High performance. Delivered.

The Value of BPM Reference Models

Marc Scharsig
BPM – Lifecycle (BPM-L) Practice
Accenture
November 2010

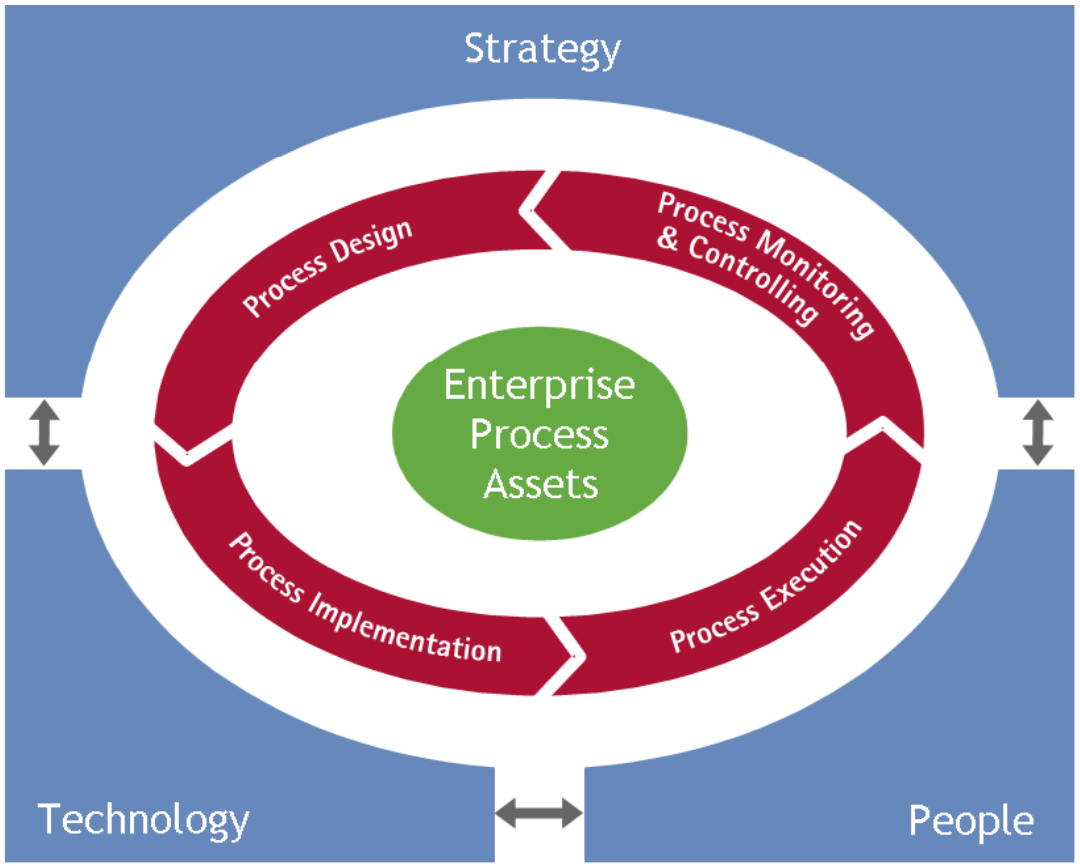
Copyright © 2008 Accenture All Rights Reserved. Accenture, its logo, and High Performance Delivered are trademarks of Accenture.

Table of Contents

- BPM – The Foundation
- The Benefit of Process Reference Models
- Process Repositories as Enablers of Reference Models
- Case Studies
- Bottom Line / Q & A

Copyright © 2010 Accenture All Rights Reserved.

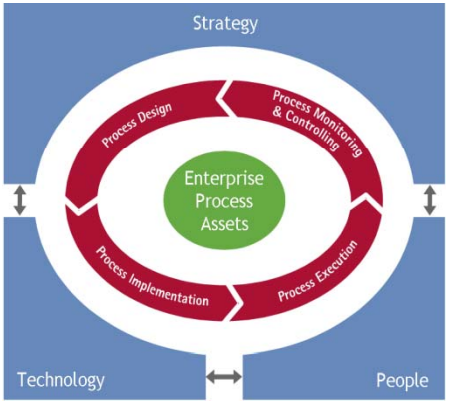
BPM is a management discipline that provides structure and governance in a business process environment

