Where your journey begins

Many organizations aim to become a digital business. But what does that actually mean? Does being a digital business mean having a system in place to process data according to a certain business model? Sure, a strong and reliable system like that is important. But to become a profitable, thriving digital business, you need much more. You need to be able to constantly change with business needs. You need to be customer-centric, innovative and have real-time intelligence you can act on to improve customer service, logistics, operations—every facet of your enterprise.

So, the first step on your journey in becoming a digital business should be to identify how digital you want to be and then you have to take on that journey and adopt the way you manage your business and IT. If you are a SAP shop, this journey has a specific flavor that you need to accommodate for as well.

Software AG’s ARIS has helped many SAP-based companies over the past two decades design and optimize their business processes—and it’s a great tool for managing your transformation to an SAP-based digital business. This white paper explains why. You’ll see how ARIS can help you perform at your best using SAP in the digital age.

In short how to make sure that your journey in becoming a SAP based digital business will be a success?

Specifically, you’ll learn about ARIS-based Process-Driven Management for SAP Solutions.

You’ll understand how this solution can help you reach your goals at every project phase—from strategy and project planning to blueprinting, from testing and training to continuous improvement. This combination of tools, content and methodology brings your digital processes to life.

From the start of your journey, you’ll need to decide how “digital” you want to become—and if you’re an SAP shop, you’ll have specific requirements to take care of. You’ll need to assure your SAP solution is in line with business needs and able to change over the full application life cycle. “ A business process is not something
your business does but business processes ARE your business”—You’ll see why it’s important to know your processes inside and out to implement them the right way in your SAP solution and successfully manage their change. You’ll also discover right turns (best practices) and wrong turns (common pitfalls) on your way to becoming a successful SAP-based digital business.

Figure 1: Process-Driven Management for SAP Solutions supports the full SAP application life cycle.

**Strategy & SAP project planning**

**Developing an SAP-based digital business strategy**

Starting your process-driven journey to an SAP-based digital business requires some preparation. Usually SAP projects take a lot of time, effort and the coordination of many different stakeholders. That’s why you’ll need to set your strategy from the project’s start. Setting a business strategy is not really new in SAP projects. The difference for a digital business is that you will need to rework your strategy regularly to adapt constantly to business change.

Do your “homework” beforehand. Identifying your enterprise strategy and business model, understanding the core objectives of the company as well as defining your specific value opportunities will give you strategic information to formulate your future SAP solution: its scope, time and budget. All of these key performance indicators—KPIs—will be measured later.

ARIS supports the definition of strategic aspects of your business. First, with ARIS, you will evaluate your company’s as-is status and performance. Then, you’ll design and implement the right strategies while keeping organizational structures and processes in mind. The ARIS Cloud Business Strategy Extension Pack will enable you to bridge the gap between strategy definition, performance management and organizational structures. Once you have defined the strategy and KPIs, you will need to interlink them with your process landscape (your very high-level value chain and deeper). You will also need to start thinking about business needs, the corresponding processes and their possible implementation in SAP.

ARIS Cloud and the ARIS for SAP Solutions Extension Pack work together to give you the tools to import standard reference content, either the SAP Business Process Repository (BPR) or Software AG’s own industry specific reference content known as Industry. PerformanceREADY. This reference content delivers SAP industry best practices and standard processes as the information base to map your processes with the SAP solution you’re going to implement. Content imported from SAP® Solution Manager includes:

- SAP industry scenarios (such as automotive or banking)
- SAP best practices
- Product scenarios, such as SAP CRM or ERP, and their respective business processes
- Process steps
- Documentation
- SAP standard configuration content, including transactions, organizational units, roles, master data and test cases that you will need in later SAP project phases
Your Process-Driven Journey to Becoming an SAP®-based Digital Business

SAP re-documentation: another starting point to SAP-based digital business

If you’re already using SAP, your process-driven journey will start with a re-documentation of your existing SAP solution. This re-documentation tells you what needs to be adapted to your current company's situation and where your innovation potential may be. As documentation is usually outdated, re-documentation gives you an inventory of running SAP systems and an understanding of what SAP functionalities are currently used and how.

