0.35
	Sig. (2-tailed)	0.69	0.25	0.00	0.76	0.00	0.02	0.90	0.23	0.00	0.05
	N	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00
Importance of team work	Pearson Correlation	0.09	0.03	0.39	0.40	0.34	0.38	-0.06	0.55	0.35	0.30
	Sig. (2-tailed)	0.63	0.64	0.03	0.02	0.06	0.03	0.75	0.00	0.05	0.10
	N	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00
Importance of evaluation performance	Pearson Correlation	0.11	-0.37	0.20	-0.20	0.03	0.23	0.01	-0.32	-0.27	-0.02
	Sig. (2-tailed)	0.54	0.03	0.28	0.28	0.87	0.20	0.95	0.08	0.14	0.93
	N	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00
Importance of project champion	Pearson Correlation	-0.12	0.18	0.40	0.38	0.46	0.26	-0.02	0.56	0.51	0.42
	Sig. (2-tailed)	0.50	0.32	0.02	0.03	0.01	0.15	0.90	0.00	0.00	0.02
	N	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00
Importance of project management	Pearson Correlation	-0.06	-0.34	0.46	-0.10	0.23	0.34	-0.08	-0.16	-0.04	0.28
	Sig. (2-tailed)	0.73	0.05	0.01	0.57	0.20	0.05	0.65	0.38	0.82	0.12
	N	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00
Importance of communication & feedback	Pearson Correlation	0.09	-0.17	0.32	0.09	0.30	0.32	-0.19	0.22	0.25	0.25
	Sig. (2-tailed)	0.61	0.36	0.08	0.62	0.09	0.07	0.29	0.23	0.17	0.17
	N	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00
* Correlation is significant at the 0.05 level (2-tailed).											
** Correlation is significant at the 0.01 level (2-tailed).											

Appendix - "D"

D - 1. Government Sector – SPSS Database

D - 2. Private Sector – SPSS Database

D - 3. Government Sector – Non-parametric Test Results

D - 4. Private Sector – Non-parametric Test Results



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D - 1. Government Sector - Data Table used for SPSS Data base

Government Sector	C. S. F.	Importance of the core business process		Importance of ICT in the Reengineering process implementation		Importance of the Top Management support		Importance of teamwork		Importance of Monitoring and evaluation of performance		Importance of appointing project champion		Importance of project management		Importance of effective communication and continuous feedback		EVALUATION OF SUCCESS	Was the new system better than the old system?		Is there drastic reduction of employees because of technology integration?		Any Improvement of work flows of the organization		New system facilitate hand-off elimination		Improvement of team work		Provide the organization with a competitive advantage		Reduce excess overhead cost		Outcomes as promised		Satisfied with projected benefits		System meet user needs	
		MKS	%	MKS	%	MKS	%	MKS	%	MKS	%	MKS	%	MKS	%	MKS	%		MKS	%	MKS	%	MKS	%	MKS	%	MKS	%	MKS	%	MKS	%	MKS	%	MKS	%	MKS	%
HEALTH MIN.	P1	43	71.7	54	79.4	14	58.3	24	85.7	19	59.4	9	75.0	26	50.0	29	60.4		4	100	0	0	4	100	4	100	4	100	4	100	0	0	3	75	3	75	3	75
	P2	38	63.3	51	75.0	16	66.7	22	78.6	19	59.4	8	66.7	28	53.8	32	66.7		4	100	0	0	4	100	0	0	4	100	4	100	4	100	3	75	3	75	3	75
INLAND REVENUE	P1	39	65.0	56	82.4	16	66.7	24	85.7	17	53.1	9	75.0	30	57.7	29	60.4		4	100	0	0	4	100	4	100	4	100	4	100	4	100	3	75	3	75	2	50
	P2	32	53.3	47	69.1	17	70.8	17	60.7	21	65.6	5	41.7	29	55.8	23	47.9		4	100	0	0	4	100		0	0	0	4	100	4	100	2	50	2	50	3	75
PENSION DEP.	P1	32	53.3	6	8.8	11	45.8	12	42.9	3	9.4	8	66.7	4	7.7	6	12.5			0		0		0		0		0		0		0		0		0		
	P2	37	61.7	49	72.1	13	54.2	7	25.0	3	9.4	2	16.7	2	3.8	7	14.6			0		0		0		0		0		0		0		0				
FOREIGN EMP.	P1	42	70.0	52	76.5	14	58.3	23	82.1	18	56.3	9	75.0	29	55.8	31	64.6		4	100	4	100	4	100	4	100	4	100	0	0	4	100	3	75	3	75	4	100
	P2	38	63.3	54	79.4	15	62.5	21	75.0	18	56.3	9	75.0	30	57.7	32	66.7		4	100	4	100	4	100	4	100	4	100	4	100	4	100	3	75	3	75	3	75
PUBLIC ADMINI	P1	21	35.0	19	27.9	10	41.7	11	39.3	3	9.4	8	66.7	3	5.8	2	4.2			0	0	0	4	100		0	4	100		0		0		0		0		
	P2	43	71.7	54	79.4	16	66.7	20	71.4	10	31.3	11	91.7	22	42.3	26	54.2		4	100	0	0	4	100	4	100	4	100	4	100	4	100	3	75	3	75	3	75
REG.GEN. DEP.	P1	42	70.0	53	77.9	17	70.8	19	67.9	15	46.9	11	91.7	25	48.1	28	58.3		4	100	0	0	4	100	4	100	4	100	4	100	4	100	2	50	2	50	2	50
	P2	44	73.3	39	57.4	14	58.3	20	71.4	12	37.5	10	83.3	21	40.4	21	43.8		4	100	4	100	4	100	4	100	4	100	4	100		0		0		0		
SL EXPORT DEV.	P1	20	33.3	22	32.4	9	37.5	14	50.0	18	56.3	4	33.3	21	40.4	17	35.4		0	0	0	0	0	0	0	0	4	100	0	0	4	100	1	25	1	25		0
	P2	43	71.7	58	85.3	11	45.8	25	89.3	14	43.8	9	75.0	24	46.2	29	60.4		4	100	0	0	4	100	4	100	4	100	4	100	4	100	3	75	3	75	3	75
MOT. TRAF. DEP.	P1	30	50.0	36	52.9	12	50.0	11	39.3	3	9.4	3	25.0	3	5.8	6	12.5		4	100	4	100	4	100		0	4	100	4	100	4	100		0		0		0
	P2	33	55.0	48	70.6	11	45.8	15	53.6	8	25.0	7	58.3	13	25.0	21	43.8		4	100		0	4	100		0		0		0	2	50	3	75	2	50		
PETROLEAM	P1	25	41.7	36	52.9	11	45.8	17	60.7	4	12.5	8	66.7	4	7.7	5	10.4		4	100	0	0	4	100		0	4	100	4	100	4	100		0		0		0
	P2	30	50.0	28	41.2	11	45.8	14	50.0	4	12.5	8	66.7	4	7.7	6	12.5		4	100	0	0	4	100		0	4	100	4	100	4	100		0		0		0
PEOPLE'S BANK	P1	42	70.0	59	86.8	15	62.5	19	67.9	12	37.5	11	91.7	20	38.5	22	45.8		4	100	4	100	4	100	4	100	4	100	4	100	4	100	3	75	3	75	3	75
	P2	29	48.3	47	69.1	14	58.3	17	60.7	11	34.4	6	50.0	20	38.5	17	35.4		4	100	4	100	4	100	4	100	4	100	4	100	0	0	2	50	2	50	2	50
LAKE HOUSE	P1	34	56.7	48	70.6	10	41.7	22	78.6	15	46.9	11	91.7	27	51.9	27	56.3		4	100	0	0	4	100	4	100	4	100	4	100	4	100	1	25	3	75	3	75
	P2	32	53.3	53	77.9	13	54.2	18	64.3	16	50.0	9	75.0	23	44.2	20	41.7		4	100	0	0	4	100	0	0	4	100	4	100	4	100	2	50	2	50	2	50
SAVINGS BANK	P1	37	61.7	43	63.2	14	58.3	16	57.1	16	50.0	10	83.3	22	42.3	21	43.8			0	0	0		0		0	4	100	4	100		0	2	50	2	50	2	50
	P2	28	46.7	35	51.5	8	33.3	14	50.0	3	9.4	7	58.3	3	5.8	5	10.4		4	100	0	0	4	100		0	4	100	4	100	4	100		0		0		0
HDFC BANK	P1	34	56.7	56	82.4	16	66.7	20	71.4	17	53.1	10	83.3	27	51.9	33	68.8		4	100	0	0	4	100	4	100	4	100	4	100	4	100	3	75	3	75	3	75
	P2	38	63.3	55	80.9	11	45.8	19	67.9	17	53.1	9	75.0	25	48.1	25	52.1		4	100	4	100	4	100	4	100	4	100	4	100	4	100	3	75	3	75	3	75
BOC	P1	38	63.3	56	82.4	15	62.5	19	67.9	15	46.9	10	83.3	23	44.2	25	52.1		4	100	0	0	4	100	0	0	4	100	4	100	4	100	3	75	3	75	2	50
	P2	29	48.3	51	75.0	10	41.7	15	53.6	16	50.0	4	33.3	24	46.2	26	54.2		4	100	0	0	4	100	4	100	4	100	4	100	4	100	2	50	1	25	3	75
TELECOM	P1	25	41.7	40	58.8	11	45.8	6	21.4	3	9.4	5	41.7	8	15.4	13	27.1		4	100	0	0	4	100		0		0	4	100	4	100	3	75	2	50	3	75
	P2	40	66.7	54	79.4	15	62.5	19	67.9	13	40.6	10	83.3	26	50.0	20	41.7		4	100	0	0	4	100	4	100	4	100	4	100	4	100	3	75	3	75	2	50
BOI	P1	30	50.0	41	60.3	17	70.8	16	57.1	18	56.3	3	25.0	23	44.2	18	37.5		4	100		0	4	100	4	100	4	100	4	100	4	100		0		0		0
	P2	37	61.7	53	77.9	18	75.0	17	60.7	22	68.8	5	41.7	33	63.5	26	54.2		4	100	4	100	4	100	0	0	4	100	4	100	4	100	2	50	3	75	2	50
TOTAL		1105	1841.7	1453	2136.8	425	1770.8	553	1975.0	403	1259.4	248	2066.7	622	1196.2	648	1350.0		108	2700	32	800	112	2800	64	1600	108	2700	104	2600	100	2500	57	1425	59	1475	58	1450