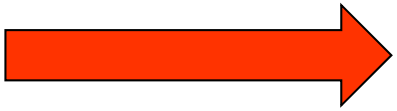


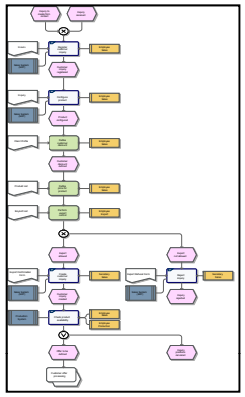
BPM links business strategy with IT / people based operations. It provides an integrated approach from design to execution and controlling, using process models which become real process assets in a repository. Its efficiency and effectiveness is enabled through the application of process reference models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

Copyright © 2008 Accenture All Rights Reserved.

Business Process Management delivers immediate and sustainable value







Process of BPM

Operational Processes

The Value of BPM increases continuously

- **Agility**
- **Efficiency**
- **Transparency**

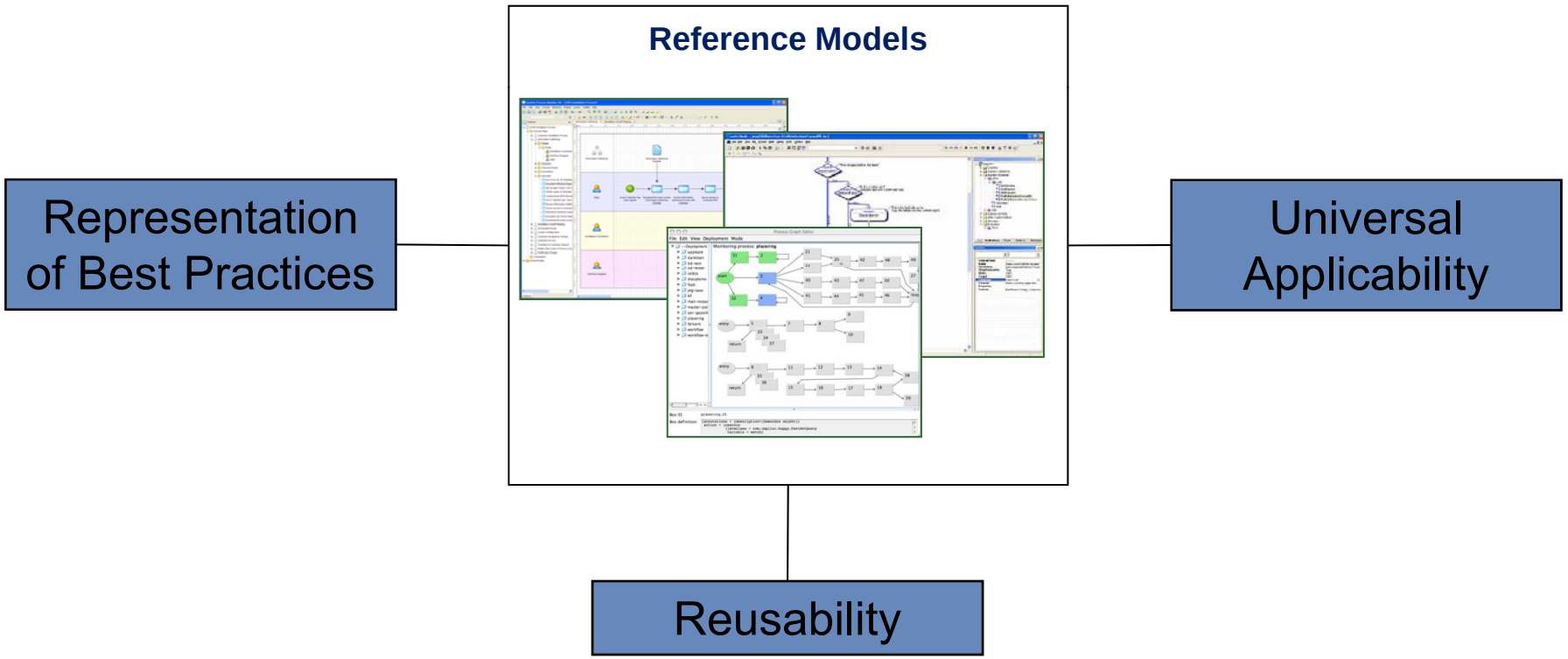
Table of Contents

- BPM – The Foundation
- The Benefit of Process Reference Models
- Process Repositories as Enablers of Reference Models
- Case Studies
- Bottom Line / Q & A

Copyright © 2010 Accenture All Rights Reserved.

