SANOFI CLINICAL PROCESS OPTIMIZATION AND AUTOMATION INITIATIVE
AGENDA

• Business Drivers
• Mission
• Best-of-breed Methodology/ Approach
• Example Governance & Team Structure
• BPMS Capability
• BPMS Delivery Service
• Next Steps
BUSINESS DRIVERS

- Optimized and Consistent Global Business Processes
- Improved Flexibility, Speed and Productivity of Clinical Operations
- Improved Data Quality and Knowledge Velocity
- Improved Interoperability: Internally and with Clinical Partners
- Improved Investigator Selection and Relationships
- Reduced Risk of Regulatory and Compliance Issues
MISSION

Standardize, Streamline, and Accelerate processes for greater agility, transparency, and efficiency

**Standardize**
- Achieve appropriate level of standardization for common business processes
- Eliminate process redundancy across clinical operations

**Streamline**
- Identify opportunities for business process improvement and reduced complexity
- Leverage industry best practices

**Accelerate**
- Leverage BPM methodologies and software tools to realize process improvement
- Develop and deploy process-driven applications
SCOPE – CLINICAL PROCESSES

Priority: Key areas of business benefit and pain points
METHODOLOGY HIGHLIGHTS

• A pragmatic business process improvement methodology designed to enable team members to efficiently Harmonize, Optimize and Automate targeted processes
• Methodology includes proven easy-to-use tools, templates and techniques that provide demonstrable value to the business
**IMPROVEMENT METHODOLOGY: ADMIMO “BACKBONE”**

<table>
<thead>
<tr>
<th>Asses</th>
<th>Design</th>
<th>Model</th>
<th>Implement</th>
<th>Monitor</th>
<th>Optimize</th>
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| - Scope project and align with business goals  
- Obtain VOC  
- Understand the process  
- Identify root causes | - Identify the best solution for the problem  
- Mistake proof and standardize the process | - Pilot and refine the solution  
- Build and iterate the system  
- Validate process | - Manage changes  
- Train employees  
- Update SOPs  
- Implement full scale solution | - Run the business  
- Leverage metrics | - Refine process and drive improvement iteratively |

**GOAL**

- Capture “As Is”
- Design “To Be”
- Pilot and build
- Roll out and “go live”
- Manage performance
- Continuous Improvement

*The specific tools used at the various stages will vary depending on the specific project needs*
TOOLS APPLIED TO MEET SPECIFIC PROJECT NEEDS

**Experts Only:**
- "Six Sigma"
- Project Selection Matrix
- C&E Matrix
- FMEA
- Process Map Detail (inputs, input classification)

**Some Team Members:**
- Team Charter
- Stakeholder Analysis
- SIPOC
- Fishbone
- Data Collection Plan
- Communication Plan
- Control Tools
- Change Mgmt Plan

**All Team Members:**
- Project Charter
- Project Plan
- In-Out Scope Diagram
- Stake Holder Analysis
- Voice of Customer
- Process Maps
- Solution Prioritization

**Experts Only:** While still important for executing a project, these tools may not need to be formally taught or even described to the project team. The coach may choose to collect the information to complete the tool via group discussions and use the tool “behind the scenes”.

**Some Team Members:** “Flexible” tools are more likely to be introduced to the project team in some form. The coach will determine the best way to introduce/use the tool.

**All Team Members:** These tools should be explained to and completed by the project team.

Illustrative ONLY
TOLLGATE EXPECTATIONS: DELIVERABLES

- Finalized project charter
- Clear understanding of project scope and deliverables
- Project kick off meeting and formalized project team
- In progress project plan and communication plan
- Completed stakeholder analysis
- Prioritized list of key customer requirements and inputs
- Baseline process performance
- Mapped current-state process
- Prioritized list of root causes
- Validated map of future process
- Validated list of planned process improvements and/or technology builds/changes
- In progress project plan (including new work plan for Design phase) and communication plan
- Estimated benefits summary
- Preliminary change management plan
- Pilot test/prototyping/POC completed
- Solution evaluated
- Solution refined and finalized
- Initial implementatio plan (or updated project plan)
- In progress change management plan and communication plan
- Budget for solution approved
- Implemented solution
- Updated project plan
- Executed implementatio plan
- Executed communicatio plan and change management plan
- Training/re-training completed
- KPIs and performance measures identified
- Ongoing metrics in place
- Control plan executed
- Project closed and handed off to process owner
- Team recognized
- Post-mortem conducted
- Opportunities to translate improvements to other areas
- Project completion letter
GOVERNANCE MODEL

| Strategic Governance | Strategic guidance and decisions raised through the Program Sponsor Committee  
| | First-level decision making team for strategic decisions  
| | Interaction with other Business Counsels  
| | Alignment with broader enterprise strategies and objectives |
| Operational Guidance (PMO) | Guidance to process improvement teams on prioritization and alignment to operational needs  
| | First-level decision on operational process designs and proposed changes  
| | Raise appropriate decisions to the strategic governance body as applicable |
| Execution - Tactical Decisions (Project Teams) | Project Process Teams  
| | Composed of Business Process Owners, Project Leads, Mentors, Business Analysts, and other SMEs  
| | Drive process design activities for process projects using methodology & tools  
| | Ensure business value and process improvement objectives are met through standardization and streamlining  
| | Facilitate change management and training for successful implementation |
Prioritize, approve and align projects with business strategy

Ensure projects are adequately resourced and structured and focused on delivering business value

Business Leads and Project Leads will work in partnership to drive the project to completion.

