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IMPLEMENTING BPR PROJECTS IN THE US VS. IN FRANCE

A Project
Presented to the
Faculty of
California State University,
San Bernardino

In Partial Fulfillment
of the Requirements for the Degree
Master of Business Administration

by
Catherine Se Chao


December 2000

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ABSTRACT

When the Business Process Reengineering (BPR) concept appeared in the early 1990's, both American and French managers were very enthusiastic about it. In fact, it was hard not to consider a new management concept, which enables companies to considerably improve their performance. But, today, while Americans keep on believing in and implementing BPR projects, the French are much less attracted by this concept. BPR is "one U.S. product that sells poorly in Europe" (Landay, 1996: 1), therefore poorly in France. The question is why do they have such different attitudes. "Attitude" being defined by two variables: perception and use of BPR.

According to Hofstede (1980: 372), "Organizations are culture-bound", and John R. Childress sustains that a management theory must fit the culture of the organization to work:

"Trying to apply improvement methods to an unreceptive culture is like trying to apply a band-aid underwater" (J.R. Childress, 1995: 41-42).

Yet the United States and France have different cultures, therefore a management theory that works in the United States, may be irrelevant in France. Consequently, a

hypothesis can be made: French and American managers have different attitudes toward BPR, and this can be explained by the cultural differences between the two countries.

In order to validate this hypothesis, a survey was conducted. French and American Top-level managers were the target respondents. The questionnaire included 3 sets of questions. Each set of questions aimed at disclosing information about the knowledge of the respondents about BPR, the use of such projects, or cultural characteristics of managers from both countries.

The gathered data support the two parts of the hypothesis. First, many French respondents were not familiar with BPR, and those who were familiar with BPR perceived it as a downsizing tool or a buzzword. As a consequence, much fewer French companies have ever undertaken BPR projects in comparison to American companies. Second, French and American managers have different cultures. The French are more risk-averse, less willing to change, and more hierarchy-bound. Finally, it reveals that those cultural features are correlated to the willingness of managers to undertake BPR projects.

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CHAPTER ONE: LITERATURE REVIEW

1. Business Process Reengineering: an Overview.

1.1. Defining BPR.

1.1.1. Definition.

Business Process Reengineering is about reinventing the whole company by giving up the old way of creating customer value and setting up a brand new one. This is about a radical change, which, if well thought out and well implemented, will bring the company very high benefits. The BPR gurus M. Hammer and J. Champy define BPR as:

"the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical contemporary measures of performance" (Hammer and Champy, 1993: 32).

The goal of BPR is to attain benefits that would be at least ten times that of traditional improvement programs within a very short period of time: six months to one year.

This research paper will consider the BPR theory in its pure form as defined by its American authors: Michael Hammer and James Champy.

1.1.2. Origins of BPR.

1.1.2.1. The Birth of BPR

During the last two decades, many companies have been trying to improve their productivity and efficiency, to

reduce their operating and administrative costs, to find ways to get competitive advantages. Most of them were doing it by setting up continuous improvement programs using concepts such as Total Quality Management or Just In Time Management. But they found it very hard to gain competitive advantages when their competitors were also implementing the same type of programs.

Therefore, in the late 1980s, some companies decided not to improve themselves, but to change their way of doing business by reinventing the company, starting it over, in other words: reengineering the business. Their objectives were to gain benefits at least ten times that of improvement programs within the shortest period of time, usually a year. Reengineering the processes of a company may be a high return project but it is also a high risk one.

Observing those new types of practices, American researchers started investigating and thinking about new management theories. The BPR concept first appeared in the result of some management research conducted by the Massachusetts Institute of Technology (MIT). They were actually trying to show the impact of the use of technology in businesses. Meanwhile, researchers and consultants at the Index Group were making similar type of investigation. In

1990, Thomas Davenport and James Short published a paper where they talked about business process redesign. In the same year, Michael Hammer published, "Reengineering the Work" in the Harvard Business Review.

But Business Process Reengineering became really popular in the business world just after the release of Reengineering the Corporation: A Manifesto for Business Revolution by M. Hammer and J. Champy, 1993. In their book, they present BPR as a revolutionary way of doing business. The book has become the Bible of Business Process Reengineering.

1.1.2.2. Factors Fostering the Emergence of BPR.

The business world today is not comparable at all to the world twenty, even ten years ago. Today, companies do not work for customers who would buy whatever they would propose to them. Time when the choice on the market place was limited is over, and the customers know it. Today, companies have to face savvy customers, who know about products and prices, who make comparisons, and look for the highest customer value, their customer value. Customers have access to a huge amount of information, making them more knowledgeable and more demanding than ever. The challenge for companies is to provide them the expected customer

value. Meanwhile, both national and international competition was becoming fiercer and fiercer. In fact, during the last few decades, we could observe countries opening their boundaries and making business alliances, creating tax-free trading areas. This sudden entrance of foreign competitive companies, coming in with new ideas and new products, forced the national ones react, trying to get competitive advantages as well. Under that pressure, managers were seeking for ways to drastically improve their business. The third factor is technology. During the last decade, technology has never stopped evolving; giving companies opportunities to improve their business and their effectiveness by using them. A technology today may be obsolete tomorrow. As a consequence, companies may find opportunities to use new technology everyday.

Such a rapid path of change of technology, combined with the other changes - customers, competitors - has left companies confused and lost. The old way of doing business, which would work in the old environment, is no longer applicable. Companies which would find themselves in deep trouble would not know how to react because whatever improvement they would bring to their business, it would not be enough to catch up with the external change. This is the

reason why some companies, such as Ford and IBM, decided to make improvements in order to face the current environment. They realized then that this would not be possible unless they started over, keeping nothing from the old way.

Besides the new environment that companies need to cope with, researchers and consultants were factors enabling the emergence of the concept. In fact, some companies were undertaking BPR projects but at that time, they did not call it BPR. M. Hammer and Index Group conducted a research program called Partnership for Research and Information Systems Management. During that research program, they found out about those practices, which could bring very high benefits to the companies using them. That was of course a really good subject to write on. Moreover, consultants took advantages of the fact that many companies were desperate and really needed some help. As a matter of fact, many consultants have been trying to make money by talking about BPR as the remedy to companies' problems. As a consequence of that, thinkers, and the press started writing about BPR as well, making the concept popular.

1.2. Changes Occurring After Reengineering.

1.2.1. Radical Redesign of the Processes.

BPR focuses on creating and implementing totally new processes. Thomas Davenport defines a process as followed:

"A process is a specific ordering of work activities across time and place, with a beginning, an end, and clearly identified inputs and outputs: a structure of action". (Davenport, 1993: 5)

So processes are at the basis of companies' activities; they are the ones that enable the company to create customer value. Hence, companies that will provide the highest customer value will be the most successful ones. Therefore, to be more competitive, companies need to have better processes than their competitors. This is the reason why BPR focuses on processes.

BPR assumes that the current processes of the company are not the right ones and cannot enable the company to be as competitive as it could be. BPR is about radically changing those wrong processes, replacing them with new ones. BPR is not modifying and improving the current processes. Managers need to think about what they are doing, why they are doing it and try to find out how they could do it better, faster, at lower cost and above all if they really need to do it. In order to do so, managers have to be

creative, to benchmark other organizations, other practices, and stop believing in restrictive assumptions. IBM for example, when they reengineered their credit subsidiary, had to stop thinking that one customer request could not be handled by one generalist. They used to believe in the intervention of several specialists. (Hammer and Champy, 1993: 36-49)

Given the fact that each organization is going to come out with the best processes possible for their business, it is difficult to define what the new processes will be. However, some common changes can be noticed. First, several jobs are combined into one, which can be interpreted as the end of the assembly line. One person is in charge of several steps in the production of the customer value. Second, workers do not perform a predetermined task but are empowered to make decisions and adapt their job according to the requirements of the customer. Third, every non-value-added task is eradicated whenever it is possible. This includes tasks such as controls or inspections. Fourth, one person, called a "case manager" (Hammer, 1993: 62), will be the unique contact for the customer. In that way, whenever the customer needs to get information about his or her order, that person will have the responsibility to know the

answer. Finally, people are responsible for creating customer value while the data and information are still shared by the whole organization. It is a kind of "hybrid centralized/decentralized" organization, (M. Hammer, 1993: 63).

1.2.2. Customers as the Basis of the Organization.

The customer is the Number One focus of the processes and thoughts of the organization. The starting point for business process redesign is the customer. In fact, when redesigning the processes, companies have to integrate their customers' point of view. The new organization has one objective: satisfying its customers.

1.2.3. Supporting the New Organization by Using New Technologies.

Technology is evolving every day, giving companies opportunities to improve their operations thanks to new technology. Technology can improve the production system through automation; it can help companies better store, better share, and better use information... Managers who identify those opportunities will have ideas for reengineering their processes. This is the reason why reengineered organizations use new technology.

1.2.4. The Structure of the Organization Becomes Flatter.

As seen before, workers are empowered; they are responsible for creating customer value, and they have the power to decide how they are going to do so. A customer is taken care of by one cross-functional team. Information does not need to go up and down anymore. Therefore, the need for intermediary managers disappears, making the hierarchy flatter. In addition, people work with people from other departments; this eradicates the walls that used to exist between departments.

1.2.5. Change in the Corporate Culture.

As a consequence of all the changes cited above, the corporate culture is bound to change. First, people's jobs have totally changed. Second, people do not work according to their department anymore but according to their team. To sum up, the interpersonal relationship among workers is changed.

1.2.6. The Human Resource Department Has to Attract and Retain the Best People.

The company will need multi-disciplinary-skilled people: generalists. Employees in the company are not supposed to be replaced, but the managers are supposed to

manage the change of their subordinates so that they adapt to the new company. Employees, empowered, are expected to be autonomous, able to work in teams with people from other departments, and accept to continually learn and change.

