IndustryPrint: Business Process Analysis for Everyone!
Introduction: Your presenters today

James Kocins
Deloitte Consulting LLP
Director, Services Quality (Methods & Tools)
San Francisco, California
jkocins@deloitte.com

Chris Ottesen
Deloitte Consulting LLP
Specialist Leader, Services Quality (Methods & Tools)
IndustryPrint 5/ARIS Lead Architect
Minneapolis, Minnesota
cottesen@deloitte.com
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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 170,000 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

FY10 Aggregate firm revenue by member firm by functional areas (in billions $USD)

Deloitte overview (contd.)

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

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<td>-14.5</td>
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<td>Capgemini</td>
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<td>1,291</td>
<td>-17.6</td>
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<td>Other Service Vendors</td>
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<td>46,147</td>
<td>-10.0</td>
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<td></td>
<td><strong>Total Market</strong></td>
<td><strong>77,103</strong></td>
<td><strong>70,136</strong></td>
<td><strong>-9.0</strong></td>
<td><strong>100.0</strong></td>
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Source: Gartner (April 2010)
The IndustryPrint story
Deloitte’s process modeling approach and repository

- Deloitte was the first large consulting organization to have a structured approach to process modeling: IndustryPrint
- IndustryPrint captures knowledge of leading-practice business processes for 30+ industry segments
- Time-tested modeling approach and standards used on Deloitte client engagements since 1996
- Provides a detailed starting point for business process design and transformation and is the baseline for ClientPrints
- Core to Deloitte’s Enterprise Value Delivery (EVD) for ERP implementation method, providing a process-driven implementation approach
Deloitte’s business process analysis needs

- **Challenges**
  - Rapid deployment of a standardized business process analysis platform across many global member firms and diverse projects
  - Deploy and manage our IndustryPrint process model content, covering 30+ industries and market segments, mapped to ERP solutions
  - Single-user proprietary modeling tool: IndustryPrint Process Modeler (IP4)
  - End-user modeler training time must be less than a day and project ramp-up in less than a week
  - Process modeling and analysis is only part of what consultants and client team members do on a project
  - Business Process Analysis (BPA) details feed into many downstream deliverables and tools such as test cases and training materials
Deloitte’s business process analysis needs (contd.)

- **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 analysis strategy or tool suite in place
  - No Business Process Management team in place to define the BPA standards, methods, and conventions
  - Client team members also have to learn ERP systems, testing and project management tools, etc.
  - Must keep process modeling simple
Deloitte’s business process analysis needs (contd.)

- Next generation of IndustryPrint tools selection 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
  - Preserve our existing IndustryPrint knowledge base

We decided to replace our single user IndustryPrint Process Modeler in 2009
IndustryPrint is now on ARIS
Deloitte built the next generation of IndustryPrint on the ARIS Design Platform
Why did Deloitte standardize using ARIS for the next generation of IndustryPrint?

ARIS provides a robust Business Process Analysis platform that helps Deloitte deliver high value, consistency, and quality on our client engagements.

Value

- ARIS provides process modeling tools and aligns with the strategic direction of the major ERP vendors
- ‘Supports 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 clients
- Provides an excellent delivery platform for preconfigured solutions
Why did Deloitte standardize using ARIS as the next generation for IndustryPrint? (contd.)

**Quality of solutions**
- Robust method embedded in the tool (ARIS House of Business Engineering)
- 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 show system enablement of a process
- Design requirements traceability directly in ARIS and linked to testing management tools

**Consistency**
- Provides a multi-user, collaborative environment to design processes and manage requirements
- Uses a 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
- Helps enable a “BPA for everyone” solution approach
“BPA for Everyone” approach with IndustryPrint
BPA for everyone approach with IndustryPrint

Senior BPA practitioners from Software AG worked with Deloitte to develop a streamlined BPA approach that automated many common ARIS modeling tasks and enable direct project deliverable creation.

Deloitte’s BPA 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 Enterprise Value Delivery (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

Prebuilt library models

- Standard library structure and user groups
- Prebuilt 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 BPA solution based on leading practices.
- Deloitte is offering the ARIS configuration, custom reports, and enhancement to clients as part of consulting engagements.
- Clients can continue with ARIS support after the project.
Challenge: Simplifying EPC for everyday business users

We simplified the traditional Event-driven Process Chain (EPC) for use with Deloitte’s time-tested IndustryPrint modeling approach. Enterprise resources supporting business functions were moved to standard ARIS Function Allocation Diagrams (FADs) based on a normalized enterprise modeling framework.

Traditional EPC
Supporting resources on same diagram

Simplified EPC
Supporting resources on FAD

Easier for business user to learn

Harder for business user to learn

Functional Allocation Diagram (FAD)
Used by specialists to connect supporting resources and other technical modeling information
Our BPA design started with our ERP package integration practices...

