BPM Rückwärts – vom digitalen zum optimalen Prozess

Workflow Analytica

Dr. Hermann Löh, Christian Zeh Competence Center Process Digitization



BPM/Digitalisierung im Standard

"Erst Prozesse optimieren, dann digitalisieren" ist das typische "Denkmodell"

BPM/Prozessdigitalisierung "vorwärts"

Prozess analysieren und optimieren

Prozess digitalisieren

Vorteile

- Komplexität durch Optimierung reduzieren
- Nur das Notwendige (optimierte) digitalisieren



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Probleme

- Eigentlich "Wasserfall"-Ansatz, Lernen aus der technischen Lösung nicht vorgesehen
- Bei komplexen Prozessen, Analyse langwierig, Projektverzögerungen
- Schwer umsetzbar in globalen oder stark verteilten Settings
- Prozesse verändern sich oft aufgrund von Organisationsänderungen oder neuen Anforderungen



MERCK

Founded

1668

17.5

Sales (€ billion)

58,000

Employees worldwide

2.3

R&D (€ billion)

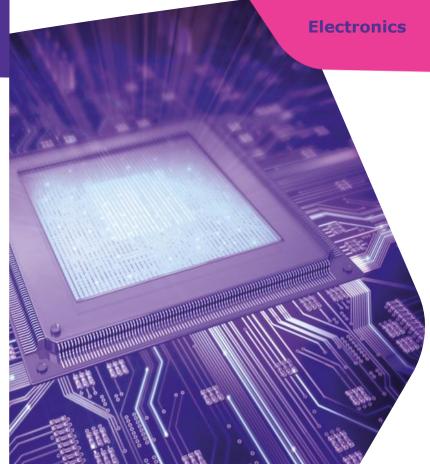


is at the

of everything we do

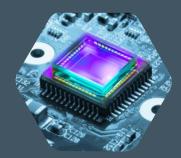






Merck Electronics Produkte

Semiconductor **Solutions**



