Process transformation:
Ways Deloitte is simplifying BPM with ARIS

Process World - Washington D.C.
June 22, 2010
Deloitte overview

At a glance

- Deloitte is a professional services organization that offers Strategy & Operations, Human Capital, and Technology Integration related consulting services, and has access to extensive Audit & Enterprise Risk, Financial Advisory, and Tax capabilities.
- We are one of the top-ranked consulting firms with access to more than 7,500 practitioners around the world, and the only firm with access to a full range of audit, tax, consulting, and financial advisory services.

The broadest capabilities...

- $6.3B 23%
- $2.29B 9%
- $5.9B 22%
- $12.7B 46%

- Audit/Control
- Tax & Legal
- FAS
- Consulting

Top 10 Consulting service providers
Worldwide based on revenue for 2008 - 2009

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Other Service Providers

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Source: Gartner (April 2010)
Deloitte’s IndustryPrint process modeling approach and repository

- Deloitte was the first big consulting organization to have a structured approach to process modeling: IndustryPrint!
- IndustryPrint captures our knowledge of leading-practice business processes for 29 industry segments.
- Time-tested modeling approach and standards used on thousands of projects over the last 15 years.
- Provides a detailed starting point for business process design and reengineering and is the baseline for ClientPrints.
- Core to our Enterprise Value Delivery for ERP implementation method, providing a process-driven implementation approach.

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Deloitte’s business process modeling needs

- **Our challenges**
  - Rapid deployment of a standardized business process modeling platform across many global member firms and diverse projects
  - Deploy and manage our IndustryPrint process model content, covering 29 industries and market segments, mapped to ERP solutions
  - Single-user proprietary modeling tool: IndustryPrint Process Modeler 4
  - End-user modeler training time must be less than a day and project ramp-up in less than a week
  - Process modeling is only part of what our consultants and client team members do on a project
  - BPM details feed into many downstream deliverables and tools such as test cases, training materials

- **Our clients’ challenges**
  - Do not want proprietary modeling tools
  - Need to rapidly transform the business and/or deploy technology-enabled process transformation
  - No enterprise business process modeling strategy or tool suite in place
  - No BPM team in place to define the BPM standards, methods, and conventions
  - Client team members also have to learn ERP systems, testing and project management tools, etc.
  - **Must keep process modeling simple**

- **Our next generation of IndustryPrint tools need to be focused on simplicity and ease of use**
  - Leading multi-user modeling platform
  - Simplified models that look and feel like classic IndustryPrints and allow for robust integrated designs
  - Filter out superfluous objects, models types and functions
Deloitte is moving our next generation of IndustryPrint to the ARIS Design Platform

ARIS by IDS Scheer Selected to Standardize Deloitte’s Business Process Modeling Approach

Saarbruecken/Bervyn, September 15, 2009

IndustryPrint™ offerings by Deloitte will use ARIS to deliver best-in-class business processes.

IDS Scheer, the leading international solution provider of Business Process Management (BPM), today announced that Deloitte Touche Tohmatsu will standardize its IndustryPrint business process management content on the ARIS Platform. Deloitte’s IndustryPrint is a set of best-in-class business processes for 26 market segments which will now be modeled, documented, maintained and used for client deployments using the ARIS process repository. By standardizing on ARIS and integrating it with the IndustryPrint content, Deloitte will deploy a consistent Process Modeling and Process Improvement approach.

IndustryPrint accelerates process improvement by providing a working solution in a given industry and a common language for communication and collaboration on the to-be design process. IndustryPrint helps jumpstart the illustration and documentation of improved business processes, defines and depicts process scope, and allows reuse of Deloitte’s leading practices. IndustryPrint processes can also be modified to reflect key differences in a company’s own particular business requirements. Additionally, IndustryPrints are mapped to market-leading Enterprise Resource Planning applications to accelerate technology solutions. Standardizing the delivery of Deloitte’s market leading IndustryPrint process models on ARIS is an important element of Deloitte’s global service capabilities.

ARIS delivers a set of software tools and methods that provide the basis for sustainable process management and establishes a structure for process governance. Companies with strong process management capabilities are better positioned to rapidly respond to changing market conditions by making smarter and more informed decisions that can be executed quickly. By using ARIS, organizations can streamline their operations, reduce costs, and improve consistency. “We are thrilled Deloitte has selected ARIS as a strategic delivery platform for its services,” said Peter Gerhard, CEO of IDS Scheer AG. “Deloitte’s selection of ARIS demonstrates its strength and value, and underscores the market positioning of ARIS as the industry standard for Business Process Management.”
Why did Deloitte standardize on ARIS for our next-generation IndustryPrint?

