

A close-up photograph of a firefighter's gear, showing a green and black fire-resistant jacket with reflective yellow stripes and a silver metal buckle. The background is blurred, showing more of the gear and a red fire truck.

# **A Business Enterprise Transformation by leveraging ADONIS beyond the boundaries of BPM**

Bettina Scharnbeck, Stefan Gamp

Roche Services & Solutions  
BPM Strategy, Methodology and Architecture

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# About Roche

# Roche at a glance

Maintaining a long-term orientation

**1896**

Founded in Basel  
Family still holds  
majority stake



Reliable partner during  
COVID-19 pandemic



Leader in  
Diagnostics and  
Pharma



**#1**

R&D investor in  
healthcare

**100,920**

Employees worldwide

**16.4 million**

People treated with our  
medicines in 2021



**32 medicines**

on the WHO List of  
Essential Medicines



**Sustainable**

one of the most sustainable healthcare company  
in the Dow Jones Sustainability Indices

**27 billion**

tests conducted with  
our Diagnostics  
products in 2021

# Roche in 60 seconds



# The Roche Group Finance Framework

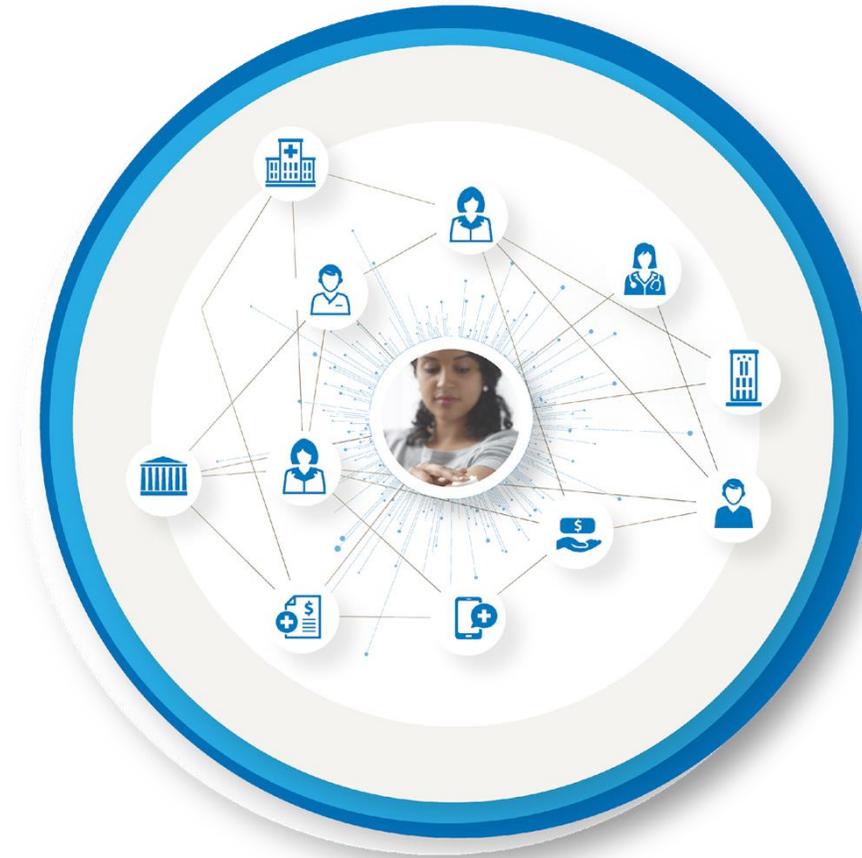
Based on the 10-year corporate goals

## Connecting the dots as entrepreneurs

- » Owning the business case for Roche, generating value, allocating resources, driving strategy
- » With a systems perspective and an enterprise mindset

## Serving as guardians for our stakeholders

- » Enabling new business opportunities
- » Safeguarding our assets
- » By providing transparency and compliance



## Providing specialist expertise

- » In finance with knowledge around accounting, controlling, tax, treasury, etc.
- » By developing our next generation of Finance talent

## Owning processes and systems E2E

- » Lead process harmonization, simplification and standardization across Roche
- » By leveraging technology and automation

# ADONIS as a “networker”

A man with short dark hair, wearing a dark green long-sleeved polo shirt, is sitting at a light-colored wooden table. He is holding a dark tablet computer with both hands and looking directly at the camera with a neutral expression. In the background, there are large windows with a view of a cityscape. A glass of water is on the table in front of him.