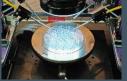
Semiconductor Materials



Delivery Systems & Services



Abscheidungsmaterialien



Planarisierung



Dielektrika



Spezialgase Strukturierungsoptimierung





"Packaging"-Materialien



Prozessmaterialien



Intermolecular®

Display Solutions



OLED, Liquid Crystals



LC-Materialien



Reactive Mesogens



OLED-Materialien



Siloxane/Silazane



Fotolacke



Quantenmaterialien

Surface **Solutions**



Pigments

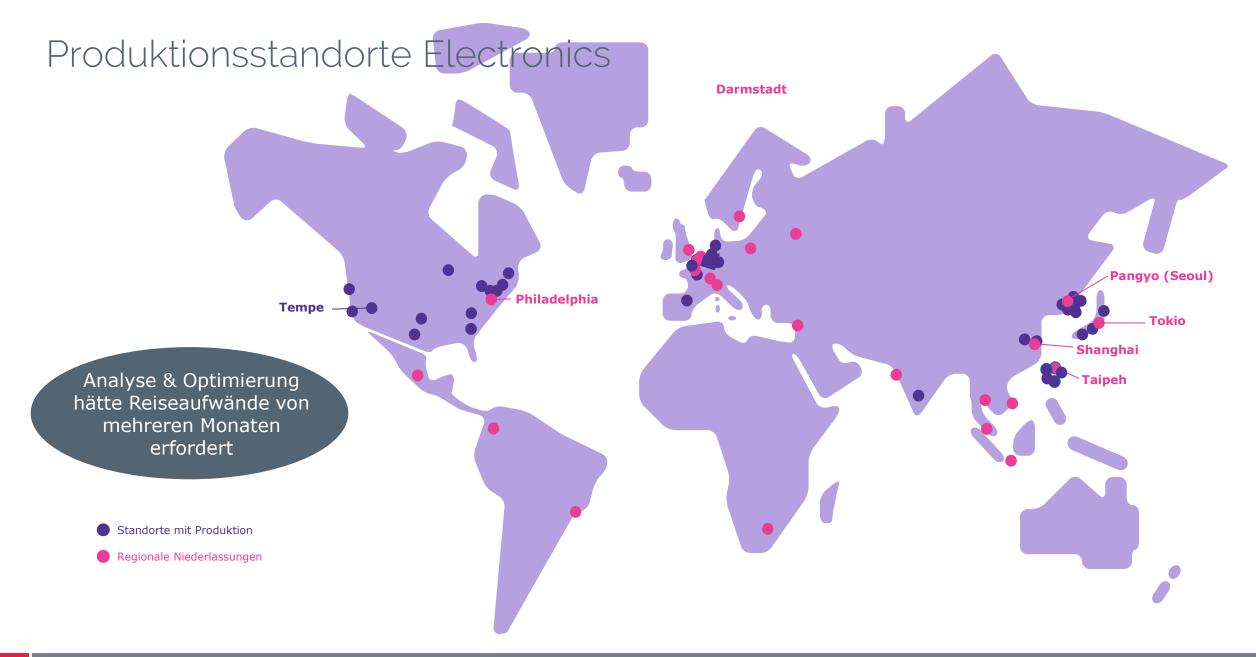


Automotive



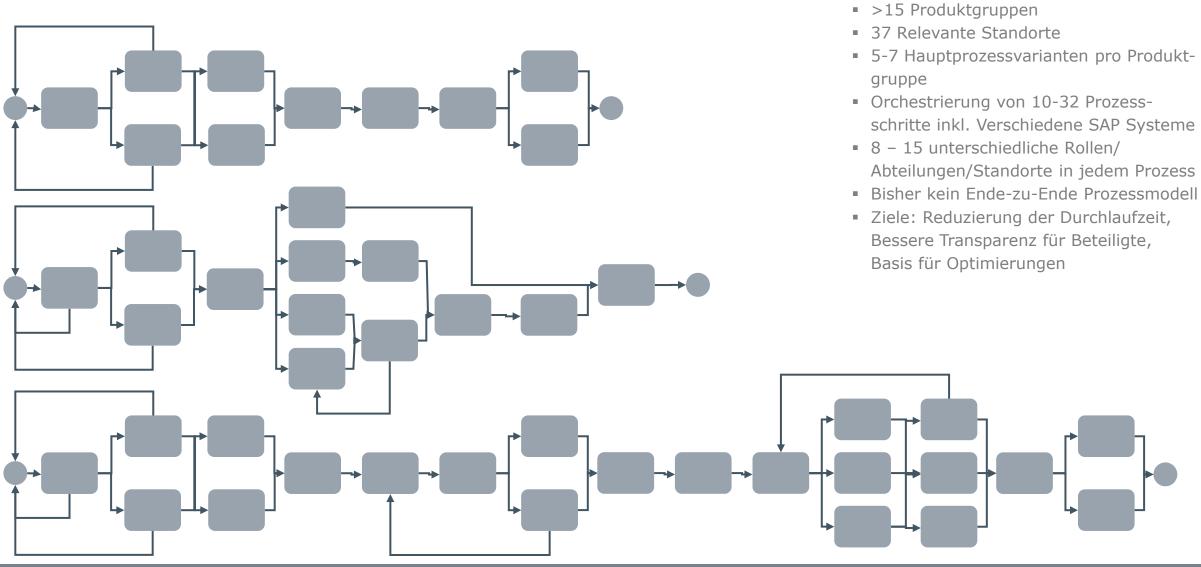
Cosmetics







Prozessbeispiele 3 von aktuell 80



Die Herausforderung

BPM/Digitalisierung rückwärts gedacht

"Erst Prozesse digitalisieren, dann optimieren" – sinnvolle Alternative in Situationen wie bei Merck

BPM/Prozessdigitalisierung "rückwärts"

Voranalyse Prozess digitalisieren Prozess optimieren

Vorteile

- Prozessverantwortliche und Mitarbeiter "erleben" digitalen Prozess und Änderungen direkt
- Verteilte Teams können einfach optimieren
- Organisationsänderungen und neue Anforderungen verlieren ihren Schrecken