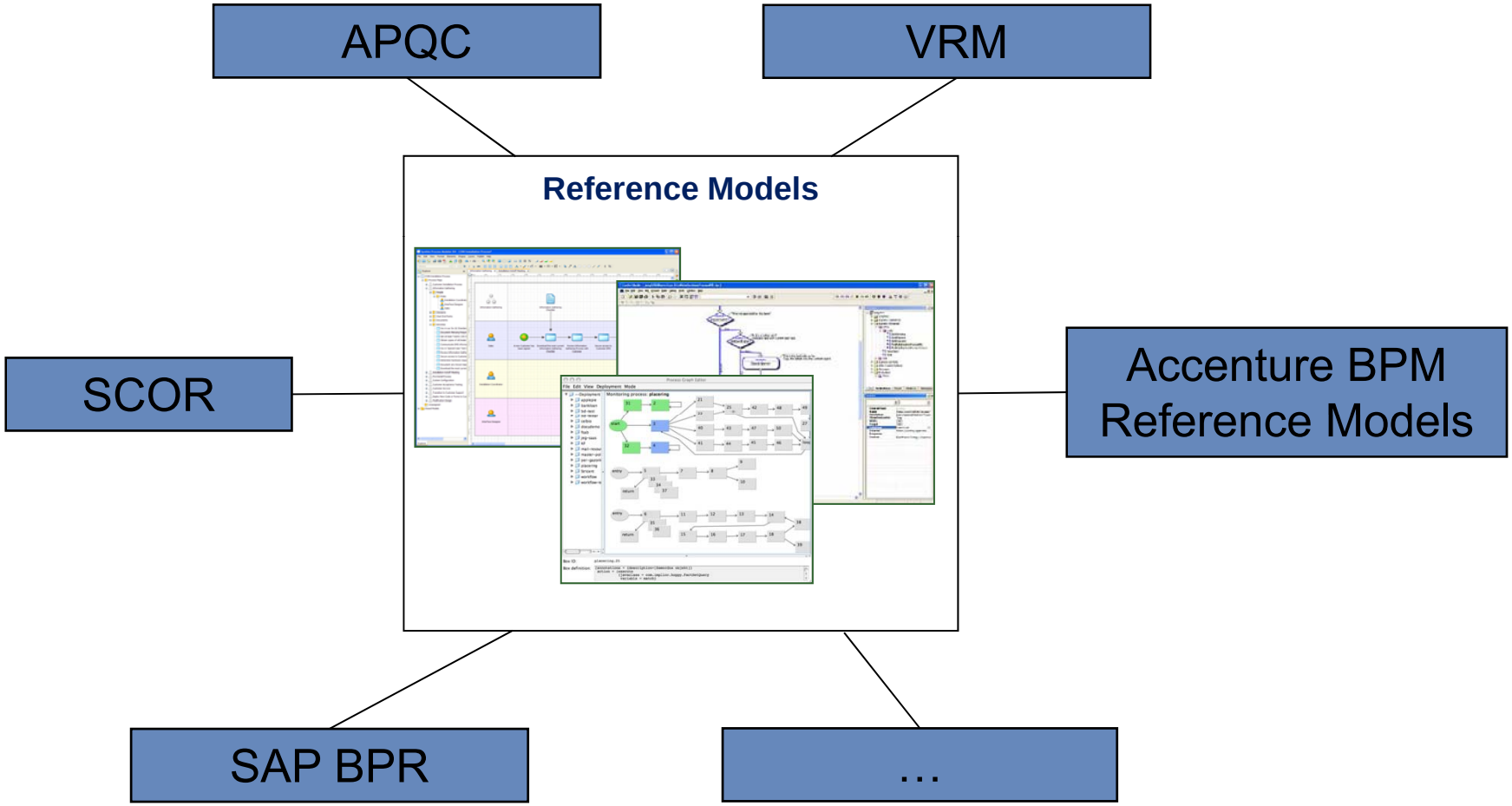
What are Process Reference Models?

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



Copyright © 2008 Accenture All Rights Reserved.