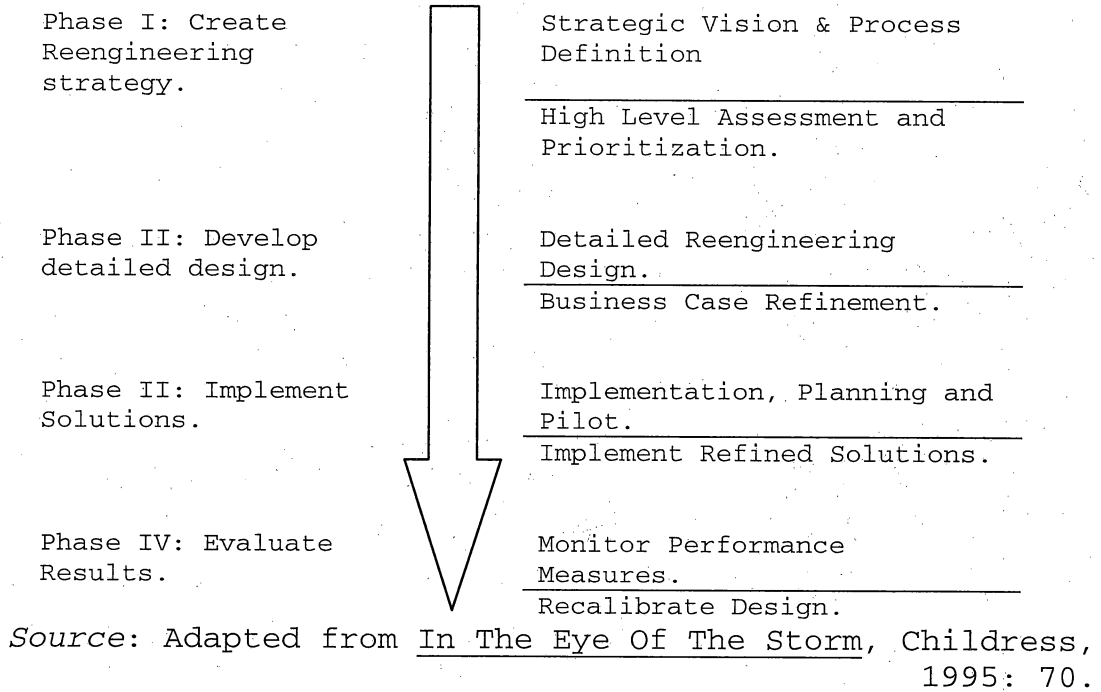
Rewards and promotions should be used to motivate workers. In fact, this human management tool will favor the change of people to fit to the new working environment. In addition, it will also put people in competition, pushing them to try to do their best in order to be the best in the company.

1.3. To Succeed in BPR Projects

1.3.1. The Steps in BPR Projects.

Business Process Reengineering projects must be initiated by the Top managers of the company. This is a Top/Down approach. In his book, In The Eye Of the Storm, Childress presents the Arthur Anderson Reengineering Model. The model gives a global perception of the different steps of a BPR project and the key tasks associated with each step.

Figure 1: Arthur Anderson Reengineering Model.



Phase I. During the first phase, the objective is to assess all opportunities for reengineering and to define the requirements necessary for drastic improvements. A high-performing team composed of both personnel and external consultants should be responsible for Phase I. Communication about the project and its business purpose must start as early as Phase I. Key tasks are: assessing customer needs and values, benchmarking, doing a current processes analysis, evaluating best practices, and creating a first draft of the future business and processes.

Phase II: A detailed plan of the reengineering project is established during this phase. In order to make sure that

the new processes will be the best ones, and not the continuation of the old ones, new people with new ideas should be brought into the project team. Tasks include: redesigning the processes, assessing impact of new processes on people, technology, organizational structure, performance measure, and so on. Defining the cost of the reengineering project, and implementing small changes for quick improvement are also key tasks during Phase II.

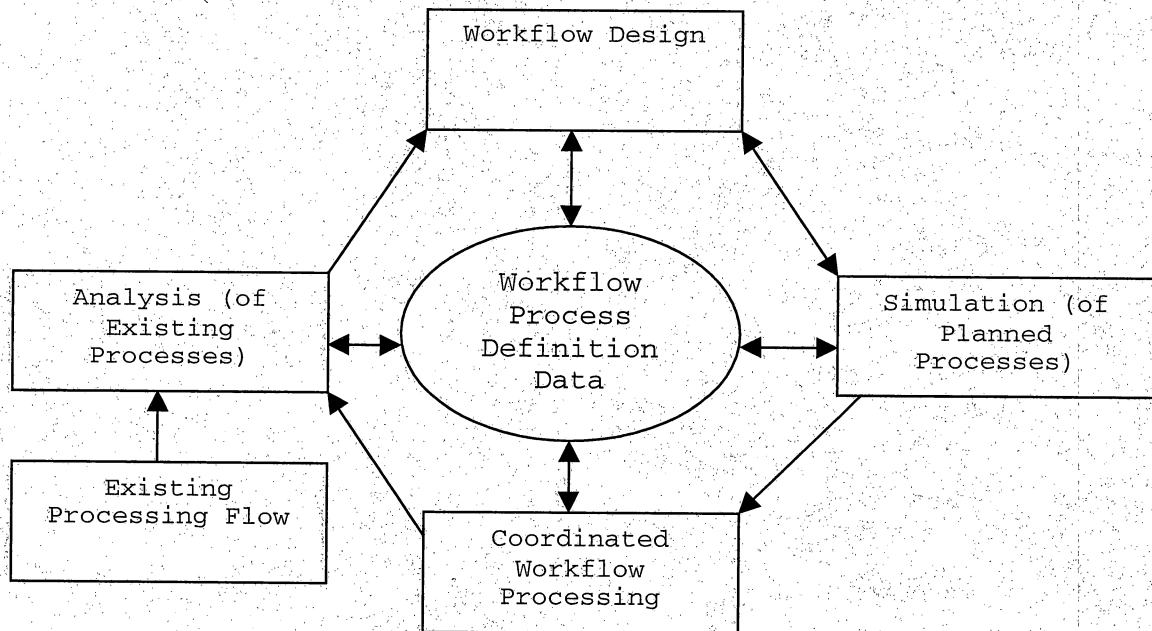
Phase III. The goal here is to successfully implement the reengineering solution. First, the solution should be tested with a pilot team. Extensive communication, personnel training, and monitoring are necessary for the pilot team to gain support from the whole organization. A performance measurement method must be defined to measure the results of the pilot team's work. Then according to the results, the solution will have to be refined or not. Implementation and operation of the refined processes must be done during this phase.

Phase IV. In Phase IV, the company has to ensure that the expected benefits of the reengineering program are realized. During this phase, continuous improvement programs must be set up and employees, empowered, should have their input in those programs.

1.3.2. BPR Tools to Help Companies Succeed.

BPR tools are software, which enable companies to model their processes, and to evaluate the impact of the new processes on the overall business. BPR tools address the whole workflow life cycle. This is illustrated in Figure 2. BPR tools also provide simulation and resource allocation capabilities.

Figure 2: Workflow Life Cycle.



Source: ONEstone Information Technologies

According to Watson, Patel, and Fenner, four criteria must be considered when choosing a BPR tool. The first one is the ability of the system to receive data input from the user, indeed, its ability to draw and map processes. The second is its processing, simulation, and analysis

capabilities. Third, its output and review capabilities, including reports generation and web publishing. Finally, the system should provide security systems to protect the data and information about the company and its reengineering plan.

1.3.3. Critical Success Factors.

Leadership and management involvement is crucial. First, BPR projects rely on Top/Down approach; therefore, without the Top managers, the project will fail. Second, those projects usually require subsequent amount of financial and people investment. Only Top managers can give this to the reengineering team. Third, the success of BPR projects also relies on the involvement of middle-level managers.

Also, in order to be successful, the project needs the right reengineering project manager and teams. Those people must be powerful people. They must have the ability to influence, convince, and motivate the people in the company.

Management of the change at the human level at the early stage of the project is also a key success factor for BPR projects. Organizations are based on a group of people; hence, to change the organization, people will have to accept the changes and implement them. Dealing with people

is probably the hardest part of BPR projects. To deal with that obstacle, communication is a key.

1.3.4. Top Reasons Why BPR Projects Fail.

In The Reengineering Revolution, Michael Hammer presented ten top mistakes leading to BPR project failure.

(M. Hammer: 1995: 33)

- Companies try to implement BPR project without having a precise idea of what BPR is and how such projects should be handled.
- Companies try to reengineer their company without identifying their current processes.
- Companies spend too much time analyzing the current processes.
- Companies do not have the people with the required leadership. Or those people do not support the reengineering project.
- Companies do not make radical changes but timid ones.
- Companies do not have a pilot team to test the designed solution.
- Companies take too much time to reengineer their processes. No tangible results are perceived. They may lose their top management support.

- Companies reengineer the company without communicating the changes to the rest of the organization, and/or without preparing the changes by training the personnel.
- Companies should keep in mind that reengineering must be fast, improvisational, and interactive.
- Companies ignore the concerns of their employees.

2. BPR in the United States Vs. in France

2.1. Different Perception of BPR.

2.1.1. BPR: a Strategic Management Tool Designed for American Companies.

First, the concept was developed for American companies. In Reengineering the Corporation, M. Hammer addresses the "American entrepreneurs, executives, managers" (pp.1).

"Reengineering capitalizes on the same characteristics that have traditionally made Americans such great business innovators: individualism, self-reliance, a willingness to accept risk, and propensity for change. Business Reengineering, unlike management philosophies that would have "us" become more like "them," does not try to change behavior of American talents and unleashes American ingenuity." (Hammer and Champy, 1993:3)

Given the above paragraph, and Peppard has already highlighted it (1997: 447-448), the concept is totally based

on the American history, values and culture. The concept is valid for "us", the Americans, but not for people of different culture, "them". The Americans will not need to adapt to that new type of management, but the others will have to. This seems to refer to practices such as Total Quality Management or Just In Time. In fact, TOM and JIT, coming straight from Japan, were practices Americans found very hard to implement. These practices were not compatible with their culture. Finally, the revolutionary tone of the book seems to address the people who dream about success, wealth and a better life. This is a reference to the American Dream.

2.1.2. BPR a Downsizing Tool in France.

The BPR concept arrived in France in 1994 when the national newspaper, Le Monde, published an article on the Best Seller: Reengineering the Corporation, a Manifesto for Business Evolution, by Michael Hammer and James Champy. In fact, at first glance, the new management tool seemed really interesting and attractive to the French managers but very soon, they became much less enthusiastic about it. According to the results of the COBRA project (1994), "BPR was not a well known concept in France"; most French managers would misunderstand the concept. Plus, many companies undertook

projects they called BPR projects which actually resulted in downsizing. In France, BPR has turned into a cost reduction management tool. As a consequence, managers, workers and the Unions started looking at BPR with skepticism and hostility.

The COBRA report also highlighted the fact that the French are reluctant to undertake BPR projects in part because such projects result in risks for employment.

