



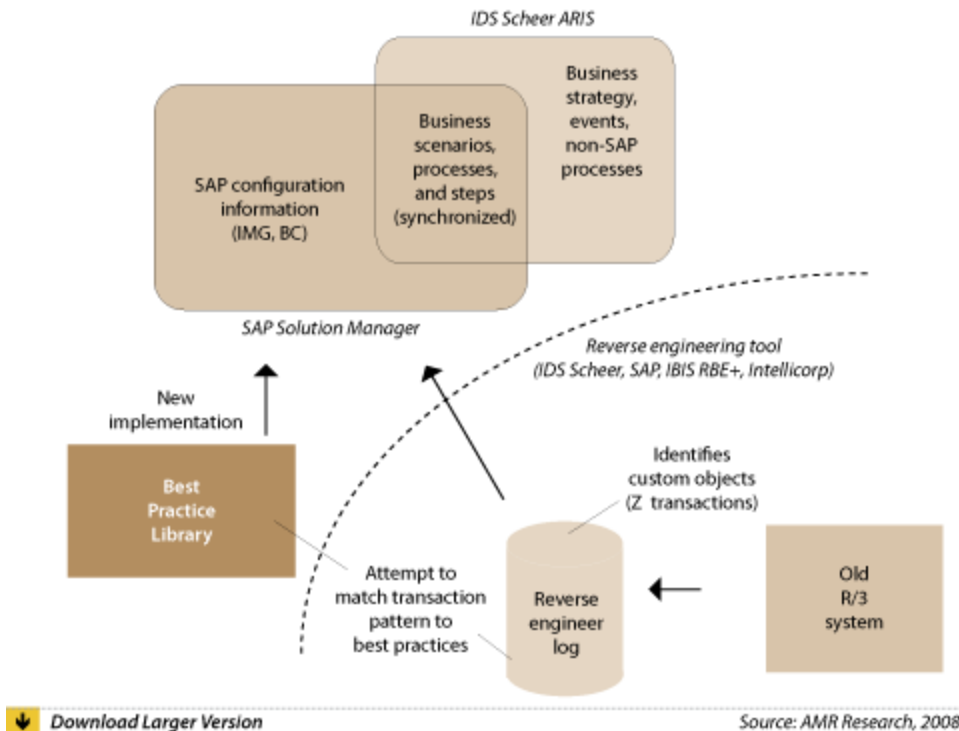
Accelerating SAP Projects With IDS Scheer ARIS and SAP Solution Manager

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Since last year's ProcessWorld, AMR Research has investigated how companies use **SAP's** Solution Manager and **IDS Scheer's** ARIS toolset to reduce the cost and improve the results of SAP ERP projects, such as implementations and upgrades. We find that this is still a work in progress: the tools work well together, but the value proposition depends on your specific situation (see Figure 1).

Figure 1: Capturing business processes—multiple tools and paths



Why two tools?

Both products manage representations of business processes, so the first question most companies ask is why they need both. As shown at the top of Figure 1, there is an overlap in the description of business processes implemented in SAP. Companies tell us the following:

- ARIS can represent a more complete model of the business—its strategy, organization, events, performance metrics, and architecture—than SAP's Solution Manager. For example, it can represent a business process that is partially implemented in SAP and another system, or with manual steps.
- ARIS's EPC models are more graphical and intuitive for business users to understand. This should improve further with its latest release, which gives modelers more creative capability on the layout and style of diagrams and how they are published. Solution Manager's tree explorer style interface and output are well suited to IT implementers.
- Though we have yet to speak to anyone who is using it in this context, IDS Scheer's simulation capabilities have the potential to test proposed changes in business processes to understand their performances before implantation.

Luckily, the two companies have worked closely together to provide the capability of synchronizing the models and resolving differences because of the changes made. The ARIS Solution for Enterprise Architecture Management is also one of a number of standard software tools that can be used to maintain enterprise architecture blueprint documents based on SAP's enterprise architecture framework (EAF) method. SAP resells this tool as well as additional business modeling tools from the ARIS suite.

How does modeling help ERP projects?

