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Agenda

Overview Business Process Analysis & Monitoring
- Business process lifecycle (implementation, stabilization, improvement)

Business Process Analysis
- Service offering for a business process health check

Business Process Monitoring
- Alert monitoring in a business process context

Business Process Improvement (Define, Measure, Analyze, Implement, Control)
- Business Process Analytics & Business Process Improvement methodology

SAP Services & Further Information
## Motivation for Business Process Operations Projects

### Benefits & Challenges

<table>
<thead>
<tr>
<th>Goal</th>
<th>Benefit</th>
<th>Challenge</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transparency</td>
<td>Global transparency across organizational units &amp; process variants</td>
<td>...increase process compliance and standardization by reduction of process diversification and template adherence.</td>
</tr>
<tr>
<td>Efficiency</td>
<td>Reduced process costs</td>
<td>... automate business processes and reduce manual process inefficiencies and human errors. Avoid systematic process exceptions.</td>
</tr>
<tr>
<td>Effectiveness</td>
<td>Higher customer satisfaction &amp; faster revenue stream</td>
<td>...avoid delayed business documents (e.g. deliveries or shipments) and financial losses (e.g. delayed invoices or payments).</td>
</tr>
<tr>
<td>Clean-up</td>
<td>Better planning results &amp; more accurate business reporting</td>
<td>...avoid business documents remaining in unfinished status. Close all documents within the SAP system that are closed from a business perspective.</td>
</tr>
</tbody>
</table>

Finally become best in class in Business Process Operations
Terminology
How different things go hand in hand

**SAP Solution Manager functionality**
Business Process Monitoring
Business Process Analytics

**Methodology**
Business Process Improvement

**SAP Service Offerings**
Business Process Analysis
Business Process Operations
Overview

Business process lifecycle (implementation, stabilization, improvement)
What customers want to achieve?
Business Process Stabilization & Improvement

- **Improvement:** Increased output in the future
- **Stabilization:** Faster reaction on exceptions to bring output back to expected level

Output vs. Time graph showing a blue line for stabilization and a red line for exception.
Business Process Monitoring
Alert Monitoring, Analytics, Dashboards

**IT**

**Business Process Stabilization**
(monitor interfaces & jobs)
- Minimize interface failures
- Minimize errors or delays in background processing
- Maximize technical performance
- Avoid functional errors (e.g. ABAP dumps, update errors)

**Business Process Improvement**
(based on document backlog)
- Clean up old & open business data
- Identify possible end-user training gaps
- Standardization issues
- Close process design gaps
- Adjust customizing and/or configuration

**Business Process Improvement**
(based on internal benchmarks)
- Reduce Time to Market with Lead Time calculations
- Analysis of Working Capital (e.g. Slow Moving Stock)
- Improve Supply Chain (e.g. STO Value in Transit)
- Reduce Exceptions in Order Management (Rejections, Returns, Incompleteness)

“Protect initial investment”
Business Process Monitoring for interfaces, background jobs & cross-application

“Make most of initial investment & achieve optimum according to plan”
Business Process Analytics

Business Process Analytics & Business Process Monitoring (application-specific)

Business Process Operations Dashboards
Business Process Analysis & Monitoring
From Analysis to Stabilization & Improvement

SAP Business Process Analysis performed on SAP ERP, SAP CRM or SAP SRM backend system

Business Process Analytics

Business Process Stabilization & Improvement
- Clean-up of old & open business data
  - Improved planning result accuracy
  - Improved performance of transactions, reports or processes
  - Higher reporting quality
  - Higher end-user efficiency
- Detect & correct gaps in process implementation
  - Configuration issues
  - Missing „closing steps“

Internal Benchmarking
- Benchmarking across organizational units
- Visibility & Transparency

Business Process Standardization
- Business process template adherence
- Missing end-user training

