Even though BPR has been widely discussed, a thorough understanding of issues determining the success of BPR projects is still missing. This paper presents a comprehensive framework derived from literature studies as well as empirical studies in multinational corporations. The framework encompasses the conditions required before BPR projects are begun and the often discussed topics of processes, organisation, technology and people. It then looks in greater detail at issues of perception and understanding, process design, methods and tools, and process-oriented IS management which we believe are the key to understanding BPR. The paper closes with conclusions for research and companies.
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