Summary of Business Process Expert Survey

Applies to:

BPX

Summary

An attempt to determine how people define the role and view themselves. 34 people answered the survey.

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Author Bio

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Introduction

The following section is a *composite description* created by evaluating the results of each question and calculating highest percentage answers based on the number of responses to that question. (Details follow.)

I am a BPX, and I generally describe my role as Business Process Analyst. My background is probably business analysis with some IT experience. I don't do any coding. My main SAP tools are SAP Solution Manager and SAP Best Practices. I also use SAP Workflow at times. Other tools that I might use infrequently are Collaboration, ARIS, BI Analysis Process Designer, MDM and Guided Procedures.

In my role as BPX, I work with our enterprise architect, an application developer, a business analyst and a business process consultant. We work together as a team. The top four responsibilities that I handle are:

- Business process analysis and solution determination
- Project management
- Change management
- Training

I am not familiar with SAP documentation for most of its tools, although I have at times used the documentation for SAP Solution Manager and SAP Best Practices. On the other hand, I would definitely want a BPX Guide, which would provide me with information about:

- Defining my role and getting started
- What methodologies and tools I need
- How to promote the concept to my organization
- Tactics for extracting real business needs and defining requirements
- Soft skills

An FAQ would be quite helpful as well.

Statistics

Percentages are based on the number of people who answered the specific question.

1. Do you consider yourself a BPX?

75% consider themselves a BPX on the basis of:

- Being a business analyst working with IT on solutions

- Being an IT person working with business processes

25% don't consider themselves a BPX due to minimal SAP knowledge or experience

31% of the responders describe their role as Business Process Analyst

20% describe their role as Business Process Owner/Director/Consultant

Approximately 51% describe their role as directly related to managing business processes

2. Which of the following best describes your background?

39% describe their background as Business Analyst with some IT background

19% describe their background as Application Specialist with business experience

This means that at least 58% of the responders describe their background as a mix of business and IT.

3. Do you manually code?

88% do not. The people who *do* code (3 people), do so for custom requirements, non-SAP work or for configuration/schema changes.

4. Which SAP tools do you use in your on-going work? (multiple answers)

54% use SAP Solution Manager

46% use SAP Best Practices

35% use SAP Work Flow

19% use Collaboration

11% or less use ARIS, BI Analysis Process Designer, MDM and Guided Procedures

5. Who do you consider your counterparts/colleagues in your role as BPX? (multiple answers)

65.5% enterprise architect

55% application developer

52% business analyst

48% business process consultant

86% work with these people in a team framework.

6. What do you feel are your main four responsibilities:

As this was an open question, terminology changed from answer by answer, so I have freely grouped the top four, and have given selected sample answers:

1. Provide business process analysis and solutions
    - Identify processes
    - Adapt SAP processes to supply solutions
    - Translate requirements to processes / solutions
    - Consult on implementation to utilize standard SAP to fit with existing configuration

2. Project management
   - Includes documenting processes
   - Creating performance indicators
   - Supporting processing
   - "Implementing SAP"
   - Liaison: align business and IT
3. Change management
   - Balance short- and long-term initiatives
   - Prepare for user acceptance
   - System configuration/testing
   - Business system growth and development
4. Training
   - End users for support
   - Other SAP business team members

7. Please rate the online documentation for the following NetWeaver tools.
(Tools listed: ARIS for SAP NetWeaver, SAP Solution Manager, SAP Best Practices, Visual Composer, Guided Procedures, BI Analysis Process Designer)

Most people – approximately 66% to 83% – either don't use the tools listed, or else are not aware of the documentation.

57% of people who answered have used SAP Solution Manager documentation.

57% of people who answered have used SAP Best Practices documentation, although it should be noted that 3 of these people (25%) noted that it is not useful!

Note: The tools that are used are application tools rather than NetWeaver platform tools. It would seem that the NetWeaver tools are either not familiar to these end users and consultants or else they have not read documentation from Help Portal.

8. Would you want a BPX Guide?

92% would like a guide. Here are some of the items that they request (full list in following section)

- Methodology, tools ("I want tools to increase the knowledge of my team and get them actively involved in the BPX community")
- General role definition
- Career development outlines
- Training plans
- Getting started
- How to promote the concept to the organization
- Tactics for extracting the real business need
- Standards and practices
- "The art of the role"
- "Something on testing" ("I've found this lacking in SAP")
- Job descriptions for people who need to stay in the support role after go-live

Tallies per Question

1. **Do you consider yourself a BPX?**   Yes: 24 No: 8   **32 answers**

    Why:
- I understand IT and how it should operate as a structure in a business organization
- I am passionate about it; it's my mantra
- Technical and functional skills / translator
- A large part of my job is business process and optimization, reengineering
- Liaison between business and technical
- Seasoning – business basis with IT added
- My title is RTR BPO Manager
- I'm from IT but have direct working relationships with business clients
- My third EAM installation
- I work directly with BPEs or SMEs to design security roles
- Was primary support for financial processes within SAP; now manage IT business process analysts supporting all SAP and non-SAP processes
- I'm an IT person with a strong understanding of the day-to-day business processes
- I translate business issues and requirements and work with IT for solutions
- I coordinate with business and report through IT
- I'm a power user
- (No): I have a minimal knowledge of SAP
- (No): My domain knowledge of SAP systems needs development
- (No): Insufficient experience
- (No): Just emerging in that space, not an expert