Probleme

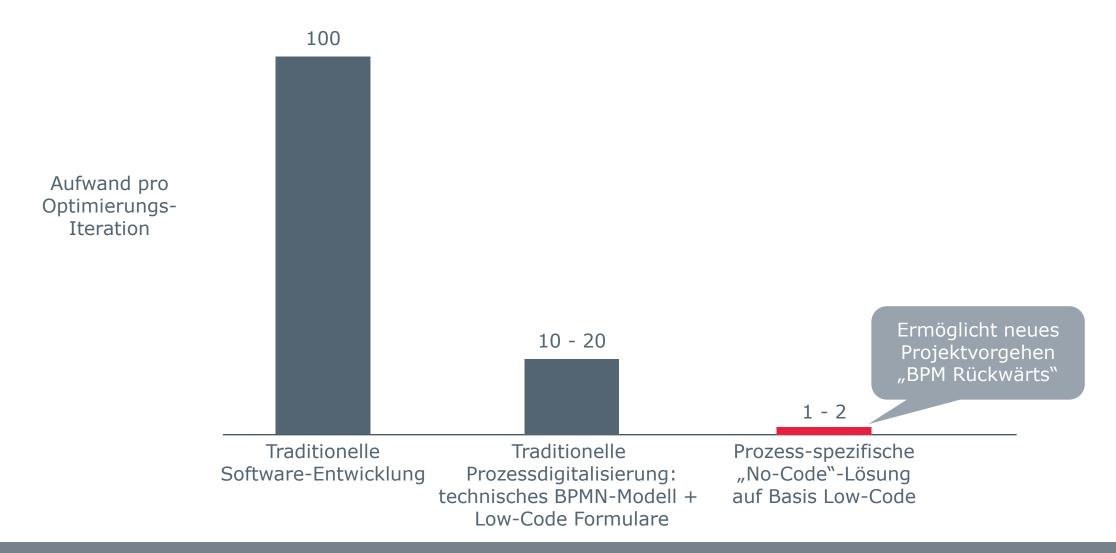
- Nur möglich, wenn technische Rekonfigurationen extrem geringen Aufwand erfordern
- Erkennen, welche "Capabilities" die Lösung braucht, erfordert einige Erfahrung

Voranalyse definiert benötigte Capabilities, Informationsmodell und z.B. Formularstruktur



No-Code mit Low-Code implementiert

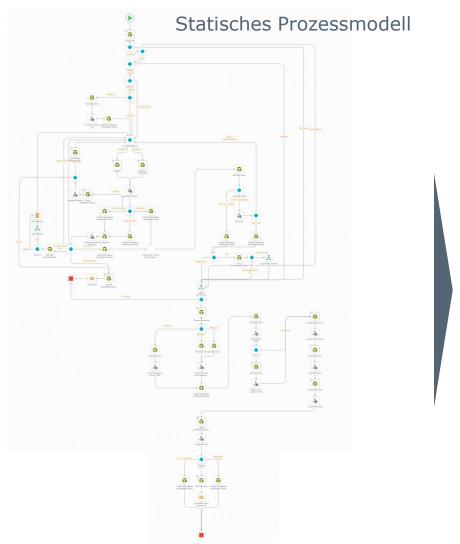
Durch neue Architekturansätze werden die Aufwände pro Optimierung drastisch reduziert





