The Value of BPM Reference Models

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BPM – Lifecycle (BPM-L) Practice
Accenture
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  • The Benefit of Process Reference Models
  • Process Repositories as Enablers of Reference Models
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  • Bottom Line / Q & A
BPM is a management discipline that provides structure and governance in a business process environment.

BPM links business strategy with IT / people based operations. It provides an integrated approach from design to execution and controlling, using process models which become real process assets in a repository. Its efficiency and effectiveness is enabled through the application of process reference models and appropriate modeling software.
Business Process Management delivers immediate and sustainable value.

Process of BPM

Operational Processes

The Value of BPM increases continuously

Agility
Efficiency
Transparency
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What are Process Reference Models?

Process Reference Models are generic conceptual models that formalize recommended practices for a special domain.

Reference Models

- Representation of Best Practices
- Universal Applicability
- Reusability

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Examples of Process Reference Models

- APQC
- VRM
- SCOR
- Accenture BPM Reference Models
- SAP BPR
- ...

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Usage of Process Reference Models

Repository design and build

Reference Models

Business process design and improvement

Software selection, implementation, development

Change management, training, documentation

Best practice analysis and benchmarking
Benefits of Process Reference Models

- Starting point and accelerator for repository creation
- Accelerator for business process, functional, & technical design
- Risk reduction
- Standardization
- Time and cost savings
- Reusability
- Support of group facilitation
- Common language
- Support of business process improvement

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A **business process repository** is a vehicle to store **process models** and process-related information in a **dynamic easy to re-use format**.

**Strategic Benefits:**
- Driver of standardization and harmonization
- Driver of centralization / decentralization
- Transparency to support process transformation
- Basis for scope management of software implementations
- Basis for process governance approach
Operational Benefits:

- Easier use / re-use of process models
- Easier integration with underlying execution technologies
- Greater flexibility in use of process model content
- Retention of structured process knowledge
- Protection of process assets
- Enforcement of modeling methods and standards
Components of a Process Repository Strategy

What content should be included in the Process Repository?

What process repository tools should be deployed and how?

What repository structure and format should be used?

What are the policies, organizational structures, and processes to govern the process repository?

“Go-To-Market”

Content
Format
Tool/Usability
Governance

Process Repository
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Case Study 1: Chemical Company

**Background:**
A major chemical company plans to improve its business processes systematically. The process execution will be done based on SAP software resulting in a major implementation.

<table>
<thead>
<tr>
<th>Use of Process Reference Models / Repository</th>
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<tbody>
<tr>
<td>- Created operating model and process models</td>
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<tr>
<td>- Used Accenture Process Reference Models and SAP Reference Models as accelerators</td>
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<tr>
<td>- Managed scope and SAP implementation based on process models</td>
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<tr>
<td>- Used process repository later on to manage further process improvement activities</td>
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<table>
<thead>
<tr>
<th>Benefits</th>
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<tbody>
<tr>
<td>- 40+ % of savings compared to a traditional approach</td>
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<tr>
<td>- Reduced implementation risk through high transparency</td>
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<tr>
<td>- Support standardization of selected processes based on “industry best practice models”</td>
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<tr>
<td>- Support professional “process-oriented” training on an ongoing basis</td>
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Case Study 2: Logistics Company

**Background:**
A major logistics company rolls out a new long-term strategy and wants to use more synergy effects between business units. This includes the roll out of standards and best practices and the definition of cross business unit processes.

<table>
<thead>
<tr>
<th>Use of Process Reference Models / Repository</th>
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<tbody>
<tr>
<td>− Created a process repository to store process assets in an easy-to-re-use format</td>
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<tr>
<td>− Developed processes based on APQC and Accenture Process Reference Models</td>
</tr>
<tr>
<td>− Built a Process CoE to provide governance and process management</td>
</tr>
<tr>
<td>− Built process community using the repository to exchange best practices</td>
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<table>
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<tr>
<td>− Transparency over processes and initiatives avoids redundancies and overlaps</td>
</tr>
<tr>
<td>− Cost and time efficient process design using industry and company specific best practices</td>
</tr>
<tr>
<td>− Improvement of processes based on transparency through process repository</td>
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<tr>
<td>− Reduced program risk</td>
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Repository based reference models:

- Deliver re-usable best practice information
- Provide key business benefits, e.g. cost, time, and risk reduction
- Easy to use