"For many French organizations, going back to the beginning with "a blank sheet of paper" could only really be justified in the context of a crisis which threatened the very survival of the organization. Joint representation, acceptance of the total 'reconfiguration' and social effects accompanying it are essential prerequisites should the reengineering be undertaken, because of the resulting destabilization, stress and risks for employment." (COBRA project, 1994: 64)

2.2. Difference in Use of the BPR Concept.

2.2.1. Much Higher Demand in BPR Services in the USA.

In the United States, there are still a lot of companies implementing BPR projects. This argument is supported by two facts. First, there are a lot of consulting companies based in the United States who offer BPR services. There are even independent consultants, like M. Mike Stocks, who specializes in BPR projects. Mike Stocks, an independent consultant in BPR, maintains that "most websites dealing with BPR are consulting websites". Second, and this is

linked to the previous fact, many more American companies are hiring BPR project specialists. This can be seen by looking at job offers posted on employment websites.

2.2.2. Few Companies in France Undertake BPR Projects.

In Europe, particularly in France, most companies undertaking BPR projects are multinational companies. Also, "In many cases, the reengineering drive has been orchestrated by American companies either moving into Europe or implementing strategies dictated from US base" (Peppard, 1997: 446).

Nowadays, according to a consultant manager from KPMG, French companies are looking for expansion, growth, which is not compatible with BPR, seen as a downsizing tool.

3. Cultural Differences Between France and the United States.

This research paper deals with societies as a whole and their values, beliefs, behaviors. This paper does not deal with individuals. Here are some definitions of culture:

"Culture consists in patterned ways of thinking, feeling, and reacting, acquired and transmitted mainly by symbols, constituting the distinctive achievements of human groups, including their embodiments in artifacts; the essential core of culture consists of traditional (i.e. historically derived and selected) ideas and especially their attached values." (Kluckhohn, 1951:86)

"Culture determines the identity of a human group in the same way as personality determines the identity of an individual." (Hofstede, 1980:25-26)

Hofstede is a Dutch psychologist who conducted a huge survey in order to define the cultural differences between countries. Hofstede found four dimensions (APPENDIX A) on which cultures differ: the Power Distance Index (PDI), the Uncertainty Avoidance Index (UAI), the Individualism Index (IDV) and the Masculinity Index (MAS). PDI is a measure of the interpersonal power or influence that has the Boss on his/her Subordinate. UAI measures the level of tolerance for uncertainty. Societies which do not accept uncertainty find ways to eliminate it as much as possible. The IDV Index measures the degree to what individuals are tied to the collectivity. Finally, the MAS Index describes the type of relationship between male and female individuals.

According to the results of the survey conducted by Hofstede, France and the United States have different cultures. Their scores in the four dimensions defining culture were substantially different. In the results presented by Hofstede (Appendix A), France has a higher score for the Power Distance Index, for the Uncertainty

Avoidance Index, and a lower score for the Individualism and the Masculinity Indexes.

In addition to Hofstede's findings, authors such as Barsoux and Hall wrote about the cultural differences between France and the United States.

3.1. Americans Take More Risk Than the French.

Table 3 gives the summary of the connotation of low or high scores the uncertainty Avoidance index. Then we can see that the French fear failure more and take less risk than Americans. As a consequence of that, and table 4 highlights it, the French managers are less willing to make individual and risky decisions.

In addition, when analyzing the French and the American cultures, Hall points out the fact that the French are risk-averse. According to Hall, "reluctance to take risks is another characteristic of the French", (Hall, 1989: 116).

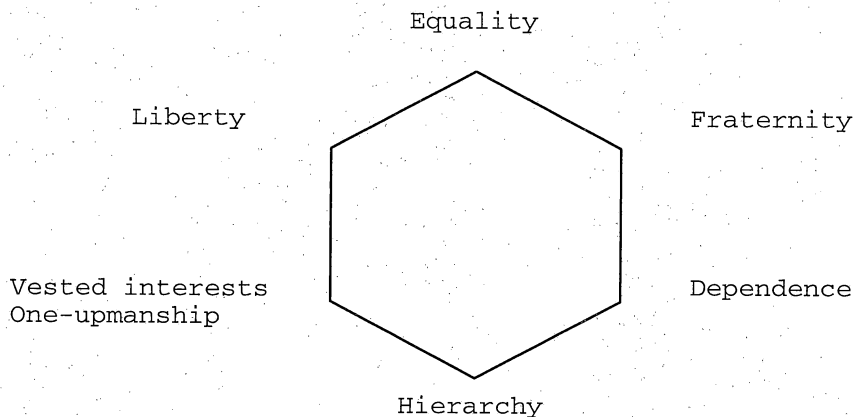
3.2. Americans Better Accept and Cope With Change.

The French are known to be more conservative. Tradition is much more embedded in the French culture than in the American culture. As a consequence, the French find it harder to leave their habits, their ways of operating and thinking. On the other hand, Americans by nature are much less tied to their past. First, they are much more

mobile. "The Average American family moves every four to five years" (Hall, 1989: 144) making them used to having new friends, a new environment, and new life regularly. Moreover, table 3 displays the fact that Americans show less "emotional resistance to change" than do the French. Consequently, Americans are more willing to accept and succeed in changing themselves.

3.3. Hierarchy Is Much More Important and Rigid in France.

Figure 3: Schematic Diagram of the "Hexagon" That Constitutes France.



Source: The Management in France, 1990, p.10.

With the French Hexagon (Figure 3), Barsoux summarizes the French paradox where Hierarchy is as important as Equality.

Actually, hierarchy is part of the French history. France has experienced centuries of social hierarchy. The

French society was divided into classes and this segregation has remained in the roots of the French culture. On the contrary, the US has always been seen as the land where everybody would be equal and have the chance to succeed and become rich. This is the American Dream. People migrating to the United States were those who flew away from hierarchy and tried to get their chance on a new land. Therefore, hierarchy has never been part of the American history.

Moreover, table 2 describes the French organizations as much more centralized and characterized by tall organization pyramids. French organizations have a larger proportion of supervisory personnel than American organizations.

3.4. Different Type of Relationship Between the Boss and His/Her Subordinates.

In France, the distribution of power must be clear: the Boss gives clear requirements and instructions, (Table 3), the subordinates execute them. Hofstede found out that the UAI was actually correlated with the perception of individual decision-making (Hofstede, 1980: 167). The highest the UAI, the riskiest individual decision-making is perceived. And since France has a higher UAI, the French find it more difficult to make decisions by themselves (Table 4). Consequently, the French need a boss who will

give them orders to execute. M. Mutel describes the French paradox. According to him, the French ask for more autonomy, more responsibility but on the other hand, they still need someone to back them up in case of any problem.

Meanwhile, French managers find it harder to delegate. "French executives are sometimes accused of refusing to delegate authority" (Hall, 1989: 124). In fact, Table 3 underlines the difference between French and American managers. For the French, "initiative of subordinates should be kept under control".

3.5. Different Human Resource Systems.

There are three main differences. The first one is the way French and American workers evolve in the company. In the United States, if you have demonstrated your management skills and your effectiveness, you are likely to climb the steps of the hierarchy and get a very good position in the company. In France, if you graduated from the right school, then you are likely to move toward the top levels of the hierarchy. France, they has what they call "Les Grandes Ecoles", which are prestigious schools. Students graduating from those engineering schools, management schools or political science schools, are bound to become one of the leaders of the country. In France, such a type of degree is

"an employment passport which often constitutes an assurance for life" (Barsoux and Lawrence, 1990: 53). The determination of the leaders of the country is made through education

The second main difference is the way companies select their managers. In fact, Table 3 sustains that French companies tend, more than American companies, to choose their managers according to their seniority in the company.

Finally, in France performance or non-performance must not be discussed openly. Otherwise, as noticed by M. Mutel, people feel "attacked" and they consider it as a "violation of their private life" (Mutel). The French do not accept to being judged by others. Therefore, Human Management tools such as rewards cannot be used.

CHAPTER TWO: RESEARCH

1. Objectives.

- Verify that BPR is more positively seen in the United States.
- Verify the cultural differences.
- Correlate "enthusiasm for BPR" and "cultural features".

2. Methodology.

This project uses a survey of opinions about BPR. Information comes from both American and French managers. The survey was pre-tested and takes no more than ten minutes to respond to.

2.1. The Questionnaire: 3 Sets of Questions. (APPENDIX A)

Question 1 to Question 4: knowledge and perception of BPR. This set of questions aims at understanding the degree of familiarity of the respondent with BPR and, his or her perception of it.

Question 5 and 6: Degree to which BPR is widespread in the two countries. Information on past and current experience with BPR will be collected. Experience of both the respondent and the companies of his or her environment will be disclosed. Those data may be correlated with his/her

knowledge about BPR. The index found may be used to explain the variance in the knowledge of the two countries. Those data may also be used to support the degree to which BPR is widespread in the two countries.

Question 7 to Question 11: Defining the Culture. Those questions will give data on the attitude of the interviewed person toward BPR. Specifically, it may reveal whether the person is risk-averse or not, fears change or not. Other managerial traits will also be disclosed, and general opinion about French and American managers will be collected as well.

2.2. Sample and Target.

The objective is to get answers from 30 American managers and 30 French managers.

Actually, it would be nice to administrate the questionnaire to people who are not necessarily managers. But after testing the questionnaire, it was noticed that most non-managers, especially in France, were uninformed about BPR. So Top and Middle-level managers are the targeted population.

Given the fact that the study aims at highlighting the cultural differences and their impact on the attitudes

toward BPR, any type of manager, from any type of industry is fine.

Any potential respondent received the questionnaire either through e-mail (user-friendly Excel spreadsheet) or by fax.

Mass mailing method was used to reach potential respondents. About 100 American companies and 100 French companies were sent the questionnaire. French or American companies strictly means companies located in France or in the United States. Contacts' e-mail addresses or fax number were found through Web Sites, newspapers or specialized magazines. Companies and contacts were randomly chosen.

3. Findings.

3.1. Respondents.

3.1.1. Response Rate.

The response rate was about 29% for the United States and 22% for France. As displayed on Table 20, about 100 managers in the United States and 100 managers in France received the questionnaire. 29 American managers responded, 22 French managers responded.

3.1.2. Consistency of the Data.

3.1.2.1. Size of the Companies.

As shown in Table 18, the percentage in small (0 to 50 employees), medium (50 to 500) and large (more than 500) company participation for the two countries is different. Of the American respondents and of the French respondents, 10% and 5% respectively work for a small-size company. Moreover, 52% of the Americans and 36% of the French work for a medium-size company. Finally, 31% of the Americans and 45% of the French work for a large company. But responses still come from people having different working environments for both countries.

3.1.2.2. Position of the Respondents in Their Company.

As Table 19 displays, all respondents are managers. Given their position in their company: CEO, VP, Director, Managers..., the targeted people have been reached.