Examples of Process Reference Models



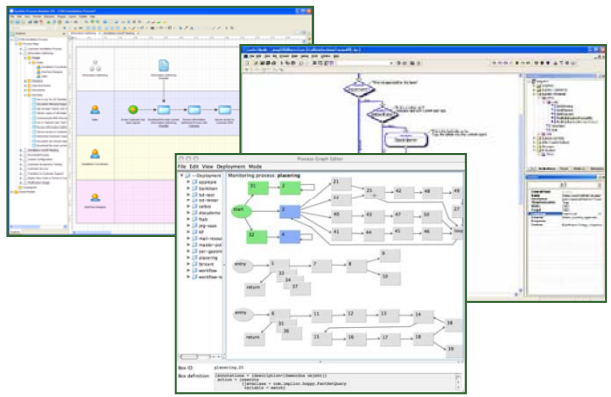
Copyright © 2008 Accenture All Rights Reserved.

Usage of Process Reference Models

Repository design and build

Business process design and improvement

Reference Models



Software selection, implementation, development

Change management, training, documentation

Best practice analysis and benchmarking

Copyright © 2008 Accenture All Rights Reserved.

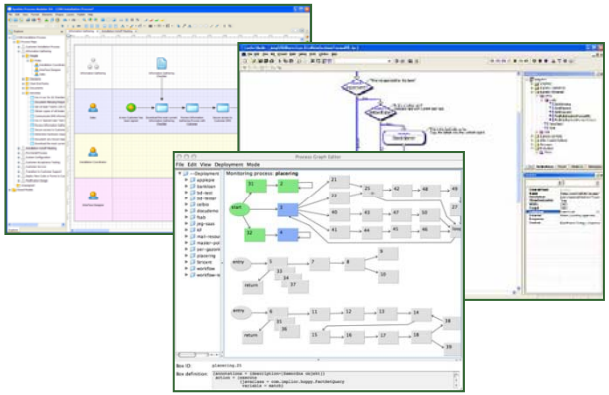
Benefits of Process Reference Models

Starting point and accelerator for repository creation

Accelerator for business process, functional, & technical design

Support of group facilitation

Reference Models



Common language

Risk reduction

Support of business process improvement

Standardization

Time and cost savings

Reusability

Copyright © 2008 Accenture All Rights Reserved.

Table of Contents

- BPM – The Foundation
- The Benefit of Process Reference Models
- Process Repositories as Enablers of Reference Models
- Case Studies
- Bottom Line / Q & A

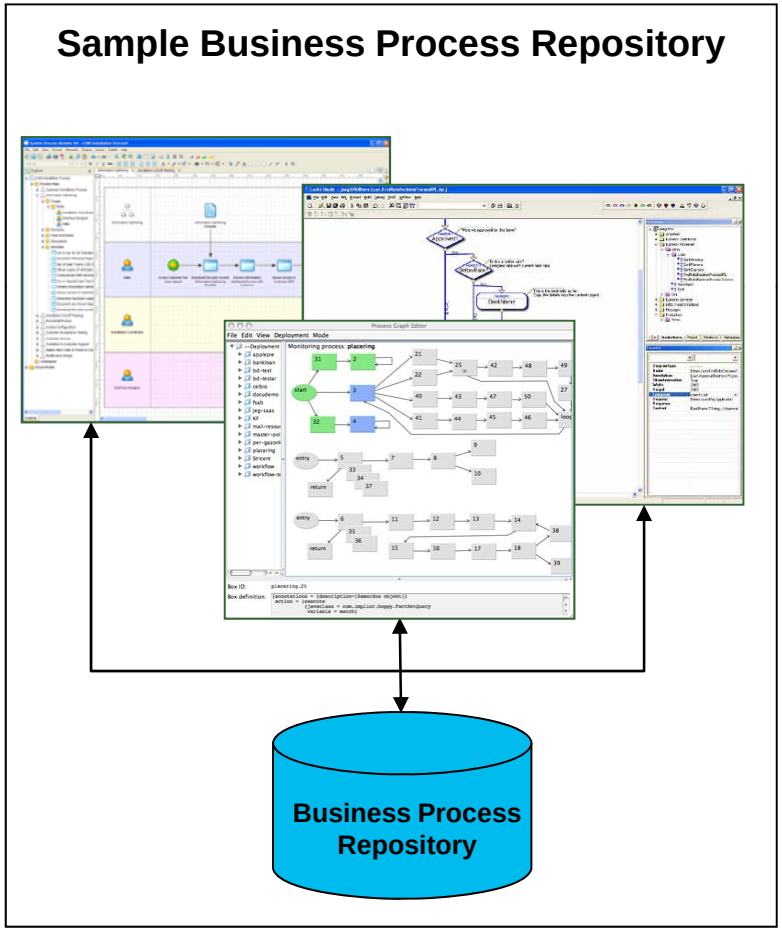
Copyright © 2010 Accenture All Rights Reserved.