ARIS helps enable Deloitte to deliver high value, consistency, and quality to our clients’ business process transformation projects.

**Value**
- ARIS provides process modeling tools and aligns with the strategic direction of the major ERP vendors.
- Supports our clients’ request to use non-proprietary tools that can be supported post-project.
- Facilitates ongoing process improvements that can reduce costs and increase the ROI for our clients.
- Provides an excellent delivery platform for preconfigured solutions.

**Consistency**
- Provides a multi-user, collaborative environment to design processes and manage requirements.
- Uses repeatable approach to process modeling that facilitates consistency across projects.
- Facilitates standardization on non-industry-specific processes and tasks across models, allowing project teams to focus on unique industry processes and tasks.

**Quality of solutions**
- Process model content is stored in a central database, which allows data to be analyzed and interfaced to other tools such as testing, training development, and system documentation.
- Allows mapping to major ERP applications, modules, transactions, and product screens to exact system enablement of a process.
- Requirements traceability directly in ARIS and linked to testing management tools.
How did Deloitte approach BPM simplification?

Senior BPM practitioners from IDS Scheer worked with Deloitte to design, develop, and test a streamlined BPM approach that focused on the ERP delivery method and automated many common ARIS modeling tasks.

Deloitte’s BPM vision
A simple, repeatable, and robust approach for automating design deliverables in our ERP delivery methods.

Methods and conventions
- Based on key design deliverables from our EVD for SAP™ and EVD for Oracle ERP delivery methods
- Standardized modeling hierarchy levels across design disciplines
- Simplified EPC to work with IndustryPrint modeling standards

Modeling automation
- Custom macros to automate common modeling tasks using IndustryPrint standards
- Automatic identification code generation
- IndustryPrint conversion utility
- Model and object mapping utilities
- Administrative Clean-up Automation to simplify definition and occurrence and definition copy administration
- Standard report library

Pre-built library models
- Standard library structure and user groups
- Pre-built application libraries for SAP, Oracle EBS, PeopleSoft, and JD Edwards packages
- Complete requirements capture, rationalization, and design traceability solution
- Business Roles
- KPI structures
- Value Delivery

Value proposition
- Jumpstart projects with a ready-made BPM solution based on leading practices.
- Deloitte is offering our ARIS configuration, custom reports and enhancement to our clients as part of our consulting engagement.
- Clients can continue with ARIS support after the project.
The challenge: Simplifying BPM for everyday business users

We have simplified the traditional Event-driven Process Chain (EPC) allocation diagram for use with our familiar IndustryPrint modeling approach.
Simplified BPM approach in IndustryPrint

- Effective Business Systems Design requires more than just drawing flow charts, configuring software, and defining roles.
- These individual designs must all be aligned at consistent connection points.

- ARIS helps to make the process of aligning and integrating your Business Systems Design easier.
- Many SAP and Oracle design deliverables can be generated automatically from ARIS by following a few simple steps.
Simplified BPM: It’s all about standardizing the relationships between each level of the business process hierarchy and the other major design components.

Common connection points facilitate intuitive designs and simplify project team training.
Live demo:
What does simplified BPM look like in ARIS?

Highlights from this demo are contained in the Appendix.
Why we simplified the EPC and ARIS

- True Enterprise Process Modeling means that everyone in the enterprise has access to the models and contributes to their development and maintenance.
  - Process Modeling is not everything a person does; it is something they do as part of their job.
  - Cannot expect people to maintain models accurately if it is hard to do.
- Models must be presentable at a high level for ease of understanding by process owners, but then allow for detailed attributes to be captured.
- ARIS is not an IT tool; it is an Enterprise Process Modeling tool.
  - The business needs to be involved in maintaining the business processes.
- ARIS is a tool with broad modeling capabilities. Keep it simple and start out with business process models before connecting them to other common deliverables developed on ERP projects, such as:
  - Requirements
  - Roles
  - Master Data
  - Application Landscapes
  - Organization Charts
  - KPIs
  - Leading Practices
  - Strategic Objectives
  - Business Scenarios
Appendix
Highlights from live ARIS demonstration
Let’s take a closer look at ARIS and IndustryPrint: Overall modeling architecture (Deloitte EVD Integration meta-model)
Business process modeling hierarchy

Business process models follow the standard four-level IndustryPrint structure.