# Roles



# Applications



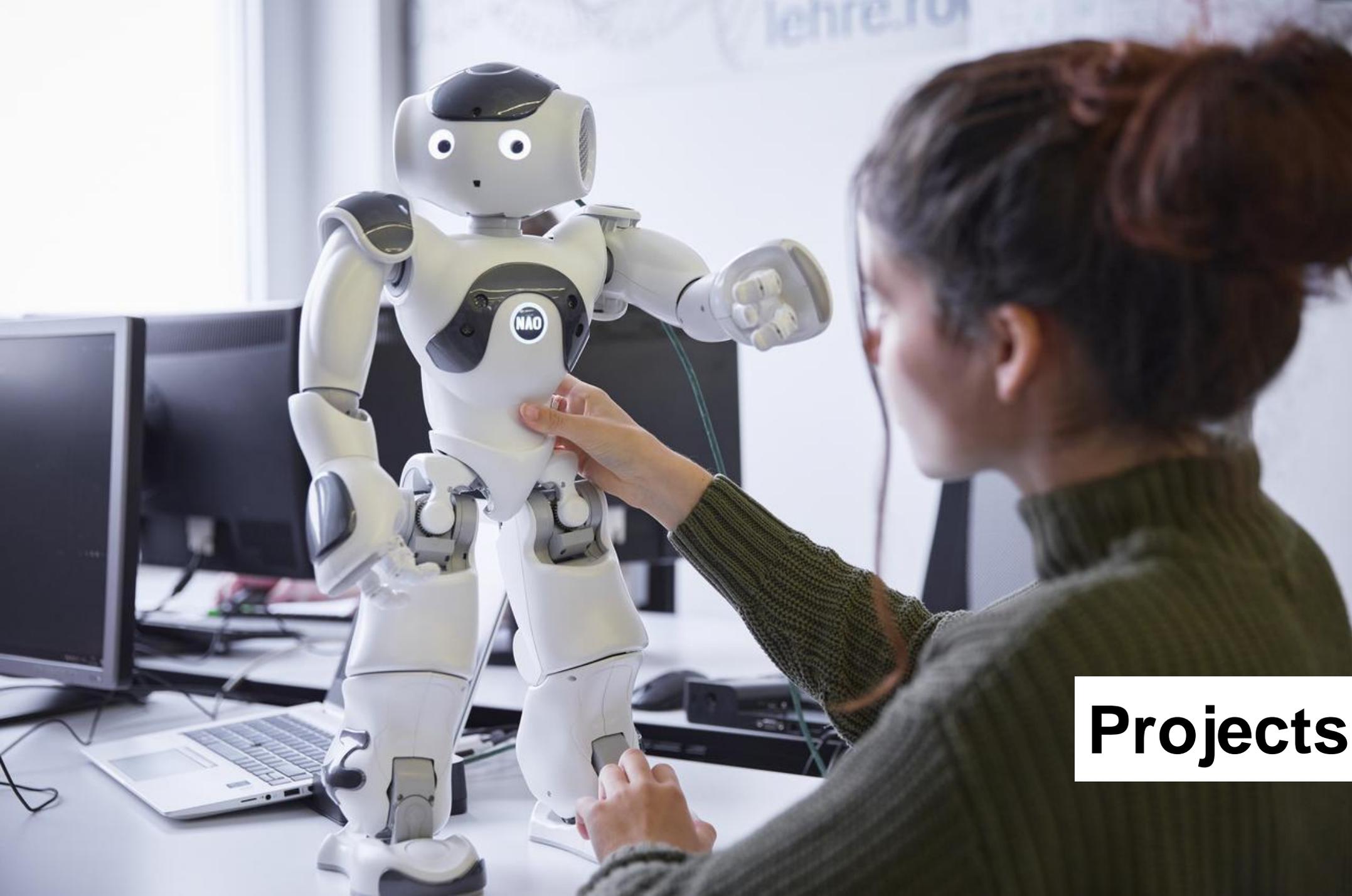
# Processes



# Documentation



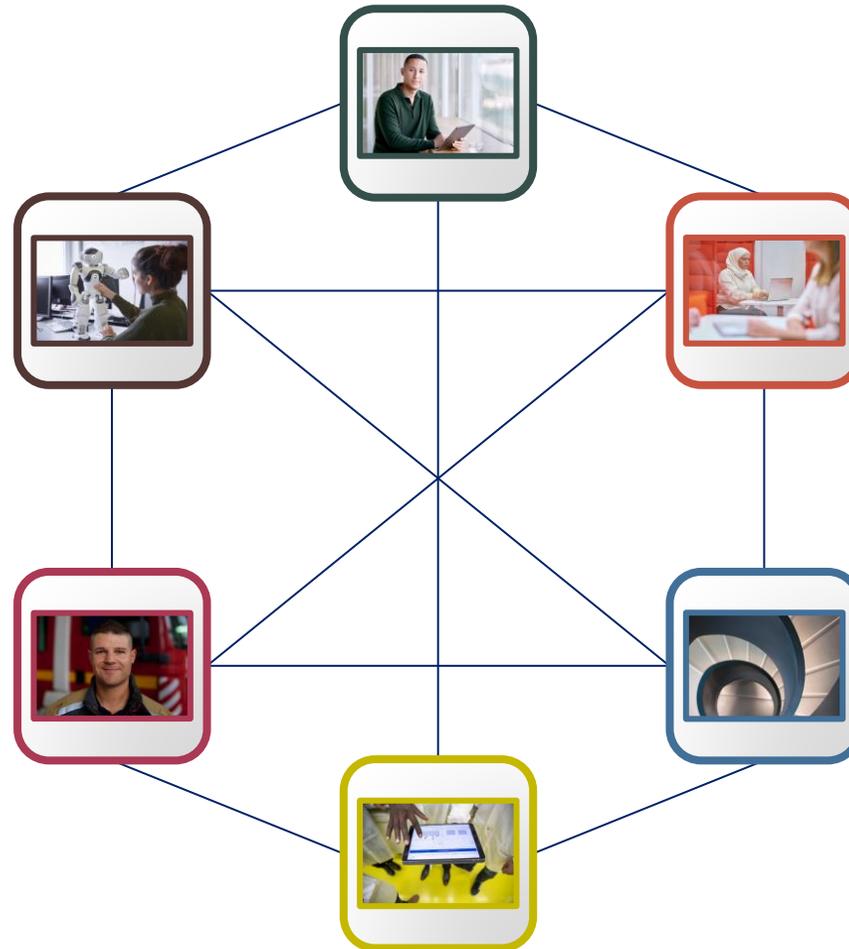
# Services



# Projects

# These topics...

...are all somehow connected



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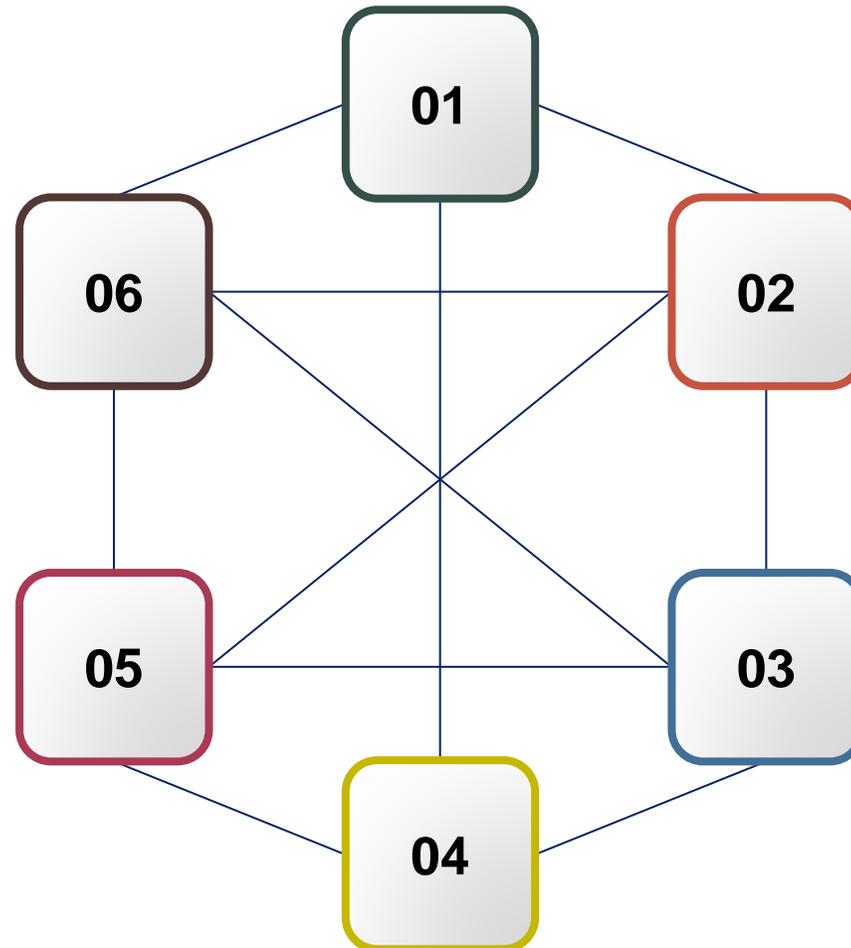


# Vision - Standardization and Harmonization

with ADONIS as a 'networker'

## Approach

- Keep all areas as their own responsibility areas
- Keep the area 'tools' and their results as the 'golden source'
- Make the results available as objects in ADONIS and connect them in the process models



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# Processes

...as a main joining topic

## Process models unite

- the flow
- the roles and responsibilities
- the applications
- ...

## Process models can provide

- a process documentation
- a requirements specification
- ...

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# ADONIS in Roche

## Goal

- One Roche Process Portal to set one common language

## Approach

- Centralised modeling service
- APQC Process library (Level 1 - Level 4)
- BPMN 2.0 as the standard notation for Process Models
- E2E views based on L4 building blocks



# BPM Portal - All about Processes

Process Repository (APQC) 0.01

E2E - Enterprise Process Model  
0.01

Views and Queries of Interest 0.01

## Links of Interest

BPML - based on  
APQC

Sign up for a BPM  
Consultancy ses-  
sion

ADONIS Cloud  
Video Tutorial

BPM gSite!