C. S. F. - Critical Success Factors

MKS. - Marks



D - 2. Private Sector - Data Table used for SPSS Data base

Private Sector	C.S.F.																	EVALUATION OF SUCCESS	Private Sector Data Table used for STES Data base																											
		Importance of the core business process		Importance of ICT in the Reengineering process implementation		Importance of the Top Management support		Importance of teamwork		Importance of Monitoring and evaluation of performance		Importance of appointing project champion		Importance of project management		Importance of effective communication and continuous feedback			Was the new system better than the old system?		Is there drastic reduction of employees because of technology integration?		Any Improvement of work flows of the organization		New system facilitate hand-off elimination		Improvement of team work		Provide the organization with a competitive advantage		Reduce excess overhead cost		Outcomes as promised		Satisfied with projected benefits		System meet user needs									
		MKS	%	MKS	%	MKS	%	MKS	%	MKS	%	MKS	%	MKS	%	MKS	%		MKS	%	MKS	%	MKS	%	MKS	%	MKS	%	MKS	%	MKS	%	MKS	%	MKS	%	MKS	%								
CHARTED BANK	P1	42	70.0	51	75.0	19	79.2	22	78.6	20	62.5	12	100	30	57.7	30	62.5	4	100	0	0	4	100	0	0	4	100	4	100	0	0	3	75	3	75	3	75									
	P2	42	70.0	56	82.4	17	70.8	20	71.4	15	46.9	10	83.3	22	42.3	20	41.7	4	100	0	0	4	100	4	100	4	100	4	100	0	0	3	75	3	75	3	75									
SAMPATH BANK	P1	41	68.3	53	77.9	15	62.5	16	57.1	11	34.4	8	66.7	20	38.5	23	47.9	4	100	4	100	4	100		0	4	100	4	100	4	100	2	50	2	50	3	75									
	P2	37	61.7	53	77.9	13	54.2	20	71.4	12	37.5	9	75.0	21	40.4	25	52.1	4	100	4	100	4	100		0	4	100	4	100	0	0	3	75	2	50	3	75									
LECO	P1	38	63.3	29	42.6	19	79.2	18	64.3	18	56.3	7	58.3	30	57.7	28	58.3	4	100	0	0	4	100		0	4	100	4	100	4	100	2	50	3	75	3	75									
	P2	38	63.3	29	42.6	19	79.2	18	64.3	18	56.3	7	58.3	30	57.7	28	58.3	4	100	0	0	4	100		0	4	100	4	100	4	100	2	50	3	75	3	75									
SEYLAN BANK	P1	35	58.3	53	77.9	14	58.3	19	67.9	13	40.6	10	83.3	24	46.2	21	43.8	4	100	0	0	4	100	4	100	4	100	4	100	4	100	2	50	3	75	2	50									
	P2	38	63.3	48	70.6	15	62.5	21	75.0	17	53.1	7	58.3	28	53.8	21	43.8	4	100	0	0	4	100		0	4	100	4	100	4	100	3	75	3	75	2	50									
CYLON TOBACO	P1	31	51.7	42	61.8	17	70.8	20	71.4	13	40.6	9	75.0	21	40.4	27	56.3	4	100	0	0	4	100	4	100	4	100	4	100	0	0	2	50	3	75	1	25									
	P2	39	65.0	50	73.5	19	79.2	20	71.4	10	31.3	12	100	22	42.3	25	52.1	4	100	4	100	4	100	4	100	4	100	4	100	4	100	4	100	4	100	4	100									
COM.B	P1	38	63.3	53	77.9	16	66.7	20	71.4	11	34.4	11	91.7	20	38.5	25	52.1	4	100	0	0	4	100		0	4	100	4	100	4	100	3	75	3	75	3	75									
	P2	39	65.0	58	85.3	16	66.7	20	71.4	13	40.6	10	83.3	23	44.2	23	47.9	4	100	0	0	4	100	4	100	4	100	4	100	4	100	3	75	4	100	3	75									
WIJAYA NEWS	P1	45	75.0	39	57.4	13	54.2	17	60.7	19	59.4	6	50.0	30	57.7	25	52.1	4	100	0	0	4	100	4	100	4	100	4	100	4	100	2	50	2	50	3	75									
	P2	37	61.7	34	50.0	16	66.7	18	64.3	13	40.6	10	83.3	27	51.9	23	47.9	0	0	0	0	4	100		0	4	100	0	0	0	0	2	50	2	50	2	50									
HOLCIM	P1	35	58.3	53	77.9	12	50.0	20	71.4	13	40.6	10	83.3	20	38.5	28	58.3	4	100	4	100	4	100	4	100	4	100	4	100	4	100	3	75	3	75	3	75									
	P2	42	70.0	52	76.5	16	66.7	21	75.0	12	37.5	10	83.3	23	44.2	26	54.2	4	100	0	0	4	100	4	100	4	100	4	100	4	100	3	75	3	75	2	50									
SANASA BANK	P1	31	51.7	53	77.9	11	45.8	22	78.6	17	53.1	9	75.0	22	42.3	18	37.5	4	100	4	100	4	100	4	100	4	100	4	100	4	100	2	50	2	50	2	50									
	P2	36	60.0	54	79.4	11	45.8	12	42.9	13	40.6	3	25.0	9	17.3	17	35.4	4	100		0		0		0		0	4	100	2	50	2	50		0											
ABANS LTD	P1	32	53.3	54	79.4	16	66.7	15	53.6	17	53.1	7	58.3	25	48.1	25	52.1	4	100	0	0	4	100		0	4	100	4	100	0	0	2	50	2	50	2	50									
	P2	32	53.3	54	79.4	15	62.5	15	53.6	17	53.1	7	58.3	25	48.1	24	50.0	4	100	0	0	4	100		0	4	100	4	100	4	100	2	50	2	50	2	50									
SHELL GAS	P1	35	58.3	50	73.5	10	41.7	16	57.1	14	43.8	4	33.3	24	46.2	18	37.5	4	100	4	100	4	100	0	0	0	0	4	100	4	100	2	50	2	50	3	75									
	P2	40	66.7	48	70.6	15	62.5	17	60.7	15	46.9	9	75.0	22	42.3	22	45.8	4	100	4	100	4	100	4	100	4	100	4	100	4	100	2	50	3	75	3	75									
UNITED MOTORS	P1	40	66.7	54	79.4	7	29.2	19	67.9	12	37.5	7	58.3	22	42.3	24	50.0	4	100		0		0		0		0		0		0	2	50	2	50	2	50									
	P2	41	68.3	51	75.0	17	70.8	23	82.1	15	46.9	11	91.7	27	51.9	29	60.4	4	100	4	100	4	100	0	0	4	100	4	100	4	100	3	75	2	50	3	75									
DIALOG	P1	49	81.7	56	82.4	17	70.8	20	71.4	16	50.0	12	100	26	50.0	27	56.3	4	100	0	0	4	100	4	100	4	100	4	100	4	100	2	50	3	75	3	75									
	P2	28	46.7	41	60.3	15	62.5	20	71.4	14	43.8	8	66.7	26	50.0	26	54.2	4	100	0	0	4	100	4	100	4	100	4	100	4	100	3	75	3	75	3	75									
NDB BANK	P1	38	63.3	51	75.0	14	58.3	22	78.6	11	34.4	10	83.3	21	40.4	27	56.3	4	100	4	100	4	100	4	100	4	100	4	100	4	100	4	100	3	75	3	75									
	P2	39	65.0	47	69.1	17	70.8	22	78.6	14	43.8	6	50.0	32	61.5	32	66.7	4	100	0	0	4	100	4	100	4	100	4	100	0	0	2	50	3	75	2	50									
ASIRI	P1	34	56.7	53	77.9	14	58.3	21	75.0	21	65.6	9	75.0	32	61.5	29	60.4	4	100	0	0	4	100	4	100	0	0	4	100	4	100	3	75	3	75	2	50									
	P2	40	66.7	51	75.0	14	58.3	22	78.6	17	53.1	9	75.0	26	50.0	26	54.2	4	100	0	0	4	100	4	100	4	100	4	100	4	100	3	75	2	50	2	50									
JANA-SHAKTHI	P1	36	60.0	43	63.2	15	62.5	20	71.4	27	84.4	5	41.7	40	76.9	25	52.1	4	100	0	0	4	100	0	0	4	100	4	100	4	100	2	50	2	50	3	75									
	P2	38	63.3	53	77.9	13	54.2	19	67.9	21	65.6	7	58.3	32	61.5	27	56.3	4	100	0	0	4	100	0	0	4	100	4	100	0	0	2	50	2	50	2	50									
TOTAL		1206	2010.0	1566	2302.9	477	1987.5	615	2196.4	489	1528.1	271	2258.3	802	1542.3	794	1654.2	124	3100	36	900	120	3000	64	1600	112	2800	116	2900	92	2300	80	2000	84	2100	80	2000									

