

REALIZING ADVANTAGES THROUGH EFFICIENT PROCESS MANAGEMENT

Challenge

The objective of Boehringer Ingelheim was to increase process efficiency, productivity and transparency in the group through Business Process Management (BPM). A company-wide standardized approach with internationally identical rules should support the use of synergies, reduce project costs and strengthen the BPM culture across the Boehringer Ingelheim company worldwide.

Prior to the project, there were 120 individual initiatives dealing with BPM-related topics. In order to get standardization, a common framework was required.

Solution

- Evaluation of all BPM activities worldwide
- Introduction of an international BPM expert group
- Development of a BPM framework based on ARIS methodology
- Introduction of a permanent "Virtual Center of Competence"

Benefits

- Higher flexibility at process changes
- Processes comparable on international level
- Revealing optimization potentials



Boehringer Ingelheim is an independent, research and manufacturing pharmaceutical company and among the most research-driven companies of this industry sector today. Over 40,000 employees are engaged in 142 companies spread around the world. The family-owned enterprise, headquartered in Germany, is among the world's top 20 pharmaceutical companies. The business divisions of Boehringer Ingelheim are human pharma, praxis/hospitals, biopharmaceuticals, consumer health care, chemicals, as well as animal health, and since 2004, also includes micro systems technology.

Get There Faster.™

“By using BPM the costs of two SAP implementations/upgrades have been considerably below traditional levels.”

Dr. Torsten Grünewald | Coordinator Virtual Center of Competence for BPM | Boehringer Ingelheim GmbH

Heterogeneous BPM methods

Boehringer Ingelheim worked with a number of methods for description, implementation and optimization of processes. Thus new methods were developed for each project and existing process models could be superseded. The necessity for standardizing process descriptions appeared when a multi-country ERP upgrade project came up. The task was: unified framework requirements for BPM with guidelines for strategy, methodology and conventions valid on an international level. Defined roles and responsibilities took care of comprehensive transparency. Further improvements were planned in the area of process mapping through applying best practices and templates, as well as using uniform standard tools. An internationally valid BPM framework should guarantee that existing process models will be used, project costs will be reduced and country-spanning relationships will be improved.

Trendsetting homogenization

Important for the worldwide roll-out of BPM was the interaction of the BPM experts. Thus a project team with international staffing was put together at the beginning of the project. The project team was complemented with IDS Scheer Consulting, a Software AG brand, who could effectively support the implementation of an international BPM for the pharmaceutical industry with their industry know-how and process expertise.

The project team defined a standardized company-wide approach. In doing so the roles and responsibilities as well as the methodology for the entire BPM lifecycle and conventions for the process modeling were determined. With this an identical approach could be used during the process mapping. Ultimately, the team supported Boehringer Ingelheim during the complete business process analysis and created standardized training concepts. The company additionally formed a central ARIS infrastructure with common template, filter and harmonized group structure.

Supported from IDS Scheer, Boehringer Ingelheim founded a “Virtual Center of Competence for BPM” (“TEMPO” – Team EMpowered for Process Optimization) with international staffing to guarantee permanent agility in the business structures. The objective of this virtual project team is the continuous realization of business process optimizations worldwide. The continuous collaboration of the members of TEMPO within the company is facilitated by on-site visits, training, monthly telephone conferences and Web meetings. This exchange of information develops the awareness for BPM importance in the projects and an early involvement in project phases is achieved.

ARIS Business Architect was used worldwide as the standard tool for the demonstration of business processes to setup a standardized BPM framework. As templates, Boehringer Ingelheim used the ARIS conventions for modeling of business processes. The ARIS conventions comply with rules for standardized illustration of business processes and were communicated company-wide with help of ARIS Business Publisher.

Optimized cross-national collaboration

The international roll-out of BPM at Boehringer Ingelheim can bring the company extensive and trendsetting advantages. With the implementation of a cooperative framework for process modeling, the processes can now be mapped faster and already existing process models can be continued to be used. This saves considerable time and costs. Additionally the cross-department and cross-national process of coordination is hardly necessary due to the standardization.

Process changes are convertible in a more flexible way and optimization potentials are realizable in a faster way. The higher transparency and the better comparison of the processes – also on an international basis – add further benefits. The international standardized framework with identical conventions and processes on level one and two harmonized worldwide represent equal approaches for process mappings. Through uniformly designed training units resources can be used more effectively.

The return on investment (ROI) was already reached during the project lifespan due to the use of BPM. Thus, the efforts for two SAP implementations and upgrades were significantly below the normal costs.

KEY COMPONENTS

- ARIS Business Architect
- ARIS Business Publisher
- IDS Scheer Consulting

ABOUT SOFTWARE AG

Software AG is the global leader in Business Process Excellence. Our 40 years of innovation include the invention of the first high-performance transactional database, Adabas; the first business process analysis platform, ARIS; and the first B2B server and SOA-based integration platform, webMethods.

We offer our customers end-to-end Business Process Management (BPM) solutions delivering low Total-Cost-of-Ownership and high ease of use. Our industry-leading brands, ARIS, webMethods, Adabas, Natural, CentraSite and IDS Scheer Consulting, represent a unique portfolio encompassing: process strategy, design, integration and control; SOA-based integration and data management; process-driven SAP implementation; and strategic process consulting and services.

Software AG - Get There Faster

To find the Software AG office nearest you, visit www.softwareag.com.

© 2011 Software AG. All rights reserved. Software AG and all Software AG products are either trademarks or registered trademarks of Software AG. Other product and company names mentioned herein may be the trademarks of their respective owners.