Konzept No-Code mit Low-Code Architektur

Von statischem Low-Code zu einem parametrisierten Modell

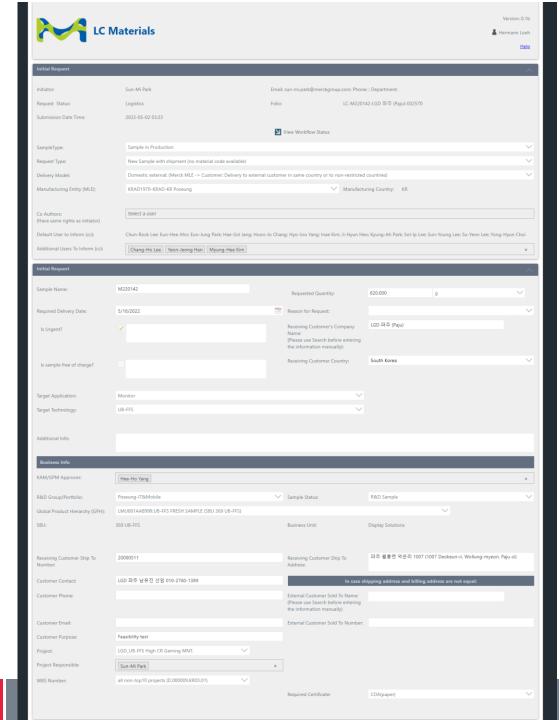






| Process Definitions | | | | Р | rozes | ssk | config | urati | on | als | Dat | ter | 1 |
|---|-----------|---|--------------|---|----------------|-----|-----------------|------------------------------|--------|-----|-----|-----|---|
| Selected Filten: Defaul | | ∨ & Quick Si | earch: All 6 | elds | ~ | c | | | | | | | |
| PROCESS NAME | SHORT NAM | DESCRIPTION | IS DEFAUL | SAMPLE TYPES | REQUEST TYPES | | DELIVERY MODELS | MLE | STATUS | | | | |
| LC-Domestic-New | EC | WF for Domestic requests_New sample | true | R&D Sample;Pilot Sample;Production Sample | VARB | | DÇDE | | Valid | | | | |
| LC- Domestic_ExistingM aterial_code | LC | WF for Domestic requests repeat sample | false | R&D Sample:Pilot Sample:Production Sample | VARD | | DĮDE | | Valid | | | | |
| LC-Domestic- ExistingSample- CodeExtension | LC . | WF for Domestic request exiting and code extension (i.e. package) | false | R&D Sample Pilot Sample: Production Sample | VARC | | DĮDE | | Valid | | | | |
| LC- NewCountryCustom erDirectShip | ıc | Existing sample - NewCustomer or Country - Direct Shipment | false | R&D Sample Production Sample | VARC | | TDIS | | Valid | | | | |
| LC-New- NoShipment | NoShip | WF for new samples without shipment | false | R&D Sample:Pilot Sample:Production Sample | VARA | | | | Valid | | | | |
| LC-Newsample- DirectintemationalS hipment | LC | New Samples-Direct shipment | false | R&D Sample Production Sample | VARB | | TDIS | | Valid | | | | |
| LC-RepeatedDelivery | FC | Repeated Delivery- Direct Shipment | false | R&D Sample:Production Sample | VARD | | TDIS | | Valid | | | | |
| UC- Trading_Darmstadt | Darmst-TR | Trading Workflow for sample from Darmstadt | felse | R&D Sample Production Sample | VARB.VARC,VARD | | TRTETIE | 1500-0101-Merck Darmstadt | Valid | | | | |
| LC-Trading- ExistingMaterialCod e | EC | LC-Trading-repeat delivery | false | R&D Sample Pilot Sample Production Sample | VARD | | ThTE:TIE | | Valid | | | | |
| LC-Trading- ExistingMaterialCod e- newCustomerNewPa ckage | ic | LC-Trading- ExistingMaterialCodeExtension(i.e. new customer, new package) | false | R&D Sample:Pitot Sample:Production Sample | VARC | | TI(TE)TIE | | Valid | | | | |
| LC-Trading-New | LC | WF Trading New to External or | false | R&D Sample:Pilot Sample Production Sample | VARB | | TI/TE/TIE | | Valid | | | | |





