SAP Signavio

Executive Solution Overview
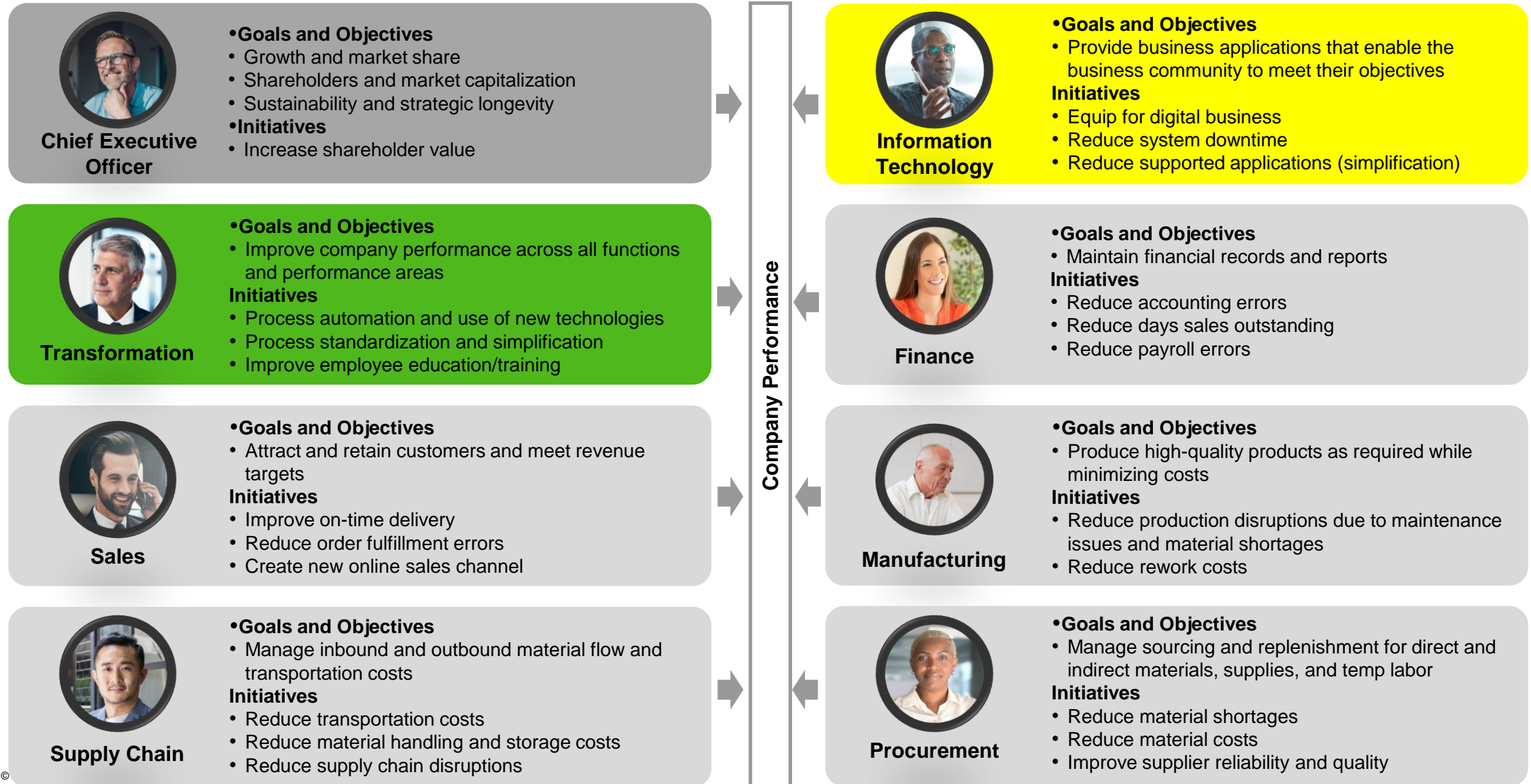
Chet Harter

SAP Signavio Center of Excellence

August 2022

Why we should care about enterprise Business Process Management

➢ "Companies lose 20 to 30 percent in revenue every year due to [process] inefficiencies. – IDC Research 2019

➢ "Poor customer service is costing businesses more than $75 billion a year" – Forbes 2019

➢ Companies lose top talent employees every year due to poor systems plagued by inefficient and ineffective processes, and a lack of engagement. – Computerworld 2021

➢ System implementation projects fail every year due to 1) company misalignment, 2) lack of structured management of business processes, and 3) poor change management. – Panorama Consulting 2021

Business Transformation: What and Why

Chief Executive Officer
- **Goals and Objectives**
- Growth and market share
- Shareholders and market capitalization
- Sustainability and strategic longevity
- **Initiatives**
- Increase shareholder value

Transformation
- **Goals and Objectives**
- Improve company performance across all functions and performance areas
- **Initiatives**
- Process automation and use of new technologies
- Process standardization and simplification
- Improve employee education/training

Sales
- **Goals and Objectives**
- Attract and retain customers and meet revenue targets
- **Initiatives**
- Improve on-time delivery
- Reduce order fulfillment errors
- Create new online sales channel

Supply Chain
- **Goals and Objectives**
- Manage inbound and outbound material flow and transportation costs
- **Initiatives**
- Reduce transportation costs
- Reduce material handling and storage costs
- Reduce supply chain disruptions

Company Performance

Information Technology
- **Goals and Objectives**
- Provide business applications that enable the business community to meet their objectives
- **Initiatives**
- Equip for digital business
- Reduce system downtime
- Reduce supported applications (simplification)

Finance
- **Goals and Objectives**
- Maintain financial records and reports
- **Initiatives**
- Reduce accounting errors
- Reduce days sales outstanding
- Reduce payroll errors

Manufacturing
- **Goals and Objectives**
- Produce high-quality products as required while minimizing costs
- **Initiatives**
- Reduce production disruptions due to maintenance issues and material shortages
- Reduce rework costs

Procurement
- **Goals and Objectives**
- Manage sourcing and replenishment for direct and indirect materials, supplies, and temp labor
- **Initiatives**
- Reduce material shortages
- Reduce material costs
- Improve supplier reliability and quality

©

3

Do Customers Care About Business Process Management?
Who is the "Buying Center"?