3.2. BPR Is Better Known, Better Seen, and More Used in the United States.

3.2.1. The French Are Less Familiar With BPR

According to Table 7, 96.55% of American respondents are familiar with BPR, whereas only 72.73% of the French

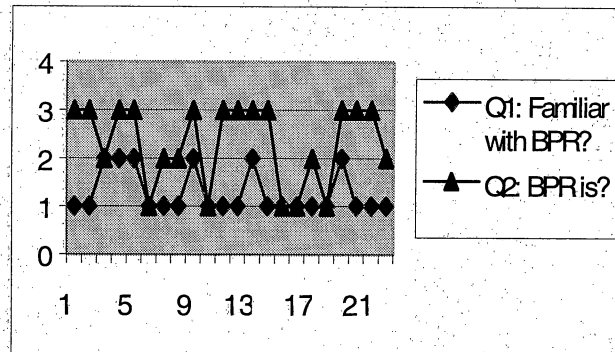
are. Indeed, there are more Americans than French who know about the subject.

3.2.2. Different Perception of BPR.

Table 8 shows that 10.71% of American respondents think that BPR is a downsizing tool against 22.73% of French respondents. This supports the fact that French managers tend to think that BPR is a downsizing tool. Hence, downsizing is not well-seen in France. Most of the time, such a type of practice has to face a lot of social and political obstacles. Further, with the European Community, companies are seeking for expansion, which has low correlation with downsizing. Therefore, the French consider BPR with less excitement than the Americans do.

Moreover, 22.73% of the French think that BPR is a buzzword, as opposed to 7.14% in the United States. Indeed, 45.46% of the French respondents compared to 17.85% of the Americans think that BPR is either a downsizing tool or a buzzword. This shows a real difference in terms of vision of BPR.

Graph 1: French Respondents: Familiarity With BPR vs. the Definition Associated.



For Q1: 1=Yes, 2=No

For Q2: 1=Downsizing tool, 2=Buzzword, 3=Management tool, 4=Concept.

Graph 1 shows that 5 out of the 12 French respondents who responded "management tool" for question 2, are actually not familiar with BPR. Therefore, 41.66% of those responses may not be that accurate.

3.2.3. BPR Is More Used in the United States.

3.2.3.1. Experience of Respondents With BPR Projects.

Table 11 shows that 81.82% of the French respondents have never taken part in a BPR projects whereas 82.77% of the Americans have at least one time. The 18.18% remaining French have had experience with BPR projects between 1 and 5 times. For the Americans 13.8% participated in BPR projects more than 5 times. The above figures shows that it is much

more common in the American Business world to undertake BPR projects than it is in the French one.

3.2.3.2. Extent to what BPR Is Used By Companies in the Two Countries.

In addition to the above findings, Table 12 shows that 68.18% of the French respondents do not know any other company that had some experience with BPR. The 31.82% remaining know only very few of them.

The reverse situation appears in the United States. Only 6.9% of the respondents do not know any company, 58.62% know very few companies, 31.03% know quite a few, and 3.45% know a lot. Therefore, 93.1% of the American respondents know at least a few companies that undertook BPR projects.

3.3. The French and the Americans Have Different Cultures.

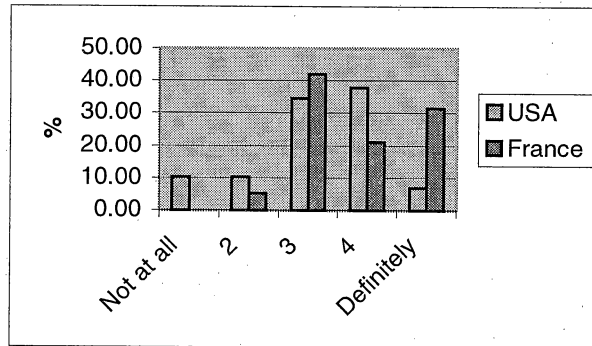
3.3.1. The French Are More Risk-Averse.

When respondents were asked why they would hesitate in undertaking BPR projects, both Americans and French claimed it was not because it is too risky. Table 14 shows that the distribution in terms of points of views is quite similar in both countries.

But in Table 14 again, when asked whether they would prefer continuous improvement or not, the French were much

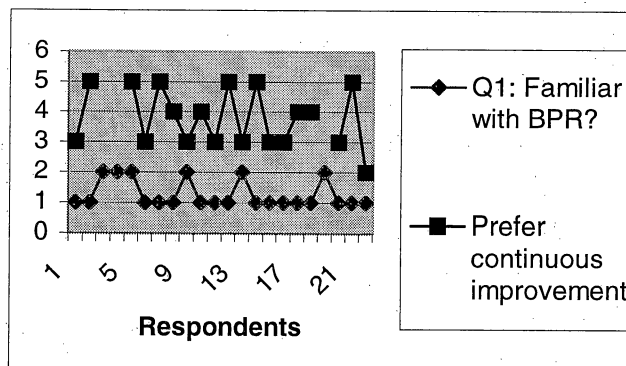
more affirmative than the Americans. Of the French, 31% against 7% for the Americans, would definitely prefer continuous improvement.

Graph 2: Preference for Continuous Improvement, USA vs. France.



Graph 2 shows that 41% of the French preferred the neutral answer. But Graph 3 shows that all the people who were not familiar with BPR, gave that answer, which accounts for 37.5% of the French respondents who answered "3".

Graph 3: Familiarity With BPR vs. Preference For Continuous Improvement For the French.

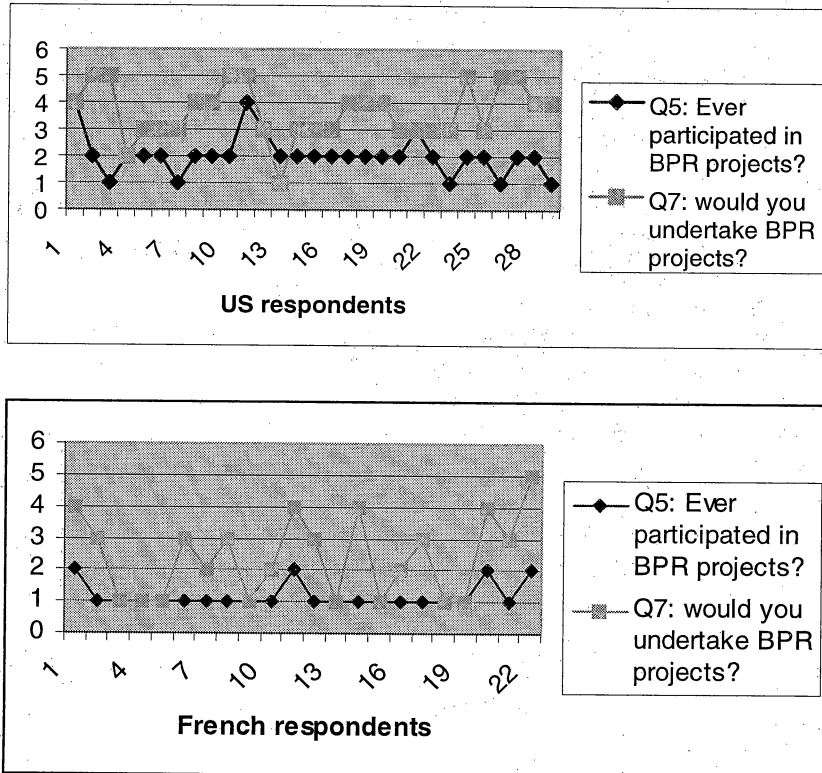


Q1: 1=Yes, 2=No

Prefer continuous improvement: 1=Not at all, 5=Definitely

Preferring continuous improvement reflects the desire to go slowly but surely. Given those data, it appears that the French take less risk than the Americans do.

Graph 4: Experience With BPR vs. Willingness to Undertake BPR projects, USA and France.



Q5: 1=Never, 2=1-5 times, 3=6-10 times, 4=>10 times
 Q7: 1=Not at all, 5= Definitely

Graph 4 shows the difference of attitude of respondents who have never had any experience with BPR. In fact, 47% of the French who have never had any experience with BPR would definitely NOT undertake BPR projects. The others would rather NOT either. From the American point of view, 40% of

those who have never had any experience with BPR answered "3", 20% answered "yes" and the remaining 40%, "definitely yes". Apparently, the French and the Americans react differently when considering doing something they have never done before. The Americans are more willing to try something new, whereas the French are more reluctant to try something they have never experienced before.

3.3.2. The French Accept Change Less Easily.

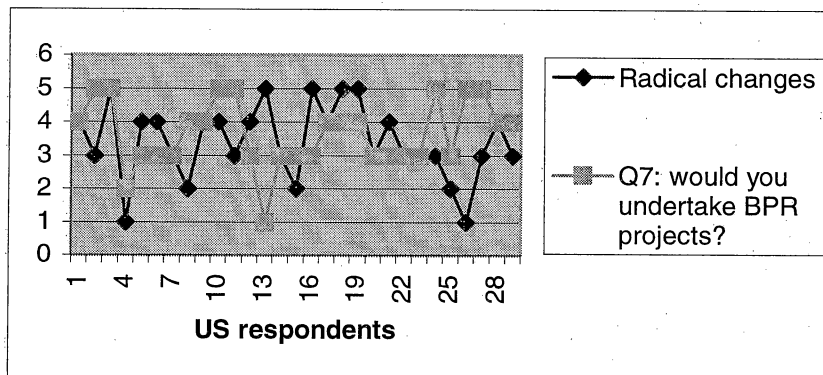
According to Table 14, the French and the Americans sustain that the fear of radical change is not a reason why they would hesitate in undertaking BPR projects. But as we highlighted before, the French are less willing to undertake something new. Yet change usually implies new situations, new ways of working, of living. Therefore, the French would accept change less easily.

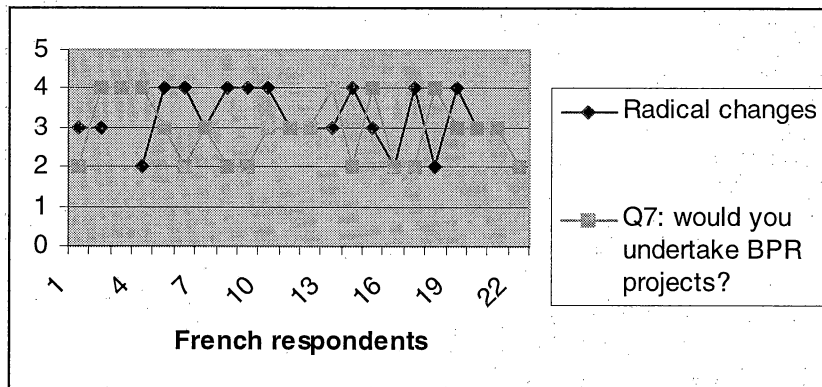
Table 15 displays the results of Question 9, which deals with the potential obstacles to BPR projects. In fact, 38% of the American respondents think that the difficulty in changing radically will "often" be an obstacle, 24% think it will "always" be the case. From the French point of view, 38% of them think it will "always" be difficult to change, 43% think it will "often" be the case. This shows that 81%

of the French think that change will be a substantial obstacle compared to 62% for the Americans.

