The real-time availability of processes eliminates publishing steps and allows us to focus on embracing change through our management system rather than carrying it as an anchor.

Can you summarise the benefits you have obtained so far?
The largest medium to long-term undocumented ROI is that for the first time, we have a roadmap for getting the right processes in place within the integrated SAP/Siebel implementation.

Control-ES has significantly contributed to a rapid implementation. This will have a seven figure impact in itself.

Running global workshops on-line through Citrix and the web has provided major time and travel savings as well as savings in testing, deployment of new process, training and quality management. These benefits will multiply as upgrades are deployed.

What Challenges lie ahead?
We need to maintain the momentum and consistent approach, despite the time pressure, and manage the roll-out through the multiple releases.

Key to this is the work we are doing with IBM Global Services to capitalise on potential benefits outside the scope of initial implementation. We must make sure we maintain integrity of data-tables, resources, and supporting information through the on-going change during the SAP/Siebel deployment phases so that our 360-degree view of systems and processes is maintained.

We then need to drive the training through process focus and maintain organizational focus throughout the next 12 months and into the continuous business improvement and process management phases beyond.

The benefits do speak for themselves, but can get buried by other agendas, so maintaining their visibility is a key part of what we need to do. This process is not about doing a SAP/Siebel implementation. It's about building a sustainable process/system view that will last beyond implementation, well after the implementers have ridden off into the sunset. It will be our bedrock for the future.
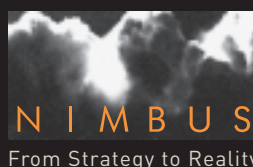
Avaya

Avaya delivers communications networks and services that enable businesses of all sizes to achieve superior results. More than 90% of the FORTUNE 500® rely on Avaya every day.

Avaya has a lineage that can be traced to AT&T and Lucent Technologies. It builds the enterprise component of networking equipment and provides associated software and services. Originally a voice equipment vendor, as enterprises move toward a converged world, Avaya's primary asset is its current installed base. In North America, it retains the No. 1 position in traditional, circuit-switched voice products, with Nortel Networks the clear No. 2 player ahead of Siemens, NEC, Mitel and Inter-Tel. Avaya's large base of circuit-switched voice customers represents the opportunity to attract potential IP telephony customers as Avaya moves to a converged model.

Avaya employs over 17,000 people in 40 countries.

control-ES at work...

control
enterprise suite

NIMBUS
From Strategy to Reality

Delivering SAP & Siebel in 18 months in 40 countries for nearly 1 million customers.

Many of Avaya's systems, including a highly customised version of SAP 3.1 (used in the domestic US operation) and a variety of ERP packages throughout the rest of the world were cloned from the former parent company at divestiture.

Two and a half years ago, Avaya implemented SAP 4.6 to support the core back office process across its business outside the US. To avoid becoming trapped in old technology with their highly customised SAP3.1, the decision was taken that customisation would be limited and would need approval at the highest level: the company's CEO Don Peterson.

To configure that system to meet the company's needs they took a 'traditional' approach that involved taking 200 stakeholders off site for a week to build a 'to-be' model of the required operation using flip-charts, white boards and workshops. This Business Requirements Specification was text-based.

An aggressive project deadline was set out for the implementation of the new system and to prevent the slippage common to many IT projects, teams were targeted to meet or beat the date. As the deadline approached, requirements were re-examined and comprises had to be made. Crucially, the highly textual nature of the process design meant that it was often difficult to assess the true impact of abandoned or altered functionality. The date was met but for three months the business was severely challenged as some cracks appeared.

Why? Because despite the fact that individual elements passed user-acceptance and business integration testing, it was difficult for any one person to fully understand the impact on the overall processes. Post 'go-live' saw a period of swift reaction to address the problems, but essentially the non US business was now founded on a vanilla version of SAP; a crucial litmus test for the future.

In September 2002 CEO Don Peterson launched an initiative to transform the performance of the 'lead to cash' process globally and to automate the resultant process with an upgraded ERP/CRM solution based on vanilla SAP 4.6 and Siebel 7.5.

The key motive was to adapt Avaya's business processes to make the most of SAP and Siebel's existing 'out of the box' functionality, configured but not customised.

Defining processes that met Avaya's vision and business objectives, and focussed around the needs of Avaya's customers, whilst working within the technology constraints, required fundamental changes. For a business the

size of Avaya that's easier said than done. To cap it all, no greater challenge existed than that thrown down by the CEO: to reduce the rollout from 36 months to 18 months!

Enter control-ES.
control 4.4. was being used to retrospectively document the SAP 4.6 'quote to cash' process in the non US business and it was becoming apparent that control-ES could be a major enabler of process visualisation and collaborative development.

The Business Transformation project team, lead by VP Jack Denault, could see that the traditional approach was not going to deliver in the timescales so they took the decision to base the workshop methodology and the business process design on control-ES.

And what an impact it made.
Paul Barrett was confirmed as 'Business Transformation Process Methodology Leader'. Senior Management bought into the vision that Paul painted, but needed quick results to drive visibility and gain momentum.

