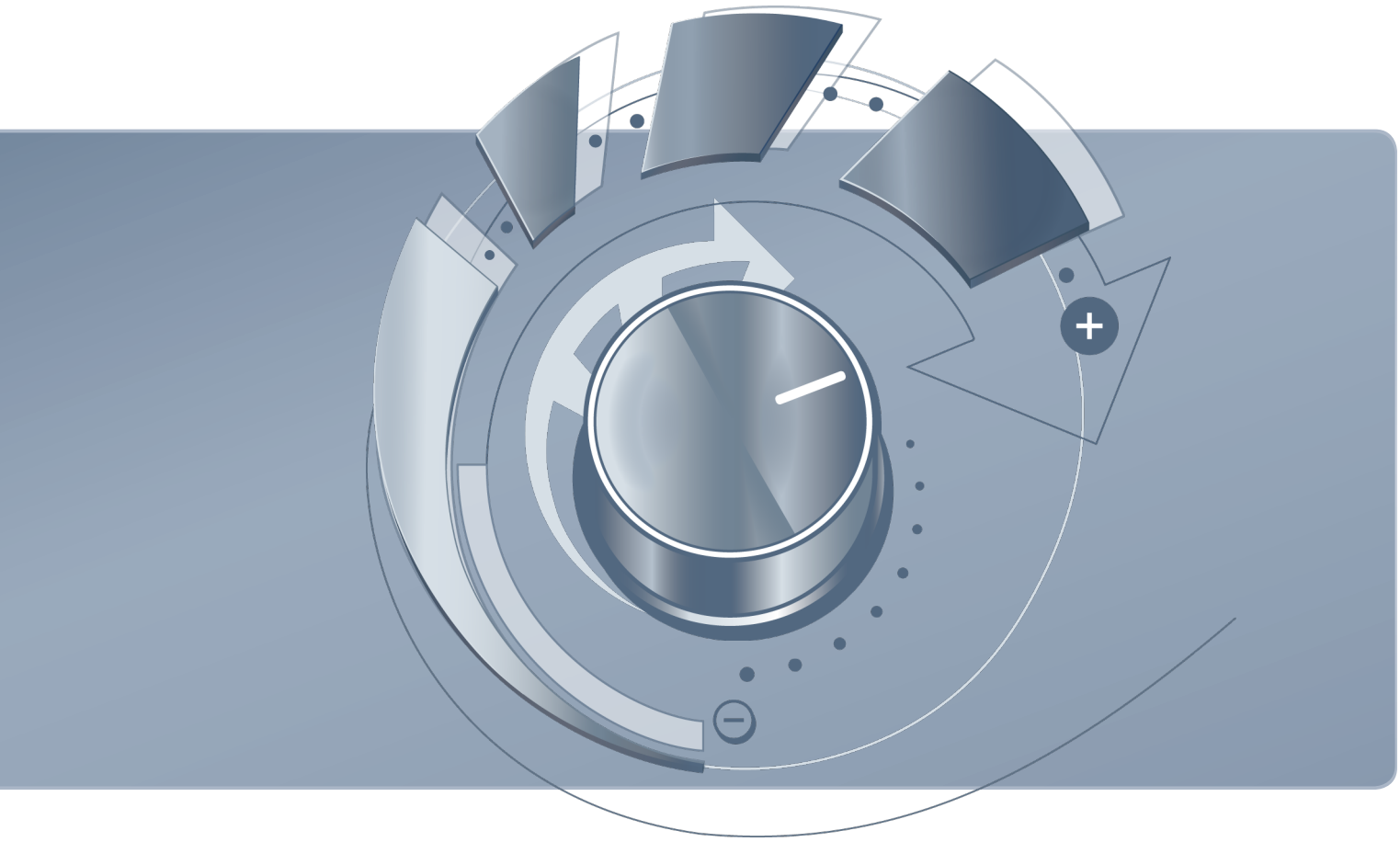
SAPERION whitepaper

BUSINESS PROCESS MANAGEMENT WITH SAPERION WORKFLOW



» Management Summary

This white paper is concerned primarily with the following items:

This whitepaper describes how companies that employ business process management (BPM) are able to accelerate their processes. They then use the resulting productivity gains to improve their competitiveness.

Software-supported business process management automates routine tasks and gives employees the ability to view business events within the overall context whenever doing so is beneficial. Motivated employees who have more time for value-creating activities can independently take on greater responsibility. Individual teams and entire departments can utilize the knowledge gained from process evaluations to further improve the effectiveness of the processes.

SAPERION Workflow is a high-performance application for business process management with integrated document management capabilities. The solution gives companies the tools they need to optimize their processes. These improvements can be a major factor in putting the company on the path to sustained profitability. At the same time, more effective processes can improve service quality and shorten reaction times, despite continuously changing requirements. Companies that master these dynamics can build and sustain a strong reputation.

About the author

Dr. Martin Bartonitz
Dr. Martin Bartonitz has been engaged with the subject of business process management since 1992. He has been the product manager responsible for workflow, signatures, and inbound at SAPERION AG since 2004.

INHALT

Linked PDF
Click to skip to
the target chapter.

1 INTRODUCTION TO BUSINESS PROCESS MANAGEMENT

1.1 The past: Rationalization can be a dead-end on the road to productivity

Business process management originated from management science

As early as the 1900s, improving productivity and efficiency was a major subject of interest at growing industrial firms around the world. At that time, rationalization measures promoted by American engineer Frederick Winslow Taylor were the primary source of progress. This time period marked the birth of assembly line production. These measures were intially very successful in the first half of the 20th century. Ford, for example, was at one time able to capture more than 50% of the automobile market with its Model T. For a long time, companies were strictly inward looking and concentrated on improving their own structural organization.

» At a Glance

Alienation of the customer

Eventually, this caused them to become out of touch with the needs of their customers and affected their competitiveness with a lack of flexibility and clout in the marketplace.