With Software AG’s Redocumentation.PerformanceREADY, a re-documentation service for SAP systems, you will learn about enterprise structures, organizational units, used document types, standard and customized transactions and reports, as well as usage statistics of transactions, documents and reports.

Results can be evaluated via reports, dashboards or directly in ARIS via the re-documentated processes. This information on your SAP as-is processes will support the next stages of your SAP project. It creates a basis for your business process blueprint and can be re-used while doing the to-be process definition or consolidating existing SAP clients (for organizational structures, for example). Identifying improvement potential and redundant or unnecessary functionalities can also significantly improve and speed up your future SAP-based digital business in the upcoming blueprint phase.

Figure 2: Strategy Definition in an ARIS Balanced Scorecard

Figure 3: Redocumentation as a Starting Point for an SAP-Based Digital Business
Project preparation—Central SAP project administration

After defining your strategy and key process areas, you will need to set up the technical environment before the blueprinting phase of your project can start. The ARIS for SAP Solutions Extension Pack offers a central place for project administration. Preparation of all SAP-relevant settings is done in ONE central place. From here, you can administer and configure your SAP servers, define SAP business blueprint projects, project-specific modeling conventions and synchronization objects (such as documents and attributes). Synchronization log files are also stored here for a good overview of your configuration.

👍 Best practices:

- Document your strategy and gain C-Level sponsorship
- Understand, define and match business requirements with the solution offerings from SAP AG
- Include business AND IT from the beginning in the project

💡 Common pitfalls:

- Starting from scratch with process implementation
- Thinking that defining your digital business strategy is a one-time exercise
- Forgetting to link the digital business strategy to your business processes
- Ignoring running SAP solutions

Process-driven blueprinting of the SAP solution

On your process-driven journey to an SAP-based digital business, the blueprint phase is surely one of the most significant. This is THE time when you can make sure that your SAP solution will work as your business requires. To do this, you will need ONE view that both business and IT can understand. ARIS Cloud does this by combining the SAP-blueprint-relevant information with your company processes and describing the business requirements, end to end. An intelligent integration between ARIS and SAP Solution Manager secures information exchange.

Here again, you’ll need to define your business requirements. ARIS Cloud helps you to design your enterprise, including:

- Business and IT processes
- Their complex flow and decision logic
- Organizational responsibilities and structures
- Technical and business requirements
- Related data flow and architectures, systems, services and much more

The models are easy to understand by the business and also translate business requirements into system requirements. Understanding the relationships between all your company’s assets and processes in a visual format brings simplicity and structure to complex SAP solutions.

While designing an SAP-based digital business, you’ll create an information platform—a single point of truth and communication for all stakeholders for the entire project and long after the project is completed. Being digital means being adaptive and ready for continuous change. So, you’ll need to adapt your design as your business changes. ARIS will make this easier because you will re-use your designed business processes and adapt them whenever necessary. There’s no need to start from scratch again to drive innovation!

To jump start scoping and blueprinting, you can re-use the Industry. Performance. READY processes defined during the blueprint phase can be considered as a kind of contract between the end-user requirement and the SAP solution so you can ensure expectations and results in SAP match. Usually businesses use process models for process analysis and harmonization of multiple process areas or existing ERP solutions as well as for designing global process templates to be rolled out globally across local implementations. A technical prerequisite is linking to the application life-cycle tool, SAP Solution Manager. But technical integration is only one key point.
SAP-based digital process design—easier with wizards

At the blueprinting stage, wizards guide business and IT users and ensure consistent process modeling and re-use of existing objects within the ARIS Cloud repository.

SAP-specific wizards in ARIS support you:

- When selecting a model, object, symbol or connection types, making sure the ones selected comply with SAP project standards for the interface
- In creating SAP functions by guiding you through all required attributes to ensure synchronization conformance
- In creating SAP transactions in ARIS to ensure correctness and re-use of existing objects
- In creating SAP documentation in ARIS and then uploading the document into SAP Solution Manager

Intelligent integration between ARIS & SAP Solution Manager: the technical key to successful SAP

Once processes are documented and analyzed in ARIS as well as approved internally, they are ready for synchronization with SAP Solution Manager. To do this, you need an intelligent integration between the tools. The ARIS for SAP Solutions Extension Pack—SAP Solution Manager Synchronization exchanges only the necessary configuration-relevant information that will be stored in SAP Solution Manager and also translates ARIS models (such as EPC and BPMN™) into the hierarchical structure offered in SAP Solution Manager.