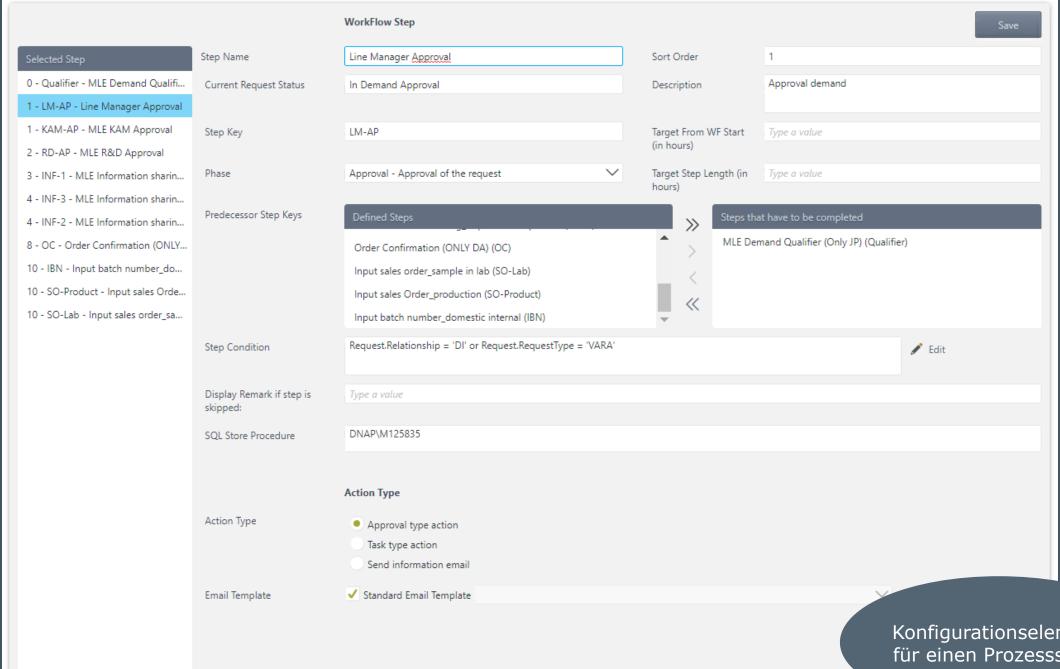
| Appearance: | Liquid | | | ✓ Density: | 1. | 000 | | | | | | |
|---|---|--|--|--|--|----------------------|------------------------------|--------------|-------------|-----|-------|------|
| Shelf-life (days): | | | | Stock Location: | | | | | ~ | | | |
| Label Type: | Regular | | | ✓ Label Name: | M | 1220142 | | | | | | |
| | Link to Composition | Sheet | | | | | | | | | | |
| Please use this template for providing the detailed technical specification | | | | Detailed Technical Specifica | ation: | 통합 문서1 (Microsoft | .xlsx Office Excel Worksh | neet) | | | | |
| Additional Technical Info: | 1. PDB internal sar 2. Residual solvent | mple 20g 요청 드립니다 분석요청 doping (target 300ppm) | t. | | | | | | î | | | |
| | 3. Stabilix 0.035% d | doping (target 300ppm) | | | | | | | • | | | |
| Material Code | | | | | | | | | ^ | | | |
| | | | | | | | | | | | | |
| Material Code SAP: | 5969560000 | 5969560200 59695 | 60020 | | | | | | | | | |
| HS Code: | | | | UN Number: | | | | | | | | |
| | KRAD 59 | 169560000 M220142 S | A 025 | ON Number | | | | | | | | |
| Additional Information related to SAP LAW: | KRAD 59 | 69560200 M220142 S 69560020 M220142 S | A_016 | | | | | | | | | |
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| | S | | 20.008 | 0.0000 - 7.000.0000 - | | | Description | | | | | |
| KJ-1000(KR) 200.000 | 9 4 | 800g | | 0.0000 g / 800.0000 g | | | Requested | latera d | | | | |
| SVN-100 20.000 Sum | g 1 | 20g | 20.00% | 20.0000 g / 20.0000 g 0.82 kg / 0.82 kg | | | Requested PD | internal | | | | |
| sum | | | | 0.02 kg / 0.02 kg | | | | | | | | |
| Attachment | | | | | | | | | ^ | | | |
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| BLE PO Number: Transport service to external Customer: Tracking number to external Customer: Additional Delivery Info: ACTIONER Sun-Mi Park (DNAP/M154804) Sun-Mi Park (DNAP/M154804) Sun-Mi Park (DNAP/M154804) Hee-Ho Yang (DNAP/M154804) Hu-Lim On (DNAP/M154804) Hu-Lim On (DNAP/M154804) Sun-Cit Choi (DNAP/M154804) Sun-Dic Choi (DNAP/M15483) You-Jin Kim (DNAP/M158314) Henry Iffurung (DNAP/M275626) | Initiator R&D Staff R&D Manager Key Account Launch Manag SCM Master Data BOM Owner Regulatory Aff GLM Owner Controlling | 2022-05-04 10:25 | Request Preparation MLE R&D Sample L. MLE R&D Approval MLE LAM Approval MLE LAM Approval MLE LAM Approval MLE MAR mainten MLE Create Materia. MLE Create Materia. MLE RA release MLE GUM Release MLE GUM Release | BLE SO Number: Shipping Date to external Cus Arrival Date at external Cus Action RESULT Submitted Completed Approved Approved Completed Completed Completed Completed Completed Completed Completed Completed | COMMENT Please help to cre KR 505, GHS label | nate a SA, 025(HALE | Proz | Vor | forn gär | nul | ar fi | |



