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# DRK Research and Consulting LLC

## Business Consulting Scope and Offerings

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# DRK Overview



DRK Research and Consulting LLC, formed in 2000, is a focused provider of research and consulting services to large and mid-size companies. We advise our clients on strategic business, operational and technology issues as well as develop and implement the appropriate solutions. DRK has a strong history of commitment and success in serving its clients in North America and Europe.

The mission of DRK Research and Consulting LLC is to provide leading edge, technology enabled business improvement services for clients that result in lasting improvements. This mission is accomplished through the processes of **D**iscovery (research), **R**euse (consulting) and **K**nowledge transfer (publication and training). The recent publication of the book, "Business Process Orientation: Gaining the e-business competitive advantage", by Dr. Kevin McCormack, founder of DRK Research and Consulting LLC, is confirmation of DRK's commitment to the success of this mission.

The following services are offered to DRK clients:

**Consulting:** Leading edge business improvement strategies and practices are put to use and refined through consulting engagements focused upon a specific client's needs or market opportunities. Business process engineering, supply chain strategy, e-business strategy, IT strategy, planning and selection are typical service offerings that put DRK research to use.

**Research:** DRK sponsors, charters, manages and executes focused, practitioner oriented research projects investigating best practices that relate to superior business performance. Several multi-year projects in the areas of supply chain management, business process orientation and inter-company process are on-going and funded by DRK. Specific research efforts are also chartered focused on a client's need or in support of specific engagements and funded by the sponsoring clients.

**Publication and Training:** DRK is dedicated to improving the state of knowledge in the areas of technology enabled business improvement. Therefore, knowledge transfer through publications and training events is a key component of the DRK mission. Non-proprietary learnings are frequently made available through publications in journals, trade magazines, community and DRK web-sites. Public and custom training events are also held to facilitate knowledge transfer and learning.

Though DRK has worked with market leaders in many industries, they have built special expertise in the following industries: Manufacturing, Retail Banking, Public Sector, Aerospace, Utilities and Technology Services.

# Qualifications

## Dr. Kevin P. McCormack



Dr. McCormack has over 25 years of business leadership, consulting, research and teaching experience in the areas of

- business / marketing strategy (including e-business),
- operations management,
- business planning,
- business process engineering,
- supply chain management,
- organizational design and
- information technology.

His experience covers many national and international industry segments and a broad range of business processes. He has been a member of or has successfully conducted engagements with several government agencies and major companies in the food, forest products, pharmaceutical, chemical, consumer products, high tech and the plastics industry. Some of his clients have been Kraft, Philip Morris, CPC International, Cargill, Texas Instruments, USMC, Phillips Petroleum, Columbia Forest Products, Dow Chemical, Warner-Lambert, Standard Charter Bank, Microsoft, Tektronix, several state governments, Borden Chemical, California Public Employees Retirement System (CalPERS), Wal-Mart, Fairchild Industries and PepsiCo.

Dr. McCormack has held leadership positions in the food, beverage, chemical, consumer products and the information technology industry both in the U.S. and in Europe. He has degrees in Chemistry, Engineering, an MBA and a DBA. He has also developed and delivered courses in Information Technology and Operations Management at the graduate and undergraduate level both in the U.S. and in Europe. Dr. McCormack's area of research is inter-firm and inter-functional interactions. Specifically, Market Orientation, Business Process Orientation and their impact on business performance, supply chains and IT investments.

Dr. McCormack is a member of the American Society for Quality (ASQC), the Supply Chain Council, the American Marketing Association (AMA), the American Production and Inventory Control Society (APICS), Council of Logistics Management (CLM), the Institute for Operations Research and the Management Sciences (INFORMS) and the Institute for Business Forecasting (IBF).