Monotonous tasks alienate workers

Short-sighted rationalization efforts also weakened internal corporate structures and made it difficult for employees to identify with their employers. Workers forced to endure the monotonous tasks of the assembly line were known to be very unhappy at their jobs. They no longer had any reason to think independently and each person individually was nothing more than a small cog in the machinery. Charlie Chaplin, with his wry sense of humor, expressed the alienation felt by these workers in his movie "Modern Times". There were many negative consequences associated with this very intense, monotonous work environment: health-related absences, low identification with the company and its products, a lack of employee participation, and eventually quality problems. These problems manifested themselves in the form of conflict between managers and workers and excessive employee turnover. All of these issues had one thing in common: they decreased the companies' ability to remain profitable.

1.2 Today and tomorrow: Managed processes improve productivity

By the 1930s, new theories and knowledge emerged to support the idea that managing processes can produce more sustainable results than rationalization-based productivity improvements ever could.

Organize procedures first, then realign the organization

The late 20th century: process optimization comes of age

The first real trend reversal came in the 1980s when companies began to focus on quality. Since that time, efforts to optimize processes have received a great deal of attention because, when it comes to improving quality, it is much more important to observe how individual processes are completed than to look at the overall organization of the company. It became widely accepted that successful companies must create customer value by optimizing interaction of the tasks and skills in each of their departments. This new perspective completely replaced the prevailing view of a firm as being a collection of lone-warrior departments (the first well-documented work on the subject was produced by Michael Gaitanides and Wilhelm August-Scheer).

Passing the baton

A well-trained team of relay runners is a good analogy for a company that succeeds in capturing the benefits of process management. In a relay race, each runner must be equally skilled and both capturing the baton and passing it on to the next person. In a corporate environment, projects should be passed from one person to another like a baton is passed between runners.

1.3 What is business process management?

Re-focusing on the customer

By the end of the 20th century, widespread recognition that organizations must align themselves with business processes produced a number of new organizational philosophies. A few examples include: Total Quality Management (TQM, see DIN EN ISO 8402, and ISO 9001:2000), Business Excellence, Business Process Re-Engineering, Lean Management, Change Management, and Six Sigma. Customer Expectation Management (CEM) (ISBN-13: 978-0929652078, by Terry Schurter and Steve Towers, or http://www.towersassociates.com/Towers_Associates_Process_Excellence_Evolution.html) is the latest addition. All of these approaches have one thing in common: a focus on creating value for the customer. Accordingly, uniformly high quality becomes extremely important.

» At a Glance

The following statements are taken from the TQM entry of Wikipedia (http://de.wikipedia.org/wiki/TQM as of February 2010):

- Quality is oriented on the customer
- Quality is achieved by employees in all areas and levels of the company
- Quality involves multiple dimensions that must be operationalized with specific criteria
- Quality is not the objective, but instead a never-ending process
- Quality is not limited to just products, but extends to services (non-profit organizations) as well
- Quality requires active measures and must be achieved gradually

Defining BPM remains a challenge

In the past few years, the term Business Process Management has come to define the practice of using these methods to improve processes. Since several different organizations are currently working on definitions, at this time there is no internationally accepted definition of business process management.

However, it appears that the Association of Business Process Management Professionals, or ABPMP, and the related European Association of Business Process Management now have the authority to provide the first real definition of business process management. The German chapter is represented by the Society for Organization (founded in 1923), whose members are widely considered to be the "fathers" of business process management.

Many highly-respected members from both organizations have been working for the past four years on training guidelines for attainment of the title BPM Professional. The first internationally recognized process management certification test was held in December of 2009. Twenty-four

graduates of the program were awarded the title Certified Business Process Professional (CBPP®) in Switzerland in January of 2010.

The Bible: BPM CBOK™

CBPP certification is based on the textbook "Guide to the Business Process Management Common Body of Knowledge", or BPM CBOK™, version 2. This manual is now also available as a book. (ISBN-13: 978-3921313800, BPM CBOK) The more than 30 German authors who worked on the translation and revisions of the first version of the English book cautiously note that the book is only a beginning. However, on page 331 they offer a glimpse into the capabilities of a BPM professional in various roles. It is particularly noteworthy that those seeking certification must first express in writing their commitment to the ethical guidelines.

The following explains the core definitions of business process management.

Value creation, process optimization, and goal achievement

Business Process Management (BPM) is a systematic approach for capturing, organizing, executing, documenting, measuring, monitoring, and controlling both automated and non-automated processes and for thereby achieving process objectives, which themselves are aligned with the overall corporate strategy.

+ BPM incorporates deliberate, coordinated, and increasingly IT-supported arrangement, improvement, innovation, and maintenance of end-to-end processes. This gives companies a fast and flexible way to create new value and achieve their objectives.
+ With the help of BPM, processes can be coordinated with the larger corporate strategy. The firm's overall performance is improved as soon as activities are optimized within specific organizational units, throughout the enterprise, or even across multiple organizations.
+ A process is a series of defined activities performed by people or machines for the purpose of achieving one or more objectives.

Types of business processes

There are three types of business processes: operational, support, and management processes

+ *Operational processes* cover multiple functions and are designed to create value for the customer.
+ *Support processes* like human resources and IT facilitate completion of operational processes.
+ *Management processes* involve the planning, diagnosis, and control of operational and support processes so they will fulfill their operational and financial objectives as well as comply with legal requirements.