Once the ARIS data is synchronized with SAP Solution Manager, the IT project team adds technical and configuration information, such as the used SAP transaction, the corresponding customizing—so-called IMG—object and the needed report. This information can and should be synchronized back into ARIS to seamlessly integrate the business and IT view and make sure all stakeholders have the same information. Synchronization is NOT a one-time activity but happens several times as the need to change requires you to adapt your digital business. Adapting your business requires adaptation of the underlying SAP solution and the corresponding change management process. Integration between ARIS and SAP Solution Manager secures that changes are communicated to both the business and IT since the information base is the same for all in all project phases. ARIS for SAP Solutions enables you to synchronize:

- Process architecture
  - Three-layer structure covering scenarios, processes and process steps
  - Flexible process sequence
  - SAP (automated) and manual steps
  - Short cut concept—synchronizing occurrence copies and translation into short cuts in SAP Solution Manager
- Template, implementation and maintenance projects
- All SAP transaction types
- SAP Solution Manager system landscape (logical and physical components)
- End-user roles
- Keywords
- Attached documents and documentation links (SAP Knowledge Warehouse)
- Customer and global attributes defined in SAP Solution Manager and mapped with ARIS attributes
- Transfer from master data, organizational structure and SAP system landscape (from SAP Solution Manager to ARIS)
Since there are many stakeholders involved and change is a constant, it’s advisable to define and automate some of your application life-cycle management processes, such as release cycle management, approval, synchronization and publishing processes. Governance in ARIS assures quality and flexibility for SAP-based digital businesses. It makes the synchronization process seamless and ensures documentation quality and consistency throughout and after the project. This way, you’re sure the implemented SAP-based digital business complies with modeled business process blueprint.

Once the modeling and synchronization is complete, you can re-use the ARIS models for various SAP documentation and analysis requirements:

- Automatic creation of blueprint document
- Create and update RICEF specifications
- Technical design document
- RACI charts
- Authorization and security concepts

Leveraging the modeled information in ARIS will save valuable time and resources throughout the rest of your journey.

**Building agile SAP-based processes**

By combining the power of your SAP-based system of record with agile processes will you have the ability to innovate and change fast. That’s why developing agile processes based on adaptive applications and BPMS technology is critical on your journey to becoming an SAP-based digital business.

In addition to synchronizing with SAP Solution Manager, ARIS for SAP Solutions and ARIS Cloud Enterprise also support the re-use of processes to support the agile process and application development. ARIS allows you to design or transform your process models into BPMN 2.0 and offers the possibility to export models via a standard BPMN 2.0 export functionality. Those BPMN 2.0 models can be imported into any BPMN 2.0-based agile process platform like, for example, webMethods BPMS or SAP NetWeaver® BPM.

**Using BI modeler for SAP-based reporting**

SAP Business Intelligence (BI) is used to analyze data from current SAP system landscapes. As such it delivers important hints of how your business is running and what needs to be changed. Using the BI modeling functionality of the ARIS for SAP® Solutions Extension Pack enables quick redocumentation, harmonization and design of your SAP BI landscapes. At the same time, it enables the connection of process information and related queries.
The BI modeler from Software AG extracts data flows and structures from the SAP BI systems via an interface and supports further modeling of those in ARIS Cloud. These models provide the starting point for planning and implementing an enterprise data warehouse.

The re-documentation includes:

- Data flows
- Layers
- Infoproviders
- BEx queries
- Relationships and assignments
- And even not activated SAP business content

The BI modeler helps you to quickly identify how to migrate, harmonize and consolidate multiple SAP BW systems. The automatic system comparison of data structures, audit-proof versioning of different BI system states as well as a graphical display of comparison results offer more information on the SAP-based digital business of your company. At the same time, you can quickly create data warehouse concepts and generate design-specification documentation.