VPN Connection required



# Business Process Repository (APQC PCF)

## Operating Processes

1 Develop Vision and Strategy

2 Develop and Manage Products and Services 0.01

3 Market and Sell Products and Services 0.01

4 Deliver Physical Products 0.01

5 Deliver Digital Products 0.01

6 Manage Customer Service 0.01

## Management & Support Processes

7 Develop and Manage Human Capital

8 Manage Information Technology (IT) 0.01

9 Manage Financial Resources 0.01

10 Acquire, Construct, and Manage Assets 0.01

11 Manage Enterprise Risk, Compliance, Remediation, and Resiliency 0.01

12 Manage External Relationships

13 Develop and Manage Business Capabilities 0.01

15 Procure materials and services 0.01



## 9 Manage Financial Resources



## 9.16 Manage Travel & Expenses (T&E)...



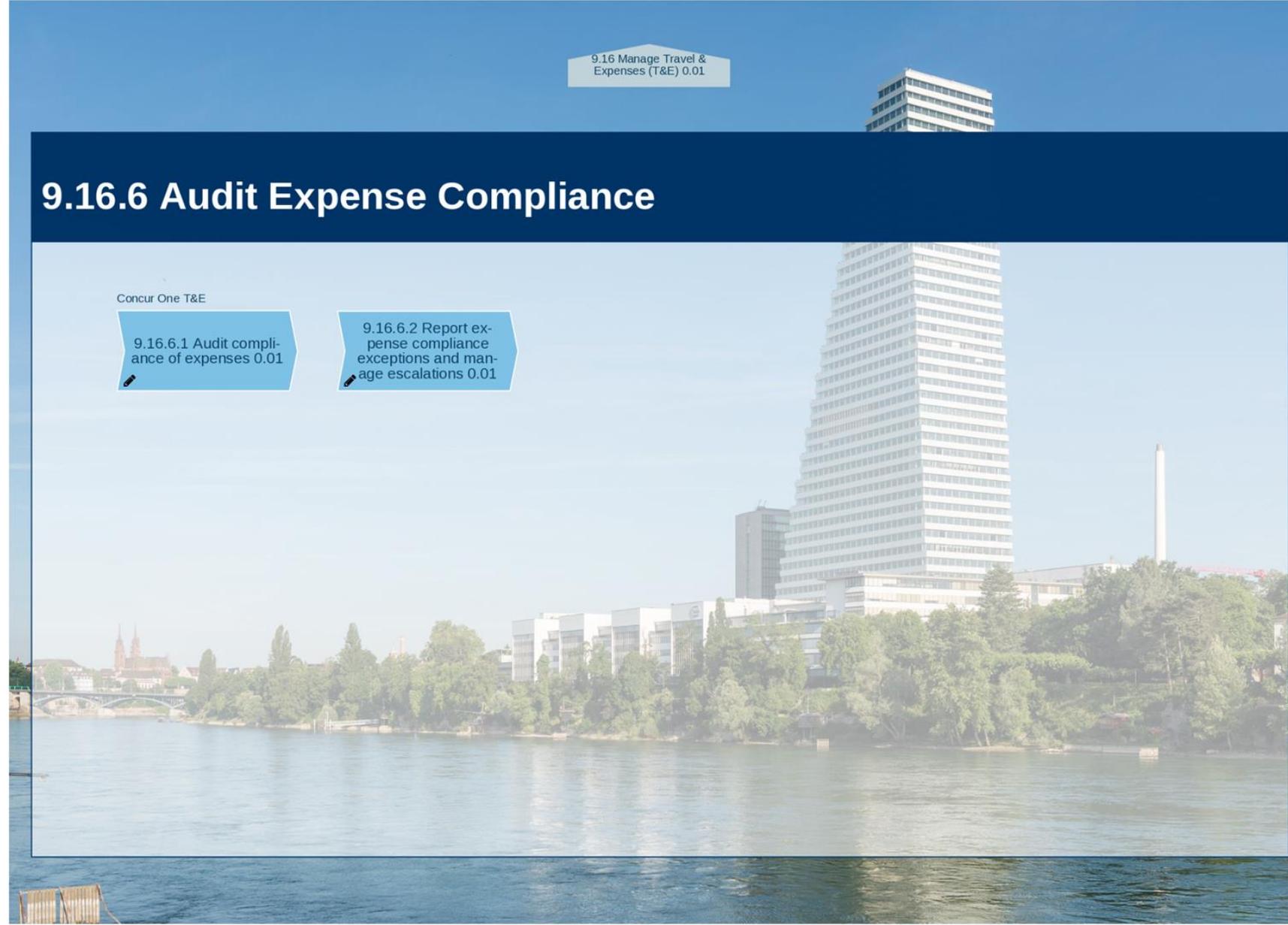
## 9.16 Manage Travel & Expenses (T&E) 0.01

# 9.16.6 Audit Expense Compliance

Concur One T&E

9.16.6.1 Audit compliance of expenses 0.01

9.16.6.2 Report expense compliance exceptions and manage escalations 0.01



# E2E - Enterprise Process Model

## Management Processes

Vision and Strategy

Sustainability, Risk & Compliance

Manage External Relationships

## Value Chain Processes

E2E\_Idea to Product (Lifecycle) 0.01

E2E\_Plan to deliver physical products 0.01

Plan to Deliver Service

E2E\_Marketing Plan to Cash (Commercial) 0.01

E2E\_Subscribe / License to Retire Digital Products 0.01

## Enabling Processes

Manage IT

Attract to Retire (HR)

E2E\_Demand to Pay 0.01

E2E\_Record to Analyze 0.01

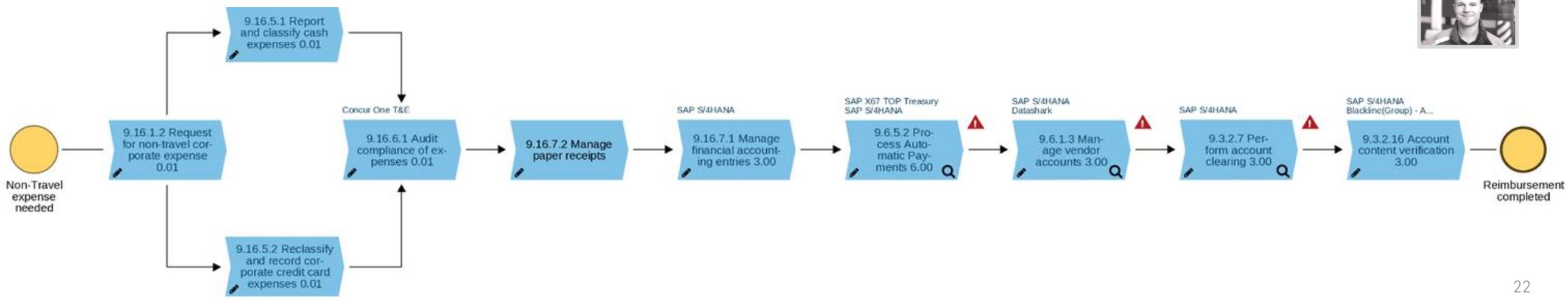
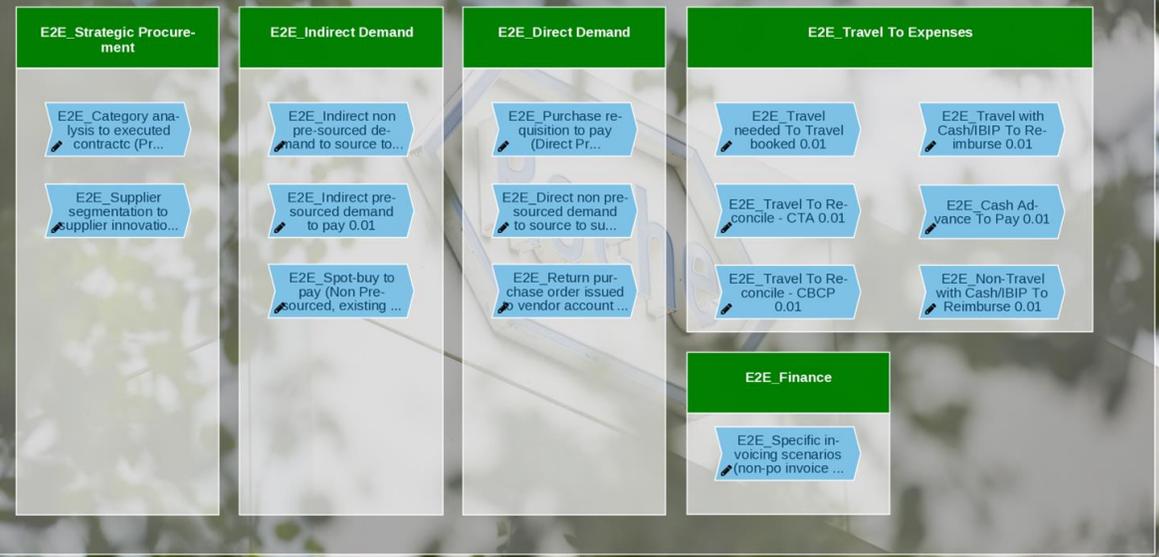
E2E\_Manage quality & operational compliance 0.01