OpEx Spring event registration

	Company Name	Job Title	Industry
1	Company Name	Job Title	Industry
2	Raytheon Technologies	Director Operational Excellence	Aerospace & Defense
3	Diversey	Executive Director, Global Operational Excellence and Strategy	Chemicals
4	Luxottica	Senior Director Of Engineering (Automation & Innovation)	Retail
5	Ulta Beauty	Director Enterprise Continuous Improvement	Retail
6	Paylocity	Director of Automation Itelligence	Insurance
7	Medtronic	Sr. Director Operational Excellence	Life Sciences
8	CBRE	VP Services and Operations Enamblement	Engineering, Construction, and Operations
9	Curtiss-Wright	Corporate Director Operational Excellence & Supply Chain	Defense and Security
10	Wabtec Corporation	Director, Strategy & CI	Industrial Machinery and Components
11	American Tower Corporation	Sr. Director, Global Strategic Projects and Process Excellence	Telecommunications
12	Kforce	Director Continuous Improvment	
13	Mastercard	Senior Vice President, Operational Excellence	Financial Services
14	Meritor	Global Lead, Process Excellence, Supply Chain and Global Procuremnt	Automotive
15	Sheppard Pratt	Operational Excellence Director	Hospital & Health Care
16	City National Bank	VP Process Improvement	Banking
17	Planet 13 Holdings	Director of Operational Excellence	
18	Charles Schwab	Director, Process Improvement and Optimization	Financial Services
19	Takeda	Director, Pharmaceutical Sciences, Business Excellence & Transformation	Life Sciences
20	Clevelend Clinic	CI Director	
21	Carrier Global	Director - Data Strategy & Digital Transformation Products	Industrial Machinery and Components
22	Verizon	Corporatr VP, Quality Excellence	
23	Assurant	Director, AI & Data Science, Advanced Analtytics	Insurance
24	Daimler Truck North America	Director - Quality and Continuous Improvement	
25	Equifax	VP Operational Excellence	Financial Services
26	Briggs Equipment	Director of Continuous Improvement	Machinery
27	CommUnity Care Health Centre	Director of Quality and Performance Improvement	Hospital & Health Care
28	CNA Insurance	VP Operational Excellence	Insurance
29	Sauer Branls	Corporate Continuous Improvement Director	
30	Anthem Inc	VP Operational Excellence and Product	
31	RWE Renewable Energy	Head of/ VP of Business Transformation	Oil and Gas
32	Gaf	VP Business Optimization & Agility	Building Materials
33	Chevron Phillips Chemical Company	Senior Vice President Business Transformation	Chemicals
34	Wholefoods	Senior Principal, Master Black Belt, Transformation & Continuous Improveme	Health, Wellness and Fitness
35	Sierra Nevada Corporation	Vice President Quality & Operational Excellence	Defense & Space
36	Radienz Living	Director of Continuous Improvement	
37	CMA CGM	Sr Director, Transformation & Analytics	Cargo, Transportation and Logistics
38	StandardAero	Director of Facilities and Operations Excellence	Industrial Machinery and Components
39	Autokiniton	Director Continuous Improvement	
40	JPMorgan & Chase	VP Global Supplier Diversity	
41	Wholefoods	Chief Transformation Officer	Health, Wellness and Fitness
42	Stanley Black & Decker Inc	VP, Organisational Resilience	Professional Services
43	PSCU	VP Enterprise process excellence & Quality	Financial Services
44	Melio	Head of Customer Experience	
45	McLaren Health Care	Regional Director of Process and Performance Improvement	Hospital & Health Care

Americas OpEx Spring 062022

OpEx Summer event registration

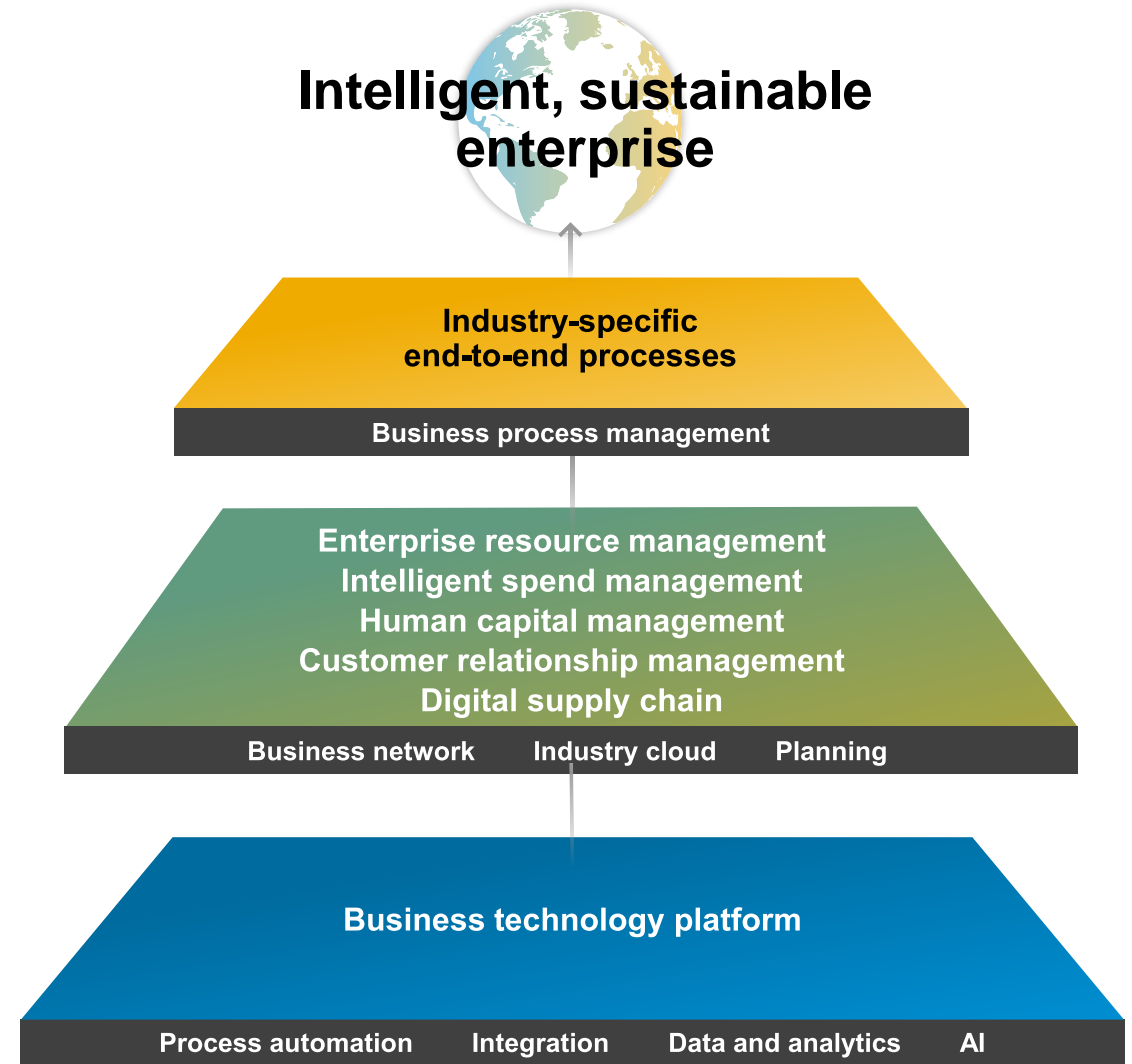|	Job Title	company name
1	Job Title	company name
2	Vice President of Global Sustainability	Adient
3	Managing Director	American Airlines
4	VP Process Improvement Automation at Argo Group	Argo Group
5	AI and Data Science Director	Assurant Inc
6	Vice President HR Strategy & Transformation	Atrium Health
7	Transformation Director, Continuous Improvement	Atrium Health
8	VP Portfolio Management	Bank United
9	SVP Director of Technology Operations	BankUnited
10	VP, Operations Strategy & Performance	BCBS North Carolina
11	Director, Transformation	BNY Mellon
12	Lead of Operational Excellence	Bridgestone
13	Director Of Operational Excellence	Bristol-Myers Squibb
14	Director of Continuous Improvement and Sustainability	Carlisle
15	Vice President, Operational Excellence	Centene
16	SVP, North America Digital Transformation Lead	Chubb
17	Vice President & Head of IT, Digital & Process Excellence (North America)	Dr. Reddy'S Laboratories Ltd.
18	Group VP - Global Supply Chain	Ecolab
19	Director Finance Business Services and Process Improvement	Emergent BioSolutions
20	VP, Operational Excellence	Equifax
21	VP Enterprise Risk Systems and Process Governance	Equifax
22	Director IT Global Reliability and Operational Excellence	FEDEX
23	Regional Director of Operational Excellence for the Americas	G4S
24	Vice President, Head of Change, Capability, and Learning, HR Transformation	GSK
25	Executive Director, CX & Digital Transformation	Havas
26	Sustainability Strategy and Innovation Lead (Director level)	Hitachi Ltd.
27	Commercial - Head of ESG and Sustainability	Hitachi Ltd.
28	Executive Director, Revenue Cycle Services	Indiana University Health
29	Senior Director of Engineering Operations, Chief of Staff	iRobot
30	Senior Global Product Marketing and Low Code Director	Kissflow
31	Sr. Director	Koch Industries
32	Business Transformation Strategy & Design	Koch Industries, Inc
33	VP - Strategic Execution & Transformation	McKesson
34	Corporate Vice President, Head of Workforce Management	New York Life Insurance
35	Senior Vice President Global Finance Transformation	News Corporation
36	Executive Vice President & Chief Transformation Officer	Norfolk Southern
37	Vice President Head of Transformative Change for Future of Work	Prudential Financial Services
38	Vice President Member Experience in the Call Center	PSCU
39	Head of Operational Excellence for R&D North America	Sanofi
40	Vice PResident Operational Excellence	Sodexo - Latonia Lewis
41	Administrative Director, Improvement & Portfolio Management	Stanford Health Care
42	LEAN & Automation & Rpa Head	The Standard
43	VP, Global Technology & Operational Enablement	Thomson Reuters
44	Chief Quality Officer	University of Kentucky
45	Senior Vice President, Strategy & Transformation	US Bancorp
46	Workplace Strategy, Innovation and Employee Experience	Wells Fargo
47		