» *At a Glance*

The most important factors contributing to the success of BPM are the following:

+ Coordination of business strategy, value-creation chains and processes
+ Extraction of enterprise and departmental objectives from the strategy
+ Planning and development of measures for fulfilling objectives
+ Achievement of objectives through assignment of sponsor roles, responsibilities, competencies and responsibilities for the processes
+ Definition of clear process responsibility with adequate competencies in order to successfully implement changes
+ Introduction of process metrics, measurement and ongoing monitoring of processes
+ Introduction of methods and techniques such as continuous process optimization, change management and monitoring of changes as well as effective use of suitable BPM products and tools
+ Standardization and automation of business processes and process-related procedures throughout the entire company
+ BPM is a professional discipline that consists of eight sub-disciplines: modeling, analysis, design, performance measurement, implementation and adoption, organization, corporate process management and technology
+ The four pillars of BPM are values, convictions, leadership philosophy and culture
+ The BPM lifecycle consists of planning and strategy followed by modeling and analysis, design, implementation and adoption, diagnosis and control and resulting optimization measures
+ Key factors that influence the BPM lifecycle are organization, process definition, responsibility, sponsor support, measurement, process awareness, coordination, IT and BPM methods and techniques
+ Another key element in process management is the definition of IT-controlled efficiency and performance controls. In order to successfully adopt these controls, related control activities must be drafted, tested, implemented and monitored

1.4 The importance of business process management for the firm's profitability

In this time of rapidly changing markets and competitive environments, can any company survive without taking advantage of technological support and applying methods of business process management?

Global players

The answer must be "no". In the age of globalization, companies are faced with a series of challenges that cannot be overcome with traditional tools, including:

+ Globalization and internationalization of markets
+ New legal and compliance regulations
+ Deregulation of competition
+ Faster technological developments
+ Shorter product lifecycles
+ Homogenization of products
+ Falling prices and cost pressures
+ Change of values
+ Increasing customer expectations
+ Saturated buyers markets

Focusing on the company's mission

To thrive against cutthroat competition, a company must be more flexible, more efficient, and more customer-oriented than other firms. What yesterday was enough to secure essential competitive advantages is no longer adequate today and tomorrow. Business process management is the right way to make up for weaknesses and confront new challenges confidently and successfully. A comprehensive and strategically-motivated examination of the company enables managers to create the foundation needed for success and a strong mission statement:

+ Agreement on a true and realistic mission statement
+ Formulation of strategic objectives
+ An overview of specific strengths and opportunities
+ Formulation of clear market objectives
+ Well-founded knowledge of the problems, needs, requirements, and expectations of the customers
+ Clear process and product objectives

The solution: business process management

Once the firm has settled on a clear mission statement and specific goals, it can select the BPM methods it needs to execute its strategy as effectively as possible. The general goal is to manufacture products of higher quality, in a shorter period of time, and with lower costs.

In their book "Geschäftsprozessmanagement in der Praxis" authors Hermann J. Schmelzer and Wolfgang Sesselmann describe impressive examples of best practices that demonstrate the importance and potential of applied business process management.

Finding the ideal balance between the above-mentioned mutually-dependent parameters of time, quality, and costs is more art than science.

Cost reductions alone are no panacea

In this context, Schmelzer and Sesselmann state that German companies traditionally focus on cost management. Measures like eliminating jobs, outsourcing, lowering inventories, aggressive purchasing, reduced or eliminated investments, reducing the number of products, and cutting back on employee benefits are often the first steps to be taken. However, experience has shown that although cost-reduction programs may produce some short-term results, they fail to address the actual core of the problem and are therefore fleeting in nature.

"Even the most cleverly planned cost-reduction efforts will be null and void as soon as the employees return to business as usual." (Katz 2000)

Systematic causal analysis

Cost management is often highly focused. It may achieve some short-term success, but it does not solve underlying problems such as low effectiveness, low quality, and low speed.

BPM methods get to the bottom of structural problems and establish the right balance between effectiveness and efficiency. They follow a systematic approach that not only identifies symptoms, but also uncovers causes, which increases the odds of success.

1.5 New trends in business process management

BPM trends in 2010

Since 2004, market analysis firm Gartner has held its annual three-day "BPM Summit" each March. Among other things, participants at the event discuss trends expected to continue over the next few years. These trends are published and discussed during the previous year in the BPM Hype Cycle (http://www.gartner.com/it/products/hc/hc.jsp) document (available as purchased download) and charted on the famous Maturity Curve. The following topics are stressed for 2010:

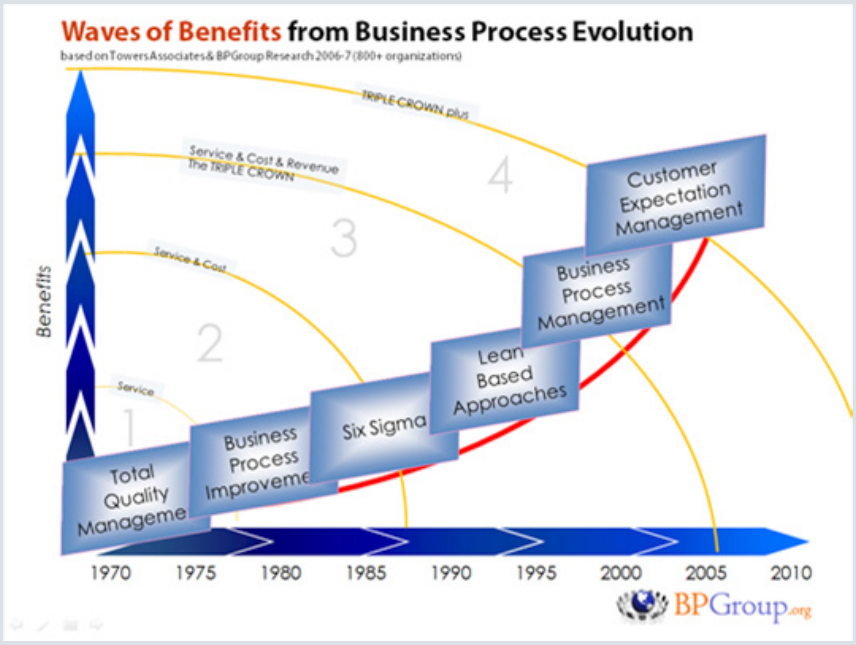
+ Focus on the customer
+ Dynamic BPM
+ Components
+ Multi-enterprise integration
+ Documentation of business processes

Taking an outside-in view of customer management

The concept of focusing processes on the customer began with Total Quality Management as a way to increase the efficiency of the firm's own service. This was followed by Continuous Process Improvement (CPI) with additional cost optimizations; then came Six Sigma with its zero-error methods; lean management; and Business Process Management with additional focus on increasing sales. The latest hype is known as Customer Expectation

Management (http://www.towersassociates.com/Towers_Associates_Process_Excellence_Evolution.html), whereby anything not contributing to customer value is eliminated. Another name for this concept is "Outside-In", as opposed to the previous Inside-Out.