- Effective business systems design requires more than 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
...and resulted in a robust enterprise BPA solution

It’s all about standardizing the relationships between each level of the functional process hierarchy and other major design components. This was the starting point for our Enterprise Modeling Framework.
Live demo:
What does Business Process Analysis in IndustryPrint look like?

Highlights from this ERP design focused demo are contained in the Appendix.
Deloitte’s web-enabled hosting platform for IndustryPrint

- User access via ARIS Business Designer or Architect web clients
- Administrators can use the ARIS Business Architect java (fat) client.
- All users authenticate using LDAP
- Dedicated Xtradyne filters inspect for malicious traffic
- Clustered servers support Client and Deloitte IndustryPrint users around the globe
- Leading data center management, security and recovery procedures are in place
- All servers are located in the United Kingdom (UK)
Our clients can use IndustryPrint on the ARIS Platform during our engagements at no extra charge

During our engagement
- Secure web-based IndustryPrint hosting for quick project start
- Coach facilitated end-user training program
- Option to transfer to the client’s ARIS instance

Post engagement
- Copy of engagement ARIS database
- Published content (HTML)
- IndustryPrint configuration*
  - Methods & conventions
  - Custom modeling automation utilities
  - Standard IndustryPrint reports
  - IndustryPrint Report Builder (4Q-2011)
  - Documentation

* Provided on an as-is basis
Lessons learned over the last two years with 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
- Need to simplify and automate

Models must be presentable at a high level for ease of understanding by process owners, but then allow for detailed attributes and other technical information to be captured by specialists

ARIS is not an Information Technology tool; it is an Enterprise Business Process Analysis tool

- Frontline business people need to develop and maintain the models
- Make it as easy as possible for them to learn and get started

Pilot modeling approach and infrastructure before large scale deployment

Invest in training your end-users and administrators
Appendix
Highlights from live ARIS demonstration
Overall BPA modeling approach: IndustryPrint Enterprise Modeling Architecture is enabled in ARIS.
Functional business process modeling hierarchy

Functional decomposition of business process models follow the standard four-level IndustryPrint structure.

For simplicity and consistency, all other model types are structured to complement this fundamental BPA 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.
- 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? (Package Application Fit/Gap/Manual Analysis)

Functional Requirement Gaps (level 3) are further decomposed into System (level 4) and Technical Requirements (level 5) for use in specification documents.
How are requirements structured in Deloitte’s ARIS configuration?

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

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

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
Modeling automation: Adding a function object

Add symbol

Steps

- Click on the “process” symbol located in the symbol palette
- 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: This is a “click and click” operation as opposed to a “drag and drop” type of operation

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 (Contd.)

Add symbol

Steps

- Enter the “Name” of your process in the “Name” field
- Enter the “Description” in the “Description” field
- Notice that the IP code is defaulted to the next available IP code
- 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 (Contd.)

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**

- Occurrence* copy of the object on the model
- Definition* copy of object in the database
- Created a group for the object’s substructure
- Created the next level (L2) model
- Created an assignment from the current level model L1 to L2 model
- 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>Libraries</th>
<th>Usage</th>
<th>Example models</th>
<th>FAD object stored in the library</th>
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<td>Contains transaction codes.</td>
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<td>Stores the RICEFW objects.</td>
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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 work.
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)
How could full BPM automation be added to an IndustryPrint design on the ARIS Platform?
IndustryPrint-based functional designs can be transformed into technical process designs for automation using ARIS.
Automating an IndustryPrint business process design with ARIS

Build time

- IndustryPrint Enterprise Modeling Architecture
- BPMN
- Free design
- References as library
- Predefined building blocks

Run time

1. Link / Reuse
2. Automatic transformation into technical process, including iterations
3. Deployment
   1. Ongoing monitoring
   2. Round trip
How could an IndustryPrint model get automated in ARIS?

Highlights from this ERP design focused demo are contained in the Appendix.
Collaborative process design to align on requirements and process changes

During process analysis and requirements engineering all involved stakeholders can work together based on a collaborative real-time interaction. Results of the discussion can be recorded and archived in ARIS.
Sharing business processes with the Information Technology team: Round trip collaboration between ARIS and webMethods

Business View

Technical View

The logical BPMN process is developed by the Process Engineer as solution and blueprint and shared with IT for process implementation.
Conflict resolution and collaborative business process updates

Changes that are business relevant can be analyzed and compared with the origin IndustryPrint requirement model. The delta is highlighted in ARIS and a collaborative conflict resolution or update of the business process model can be achieved with all involved roles.
Thank you!