



BPM CONSULTING GUIDE 2004

KEY
 = Services offered
 = BPM skills

Company	Comments/ Key partners	Key industries	Year established	Last year's revenues	Headquarters	Service area	Average hourly rate	Typical project cost	Typical project duration	Implementation of packaged apps	Implementation of custom tools	Management/process consulting	Project management	Needs assessment	Vendor selection	Activity-based costing	Balanced Scorecard	BI/data warehousing	Budgeting/forecasting	Consolidation/reporting	Economic Value Added	Scorecards/dashboards/KPIs	Operational analytics	Six Sigma	Number of clients	Number of consultants	Consultants' average BPM experience	Proportion of work done by contractors
Management/Process/Strategy Consultants																												
ACCENTURE www.accenture.com deborah.b.hinson@accenture.com phone: 312.693.5900	Focuses on large companies (\$1 billion and up). Works from decision-makers' information needs to craft solutions using business process, industry, and technology expertise. Partners: Business Objects, Hyperion, Cognos, SAP, PeopleSoft, Oracle, Microsoft, Teradata.	All	1995	N/A	N/A	Global	N/A	N/A	N/A	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	more than 1,000	3,500	5 yrs.	0%
BALANCED SCORECARD COLLABORATIVE INC. www.bscol.com dkindred@bscol.com phone: 978.402.1184	Founded by the co-creators of the Balanced Scorecard, the strategy-focused organization, and strategy maps.	All	1998	N/A	Lincoln, Mass.	Global	N/A	N/A	N/A			•	•	•	•	•	•	•	•	•	•	•	•	•	more than 500	more than 100	10 yrs.	N/A
BEARINGPOINT INC. www.bearingpoint.com phone: 866.BRNGPNT	Helps companies identify strategic KPIs, then applies best practices for deployment. Partners: Hyperion, SAS, Cognos, Microsoft, PeopleSoft, Oracle, SAP.	All	1993	\$100 million to \$200 million	McLean, Va.	Global	N/A	\$500,000	4 mos.	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	200	more than 1,500	14 yrs.	10%
BPM PARTNERS INC. www.bmpartners.com services@bpmpartners.com phone: 203.359.5677	Composed of former vendor-side executives. Focuses on objective vendor evaluations and BPM project management. Partners: The Buttonwood Group, Aster Group, ISA, ITEC, TopDown, US-Analytics.	All	2002	N/A	Stamford, Conn.	Europe & North America	\$225	\$25,000 to \$60,000	1 to 3 mos.			•	•	•	•	•	•	•	•	•	•	•	•	•	more than 10	fewer than 10	more than 15 yrs.	5%
THE BUTTONWOOD GROUP LLP www.buttonwoodllp.com info@buttonwoodllp.com phone: 203.328.3056	Helps construct the ways and means to implement BPM: value drivers, process optimization, etc. Partner: BPM Partners.	All	1998	\$1 million to \$5 million	Stamford, Conn.	North America & U.K.	\$275	N/A	N/A			•	•	•	•	•	•	•	•	•	•	•	•	•	150	fewer than 10	12 yrs.	N/A
BYWATER MANAGEMENT CONSULTING www.bywater-consulting.com dsorensen@bywater-consulting.com phone: 203.973.0344 ext.4113	Takes companies beyond budgeting, balanced scorecards, and activity-based costing (ABC) through "trade-off management."	All	1978	\$5 million to \$10 million	London	Global	N/A	\$25,000 to \$500,000	2 to 18 mos.			•	•	•	•	•	•	•	•	•	•	•	•	•	more than 1,500	100	18 yrs.	less than 25%
COHN CONSULTING GROUP www.jhcohn.com dgianetto@jhcohn.com phone: 973.871.4037	Addresses business needs through the application of diverse technologies. Incorporates predictive planning, edge-of-the-enterprise integration, and fiscal responsibility.	All	1999	\$10 million to \$20 million	Roseland, N.J.	Global	N/A	N/A	N/A	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	more than 500	70	4 yrs.	0%
GRT CONSULTING www.grtcorp.com info@grtcorp.com phone: 203.324.2400	Develops KPIs, analytics, and dashboards. Builds a core information engineering infrastructure to support BPM for midsize to large companies. Partners: Oracle, Microsoft, IBM, Celequest.	All	1995	\$10 million to \$20 million	Stamford, Conn.	U.S.	\$175	\$25,000 to \$1 million	2 mos. to 1 yr.	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	more than 50	52	more than 5 yrs.	10%