C. S. F. - Critical Success Factors

MKS. - Marks

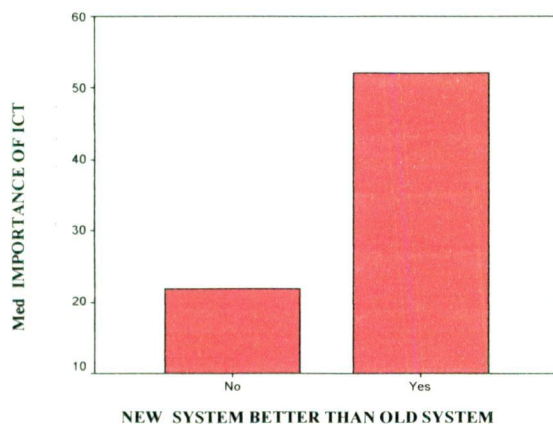
D - 3. Government Sector – Non-parametric Test Results (Out of 80 tests only results of 10 tests relevant to ICT are given.)

NPar Tests

Mann-Whitney Test

Ranks			
NEW SYSTEM BETTER		N	Mean Rank
IMPORTANCE OF ICT	No	1	1.00
	Yes	27	15.00
	Total	28	

Graph



Homogeneous Subsets

Test Statistics ^b	
	IMPORTANCE OF ICT
Mann-Whitney U	.000
Wilcoxon W	1.000
Z	-1.676
Asymp. Sig. (2-tailed)	.094
Exact Sig. [2*(1-tailed Sig.)]	.071 ^a

a. Not corrected for ties.

b. Grouping Variable: NEW SYSTEM BETTER THAN OLD SYSTEM

NPar Tests

Mann-Whitney Test



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Ranks			
DRASTIC REDUCTION		N	Mean Rank
IMPORTANCE OF ICT	NO	20	13.98
	YES	8	15.81
	Total	28	

Graph



Homogeneous Subsets

Test Statistics ^b	
	IMPORTANCE OF ICT
Mann-Whitney U	69.500
Wilcoxon W	279.500
Z	-.536
Asymp. Sig. (2-tailed)	.592
Exact Sig. [2*(1-tailed Sig.)]	.601 ^a

a. Not corrected for ties.

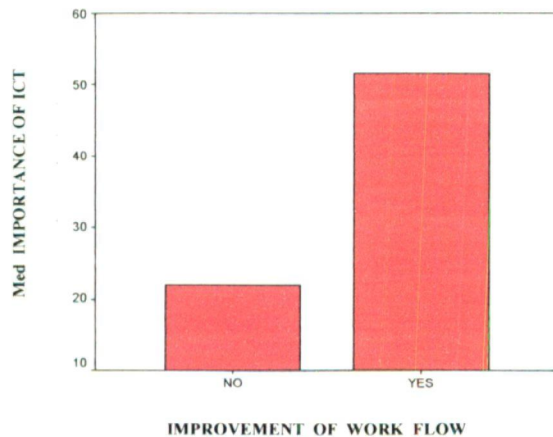
b. Grouping Variable: DRASTIC REDUCTION OF EMPLOYEES

NPar Tests Mann-Whitney Test

Ranks

	IMPROVEMENT	N	Mean Rank	Sum of Ranks
IMPORTANCE OF ICT	NO	1	2.00	2.00
	YES	28	15.46	433.00
	Total	29		

Graph



Homogeneous Subsets

Test Statistics^b

	IMPORTANCE OF ICT
Mann-Whitney U	1.000
Wilcoxon W	2.000
Z	-1.558
Asymp. Sig. (2-tailed)	.119
Exact Sig. [2*(1-tailed Sig.)]	.138 ^a

a. Not corrected for ties.

b. Grouping Variable: IMPROVEMENT OF WORK FLOW

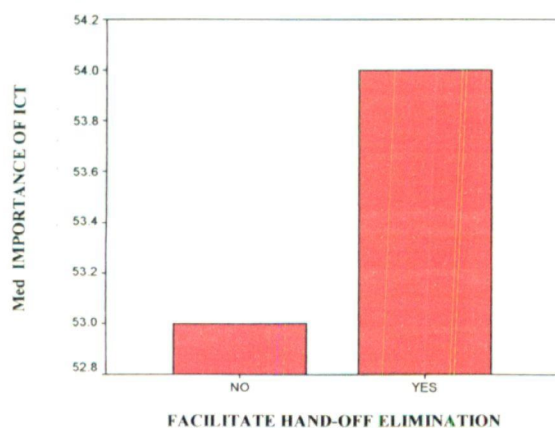
NPar Tests Mann-Whitney Test



Ranks

	FACILITATE HAND-OFF	N	Mean Rank	Sum of Ranks
IMPORTANCE OF ICT	NO	5	9.10	45.50
	YES	16	11.59	185.50
	Total	21		

Graph



Homogeneous Subsets

Test Statistics^b

	IMPORTANCE OF ICT
Mann-Whitney U	30.500
Wilcoxon W	45.500
Z	-.789
Asymp. Sig. (2-tailed)	.430
Exact Sig. [2*(1-tailed Sig.)]	.445 ^a

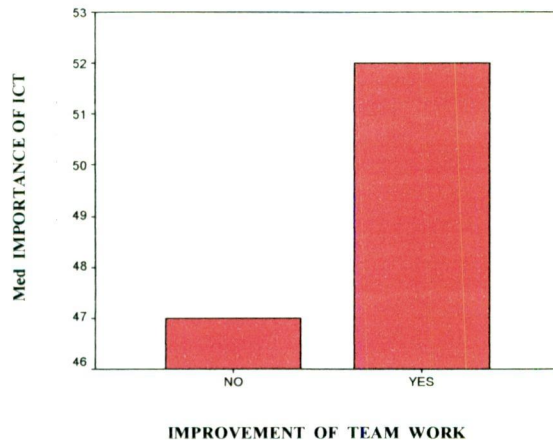
a. Not corrected for ties.

b. Grouping Variable: FACILITATE HAND-OFF ELIMINATION

NPar Tests Mann-Whitney Test

Ranks				
IMPROVEMENT		N	Mean Rank	Sum of Ranks
IMPORTANCE OF ICT	NO	1	10.50	10.50
	YES	27	14.65	395.50
	Total	28		

Graph



Homogeneous Subsets

Test Statistics^b

	IMPORTANCE OF ICT
Mann-Whitney U	9.500
Wilcoxon W	10.500
Z	-.497
Asymp. Sig. (2-tailed)	.619
Exact Sig. [2*(1-tailed Sig.)]	.714 ^a

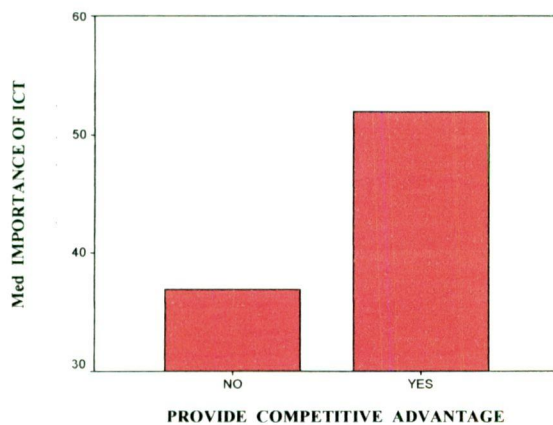
a. Not corrected for ties.

b. Grouping Variable: IMPROVEMENT OF TEAM WORK

NPar Tests Mann-Whitney Test

Ranks				
PROVIDE COMPETITIVE		N	Mean Rank	Sum of Ranks
IMPORTANCE OF ICT	NO	2	8.00	16.00
	YES	26	15.00	390.00
	Total	28		

Graph



Homogeneous Subsets

Test Statistics^b

	IMPORTANCE OF ICT
Mann-Whitney U	13.000
Wilcoxon W	16.000
Z	-1.163
Asymp. Sig. (2-tailed)	.245
Exact Sig. [2*(1-tailed Sig.)]	.296 ^a

a. Not corrected for ties.