» At a Glance



Evolution of BPM methods according to BPGroup.org

Dynamic BPM is designed to finally deliver what the marketing departments of BPM system manufacturers have been claiming for years: "Construct your workflows without a single line of programming code." In other words, employees responsible for certain aspects of the business should have the ability to intervene at any time and adjust processes. One example would be to enable the parts of the user hierarchy to maintain themselves without having to issue the administrator an order. Or the ability to modify business rules that change faster than the chains of activities, for example: the rules for granting approval or issuing a rebate (see also http://www.saperionblog.com/saperion-meets-rule-engine/).

Fast and easy – BPM without the hassle of programming

Components are not really new. These are pieces of an application that are made available as needed for creating a workflow-related application.

The principle of modular expansion

Multi-enterprise integration is designed to more tightly integrate suppliers and customers into the processes. The Workflow Management Coalition unveiled something similar during a live demonstration about 10 years

ago. The four largest market leaders showed how workflow instances can be passed from one engine to another for further processing. Following this demonstration, not much was heard about this topic. The latest approach is more concerned with involving "outsiders" in the processes via a Web portal. In other words, everything remains on one server. By the same token, of course, it is also possible to integrate your suppliers' and customers' Web services into your own processes.

Making up for lost time in monitoring

Gartner's discovery that only 6% of companies have graphically documented their business processes is an interesting statistic. This represents a tremendous opportunity for improvement. Gartner predicts that by 2014 approximately 40% of all companies will have implemented graphical models.

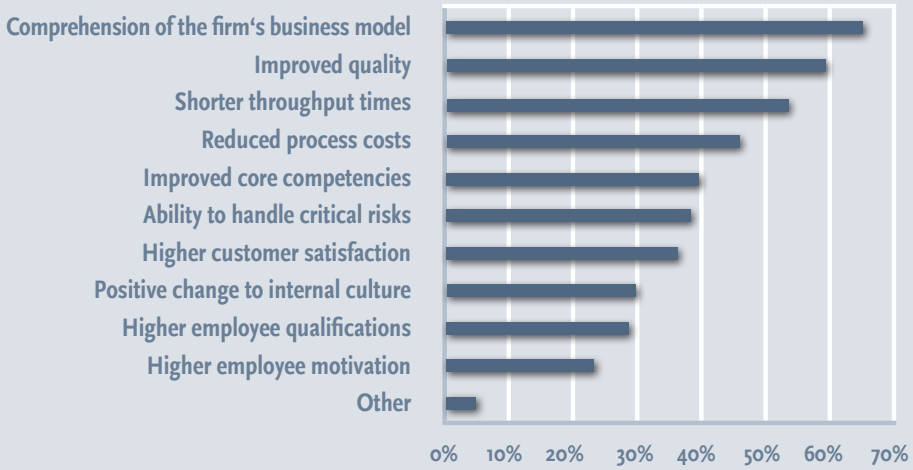
The challenge of ad hoc tasks

The tenderest shoot in Gartner's 2009 BPM Hype Cycle is the topic of unstructured processes. Gartner has determined that the vast majority (4/5) of our tasks do not fit into a preconceived procedural diagram. Similar to case management in a social context (patients, etc.), there exists a framework of possible tasks that the employee can independently choose based on the situation she currently faces. They are placed on the to-do list as ad hoc tasks or they initiate relatively small chains of events. Traditional case files can serve as an analogy for a user interface. The case file contains a section where current tasks are stored or new tasks can be created.

The growing importance of BPM

The study "Status Quo Process Management" for Germany, Austria, and Switzerland (DACH) (http://www.bpm-expo.com/bpmexpo/opencms/fachinfo/Trend_und_studien/index.html) has been conducted yearly for six years and determined that one-third of those surveyed already document their processes in graphical format. Furthermore, all surveyed companies now perceive the subject of BPM to be important; 80% consider it to be very important. Most companies that have already started implementing business process management are only at the beginning and still have a great deal of work to do. The following figure shows how achieved benefits are valued.

» *At a Glance*



Benefits realized with BPM (Status Quo Process Management in DACH)

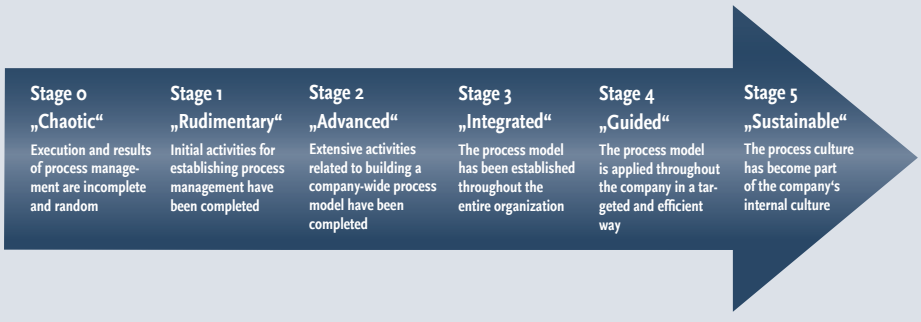
Large companies have also come to the realization that they must hire and train a person to fill the role of process manager. The BPM Akademie, founded three years ago in Germany, has already returned a large number of trained process experts to their employers, thereby reinforcing the value of this role.