👉 Best practices:

- Create accurate process documentation as the single point of truth and communication
- Set up governance processes to manage process design
- Consider standard and automated SAP processes

👉 Common pitfalls:

- Forgetting the documentation after the project start
- Focusing only on the technical integration
- Using solely SAP standard reference processes

**Testing SAP processes**

Testing is an important milestone for a successful go-live and fully working SAP-based digital business. Thus, the definition of your business test scenarios is the key to your success. Your processes will not be the same forever; they’ll need to adapt throughout the application’s lifetime. In addition, your innovation and changing processes will need to be tested again and again. Process-Driven Management for SAP Solutions will help you save time down the road by re-using previously designed processes, test scenarios and test data.

Functional testing that is usually directly tested in SAP is followed by cross-functional or so-called end-to-end testing. Your processes ARE your business so it's important to make sure they are working exactly the way they should. That said, testing phase time and resources are usually insufficient; end-users require support and need to understand the new processes and IT systems quickly.

**Process-based testing**

Defining integration test scenarios is a major resource eater (up to nine percent) and error-prone step. High quality in testing can only be ensured by process-driven testing. It requires a good insight and documentation of all process variations, close collaboration between the end-user and the IT project team as well as testing tools to partly automate this step and document the results properly. The re-use of existing process models—process-driven testing—is based on the ARIS Test Designer, a tool in ARIS for SAP Solutions and ARIS Cloud Enterprise.

Especially for integration tests, Test Designer helps define integration scenarios and real business processes based on the process models previously documented in ARIS. Going across the models, end-to-end processes are recorded and documented using an easy-to-use and intuitive graphical interface. This ensures, first of all, that the system
actually corresponds to the designed business processes and the processes tested correspond to the processes implemented, which in turn helps to ensure quality in testing and implementation. In addition to recording various end-to-end scenarios, related test-case documentation can be created, including a graphical representation of the selected model path and all relevant functions, expected results (events/outcome), required roles, transactions, data input and output and additional predefined test-related attributes maintained in ARIS Cloud.

Depending on the selected testing tool, these test cases can be transferred into SAP Solution Manager for test plan creation in the SAP Test Workbench or directly transferred into other testing tools such as HP Quality Center® to execute the testing.

Test Designer will save you time because you can re-use modeled processes. It minimizes project risks and improves process and system quality. Including the end-user in the validation of process models and definition of test scenarios will ensure high end-user acceptance and motivation. This in turn increases your chances of project success and improves delivery time and quality.

👍 Best practices:
• Define strategic end-to-end processes early on
• Include business departments in the definition of integration tests
• Select a standard testing tool

👎 Common pitfalls:
• Focusing on functional testing only
• Underestimating the time needed for testing
• Ignoring business departmental feedback
Communicating and training on SAP processes

Spreading the word and delivering the right training for your new SAP solution is another big challenge for the project team. Here again, a process-driven approach will help you assure the whole company understands the new SAP-based processes and end-users understand their work in this new environment. Especially when business processes often change and innovation plays an important role, regular training and information require dedicated attention. Process-Driven Management for SAP Solutions helps here as well.

Process publication and collaboration with ARIS Connect supports the digital transformation

In all project phases, you should communicate the status of the project to all stakeholders to get feedback from the users and other project team members.

Using ARIS Connect, you can make digital documentation available globally to everyone via intranet for review, communication and training. Process models and all related documentation stored in various tools and sources (such as SAP Knowledge Warehouse and Microsoft® SharePoint®) can be easily and directly accessed from one central point. Furthermore, ARIS Cloud supports social collaboration and collaborative process design so that all stakeholders can give their personal feedback on the digital SAP processes.

Process-driven training for knowledgeable stakeholders

Process-driven training plays a specific role in the success of the SAP-based digital business. User acceptance and understanding are important for your project’s success. Process documentation created in previous project phases and stored in ARIS and SAP Solution Manager should be re-used for training.

Stakeholders and end-users need to regularly adapt to the new environment and processes. To make sure that business really works after go-live, you’ll need to train stakeholders on both the process and the technical SAP side. ARIS Cloud in combination with the ARIS for SAP Solutions Extension Pack gives you the technical base to build up both technical and process knowledge.

Even before starting training, ARIS supports you by having all the required information already documented. Evaluating the relationship between the business roles, the processes they perform and the related transactions required enables you to automatically document the training requirements of your users and user groups without filling out endless Microsoft® Excel® spreadsheets. Using standard reports in ARIS, you can filter this information and even publish it for all end-users.