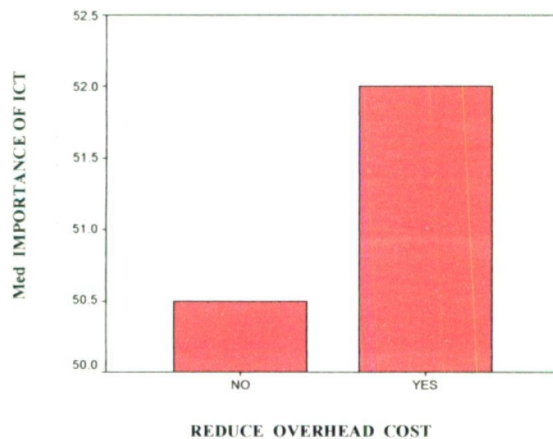
b. Grouping Variable: PROVIDE COMPETITIVE ADVANTAGE

NPar Tests

Mann-Whitney Test

		Ranks		
REDUCE		N	Mean Rank	Sum of Ranks
IMPORTANCE OF ICT	NO	2	14.50	29.00
	YES	25	13.96	349.00
	Total	27		

Graph



Homogeneous Subsets

Test Statistics ^b	
	IMPORTANCE OF ICT
Mann-Whitney U	24.000
Wilcoxon W	349.000
Z	-.093
Asymp. Sig. (2-tailed)	.926
Exact Sig. [2*(1-tailed Sig.)]	.963 ^a

a. Not corrected for ties.

b. Grouping Variable: REDUCE OVERHEAD COST

One way



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IMPORTANCE OF ICT

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	629.296	2	314.648	9.039	.002
Within Groups	696.183	20	34.809		
Total	1325.478	22			

Post Hoc Tests

Multiple Comparisons

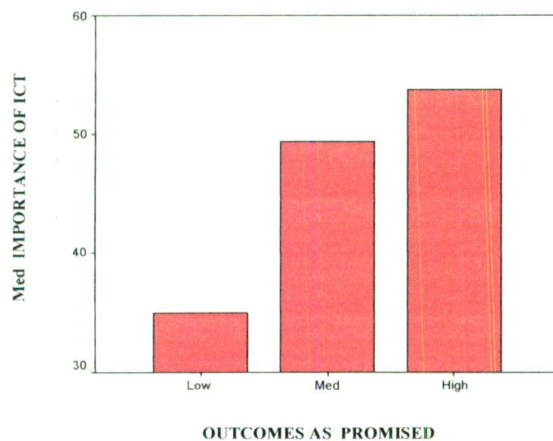
Dependent Variable: IMPORTANCE OF ICT

Tukey HSD

(I) OUTCOME AS PROMISED	(J) OUTCOME AS PROMISED	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Low	Med	-14.38*	4.66	.016	-26.18	-2.57
	High	-18.77*	4.48	.001	-30.11	-7.43
Med	Low	14.38*	4.66	.016	2.57	26.18
	High	-4.39	2.65	.246	-11.10	2.31
High	Low	18.77*	4.48	.001	7.43	30.11
	Med	4.39	2.65	.246	-2.31	11.10

*. The mean difference is significant at the .05 level.

Graph



Homogeneous Subsets

IMPORTANCE OF ICT

Tukey HSD^{a, b}

OUTCOME AS PROMISED	N	Subset for alpha = .05	
		1	2
Low	2	35.00	
Med	8		49.38
High	13		53.77
Sig.		1.000	.532

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 4.274.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

One way

ANOVA

IMPORTANCE OF ICT

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	628.412	2	314.206	9.015	.002
Within Groups	697.067	20	34.853		
Total	1325.478	22			



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Post Hoc Tests

Multiple Comparisons

Dependent Variable: IMPORTANCE OF ICT

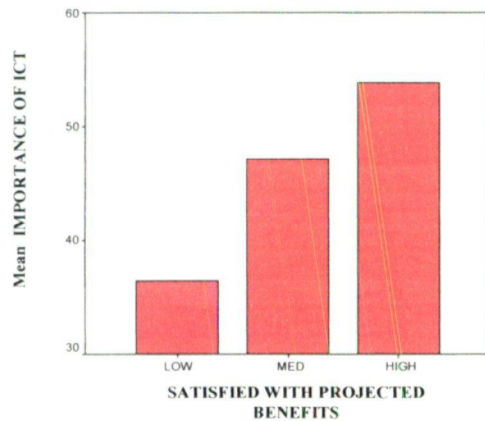
Tukey HSD

(I) SATISFIED WITH PROJECTED BENEFITS	(J) SATISFIED WITH PROJECTED BENEFITS	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
LOW	MED	-10.67	4.82	.093	-22.86	1.53
	HIGH	-17.37*	4.44	.002	-28.61	-6.12
MED	LOW	10.67	4.82	.093	-1.53	22.86
	HIGH	-6.70	2.85	.072	-13.91	.51
HIGH	LOW	17.37*	4.44	.002	6.12	28.61
	MED	6.70	2.85	.072	-.51	13.91

*. The mean difference is significant at the .05 level.



Graph



Homogeneous Subsets

IMPORTANCE OF ICT

Tukey HSD^{a,b}

SATISFIED WITH PROJECTED BENEFITS	N	Subset for alpha = .05	
		1	2
LOW	2	36.50	
MED	6		47.17
HIGH	15		53.87
Sig.		1.000	.259

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 4.091.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

One way

Warnings

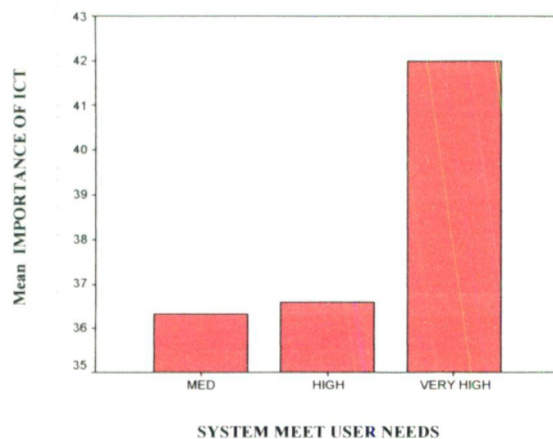
Post hoc tests are not performed for IMPORTANCE OF ICT because at least one group has fewer than two cases.

ANOVA

IMPORTANCE OF ICT

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.346	2	1.673	.068	.934
Within Groups	466.472	19	24.551		
Total	469.818	21			

Graph



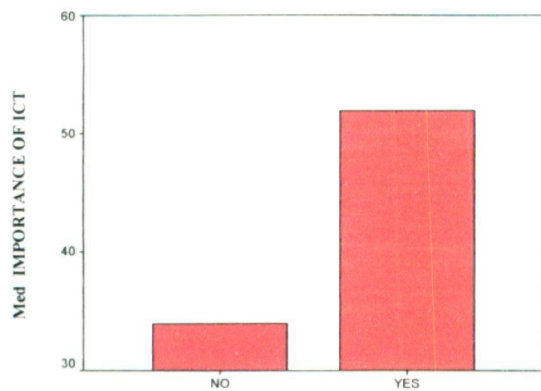
D - 4. Private Sector – Non-parametric Test Results
(Out of 80 tests only results of 10 tests relevant to ICT are given.)

NPar Tests

Mann-Whitney Test

		Ranks		
NEW SYSTEM BETTER		N	Mean Rank	Sum of Ranks
IMPORTANCE OF ICT	NO	1	3.00	3.00
	YES	31	16.94	525.00
	Total	32		

Graph



Homogeneous Subsets

Test Statistics ^b	
	IMPORTANCE OF ICT
Mann-Whitney U	2.000
Wilcoxon W	3.000
Z	-1.477
Asymp. Sig. (2-tailed)	.140
Exact Sig. [2*(1-tailed Sig.)]	.188 ^a

a. Not corrected for ties.