Training process managers

At the same time, the non-profit association BPM Maturity Model EDEN e.V. has developed a maturity model (http://www.bpm-maturitymodel.com/eden/opencms/de/EDEN_das_Modell/) that, similar to the Gartner model, is divided into six phases. If a company reaches the final phase, it is said to be in the Garden of Eden.

EDEN maturity model

» *At a Glance*



Phases of the EDEN maturity model

There are now also several certifications that process managers can earn that reflect their BPM expertise. In Germany, graduation from the BPM Akademie is attractive because it addresses a large number of organizational aspects and soft skills needed to fulfill the new moderating role.

BPM Akademie in Germany

In addition, the Society for Organization (GfO), working as a member of the European Association of BPM (EABPM), has created a certification program. EABPM was founded in 2006 and is linked to the American Association of Business Process Management Professionals (ABPMP). The first certification for CBPP® (Certified Business Process Professional®) was completed in November 2009. The certification program was based on the first version of Guide to the Business Process Management Common Body of Knowledge (BPM CBOK), which is now available in book form. In addition to Germany (represented by GfO) France, Switzerland, and Austria also have member organizations in EABPM. Other countries are preparing for membership.

1.6 The benefits of business process management

Profit maximization and customer satisfaction

Business process management helps operational personnel and management achieve their most important goal: optimization of the value-creation process to earn a profit. Mastery of these processes generates customer satisfaction, thereby securing the future of the company and saving jobs.

Business process management can achieve a number of things:

+ Use of management methods enables precise planning and confident decision-making (supported by business process management systems).
+ Having full knowledge of internal processes allows a company to react quickly and appropriately to changes in the market or political environment.
+ Banks and investors view companies that employ a comprehensive approach to process management as being more stable and therefore more creditworthy and more deserving of investment than those that do not have such an approach.
+ Consistently aligning processes with customer requirements helps the company fulfill customer expectations more reliably and improve customer loyalty.
+ Transparent communication with customers, authorities, and the public improves the company's image.
+ When a company can document its performance and customer orientation, it becomes easier not only to retain existing customers, but to win over new customers as well.

- Defining and monitoring key process metrics makes it possible to have smooth running processes.
- Systematization and documentation results in transparent processes.
- Individual employees receive greater insight into the context of their daily work. This engenders higher identification with the process and with the company. Employees are encouraged to take matters into their own hands and continuously seek out new improvements.
- Field investigations have shown that system-supported on-the-job-training requires only one-quarter of the normal time and expense (see, for example, the dissertation "Wissen im Fluß – Prozeßorientierung im Wissensmanagement unter Verwendung grafischer Modelle" (in German) by Katja Franziska Pool, published 2003 by TENEA Verlag).
- By automating work procedures, throughput times can be accelerated from several days to just a few hours or even minutes.
- Work times and expenses can be reduced by up to 50% through a combination of automation and other mechanisms like reminders and deadline controls.
- Data history of business cases shows who did what and when, providing the company with the documentation it needs to keep up with increasingly stringent legal requirements.

1.7 Technology supports successful business process management

The potential of process monitoring

The following brief story is a good example for the potential of process controlling because it demonstrates how proper use of even simple techniques like measurement, analysis, and derivation of measures can have large effects.

Process monitoring and analysis are the foundation of success

In the early 20th century, Frank Bettger rose to become one of the most successful salespeople at Fidelity Mutual Life Insurance Company.

What was the key to his success? He developed methods to analyze his own work and rate of success. One way he improved his performance was to record the results of his telephone sales calls. He found that he closed a sale during the first conversation with a customer in 70% of the cases; in 7% of the cases, he closed the sale during the second conversation. But he also discovered that he used 70% of his time for the third and subsequent conversations. As soon as he discovered this connection, he stopped pursuing customers after the second conversation and concentrated instead on new opportunities. Mr. Bettger also investigated the correlation between the number of phone calls and the number of closed sales. This

led him to drastically increase the number of phone calls. Ultimately, he increased his daily earnings by eight times. These analyses eventually gave him the ability to plan his yearly income based on the number of calls he conducted each week.

Process editing system, BPMS/WMS

Limitless freedom

The opportunities associated with using technology to control and manage processes are virtually unlimited. Data that documents the potential for savings from using software that automates work procedures is now available.

Systems for automating workflow represent the highest level of technological support. They not only improve the efficiency with which tasks are completed, but also collect the data needed to monitor performance metrics. When evaluated, this information can result in continuous process improvement. In Europe, these systems were once known as workflow management systems, but the international term Business Process Management System or BPMS is now preferred. However, a workflow management system is expected to have significantly more functionality in terms of managing records, i.e. a solution based on an enterprise content management system with workflow functions.

Physicist Lord Kelvin (1824-1907) once said: "If you can not measure it, you can not improve it."

The benefits of a BPM system

Technology-based BPM facilitates both the measurement and the control of processes, which has become the core potential of what we refer to as BPMS. Adopting the system has direct positive effects on work costs through automation, avoidance of break points (multiple data entries) and faster location of business cases. However, the most important benefit goes much farther: Business process management benefits directly from evaluation of recorded process data. This gives the firm an important tool to achieving continuous improvement and higher performance.

Of course, human process managers still have an important role to play. Far from replacing thought, business process management actually supports it. Experienced process managers are essential for their ability to analyze recorded data and discover opportunities for optimizing processes. They are able to draw on their experience to interpret evaluations of process metrics and reach the right conclusions for the next round of improvement measures.

1.8 Standards and training

Currently, three non-profit organizations represent the driving force behind the technical concepts of business process management:

Workflow Management Coalition (WfMC, www.wfmc.org), was founded in 1993. It was the first organization to define a reference architecture with five interfaces. Since that time, all but one have become obsolete. Since 2002, regular progress has been made on the XML process definition language. Many graphical editors use XML as a memory model and several BPMS manufacturers have the ability to import this language.