E2E\_Plan to Retire Fixed Assets 0.01

E2E\_Develop and Manage Business Capabilities 0.01



# E2E\_Demand to Pay



# ADONIS in Roche

## Goal

- One Roche Process Portal to set one common language

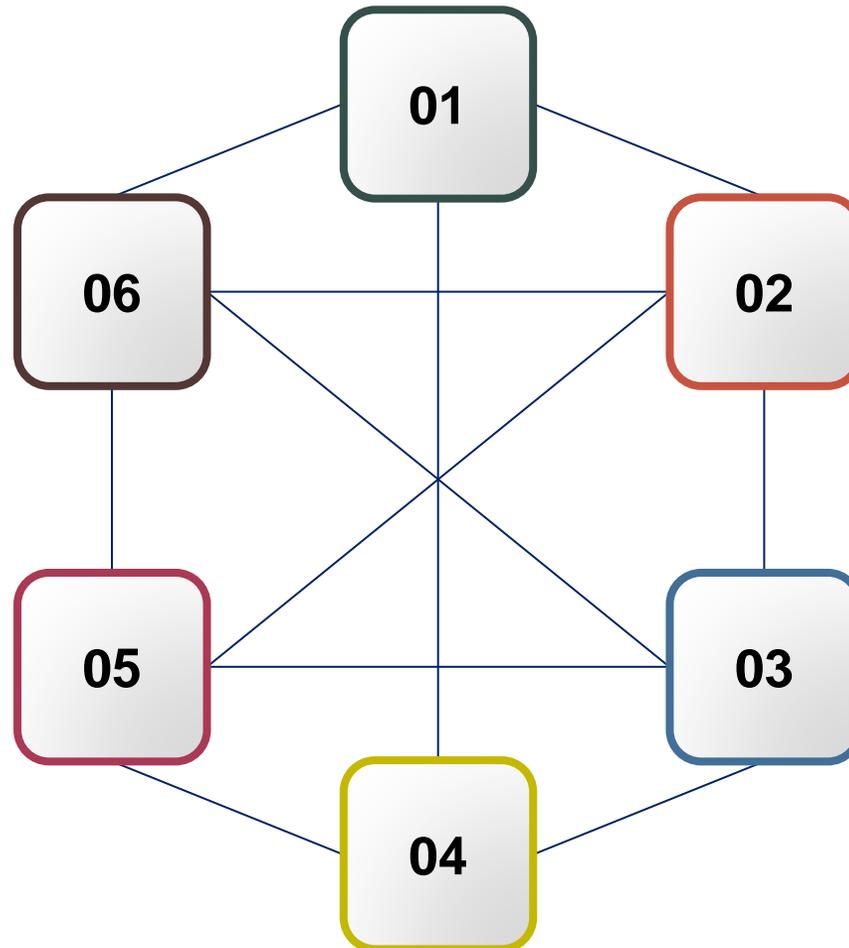
## Approach

- Centralised modeling service
- APQC Process library (Level 1 - Level 4)
- BPMN 2.0 as the standard notation for Process Models
- E2E views based on L4 building blocks



**Usage of objects – object library is the backbone of the ,network‘ beyond the Processes!**

**These topics...**  
...are all somehow connected



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# Documentation

Interface ADONIS – Confluence

## Goal

- Close the Gap between the documentation reduced to process components in ADONIS
- and the controlled documentation via a DMS

## Approach

- Re-Use the process documentation that is by default created in ADONIS (process chart, process owner, status, steps, roles, applications,...)
- Provide this information in Confluence

## Benefits

- Enable the user in Confluence to enrich this information with specific details → pictures, screenshots, links to training materials, working instructions, etc.
- Customize the documentation based on standard content and default parts





# SDD mock-up

## Example used: SDD\_OC\_FI\_9.4.3 Perform fixed asset accounting

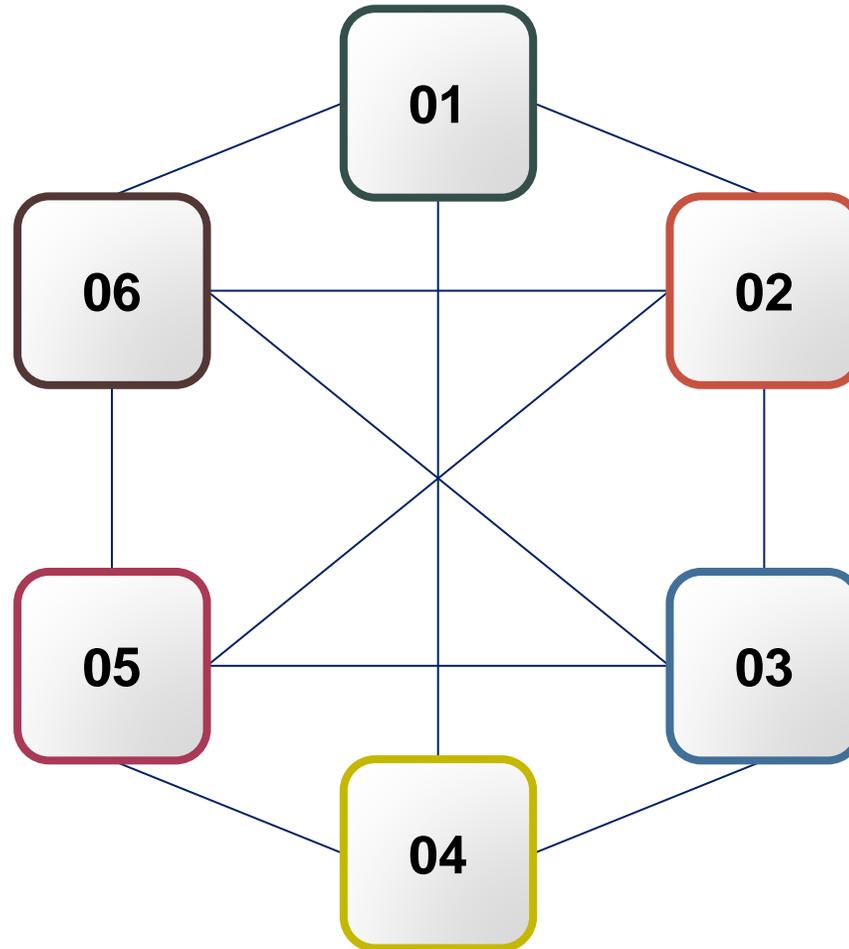
9.4.3	Perform fixed asset accounting	Accounting for long-term and fixed assets. Record purchased, fixed assets that are not easily convertible into cash. Account for costs, useful life, resale value, depreciation, and amortization.
9.4.3.2	Perform Fixed Asset Creation	This process describes how to create fixed asset master records individually or as mass processing.
9.4.3.3	Perform Fixed Asset	This process describes how to change, block or delete a fixed asset master record partner.
9.4.3.13	Perform Fixed Asset Tracking And Physical Inventory	This process describes the activities around the physical tracking and counting of fixed assets.
9.4.3.15	Perform Fixed Assets Year-End Closing	This process describes the activities to perform the fixed asset fiscal year close. <b>100% Inspection</b>