Titles

- Director Operational Excellence
- Director of Continuous Improvement
- Director Supply Chain
- VP Process Improvement
- VP Digital Transformation
- VP Business Optimization
- Chief Transformation Officer
- Head of Lean and Transformation
- Chief Quality Officer
- Director Transformation
- VP Global Sustainability
- VP Operational Excellence
- Master Black Belt
- VP Risk and Governance
- VP Global Reliability
- SVP Digital Transformation
- VP Strategy and Governance
- …

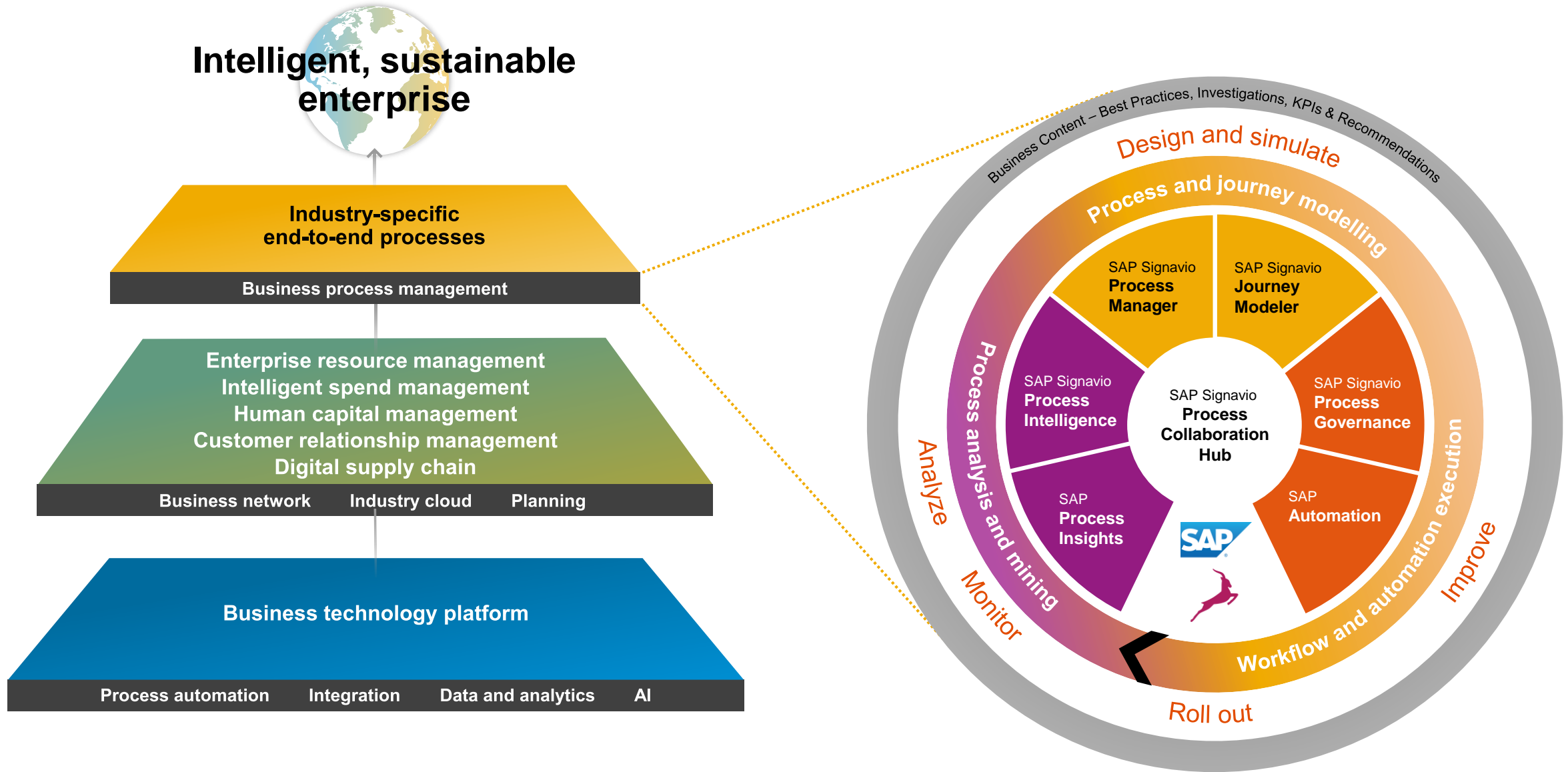# What is "Business Process Management" and why is it important?

