

High Performance through Accenture Business Process Management


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Economic volatility, increasing globalization, rising complexity and growing interconnectivity have forced businesses to make major changes to their operations in recent years.

At the same time, advances in technology such as cloud computing, service-oriented architecture, and software-as-a-service are creating more flexible, configured application environments that can deliver tremendous value if used in the proper way. To address these challenges, companies in all industries and geographies are focusing more attention and resources on business process management (BPM).

By enhancing their BPM capabilities, organizations stand to gain significant rewards. They can improve their visibility into key processes and their relationships, as well as the health of those processes, thus identifying opportunities to make improvements. BPM also can give organizations the tools and skills they need to quickly respond to marketplace developments and capitalize on emerging opportunities before competitors. And for many organizations, BPM initiatives result in improved governance structures that foster agile and efficient process management on an ongoing basis.

BPM is not a new concept. Since the mid-1990s, (or longer, depending on the source and how one chooses to define BPM), companies have deployed BPM to efficiently improve, refine and adapt business processes in support of changing business goals. Furthermore, technologies and tools for process management have advanced significantly in recent years—making them easier and more practical to use—and BPM methods and approaches have evolved as well. Thus, for many organizations, it is now much more feasible and affordable to establish an effective, long-term process management capability that makes a real difference in the performance of an organization while maintaining process repositories and championing the use of process automation and optimization tools.

Accenture can help organizations deal with change successfully and develop and operate scalable, efficient and

agile business processes to create both immediate and long-term competitive advantage. While many companies can provide assistance with specific elements of BPM, Accenture's unique combination of skills, approaches, assets and tools gives us an unrivalled ability to generate value quickly, deliver measurable results, and create durable BPM solutions.

Generating Value Quickly

Accenture's proven accelerators and assets, as well as our deep industry and functional knowledge, help organizations quickly generate value from their BPM investments. Indeed, Accenture's BPM professionals are recognized thought leaders. Their insights have been published in numerous academic and management journals, and they have written books and manuals used globally as business references for BPM initiatives.

Accenture has dedicated BPM Centers of Excellence, where we develop cutting-edge BPM assets (reference models, tools, strategic insight, services). In addition, Accenture makes a significant investment annually to identify the drivers of high performance used at our clients so that projects are focused on value. Accenture has developed more than 20,000 reference models covering 71 industries, providing a wealth of cross industry knowledge in a tangible easy to use format.

This collective knowledge, combined with pre-configured templates and other accelerators, serves as the basis of Accenture's industrialized approach to BPM, which enables clients to "kick start" the development or enhancement of a process repository as basis for effective process management and deliver solutions faster, at higher quality, and at less risk. The end result: Accenture can rapidly identify the "sweet spots" for driving differentiation and improvement—and thus business value—through BPM.

Delivering Measurable Results

While speed is important, outcomes are critical. As such, our approach to BPM is focused on generating measurable results by creating more agile connections between people, processes and technology.

Accenture's network of strategic alliances—coupled with our highly

skilled professionals—enable us to standardize, optimize, automate and innovate business processes, leading to significant quantitative and qualitative results. At every stage of delivering change, the broader Accenture team (Consulting, Technology and Outsourcing) understand how to use BPM to add pace and certainty to projects. Accenture has 30,000 ERP implementation experts and more than 1,100 consultants with BPM automation capabilities. In addition, Accenture's 4300 aligned BPM practitioners have a wealth of experience from projects conducted at more than 500 BPM clients in 177 countries, and our process lifecycle management capabilities as well as techniques such as Lean Six Sigma allow for continuous and measurable process improvement even after a project is completed.

Together, these capabilities enable Accenture to reliably deliver impressive results and have led to our recognition as a leader by several of the most respected BPM-related organizations.

Creating Durable BPM Solutions

Accenture not only helps organizations put optimized business processes into place, but we also can provide the organization and infrastructure needed for long-term success. We create durable BPM solutions that our clients can manage on their own, with the help of our BPM specialists, or through business process management outsourcing.

Accenture's strong relationships with prominent BPM vendors such as IBM, Oracle, Pegasystems, Software AG, and SAP are critical to this capability. Through these relationships, we share joint assets, develop accelerators, create innovative solutions, and certify our professionals in the use of state-of-the-art tools and business methodologies.

Furthermore, Accenture clients have access to our more than 100 BPM assets and offerings. Accenture can build and operate core business process repositories as well as process governance and management organizations, such as centers of excellence, for our clients, and we can help them develop the appropriate maturity level and process management strategy required to make business process management the heart of their future improvement initiatives.