## Implemented in the following E2E:

	9.4 Perform Capex (assets, fixed assets)	9.4.3 Perform fixed asset accounting 9.01	E2E_Closing 0.01	E2E_Closing Gross (Purchased) 0.01	E2E_Closing Gross 0.01	E2E_Closing Phase 9.01	E2E_Closing R20 0.01	E2E_Maintain and 19.03 Fixed Assets 0.01	E2E_Maintain Asset 08.05 0.01	E2E_Manage Interest 10.03 0.01	E2E_Proved Consolidated to Asset in Service 0.01	E2E_Fin Asset/Out of Service 0.01	E2E_Ready Over Finance E2E closing
9.4.3 Perform fixed asset accounting 0.01		✓											
9.4.3.15 Perform Fixed Assets Year-End Closing 0.01		✓	✓	✓	✓	✓	✓						
9.4.3.11 Perform Fixed Asset Retirement And Sale 0.01		✓								✓		✓	
9.4.3.13 Perform Fixed Asset Tracking And Physical Inventory 0.01		✓						✓					
9.4.3.15 Perform Fixed Assets Year-End Closing 0.01		✓	✓						✓				
9.4.3.2 Perform Fixed Asset Creation 0.01		✓									✓		
9.4.3.2 Perform Fixed Asset Maintenance 0.01		✓						✓					
9.4.3.2 Perform Fixed Asset Transfer 0.01		✓						✓					
9.4.3.6 Perform Plan Depreciation For Fixed Assets 0.01		✓							✓				✓
9.4.3.7 Perform Fixed Asset Acquisition 0.01		✓							✓				
9.4.3.8 Perform Fixed Asset Value Adjustment 0.01		✓							✓				



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# Applications

Interface ServiceNOW (GREAT) - ADONIS

## Goal

- Applications available in the ADONIS object library

## Approach

- Applications are transferred daily via the interface
- New ones are created
- Changed ones are updated
- ‘Retired’ ones are “on watch”  
→ still assigned to a valid process?



# Applications

Interface ServiceNOW (GREAT) - ADONIS

## Benefits

- Single source of truth for application management (GREAT)
- Data Compliance
  - ◊ all attributes (like ID, name, SPOCs) are in sync and up-to-date
- All important attributes available in ADONIS
  - ◊ link to GREAT provides the full set of data
- Reduced Modeler resources
  - ◊ no manual object maintenance needed, no “mess” in the object library
- Tracking in both directions
  - Application to be replaced: which processes are impacted and who are the Process Owners
  - Processes to be changed: which supporting applications are involved and who are the Application Owners



- General information
- Organisation
- IT elements
- Products/Processes
- Continuous improvement
- Changes
- Lifecycle
- Representation

**Name:** SAP S/4HANA

**GREAT ID:** APP-6624

**Description:** ASPIRE ERP SAP S/4HANA.

**State:** Active

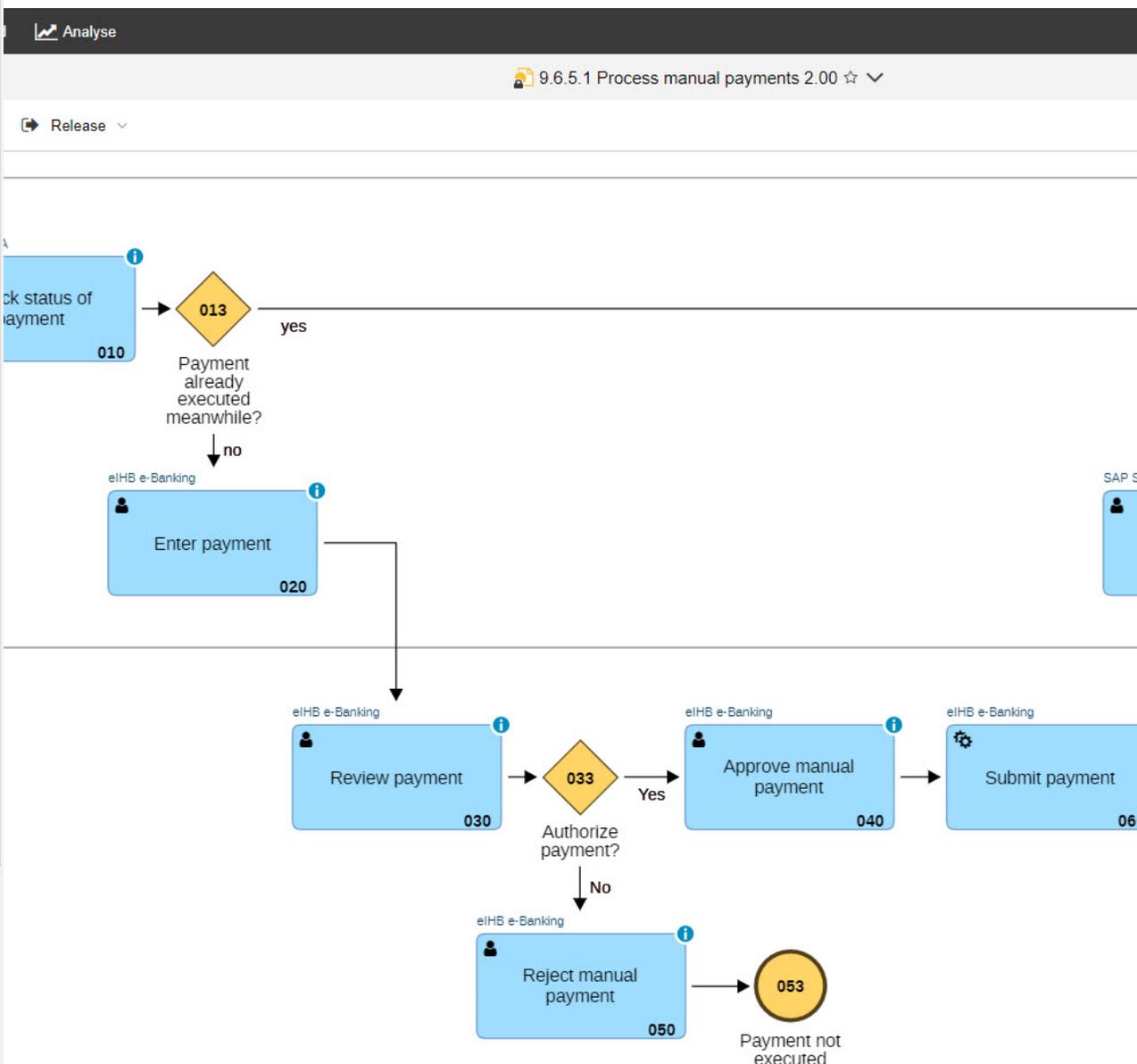
**CI ID:** APM0013798

**GREAT URL:**  
[http://great.roche.com/planningIT-Prod/index.html?AccessType=ExternalAccess&UserType=Named&Profile=Anonymous%20Viewer&Object=326-6624-00&View=ObjectView:APP\\_ObjectView\\_ROC\\_PHA:Overview](http://great.roche.com/planningIT-Prod/index.html?AccessType=ExternalAccess&UserType=Named&Profile=Anonymous%20Viewer&Object=326-6624-00&View=ObjectView:APP_ObjectView_ROC_PHA:Overview)