The benefits of modeling are speed and communication (see "Business Process Management: Vitamins Versus Aspirin"). Companies using the tools together reported the following benefits:

- **Better validation of business processes with business owners**—Through better validation, they avoided rework and discovered inconsistencies and potential holes in their implementations.
- **Faster blueprinting**—Best-practice processes were developed by SAP, IDS Scheer, and other consulting partners, instead of a big sheet of blank butcher paper. The processes are tweaked to deal with specific requirements rather than developed from scratch (this is shown in the lower left quadrant of Figure 1).
- **Faster implementation**—This happens especially when the best-practice processes include documentation of how to configure SAP to achieve them.
- **Faster rollout of the system to new businesses and geographies**—One company saw up to a 25% savings.
- **Up-to-date documentation**—This is for the processes for training and ongoing process improvement.
- **More effective start point**—This is for business process improvement initiatives.

These benefits are especially helpful for new SAP implementations. Companies can use the business process content to accelerate implementation. They are left with full documentation for ARIS and Solution Manager to help support the system after go-live. Up-to-date documentation is important for support, especially if there is a high attrition rate, as seen with many outsourcers.

What if you have already implemented?

Most large companies using SAP implemented long before Solution Manager or the best practices existed. Manually redocumenting systems in operation with Solution Manager will never be a priority. Companies are taking this step only as part of reimplementation efforts:

- **Upgrading from an older, customized version of SAP**—Many companies are now doing upgrades to ERP 6.0, attempting to remove customizations and update business processes.
- **Consolidating ERP implementations from around the world**—Organizations will pick and choose the best processes from the separately developed regional instances.
- **Implementing SAP in a new geography**—They will often use this as an opportunity to build a global template. It could be implemented first in Asia, for example, and then replace existing, older SAP systems in Europe and the Americas.

Despite how they might be sold internally, all these situations are essentially a reimplementation and therefore can achieve the benefits of using Solution Manager and ARIS.

How do you capture your current processes?

Most companies that are upgrading analyze their existing SAP instances to determine what is actually in use. Often there is extensive customization and reporting developed for the initial go-live that is no longer in use.

Many companies enlist a service provider with tools to analyze the existing system. These analysis tools commonly capture, in real time, the actual transactions used in the system and the usage patterns, which indicate how a particular business process is executed. The tool must be run long enough to capture a representative usage, including end-of-period activities. For ERP consolidations, the tools are run on each system, with the results compared to understand differences between the SAP instances.

Many vendors and service providers have some level of tools, including **IntelliCorp, Intelligroup, Compuware, Wipro, IBM, and Hewlett-Packard (HP)**. SAP has a tool called Reverse Business Engineer, and business partner **IBIS Thome** has been active with a more advanced version called RBE+. At one time, IDS Scheer partnered with IBIS, but has since introduced its own tool. The tools are usually not standalone, requiring services from the vendor to interpret the data.

As shown in Figure 1, the primary goal of all the tools is to identify the transactions in use, especially customizations. Some take this a bit further, matching the patterns of use to best practices in the library and populating this information in Solution Manager. Companies have tried to say it saves time, but the matching is superficial, with extensive differences in the details, requiring a rigorous validation against the existing system. In addition, the library does not cover all business processes, so those need to be created manually.

IDS Scheer's consulting organization offers a packaged services product called ARIS Value Engineering Process-Driven SAP Implementations that brings together the tools and services. Its consultants help with the analysis and model building, leaving the client with a functioning model, Solution Manager documentation, and even performance management (PM) capabilities using its Controlling platform.

The long-term goal is business agility

Rigorous modeling of the business and its processes is going to become a necessary capability to remain competitive in a fast-changing world (see "Performance-Driven Business Networks: Taking Competitive Capability to the Next Level"). Using the approach of reverse engineering, reimplementing with best practices, and jump-starting a higher level business model based on this content is probably the most effective way to build the model and capability.

Many companies may see this as extra work, but it can accelerate the project overall and build a model of the business that won't decay the way static design documents do as the systems are changed. Those using tools like ARIS are convinced they improve IT's ability to communicate with the business about processes for training and process improvement work. The benefit is long term: companies building CAD models of their products that didn't save money on the first product were able to design variations and new versions much faster because of

the original work.

Related research

- Enterprise Architecture Techniques for SAP Customers
- SAP Solution Manager: What Is It and Who Needs It?
- How the Right Tools Can Reduce the Pain of a mySAP ERP Upgrade
- Reduce the Pain of ERP Upgrades With Better Planning

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