Table 15 also highlights the fact that people in France seem to be harder to change. Of the French managers, 73% said that they would always encounter that problem; 23% of them think that obstacle often appears. Concerning the Americans, only 55% think that making people change will always be difficult. 41% of them think that it will be often difficult. As a result, according to the distribution of the opinions, it seems that it is less easy to make the French change, managers or not, than it is to make Americans change.

Graph 5: BPR Perceived With Radical Change Vs. Willingness To Undertake BPR Projects, the USA and France.





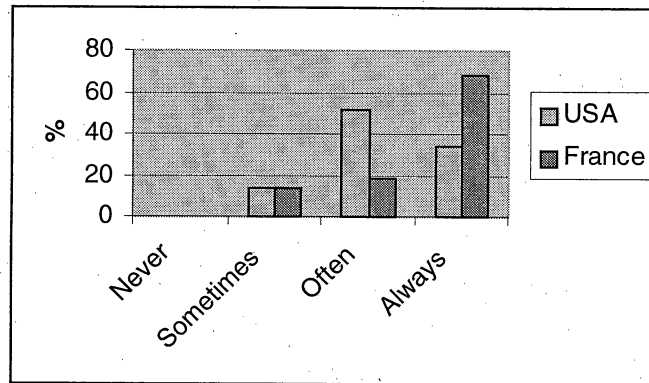
Radical Changes: 1=Totally disagree, 5=Totally agree
 Q7: 1=Not at all, 2=Definitely

In addition to the above findings, Graph 5 displays the fact that the French who perceive BPR projects as projects leading to radical change are less willing to undertake BPR projects. On the contrary, the Americans would undertake BPR projects, whether they perceive them with radical change or not.

3.3.3. The French Are More Hierarchy-Bound.

Table 16 highlights the fact that French managers see French managers as highly hierarchy-bound. In answering Question 10, 41% of them responded that French managers are definitely hierarchy-bound; 50% of them responded that they were somehow hierarchy-bound. For American managers, 65% think that American managers are somehow hierarchy-bound but only 10% would assure it.

Graph 6: Difficulty In Breaking Down the Hierarchy, the USA vs. France.



Graph 6 reveals that the majority of American managers think hierarchy is often hard to break down. In France, 68% of them think that it is always hard to break down the hierarchy. This supports the fact that hierarchy is harder to flatten in France than it is in the United States.

3.4. Conclusions

The cultural differences determined by this research support the fact that the French are more reluctant to undertake BPR project.

The lower compatibility of the French culture with BPR results in the fact that the demand for BPR specialists is much lower in France. As a consequence, very few articles are written on the subject, and no BPR consulting firms were found in France. Only big consulting companies offer BPR knowledge and experience, and restructuring services, a

derivation of BPR. But their target customers are large multinational companies. This explains the lack of knowledge of French managers about BPR.

4. Limits of the Research.

4.1. Difficulty in Finding French Managers Familiar With BPR.

Although the questionnaire was tested, the questionnaire was actually effective in the case where the respondent was familiar with BPR. The problem encountered with the French managers was that many of them were not. Therefore, some answers may not be relevant. The second consequence is that only 82% of the French respondents answered Questions 3 and 4.

4.2. Difficulty in Finding Updated Data.

In France, it was hard to find updated articles mentioning BPR. It seems that the subject is obsolete for the French; the media do not publish that many articles about BPR anymore. In the United States, some studies about BPR were posted on the World Wide Web, but precise figures could not be found.

It would have been helpful to have the percentage of companies which undertook or plan to undertake BPR projects.

CONCLUSION

The purpose of this research was to demonstrate the fact that the cultural differences between France and the United States can explain the different attitudes of French and American managers toward Business Process Reengineering. Attitude being defined by perception and use of BPR.

In fact, given the results of this research, it appears that French and American managers definitely have different attitudes toward BPR. As opposed to the Americans, a substantial part of the French respondents were not familiar with BPR, and among those who were familiar with the concept, half of them considered BPR as either a downsizing tool or a buzzword. Moreover, BPR is much less used in France. Almost all the American respondents have participated in a BPR project at least once; whereas almost all the French respondents have never participated in a BPR project. Plus, most of the French respondents did not know any company which had ever undertaken a BPR project.

BPR, in its pure form, is about radical redesign of the whole company. Therefore, the company has to change its processes, its way of doing business, its people, its organizational structure, and its information technology systems.

According to the results of this research, it also appears that the French and the American managers have different cultures. The French are more risk-averse, harder to change, and more hierarchy-bound. Those cultural features are correlated with the willingness of respondents to undertake BPR projects. This shows that the French culture is less compatible with the BPR concept than the American culture. Therefore, the fact that BPR is less used by French managers is explained by the lack of compatibility of the French culture with the BPR concept. Actually, as the Americans found it hard to implement Japanese management tools such as "Total Quality Management" or "Just In Time", it was also hard for the French to implement an American management tool.

But BPR was presented as the management tool that would help companies excel in today's fast-moving environment by gaining new competitive advantages. Therefore, if BPR does not fit the French culture, how do French companies compete with American companies?

In France, derivations of BPR can be seen, and they are called restructuring, or reconfiguration. The French have found their way to adapt to the new environment and to remain competitive. With the new opportunities given by the

European Union and the Euro, French companies are much more focused on expanding and gaining new markets. Therefore, many restructuring programs observed in France aim at building a European structure, a European strategy. It will be interesting to make further research on those French practices and try to see to what extent they differ from BPR.

APPENDIX A: DATA COLLECTION.

Hofstede's Study.

In 1980, Geert Hofstede, a Dutch psychologist, published the results of his study. The objective of the survey was to figure out the cultural differences between the countries.

Hofstede conducted a huge survey within one multinational company. The survey was held twice, around 1968 and 1972. The questionnaires were administered to 116,000 Workers in 40 different countries. The objective was to measure the cultural differences between each country.

Hofstede found four dimensions on which cultures differ: the Power Distance Index (PDI), the Uncertainty Avoidance Index (UAI), the Individualism Index (IDV) and the Masculinity Index (MAS).

So far no critics has been found on Hofstede's study and findings. Moreover, no other study has been found. It will be assumed that the culture of each society has more or less remained the same.

Although the results were published in 1980, given the fact that culture is a result of the history of a society, of its experiences throughout centuries, it will be assumed that cultures cannot differ that much within twenty years. Moreover, given the fact that no criticism on Hofstede's work has been found, we will assume that Hofstede's findings are accurate. As a consequence, the demonstration will be based on the results found by Hofstede.

1. Power Distance Index.

Definition.

Power Distance is a concept used to describe meaningfully the relationship between the boss B and the subordinate S. Power Distance is a measure of the interpersonal power or influence between B and S, as perceived by the least powerful of the two, S. (Hofstede, 1980: 98)

Results.

On a scale from 11 to 94, France scores 68 and the USA, 40. (Hofstede, 1980: 104).

Interpretation.

Table 1: Summary of the Connotations of Power Distance Index. Differences Found in Survey Research.

Low PDI Countries	High PDI countries
Authoritarian attitude of students are a matter of personality.	Students show authoritarian attitudes as a social form.
Managers seen as making decisions after consulting with subordinates.	Managers seen as making decisions autocratically and paternalistically.
Close supervision negatively evaluated by subordinates.	Close supervision positively evaluated by subordinates.
Stronger perceived work ethic; strong disbelief that people dislike work.	Weaker perceived work ethic; more frequent belief that people dislike work.
Managers more satisfied with participative superior.	Managers more satisfied with directive or persuasive superior.
Subordinates' preference for manager's decision-making style clearly centered on consultative, give-and-take style.	Subordinates' preference for manager's decision-making style polarized between autocratic-paternalistic and majority rule.
Managers like seeing themselves as practical and systematic; they admit a need for support.	Managers like seeing themselves as benevolent decision makers.
Employees less afraid of disagreeing with their boss.	Employees fear to disagree with their boss.
Employees show more cooperativeness.	Employees reluctant to trust each other.
Managers seen as showing more consideration.	Managers seen as showing less consideration.
Students have positive associations with "power" and "wealth".	Students have negative associations with "power" and "wealth".
Mixed feeling about employees'	Ideological support from

<p>participation in management.</p> <p>Mixed feelings among managers about the distribution of capacity for leadership and initiative.</p> <p>Informal employee consultation possible without formal participation.</p> <p>Higher-educated employees hold much less authoritarian values than lower-educated ones.</p>	<p>employees' participation in management.</p> <p>Ideological support among managers for a wide distribution of capacity for leadership and initiative.</p> <p>Formal employee participation possible without informal consultation.</p> <p>Higher- and Lower-educated employees show similar values about authority.</p>
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Source: Hofstede, 1980:119

Table 2: Consequences of National Power Distance Index Differences.

Low PDI	High PDI
<ul style="list-style-type: none"> • Less centralization • Flatter organization pyramids. • Smaller proportion of supervisory personnel. • Smaller wage differentials. • High qualification of lower strata. • Manual work same status as clerical work. 	<ul style="list-style-type: none"> • Greater centralization. • Tall organization pyramids. • Large proportion of supervisory personnel. • Large wage differentials. • Low qualification of lower strata. • White-collar jobs valued more than blue-collar jobs.

Source: Hofstede, 1980: 135.

2. Uncertainty Avoidance Index.

Definition.

The tolerance for uncertainty varies according to the country. In fact, societies have different ways to cope with the uncertainty generated by the future. The UAI is related to anxiety, to the need for security, and the dependence upon experts. (Hofstede, 1980: 153)

Results.

On a scale from 8 to 112, France scores 86, the USA, 46. (Hofstede, 1980: 165)

Interpretation.

Table 3: A Summary of Connotations of Uncertainty Avoidance Index.