With ARIS Connect, you can set up role-based training and allow the users a walkthrough the new business processes. ARIS Connect gives information on the process flow, supporting IT systems, as well as executing roles and much more. Once the users understand the process flow and its dependencies, they will not only be able to open
related training documents, such as videos or descriptions, but also to jump directly into the related SAP transaction: the ARIS Online Guide. Doing so, you can show and train within ONE system the process AND its technical implementation.

Also within the SAP transaction itself, the relevant process model describing the related business process information (such as roles and processes) can be accessed via F1 help. This offers easy access to all the attached process documentation. Stakeholders are then able to understand the business process they are executing, can read valuable documentation on data entry and access related training material. This enables your SAP-based digital business to continue to profit from your process-driven journey.

👍 Best practices:

• Assure early information and collaboration on SAP-based digital processes
• Re-use available process information in ARIS for process-driven training
• Include business and IT in training

👎 Common pitfalls:

• Not allowing enough time for in-depth training
• Solely training on SAP features and functions
• Keeping the new processes secret until go-live

**Change management and continuous process improvement**

**Process communication and collaborative process improvement**

Process information and collaboration are key at every project stage. As change happens faster and process innovation becomes your daily business, you’ll need to pay a lot of attention to change management and process improvement topics. Indeed process information and availability across the enterprise lead to process improvement, which in turn leads to the need for integrated change management. Since your processes ARE your business, you surely want to improve them continuously.
The collaboration capabilities of ARIS Cloud give you an easy way to take advantage of the “wisdom-of-the-crowd” and thus support continuous improvement. Your process stakeholders stay involved and are able to review, comment and change available process models to achieve the best possible process. ARIS Cloud brings together ALL defined stakeholders on your process-driven journey to an SAP-based digital business and ensures acceptance. Optionally, any stakeholder can review the process, even on mobile devices, and spontaneously comment or give feedback. It’s important to make sure that business and IT stay in sync. The reason: Changes can happen on the technical side as the result of change requests in SAP Solution Manager just like business-related changes can impact supporting SAP systems.

![Figure 8: Process Improvement with ARIS Connect](image)

**Process governance of SAP-based digital business through formal collaboration**

Ensuring continuous accuracy of documentation is crucial for future changes, upgrades and implementation projects. To manage the standard process of process management in SAP projects, ARIS Cloud offers pre-defined workflows that enable any stakeholder to initiate a (process) change request. This request goes straight to the owner of the process or the respective SAP application. Such a change request is visible to the requester and the owner only; thus, it provides a direct communication channel for process improvement. At this point, stakeholders can discuss, delegate, reject and approve the proposed changes.

**Analysis and reporting**

At the realization stage and other later project phases, your project will profit from the numerous analytical capabilities in ARIS by re-using all entered process information. You’ll have the chance to analyze every single piece of information in ARIS, from organizational reports and process efficiency analysis to what-if analyses, cost counting and much more.

ARIS offers many analysis options:

- With ad hoc analysis, you can visualize complicated interrelationships in ARIS with just a few mouse clicks either automatically or step by step. The interrelationships are then represented graphically as an analysis path. This helps you answer questions like what functions do my employees carry out in which SAP system or which employees need access to a specific SAP system.
- Queries show interrelationships between database items as graphics and in a spreadsheet for stakeholder-oriented analysis. You can do complex calculations in a spreadsheet. Calculations can be started by your stakeholders. This gives you, for example, an overview of all roles and SAP systems involved in specific process areas.
Spreadsheets are a simple and easy-to-use calculation tool within ARIS. They re-use important model information about, for example, cost (the average cost of process or cost of an application system) or times (for example, the cycle times of a certain process step). They also enable direct data entry. This gives you visibility into SAP project improvements.

Figure 9: Re-using Process Information for Reporting

**Template and roll-out projects digression**

*Taking a dedicated approach for specific requirements*

As business is global, global SAP templates and roll-out projects are common practices in today’s SAP-based businesses. Such projects need the coordination of central and remote project teams working on the local implementation of global template processes. Standardization is key in SAP-based global companies but, at the same time, you will need to adapt locally when it comes to roll outs into regions and markets. Local regulations and processes need to be considered. As this increases complexity, template and roll-out projects require a specific approach.