✓ **Business Processes** – Comprised of **people, tools, and data**, provide the *blueprint* for how a company will achieve its objectives by defining how work is to be executed

✓ **Common Examples** –
- ✓ Production scheduling
- ✓ Supplier replenishment processes
- ✓ Invoice processing
- ✓ Inventory replenishment
- ✓ Purchase requisition processing
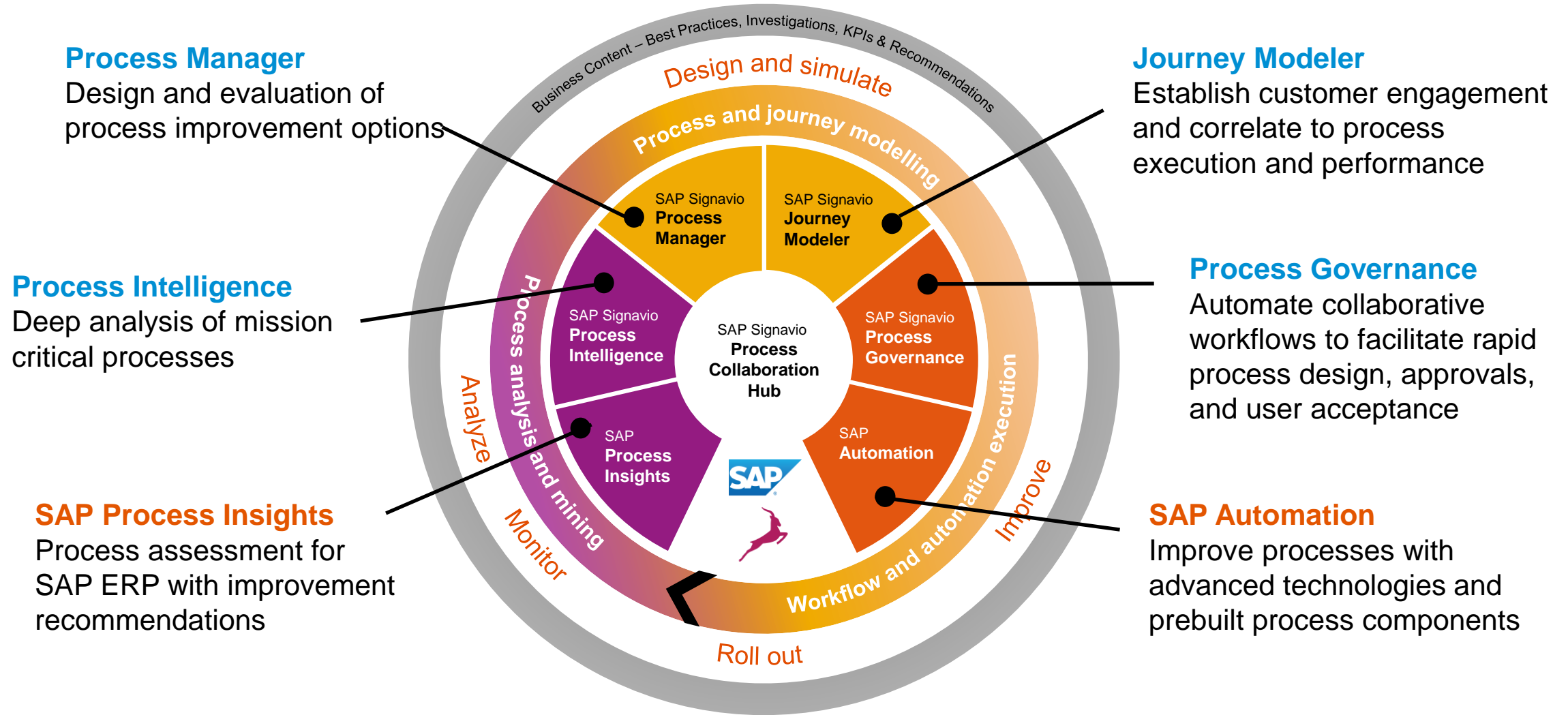- ✓ Employee onboarding processes
- ✓ Warranty claims processing

What is SAP Signavio?

✓ **Platform for Process Management** - SAP Signavio is SAP's application suite for **Business Process Management** and enables a consistent, structured, company-wide "**process for managing processes**"

Intelligent, sustainable enterprise

Industry-specific end-to-end processes

Business process management

Enterprise resource management
Intelligent spend management
Human capital management
Customer relationship management
Digital supply chain

| Business network | Industry cloud | Planning |

Business technology platform

| Process automation | Integration | Data and analytics | AI |

SAP Signavio is SAP's Application Suite for Business Process Management

Intelligent, sustainable enterprise

Industry-specific end-to-end processes

Business process management

Enterprise resource management
Intelligent spend management
Human capital management
Customer relationship management
Digital supply chain

Business network · Industry cloud · Planning

Business technology platform

Process automation · Integration · Data and analytics · AI

Business Content – Best Practices, Investigations, KPIs & Recommendations

Design and simulate

Process and journey modelling

SAP Signavio **Process Manager**

SAP Signavio **Journey Modeler**

SAP Signavio **Process Intelligence**

SAP Signavio **Process Collaboration Hub**

SAP Signavio **Process Governance**

SAP **Process Insights**

SAP **Automation**

Analyze

Monitor

Process analysis and mining

Roll out

Workflow and automation execution

Improve

SAP Signavio Process Transformation Suite – Suite Components

Process Manager
Design and evaluation of process improvement options

Process Intelligence
Deep analysis of mission critical processes

SAP Process Insights
Process assessment for SAP ERP with improvement recommendations

Journey Modeler
Establish customer engagement and correlate to process execution and performance

Process Governance
Automate collaborative workflows to facilitate rapid process design, approvals, and user acceptance

SAP Automation
Improve processes with advanced technologies and prebuilt process components

