The Research on Enterprise Process Management Based on ARIS

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Abstract. In order to strength the value of process management, Group company launches the process management and information system improvement, aiming to define the responsibility of each position and department, and indicate the process points of risk control as well as related institution, organization responsibility and control standard in a graphical way, by which to connect institutional procedure and totally change the previous method of program management. Therefore, a project team was built to present a long-term stable process management system applying to ARIS process management platform. The system was requested to express the all businesses macroscopically and detail all job specifications in microscopically. An area of Group Company was selected to be researched including the process, internal control and institutional procedure. Finally, the process management platform based on ARIS was built, and Group Company achieved significant value in process management include sharing, integration, specification, dynamic, clear control etc.

Introduction

Over the years, Group Company launches the process management and information system improvement which has laid a solid foundation for enterprise management. Group leaders require to propose process management energetically, to clear out the responsibility of each position and department by the way of graphically, and indicate the process points of risk control as well as related institution, organization responsibility and control standard in a graphical way, by which to connect institutional procedure and totally change the previous method of program management. Therefore, a project team was built to use the present ARIS process management platform to solidify and deepen the pre-project achievement (the business process of the Group Company has been successfully completed), according to the demand of expressing the all businesses macroscopically and detailing all job specifications in microscopically, to establish a process management system which long-term stable operation. Based on the above requirements, the Group Company developed relate pilot research and exploration, selected an area of it to go on research on the combination of process, internal control and institution procedure.

ARIS Introduction

ARIS system adopts a unified process management platform to realize model management and generate management document automatically. Using the present ARIS process management platform to manage business process, we can refer the methodology of eBPM (Excellent Business Process Management) process management to define the objectives, core approaches and specifications for the Group Company. Meanwhile, it can integrate forms, systems, risk control and other management elements in the process, which can enable company form a process system to define a clear job standards. According to the command of company process management, we can put forward ARIS from the perspective of process presentation which can achieve process presents business system from the angle of end-to-end, help company to from a clear, specific and practical process management result.

Project Objective

The main objectives of the project include:
1) Set up the ARIS process management platform to guide the use of the ARIS. With the help of the process management methodology of eBPM, to define the objectives, core methods and specifications of the process management for Group Company.

2) Take the investment management business of Group Company as pilot, building ARIS's process structure to present the process list in accordance with pre-project achievement of Group Company's procedure.

3) Taking the 1-2 processes of investment management as the pilot, establish the relationship of process model and the process of ARIS in which demonstrate the risk points and control measures.

4) Splicing end-to-end process with pilot process to show the whole picture of the business.

5) To export post manuals and process manuals samples through the system automatically, and release display process through the portal publishing page.

Implementation Process

Establish ARIS Platform and Training

Install ARIS server, client and the corresponding network environment according to the present IT environment of the Group Company, to establish ARIS platform. ARIS standard training is aiming at training the modeling members how to model and manage it, include eBPM idea training, ARIS modeling engineers training, ARIS managers training and ARIS script training.

Build Process Architectural Model

Process architecture is a framework for structurally dividing the business process according to the similarities of process outputs, including the classification and delamination of the processes. Process classification is classified according to the business nature of the process, such as quality management processes or procurement management processes. Process stratification is analyzed from two dimensions, which are the main functions and major objects of management. Based on the former results of the Group’s projects, the corresponding functional structure in the field of investment management is built, which manifests itself in the ARIS business process from macro to micro.
The Integration of Process Modeling and Risk Control Elements

Describing process modeling that can regulate business execution in the Pilot Business of the Group Company through EPC (Event-driven Process Chain) which includes process steps, process descriptions, process interfaces, logical branches, corresponding roles, forms and application systems.

Integrate risk control inside asset management based on the former risk control achievements of the Group Company. Reflect risk points and control measures in the aspects of process, to assure the landing of risk control system.

The General View of the Pilot Business

By means of the end-to-end process concatenation, it shows the whole process view which can satisfy the needs of the Group's business presentation and reflect the process steps and control requirements in the main line of business.

The end-to-end process is a continuous process starting from a demand to where it is closed (satisfied or not satisfied), which consists of processes, but it aims at expressing a series of processes more clearly under certain conditions about how it is implemented.

For instance: procurement management, storage management, financial management will separate the business, but the business can be reorganized from end-to-end process from purchasing requirements to purchasing payments. The end-to-end process will eventually output a service to meet some kind specific demand.

Export Management Manual

Through ARIS, we can derive manuals that reflect the duties and requirements of the job participation process execution, including job information, job execution process, and corresponding management elements in the job execution process; export management manuals such as process manuals and internal risk manuals.