Early detection of business process exceptions
- Overdue business documents not processed fast enough
- Interface errors & inconsistencies
- Issues within background processing
- Performance issues

Automization of manual tasks
- Real-time alert monitoring of interfaces & background jobs
**Business Process Operations**  
Architecture & Information Flow – High-level Overview

**Data Source**

- Collect SAP data for Analytics

**Data Storage**

- InfoCube 0SM_BPMRH
- Table DSWP_BPM_ALERTS
- InfoCube 0SM_BPM

**Application**

- BP Analytics
- BP Op Dashboards
- BP Monitoring
- BPMon Trend Analysis

**Collect SAP & non-SAP data for Monitoring**

**Monitoring on Analytics data**

- Extract alert data
Business Process Operations Dashboards
Example: Manager Distribution Center Germany

Dashboards are freely configurable in three basic steps:
1. Select key figures and characteristics to be displayed
2. Chose chart type per key figure
3. Arrange different charts in one dashboard and assign user groups
Business Process Monitoring
Functional Scope – High-level Overview

Application specific monitoring for
- SAP ERP (SD, MM, PP, LE, WM, PM/CS, QM, FI) & SAP EWM
- SAP CRM (Sales, Services, Customer Interaction Center; Marketing)
- SAP APO (planning runs in DP, SNP, PP/DS, gATP/BOP)
- SAP SRM (Self-service Procurement, Sourcing Cockpit)

Background Job monitoring for
- Single background jobs or SAP BW Process Chains

Interface monitoring for
- IDoc, BDoc, tRFC, qRFC, bgRFC, Batch Input, flat files, SAP PI

Cross-Application monitoring for
- ABAP dumps, Update errors, number range fill-level, Application Log entries
- Performance monitoring for transactions and RFC processing

Industry specific monitor enhancements for
- SAP Apparel and Footwear, SAP for Automotive, SAP for Banking, SAP for Retail, SAP for Utilities

Data Consistency monitoring for
- SAP ERP, SAP CRM, SAP APO

Complete catalog available under
Business Process Stabilization & Improvement
Focus & Value Areas for Company Success

Customer Satisfaction
- Overdue Sales Orders
- Sales Orders with delivery block
- Overdue outbound deliveries
- Number of returns

Revenue Stream
- Sales Orders without invoice
- Sales Orders with billing block
- Outb. Deliveries with GI & without invoice
- Invoices not transferred to FI
- Number of credit memos/credit memo requests
- Open & overdue items in FI

Supply Chain & Planning Accuracy
- Open & Overdue Purchase Requisition & Order items
- Open & Overdue STO items
- Open Planned Orders
- COGI errors
- Production / Process Orders overdue for release
- Schedule lines initially not confirmed

Stock Levels & Capital tie-up
- Slow moving items
- Vendor consignment withdrawals
- Materials with expired shelf life
- Inspection lots without usage decision

Data Accuracy
- Incomplete Sales Document items
- Application Log errors
- Update errors
- ABAP dumps

Performance
- Zero stock batch segments
- Overdue reservation items
- Production / Process / PM Orders without deletion flag
- Transaction response times
- Background job runtimes

Integration & Automation
- Interface errors
- Background job cancellations
- Batch Input errors
Identification of systematic errors like

- User handling errors
- Configuration errors
- Master Data errors
- Inactive / closed organizational units
- ....

Customer Satisfaction

Revenue Stream

Supply Chain & Planning Accuracy

Performance

Integration & Automation

Stabilization (Alert monitor)

Improvement (backlog)

Improvement (benchmarks)

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Business Process Stabilization & Improvement
Focus & Value Areas for Company Success

Identification of real (business) exceptions like
- Missing stock
- Missing information
- Wrong Scheduling
- Technical Errors
- ....