Business Content – Best Practices, Investigations, KPIs & Recommendations

Design and simulate
Process and journey modelling

Process analysis and mining
Analyze
Monitor

Workflow and automation execution
Improve
Roll out

SAP Signavio **Process Manager**
SAP Signavio **Journey Modeler**
SAP Signavio **Process Intelligence**
SAP Signavio **Process Governance**
SAP **Process Insights**
SAP **Automation**
SAP Signavio **Process Collaboration Hub**

SAP Signavio – A Process for Managing Processes

Order-to-Cash Procure-to-Pay Record-to-Report Meter-to-Cash Hire-to-Retire

Process Execution

Process Analysis | Process Design/Re-Design | Process Improvement

Measure performance and compliance, and identify improvement opportunities

Collaboratively design future-state processes and document current processes

Improve processes with SAP applications and technologies (BTP)

SAP Process Insights
SAP ERP Analysis and Recommendations

SAP Process Intelligence
Process mining for deep analysis and compliance

SAP Process Manager
Collaborative Process Design and Enterprise Process Repository

Process Flows Performance Indicators Correction Recommendations Innovation Recommendations
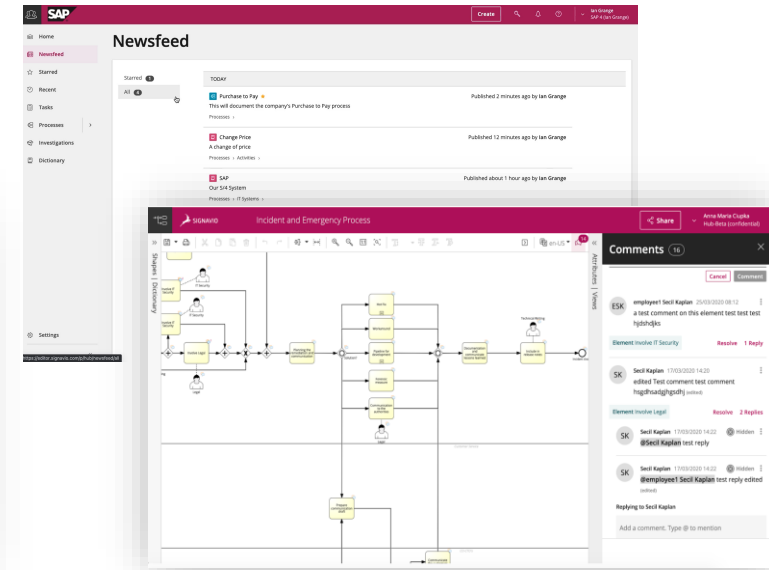
Supplier invoice issuing to FI-AP clearing ▾

Aug 26, 2021 | Mar 1 - Mar 31, 2021 ▾ | **Filter**

FINANCE
Supplier Invoice

FINANCE
Accounting Document

Process Flow Performance
of 31,123 supplier invoices issued between Mar 1 - Mar 31, 2021

Supplier invoices issued	Supplier invoice created and posted	FI-AP released for payment	FI-AP clearing document created	FI-AP item cleared
100% 31,123 Documents	DAY 13 — **86%** 26,773	DAY 20 — **81%** 25,108	DAY 30 — **80%** 24,905	DAY 30 — **80%** 24,725

13 Days   7 Days   10 Days   0 Day

Most Frequent Blockers and Other Information   Show

Invoice created before purchase order	Supplier invoice created via BAPI interface	Supplier invoice created later than posted	FI-AP currently blocked for payment	Not cleared via payment run	FI-AP items cleared late
1% 322	3% 943	4% 1,266	2% 588	6% 1,783	0% 12

Supplier invoice rejected	Supplier invoice created via EDI / IDoc	Supplier invoice parked	FI-AP item previously blocked	Payment term in FI-AP not equal purchase order	
7% 2,202 ❗	7% 2,202	1% 402	18% 5,978	2% 583	

End-to-End Processes

Lines of Business

Company Overview PREVIEW

Activity Viewer PREVIEW

Administration

Process Flows | Performance Indicators | Correction Recommendations | **Innovation Recommendations**

SAP S/4HANA Capabilities (45) | **Intelligent Technologies (47)** | User Experience (12) | Other SAP Solutions (3)

Recommendation	Lines of Business ⬇
Machine Learning (7)	
Create Sales Orders from Unstructured Data	Sales
Delivery Performance / Delivery in Time	Sales
Quotation Conversion Probability Rate	Sales
Sales Performance Prediction	Sales
Data Attribute Recommendation	Sales Finance
Document Information Extraction	Sales Finance
Document Classification	Sales Finance Sourcing & Procurement
SAP Intelligent Robotic Process Automation (5)	
Automatic Creation of Sales Orders from Excel	Sales
Create Sales Inquiry	Sales

Shapes | Dictionary

Attributes | Views

en-US
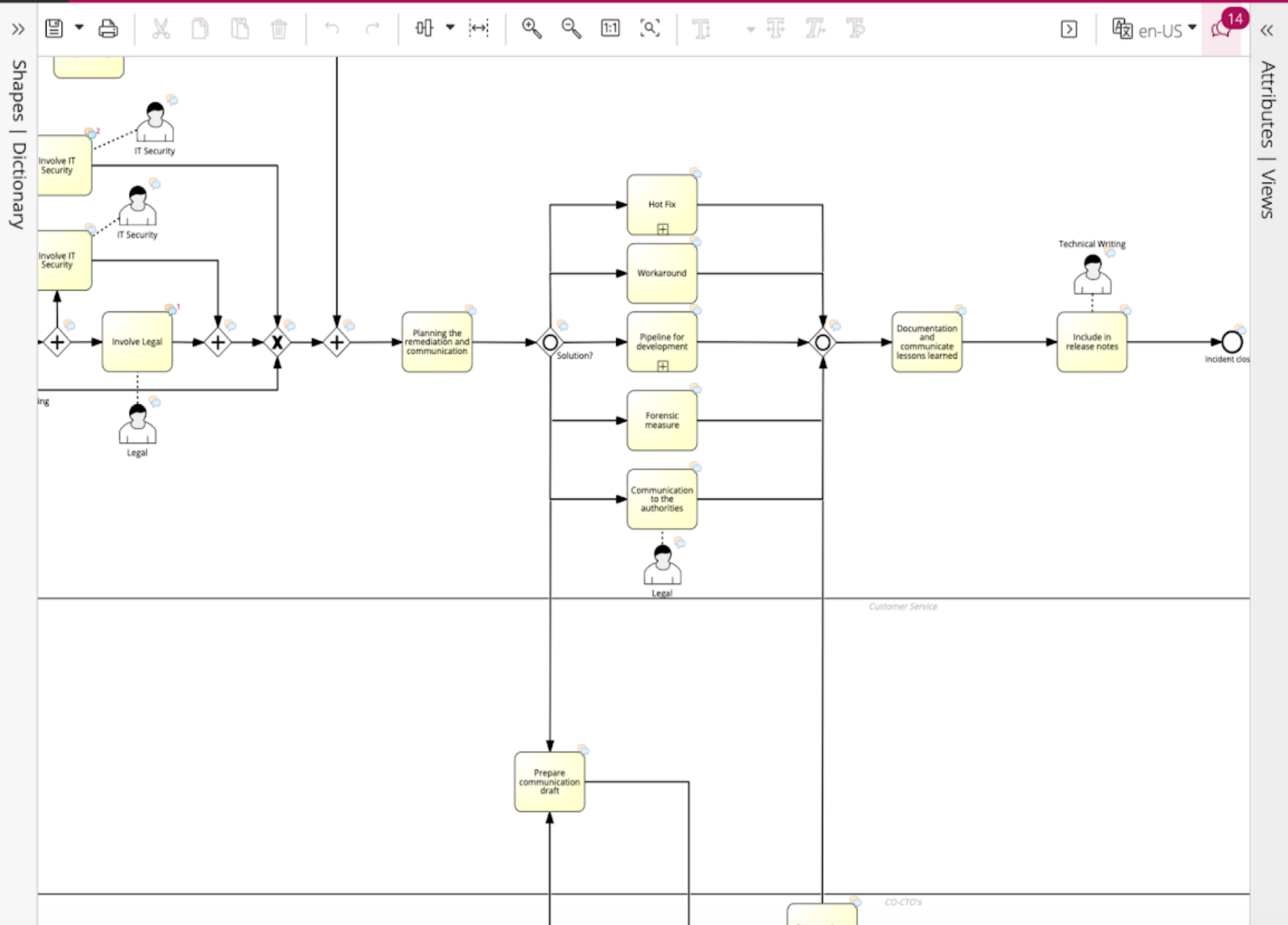
Comments (16)