The Release of the Portal Process

Publishing the process by means of a website, logging the website with password on ARIS business publisher, checking the process chart and download process manual and job manual.

The Achievements

One Platform

We have established a united process management platform in ARIS system, which realized the standardized sorting to various management information such as company organization, document, record, IT system and so on. As the left diagram showed below.

The standardized sorting achievements realized by platform include 32 companies, 30 departments, 63 positions, 95 roles, 15 management terms, 24 management records, 23 risks, 28 controls, 7 documents, 2 IT systems, 5 KPIs, 1 service.
A Set of Architecture

For easy to manage, we build two process architectures in ARIS system: the end-to-end process architecture and functional process architecture, as the right diagram showed above. The left side of the Y diagram is end-to-end process architecture, and the right side of the Y diagram is a functional process architecture.

End-to-end Process Architecture. The end-to-end process of investing services for non-nuclear projects (inside the planning of member companies) is a continuous process begins with the requirement of investment in non-nuclear project to the closure of it (the non-nuclear project investment decision approval resolution has been implemented). It consists of the approval process of non-nuclear project proposals, non-nuclear project feasibility study process, non-nuclear project investment decision approval process and so on, but it will express how these processes are executed under certain conditions more clearly.

Functional Process Architecture. Classify the process according to its type of the business, then to set up corresponding functional architecture of investment management area or asset management area and other areas. Divide the process into investment planning management, investment plan management, investment approval and decision approval according to two main dimensions of investment management and major management tasks. The post-investment evaluation, investment approval and decision approval can be further subdivided into nuclear project investment proposal and approval process, non-nuclear project investment proposal and approval process, etc., which reflects the ARIS business from the macro to micro.

A Series of Process

Take the end-to-end process of investing services for non-nuclear projects (inside the planning of member companies) for instance, the process realized an end-to-end process which runs through member companies, the branches and the group companies.

The process makes each part of the input records, output records, management systems, risk points, IT systems and control measures clear. Such as non-nuclear investment service project (inside the planning of member companies), it reflects the demanding that member companies need from the Group Company to launch its business, take annual investment plan for example. It reflects the information from member companies submit to the Group Company after they launch business, takes the minutes of the member company’s investment project review meeting for example. Also the Group Systems that member companies ought to follow when they launch business. And the probably risks they may encounter when they launch business.
The process sorts out the process activities and logic inside it, and defines the interfaces of the process. Make the key process activities clear and the execution roles of each process activities are clarified. The system establishes a licensing hierarchy to definite the roles where to authorize as well as the work-division of the responsibilities.

A Set of Documents

It can output related documents form the process automatically such as process manuals and job manuals, integrates various management requirements of process manuals and job manuals, and realizes efficient and accurate output (once input, multiples outputs).

One Portal

It can publish presentation process through the portal publishing page. After the users log on the portal publishing page, related responsibilities, specific processes, common processes, systems, forms, risks, and corresponding positions will be displayed before the employee interface. What’s more, it supports the download of job manuals and inquiring of the system manuals.

Contribution

The process management platform based on ARIS achieved significant value include sharing, integration, specification, dynamic, clear control and its details as follows:

Sharing: A United Process Management Platform

All over the Group adopt a united process management platform ARIS. The processes of every company and department are uniformly placed on this platform for high access and sharing.

Integration

Various documents to management requirements are integrated in the job brochures to realize centralized requirements. Besides, kinds of formats and contents can be automatically exported from the ARIS platform with higher efficient and accuracy.

Specification

ARIS system can ensure the united process description language of the company to learn, train and promote the process better. The eBPM methodology ensures standardized management of basic information and clarifies process specification in many aspects, such as how to describe the logical relationships within the process and how to set up process organization system, risk control and other basic information of the integrated relationship.

Dynamic

The organization and process are independent and relevant in ARIS system, the business process is relatively stable and the structure can be flexibly adjusted.

Clarified Management and Control

We can have a clarified management boundary between the group companies and the member companies through end-to-end process system, so as to achieve the definite institutional restriction towards member companies.

Clarified Responsibility

The ARIS process system can clarify the admin process management and the executor of the process.

Process Management Comprehensively

ARIS platform supports competence management and process management, and realizes the whole life-cycle process management. It takes the process as the management core, and establishes a process strategy—process design—process implementation—process monitoring of the entire cycle management which is more conductive for the achieving of the company’s strategy.
Process Management Professionalization

To sort up the business of the company according to eBPM methodology so as to form a hierarchical group process architecture, a united process classification and hierarchy then realized professional process management.

References