Customer Satisfaction

Revenue Stream
Supply Chain & Planning Accuracy
Stock Levels & Capital tie-up

Data Accuracy
Performance
Integration & Automation

Stabilization (Alert monitor) Improvement (backlog) Improvement (benchmarks)

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Business Process Stabilization & Improvement
Traditional Business KPI approach vs Business Process Monitoring

**Business KPIs** (often %-based)
- Order fulfillment rate
- Days of Sales Outstanding

**Influencing factors**
- Slow warehouse tasks
- Slow transportation
- Insufficient stock

**Key figures for respective detailed measurement**

**Out-of-the-box key figures from BPMon**
- Overdue Sales Orders / Deliveries
- Incompletes SD documents
- Schedules initially not confirmed

**Root Causes**
- Master Data
- Customizing
- End User
- Business Exception

**Business Areas & KPIs affected**

**Top-down approach**

**Bottom-up approach**

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Business Process Analysis

Service offering for a business process health check
Derive basis Business Processes

- Log on to backend system
- Check which business documents exist, e.g. Sales Orders or Purchase Orders
- Derive which main business processes are in use, e.g. Order-to-Cash or Procure-to-Pay

Key Figures & Analysis

- Manually execute sub-set (Best of) of existing key figures per scenario
- Analyze output results and rate them (put backlog relative to daily/weekly throughput)
Example: Order to Cash

- Create Sales Order
- Create Outbound Delivery
- Post Goods Issue
- Create/Print Billing Document
- Create Accounting Document

Key Metrics:
- # of Outbound Deliveries (created)
- # of Outbound Deliveries (overdue)
- # of Sales Orders (created)
- # of Orders (GI date in past but not delivered)
- # of Sales invoices posted per day
- # of Sales invoices not posted to FI
- # of overdue open items FI-AR (customer items)
Order to Cash: 873 Sales documents created on 23.07.2010
Order to Cash: 3.462 Orders with delayed Delivery

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<tr>
<th>Sales Organization</th>
<th># Backlog Orders</th>
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<td>2,014</td>
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<tr>
<td>1110 Germany</td>
<td>453</td>
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<tr>
<td>1208 France</td>
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Finding:
- 3,462 Sales Orders with planned Goods issue date in the past and no delivery was created yet
  - 1,789 (52%) of these orders are older than six months
- 58% of these outstanding sales orders belong to sales organization 0001 - Italy
- Oldest Document Date from 19.06.2002

Business Risk: This key figure represents real sales backlog where the expected delivery date was not met and lies in the past and the order is not completely delivered. This is lost revenue and might lead to poor customer satisfaction.
### Order to Cash Process: 3,462 Orders with delayed Delivery

**3462 Orders (GL date in past but not delivered) 23.07.2009 23:35**

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<th>Itm. Bck</th>
<th>Qty</th>
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</table>

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Order to Cash Process: More than 50.000 Orders with delayed Delivery
Business Process Monitoring

Alert monitoring in a business process context supporting Business Process Stabilization
Business Process Monitoring
Information Flow – High-level Overview

People

Solution Manager

Solution Landscape
Business Process Monitoring
Technical Configuration and Implementation

Problem occurs in the system landscape

Key message: The technical configuration is dependent on the number of business processes in combination with the number of monitoring objects and respective key figures. The configuration and implementation is usually achieved within a couple of days or weeks as most Business Process Monitoring functionality comes pre-configured and out-of-the-box.
Key message: The organizational change management is dependent on the organizational complexity and the scope of Business Process Monitoring roll-out. It can take up to several weeks or even months.
Business Process Monitoring
Setup Methodology

Model business processes in SAP Solution Manager (Solution Directory)
- Modeling from scratch
- Copying from Solution Manager project or Business Process Repository
- Importing a template solution

Configure Business Process Monitoring in SAP Solution Manager
- Select processes and steps you want to configure
- Select monitoring objects and respective key figures per selected process step
- Define threshold values and select options (e.g. organizational units) per key figure
Business Process Monitoring
Template Solution

Several standard business processes in the logistics area are included in the solution template and come already pre-configured with selected Business Process Monitoring key figures.