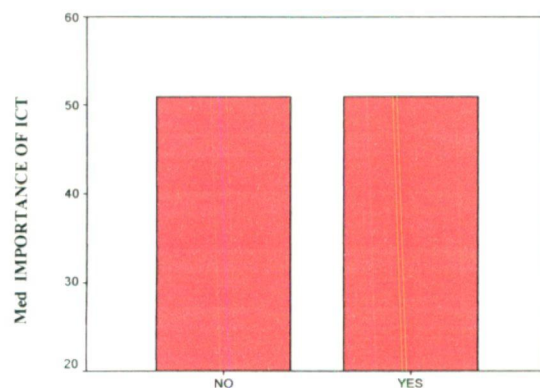
b. Grouping Variable: NEW SYSTEM BETTER THAN OLD SYSTEM

NPar Tests

Mann-Whitney Test

		Ranks		
DRASTIC REDUCTION		N	Mean Rank	Sum of Ranks
IMPORTANCE OF ICT	NO	21	15.12	317.50
	YES	9	16.39	147.50
	Total	30		

Graph



Homogeneous Subsets

Test Statistics ^b	
	IMPORTANCE OF ICT
Mann-Whitney U	86.500
Wilcoxon W	317.500
Z	-.366
Asymp. Sig. (2-tailed)	.714
Exact Sig. [2*(1-tailed Sig.)]	.722 ^a

a. Not corrected for ties.

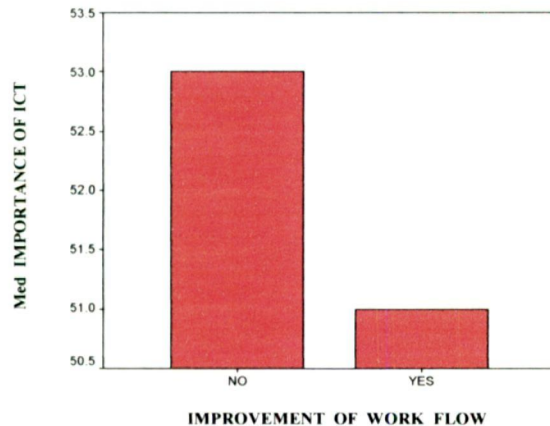
b. Grouping Variable: DRASTIC REDUCTION OF EMPLOYEES

NPar Tests

Mann-Whitney Test

Ranks				
IMPROVEMENT		N	Mean Rank	Sum of Ranks
IMPORTANCE OF ICT	NO	1	21.50	21.50
	YES	29	15.29	443.50
Total		30		

Graph



Homogeneous Subsets

Test Statistics ^b	
	IMPORTANCE OF ICT
Mann-Whitney U	8.500
Wilcoxon W	443.500
Z	-.701
Asymp. Sig. (2-tailed)	.483
Exact Sig. [2*(1-tailed Sig.)]	.600 ^a

a. Not corrected for ties.

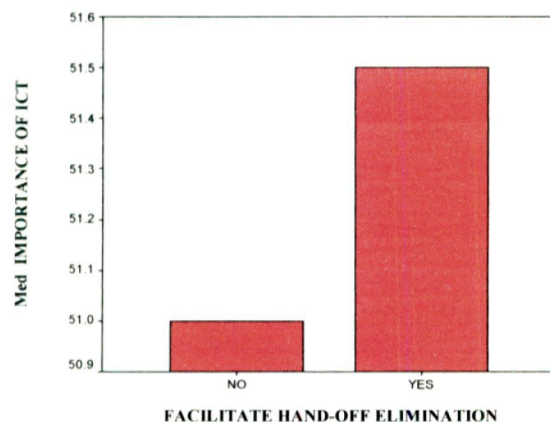
b. Grouping Variable: IMPROVEMENT OF WORK FLOW

NPar Tests

Mann-Whitney Test

Ranks				
FACILITATE HAND-OFF		N	Mean Rank	Sum of Ranks
IMPORTANCE OF ICT	NO	5	9.70	48.50
	YES	16	11.41	182.50
Total		21		

Graph



Homogeneous Subsets

Test Statistics ^b	
	IMPORTANCE OF ICT
Mann-Whitney U	33.500
Wilcoxon W	48.500
Z	-.542
Asymp. Sig. (2-tailed)	.588
Exact Sig. [2*(1-tailed Sig.)]	.603 ^a

a. Not corrected for ties.

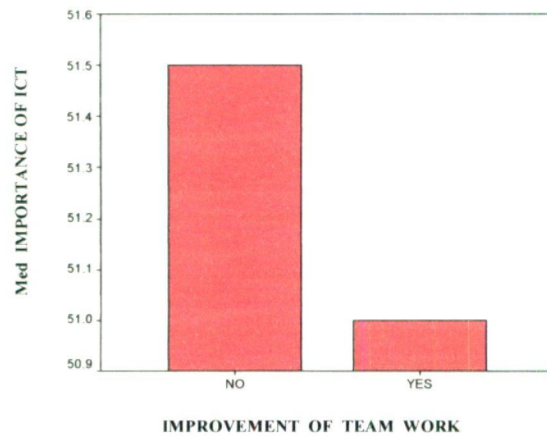
b. Grouping Variable: FACILITATE HAND-OFF ELIMINATION

NPar Tests Mann-Whitney Test

Ranks

	IMPROVEMENT	N	Mean Rank	Sum of Ranks
IMPORTANCE OF ICT	NO	2	16.50	33.00
	YES	28	15.43	432.00
	Total	30		

Graph



Homogeneous Subsets

Test Statistics^b

	IMPORTANCE OF ICT
Mann-Whitney U	26.000
Wilcoxon W	432.000
Z	-.168
Asymp. Sig. (2-tailed)	.866
Exact Sig. [2*(1-tailed Sig.)]	.901 ^a

a. Not corrected for ties.

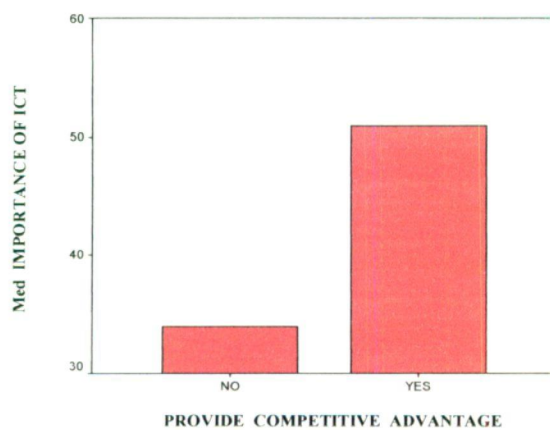
b. Grouping Variable: IMPROVEMENT OF TEAM WORK

NPar Tests Mann-Whitney Test

Ranks

	PROVIDE COMPETITIVE	N	Mean Rank	Sum of Ranks
IMPORTANCE OF ICT	NO	1	3.00	3.00
	YES	29	15.93	462.00
	Total	30		

Graph



Homogeneous Subsets

Test Statistics^b

	IMPORTANCE OF ICT
Mann-Whitney U	2.000
Wilcoxon W	3.000
Z	-1.460
Asymp. Sig. (2-tailed)	.144
Exact Sig. [2*(1-tailed Sig.)]	.200 ^a

a. Not corrected for ties.

b. Grouping Variable: PROVIDE COMPETITIVE ADVANTAGE

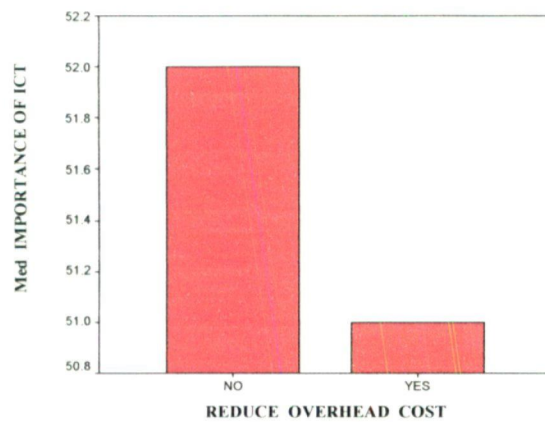
NPar Tests

Mann-Whitney Test

Ranks

REDUCE		N	Mean Rank	Sum of Ranks
IMPORTANCE OF ICT	NO	8	16.38	131.00
	YES	23	15.87	365.00
Total		31		

Graph



Homogeneous Subsets

Test Statistics^b

	IMPORTANCE OF ICT
Mann-Whitney U	89.000
Wilcoxon W	365.000
Z	-.137
Asymp. Sig. (2-tailed)	.891
Exact Sig. [2*(1-tailed Sig.)]	.912 ^a

a. Not corrected for ties.

b. Grouping Variable: REDUCE OVERHEAD COST

One way

ANOVA					
IMPORTANCE OF ICT					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	165.764	2	82.882	1.553	.229
Within Groups	1548.111	29	53.383		
Total	1713.875	31			

Post Hoc Tests

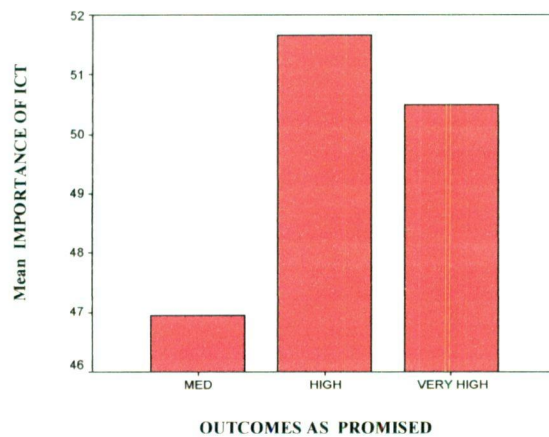
Multiple Comparisons

Dependent Variable: IMPORTANCE OF ICT

Tukey HSD

(I) OUTCOME AS PROMISED	(J) OUTCOME AS PROMISED	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
MED	HIGH	-4.72	2.72	.210	-11.45	2.00
	VERY HIGH	-3.56	5.45	.792	-17.00	9.89
HIGH	MED	4.72	2.72	.210	-2.00	11.45
	VERY HIGH	1.17	5.58	.976	-12.61	14.95
VERY HIGH	MED	3.56	5.45	.792	-9.89	17.00
	HIGH	-1.17	5.58	.976	-14.95	12.61

Graph



Homogeneous Subsets

IMPORTANCE OF ICT

Tukey HSD ^{a,b}

OUTCOME AS PROMISED	N	Subset for alpha = .05
		1
MED	18	46.94
VERY HIGH	2	50.50
HIGH	12	51.67
Sig.		.589

Means for groups in homogeneous subsets are displayed.