Cancel   Comment

ESK   **employee1 Secil Kaplan**   25/03/2020 08:12

a test comment on this element test test test hjdshdjks

Element Involve IT Security   Resolve   1 Reply

SK   **Secil Kaplan**   17/03/2020 14:20

edited Test comment test comment hsgdhsadgjhgsdhj (edited)

Element Involve Legal   Resolve   2 Replies

SK   **Secil Kaplan**   17/03/2020 14:22   ⊗ Hidden

@**Secil Kaplan** test reply

SK   **Secil Kaplan**   17/03/2020 14:22   ⊗ Hidden

@**employee1 Secil Kaplan** test reply edited
(edited)

Replying to Secil Kaplan

Add a comment. Type @ to mention

Diagram elements:

IT Security

Involve IT Security

IT Security

Involve IT Security

Involve Legal

Legal

Planning the remediation and communication

Solution?

Hot Fix

Workaround

Pipeline for development

Forensic measure

Communication to the authorities

Legal

Technical Writing

Documentation and communicate lessons learned

Include in release notes

Incident clos

Customer Service

Prepare communication draft

CO-CTO's

Home

Newsfeed

Starred

Recent

Tasks

Processes

Investigations

Dictionary

Newsfeed

| Starred | 1 |
| All | 4 |

TODAY

🔷 **Purchase to Pay** ⭐   Published 2 minutes ago by **Ian Grange**
This will document the company's Purchase to Pay process
Processes ›

🔲 **Change Price**   Published 12 minutes ago by **Ian Grange**
A change of price
Processes › Activities ›

🔲 **SAP**   Published about 1 hour ago by **Ian Grange**
Our S/4 System
Processes › IT Systems ›

🔲 **Invoice**   Published about 1 hour ago by **Ian Grange**
A list of goods sent, or services provided, with a statement of the sum due for these.
Processes › Documents ›

FEBRUARY

🔷 **Level 2 - Process Area: Human Resources**   Published 10 days ago by
Processes › Process Examples › Support Processes ›

🔷 **Level 1 - Value Chain ACME AG**   Published 10 days ago by
Processes › Process Examples ›

