Establishing a BPM Discipline to drive Strategy to Execution with Pace and Certainty
Businesses face many challenges in the global marketplace. To outperform their competitors, they need to rapidly respond to changing market conditions. To address these challenges, companies in all industries are focusing more attention and resources on business process management (BPM). BPM is a way to improve visibility into the business and provide companies with the tools and skills to quickly respond to marketplace developments. Accenture's Business Process Management—Lifecycle (BPM-L) team helps organizations establish a value-driven BPM capability, driving business strategy to Information Technology (IT) and people-based execution. This enables companies to make smart decisions and execute quickly on the resulting actions—using their “process of process management.” (See Figure 1.)
Achieving high performance with BPM-L

This discipline of value-driven BPM transfers strategy into IT and people based execution, using process as the critical link. It converts processes into assets that create lasting competitive advantage. BPM-L helps to set the right priorities based on the strategic imperatives of an organization. The discipline of value-driven BPM builds “processes to be changed and adopted”, hence it creates agile and scalable processes.

Having value-driven BPM as a management discipline provides the transparency to achieve key values like quality and efficiency, agility and compliance as well as internal alignment and external integration into enterprise networks. The BPM discipline mitigates the conflicts between those values.

Effective ongoing process management helps to generate value quickly, deliver measurable results and create - sustainable competitive advantage.

BPM-L helps achieve transparency, agility and efficiency by implementing an appropriate “process of process management." Organizations use BPM-L to address questions like these:

- How do I standardize my processes, e.g. in a post merger-and-acquisition environment – Or to prepare for both, cost savings and growth?
- How do I achieve safety and regulatory compliance?
- What does it take to scale up my processes to meet the next level of growth?
- How do I achieve real business value through a process-oriented implementation of ERP (SAP, Oracle, etc.) or similar systems?
- How can I manage standard operating procedures and facilitate their use?
- How can I identify “quick wins" for process improvement?
- How can I identify shared services opportunities?
- How can I develop a process-oriented requirements definition as the basis for software development?
- How can I enable a process-driven application consolidation that minimizes business risk?
- How can I prepare for a successful process automation to achieve cost and cycle-time reductions?
- How can I focus my process management initiatives on high-impact business processes and set the right priorities?
- How can I enable smart, well-informed decisions and the fast execution of resulting actions?
- How can I measure the performance of my processes?
- Is it more efficient to outsource components of my process management?
- Which processes do I optimize, which ones standardize on industry common practices?
- Which processes should I include in a shared services center or outsource?
Process management strategies and road maps show the way to immediate and sustainable value

Accenture’s approach to the development of business process management strategies makes process management the execution engine for the business strategy, leading to a value-driven BPM approach.

The development of a process management strategy begins with a maturity assessment of current process management capabilities. The next step is to identify the target maturity level appropriate for the organization and to define the approach for achieving that level. In parallel Accenture identifies the operational business processes that have a high impact on the organization’s goals but—compared to industry standards—have a low level of maturity. These are the processes where business process management can deliver the fastest significant benefits. The developed BPM capabilities are typically applied to these processes first, so that the process management strategy helps bring immediate value while developing sustainable capabilities.

Developing a high-level process project portfolio culminates in a road map that guides a strategic focus and sets the direction and priorities for operational process initiatives.

The process governance and management organization helps create ongoing value

To sustain the advantages of process improvement, there must be a mechanism in place to ensure that the organization can execute on process-related action efficiently and benefits from the process assets created. A process governance and management organization provides the organizational component of the “process of process management,” and defines the rules and guidelines for process management in the organization.

The process governance and management organization provides the organizational structure, roles and responsibilities for a successful BPM capability, the internal “process offerings,” the operating model for the “process of process management,” as well as the guidelines and the standards that will be used.

The process governance and management organization identifies high-level goals and defines accountability for the improvement and management of business processes. It helps establish organizational structures, such as BPM centers of excellence, and procedures to more efficiently leverage and share knowledge, refine business architecture, implement consistent standards, optimize resources and manage central services such as education, process consulting, operations and other support services.

BPM governance defines roles and responsibilities in business, e.g. process owners, IT, e.g. BPM Engine helpdesk, the BPM Center of Excellence, e.g. a process architect.

The process governance and management organization sets the stage for effective deployment of business process management for a high-performance business, helping to support the sustainability of process improvements and the continued focus on creating value for customers, shareholders and other stakeholders. (See Figure 2.)

The management of process repositories contributes to immediate and – lasting business results

Business process repositories – house the business architecture, hence all relevant information about processes. They bring transparency to an organization and benefit companies in many ways, including the increased efficiency of using standardized processes consistently and the advantages of best practices and shared service centers. A business process repository also helps support process transformation through innovation initiatives, focused process improvement and increased portability of best practices across divisions or functions.

The repository can be used as the basis to integrate business and IT initiatives, delivering a joint language and automated integration to software environments like SAP Solution Manager or Oracle Fusion.

To create a repository that really delivers benefits and value, key topics must be addressed:

Go-to-Market/Use Cases: Why do I need the repository? What do I want people to do with it? How do I achieve real value and benefits with the repository?