# Business Process Engineering Solutions



## **Business Process Orientation (BPO) Benchmarking Assessment**

The unique Business Process Orientation (BPO) benchmarking assessment is based on a survey tool designed and developed exclusively by DRK research as a result of several years of investigating organizational best practices that result in improved business performance. The "survey" helps leaders pinpoint areas of progress and stagnation by measuring and comparing a company's current BPO practices to a database of over 100 companies across several industries. The results clearly show how to use BPO as a tool to improve organizational performance and clearly defines specific improvement actions that can be taken.

## **Business Process Engineering**

Business Process Engineering (BPE) uses a proven systematic approach based on the latest experiences and research to achieve significant improvements. The BPE process helps clients fundamentally rethink and reinvent the business processes needed to achieve the firm's strategic objectives through the maximum use of enabling technologies and organizational strategies. A BPE effort can result in 15% to 50% improvement in performance of the targeted business processes, depending upon whether a reengineering or an improvement approach is used in the effort.

## **Process Performance Measurement and Management**

This offering assists clients in defining and implementing measurement systems to achieve strategically aligned business results. The institutionalization of a business process management system provides a measurement, feedback and reaction system that is critical to continuous business process improvement and can, by itself, result in 5-15% performance improvements.

## **Best Practice Analysis and Implementation Services**

Performance improvements consist of good ideas and hard work that makes them fit together in ways unique to that situation. The DRK Best Practice approach recognizes this. Our approach leverages our network of best practice resources, our several years of best practice research, the experience of our consultants and the client's common sense on how to "fit" the good ideas together to realize sustainable business improvements.

## **Business Case Development Services**

The clear understanding of an IT investment's purpose and expected results can focus a firm's resources and leadership on the levers that will make that investment work. DRK's Business Case Development services help clients develop, document and communicate this critical part of an enterprise IT investment's success.

# Supply Chain Consulting



## Supply Chain Strategic Benchmarking Assessment

The unique Supply Chain Management (SCM) benchmarking assessment is based on a survey tool designed and developed exclusively by DRK research as a result of several years of investigating SCM best practices that result in improved supply chain performance. The “survey” helps managers pinpoint areas of progress and stagnation by measuring and comparing a company’s current SCM practices to a database of over 150 companies across several industries, both in the U.S. and Europe. The results clearly show specific improvement actions that can be taken to improve supply chain performance.

## Supply Chain Investment Opportunity Analysis

DRK's Supply Chain Opportunity Assessment (SOA) builds upon the benchmarking assessment by assisting clients in further defining the opportunities in their supply chain, quantifying the potential benefits of improvements and building an implementation plan to realize the benefits.

## Supply Chain Operations Reference (SCOR) Model Application

DRK can help clients build a business process framework for applying the full enabling potential of advanced supply chain technology. DRK's Supply Chain Operations Reference Model Application (SCORMA) builds a foundation needed for Supply Chain Improvement programs by assisting clients in building a business process view of their supply chain. This "horizontal view" of what is done to serve the customer enables the identification and measurement of current supply chain processes and helps highlight and focus on process improvement opportunities. The extensive use of the Supply Chain Council's SCOR (Supply Chain Operations Reference) model in the construction of this framework provides a common language that aids in communication across business units and with other companies involved in supply chain improvement efforts.

## Digital Supply Chain Strategy Development

The Digital Supply Chain Strategy approach is a framework and process for identifying developing, aligning and deploying the supply chain strategies, processes and practices needed to compete in the digital economy. The overall goals of the DSS process are to:

- identify the strategic levers (issues and opportunities) in the current and future supply chain environment,
- develop the new supply chain vision, goals and objectives, aligned with the overall business strategy,
- develop and align organization and supply chain process plans, and
- develop and align IT strategies and infrastructure plans that support and enable the realization of the new supply chain vision.

# **e-Business Strategy**



## **e-Business Readiness Assessment**

This offering uses successful industry implementations as a baseline for assessing clients' e-Business environment. An examination of existing people, practices, and infrastructure along with the identification of new and modified strategies provide the winning formula to ensure e-Business success. Business relationships, processes, environments, tools, and other existing collateral are analyzed for completeness and e-Business viability. The Readiness Assessment offers clients the maximization of the benefits from their e-Business investment. Processes and technologies are targeted to make them industry leaders in their e-Business capabilities.