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IBM BUSINESS CONSULTING SERVICES* www.ibm.com shannon.karl@us.ibm.com phone: 901.850.5858	Resells the products of its key partners, redesigns the financial analysis process, builds datamarts, and improves corporate performance reporting. Partners: Cognos, Hyperion, Business Objects, Informatica.	All	1995	N/A	New York City	Global	N/A	N/A	N/A	Data not available												more than 500	more than 2,000	more than 5 yrs.	N/A			
LANDMARK DECISIONS INC. www.landmark.ca mhaley@landmark.ca phone: 902.835.7861	Specializes in balanced scorecards and activity-based costing/management (ABC/M). Partners: Hyperion, IBM, Microsoft.	All	1993	\$200,000 to \$500,000	Halifax, Nova Scotia	Global	\$225	\$50,000	3 mos.	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	65	fewer than 10	10 yrs.	5%
MEASURENET* www.measure.net info@measure.net phone: 734.997.7072	Offers a value-focused approach to defining performance measures and their linkage to people, processes, and strategies. Partners: EDS, Brio.	All	1997	less than \$200,000	Ann Arbor, Mich.	Global	\$300	\$150,000	6 mos.	Data not available												fewer than 10	fewer than 10	10 yrs.	10%			
PARSON CONSULTING www.parsonconsulting.com thicks@parsonconsulting.com phone: 312.578.1170	Utilizes former finance and operational executives as consultants. Helps companies develop BPM frameworks.	All	1999	\$10 million to \$20 million	Chicago	Europe & North America	N/A	N/A	N/A	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	500	125	10 yrs.	10%
PRAGMATEK CONSULTING GROUP* www.pragmatak.com flip.crummer@pragmatak.com phone: 612.676.2677	Helps large (\$1 billion-plus) companies analyze the supply chain. Not vendor-aligned.	All	1989	\$10 million to \$20 million	Minneapolis	U.S.	\$250	\$450,000	1 yr.	Data not available												more than 200	70	17 yrs.	0%			

Implementation Consultants – Packaged Applications

ACCELES INC.* www.aceles.com jpreston@aceles.com phone: 615.771.2774	Emphasizes planning, budgeting, consolidation, and KPIs. Reseller. Partners: Hyperion, arclan, UpStream, Open Text.	Health care, financial services	2000	\$500,000 to \$1 million	Brentwood, Tenn.	U.S.	\$160	\$200,000	6 mos.	Data not available												20	12	10 yrs.	15%			
ANSWERTHINK www.answerthink.com jberger@answerthink.com phone: 610.234.5699	Integrates BPM software, with embedded best practices from Hackett Group research, into corporate technology implementations for larger companies. Partner: Accenture.	All	1999	\$20 million to \$30 million	Miami	Europe & U.S.	\$200	\$750,000 to \$1 million	9 mos.	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	40	80	more than 5 yrs.	0%
APPLICATION PARTNERS LLC www.apartners.com rlasher@apartners.com phone: 770.618.8360 ext.229	Helps companies move from a disjointed, Excel-based model and functional silos to an integrated BPM framework. Partners: Verity Partners, Stern Stewart.	Manufacturing, insurance	1994	\$5 million to \$10 million	Atlanta	North America	\$175	\$200,000	3 to 4 mos.	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	more than 100	40	more than 3 yrs.	0%
ASTER GROUP LLC www.astergroup.com sales@astergroup.com phone: 704.262.9200	Uses former vendor employees, with many years of BPM experience, as consultants. Has a special focus on health care. Partners: OutlookSoft, BPM Partners.	All, with focus on health care	2001	N/A	Charlotte, N.C.	Europe & North America	\$175	\$50,000 to \$250,000	1 mo. to 1 yr.	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	N/A	15	10 yrs.	10%
BORN www.born.com mark.halverson@born.com phone: 952.258.7715	Integrates business process and technology combined with project management and quality assurance. Partners: IBM, Manugistics, Microsoft, PeopleSoft.	All, with focus on financial services	1999	\$1 million to \$5 million	Minneapolis	North America	\$185	\$250,000	2 to 5 mos.	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	20	25	8 yrs.	less than 5%