- Uses Harmonic Mean Sample Size = 4.696.
- The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

One way

ANOVA

IMPORTANCE OF ICT

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	87.268	2	43.634	.778	.469
Within Groups	1626.607	29	56.090		
Total	1713.875	31			

Post Hoc Tests

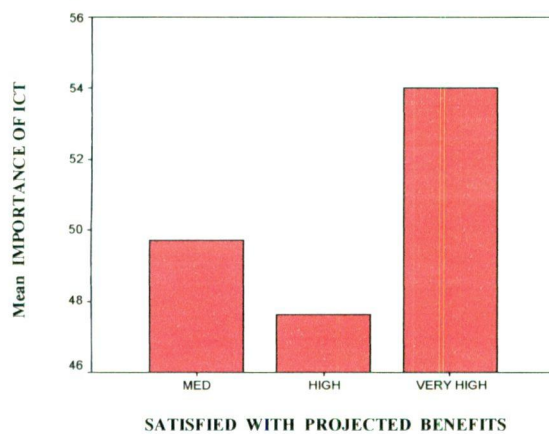
Multiple Comparisons

Dependent Variable: IMPORTANCE OF ICT

Tukey HSD

(I) SATISFIED WITH PROJECTED BENEFITS	(J) SATISFIED WITH PROJECTED BENEFITS	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
MED	HIGH	2.09	2.74	.729	-4.68	8.86
	VERY HIGH	-4.29	5.66	.732	-18.27	9.70
HIGH	MED	-2.09	2.74	.729	-8.86	4.68
	VERY HIGH	-6.38	5.62	.501	-20.25	7.50
VERY HIGH	MED	4.29	5.66	.732	-9.70	18.27
	HIGH	6.38	5.62	.501	-7.50	20.25

Graph



Homogeneous Subsets

IMPORTANCE OF ICT

Tukey HSD ^{a,b}

SATISFIED WITH PROJECTED BENEFITS	N	Subset for alpha = .05
		1
HIGH	16	47.63
MED	14	49.71
VERY HIGH	2	54.00
Sig.		.402

Means for groups in homogeneous subsets are displayed.

- Uses Harmonic Mean Sample Size = 4.732.
- The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

One way

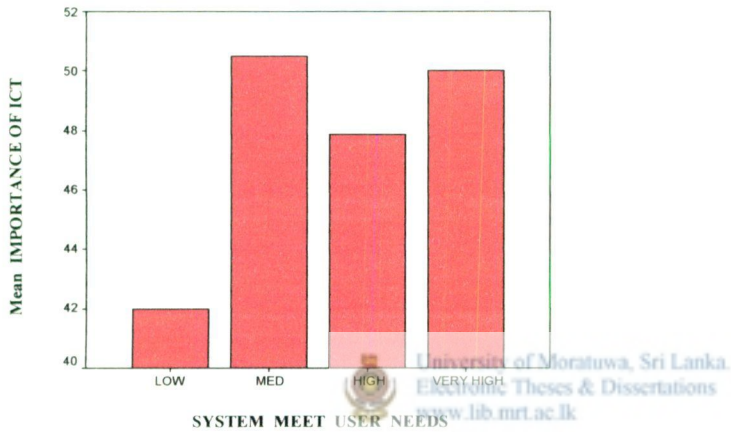
Warnings

Post hoc tests are not performed for IMPORTANCE OF ICT because at least one group has fewer than two cases.

ANOVA

IMPORTANCE OF ICT					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	96.655	3	32.218	.547	.655
Within Groups	1590.765	27	58.917		
Total	1687.419	30			

Graph



Appendix - "E"

- E - 1. Properly Identify the Importance of Teamwork**
- E - 2. Properly Identify the Importance of Appointing Project Champion**
- E - 3. The 5 Phase Approach to the Typical BPR model**
- E - 4. BPR Champion Qualities**
Top Management Responsibilities in Process Re-engineering
- E - 5. Practical Steps for Successful Re-engineering Implementation**
- E - 6. Tools for BPR**
- E - 7. Reported ICT Enabled Re-engineering Success**

Properly Identify the Importance of Teamwork

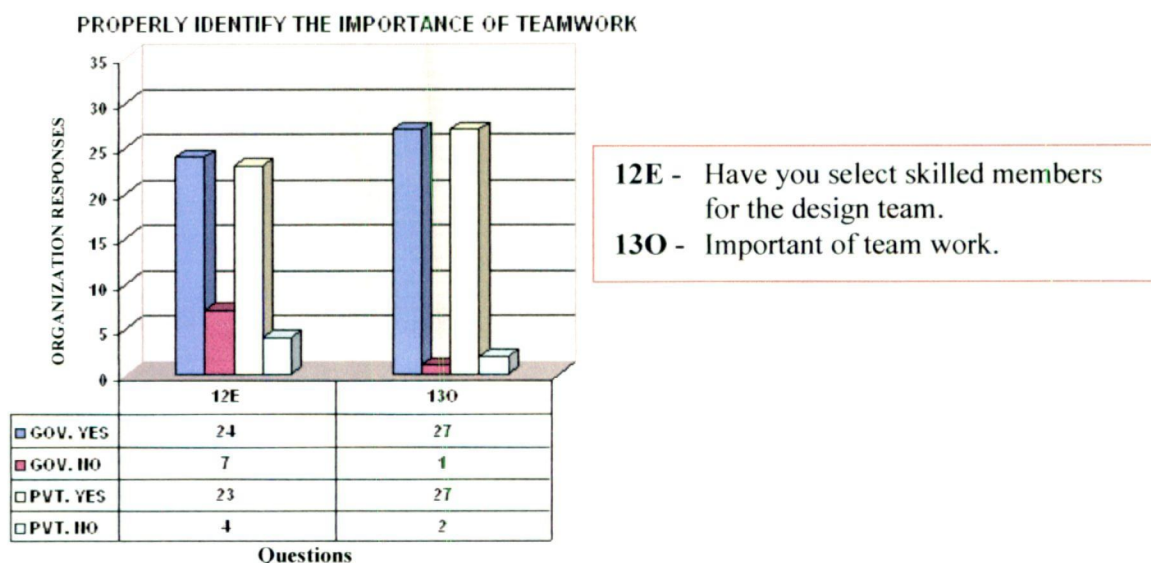


Figure 5.14 Areas considered in Teamwork

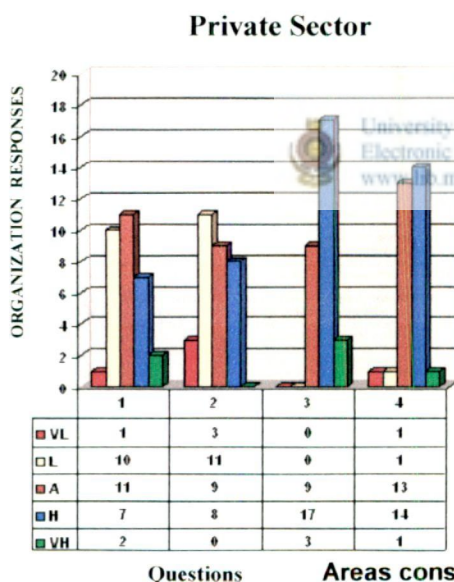


Figure 5.15

Areas considered relevant to Teamwork issues.