Organization for the Advancement of Structured Information Standards (OASIS, www.oasis-open.org), was founded in 1993; it describes the specifications of the Web-Service Business Process Execution Language (WS-BPEL).

Object Management Group (OMG, www.omg.org), was founded in 1989. Due to its many technical specifications, this organization has the greatest influence internationally. The most important of these are the Unified Modeling Language (UML) and Business Process Modeling Notation (BPMN), which was initially defined by the Business Process Management Initiative (BPMI) (assimilated in 2005). Other interesting specifications include: Organizational Structure Model (OSM), Business Motivation Mode (BMM), Sematics of Business Vocabulary and Business Rules (SBVR); Case Management Process Modeling (CSPM) is a recent addition.

Including its predecessor organization, BPGroup.org has been training and certifying process experts for 20 years. Three years ago the method known as 8 Omega (essentially a continuation of Six Sigma) was released. It comprises purely organizational analyses and actions. Extensions address additional organizational aspects that must be considered during the adoption of a business process management system (see definitions of BPMI, successor to workflow management systems).

During the past four years, the following organizations and platforms have emerged as the driving forces in Germany:

BPM Club Germany (www.bpm-clubs.de) was brought to life in late 2004 with regional representatives. In early 2010, more than 3300 members were registered in its XING forum www.xing.com/net/bpm_club. The club meets regularly to exchange knowledge and experiences. Its HR working group has defined a job description that served as the basis for the training guidelines of the next organization in the list.

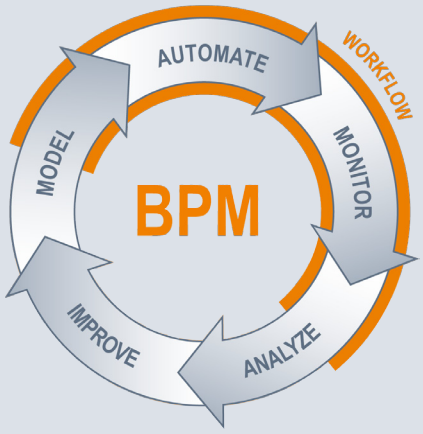
BPM Akademie (www.bpm-akademie.de, see also www.bpm-expo.de) was founded in late 2006 and is an advanced training institute with comprehensive programs on the topics of business process management, change management, and Six Sigma. BPM Akademie is a contributor to the EDEN maturity model, which companies can use to measure their progress in implementing BPM (www.bpm-maturitymodel.com).

BPM Netzwerk (www.bpm-netzwerk.de) was initiated in 2005 and is an information platform with interesting articles on the topic of business process management, including discussion forums and event announcements. The Website also lists products and their characteristics. It currently has more than 6700 registered members. Jakob Freund, one of the two initiators, also manages the blog www.bpm-guide.de with additional information related to BPM, BPMN, and rule engines.

The European Association of Business Process Management (EABPM, www.eabpm.org), founded in 2006, is associated with the American Association of Business Process Management Professionals (ABPMP). EABPM completed the first CBPP® certification (Certified Business Process Professional® in November 2009. The certification program was based on the Guide to the Business Process Management Common Body of Knowledge (BPM CBOK), which is now available in book form. The Society for Organization is the German member of EABPM. France, Switzerland, and Austria are also represented. Other EU countries are preparing for membership. However, training is not offered.

1.9 The phases of business process management

» At a Glance



Business process improvement cycle

The figure shows the most common phases of the BPM optimization cycle. The most ideal way to support methodical completion of the phases is through the use of suitable software components.

Phases of the BPM cycle in detail

Model:
The first phase defines the structure of the processes. The resulting activity chains with detailed tasks can also be described from a purely organizational perspective using any graphics tool.

Automate:
To move the processes to the next phase, they must be integrated into the process engine's process model.

Monitor:
This phase compiles the daily tasks performed by operational management. This involves monitoring of key performance metrics such as throughput times ("Can we maintain service level agreements?") and resource utilization ("Are there or will there be bottlenecks that can be relieved with additional workers?"). These observations enable early counteraction of occuring or unanticipated problems.

Analyze:
This phase applies statistical tools to historical workflow data in order to examine processes over a longer period of time.

Improve:
Insights gained during the analysis phase are used to derive and implement improvement measures that are then reintroduced into the cycle.

1.10 Legal security and compliance with BPM

What to do with relevant documents?

Finding the right way to handle documents created during execution of business cases as well as those that are needed to fulfill certain tasks is increasingly important. In severe cases, inadequate handling of critical documents can even bring an entire company to its knees.

Here as well, there are tremendous opportunities to improve efficiency by electronically capturing inbound documents before they are processed. Similarly, internally generated documents can be forwarded electronically in clearly defined formats.

The challenges of compliance

Compliance with legal requirements is a secondary aspect but one that continues to grow in importance. In this context, document management systems, or DMS, augment systems for business process management.

With the rise of increasingly stringent regulations and legal requirements like the Sarbanes Oxley Act (SOX), the GDPdU law in Germany, and the German sales tax law, very few companies will be able to avoid using a DMS. Additionally, in the context of inbound mail processing, document management is increasingly at the focal point of administrative corporate processes. Internationally, the term "records management" is widely used. Records management refers to the administration of all business-relevant information (inbound as well as outbound) that, depending on the specific situation, may be neither modified nor deleted and must be retained for a defined period of time.

Related compliance issues require that information be identified and retained in a traceable way as soon as it enters the company. Companies must have the ability to control and inspect all types of information at any time.

» At a Glance

Important issues related to compliance – for Germany, Switzerland, Austria, and the United States: Laws and legal requirements related to retention of business correspondence

Germany
+ GoBS (Principles of DP-Supported Accounting Systems)
+ GDPdU (Principles of Data Access and Auditing of Digital Documents)
+ Law for framework conditions of electronic signatures and for the modification of other regulations
+ Signature law – SigG
+ etc.