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DECISION SYSTEMS INC. www.decisionsystems.com info@decisionsystems.com phone: 847.433.0876	Has both technology and business understanding. Offers a broad range of services with a vertical focus. Partners: Applix, Hyperion, PolyVista, Microsoft.	Financial services, manufacturing, technology, automotive, health care	1990	less than \$1 million	Northbrook, Ill.	North America	\$150	\$100,000	less than 6 mos.	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	more than 50	fewer than 10	10 yrs.	10%
DELOITTE www.deloitte.com ssilvers@deloitte.com phone: 610.479.3482	Provides a full-service approach with deep industry knowledge and experience. Focuses on helping clients transform their enterprise information into a strategic asset. Partners: Business Objects, Cognos, IBM, SAP, SAS, Informatica, Hyperion, Microsoft.	All	1996	\$200 million to \$300 million	Philadelphia	Global	N/A	N/A	N/A	●	●	●	●	●	●	●	●	●	●	●	●	●	●	more than 100	500	10 yrs.	less than 5%	
GLOBAL ANALYTICS www.4global-analytics.com info@4global-analytics.com phone: 203.756.2503	Has technical infrastructure planning and implementation expertise, extensive Hyperion experience, and a vertical focus. Partner: Hyperion.	Government, education, health care, manufacturing	2004	N/A	Waterbury, Conn.	Global	\$150	\$150,000	4 mos.	●	●	●	●	●	●	●	●	●	●	●	●	●	●	fewer than 10	fewer than 10	7 yrs.	20%	
ISA CONSULTING www.isaconsulting.com colleen_pietrobono@isaconsulting.com phone: 215.646.8676 ext.288	Resells Hyperion and Cognos products. Delivers budgeting, consolidation, scorecarding, and CRM analytics solutions. Partners: Hyperion, Cognos, BPM Partners.	All	1995	\$10 million to \$20 million	Philadelphia	North America	\$180	\$200,000	6 mos.	●	●	●	●	●	●	●	●	●	●	●	●	●	●	150	65	12 yrs.	less than 1%	
ITEC CONSULTING INC. www.iteccorp.com info@iteccorp.com phone: 914.682.2032	Specializes in the design and implementation of BPM applications for corporate finance. Partners: Hyperion, Cognos, BPM Partners.	All	1995	\$1 million to \$5 million	White Plains, N.Y.	North America	\$150	\$400,000	3 to 6 mos.	●	●	●	●	●	●	●	●	●	●	●	●	●	●	21	10	11 yrs.	less than 5%	
PCS CONSULTING INC. www.pcsconsulting.com info@pcsconsulting.com phone: 317.815.8680	Focuses on implementation of sustainable ABC and profitability information systems. Partners: Acorn, ALG, Hyperion, SAS.	All	1997	\$1 million to \$5 million	Indianapolis	Global	\$160	\$200,000	4 mos. to 1 yr.	●	●	●	●	●	●	●	●	●	●	●	●	●	●	more than 20	fewer than 10	12 yrs.	50%	
PINNACLE GROUP LLC www.ptpi.com info@ptpi.com phone: 800.703.0495	Offers vendor product implementation and 24x7 monitoring to ensure uptime and performance of global applications. Partners: Hyperion, Microsoft.	All	1995	\$1 million to \$5 million	New York City	North & South America	\$135	\$150,000	6 mos.	●	●	●	●	●	●	●	●	●	●	●	●	●	●	42	80	8 yrs.	25%	
RANZAL & ASSOCIATES INC. www.ranzal.com robin@ranzal.com phone: 561.393.0340	Is a long-term Hyperion implementer with specialized industry expertise in health care, manufacturing, consumer packaged goods, retail, and financial services. Partners: Applix, Hyperion, Microsoft.	Health care, manufacturing, consumer packaged goods	1996	N/A	White Plains, N.Y.	North & South America & Caribbean	N/A	N/A	N/A	●	●	●	●	●	●	●	●	●	●	●	●	●	●	more than 200	25	8 yrs.	0%	
REVELWOOD INC. www.revelwood.com sales@revelwood.com phone: 800.687.0202 ext.223	Addresses budgeting, consolidation, reporting, and analysis with partners' online analytical processing (OLAP) and applications, as well as its own consolidation suite. Partners: Applix, Microsoft, OutlookSoft.	Entertainment, food, financial services, health care, government	1995	\$1 million to \$5 million	New York City	North America	\$225	\$50,000 to \$250,000	1 to 5 mos.	●	●	●	●	●	●	●	●	●	●	●	●	●	●	more than 50	15	10 yrs.	0%	
RINEDATA LTD. www.rinedata.com marketing@rinedata.com	Has worked globally with hundreds of midsize to large companies. Now also helps small businesses. Partner: Geac.	All	1996	\$1 million to \$5 million	London	Global	N/A	\$100,000	6 mos.	●	●	●	●	●	●	●	●	●	●	●	●	●	●	more than 100	19	9 yrs.	10%	