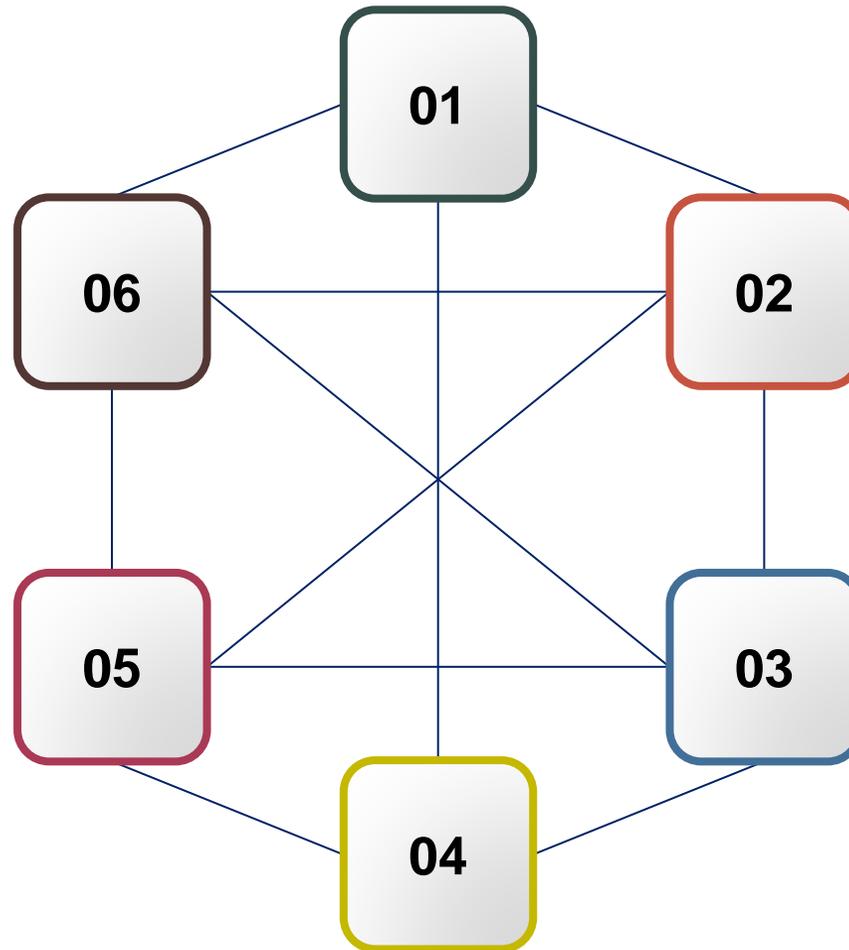
**Division:** Roche Group

**Foreign ID (MuleSoft):** {"id": "APP-6624", "connectorID": "great\_adonis"}

**Last Synchronisation Date (MuleSoft):** 16.07.2022 22:03:39



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# Changes, Services, and Incidents

Interface ADONIS - ServiceNOW

## Goal

- Process Structure available in ServiceNow
- Change, Service and Incident Request are assigned to Processes

## Approach

- Bidirectional interface
- Process structure is provided from ADONIS to ServiceNow  
Level, Hierarchy ID, Name, Process Owner, etc.
- Tickets assigned to processes are provided from ServiceNow to ADONIS



# Changes, Services, and Incidents

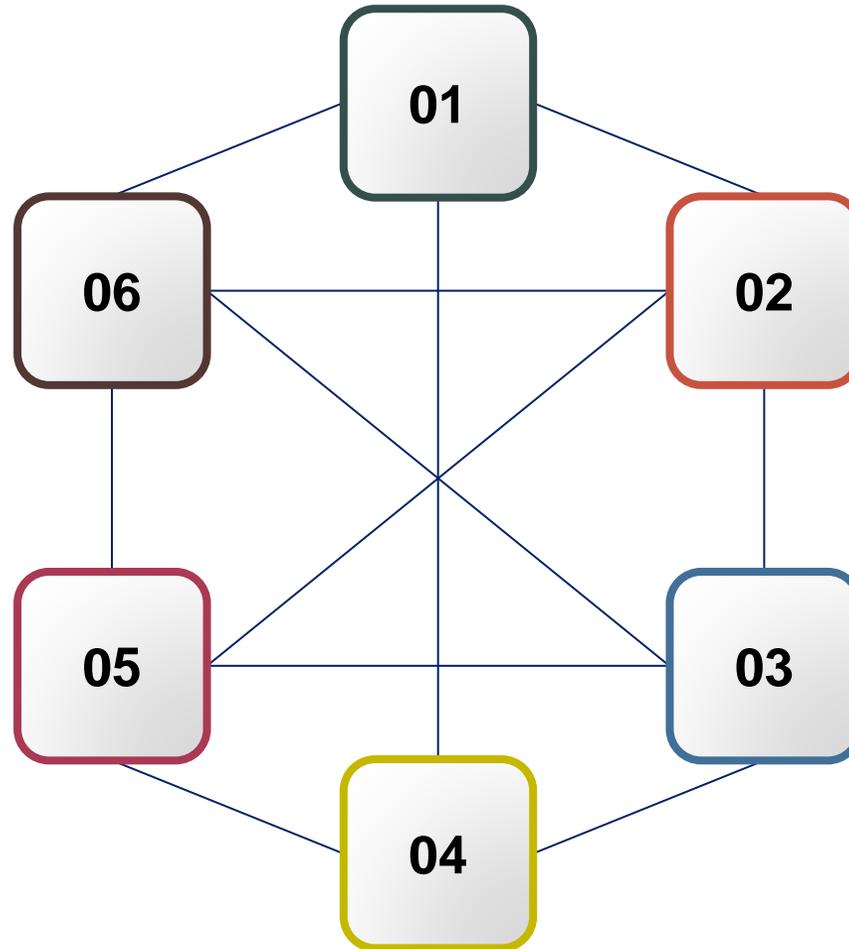
Interface ADONIS - ServiceNOW

## Benefits

- Changes, Services, and Incidents can be directly assigned to the relevant Processes
- Change requests on processes models can be tracked on the different diagram versions
- Dashboard enables analysis and offers transparency
  - from “many changes”
  - to “never touched again”
  - and “worth to improve”



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# These topics...

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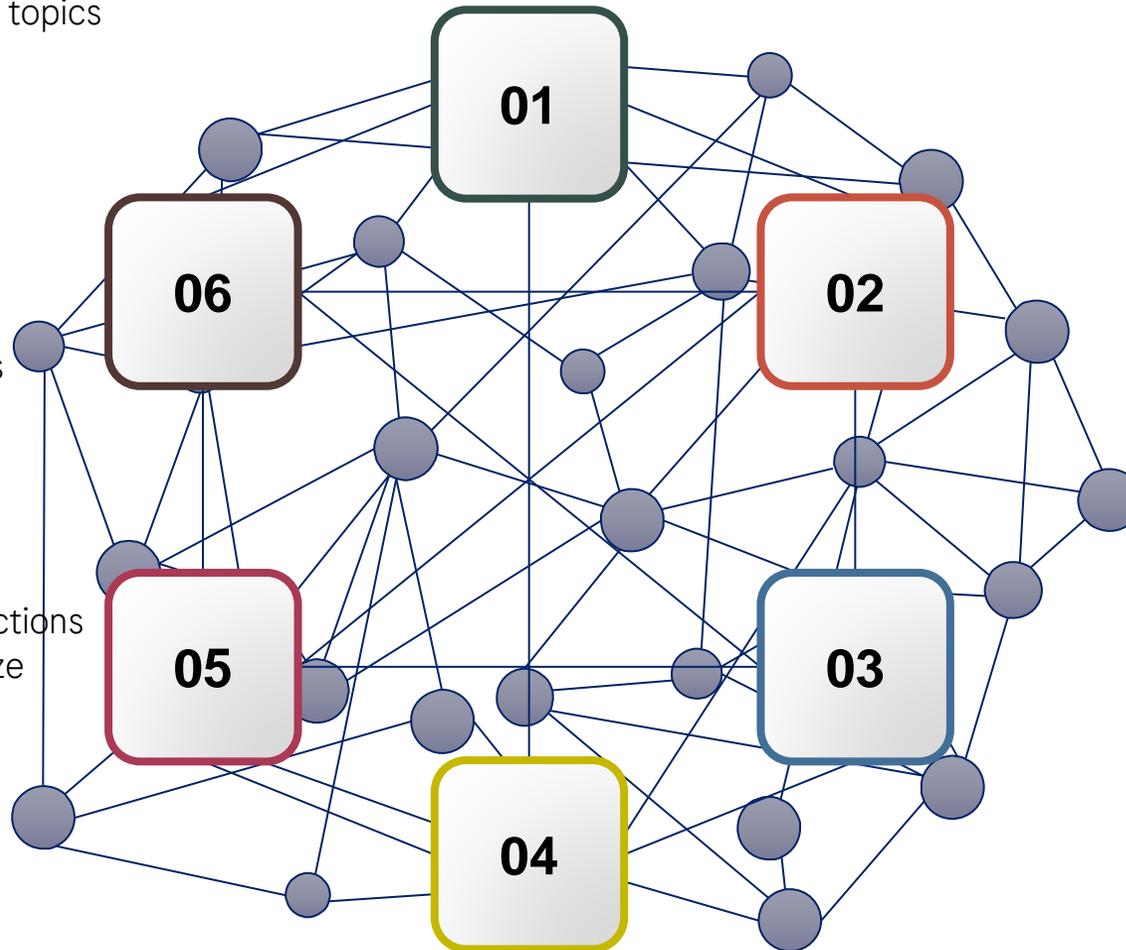
- ...and there are so many more topics
- ...and so many more relations!
- ...and so many duplicates
- ...and so many similarities
- ...and so many local relations
- ...and historical developments