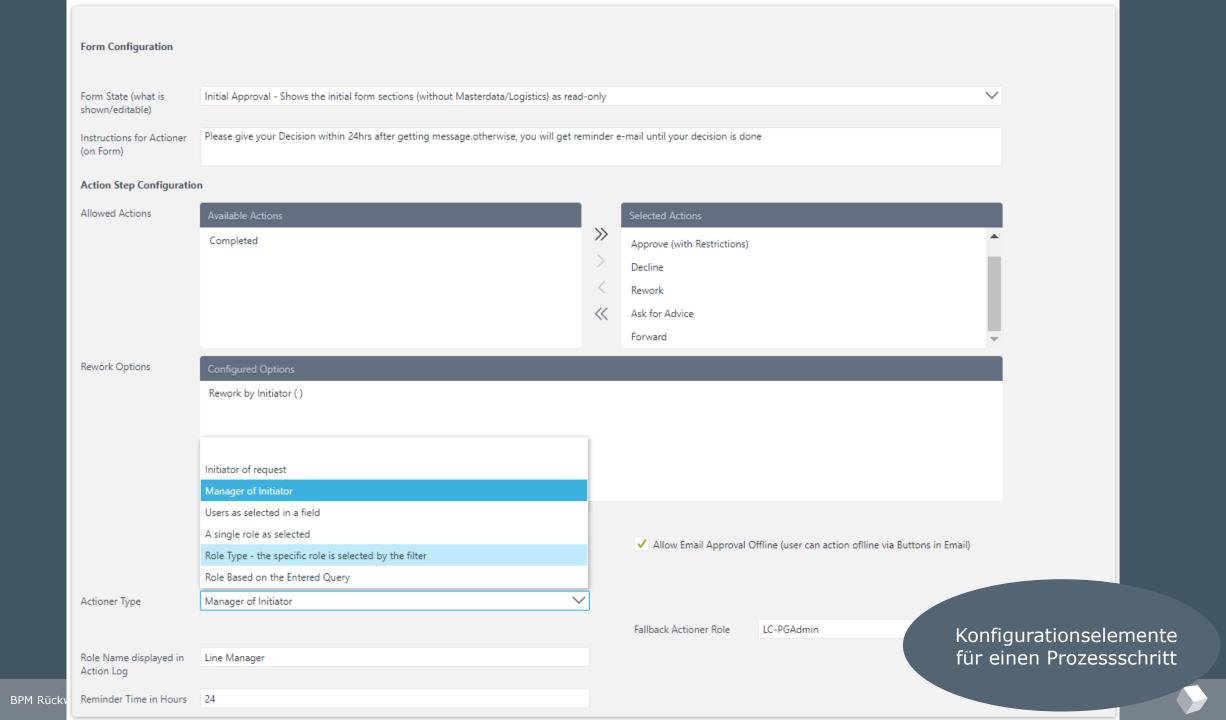
Hermann Loeh (ONE\X171866)