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SANDPOINT CONSULTING INC. www.sandpointc.com bryan@sandpointc.com phone: 248.481.2072	Consists of CPAs with strong technology skills and a long history of implementing BPM. Partner: OutlookSoft.	All	2001	\$1 million to \$5 million	Detroit	North America	N/A	N/A	N/A	•	•	•	•	•	•			•	•	•	•	•	•		32	fewer than 10	5 yrs.	N/A
TOPDOWN CONSULTING INC. www.topdownconsulting.com info@topdownconsulting.com phone: 888.644.8445	Offers functional strategy, project management, implementation, rollout, optimization, technical strategy, automation, integration, and training to make clients self-sufficient. Partners: Hyperion, OutlookSoft, UpStream, BPM Partners.	All	2000	N/A	San Francisco	North America	N/A	\$100,000 to \$200,000	2 to 6 mos.	•	•	•	•	•	•			•	•	•	•	•	•		100	30	11 yrs.	0%

Implementation Consultants – Tools/Custom Development

ALTIUS CONSULTING LTD.* www.altius.co.uk johngateley@altius.co.uk phone: +44 (0) 1483 418628	Designs and builds integrated BPM solutions for large companies. Partners: Hyperion, Microsoft, SPSS, arclan, ProClarity.	Financial services, travel, energy, automotive	1993	\$1 million to \$5 million	Godalming, Surrey, England	Europe	\$150	\$150,000	4 mos.	Data not available												12	14	6 yrs.	5%			
ANALYSIS TEAM INC. www.analysissteam.com dstark@analysissteam.com phone: 650.964.3599	Is vendor-neutral. Has business and technical skills. Provides full knowledge transfer. Delivers bottom-line value and client independence.	All	1995	less than \$1 million	San Francisco	North America	\$210	\$75,000 to \$250,000	2 to 8 mos.	•	•	•	•	•	•			•	•	•	•	•	•		25	fewer than 10	12 yrs.	15%
CLARITYMATTERS INC.* www.claritymatters.com angie.mcpetrie@claritymatters.com phone: 678.514.6004	Formerly Solution Builders. Resells Business Objects and Cognos products. Emphasizes analytics, dashboards, scorecarding, and KPIs. Partners: Hyperion, Business Objects, Cognos, Microsoft.	All	1994	\$5 million to \$10 million	Atlanta	U.S.	\$150	\$48,000	2 mos.	Data not available												55	36	5 yrs.	0%			
CONSTRUCTIVE CONSULTING LTD. www.essbase.co.uk mark.davies@essbase.co.uk phone: +44 (0) 870 160 3401	Builds OLAP solutions for small companies focused on analytics, reporting, dashboards, and planning. Partner: Hyperion.	Retail, insurance, banking, manufacturing	1998	less than \$1 million	London	U.K.	\$250	\$400,000	6 mos.	•	•	•	•	•	•			•	•	•	•	•	•		fewer than 10	fewer than 10	7 yrs.	10%
DATASKILL www.dataskill.com ddruker@dataskill.com phone: 800.481.3282	Integrates and automates business processes across the supply chain on a global basis. Partners: IBM, Microsoft, Inovis, Vitria.	Logistics, life sciences, military, retail distribution	1981	\$5 million to \$10 million	San Diego	Europe & North America	\$155	\$350,000	6 mos.	•	•	•	•	•	•			•	•	•	•	•	•		20	45	6 yrs.	25%
IOLAP INC.* www.iolap.com sales@iolap.com phone: 972.377.0002	Resells MicroStrategy products. Focuses on helping midsize to large companies with data warehousing, analytics, dashboards, and scorecards. Partner: MicroStrategy.	Retail, telecom, services	2000	\$1 million to \$5 million	Dallas	U.S.	\$125	N/A	N/A	Data not available												fewer than 10	fewer than 10	3 yrs.	20%			
LEE TECHNOLOGY GROUP INC.* www.leetechology.com info@leetechology.com phone: 949.640.7745	Focuses on financial systems, data analytics (e.g., CRM, SCM), scorecards, wireless systems, and data delivery. Partners: Hyperion, Microsoft, Sun, A3, IBM.	Automotive, insurance, foods, energy, entertainment	1995	\$1 million to \$5 million	Corona Del Mar, Calif.	North America & Asia	\$185	N/A	2 to 3 mos.	Data not available												fewer than 10	fewer than 10	9 yrs.	20%			
LYNX CONSULTING GROUP www.lynxconsulting.com christie@lynxconsulting.com phone: 516.623.9261	Integrates and automates business processes across the supply chain on a global basis. Partners: Applix, Hyperion, Microsoft.	Financial services, manufacturing, government	1998	\$1 million to \$5 million	Springfield, Pa.	U.S.	\$150	\$50,000 to \$100,000	3 to 4 mos.	•	•	•	•	•	•			•	•	•	•	•	•		120	20	more than 10 yrs.	10%