## **e-Business Feasibility**

This approach investigates the business feasibility of a digital business (e-business) idea for an existing industry participant. The issues to be examined and considered are:

- Identification of end customer usage, value proposition and acceptance.
- Identification of market size, potential penetration, competitors and critical success factors for a successful business.
- The possibility of leveraging current knowledge.
- The overall business proposition, high level operating model and economics.
- The technology platform needed for success.

## **Technology Strategy and Planning (TSP)**

The TSP service assists clients in strategically linking their technology investments to their e-business objectives and provides a technical architectural foundation and a phased implementation plan. This optimizes the technology investment needed for e-business and focuses the impact of technology on what is strategically important to their business.

## **Technology Evaluation and Selection (TES)**

The TES service provides the client with a framework for independent technology solution analysis, evaluation and selection recommendations using a systematic approach and experienced practitioners. This service includes DRK's independent and objective evaluation of the available e-business product alternatives. This approach can also expand to include benchmarking and negotiation services that help clients make the best possible buying and contracting decisions.

# Reference Publications

## DRK Research and Consulting LLC



### **Publications: Books**

Business Process Orientation: Gaining the E-Business Competitive Advantage. CRC Press, January, 2001.

### **Publications:**

"What is business process orientation and how do you know when you have it?." Quality Progress, Vol. 34, No. 1, January, 2001.

"What really works: What are the best practices in supply chain management?." IIE Solutions, August 1999.

"A Proposal for a Supply Chain Management Maturity Model", APS Magazine, March, 1999.

"Collaborative Forecasting: The Real Meaning." Mid Range ERP, January 1999.

"Riding the Automation Wave through Technological Change." 1991 Food Engineering.

### **Articles under Review and Development**

"Business process orientation and the e-corporation", draft manuscript submitted to the first annual IFIP conference on e-commerce, e-business, e-government, Zurich, Switzerland, Oct. 4-5, 2001.

"Best Practices in the B2B Extended Supply Chain: A Statistical Benchmarking Study", Manuscript submitted to Benchmarking International Journal – BIJ, December 2000. Further data gathering is continuing on this project.

"E-Business Success Factors in Inter-firm processes and structures", Constructs and instruments are being developed for data gathering fall 2001.

"How does a Business Process Orientation Relate to the Market Orientation Theory?" Unpublished investigative paper.

"The Information Technology Investment Decision Process: Why isn't it working?" Unpublished investigative paper.

## **Presentations**

"Demand Forecasting Practices and their impact on supply chain decision process performance: a statistical study." Institute for Business Forecasting, Best Practice Conference, 2000

"The Development of a Measure of Business Process Orientation." European Institute for Advanced Studies in Management: Workshop on Organizational Design, March 1999.

"The Three Rs of IT Human Resources: Recruiting, Rewarding and Retaining." American Apparel Manufacturers Association Conference, February 1999.

"What Supply Chain Management Practices Relate to Superior Performance?" Strategic Issues in Supply-Chain Management; Using SCOR to Achieve Best Practices, 1998 Fall Supply-Chain Council Conference.

"Supply Chain Jobs and Structures for the Next Millennium." Motorola Manufacturing Systems - Enterprise Modeling & Analysis Group (EMA)- Ninth Annual Enterprise Modeling Symposium, August, 1998.

"Collaborative Forecasting." I2 User Conference, 1998

"Collaborative Forecasting: The Real Meaning." Institute for Business Forecasting, Best Practice Conference, 1998.

"Business Process Oriented Information Systems: A New Development Paradigm." Bayer International Conference, 1996.

"Can a Process Oriented Language Improve Cross Functional and Business Performance in a Firm? " 13th Annual Association of Management Conference, 1995.

"Customer Focused Flexible Manufacturing" 1991 Advanced Manufacturing Research Executive Conference.

## **Other activities:**

Editorial Advisory Board of Food Quality Magazine. 1994-1996.