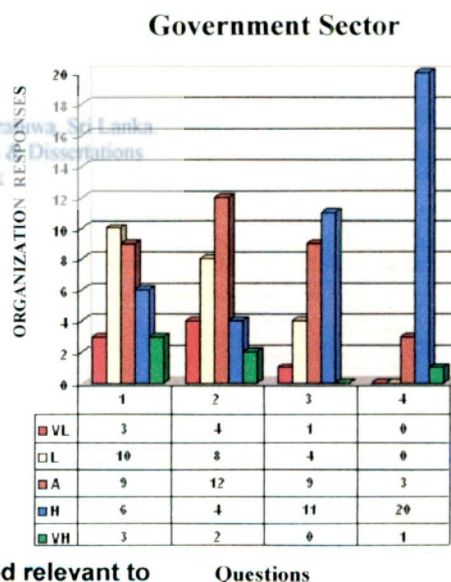
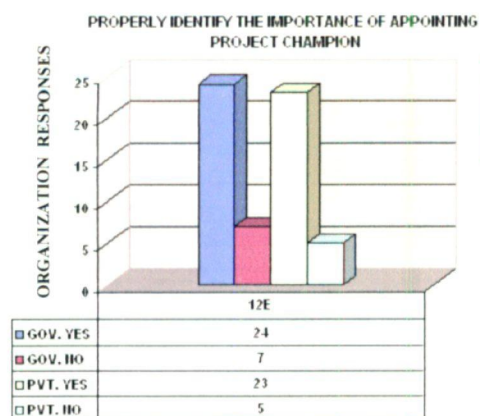


Figure 5.16

- | | |
|-------------------------|--|
| 1. Reluctant to change. | 3. Have team members got awareness, training to understand newly design process. |
| 2. Employee resistance. | 4. Communicate with team members. |

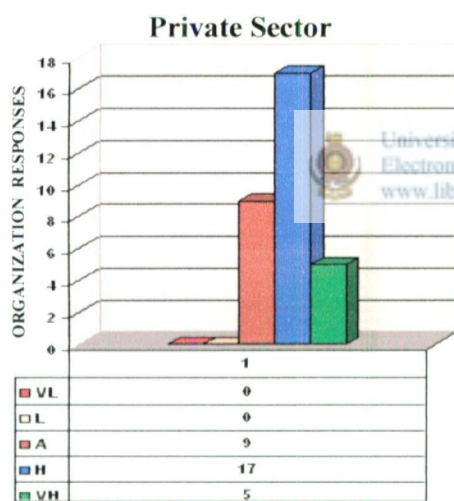
Properly Identify the Importance of Appointing Project Champion



12E - Have you select skilled members for the design team.

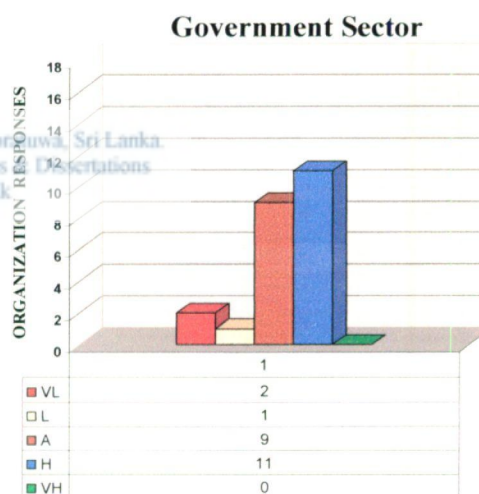
Questions

Figure 5.21: Selection of skill members



Questions
Figure 5.22

Skill level of project champions



Questions
Figure 5.23

1 - Appointed champions had required skills.



The 5 phase approach to the typical BPR model

PHASE	OBJECTIVES	ACTIVITIES
1 Organizing for improvement	To ensure success by building - Leadership - understanding - commitment	- Establish EIT. - Appoint a BPR champion. - Provide executive training. - Develop an improvement model. - Communicate goals to employees. - Review business strategy and customer requirements. - Select critical processes. - Appoint process owners. - Select PIT members.
2 understanding the process	To understand all the dimensions of the current business process.	- Define the process. - Define process boundaries. - Provide team training. - Develop a process overview. - Define customer and business measurements and expectations for the process. - Flow diagram the process. - Collect, time and value. - Perform process walk through. - Resolve differences. - Update process documentation.
3 Streamlining	 University of Moratuwa, Sri Lanka Electronic Theses & Dissertations www.lib.mrt.ac.lk To improve the efficiency effectiveness and adaptability of the business process.	- Provide team training. - Identify improvement. Opportunities, ie errors and rework, high cost, poor quality, backlog / back orders, longtime delays, product returns, customer complaints. - Upgrade equipment. - Standardize. - Automate. - Document the process. - Select the employees. - Train the employees.
4 Measurements & controls	To implement systems to control the process for ongoing improvement.	- Develop in process measurement and targets. - Establish a feedback system. - Audit the process, periodically.
5 Continuous improvement	To implement a continuous improvement process.	- Quality the process as standard practice - Perform periodic qualification. - Define and eliminate process problems. - Evaluate the change impact on the business and customers. - Benchmark the process. - Provide advanced team training.

By Nathan Nhira, 2001, conference Paper, Management Services Nov 2001

BPR Champion -Qualities

The BPR champion should be:

- Someone respected by both management and employees.
- Knowledgeable.
- Flexible.
- A good communicator.
- Perceived as highly credible.
- Able to keep group on schedule.
- Able to lead and direct.
- Able to support, encourage and deal with superiors, peers and subordinates.
- A skilled negotiator.
- Willing to embrace change.
- Able to knock down road blocks/ bottlenecks, stumbling blocks.
- Able to see big picture.
- Unafraid to take risks.
- Able to handle poor performers.

By Nathan Nhira, 2001

Top Management Responsibility in Process Re-engineering

- Provide the resources required, including staffing and capital.
- Developing common objectives that support the proposed changes.
- Breaking down walls that stand between departments.
- Searching out improvements opportunities.
- Setting-up department re-engineering teams to support the processes being evaluated.
- Changing process owners thinking to get a total process perspective.
- Providing the necessary training and education to support the new process.
- Anticipating the impact of process changes on their departments and preparing for them.
- Establishing systems and review to ensure that the progress does not degenerate.
- Rewarding teams and individuals who make significant contributions to BPR.
- Showing interest in BPR by frequent reviews of status and result.
- Finding equivalent to better jobs for people whose jobs have been eliminated as a result of BPR.

By Nathan Nhira, 2001.

Practical Steps for Successful Implementation (Obtained from Mohsen, 2000)

The following is a six-stage reengineering guide that can be used to reach those goals. This model is derived from the experiences of many firms. It offers a framework for translating insights on how process can be improved into quantum leaps of change.

Stage 1: preparation

This phase determines if there is truly potential for reengineering or if other improvement models such as total quality management may be appropriate. Company executives must recognize the need for reengineering and develop a consensus. The customer's objectives must be identified. Goals/targets must be established related to market share, costs, revenue enhancement or profit margins. The targets to identify may be to reduce cost, minimize cycle time or eliminate defects. Processes that are strategic and have value to customers must be identified during this stage. Executives also need to understand the expectations and identify existing barriers or obstacles, such as cost or time that could hamper reengineering efforts.

Stage 2: assessment

The main objective of this stage is to identify the root problems and to gain a detailed understanding of the current process before picking the right process and deciding on a possible course of action. This involves understanding the process structure, in terms of what it is how much it cost, how long it takes, and how it flows within the organization.

A helpful procedure to follow is to map and flow chart the existing process and then measures the results in terms of cost, quality and time. The scope and boundaries of those processes selected for reengineering must be clearly defined.

By the time the assessment stage is over, the executives then must develop a set of structured and integrated plan change documents that will serve as a contract to make sure that the reengineering team knows what is expected of them to achieve.

Stage 3: solution

This stage is about moving the reengineering efforts from concept to detailed design and involves two activities: technical design and social design. During the technical phase, information is consolidated, alternatives are redefined, process linkages are re-examined, and controls are relocated prior to applying technology. The second phase, the social design, focuses on the human aspects and involves employees who will affect corporate changes. Issues such as defining jobs and teams, defining skills and staffing needs, and designing

incentives are considered carefully. In this stage, employees who are most affected by the change should be encouraged to build cross-functional teams to participate in the process of analysis and the restructuring of the operations. These teams should be instructed to look for ways to eliminate unnecessary steps, and to increase the quality and speed of steps in the process.

The management team must take responsibility for implementing the objectives of the reengineering process by empowering the reengineering team.

Stage 4: benchmarking

After identifying value-added activities in stage 3, the focus of this stage is on finding radically different approaches to manage a process. The organization should benchmark against other industries and combine it with the experience and expertise of the team members to adopt an entirely new process technology.

Stage 5: development

This stage is about developing test and rollout plans. After the objectives are identified, the existing processes are mapped, measured, analyzed, and benchmarked; these efforts are combined, in stage 5, to develop a new business process. In this stage, development of people, processes, and technology are integrated. Reengineering teams define projects' scope, select methodologies to be employed, develop pilot test strategies, and set performance standards for the project teams. Correspondingly, the senior managers must put in place a communication plan and a strong financial management approach to keep reengineering solutions consistent with the vision and fiscal constraints of the organization. Additionally, the senior managers must outline well-defined milestones and due dates for deliverables for all the development projects.

Stage 6: transformation

The objectives of this stage are to pilot test the new approach, to continuously monitor the results, and to provide extensive retraining of employees. Top management support is critical. As reengineering efforts go forward it is important to define and redefine performance goals and objectives, maintain a strong commitment to the vision, break the barriers between the departments, and be flexible as the business environment changes. Finally the training should be seen as an ongoing endeavor.