Switzerland
+ GeBüV Account Book Ordinance (article 221.431)
+ OR Swiss Obligation Law (article 957 - 963)
+ EIDI-V (Ordinance for Electronically Transferred Data and Information)
+ DSG Privacy Law
+ DBG Federal Law on Direct Federal Tax (article 126, paragraph 3)
+ StHG Tax Harmonization Law (article 42, paragraph 3)
+ StGB Criminal Code (article 313)
+ ZertDV (Ordinance on Electronic Certification Services)
+ SR (technical and administrative regulations on electronic certification services, article 784.103.1)
+ etc.

Austria
+ BAO Federal Tax Code (paragraphs 131 and 132)
+ etc.

United States
+ Sarbanes Oxley Act (SOX), transparency and traceability of corporate processes
+ Records Management Organization (U.S. Department of Defense)
+ Records Management Storage Architecture Report (U.S. Environmental Protection Agency, Enterprise Technology Services Division)
+ IRS Revenue Procedure 98-25
+ SEC rules
+ etc.

International
+ Product Liability Law
+ etc.

Document management systems provide functions for revision-proof filing of documents. If a document must be modified, users retain access to the most recently released, valid version of the document. As soon as the new version has been re-released, employees will view that document.

Revision proof filing of documents

Authorized persons can also view revision histories at any time because documents are retained with their changes. In the case of a legal dispute, this allows the company to prove the period of validity. Ideally, protocols of business processes should also be filed in a revision-proof archive. In integrated systems like enterprise content management platforms, this is generally a standard feature. They provide comprehensive support for all of a company's processes across various applications and departments.

2 BUSINESS PROCESS MANAGEMENT WITH SAPERION WORKFLOW

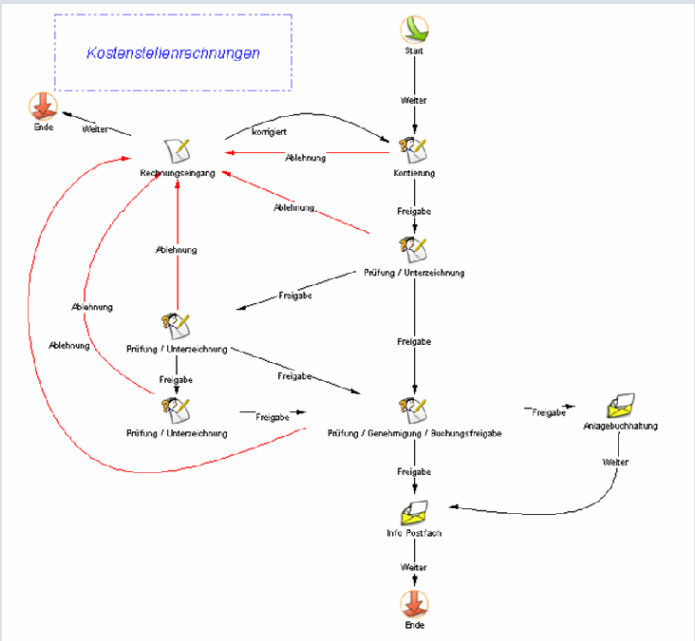
Dual system: Efficiency of BPM and DMS

Business process management systems provide documentation for the timing of business cases and workflows, while document-management systems verifiably secure the status of information and documents at a particular point in time.

SAPERION Workflow combines the best aspects of both systems. This makes it the best choice for ongoing efforts to improve processes and support your users and managers with controlled management of work procedures. Besides accelerating your processes from several days to just a few minutes, the major benefit lies in the reduction of costly inquiries. In fact, processing status is displayed at the press of the button.

» At a Glance

Graphical process designer



A graphical process designer gives your organizer an easy way to map and arrange the various workflows for a variety of business procedures without any programming knowledge. Processes can be arranged in a fully structured way, ad hoc, or any combination thereof. The ergonomic operating structure allows users to quickly grow accustomed to the inbox, which serves as the control center for completing tasks.

Authorized users have the ability to initiate the appropriate steps in the process. The workflow server forwards the associated maps, documents, and forms in a controlled manner to the necessary users. Every activity is recorded in the history to permit full traceability of a business case. This is also the foundation of process optimization, because activities and transactions can be evaluated statistically.

2.1 Standard functions for standard applications

Standard functions simplify processes

Available standard functions are coordinated with typical office activities, such as inspection, approval, and forwarding of tasks or documents and automatic reminders to perform tasks. The user can view and edit his business cases in another box on the SAPERION interface.

The following standard functions are available:

+ Mapping of parallel and serial processes
+ Control over structured and ad hoc processes
+ Multi-stage escalation, follow-ups
+ Deputy rules/vacation replacements
+ Collective approvals and forwarding
+ Coordination processes
+ Distribution rules
+ Process history and statistical evaluation
+ Integration: data exchange with external applications
+ Integration of previously generated workflow processes

2.2 Modeling procedures and organizational structure

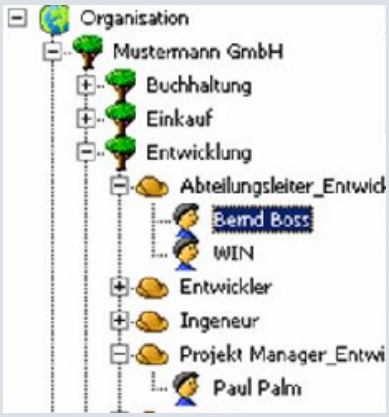
The look & feel of BPMN

The process designer provides a straightforward way to graphically model a work procedure. The user arranges processes with the look and feel of Business Process Modeling Notation (version 7 and above), also known by its acronym BPMN. In BPMN, tasks (activities) are connected by arrows that show the sequential flow of activities. Split and join gateways are available to show where there are branches in the procedure. You control runtime characteristics of the processes by configuring properties. In most situations, you can select from about 100 predefined and realistic options with virtually no programming.

Within the User Manager area, you can precisely map organizational structures and their objects like users, organizational units, and roles in the process designer and designate them as recipients of a particular task.