## Goal

- Reduce the number of connections and harmonize and standardize

## Approach

- Global template project



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# Profile 'ASPIRE' project

# What is ASPIRE?

Creating the digital backbone for Roche's contribution to people's health

**1**  
enterprise-  
wide  
program

Amongst SAP's  
**largest**  
S/4HANA  
projects  
worldwide

**1**  
Process house  
across Roche

**~ 800**  
Roche Program  
team  
colleagues  
across the  
globe

Deployment  
planned to  
**~200**  
legal entities



**~750**  
level 4  
processes  
in scope

**~100.000**  
**End users**  
(end state)

# ASPIRE in a Nutshell

The magic ONE which enables Many and provides value across multiple business areas



**ASPIRE...**



Is **one** enterprise program



and is based on **one** Roche process house



establishing **one** Digital Backbone for Roche



which will be enabled by **one** Roche Super Company, holding all the features available to deploy



We are all working with **one** backlog and **one** set of priorities



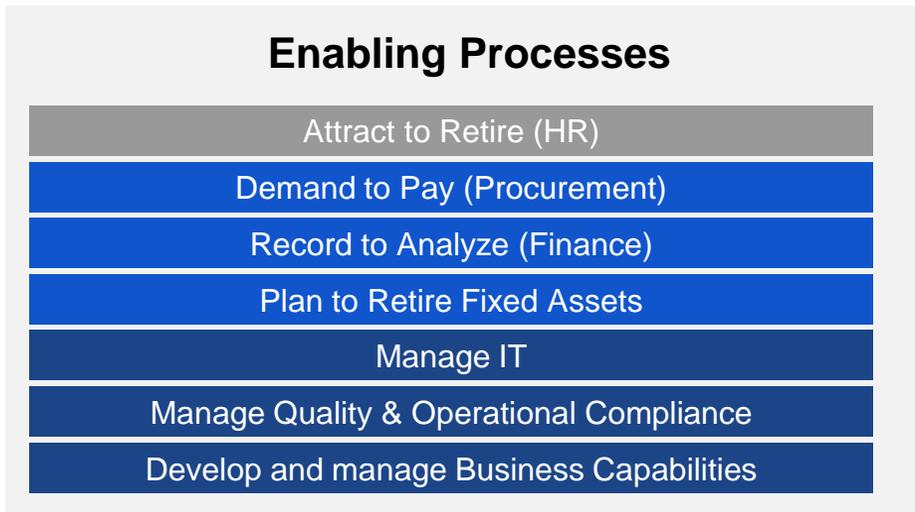
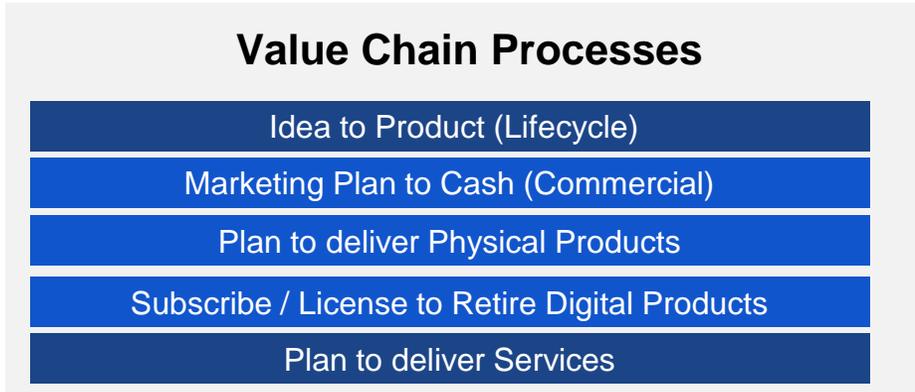
Have **one** team spirit along **one** ASPIRE playbook



And creating **one** consistent user experience based **one** E2E Support Model

# Process House and Process Hierarchy

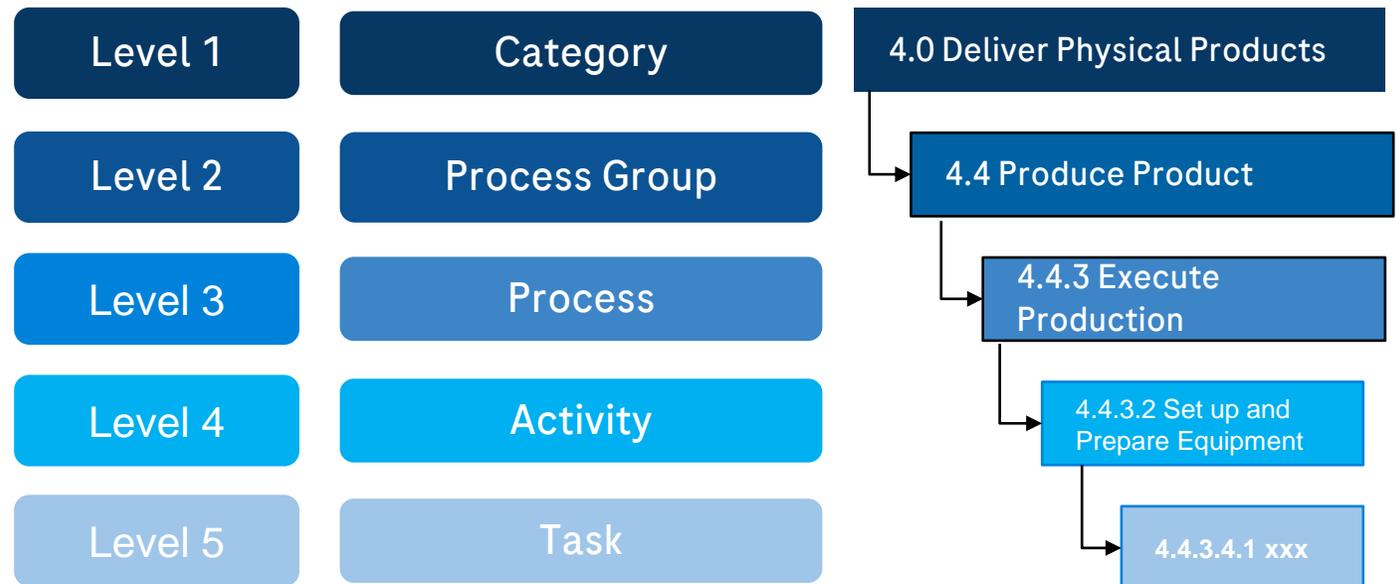
Based on APQC's Process Classification Framework®(PCF)