🔷 **Check quantity and quality**   Published 10 days ago by

Settings

Operational data

87%
660

Process Discovery
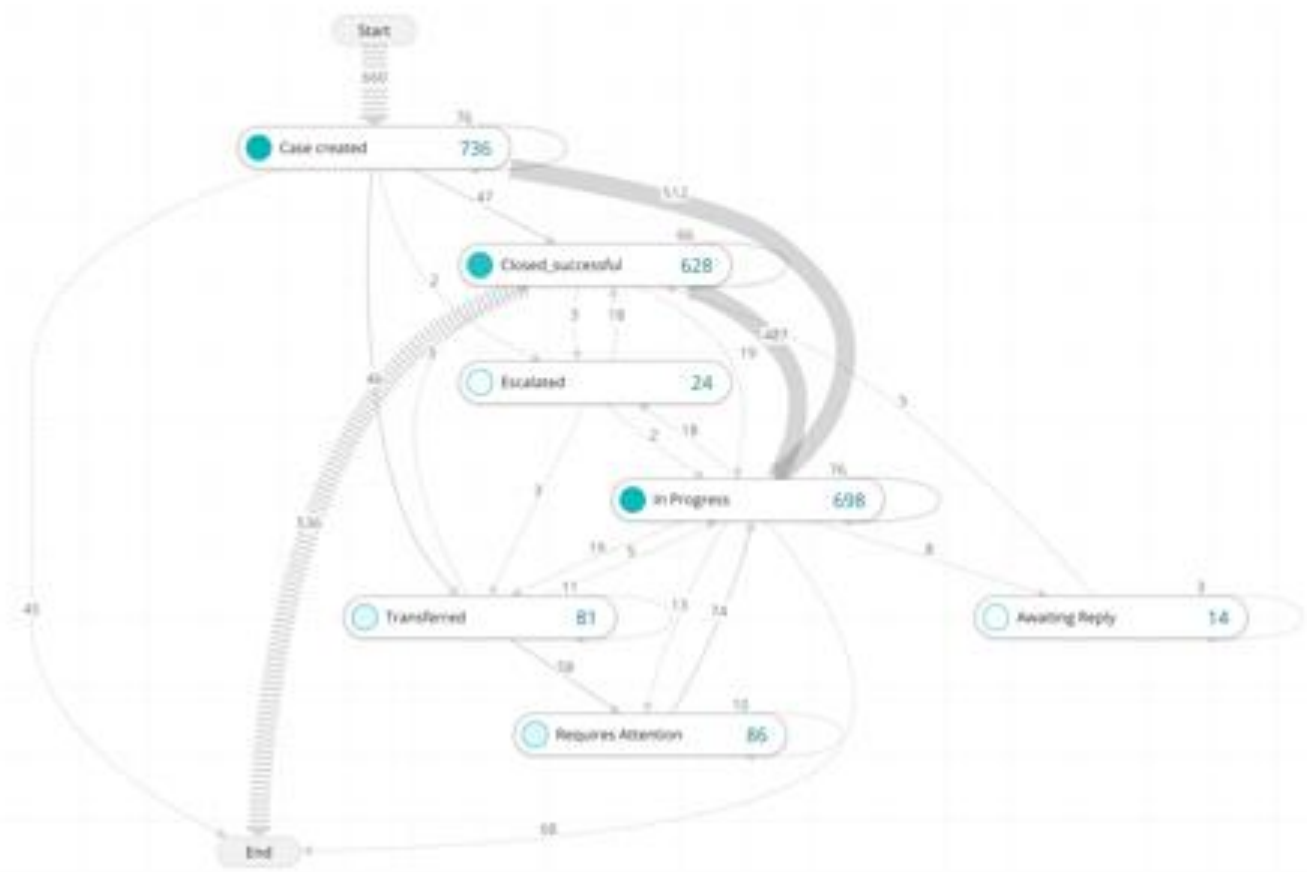
Occurrences

Activities
99%

Paths
98%

Start	660
Case created	736
Closed_successful	628
Escalated	24
In Progress	698
Transferred	81
Awaiting Reply	14
Requires Attention	86
End	

| Resolution time | Resolution Rate | Total no. of tickets | Average response time |

Exploration

100%
757

Scatter Plot

☑ Sweden ☑ Finland ☑ Portugal ☑ Norway ☑ Greece

likelihood to recommend

empathy

Bar Chart

NPS

Rework   First-time Resolution   Escalated   Other

Variant

Bar Chart

☑ Luxemburg ☑ Finland ☑ Sweden ☑ Switzerland ☑ Denmark ☑ Norway ☑ Slovakia   ◀ 1/2 ▶

Portugal
36.842
Luxemburg
66.667
Greece
55.556
Finland
34.473
Sweden
4.918
Slovakia
100
Switzerland
80
Denmark
0
Norway
62.295

NPS

NPS

Luxemburg   Sweden   Denmark   Slovakia   Portugal

customer country

SAP Signavio Process Transformation Suite
for transformations to SAP S/4HANA

PHASE 0 ──────────────────→ PHASE 1 ──────────────────→

Discover
Determine and align to a common set of goals, performance objectives, and improvement opportunities

Prepare
Identify operational process objectives and key performance indicators

Design
Design and model future state processes

Realize
Configure and tailor future state processes

Deploy
Govern the rollout and go-live

Run
Monitor process performance and user compliance

Phase 0 Activities – Risk Mitigation

- **Enterprise-wide alignment** – To a common set of company goals/objectives
- **Business process management** – Collaborative, data-driven, and structured
- **Organizational change management** – Communicate early and often with everyone

SAP Signavio Process Transformation Suite
for transformations to SAP S/4HANA

PHASE 0 →

Recommendations

Discover

Determine and align to a common set of goals, performance objectives, and improvement opportunities

1 **Understand current processes and improvement recommendations**
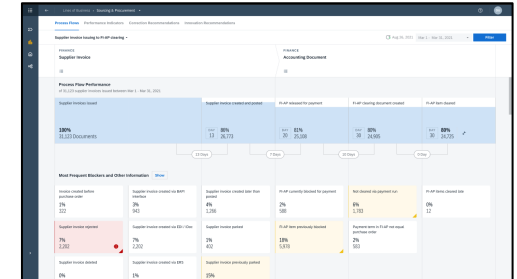
Prepare

Identify operational process objectives and key performance indicators

2 **Establish company-wide strategic objectives for alignment across leadership, business users, and IT**
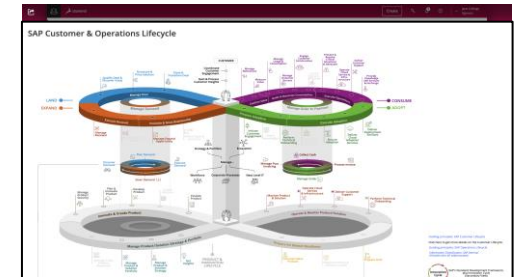
Design

Design and model future state processes

3 **Design, evaluate, agree, and approve "to be" processes prior to implementation**
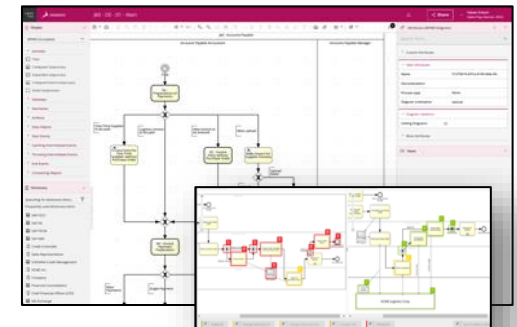
SAP Signavio for Business Process Management
Before, During, and After ERP Implementation

NOW

- *Customers seeking to establish a resilient business foundation for managing today's challenging environment and in preparation for tomorrow's unknown and unpredictable challenges.*

BEFORE

Company Alignment

- ❑ *Identify the strategic goals and objectives to be shared across all business leaders, user communities, and IT*
- ❑ *Determine improvement objectives and performance targets*

Future-State Process Design

- ❑ *Establish baseline process flows using SAP Best Practices (greenfield) and/or previous system processes (brownfield)*
- ❑ *Collaboratively finalize and approve processes in accordance with objectives and improvement targets*

DURING

Change Management

- ❑ *Development and execution of training program with objectives (why), process flows (what), and process details (how)*

System Configuration

- ❑ *Configure enterprise processes and RICEFW in accordance with approved processes*
- ❑ *System testing with key users, adjustments as required*

AFTER

Process Execution Monitoring

- ❑ *Identify process variances, performance issues, and employee compliance*
- ❑ *Determine root causes of variations and adjust processes accordingly*

Continuous Improvement

- ❑ *Ongoing monitoring of process performance, and detection of new requirements and opportunities for improvement*
- ❑ *Conduct structured program for process redesign and governance*
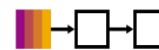
202X

Industry-Specific Accelerators
Addressing an Industry's Most Beneficial Improvement Opportunities