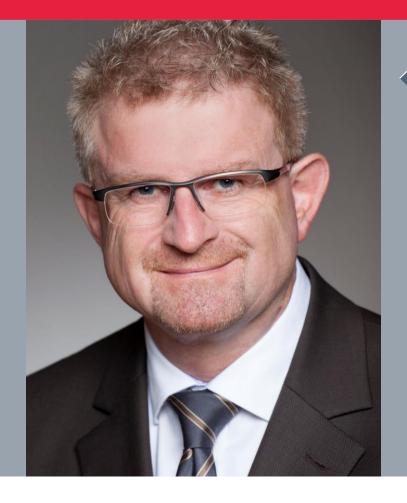
| Available F | Product Groups + New | Product Group (SysAdmin) | Review Processes with Pr | oblems (SysAdmin) | | | | | |
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| ID | PG SHORT NAME | PG NAME | PG CATEGORY | DIVISION | STATUS | META DATA | ROLES | PG/WORKFLOW | CONFIGURATION |
| 1 | CommonMD | CommonMasterData | | | Admin PG | <u> </u> | <u> </u> | <u> </u> | <u> </u> |
| 2 | APG | Admin PG | | | Admin PG | <u> </u> | <u> </u> | <u> </u> | <u>N Edit</u> |
| 3 | InstantiatedMD | InstantiatedMasterData | | | Admin PG | <u> </u> | <u> </u> | <u> </u> | <u> </u> |
| 101 | Dielec | Dielectric Materials | Semiconductor Soluti | PM-I | Active | <u> ▼ Edit</u> | <u> </u> | <u> </u> | <u> ▼ Edit</u> |
| 102 | Silica | Silica Materials | Semiconductor Soluti | PM-I | Active | <u> ▼ Edit</u> | <u> </u> | <u> </u> | <u> ▼ Edit</u> |
| 105 | LC | LC Materials | Display Solutions | PM-D | Active | <u> ▼ Edit</u> | <u> </u> | <u> ▼ Edit</u> | <u> ▼ Edit</u> |
| 106 | Deposit | Deposition Materials | Semiconductor Soluti | PM-I | Active | <u> ▼ Edit</u> | <u> </u> | <u> </u> | <u> ▼ Edit</u> |
| 107 | Mica | Decorative Pigments (SBU 11 | Surface Solutions | PM-P | Active | <u> ▼ Edit</u> | <u> </u> | <u> ▼ Edit</u> | <u> ▼ Edit</u> |
| 108 | Litho Materials | Lithography materials | Semiconductor Soluti | PM-I | Active | <u> ▼ Edit</u> | <u> </u> | <u> ▼ Edit</u> | <u> </u> |
| 109 | CR | Common Roles Management | | | Role Management | <u> ▼ Edit</u> | <u> </u> | <u> ▼ Edit</u> | <u> ▼ Edit</u> |
| 110 | OLED | OLED | Display Solutions | PM-D | Active | <u> ▼ Edit</u> | <u> </u> | <u> ▼ Edit</u> | <u> ▼ Edit</u> |
| 111 | Pattern | Display Patterning Materials | Display Solutions | PM-D | Active | <u> ▼ Edit</u> | <u> </u> | <u> ▼ Edit</u> | <u> </u> |
| 112 | RM | Reactive Mesogens | Display Solutions | PM-D | Active | <u> </u> | <u> </u> | <u> ▼ Edit</u> | <u> </u> |
| 113 | PM | Process Materials | Semiconductor Soluti | PM-I | Active | <u> </u> | <u> </u> | <u> ▼ Edit</u> | <u> </u> |
| 114 | CS | Commercial Sample | Commercial Samples | | Active | <u> </u> | <u> </u> | | |
| 115 | QD-PCC | QD-PCC | Display Solutions | PM-D | Active | <u> </u> | <u> </u> | Konfigu | ıration für |
| 120 | PLA | Planarization | Semiconductor Soluti | | Active | <u> </u> | <u> </u> | | hiedene |
| 121 | SP&C | Surface Prep & Clean | Semiconductor Soluti | | Active | <u> </u> | <u> </u> | Produk | tgruppen |
| 122 | SG | Specialty Gases | Semiconductor Soluti | | Active | <u> ▼ Edit</u> | <u> </u> | - Acres | |