» *At a Glance*

User Manager: organizational hierarchy



Using the distribution process you define how tasks will be distributed in groups:

+ Uniform distribution of new business cases to all group members
+ Depending on the group members' workloads
+ Filing in a special group inbox where group members can retrieve tasks
+ Or the sender can independently select from a group who will receive the next task

Individual forwarding options

In particular, individualized forwarding options represent a tremendous potential for lightening workloads. Conditions such as "amount exceeds limit" allow the workflow server to automatically forward transactions along the right paths of the process. For example, if the amount of an invoice exceeds a specified limit, the right manager will be asked to approve the invoice without requiring another employee to keep track of the data and tasks.

2.3 Pending tasks in the Workflow Inbox

Functions in the Workflow inbox

Each user has his own Workflow Inbox. New tasks are placed in his personal inbox or in the inbox of the groups to which he belongs. He can then use dynamically configured context menus for each task to call up a variety of functions, such as:

+ Process a business case, i.e. retrieve the processing template
+ Call up the history of a business case
+ Use a dialog to record comments for the next person in the workflow

The inbox can be individually configured for an extraordinarily wide variety of business cases.

2.4 BAM dashboard – monitoring and analysis

Evaluating processes with BAM dashboard

All workflow actions can be stored in a database parallel to runtime for later evaluation. BAM Dashboard is provided for evaluation purposes. BAM is an acronym for Business Activity Monitoring. This component is based on the QlikView technology from our partner QlikTech. It is delivered with a template that enables evaluation of the most common aspects of the processes:

+ Average throughput time per process over selected time intervals; useful for evaluating compliance with defined service level agreements, for example
+ Average duration for each activity over a selected time interval
+ Quantity of workflow instances for each process type or tasks over selected time interval

By setting up key performance indicators, the system can automatically send e-mail notifications when the indicator falls below or exceeds the selected threshold.

Line managers can use the BAM Dashboard in near-time in order to detect and counteract capacity problems early. Department managers use the Dashboard to analyze trends once data has been collected over a longer period of time.

2.5 Expanding the process environment

In addition to specific benefits from individual products, your company will also benefit from characteristics that are common to all SAPERION products, including:

A system with virtually unlimited scalability.

You can easily expand your existing applications with the extensive range of SAPERION functions or get started with one application and then add on as needed – even building a uniform solution for an entire corporate group. A coordinated, modular design makes it all possible.

Standardized interfaces make integration as easy as possible.

SAPERION will be a strong backbone for your entire IT infrastructure; standardized interfaces to all important systems (such as SAP, Microsoft Office, Microsoft Sharepoint, Navison, BaaN, Exchange, Notes) will make it a key component in your technology landscape.

SAPERION rolls out quickly and reliably.

You receive products that you can start using right away. The general idea: plug-in, switch on, and starting using. Although the Standard version contains a comprehensive range of functions, you can make adjustments to meet your individualized requirements at any time.

No hidden costs and only minimal maintenance expenses.

Many providers require you to buy lots of "extras". SAPERION comes ready to go with a full package of features: Script Engine, JB activation, WF Designer, Security, Protocol, etc. Becoming acquainted with SAPERION is easy because it is integrated into familiar environments like Microsoft Office, SAP, and others.

Unequaled functionality on a stable platform.

SAPERION develops many business-critical applications in-house. Its Basis package has been installed and proven hundreds of times. All applications are highly stable and have functions that are ideally coordinated with each other.

Higher quality in every department.

SAPERION increases productivity, reduces working time, and lowers costs. Intelligent workflow applications with a high level of automation will make your company's procedures measurably more efficient and give you faster reaction times. Your customers will thank you for it.

Lightning-fast access to all of your company's documents.

All information, tasks, documents, and procedures are stored digitally and available at the click of a mouse – exactly when and where you need them. As a result, your employees will be productive at all times and no matter where they happen to be located.

SAPERION contacts are always close by.

With strong partnerships in virtually all industries, we can offer you a high level of technical competence. SAPERION AG maintains multiple competence centers in Europe and in other parts of the world in order to stay physically close to its customers and to keep unnecessary travel expenditures as low as possible.

A reliable partner who is interested in your success.

You get first-class products and support from one reliable source. We stay by your side the entire time: until the dust has settled, all processes are running smoothly, and your employees know how everything works. We mean it when we say that we are interested in your success.

3 SUMMARY

The benefits of SAPERION Workflow

SAPERION Workflow fulfills the requirements of forward-looking companies by giving them a high-performance and user-friendly instrument they can use to improve productivity over the long term and simultaneously comply with legal requirements. The main focus is on continuous improvement of process and service quality.

A review of the benefits:

+ Mapping and arrangement of business processes – often without any programming required.
+ Acceleration of business processes
+ Continuous improvement of processes through monitoring and evaluation
+ Automated forwarding and escalation mechanisms to improve security
+ Avoidance of media breaks reduces multiple entries and improves efficiency
+ Revision-proof mechanisms that fulfill compliance-related legal requirements
+ Having the ability to retrace the steps of a process increases the availability of information and elevates service quality

SAPERION IS A MANUFACTURER OF ENTERPRISE CONTENT MANAGEMENT AND BUSINESS PROCESS MANAGEMENT SOFTWARE.

To simplify: We provide software helping you to save money by accelerating and digitizing your paper-based processes. Furthermore, our software ensures that your documents are archived legally compliant – without creating expensive orphaned records.

SOUND INTERESTING?

eBOOK

Order the free ECM guide for managers

NEXT STEPS »

» Request information

» Visit events

» Arrange a consultative meeting

CONTACT

HEAD OFFICE INTERNATIONAL

SAPERION AG
In der Luberzen 19
CH-8902 Urdorf-Zürich

Fon: +41 (44)735 46-00
Mail: international@saperion.com
www.saperion.com

We look forward
to helping your firm
achieve its objectives.