Low UAI countries	High UAI countries
<ul style="list-style-type: none"> • Lower anxiety level in population. • Greater readiness to live by the day. • Lower job stress. • Less emotional resistance to change. • Less hesitation to change employers. • Loyalty to employer is not seen as a virtue. • Preference for smaller organization as employers. • Smaller generation gap. • Lower average age in higher-level jobs. • Managers should be selected on other criteria than seniority. • Stronger achievement motivation. • Hope of success. • More risk-taking. • Stronger ambitions for individual advancement. • Prefers manager career to specialist career. • A manager needs not to be an expert in the field he manages. • Hierarchical structures of organization can be by-passed for pragmatic reasons. • Preference for broad guidelines. • Rules may be broken for pragmatic reasons. • Conflict in organization is natural. • Competition between 	<ul style="list-style-type: none"> • Higher anxiety level in population. • More worry about the future. • Higher job stress. • More emotional resistance to change. • Tendency to stay with the same employer. • Loyalty to employers is seen as a virtue. • Preference for larger organization as employers. • Greater generation gap. • Higher average age in higher-level job: gerontocracy. • Managers should be selected on the basis of seniority. • Less achievement motivation. • Fear of failure. • Less risk-taking. • Lower ambition for individual advancement. • Prefer specialist career to managers career. • A manager must be an expert in the field he manages. • Hierarchical structures of organization should be clear and respected. • Preference for clear requirements and instructions. • Company rules should not be broken. • Conflict in an organization is undesirable. • Competition between

<p>employees can be fair and right.</p> <ul style="list-style-type: none"> • More sympathy for individuals and authoritative decisions. • Delegation to subordinates can be complete. • Higher tolerance for ambiguity in perceiving others. • More prepared to compromise with the opponents. • Acceptance of foreigners as managers. • Larger fraction prepared to live abroad. • Higher tolerance for ambiguity in looking at own job. • Employee optimism about the motives behind company activities. • Optimism about people's amount of initiative, ambition and leadership skills. 	<p>employees is emotionally disapproved of.</p> <ul style="list-style-type: none"> • Ideological appeal of consensus and of consultative leadership. • However, initiative of subordinates should be kept under control. • Lower tolerance for ambiguity in perceiving others. • Lower readiness to compromise with opponents. • Suspicion toward foreigners as managers. • Fewer people prepared to live abroad. • Lower tolerance for ambiguity in looking at own job. • Employee pessimism about the motives behind company activities. • Pessimism about people's amount of initiative, ambition, and leadership skills.
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Source: Hofstede, 1980: 176.

Table 4: Consequences for Organizations of National Uncertainty Avoidance Index Differences.

Low UAI	High UAI
<ul style="list-style-type: none"> • Less structuring of activities. • Fewer written rules. • More generalists or amateurs. • Organizations can be pluriform. • Managers more involved in strategy. • Managers more interpersonal oriented and flexible in their style. • Managers more willing to make individual and risky 	<ul style="list-style-type: none"> • More structuring of activities. • More written rules. • Larger number of specialists. • Organizations should be as uniform as possible. • Managers more involved in details. • Managers more task-oriented and consistent in their style. • Managers less willing to make individual and risky

decisions. <ul style="list-style-type: none"> • High labor turnover. • More ambitious employees. • Lower satisfaction scores. • Less power through control of uncertainty. • Less ritual behavior. 	decisions. <ul style="list-style-type: none"> • Lower labor turnover. • Less ambitious employees. • Higher satisfaction scores. • More power through control of uncertainty. • More ritual behavior.
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Source: Hofstede, 1980: 187.

3. Individualism Index.

Definition:

The Individualism Index describes the relationship between the individual and the collectivity. (Hofstede, 1980: 213)

Results.

On a scale from 12 to 91, France scores 71, the USA, 91. (Hofstede, 1980:222)

Interpretation.

Table 5: Summary of Connotations of Individualism Index Differences.

Low IDV countries	High IDV countries
<ul style="list-style-type: none"> • Importance of provision by company (training...). • Emotional dependence on company. • Large company attractive. • Moral involvement with the company. • More importance attached to training and use of skills in jobs. • Students consider it less socially acceptable to claim pursuing their own ends without minding others. • Managers aspire to conformity and orderliness. • Managers rate having security in their position more important. • Managers endorse "traditional" points of 	<ul style="list-style-type: none"> • Importance of employees' personal life (time). • Emotional independence from company. • Small company attractive. • Calculative involvement with company. • More importance attached to freedom and challenge in jobs. • Students consider it socially acceptable to claim pursuing their own ends without minding others. • Managers aspire to leadership and variety. • Managers rate having autonomy more important. • Managers endorse "modern" points of view on

<p>view, not supporting employee initiative and group activity.</p> <ul style="list-style-type: none"> • Group decisions are considered better than individual decisions. • Duty in life appeals to students. • Managers choose duty, expertness and prestige as life goals. • Individual initiative is socially frowned upon; fatalism. 	<p>stimulating employee initiative and group activity.</p> <ul style="list-style-type: none"> • However, individual decisions are considered better than group decisions. • Enjoyment in life appeals to students. • Managers choose pleasure, affection and security as life goals. • Individual initiative is socially encouraged.
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Source: Hofstede, 1980: 230.

Questionnaire French and English.

The questionnaire was actually displayed on a user-friendly Excel sheet. Respondents just needed to press the Tab key to move to the answer cell.

Catherine Se Chao
cathchao@yahoo.com
Fax: (001)-(909)-887-2954

Questionnaire

Hello, I am Catherine Se Chao and I am completing my MBA at Cal State University of San Bernardino. For my Project Paper, I am conducting a comparative analysis between the United States and France concerning Business Process Reengineering. The following questionnaire will be of great help. The questionnaire contains 12 questions.

Use the Tab key to go to the answer cells.

Question 1: Are you familiar with the term Business Process Reengineering?

- 1 Yes
- 2 No

Question 2: According to you BPR is:

- 1 A downsizing tool
- 2 A buzzword
- 3 A management tool
- 4 Other - Define

Question 3: Rank from 1 to 5 the following statements:

- 1 Totally Disagree
- 5 Totally Agree

BPR projects are very risky
BPR projects are high return projects
BPR projects lead to radical changes

Question 4: According to you, changes expected after a BPR project are:

- 1 Never
- 2 Sometimes

- 3. Often
- 4 Always

Radical redesign of the processes
More focus on customers
Heavy use of information technology
Move to a flat organization
Change the corporate culture
Build a strategy to keep the best employees

Question 5: Have you ever participated in a BPR project?

- 1 0 time
- 2 < 5
- 3 5 < <10
- 4 > 10

Question 6: Do you know American companies who have undertaken or plan to undertake BPR projects?

- 1 None
- 2 Very few
- 3 Quite a few
- 4 Many

Question 7: If you had to decide whether or not undertaking a BPR project, would you do it? Rank.

- 1 Not at all
- 5 Definitely

Question 8: For which reasons would you hesitate? Rank from 1 to 5

- 1 Totally Disagree
- 5 Totally Agree

Too risky
Fear of radical change
Prefer continuous improvement
Investment required too high
Others - define

Question 9: Which obstacles do you expect when undertaking BPR projects?

- 1 Never
 - 2 Sometimes
 - 3 Often
 - 4 Always
- Difficulty in radically change

Difficulty in making people change
Difficulty in breaking down the hierarchy
Difficulty in having the managers delegate
Difficulty in creating cross-functional teams
Lack of managers' commitment

Question 10: In general, do you think that American managers:

- 1 Not at all
- 2 Somehow not
- 3 Somehow yes
- 4 Definitely

Are risk-averse

Are afraid of change

Find it easy to delegate their power

Are hierarchy-bounded

Question 11: In general, if you compare American managers to French managers, the French are:

- 1 Much less
- 2 less
- 3 Equally
- 4 More
- 5 Much more

Risk-averse

Afraid of change

Easy to delegate their power

Hierarchy-bound

Question 12: Demographic

Position in the company

Number of workers in the company

Thank you for your cooperation

Interview with M. Jean-Marie Mutel.

Guidelines for the interview with M. Jean-Marie Mutel, Human Resource Manager at Kimberly-Clark Corp., France.

1. Define BPR
2. Have you ever participated in BPR projects?
3. What were the biggest obstacles?
4. How did people in the company react?
5. In general, what are the biggest obstacles to BPR projects success?
6. Describe the role of a manager at KCC, in France.
7. Do you think that French can delegate easily their power?
8. Do you think that workers can work without a boss giving them orders? Would they accept getting more power, more responsibilities?
9. The French are risk-averse. What do you think about it?
10. Hierarchy is part of the French culture, thus it is very hard to break it down in organizations. What do you think about it?
11. To what extent are French managers those who have degrees?
12. To what extent could French people work in cross-functional teams?
13. The French are very conservative. Do you think that they could make radical changes?
14. To what extents can the French government, the Unions, the Labor rights... be obstacles to the implementation of BPR projects?

15. Do you think that the American system of Rewards could be applicable in France?
16. Do you think that in France we can talk about maximizing the Human resource?
17. Do you think that the French will be able to continuously change in order to adapt to the changing environment?

APPENDIX B: RESULTS

Table 6: American and French Data.

Data American Managers														
Respondants Number	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Questions														
Q1: Familiar with BPR?	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Q2: BPR is?	3	3	con	2	4	1	3	1	4	3	onc	4	1	3
Q3: Rank the statements														
Risky	2	3	3	3	4	3	4	4	3	2	3	3	4	1
High Return	3	4	4	2	3	2	4	3	4	4	2	4	1	3
Radical changes	4	3	5	1	4	4	3	2	4	4	3	4	5	3
Q4: Changes expected in BPR														
Processes	3	2	4	2	3	2	4	3	2	2	2	3	2	2
Customer	3	2	4	2	2	2	2	2	2	2	4	3	1	3
Infos tech	3	2	2	2	2	3	3	2	2	2	3	3	3	3
Flat org	2	1	2	3	3	3	2	2	2	2	2	2	4	2
Corp culture	3	2	4	3	2	2	3	3	3	2	3	3	4	3
HR mgmt	3	2	3	2	2	2	4	2	3	2	2	2	2	4
Q5: Ever participated in BPR projects?	4	2	1	2	2	2	1	2	2	2	4	3	2	2
Q6: Other companies?	3	2	2	3	2	2	2	3	2	2	2	3	2	1
Q7: would you undertake BPR projects?	4	5	5	2	3	3	3	4	4	5	5	3	1	3
Q8: For which reasons No?														
Too risky	3	3	1	2	4	3	4	2	3	1	5	3	3	2
Fear of Radical change	3	1	1	2	3	1	2	2	2	1	3	3	2	2
Prefer continuous improvement	3	1	1	4	2	4	4	3	3	3	1	4	5	4
Investment required too high	3	3	2	2	3	3	2	4	3	3	3	3	1	2
Others	ont	do	to	make	ALWA	er	shi	rest	ric	cc	of	mgmt	edu	as
Q9: Which obstacles expected?														
Diff in radically change	2	4	4	4	3	2	3	2	2	3	3	3	4	2
Diff in making people change	3	4	4	4	4	4	4	3	3	3	4	4	4	2
Diff in breaking the hierarchy	3	3	4	2	4	4	2	2	3	3	3	4	4	3
Diff in having the managers delegate	3	2	3	3	4	4	2	3	2	2	1	4	4	3
iff in creating cross-functional team	2	2	3	2	2	3	2	2	2	2	2	3	1	2
Lack of management commitment	1	1	2	2	4	3	3	2	2	2	3	4	4	3
Q10: In general, American Managers are														
Risk-averse	3	3	3	4	3	4	3	2	3	1	3	3	4	2
Afraid of change	3	2	3	3	3	3	2	3	3	2	4	3	4	3
Find it easy to delegate their power	3	3	2	3	3	1	3	3	3	2	2	2	1	2
Hierarchy-bound	3	3	2	2	4	3	3	3	3	3	3	3	1	3
Q11: The French are:														
Risk-averse	2				4	3	2	3			5		3	
Afraid of change	2				4	3	2	2			5		3	
Easy to delegate power	4				2	3	2	4			1		3	
Hierarchy-bound	2				5	3	2	1			3		3	
Q12: Demographic														
Position in the company	VP	Sa	nag	c	t	in	ar	nag	nag	ro	ec	odu	ul	CEO
Number of workers in the company	56			##	##	##	##	##	##	##	##	93	30	##

