



Leading Insurance Company Creates  
Business Architect with ARIS Platform

## Process Excellence in Action: IDS Scheer Delivers Premium BPM Solution

IDS Scheer's client is a leading commercial property-casualty insurance provider serving the global corporate, large corporate, middle market, small business, specialties and programs sectors. Behind this success is a culture of continuous improvement and a pride in excellence. It comes from 130 years of experience, taking care of the risk protection and wealth creation needs of individuals, businesses and corporations all over the world. With a global spread and cross-business connections, the company draws on the expertise of a worldwide network of professionals and business partners. Through its offices in more than 50 countries, 62,000 employees serve clients in more than 120 countries. In 2005, the company's net income exceeded \$3 billion.

### Organization

A leading commercial property-casualty insurance provider

### Industry

Insurance

### Challenge

Improve business processes and technologies to support enterprise operations

### The Solution

Create a unified Business Architecture using the ARIS Platform to document and design business processes

### Solutions Deployed

ARIS Platform

### Benefits

The client has utilized ARIS for three years to support its Business Architecture vision and improve business processes.

## The Business Challenge

Our client needed to improve its business processes and technologies to support its enterprise operations. The company realized the necessity to develop an all-encompassing Business Architecture that included the methodology and tools as a foundation for objective discovery, analysis and design of improvements to its processes and corresponding technologies. A Business Architecture is the translation of a set of business owners' views of the enterprise into a single, comprehensive architectural view of the enterprise. It integrates and connects all core processes of the enterprise in a graphical format, and illustrates the work done in the enterprise, including the what, how, who and where of production.

The following business drivers led the client to seek a unified Business Architecture:

- ▶ Integrate the enterprise, improve its effectiveness and efficiency, and produce the value-creating system as defined in the corporate strategy.
- ▶ Develop a future-state design that optimizes the benefits of common processes, applications/tools and technologies.
- ▶ Provide a reference framework for all business improvements.
- ▶ Identify core elements of commonality and differentiation driving future-state design rather than organizational structure or historical evolution.

## The Business Solution

To realize its vision for Business Architecture, the company needed a comprehensive BPM tool to analyze current and future processes, and create and develop new capabilities, products and services. Specifically, the company envisioned a Business Architecture comprised of the following components:

- ▶ Business Processes — Activities and sequence of activities required to convert inputs into outputs
- ▶ People — Position/role, skills/skill level and degree of specialization of the position performing the activity
- ▶ Locations — The physical locations where the activity is performed
- ▶ Functional applications — Systems, tools and services that perform specific activities and solve particular problems
- ▶ Infrastructure — The hardware, operating systems and communication protocols used to support applications and databases
- ▶ Data — Information elements used for transactions and decision support and the data models, data files and databases used to manage these elements

With that in mind, the company selected IDS Scheer's ARIS Platform as its global standard of excellence to document and analyze business processes. Through the ARIS Platform, our client quickly incorporated the solution into the company's improvement lifecycle, and its businesses that execute the underwriting process have begun using Business Architecture models to estimate staffing and capacity needs, as well as the operational impact resulting from process changes.

## The Results

The company has been optimizing ARIS for three years to document and design the following:

- ▶ Business activities, including the skills and resources needed to execute those activities
- ▶ The enabling functionality needed to support those activities
- ▶ The data used during the execution of those activities

In addition, our client is employing a uniform-disciplined approach to defining the details of the current and future state of business processes, including:

- ▶ Standard notation
- ▶ Standard naming conventions
- ▶ Standard modeling approaches
- ▶ Standard modeling tool (ARIS)

Through the deployment of ARIS, the company is addressing the following to maintain its Business Architecture:

- |                                 |                                  |
|---------------------------------|----------------------------------|
| ▶ Activities performed          | ▶ Where activities are performed |
| ▶ Goal/reason for the process   | ▶ Resources consumed             |
| ▶ Events that drive the process | ▶ Data/information used          |
| ▶ Specific inputs and outputs   | ▶ Process cycle time and quality |

## The Future

In the future, our client will capture the details of applicable business process through a business process team, which will be composed of:

- ▶ Business Architect and Business Analysts
- ▶ Process owners/experts/professionals

The Business Architect will create the graphical views of the business process:

- ▶ Current documentation
- ▶ Interviews
- ▶ Data/Metrics gathering