For this, ARIS Cloud offers the necessary central communication platform to enable collaboration between the different teams.

With ARIS Cloud, the global process template designed in ARIS is synchronized with SAP Solution Manager. From here, the template can be transferred into several implementation projects also in SAP Solution Manager. The implementation projects describe the local process implementations. That is why they need and can be directly synchronized to the local process definitions held in ARIS. A specific compare-and-adjust functionality makes sure that no change will get lost and that all data is updated where necessary.
Figure 10: Process-Driven Template and Roll Out for SAP Projects

👍 Best practices:
- Assure early information and collaboration on SAP-based digital processes
- Re-use available process information in ARIS for process-driven training
- Include business and IT in training

😊 Common pitfalls:
- Not allowing enough time for in-depth training
- Solely training on SAP features and functions
- Keeping the new processes secret until go-live
Summary

Process-Driven Management for SAP Solutions from Software AG has helped many companies on their journeys to becoming SAP-based digital businesses. Using the Software AG solution gives SAP projects a much more strategic position within your organization. Indeed, any project is not about just implementing a specific SAP solution but it’s about transforming business processes—especially those based on SAP. With ARIS Cloud, you get the right tools to support your SAP projects and at the same time to provide the necessary agility for your constant transformation to become a digital business.

Concrete benefits range from saving time and money through multiple re-use of content, fewer change requests during project life cycles, and faster identification of gaps and opportunities. Automated project document generation as well as better blueprinting and creation of tests and training underscore the power of Process-Driven Management for SAP Solutions. Delivering projects in time and money is only one side of the coin. Quality is another.

Taking a process-oriented approach that considers all relevant requirements. It’s an approach that aligns all stakeholders on both the business and IT sides of your enterprise to lead to a more accurate solution as well as a complete and integrated project information platform—all of which is critical to assuring a high-quality end solution. You’ll also benefit from higher management commitment, better end-user acceptance and increased process competence.

Get started on your journey today. Software AG has the proven tools, methodologies and expert guides to help you along your way. Contact your Software AG representative for details.

When do YOU start your journey? See the next page to learn about other successful Digital Enterprises that are on their way!
Faster global roll-out implementation time at AB Volvo
AB Volvo has created a roll-out kit for standardizing SAP processes worldwide. Using our solution, Volvo shortened implementation lead time, saving approximately 30 percent per roll out while reducing support and maintenance costs.

According to Helen Kylstad: “The process-driven management for SAP approach increases the business understanding and structures all documentations from solution descriptions, test scripts, training material down to configuration rules and guidelines. This together with roll-out road maps secure that we have one common view and place where business solution owner, line operation staff, maintenance of product organization meet and collaborate in an efficient way. The roll-out track indicates savings of approximately 30 percent.”

Watch the video

Reduced process documentation times and lower costs at Evonik Industries
The roll out of the SAP platform in Greater China was supported by good-practice processes from Europe and the U.S., which were adapted to local requirements. Benefits included substantially reduced process documentation times, resulting in lower costs.

According to Thomas Goebel: “Having ARIS as a support tool meant we were able to slash project documentation times, plus it gave us a highly efficient way of communicating within the project team … At the same time, it helped us organize our workshops efficiently and train users because we’d all been talking about exactly the same processes.”

Watch the video

Diplomat rolls out solution on time and on budget
Diplomat transformed into a process-oriented company in order to enable worldwide expansion and realized rapid and highly efficient SAP roll-out projects around the globe.

According to Shay Michel: “I really believe in BPM methodology. Processes are the main pillar a company should stand on, within the SAP roll out, ARIS Was our asset for process knowledge from blueprint to go-live. It is our main bridge between business and IT.”

Change management is a big topic at Diplomat. Michel added: “Change processes are difficult, but with ARIS Simulation we’re able to see in advance what will happen. I think this is a huge contribution to the company.”

Read the success story
Recommended resources

ARIS Cloud information: ariscloud.com/usecases.htm

ARIS user community: ariscommunity.com

Specific information around SAP Solutions:


www.softwareag.com/corporate/products/aris_alfabet/bpa/overview/default.asp