- The file BPM Template Solution - ST-SER XXX.zip and the corresponding documentation Template Solution for BPMon - Detailed Description.ppt can be downloaded from the SAP Service Marketplace http://service.sap.com/bpm » Media Library » Technical Information
- More information can be also found in the following SDN Blog
Business Process Monitoring
Example: Order to Cash

Process Details: Order to Cash ---- Current Status

- **CRM - C50**
  - Create Sales Order
  - Backlog of CRM Orders in Status ‘Error in Distribution’

- **SAP ECC - M50**
  - Create Sales Order
  - Create Outbound Delivery
  - Send Delivery to Warehouse
  - qRFC Monitoring of critical queues
  - Backlog of open ERP Sales Orders
  - Backlog of open Outbound Deliveries

- **LEGACY WAREHOUSE - LEGACY**
  - Receive Delivery
  - Perform Picking
  - Send Picking Info to ERP

- **Legends**
  - Red triangle: Error
  - Green checkmark: Success

- **Invoices not transferred to Accounting**
  - No. of Inbound SHPCON IDOCs in Error Status
Business Process Stabilization
Information Flow with Business Process Monitoring

1. Receive notification (e.g. email)
2. Access Alert Inbox (e.g. via URL in email)
3. Access backend system from Alert Inbox
4. Perform Detail Analysis
5. Identify Root Causes (RC)
6. Define Action Plan
7. Control Achievements via BW Trend Analysis
SAP BW Trend Analysis
Example: Outbound Deliveries older than 10 days without Invoice
Business Process Stabilization Methodology
Five phases of typical Six Sigma project (DMAIC)

BP Analysis by SAP

Define

Measure

Analyze

Implement

Control

Decide on Business Processes to start with

Use BP Monitoring
Monitor interfaces (e.g. Idoc, qRFC, tRFC), background jobs etc.
Use notification mechanism to manage by exception

BP Monitoring No yellow or red alerts should show up

Create Action Plan
Execute Action Items

Root Cause Analysis

Process Design

Master Data

Skills

System

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Business Process Monitoring
Integration with other SAP tools

- System Monitoring
- CCMS
- Business Process Monitoring
- SAP BW
- Service Level Reporting
- Service Desk
- Job Management
- SAP CPS by Redwood
- Job Documentation
Business Process Monitoring
Over 1.000 Customers Worldwide
Business Process Improvement

Business Process Analytics & Business Process Improvement methodology
Business Process Analytics
Functional Scope

SAP BW based Business Process Analytics

- (Internal) Benchmarking
- Age structure of document backlog
- Trend analysis
Business Process Analytics
Benchmarking
### Business Process Analytics

**Age Structure**

#### Filter and Drilldown

<table>
<thead>
<tr>
<th>Primary Dimension</th>
<th>Shipping Point</th>
<th>Outbound Deliveries (overdue)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shipping Point 0001</td>
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<td>Shipping Point Hamburg</td>
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</tr>
<tr>
<td>Shipping Point ZMNK</td>
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</tr>
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</table>

#### Age Analysis (by Year)

- **Outbound Deliveries (items)**: 0, 50, 100, 150, 200, 250, 300, 350
Business Process Analytics
Trend Analysis
Business Process Improvement
Standardized Methodology with Business Process Analytics

1. Get Global Transparency
2. Identify Org Units to be analyzed
3. Identify Potential for old Data Reduction
4. Perform Detail Analysis
5. Identify Root Causes (RC)
6. Create Frequency Diagram of RC
7. Define Action Plan
8. Visualize Impact on Benefit/Value Categories
9. Control Achievements via Trend Analysis
Business Process Improvement Methodology

Five phases of typical Six Sigma project (DMAIC)