Content—What should be stored in the repository to support the use cases: Process models and architectures? Process and IT architectures? Performance information such as key performance indicator Information architectures? Or other information necessary to manage processes?

Format—What modeling methods and approaches are used to keep things simple but comprehensive?

Tools and usability—What repository tool fits best? Which components are used? How is the content published? What does the tool roadmap look like?

Governance—How is the repository content governed? How are process changes handled? How suggestions for changes collected?

BPM-L uses business process repositories to manage all process-related information, including process reference models. The models become important process assets within the repository that can then be reused in numerous initiatives. The use of reference models—
along with the appropriate modeling software—can accelerate and simplify the creation of repositories.

Advances in technology, such as cloud computing or service-oriented architecture, can deliver tremendous value if used in the proper way. BPM-L is a key enabler for this value creation. Process models and other process-related information help with defining IT requirements, in an executable form. Accenture uses the ARIS Platform as its standard modeling and repository tool, but also applies other appropriate tools in client environments such as Provision, Casewise, Nimbus, SystemArchitect, Websphere Business Modeler, and more.

**Process reference models enable results for high-performance businesses**

Accenture’s process reference models are based on experience with hundreds of companies. Accenture has more than 40,000 reference models describing 73 industries, spanning major functions for high-performance businesses in industries such as oil and gas, communications, high tech, chemicals, banking, insurance, health and life science, utilities and consumer packaged goods, retail or functional areas like supply chain management, customer relationship management, finance, human resources and more. There is even a reference model for the “process of process management.” In addition to core process reference models, the repository includes key performance indicators, capability assessment models, value trees and more.

Process reference models can be used as a starting point for business process design and improvement, software selection, implementation and development, change management, training and documentation, in addition to best practice analysis and benchmarking. The reference models don’t replace the design, they just make the organization specific design faster and help improve the quality. The result is a company-specific solution that fits best in the environment.

Depending on the industry, only 15–20% of processes are really creating competitive advantage. These are the focus for process initiatives, where innovation and thoughtful improvements are crucial. Thus, work can be supported through the use of cross-industry models: communication companies may use retail best practices to organize their shops to sell cellulares. Oil and gas companies can benefit from experiences in the chemical industry. Or bio-chemistry companies can learn the product configuration of machinery enterprises. The Accenture reference models support this cross-industry work and help find the best company-specific solution. For the remaining 80–85% of the processes industry specific reference models can be used as starting point for the company specific design.

![Figure 2: The core components of BPM-L](image-url)
With its industry-leading process reference model repository, Accenture can help expedite the creation of a new repository with a significant reduction in design time. Accenture's approach to the use of reference models helps find a balance between using experiences and best practices versus applying analytic design efforts in areas where they really deliver value. By looking at the unique challenges and opportunities presented by each business or function, Accenture is able to collaborate with clients to help achieve measurable improvements.

Achieving high performance with Business Process Management—Lifecycle

BPM-L supports the standardization of processes, the roll-out of safety and compliance standards and post-merger integration work. For example, in a merger between two large oil and gas 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, significantly accelerating the pace by which the new entity could realize the benefits from the merger. The two companies had 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. Accenture's 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.

Accenture's BPM-L capabilities also help making major business transformations successful. For example a major retail chain in North America set up a BPM organization using the BPM-L approach. Then they used this capability to drive a major business transformation to implement their strategy to a significantly enhanced customer centricity. BPM helped to move from strategy to IT and people based process execution.

Accenture supports clients on their journey toward high performance by combining its global pool of talent, decades of experience and industry and business knowledge with a comprehensive array of methodologies, frameworks and architectures to establish the process of process management for a value-driven BPM capability. Accenture delivers services to support all phases of a business process initiative—helping companies to achieve immediate benefits and lasting value.

Measure process performance to enable continuous improvement

BPM-L helps monitor process performance to determine if the defined goals are achieved. If not, the case-appropriate improvement initiatives can be identified and implemented. The performance monitoring delivers dashboards with process-centric key performance indicators such as cycle times and frequencies, percentage of first time right customer inquiry resolutions or the percentage of “perfect” orders (time, quantity, quality). Some monitoring tools even enable the reverse-engineering of process instances, so that bottlenecks and negative performance can be identified easily.

Outsource BPM process components via BPM-L Managed Services to achieve highest efficiency

Accenture runs one of the largest process repositories in the world. Organizations can benefit from this infrastructure by outsourcing the maintenance and support of their repository, the entire repository application—or even a whole process center of excellence. This can also be a cost-efficient entry point into BPM. Our BPM-L Managed Services can take care of the conversion of models, quality assurance and more.
Contact Us
For more information on how Accenture Business Process Management—Lifecycle can help your organization’s journey towards high performance, please contact:

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About Process & Innovation Performance
The Accenture Process & Innovation Performance service line helps clients become high-performance businesses by taking an end-to-end, process-based approach to address key business challenges, while working with clients to enhance the internal capabilities they need to continuously improve operational and innovation performance.

About Accenture
Accenture is a global management consulting, technology services and outsourcing company, with approximately 275,000 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$28.6 billion for the fiscal year ended Aug. 31, 2013. Its home page is www.accenture.com.