Currently available on a limited basis
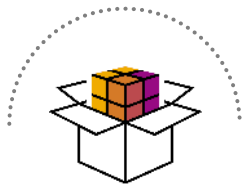
SAP Industry solution	Process area	Sub processes	Pre-built DTT & Industry specific metrices (KPIs/PPIs)	Pre-built SAP Process Automation solution
SAP ECC IS-OIL **SAP S/4HANA for Oil, Gas & Energy**	Primary Logistics Operations	• Sales of Refined Products by Pipeline / by Marine • Procurement of Crude by Marine • Supply refined products by Barge - intercompany STO DES/ FOB • Supply refined products by Pipeline - intercompany STO • Supply refined products by Rail - intracompany reservation	• 25+ Metrics	**SAP iRPA Solution:** Nomination creation using iRPA
SAP ECC IS-AUTO **SAP S/4HANA for Automotive**	Manufacturing & Logistics	• Make to Order Manufacturing • Make to Stock Production	• 25+ Metrics	**SAP iRPA Solution:** Error handling & resolution in Automatic goods movements during confirmation entries
SAP ECC IS-RETAIL **SAP S/4HANA for Retail for Merchandise Management**	Retail Order Management & Physical Inventory	• Manage Sales Order • Physical Inventory DC • In-store Adjust Stock • In-store Look Up Retail Products • Manage Customer Returns	• 20+ Metrics	**SAP iRPA Solution:** Recommendation Bot to Optimize Inventory Count / Cycle Count at Store.
SAP ECC IS-UTIL **SAP S/4HANA for Utilities**	Meter 2 Cash scenario	• Create Meter reading order • Obtain Meter reading data • Perform data plausibility check • Create billing document • Create invoice • Receive payment	• 40+ Metrics	Ideation in progress

SAP Signavio Process Transformation Suite - Capabilities

End-to-End Business Process Management
Includes capabilities for all BPM activities in a single integrated package

Integration with SAP Solution Manager and Best Practices
Share process models with SolMan and optionally use Best Practices processes

Tailored Analytics and Diagnostics for SAP ERP
Data-driven discovery of process improvement opportunities with recommendations for SAP ERP improvement with available prebuilt components
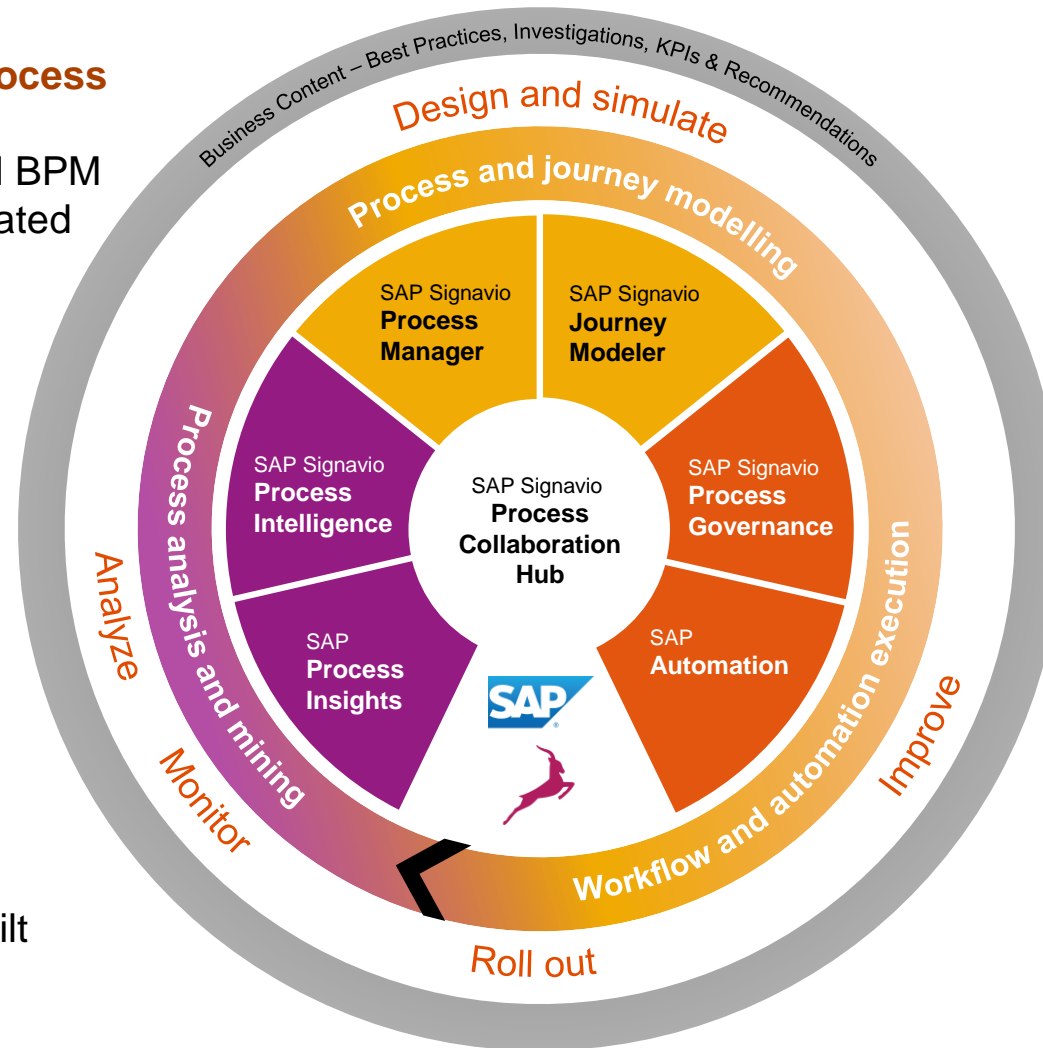
Customer Journey Mapping
Proactively model how you plan to engage and interact with customers and assess process performance and achievement

Process Improvement
Use SAP capabilities and technologies to automate, streamline, and innovate new processes

Participation in Process Improvement
The easy-to-use collaborative user experience of SAP Signavio facilitates and encourages participation across all leaders, knowledge workers, and IT people

Central Diagram

Business Content – Best Practices, Investigations, KPIs & Recommendations

Design and simulate

Process and journey modelling

Analyze

Process analysis and mining

Monitor

Workflow and automation execution

Improve

Roll out

- SAP Signavio **Process Manager**
- SAP Signavio **Journey Modeler**
- SAP Signavio **Process Intelligence**
- SAP Signavio **Process Collaboration Hub**
- SAP Signavio **Process Governance**
- SAP **Process Insights**
- SAP **Automation**

SAP

SAP Signavio not only supports process improvement, but *drives* process improvement across the entire enterprise

Take-Aways

- Every company in every industry cares about Business Process Management and **Continuous Improvement**

- The best person to **target likely won't be in IT**, and has titles that could include "transformation", operational excellence", continuous improvement", etc.

- The primary "use case" of Signavio is for continuously **analyzing, designing, and improving business processes**, both in terms of process efficiency and effectiveness

- Signavio provides the tools and data for "phase 0" of an implementation, so really **should be positioned and sold prior to RISE**

- SAP Signavio is the only **end-to-end BPM solution** on the market that provides enterprise-wide, industrial strength, data-driven, collaborative BPM

SAP Process Discovery
Identifying and Quantifying the Best Improvement Opportunities

SAP Signavio

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Chet Harter
SAP Signavio Center of Excellence

August 2022