Project Teams will be tasked with executing ADMIMO methodology to Standardize, Streamline and Accelerate Process Improvement
BPM Accelerator Team represents the solution delivery capability of the process project teams using Appian

**Process Project Teams**
- Identifies processes that have been implemented in ways that are suboptimal or inconsistent with Sanofi goals
- Prioritizes the proposed work along a unified timeline
- Defines standardized & streamlined process flows across the enterprise (Assess & Design phases of ADMIMO)

**BPMS Accelerator Team**
- Works from prioritized Roadmap
- Analyzes the current and proposed process models
- Collaborates with Process Teams
- Develops an optimized BPMS
- Delivers and implements the BPMS
- Assists in managing the organizational change
BPMS ACCELERATOR PRACTICE ENGAGEMENT MODEL

- The Accelerator engagement model implements the Agile development methodology delivering highly focused customer engagement
  - Aligned to working directly with business units
  - Integrating supporting technology teams under comprehensive project plan
- The model implements five approval gateways that facilitate project governance and progress assessment
  - Accelerator Project Eligibility Gate
  - Requirements Confirmation Gate
  - Design Acceptance Gate
  - Business Acceptance / Validation Gate
- New proposals are evaluated by the Accelerator management team
WHY BPMS?

- Detailed process insight (transparency & metrics)
- Process visualization & agility
- Centralized business process control

- Better understanding of business
- Quick response to business needs
- Gap identification and optimization
ACCELERATOR SERVICES

- Reliable and scalable Appian platform
- Appian training, best practices, lessons learned
- Appian process automation (development)
- BPMS integration with legacy and future systems
- Participation in process scoping and requirements analysis
- Streamlined validation practices for frequent process change
- BPMS Enterprise Architecture: enterprise fit and reuse via enterprise business process orchestration (SOA)
- Access management
- User experience: consistency & usability, mobile availability
- BPMS vision & maturity model
- Platform evolution and vendor relationship
A ROAD TO COE

BPM Accelerator

BPM Initiative #1
BPM Initiative #2
BPM Initiative #3
BPM Initiative #4

BPM CoE

BPM Initiative #5
BPM Initiative #6
BPM Initiative #7
BPM Initiative #8
WHAT IS THE APPIAN PLATFORM?

Analyst Comments

“they [Appian] bake social into the core of their BPM offering.”

– Clay Richardson, Forrester Analyst

“Appian sets the bar for BPM in the cloud.”

– Gartner Magic Quadrant for Business Process Management Suites, October 2010
APPIAN DESIGNER EXAMPLE:
WHAT YOU SEE IS WHAT YOU GET

This Model Allows an Employee To Submit An Expense. If the Expense is greater than $500 it will be sent to a Manager for approval. If the manager rejects the expense, the Employee will be tasked with Re-entering.
ARE ALL BPMS’ THE SAME?
BUSINESS SOA

[Diagram of Business SOA integration layers, including Business Capabilities, Business Flow Controller, Integration Layer, and Functional Capabilities.]
2010 - a new fad emerged called “Social BPM.” In theory, this concept advocated that business should have the ability to leverage on popular social network tools in order to allow both customers and staff across the enterprise to collaborate on process improvement activities.

Since 2010, the concept has generated little more than a lot of discussion – ambitious, time consuming, embedded social collaboration features rarely used.

Social BPM may become a focus for discussion again in the future.
APPIAN’S TEMPO

• Familiar and more consistent customer experience
• Improved real-time decision making
• Faster business action

• Process social network
• Peer process support system
• PDC/PDS
TEMPO KEY BENEFITS

- Real-time collaboration
- Key event monitoring & feed
- Status updates
- Following
PATH TO PROCESS-CENTRIC ENTERPRISE
PEOPLE
CHANGE MANAGEMENT

• Research has indicated that human change management can occupy anywhere from 25% to 35% of project time, cost, and effort
• Magnified with BPM(S)
• Active executive endorsement
• Strong process owners a must
QUESTIONS?
WHY BPM?

- Efficiency
- Effectiveness
- Agility

“a management discipline focused on improving corporate performance by managing a company’s business processes”

– Paul Harmon