| Process Definitions | | | | | | | | | | | | |
|--|-----------|---|-------------|--|----------------|---|-----------------|--------------------------------------|--------|--|--|--|
| + Add / Edit | | | | | | | | | | | | |
| Selected Filter: Defaul | t | V 🔑 Quick Se | arch: All f | ields | ~ | C | | | | | | |
| PROCESS NAME | SHORT NAM | DESCRIPTION | IS DEFAUL | SAMPLE TYPES | REQUEST TYPES | | DELIVERY MODELS | MLE | STATUS | | | |
| LC-Domestic-New | LC | WF for Domestic requests_New sample | true | R&D Sample;Pilot Sample;Production Sample | VARB | | DI;DE | | Valid | | | |
| LC- Domestic_ExistingM aterial_code | LC | WF for Domestic requests repeat sample | false | R&D Sample;Pilot Sample;Production Sample | VARD | | DI;DE | | Valid | | | |
| LC-Domestic- ExistingSample- CodeExtension | LC | WF for Domestic request exiting and code extension (i.e. package) | false | R&D Sample;Pilot Sample;Production Sample | VARC | | DI;DE | | Valid | | | |
| LC- NewCountryCustom erDirectShip | LC | Existing sample - NewCustomer or Country - Direct Shipment | false | R&D Sample;Production Sample | VARC | | TDIS | | Valid | | | |
| LC-New- NoShipment | NoShip | WF for new samples without shipment | false | R&D Sample;Pilot Sample;Production Sample | VARA | | | | Valid | | | |
| LC-Newsample- DirectInternationalS hipment | LC | New Samples-Direct shipment | false | R&D Sample;Production Sample | VARB | | TDIS | | Valid | | | |
| LC-RepeatedDelivery | LC | Repeated Delivery - Direct Shipment | false | R&D Sample;Production Sample | VARD | | TDIS | | Valid | | | |
| LC- Trading_Darmstadt | Darmst-TR | Trading Workflow for sample from Darmstadt | false | R&D Sample;Production Sample | VARB;VARC;VARD | | TI;TE;TIE | 1500-0101-Merck Darmstadt | Valid | | | |
| LC-Trading- ExistingMaterialCod e | LC | LC-Trading-repeat delivery | false | R&D Sample;Pilot Sample;Production Sample | VARD | | TI;TE;TIE | | Valid | | | |
| LC-Trading- Existing Material Cod e- new Customer New Pa ckage | LC | LC-Trading- ExistingMaterialCodeExtension(i.e. new customer, new package) | false | R&D Sample;Pilot Sample;Production Sample | VARC | | TI;TE;TIE | Unterschied | | | | |
| LC-Trading-New | LC | WF Trading New to External or Internal | false | R&D Sample;Pilot Sample;Production Sample | VARB | | 11,16,116 | Prozessdefinition erschiedene Sit | | | | |



Konfigurationselemente für einen Prozessschritt





Christian Zeh

Senior Expert Digital Processes



christian.zeh@bridging-it.de

https://www.bridging-it-gruppe.de

+49 176 104 313 53 🗞

hermann.loeh@bridging-it.de

https://www.bridging-it-gruppe.de 🚱





Dr. Hermann Löh

Management Consultant Business Unit Manager Digital Processes