Accenture can help organizations derive value from their BPM investments quickly, measurably, and sustainably—whether those investments involve a merger or acquisition, IT rationalization, core system implementation, operating model design, process automation or other small and large improvement initiatives.

Post-merger organizational rationalization

When any entities combine, the value of the merger is largely dependent on the ability to generate synergies by rationalizing processes and systems. Accenture's BPM expertise can help organizations achieve that critical goal. For example, in a merger between two large utility companies, Accenture was able to quickly populate a process repository using the Accenture reference models built on industry standards with multiple additional layers of detail and, thus, significantly accelerate the pace by which the new entity could realize the benefits from the merger. The two utility companies had very diverse process and operating models and a vast number of applications to support. By creating and leveraging a new BPM center of excellence, Accenture significantly increased the pace at which the companies could align the processes across the two organizations, select the best from each, and build common processes to work toward mutually. Our approach also enabled the new entity to quickly establish regulatory compliance broadly across the merged organization and then focus integration efforts on those detailed areas most critical to compliance. A comprehensive process management maturity assessment and the resulting BPM strategy enable a value-driven BPM approach delivering short-term improvements as well as long-term advantages.

Post-merger IT rationalization

Accenture's BPM capabilities also have been used to drive significant IT rationalization efforts. For instance, a Nordic public organization improved service to its citizens by fully automating pension claims processes. The web solution allows citizens to simulate and claim their pensions in near real-time compared to weeks previously. The BPM layer of the solution integrates and orchestrates 19 legacy applications.

Innovation and growth

With Accenture's help, an organization can develop new capabilities that enable it to more quickly and efficiently expand its capabilities to capitalize on growth opportunities. In one such instance, a high-tech company with substantial ties to the defense industry sought to scale up its engineering and production processes to fulfill an important new contract. The challenge for the company, however, was that its program-centric environment created obstacles to process standardization, best practices learning and utilization, and knowledge retention. Accenture helped the company create process models that would support the new program and institute sustainable BPM capabilities that would enable the company to continue to update and expand its processes to accommodate growth in the program. A process simulation based on the developed models helped identify bottlenecks and solutions to overcome them. Accenture also performed a BPM maturity assessment across the entire enterprise and created a common governance road map for all business processes.

Core system implementation

A major technology implementation, such as the deployment of a core corporate system, can benefit from Accenture's BPM expertise. Using our industry-specific process models for high-performance businesses, Accenture has linked business process mapping to ERP configuration requirements in numerous ERP projects to accelerate implementation with greater certainty and predictability. Importantly, Accenture has an extensive repository of configured system elements, test scripts, design documentation, and other tools—as well as a rich set of supportive system integration components—that help streamline ERP deployment and ensure closer alignment between the

solution and the processes it supports. The result is a more efficient ERP implementation that delivers real business value to the organization.

Next-generation process automation

Next generation process automation represents another field in which Accenture's BPM skills can provide substantial benefits. Accenture recently helped an insurance company implement a process automation tool to dynamically manage the sequence with which process elements were executed based on policy and customer characteristics such as level of control required, level of risk, and selling agent. The tool manages the workflow and the configuration of the applications used in the process based on overall business rules. Accenture helped design and implement the process automation tool by using our insurance reference models for high-performance businesses to populate a process repository that provides the automation tool with the process and application mapping required to automate the process. Using the tool, the insurance company now can dynamically adapt processes based on business conditions and operate a more agile technology environment to keep pace with a much faster-changing business environment.

A Valuable Partner for Challenging Times

There's no doubt that today's business environment is less certain, more complex, and faster-paced than ever before—and that companies are under immense pressure to make substantive changes to their enterprises much more frequently and quickly.

Accenture can be a valuable partner in companies' efforts to address this challenge. Our Business Process Management capabilities help organizations develop and operate scalable, efficient and agile business processes that deliver rapid, sustainable competitive value. For instance, by using Accenture's BPM offerings a Spanish bank reduced its operating costs by 60 percent or a European telecommunications company shrank time to market by 75 percent.

Working with Accenture, companies can build a robust BPM capability that can help improve process transparency, instill greater organizational agility and efficiency, drive more profitable growth and, ultimately, foster high performance for years to come.

About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with more than 223,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US\$21.6 billion for the fiscal year ended Aug. 31, 2010. Its home page is www.accenture.com.

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