Tools for BPR

A large variety of IT tools can be used to support BPR and organizational transformation. The major categories of support tools are: (Source: Turban, McLean, Wetherbe, Bolluju & Davision, 2002, p.364 & 365).

- **Simulation and visual simulation tools.** Simulation is essential to support the modeling activities of BPR. In addition to conventional simulation and visual simulation tools, there are simulation tools that are specifically oriented for BPR such as SIMPROCESS (from CACI), ProModel Corp), BPSimulator (from Technology Economics), Witness (from Visual Interactive Systems, INC.) and BPR Workflow (see El Sawy, 2001).
- **Flow diagrams.** Flow diagrams can be made with CASE tools or other systems development charting tools. They can also be made by specialized BPR tools that are usually integrated with other tools.
- **Application development tools.** BPR applications can be built with some of the tools described in chapter 14.
- **Work analysis.** Analyzing both existing processes and proposed solutions can be accomplished with tools that conduct forecasting, risk analysis, and optimization, such as I-think (from Performance Systems, Inc) and BizCase and Turbo SPR (from SRA R/3 provides for BPR).
- **Integrated tools kits.** Several integrated tools kits are available to support BPR. ERP software such as SAP R/3 provides for BPR.
- **Workflow software.** In redesigning business processes, it is usually necessary to analysis the work to be done and the manner in which it flows from one place to another. A workflow system is a powerful business process automation tool that places system controls in the hands of end-user departments. Not only does workflow automate business processes, it also provides a quality interface between business systems. As a result, workflow installations have evolved into enterprise-wide computing solutions at major companies. There are three types or workflow software: administrative – expense reports, travel requests and messages; ad hoc – product brochures, sales proposals, and strategic plans; and production – credit card mailings, mortgage loans and insurance claims.
- **Business process design.** New IT architecture is designed around business processes rather than around the traditional application hierarchy of most functional applications.
- **Comprehensive modeling tools.** Several companies provide software products that model, simulate and manage business processes.
- **Other tools.** Several special tools were designed to plan and manage the BPR process and the organization transformation. Information tools and technologies can also be part of the BPR solution itself. For example, CAD/CAM and imaging technologies contribute to cycle time reduction; expert systems support case and mass customization; and cognitive maps can support the redesign process (see Kwahk and Kim, 1999).

Source: (Turban, Mclen, 2002)

Reported IT Enabled Re-engineering Success.

FedEx Corp.	Procurement	The Internet technology is used to automate and streamline its whole paper-based inefficient procurement processes	Purchasing cycle times have been reduced from 20 percent to 70 percent Number of suppliers have been reduced by more than half Better service for its own employees
Texas instruments	Product development	Global network and advanced computing resources enable design teams in different geographic areas to work on pre-design development without meeting face-to-face	30 percent reduction in time needed to develop an instrument
Colgate-Palmolive	Supply chain	The internet technology is used to enables the company to perform supply chain planning and logistics execution across the boundaries of the enterprise	10 percent reduction in inventory level 95 percent improvement in customer order fulfillment
Emerson	Procurement	 A Web-based system called materials information network (MIN) is used to store information about preferred suppliers, special pricing, and detailed product specifications on the materials company uses to make products	Consolidates buying activity across 60 divisions MIN saved the company \$30 million in 2001 and it is estimated to save \$500 million by 2005
Seven-Eleven Japan co,ltd.	Inventory control	Point-of-sale (POS) and electronic ordering enhance business efficiency Satellite communications and an integrated services digital network (ISDN) are used for data transmission between stores and district office	Enhanced information-sharing among stores, headquarters and suppliers Enhanced business efficiency improved overall ability to meet customer needs
Frito lay	Purchasing	Hand-held computer records data on grocery products	Saved 30,000 to 50,000 work hours per year Lowered the sales staff by 600 people eliminated 10 percent of the distribution centers

Pacific Bell	Billing department	New printing technology	30 percent reduction in paper consumption \$10-12 million reduction in postage costs
Palm, Inc.	Supply chain	The internet technology is used to enable the company to shorten planning cycles, increase visibility, and improve logistics and control	50 percent reduction in planning cycle time 32 percent reduction in overall inventory level inventory turnovers were improved from 6 to 10
R.J.Reynolds	Accounts payable	EDI , electronic receipt settlements and imaging technology with electronic work queues reengineer accounts payable function	53 percent reduction in invoice processing costs 25 percent reduction in clerical staffing requirements 16 percent annual increase in transactions volume
Deere & Co.	Product development	CAD and CAM are used for design, production and materials management	Reduced inventory costs Decreased manufacturing overhead

Source: (Attaran, 2003) "Information Technology and Business Process Redesign"



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Appendix "F"

- A Copy of Visiting Supervisor



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15/05/2005

- (1) Met Dr. Bandu Ranasinghe:
Discussed some topics for the NSE project.

(See detail Book)
Selected topic: Reengineering Government: Role of IT and Critical Success Factors.

19/6/2005

- (2) Met Dr. Bandu Ranasinghe.

Advised me to write project charter, and did some modifications.

19/6/2005

- (3) Met Mr. Hiranya Gunasekera - consultant.
to discuss BPR.

20/6/2005

- (4) Met Dr. Bandu Ranasinghe

Finalized the project charter
(see detail Book)

05/07/2005

- (5) Met Dr. Bandu Ranasinghe.

Attended a Seminar/Workshop
conducted by IDM Consultancy
Services, at Piers Park Hotel.

Met Dr. Siriwardena, Reengineering Consultant.

12/10/2005

- (6) Met Dr. Bandu Ranasinghe

Advised me to prepare a questionnaire in order to collect data, and email it to him.
- gave some guidelines.

20/10/2005

- (9) Went to Library - Moratuwa University
(8.30 am - 1.15 pm)

got following articles

a journal articles from EMERALD
INSIGHT

<http://www.emeraldinsight.com>

6. articles from IEE

7. articles from IEEE.



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01/11/2005

- Met Dr. Bandu Ranasinghe

Discuss how to arrange a questionnaire which need to gather information.

Asked me to meet Mr. Wasandha Desapriya ICTA.

12/11/2005

- Met Dr. Ranasinghe

Discussed the questionnaire prepared by me and got his view.

30/11/2005

- Met Dr. Ranasinghe

Discussed the project progress.

03/12/2005

- Met Dr. Siriwardena

Discussed the arena he engaged in Reengineering projects at Peoples Bank

01/12/2005

- Reengineering
Attended a workshop at:
Foundations Institute, done

by Mr. Hanis Anwarwardena and
Mr. Wasandha Desapriya.

12/12/2005

- Met Mr. Wasandha Desapriya at ICTA

Discussed Reengineering projects in Sri Lanka, and their role and limits.

01/12/2005

- Met Dr. Siriwardena at Director Res.

Peoples Bank.
Discussed the progress.

08/12/05

Met Mr. Attappa Samarasinghe.
discussed the progress

11/11/05

01/12/05

Met Mr. Piyadasa - Bank Manager
Peoples Bank, and his staff.
Discussed and gave the
questionnaire.

12/12/05

Met Mr. Gunawardena - Manager
Hemagama - Peoples Bank.

13/12/05

Met Mr. Kodilagam Mr. Lalith
Waduge - Divisional Remediation
Discussed and collect
information.

09/02/06

Met Dr. Ranasinghe
Discussed the progress.
Given guide lines to improve
rest of the research work.

Ranasinghe

12/02/06

Met Dr. Sivalendran
Discussed how
Peoples Bank achieved their
engineering project.

26/02/06

Met Dr. Ranasinghe.
Discussed the progress. given
instructions to do correlation
test.

Ranasinghe

27/02/06

Met Mr. Medagama - SLI
SLIDA



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27/12/2005

Met Mr. Upul Arayana - Director Finance
Holtim Lanka
Discussed their re-engineering process
and gave the questionnaire.

27/12/05

Met Mr. Baddhika Dilaseema
GPR - project Manager - Dialog.
Discussed the questionnaire.

28/12/05

Met Mr. Disanayake - Director
Finance and Mr. Bandula - IT Director
at Housing Development Finance
Corporation.

29/12/05

So Discussed with Registrar
General Mr. Ratnasiri - at
Registration General Department.

29/12/05

Met Mr. Fernando - Deputy
General Manager (IT) at
Foreign Employment Bureau
Discussed how they have
achieved and the questionnaire.

02/01/06

Met & discussed with Mr. Bandula
DAM and Mr. Pandura - IT manager
at National Savings Bank.

03/01/06

Met and discussed with
Mrs. Nishani Ariyaratne - GM for
at Standard Chartered Bank.

06/01/06

Met and discussed the question
with Mrs. Shamini Semsinghe
- Head of the IT. - 26/12/05

09/01/06

Met & discussed with Mr. Gyan
DAM - Petroleum Corporation.