Business Process Repositories
A Simpler Way to Use Reference Models

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:

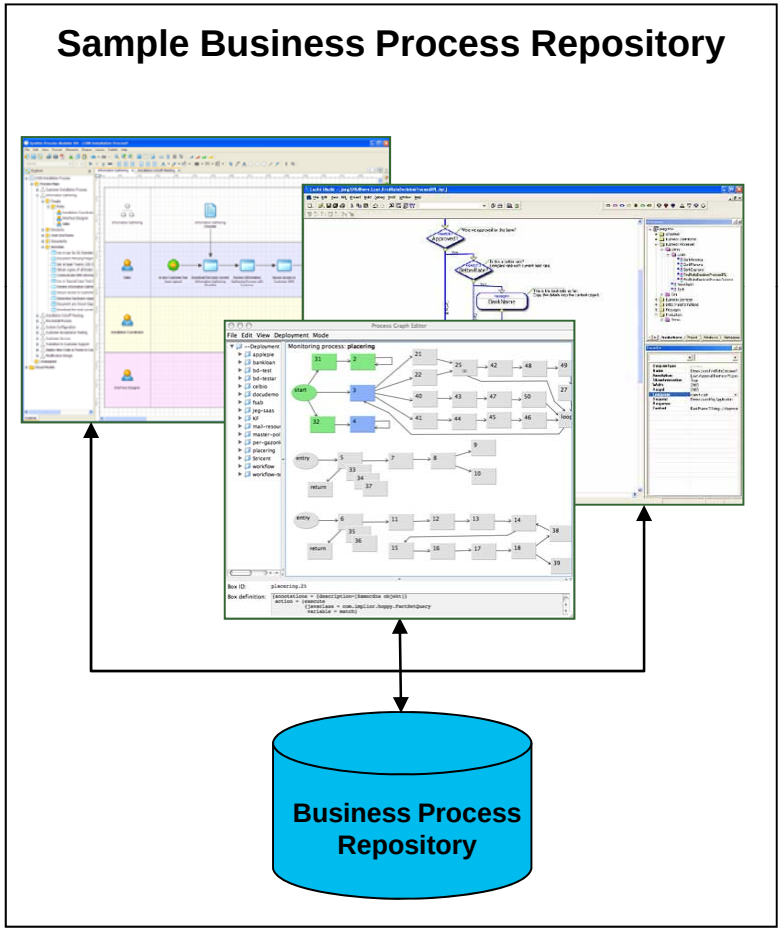
- Driver of standardization and harmonization
- Driver of centralization / decentralization
- Transparency to support process transformation
- Basis for scope management of software implementations
- Basis for process governance approach