Within three weeks the workshops were up and running. Two weeks later the core lead to cash business processes were captured and collaboratively agreed across the US, Europe and Asia Pacific.

Paul was able to drive the capture of the entire core process from workshops hosted in New Jersey but with participation from three continents, all developing content live on a single brand new implementation of control-ES in the UK. At the same time stakeholders and workshop participants around the world were able to log-in through their browsers and provide collaborative input and agreement from their local desktops.

When IBM Global Services were chosen as System Integrator, their business and systems analysts were able to contribute to the iterative process by showing how SAP and Siebel best practices could support the business processes, and where processes would need to change to fit the functionality available.

In terms of implementing SAP and Siebel, this meant that the resultant processes were already known and bought-into by BOTH the business users and the technical analysts who were defining the way that SAP/Siebel would be configured. This clarity significantly de-risked the implementation phases. It ensured the process implications of these changes were understood and planned for long before the phased releases. As CRM did for the customer, with control-ES they now had a 360º view of the impact of process change on systems and system upgrades on process.

As the releases were phased and the processes evolved over an 18 month period, there was a picture of "how the business works" for each phase of the implementation. This provided the "To Be" fully documented design of

the business, on everyone's desktop, in a managed, compliant environment. The implications on adoption rates, training, impact analysis and change management were huge.

One week into the 'lead to cash' workshop, the benefits of the workshop methodology and control-ES were so evident that the decision was made to adopt the same approach for other strands of the business, including the vital area of Service Delivery. Within two months the business transformation benefits were so clear, control-ES had become the global standard for Avaya, with IBM Global Services as the 'System Implementer', agreeing an implementation methodology that featured an interlock with control-ES at every step.

Paul Barrett explains how and why control-ES has played a part in delivering Avaya's now successful, 'lead to cash' system.

What is control-ES delivering that wasn't present before?
Firstly, it provides the mechanism and vocabulary for business people to define what they want to do in clear, unambiguous terms. With the technical people on-hand, live, participating in the process workshop they can show how SAP and Siebel can either support the activities, or how the activities will have to change to fit what the technology can do.

The data-table capabilities of control-ES enable us to capture all the business requirements needed for SAP and Siebel implementation in the context of specific activities. This means we can conduct rapid analysis on the impact of release changes, slippage of specific SAP or Siebel modules and see the effect of that on the processes we will have to operate.

Where has control-ES added value?
There is untold value in the process-led environment that control-ES delivers.

High-level process identification allows us to translate the vision of the leadership team into a tangible set of business processes right down to transactional level, ensuring that activities are aligned with high-level objectives. If a process isn't aligned to customer and corporate needs, it's a source of dissatisfaction for everyone and an overhead to the business.

All employees will have access to consistent, sustainable, and repeatable processes in a hierarchical, graphical web-based format. Their roles have also become better defined. Instructor-led training will be reduced and the processes link directly into the applications at transaction level.

This means that control-ES becomes the 'glue' that unifies business needs, system solutions, transactional process performance and accountability of the people who operate and manage those processes.

Also, through control-ES we also have a system that is ISO 9000 compliant. And in the wake of high profile US corporate scandals, 'Sarbanes-Oxley' is the set of US laws governing new codes of business

practice. Unsurprisingly these new laws require controls based around consistent, documented and applied process.

In terms of implementing control-ES, can you identify some key lessons learned?
Get the approach agreed and documented before you start workshops, especially if using a Systems Integrator. Be strong about using the methodology. Everyone in the workshop including the system integrators will need to get their heads around the methodology and may offer their own (different) view of how it should be done. Show the implementers how their needs can be serviced from control-ES outputs and make sure that this is in their contract.

Initially implementers may be taken aback by a customer who knows exactly what they want but they will quickly become enthused by the jump start it gives. We wanted to map on the same server from anywhere in the world. This works well with Citrix, which is essential for global control-ES implementation. IT needs to understand and configure Citrix correctly. Getting Nimbus involved was critical to drive installation, configuration and setup of control-ES in conjunction with the Citrix setup.

In terms of driving the capture of good content, I suggest you identify the star performers, namely authors in control-ES and facilitators. Trained control-ES authors do not necessarily make good facilitators, and you must not expect one person to do both. Make adequate time in your schedule to train and bed in your mappers before the live workshops start.

A constant need we have is to maintain senior management buy-in across the business since this is not a "one-time" priority. The benefits come from persistent application and we have put in place an on-going communications plan to maintain awareness and commitment.

What do you expect control-ES to deliver after the project?
The key user impact is the 'My Processes' portal, which is a personal role-based view of the business processes, relevant documents and key measures.

People should be able to use this as a front-end to links from processes to Siebel and SAP at transaction level. That will drastically improve ongoing adoption of new systems and the resultant processes. It will save on a lot of admin and eliminates the need for additional job aids & work instructions.

With this in place we have globally auditable processes and a controlled system that is a major contributor to ongoing Change Management. This extends to a transparent environment for supply-chain end-to-end improvements. For example working with supplier Crane Telecom, also a major control-ES user.