    If you have a more specific role/title for yourself, what is it?   **29 answers**
- Business process owner/director: 3
- Business process consultant: 3
- Business process analyst: 9
- Business process architect:
- Enterprise architect: 2
- Other:
    - Business process specialist: 1
    - User acceptance: 1
    - Business relationship manager: 1
    - SME for HR processes: 1
    - Global process advisor: 2
    - IT   1
    - Project Manager   1
    - Technology strategist   1
    - IT Manager who needs to lead BP improvements 1
    - Business process analyst manager   1
    - ERP coordinator   1

2. **Which of the following best describes your background**: **31**
   answers
   - o Business analyst with some IT background: 12
   - o Senior developer turned business process specialist: 2
   - o Application specialist with business experience: 6
   - o Other:
     - ▪ Quality: 1
     - ▪ IT systems and services: 2
     - ▪ SAP end user: 1
     - ▪ Business accountant, SAP config, process design 1
     - ▪ IT management with CPIM 1
     - ▪ CPA with masters in Composer Science 1
     - ▪ Management, Engineering, Operations 1
     - ▪ Engineering 1
     - ▪ Business analyst turned IT due to job change 1]
     - ▪ Power user in plant maintenance module with IT background

3. **Do you manually code?** Yes: 3 No: 22 **25 answers**
   If so, for what purpose?
   - o Configuration / schema changes
   - o Custom requirements
   - o But not in SAP

4. **Which SAP tools do you use in your on-going work?** **26 answers**
   - o SAP Business Workflow 9
   - o Universal Work List 1
   - o ARIS 3
   - o BI Analysis Process Designer 3
   - o SAP Solution Manager 14
   - o Collaboration 5
   - o SAP Best Practices 12
   - o Master Data Management (MDM) 3
   - o Visual Composer 2
   - o Guided Procedures 3
   - o Other:
     - ▪ HCM 1
     - ▪ Reporting 1
     - ▪ Visio 1
     - ▪ Excel 1
     - ▪ Word templates 1
     - ▪ SRM 1
     - ▪ VIRSA – Compliance Calibrator 1
     - ▪ BEX 1

5. **Who do you consider your counterparts/colleagues in your role as BPX?** **29 answers**
   - o Enterprise architect 19
   - o Application developer 16
   - o Business analyst 15
   - o CEO 5
   - o Business process consultant 14

- o Other:
    - ▪ User groups   1
    - ▪ EDI (?)   1
    - ▪ CIO   1
    - ▪ VP-IT   1
    - ▪ VP-OID   1
    - ▪ User departments   1
    - ▪ Management planning council   1
    - ▪ Business team members   1

Do you work together with these people as a team?   Yes: 25   No: 2   **29 answers**

Comments:
- o I lead an end user group to regularly discuss issues
- o Somewhat
- o Not often enough
- o Have a good enterprise architect team in IT. I try to bring them the business view
- o The CEO is the most important role in governing consistent design and tool usage

6. What do you feel are your main four responsibilities?
- o Change management   9   (Balance short- and long-term initiatives)
- o BP analysis and solutions   13   (Identify process to sunset by adapting SAP
                                                          processes to supply solutions; translate
    requirement to process/solution)
- o Project management   10   (Documentation of process; performance
                                                          indicators)
- o Business partner   1
- o Learn SAP methodology   1
- o Manage outsource users for testing 1
- o Prepare for user acceptance   3   (Promote understanding of process)
- o Help with deployment   6   (Support processes; implement SAP)
- o Understand process/business issue   4
- o Define the RIGHT business requirements   2
- o Communicating effectively   2   (Knowledge transfer)
- o Leading / influencing   1
- o End user support training   7
- o Train other SAP business team members   1
- o System configuration / testing   4
- o Business system growth / dev   2
- o Troubleshooting and support   6
- o Harmonizing global processes   1
- o Liaison   5   (Align business and IT)
- o Reporting   2   (Event monitoring)
- o Process mapping   1   (Consult on implementation to utilize
    standard
                                                          SAP to fit with existing configuration)
- o Maintain business processes   4
- o Evangelize BPX community   1
- o SOD compliance   1
- o System management   1
- o Get funding   1
- o Standards / guidelines for developers   1

       o   Teach SMEs how to build security roles   1

7. Please rate the online documentation for the following NetWeaver tools:

Mistake in asking this: Needed a column for **Don't Use the tool**   **21 answers**

Tool	Not useful	Adequate	Useful	Very useful	Have not seen it
ARIS for SAP NW		2		1	15
SAP Solution Manager		2	7	3	9
SAP Best Practices	3	2	4	3	8
Visual Composer			1	2	14
Guided Procedures		1	2	2	14
BI Analysis Process Designer		1	2	1	15

8. **Would you want a BPX Guide:**   Yes: 23   No: 2   **25 answers**

If yes, what kind of information would you want to see in it?

- Methodology, tools
  (I want tools to increase the knowledge of my team and get them actively involved in the BPX community)
- General role definition
- Detailed steps for troubleshooting
- EDI issues
- Business process recommendations
- Career development outlines
- Training plans
- Getting started
- How to promote the concept to the organization
- Something on testing
  (I've found this lacking in SAP)
- Measures to capture the value of BPX work
- Job descriptions for people who need to stay in support role after go-live
- Best Practices (to model long-term after go live)
- Tactics for extracting the real business need
- Industry trends
- Standards and practices
- Tactics for extracting the real business need
- The art of the role
- FAQ

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