For simplicity and consistency, all other model types are structured to complement this fundamental BPM organization principle.
ARIS: Level 0 Process Type Map

The top level of IndustryPrint models have a cleaner look and feel.
ARIS: Level 1 Process Group Map (ClientPrint Level)

Custom macros automatically generate folders and apply model headers for lower-level models based on the parent object. This saves a substantial amount of modeling effort.
ARIS: Level 2 Process Diagram

The detailed Level 3 subprocess model is assigned to a higher Level 3 Subprocess.

Only allowable IndustryPrint modeling objects, rules, and connectors for this level are displayed in the symbol palette.
Unique object identification codes are automatically generated and linked with the object name to ease search and reporting capabilities.
ARIS Functional Allocation Diagrams simplify traditional EPC models

- ARIS Functional Allocation Diagrams (FADs) are used to link other components in a business systems design to a process object.
- This simplifies process flow charts for the business owners by moving non-process design object out of the way.
- Our FAD modeling template uses a familiar “white board” approach and supports an iterative design approach.
What does a Requirements Decomposition Model look like in ARIS? Level 1-6 - Requirements Tree (Package Application Fit/Gap/Manual Analysis)

Functional Requirement Gaps (level 3) are further decomposed into System (level 5) and Technical Requirements (level 6). Represent Value Targets from Business Case.
How are requirements structured Deloitte’s ARIS configuration?

- **Translate business case requirements for the new system into actionable process requirements**

- **Used to define Integration Test Case objectives**

- **Traceability of detailed requirements back to the business case is enabled by one-to-many relationships; this helps rationalize all requirements with the business case and value proposition of the project**

- **Fit requirements can be configured in the base application package without modifications (RICE_FW)**

- **Functional Specifications for RICE-FW items (Gaps) describe System Requirements to augment base functionality**

- **Technical Specifications define in detail the development approach for each System Requirement**

- **Technical Specifications define in detail the development approach for each System Requirement**

- **Requirements - Functional**
- **Requirements - System**
- **Requirements - Technology**
Modeling automation: Adding a function object

Add symbol

Steps

1. Click on the “process” symbol located in the symbol palette.
2. In the modeling canvas, click in the area below the bottom (existing) process symbol to place the new symbol in that location.

ARIS responds by popping up a dialogue box.

Note: The pop-up dialogue box will only appear for function objects. For all other objects, you will just edit the object attributes directly (discussed in a later section).
Modeling automation: Adding a function object

Add symbol

Steps

1. Enter the “Name” of your process in the “Name” field.
2. Enter the “Description” in the “Description” field.
3. Notice that the IP Code is defaulted to the next available IP Code.
4. Click “OK.” The dialogue box will close. A script will run. Be patient. This process will take a few moments.
Modeling automation: Adding a function object

You will notice that the script that ran created more than just the object you were trying to create. These items were created for you automatically, so you would not need to create them manually. See below for all of the items that were created.

Created items

1. Occurrence* copy of the object on the model.
2. Definition* copy of object in the database.
3. Created a group for the object’s substructure.
4. Created the next level (L2) model.
5. Created an assignment from the current level model L1 to L2 model.
6. Created a connection from the process object to the process group object.

* These items will be explained in more detail later in the course.
Library models
Help jump-start your project with ready-made model libraries
Library models overview

Library models are reference models that are created to house project-wide requirements, transaction codes, business roles, and RICEFW objects.

Library models contain the building block objects needed to create FADs. Thus, library models must be constructed before FADs can be created.

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<th>Example models</th>
<th>FAD object stored in the library</th>
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<td>Stores the RICEFW objects.</td>
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FR-000000 Requirement - Functional
Explorer module
Deloitte’s standard database structure

Standard Deloitte ARIS databases are organized similar to the example below. The “Functional Processes” group is where the majority of project team members will work.

Deloitte’s standard database structure

- Database
  - Methods & Conventions
    - ★ Process Models
    - ClientPrint Entry Model
    - Library Models
  - Process Chain Models
  - Solution Manager Synch Models
Where are library objects stored?
Library models
Sample Business Roles library

The Business Roles library contains all relevant Business Roles objects.
Library models
Report-Interface-Conversion-Enhancement (RICE) libraries
Library models
Prebuilt Application libraries
Contains all relevant application structures including Modules, Transactions, Pages and Forms for all major ERP vendors (Oracle EBS shown)
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