BP Analysis

Define

Measure

Analyze

Implement

Control

Decide on Work Streams/Processes to start with

Use BP Analytics
Identify areas with improvement potential
Benchmark organizational units
Analysis of backlog & trends

BP Monitoring
No yellow or red alerts should show up

BP Analytics
Trend Analysis should show decreasing trend

Create Action Plan
Execute Action Items

Root Cause Analysis

- Process Design
- Master Data
- Skills
- System
Efficiency
- “Doing things in a right manner”
- Quantitatively determined
- Achieve given output with minimum input or achieve maximum output with given input

Effectiveness
- „Getting the right things done“
- Non-quantitative
- Does the actual output meet the desired output
Business Process Improvement
Example: Overdue Sales Orders – Identifying Systematic Issues

Key Figure
Overdue Sales Order

Master Data
- Inactive Sales Organizations
- Inactive Document Types

Customizing
- System expects deliveries where none are expected from business side

End User
- Missing quantities that are not needed are not rejected

Technical Exception
- Functional error

Business Exception

Key message: Systematic issues have mainly an influence on the value areas „Technical Performance“, „Reporting Quality“ and „Supply Chain Planning“
Key message: Business exceptions have mainly an influence on the value areas „Revenue Stream“ and „Customer Satisfaction“
Business Process Improvement
Best Practice: Organizational Structure for Business Process Improvement

**IT**
- BPMon Owner / Project Lead
- IT Application Expert/Module Owner
- BPMon Architect / Expert
  (Configuration of Business Process Analytics)

**Business**
- Executive Sponsor
- Global/Local Process Owner (GPO, LPO) & Local Key Users (LKU)

- Definition of Key Figures & Filter Criteria
- Root Cause Analysis
- Verification of Business Impact
- Definition of Action Items
Business Process Operations

Summary

Business Process Analysis
- SAP service (process health check) that can be used as a starting point

Business Process Monitoring
- Tool helping with Business Process Stabilization and helping to perform monitoring tasks more efficiently

Business Process Analytics
- Tool helping with Business Process Improvement methodology and helping to make business processes more efficient and effective

Business Process Operations dashboard
- Dashboard framework to configure user group specific dashboards
Thank You!

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SAP AG  
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Further Information
SAP Service Offerings
SAP Enterprise Support

**SAP Solution Manager Enterprise Edition**
Business Process Monitoring functionality
Business Process Analytics functionality

**Expert Guided Implementation**
Expert Guided Implementation for Business Process Monitoring
Self Service - 'Business Process Analysis'

**SAP Services**
SAP CQC Business Process Analysis and Monitoring
SAP Business Process Analysis*
SAP Business Process Operations*

**SAP Classroom Trainings**
(E2E300) Business Process Integration & Automation Management
(SM300) Business Process Monitoring

* Only for SAP MaxAttention / SAP Safeguarding customers
Further Information – SAP Notes

1320940 - Prerequisites for CQC service: BPA and BPM Describes the necessary (minimum) prerequisites in order to execute an CQC Business Process Analysis and Business Process Monitoring services respectively

784752 - BPMon in SAP Solution Manager - Prerequisites Describes the more detailed and recommended technical prerequisites in order to implement Business Process Monitoring with a wide scope

521820 - Availability of Business Process Monitoring Describes the latest Support Packages or single SAP notes available in order to possibly rule-out known malfunctions of Business Process Monitoring
Further Information – Links

Business Process Monitoring on SAP Service Marketplace
https://service.sap.com/bpm

Business Process Monitoring on SDN
https://www.sdn.sap.com/irj/sdn/nw-processmonitoring

White Paper “Exception Handling and Business Process & Interface Monitoring”
Link to Business Process Monitoring
Further Information – SDN Blogs & Wiki

Functional Scope of Business Process Monitoring in SAP Solution Manager

FAQ about Business Process Monitoring

Typical Use Cases for Business Process Monitoring

Business Process Monitoring - Template configuration available for download