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MERIDIAN TECHNOLOGIES INC.* www.meridiantechologies.net cbpillay@meridiantechologies.net phone: 904.332.7000 ext.102	Assists the banking industry with profitability analysis, forecasting, and data mining. Partners: Hyperion, Microsoft, IBM, Sun.	Banking	1998	\$1 million to \$5 million	Jacksonville, Fla.	U.S.	\$175	\$300,000	3 mos.	Data not available												20	15	10 yrs.	less than 10%				
QUAERO CORP.* www.quaero.com fergusonr@quaero.com phone: 704.414.3059	Specializes in marketing, customer analytics, and segmentation analysis. Partners: MicroStrategy, Brio, Business Objects, Cognos, Oracle, SAS.	Financial services, hospitality, health care	1999	\$5 million to \$10 million	Charlotte, N.C.	North America	N/A	\$300,000	6 mos.	Data not available												75	45	more than 25 yrs.	20%				
QUANTISENSE CORP.* www.quantisense.com jbuck@quantisense.com phone: 301-654-6100	Builds data warehouses for the retail industry. Offers some internally developed retail analysis tools.	Retail, manufacturing	2001	N/A	Washington, D.C.	U.S.	N/A	N/A	N/A	Data not available												fewer than 10	fewer than 10	7 yrs.	50%				
QUBIX INTERNATIONAL LTD.* www.qubixinternational.com dave.read@qubixinternational.com phone: +44 (0) 1483 480222	Formerly Julian Owens Associates. Implements OLAP and relational financial database systems from vendors such as Hyperion, Cognos, Applix, and Microsoft. Partners: Hyperion, IBM.	All	1987	\$1 million to \$5 million	Woking, Surrey, England	Europe & Australia	N/A	N/A	N/A	Data not available												more than 50	11	6 yrs.	N/A				
SBI AND COMPANY www.sbiandcompany.com mcurci@sbiandcompany.com phone: 617.250.2573	Develops a customer strategy driven by the business plan and designs programs that are insight-driven and user-centric. Partners: Oracle, Microsoft, IBM, Plumtree, Watchfire, Netegrity.	All	1997	\$100 million to \$200 million	Salt Lake City	Global	N/A	\$150,000 to \$400,000	4 to 6 mos.	•	•	•	•	•	•			•				•	•		100	750	10 yrs.	less than 5%	
T4G LTD.* www.t4g.com paul.barter@t4g.com phone: 416.462.4211	Offers planning, forecasting, analytics, and dashboard services for companies small to large. Partners: Microsoft, Kana, Geac, Planalytics.	Retail, telecom, financial services, health care	1995	\$10 million to \$20 million	Toronto	North America	N/A	\$100,000 to \$300,000	N/A	Data not available												more than 100	110	N/A	0%				
US-ANALYTICS SOLUTIONS GROUP LLC www.us-analytics.com sales@us-analytics.com phone: 214.615.3583	Offers management and technology consulting centered around BPM and process management. Provides increased visibility to KPIs. Partners: Hyperion, Microsoft, BPM Partners.	Retail, oil & gas, real estate, health care	1999	\$5 million to \$10 million	Dallas	U.S.	\$150	\$250,000	3 mos.	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	100	40	7 yrs.	5%

Project Management Consultants

HLB GROSS COLLINS PC www.grosscollins.com sgross@grosscollins.com phone: 770.433.1711	Helps build \$1 billion dollar companies from inception to liquidity.	All	1979	N/A	Atlanta	Europe & North America	\$125	\$10,000 plus	1 to 2 mos.				•													1,200	45	8 yrs.	10% to 15%
RESOURCES CONNECTION INC. www.resources-us.com gary.reck@resources-us.com phone: 714.430.6418	Can join most vendors' implementation teams or backfill clients' accounting and finance roles. Not vendor-aligned.	All	1996	\$200 million to \$300 million	Costa Mesa, Calif.	Global	\$110	\$70,000 to \$110,000	4 to 6 mos	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	1,400	1,200	15 yrs.	0%

* = 2003 data. Note: Data was supplied by the consulting firms. Comments were prepared by BPM Partners based on vendor submissions. This guide does not include every BPM consulting firm; it includes only those that responded to a survey distributed by BPM Partners. For firms that did not respond to the 2004 survey but did respond to a 2003 survey, the 2003 data is included.