■ In scope
 ■ Partially in scope
 ■ Not in scope

## Process hierarchy

### Example “Plan to Deliver Products”



# Business & IT Alignment

Interface ADONIS - SolMan

## Goal

- Tasks in a Business Processes connected to the IT Step in SAP

## Approach

- Bidirectional interface
- Process Structure incl Business Tasks are provided from ADONIS to SolMan
- Process Step Originals are provided from SolMan to ADONIS  
→ SAP library: Process Steps, Executables, Logical Components
- Process Step objects are “merged” with the relevant tasks in the business processes
- User stories and requirements are assigned to the process steps



# Business & IT Alignment

Interface ADONIS - SolMan

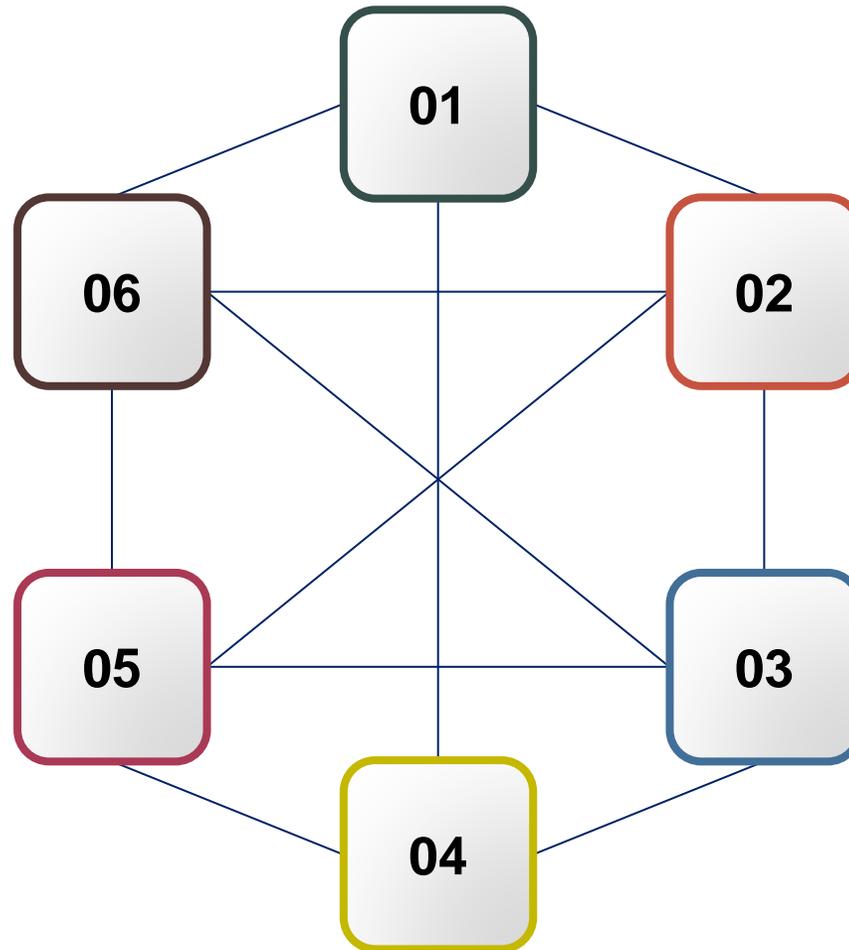
## Benefits

- Make assigned requirements reusable and unique
- Track process steps in SAP to the Business Process
- Enable Process Mining
- Provide Transaction codes (Executables) on the business process  
→ information re-used in Confluence documentation



# **“Walkthrough of a Change”**

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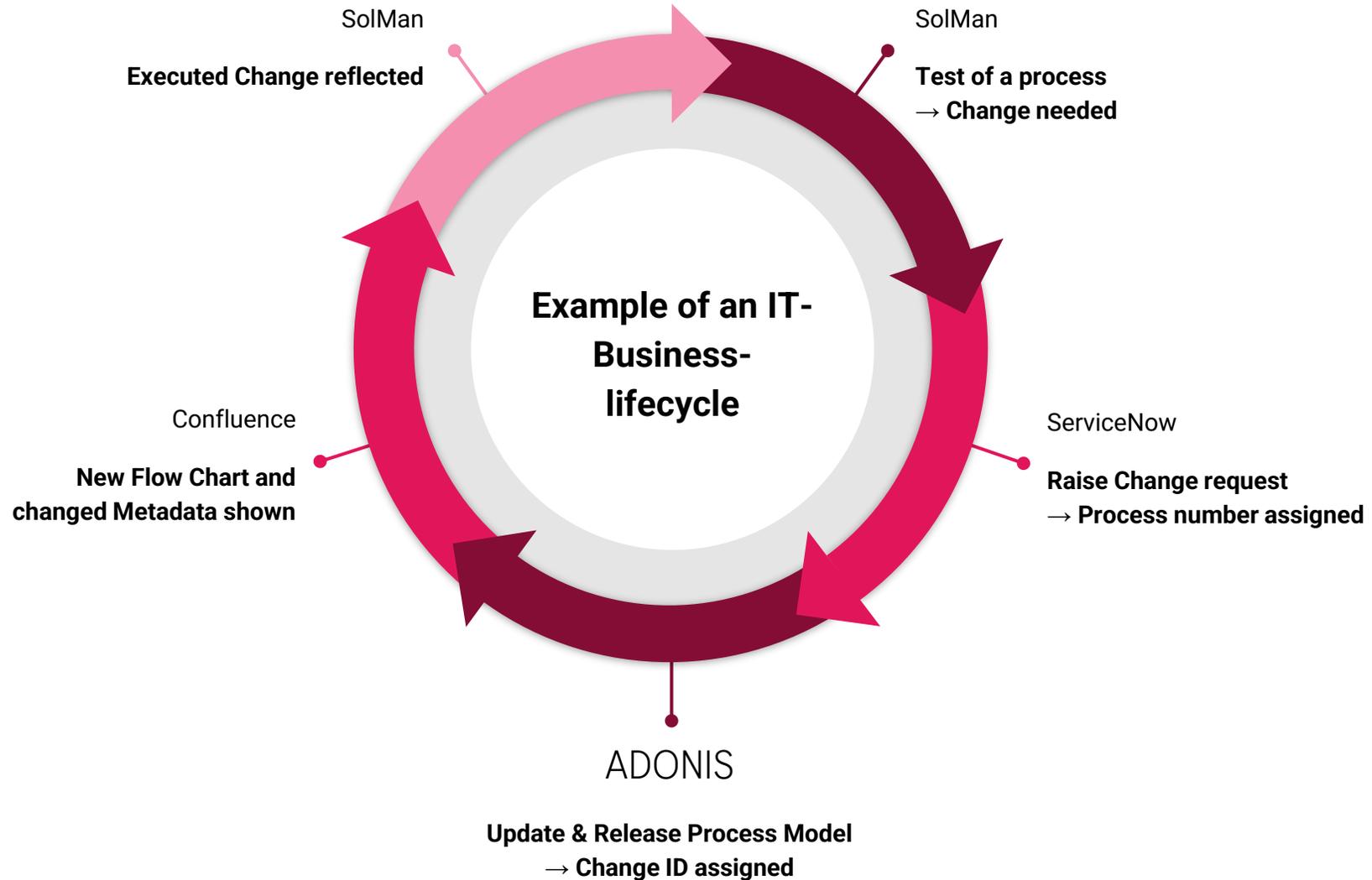


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# “Walkthrough of a Change”

Interfaces ServiceNow - ADONIS - Confluence - SolMan



**Doing now what patients need next**