Data American Managers

Respondants Number	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	
Questions																
Q1: Familiar with BPR?	1	1	1	1	1	1	1	1	1	1	1	2	1	1	1	
Q2: BPR is?	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	
Q3: Rank the statements																
Risky	2	3	2	5	1	4	3	3	2	1	2	1	2	2	2	
High Return	2	3	3	5	5	3	4	2	3	5	4	5	4	5	4	
Radical changes	2	5	4	5	5	3	4	3	3	3	2	1	3	4	3	
Q4: Changes expected in BPR																
Processes	2	3	3	3	3	2	3	2	3	2	2	2	3	4	3	
Customer	3	3	3	3	3	2	2	3	3	3	3	2	3	4	3	
Infos tech	2	3	2	4	3	3	2	3	3	4	2	2	3	3	3	
Flat org	3	2	2	3	3	2	2	2	2	1	2	2	3	3	3	
Corp culture	2	2	2	3	2	3	2	3	3	3	3	2	3	3	3	
HR mgmt	3	2	2	3	3	2	1	3	2	2	3	2	2	3	2	
Q5: Ever participated in BPR projects?	2	2	2	2	2	2	3	2	1	2	2	1	2	2	1	
Q6: Other companies?	2	2	2	2	3	3	4	3	2	3	2	1	3	2	2	
Q7: would you undertake BPR projects?	3	3	4	4	4	3	3	3	3	5	3	5	5	4	4	
Q8: For which reasons No?																
Too risky	2	2	3	5	1	4	2	2	2	1	3	1	1	2	1	
Fear of Radical change	1	2	3	3	1	3	2	2	3	1	3	3	2	3	3	
Prefer continuous improvement	3	4	2	3	5	4	4	4	4	2	4	3	3	3	3	
Investment required too high	2	5	2	4	1	3	4	3	3	2	3	2	3	3	3	
Others																
Q9: Which obstacles expected?																
Diff in radically change	4	2	2	4	3	3	3	2	4	2	3	2	2	3	3	
Diff in making people change	4	4	3	3	3	3	4	3	4	4	3	3	3	4	4	
Diff in breaking the hierarchy	4	4	3	3	2	3	3	3	3	4	3	3	3	4	4	
Diff in having the managers delegate	4	3	2	3	2	4	3	2	3	3	2	2	3	3	2	
Diff in creating cross-functional team	4	3	2	2	2	3	2	2	2	4	3	2	2	2	2	
Lack of management commitment	2	3	2	2	2	2	3	2	3	3	3	2	3	4	3	
Q10: In general, American Managers are																
Risk-averse	3	3	2	3	3	2	2	2	3	2	3	3	3	3	2	
Afraid of change	3	4	2	4	3	3	2	2	3	3	3	3	3	3	2	
Find it easy to delegate their power	2	3	2	2	2	3	2	3	2	3	3	2	3	2	4	
Hierarchy-bound	3	4	2	3	3	3	2	2	2	3	3	3	3	3	4	
Q11: The French are:																
Risk-averse				4	4	2	3	2		2		3		2	2	
Afraid of change				4	5	2	4	2		3		2		2	2	
Easy to delegate power				2	3	3	2	2		2		3		4	4	
Hierarchy-bound				4	4	2	5	2		4		3		3	3	
Q12: Demographic																
Position in the company	er	lan	Ma	ng	ec	e	t	f	cs	l	nci	ec	re	ns	Man	g
Number of workers in the company	##	##	##	##	35	##	##	##	##	##	1	##	70	90	##	##

Data French Managers

Respondants Number	1	2	3	4	5	6	7	8	9	10	11
Questions											
Q1: Familiar with BPR?	1	1	2	2	2	1	1	1	2	1	1
Q2: BPR is?	3	3	2	3	3	1	2	2	3	1	3
Q3: Rank the statements											
Risky	3	4			2	3	4	3		3	3
High Return	4	4			3	2	4	3		4	4
Radical changes	2	4			3	3	3	3		4	2
Q4: Changes expected in BPR											
Processes	4	4		2	4	3	2	2		3	4
Customer	4	4		3	3	3	2	2		3	4
Infos tech	3	3		2	2	2	2	2		2	3
Flat org	3	2		4	3	2	2	1		1	3
Corp culture	2	2		3	4	2	2	1		2	2
HR mgmt	2	1		2	1	2	2	2		3	2
Q5: Ever participated in BPR projects?	2	1	1	1	1	1	1	1	1	1	2
Q6: Other companies?	2	1	1	1	1	1	1	1	1	1	2
Q7: would you undertake BPR projects?	4	3	1	1	1	3	2	3	1	2	4
Q8: For which reasons No?											
Too risky	1	4			3	2	2	2	2	2	1
Fear of Radical change	2	3			5	4	3	3	2	2	2
Prefer continuous improvement	3	5			5	3	5	4	3	4	3
Investment required too high	2	4			3	3	3	3	2	3	2
Others											
Q9: Which obstacles expected?											
Diff in radically change	3	3		2	4	4	3	4	4	4	3
Diff in making people change	3	4	3	2	4	4	4	3	4	4	3
Diff in breaking the hierarchy	2	4	3	2	4	4	4	4	3	4	2
Diff in having the managers delegate	2	3	2	2	2	3	3	3	3	4	2
Diff in creating cross-functional teams	1	2	3	2	2	2	2	2	2	3	1
Lack of management commitment	3	3	3	2	2	3	3	3	3	3	3
Q10: In general, French Managers are											
Risk-averse	1	4	2	2	2	3	2	3	3	2	1
Afraid of change	2	2	3	2	2	3	2	3	3	3	2
Find it easy to delegate their power	2	3	3	2	2	2	3	2	2	2	2
Hierarchy-bound	3	3	3	2	2	4	4	3	4	4	3
Q11: The French are:											
Risk-averse	4	4	2	2	1	4	3	3	3	4	4
Afraid of change	3	5	4	2	3	3	3	3	3	3	3
Easy to delegate power	2	2	2	2	3	3	2	2	2	3	2
Hierarchy-bound	3	5	4	2	3	3	3	4	4	4	3
Q12: Demographic											
Position in the company	oduct m	an	Ad	ion	Ma	ent	Lin	rt	me	ctor	
Number of workers in the company	200	###	###	###	550	200	500	###	###	700	

Data French Managers

Respondants Number	12	13	14	15	16	17	18	19	20	21	22
Questions											
Q1: Familiar with BPR?	1	2	1	1	1	1	1	2	1	1	1
Q2: BPR is?	3	3	3	1	1	2	1	3	3	3	2
Q3: Rank the statements											
Risky	4		5	3	2	2	2		3	4	1
High Return	4		5	3	2	2	3		4	4	5
Radical changes	4		5	4	3	2	3		2	4	3
Q4: Changes expected in BPR											
Processes	4		4	2	2	2	3		4	4	2
Customer	4		3	2	2	2	2		4	4	3
Infos tech	3		3	2	2	2	2		3	3	4
Flat org	2		4	2	3	2	2		3	2	1
Corp culture	2		4	3	3	2	2		3	2	3
HR mgmt	1		3	4	3	2	2		3	1	2
Q5: Ever participated in BPR projects?	1	1	1	1	1	1	1	1	2	1	2
Q6: Other companies?	1	1	2	2	1	1	2	1	2	1	2
Q7: would you undertake BPR projects?	3	1	4	1	2	3	1	1	4	3	5
Q8: For which reasons No?											
Too risky	4	3	4	1	2	2	3		1	4	1
Fear of Radical change	3	3	3	2	2	3	4		2	3	1
Prefer continuous improvement	5	3	5	3	3	4	4		3	5	2
Investment required too high	4	3	3	2	2	3	3		2	4	2
Others											
Q9: Which obstacles expected?											
Diff in radically change	3	3	4	3	2	4	2	4	3	3	2
Diff in making people change	4	4	4	4	3	4	4	4	4	4	4
Diff in breaking the hierarchy	4	4	4	4	3	4	4	4	3	4	4
Diff in having the managers delegate	3	3	3	4	3	4	3	4	2	3	3
Diff in creating cross-functional teams	2	2	2	3	2	3	3	2	1	2	4
Lack of management commitment	3	3	3	4	3	4	3	4	3	3	3
Q10: In general, French Managers are											
Risk-averse	4	2	4	3	3	3	3	4	1	4	4
Afraid of change	2	3	4	3	3	3	4	4	2	2	4
Find it easy to delegate their power	3	3	2	3	3	3	3	2	2	3	3
Hierarchy-bound	3	4	4	4	3	4	4	3	3	3	3
Q11: The French are:											
Risk-averse	4		4		4		3	4	4	4	3
Afraid of change	5		4		4		5	4	3	5	3
Easy to delegate power	2		2		3		3	2	2	2	3
Hierarchy-bound	5		4		5		4	4	3	5	3
Q12: Demographic											
Position in the company	eration	ent	E	ma	Fin	rect	ma	cto	ct D	an	
Number of workers in the company	100	###	60	100	60	60	100	###	200	15	

Question 1.

Table 7: Familiarity of Respondents with BPR.

	USA	France
Number of respondents familiar with BPR	28	16
% of respondent familiar with BPR	96.55	72.73
Number of respondents not familiar with BPR	1	6
% of respondent not familiar with BPR	3.45	26.27

Question 2.

Table 8: Perception of BPR by the Respondents.