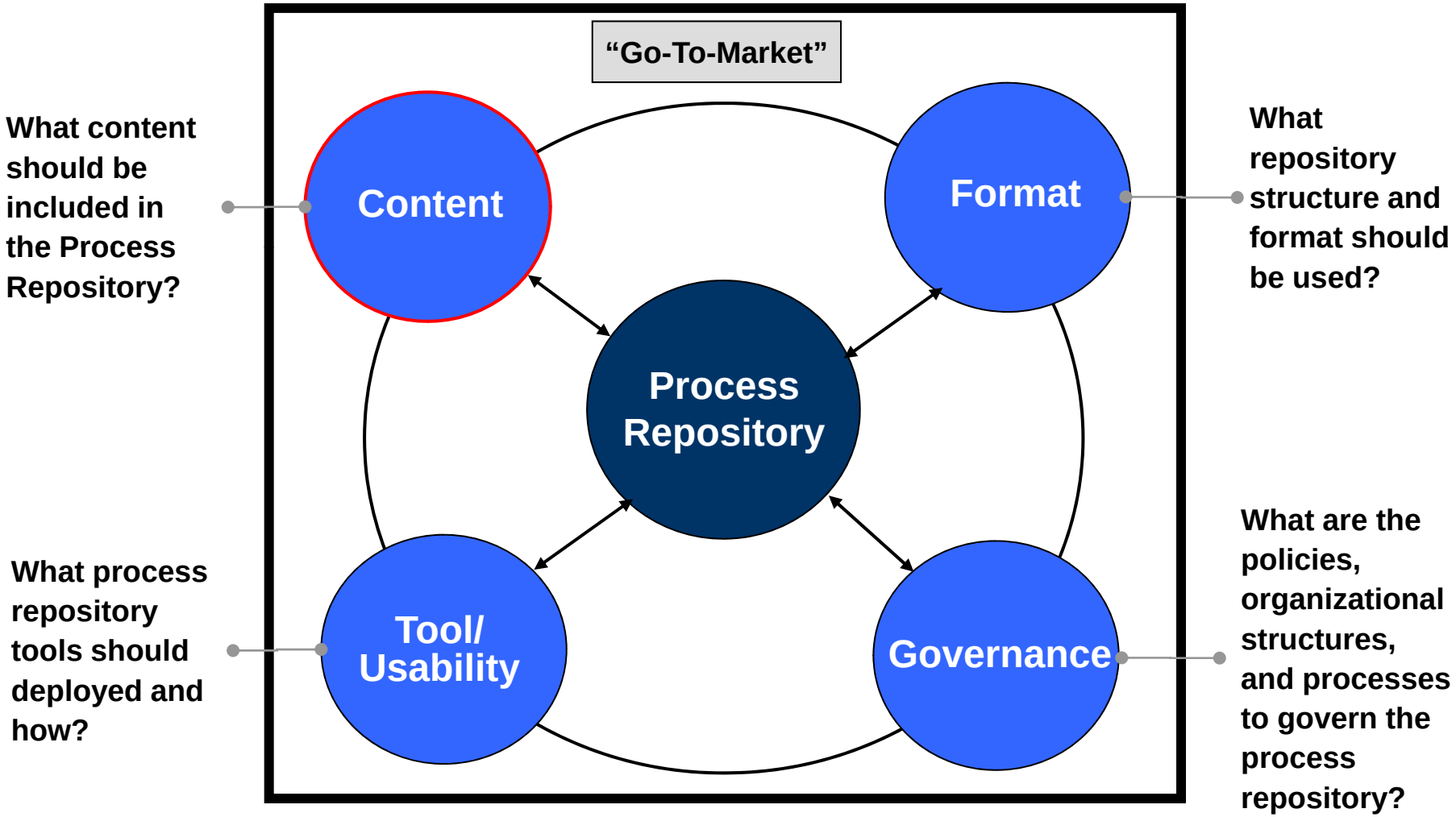
Business Process Repositories
A Simpler Way to Use Reference Models

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 repository structure and format should be used?

What process repository tools should deployed and how?

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

Copyright © 2008 Accenture All Rights Reserved.

Table of Contents

- BPM – The Foundation
- The Benefit of Process Reference Models
- Process Repositories as Enablers of Reference Models
- Case Studies
- Bottom Line / Q & A

Copyright © 2010 Accenture All Rights Reserved.

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.

Use of Process Reference Models / Repository

- Created operating model and process models
- Used Accenture Process Reference Models and SAP Reference Models as accelerators
- Managed scope and SAP implementation based on process models
- Used process repository later on to manage further process improvement activities

Benefits

- 40+ % of savings compared to a traditional approach
- Reduced implementation risk through high transparency
- Support standardization of selected processes based on “industry best practice models”
- Support professional “process-oriented” training on an ongoing basis

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.

Use of Process Reference Models / Repository

- Created a process repository to store process assets in an easy-to-re-use format
- Developed processes based on APQC and Accenture Process Reference Models
- Built a Process CoE to provide governance and process management
- Built process community using the repository to exchange best practices

Benefits

- Transparency over processes and initiatives avoids redundancies and overlaps
- Cost and time efficient process design using industry and company specific best practices
- Improvement of processes based on transparency through process repository
- Reduced program risk

Table of Contents

- BPM – The Foundation
- The Benefit of Process Reference Models
- Process Repositories as Enablers of Reference Models
- Case Studies
- Bottom Line / Q & A

Copyright © 2010 Accenture All Rights Reserved.

Repository based reference models:

→Deliver re-usable best practice information

→Provide key business benefits, e.g. cost, time, and risk reduction

→Easy to use

Copyright © 2008 Accenture All Rights Reserved.