	USA		France	
	Nb	%	Nb	%
a downsizing tool	3	10.71	5	22.73
a buzzword	2	7.14	5	22.73
a management tool	19	67.86	12	54.55
a concept	5	17.86		

Question 3.

Table 9: Perception of Risk, Return and Change In BPR.

	Totally disagree	2	3	4	Totally agree
<u>USA</u>					
BPR perceived as high risk project	4	9	10	5	1
As high return project	1	5	8	10	5
As project leading to radical change	2	3	10	9	5
<u>France</u>					
BPR perceived as high risk project	1	4	7	4	1
As high return project	0	3	4	8	2
As project leading to radical change	0	4	7	5	1
<u>USA %</u>					
BPR perceived as high risk project	13.79	31.03	34.48	17.24	3.45
As high return project	3.45	17.24	27.59	34.48	17.24
As project leading to radical change	6.90	10.34	34.48	31.03	17.24
<u>France %</u>					
BPR perceived as high risk project	5.88	23.53	41.18	23.53	5.88
As high return project	0.00	17.65	23.53	47.06	11.76
As project leading to radical change	0.00	23.53	41.18	29.41	5.88

Question 4.

Table 10: Perception of Changes In BPR.

	Never	Sometimes	Often	Always	Total	Response rate
<u>USA</u>						
Radical redesign of the processes	0	14	12	3	29	100
More focus on customers	1	11	14	3	29	100
Heavy use of information technology	0	12	15	2	29	100
Move to a flat organization	0	11	16	1	28	100
Change the corporate culture	0	10	17	2	29	100
Build a strategy to keep the best employees	1	17	9	2	29	100
<u>France</u>						
Radical redesign of the processes	0	7	3	8	18	81.82
More focus on customers	0	6	6	6	18	81.82
Heavy use of information technology	0	10	7	1	18	81.82
Move to a flat organization	3	8	5	2	18	81.82
Change the corporate culture	1	10	5	2	18	81.82
Build a strategy to keep the best employees	4	9	4	1	18	81.82

	Never	Sometimes	Often	Always
<u>USA %</u>				
Radical redesign of the processes	0.00	48.28	41.38	27.59
More focus on customers	3.45	37.93	48.28	20.69
Heavy use of information technology	0.00	41.38	51.72	3.45
Move to a flat organization	0.00	37.93	55.17	6.90
Change the corporate culture	0.00	34.48	58.62	6.90
Build a strategy to keep the best employees	3.45	58.62	31.03	3.45
<u>France %</u>				
Radical redesign of the processes	0	38.89	16.67	44.44
More focus on customers	0	33.33	33.33	33.33
Heavy use of information technology	0	55.56	38.89	5.56
Move to a flat organization	16.67	44.44	27.78	11.11
Change the corporate culture	5.56	55.56	27.78	11.11
Build a strategy to keep the best employees	22.22	50	22.22	6

Question 5.

Table 11: Experience of Respondents with BPR.

	USA		France	
	Nb	%	Nb	%
Never	5	17.24	18	81.82
1-5 times	20	68.97	4	18.18
5-10 times	2	6.90	0	0
> 10 times	2	6.90	0	0

	USA		France	
	Nb	%	Nb	%
Never	5	17.24	18	81.82
1-5 times	20	68.97	4	18.18
5-10 times	2	6.90	0	0
> 10 times	2	6.90	0	0

Question 6.

Table 12: Knowledge of Respondents About Other Companies Having Experiences with BPR.

	USA		France	
	Nb	%	Nb	%
None	2	6.90	15	68.18
Very few	17	58.62	7	31.82
Quite a few	9	31.03	0	0
A lot	1	3.45	0	0

Question 7.

Table 13: Willingness of Respondents To Implement BPR Projects.

	Not at all	2	3	4	Definitely
Nb					
USA	1	1	12	8	7
France	8	3	6	4	1
%					
USA	3.45	3.45	41.38	27.59	24.14
France	36.36	13.64	27.27	18.18	4.55

Question 8.

Table 14: Reasons for Not Undertaking BPR Projects.

	Not at all	2	3	4	Definitely	Total	Response rate
USA							
Too risky	7	9	8	3	2	29	100
Fear of radical change	7	10	12	0	0	29	100
Prefer continuous improvement	3	3	10	11	2	29	100
Investment required too high	2	8	15	3	1	29	100
France							
Too risky	5	7	3	4	0	19	86.36
Fear of radical change	1	7	8	2	1	19	86.36
Prefer continuous improvement	0	1	8	4	6	19	86.36
Investment required too high	0	7	9	3	0	19	86.36

	Not at all	2	3	4	Definitely
<u>USA %</u>					
Too risky	24.14	31.03	27.59	10.34	6.90
Fear of radical change	24.14	34.48	41.38	0.00	0.00
Prefer continuous improv	10.34	10.34	34.48	37.93	6.90
Investment required too	6.90	27.59	51.72	10.34	3.45
<u>France %</u>					
Too risky	26.32	36.84	15.79	21.05	0.00
Fear of radical change	5.26	36.84	42.11	10.53	5.26
Prefer continuous improv	0.00	5.26	42.11	21.05	31.58
Investment required too	0.00	36.84	47.37	15.79	0.00

Question 9.

Table 15: Obstacles Expected When Undertaking BPR Projects.

	Never	Sometimes	Often	Always	Total	Respondent rate
<u>USA</u>						
Difficulty in radically change	0	11	11	7	29	100
Difficulty in making people change	0	1	12	16	29	100
Difficulty in breaking down the hierarchy	0	4	15	10	29	100
Difficulty in having the managers delegate	1	9	13	6	29	100
Difficulty in creating cross-functional teams	1	20	6	2	29	100
Lack of managers commitment	2	12	11	4	29	100
<u>France</u>						
Difficulty in radically change	0	4	9	8	21	95.45
Difficulty in making people change	0	1	5	16	22	100.00
Difficulty in breaking down the hierarchy	0	3	4	15	22	100.00
Difficulty in having the managers delegate	0	6	12	4	22	100.00
Difficulty in creating cross-functional teams	3	13	5	1	22	100.00
Lack of managers commitment	0	2	17	3	22	100.00

	Never	Sometimes	Often	Always
<u>USA %</u>				
Difficulty in radically change	0	37.93	37.93	24.14
Difficulty in making people change	0	3.45	41.38	55.17
Difficulty in breaking down the hierarchy	0	13.79	51.72	34.48
Difficulty in having the managers delegate	3.45	31.03	44.83	20.69
Difficulty in creating cross-functional teams	3.45	68.97	20.69	6.90
Lack of managers commitment	6.90	41.38	37.93	13.79
<u>France %</u>				
Difficulty in radically change	0	19.05	42.86	38.10
Difficulty in making people change	0	4.55	22.73	72.73
Difficulty in breaking down the hierarchy	0	13.64	18.18	68.18
Difficulty in having the managers delegate	0	27.27	54.55	18.18
Difficulty in creating cross-functional teams	13.64	59.09	22.73	4.55
Lack of managers commitment	0	9.09	77.27	13.64

Question 10.

Table 16: General Perception of Managers of Same Country.

	Not at all	Somehow not	somehow yes	Definitely
<u>Americans percieving Themselves</u>				
Are risk-averse	1	8	17	3
Are afraid of change	0	7	18	4
Find it easy to delegate their power	2	13	2	4
Are hierarchy-bounded	1	6	19	3
<u>French percieving themselves</u>				
Are risk-averse	3	6	7	6
Are afraid of change	0	9	9	4
Find it easy to delegate their power	0	13	6	0
Are hierarchy-bounded	0	2	11	9

	Not at all	Somehow not	somehow yes	Definitely
<u>Americans percieving themselves %</u>				
Are risk-averse	3.45	27.59	58.62	10.34
Are afraid of change	0.00	24.14	62.07	13.79
Find it easy to delegate their power	6.90	44.83	6.90	13.79
Are hierarchy-bounded	3.45	20.69	65.52	10.34
<u>French percieving themselves %</u>				
Are risk-averse	13.64	27.27	31.82	27.27
Are afraid of change	0.00	40.91	40.91	18.18
Find it easy to delegate their power	0.00	59.09	27.27	0.00
Are hierarchy-bounded	0.00	9.09	50.00	40.91

Question 11.

Table 17: Perception of the French In Comparison To the Americans.

	Much less	less	Equally	More	Much more	Total	Response rate
<u>US Pt of view</u>							
Risk-averse	0	7	5	3	1	16	55.17
Afraid of change	0	7	5	3	1	16	55.17
Easy to delegate their power	0	7	5	3	1	16	55.17
Hierarchy-bounded	0	7	5	3	1	16	55.17
<u>French Pt of view</u>							
Risk-averse	1	2	5	11	0	19	86.36
Afraid of change	1	2	5	11	0	19	86.36
Easy to delegate their power	1	2	5	11	0	19	86.36
Hierarchy-bounded	1	2	5	11	0	19	86.36

	Much less	less	Equally	More	Much more
<u>US Pt of view %</u>					
Risk-averse	0	43.75	31.25	18.75	6.25
Afraid of change	0	43.75	31.25	18.75	6.25
Easy to delegate their power	0	43.75	31.25	18.75	6.25
Hierarchy-bounded	0	43.75	31.25	18.75	6.25
<u>French Pt of view %</u>					
Risk-averse	5.26	10.53	26.32	57.89	0.00
Afraid of change	5.26	10.53	26.32	57.89	0.00
Easy to delegate their power	5.26	10.53	26.32	57.89	0.00
Hierarchy-bounded	5.26	10.53	26.32	57.89	0.00

Question 12.

Table 18: Size of Responding Companies.

	USA	%	France	%
< 50	3	10.34	1	4.55
50 < < 500	15	51.72	8	36.36
> 500	9	31.03	10	45.45

Table 19: Positions of Respondents.

American respondents

Operations Manager	VP Sales	Manager
Researcher	Manager	Manager
Plant Manager	Purchasing Manager	Director
Principle	Director	Vice President
VP Operations	Operation consultant	Controller
Project leader	Engineer	Production
Director	VP production	Planning Manager
Director of Operations	Logistics Manager	Consultant
Plant Manager	Marketing Manager	Material Manager
Maintenance team leader		CEO

French respondents		
Product Director	Product manager	IS manager
Plant Manager	Procurement manager	Business Line
Operation manager	Procurement manager	Director
Network Administrator	Distribution manager	CEO
Logistic department manager	HR department manager	Consultant
Plant manager	VP Finance	manager
Director BU	Sales manager	Director BU
		Director

Table 20: Response Rate.

	USA	France
Mass mailing	100	100
Number of respondents	29	22
Response Rate	29	22

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