



SAP Signavio

Managing Business Processes for Continuous Improvement

Chet Harter

SAP Signavio Center of Excellence

March 2023

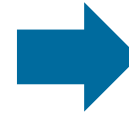
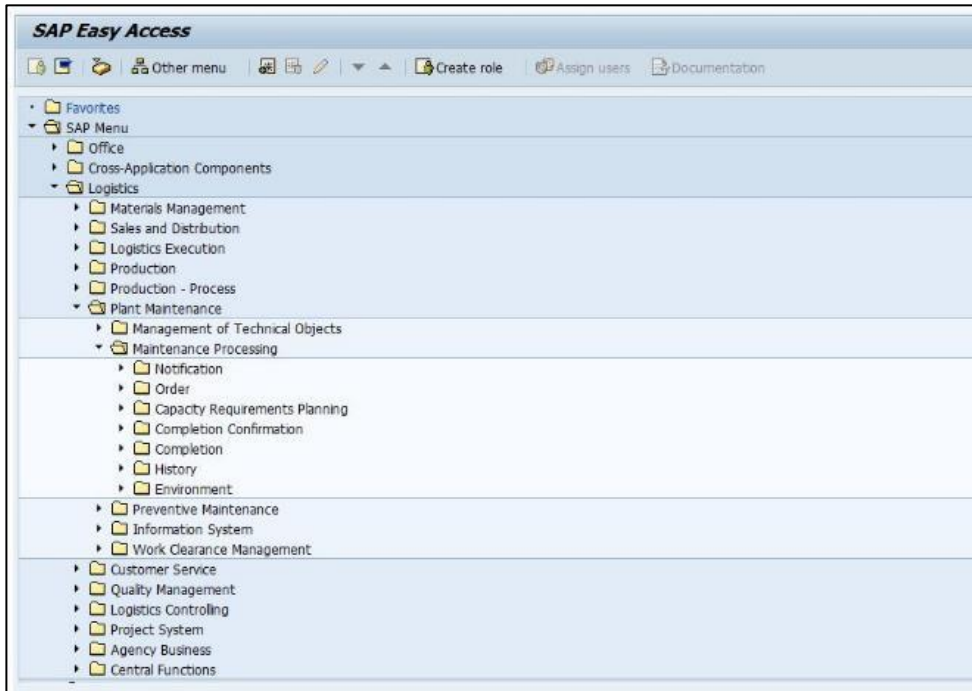


What stands in the way of using and getting value from BTP?

Your mindset

Business Technology Platform

Enabling the Interactive Use Experience



SAP ECC

- Access to tools

ECC enabled for “Live Processes” with DPA

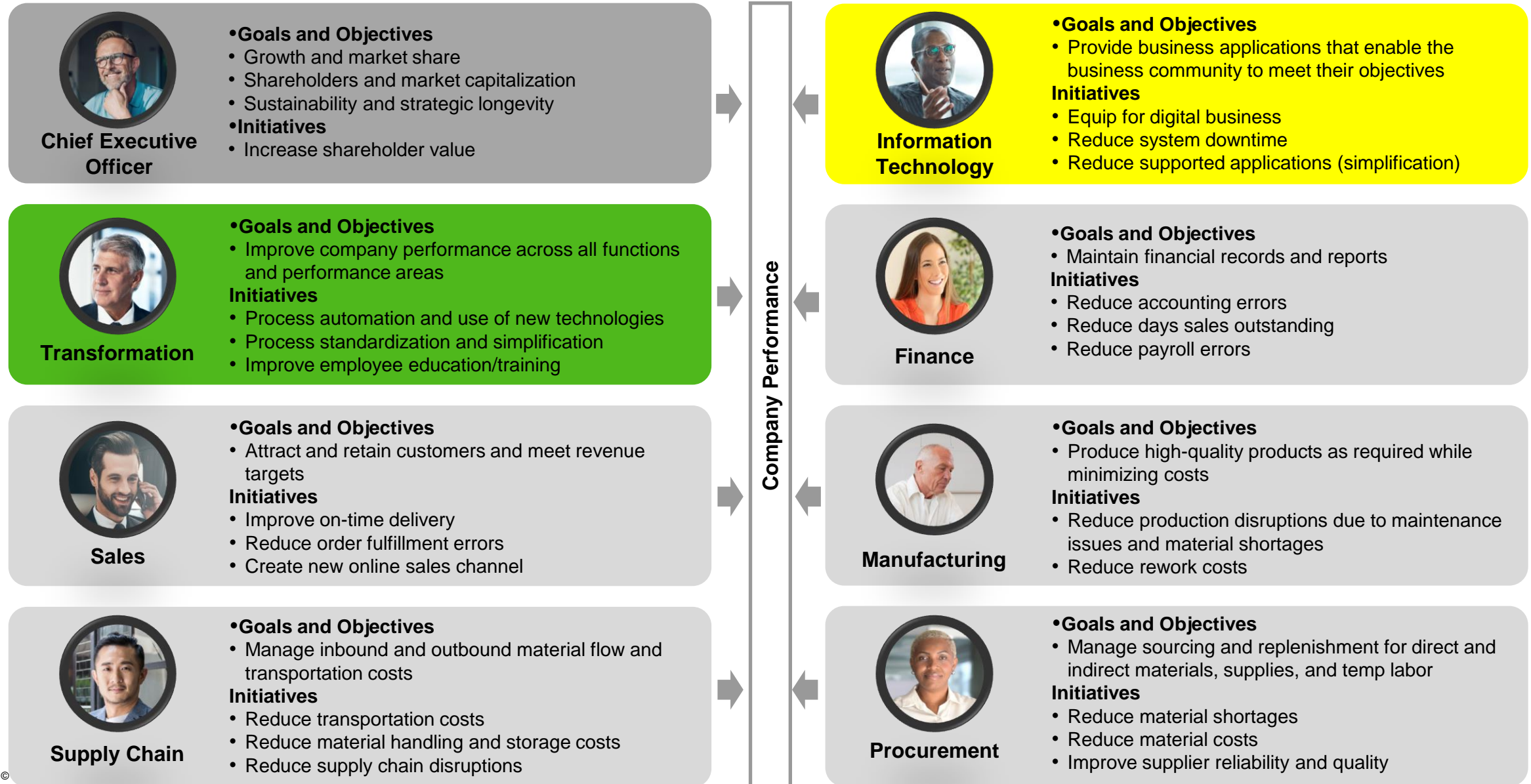
- Access to tools
- Awareness (alerts and analytics)
- Process automation
- Guided processes/procedures (in accordance with company objectives)
- Internal and external collaboration

Who cares about Business Process Management?

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



Do Customers Care About Business Process Management?

Who is the “Buying Center”?

OpEx Spring event registration

	A	D	C
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 Intelligence	Insurance
7	Medtronic	Sr. Director Operational Excellence	Life Sciences
8	CBRE	VP Services and Operations Enablement	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 Improvement	
13	Mastercard	Senior Vice President, Operational Excellence	Financial Services
14	Meritor	Global Lead, Process Excellence, Supply Chain and Global Procurement	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	Cleveland Clinic	CI Director	
21	Carrier Global	Director - Data Strategy & Digital Transformation Products	Industrial Machinery and Components
22	Verizon	Corporate VP, Quality Excellence	
23	Assurant	Director, AI & Data Science, Advanced Analytics	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 Brans	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 Improvement	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	Autokinon	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

		company name	
1	Job Title		
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

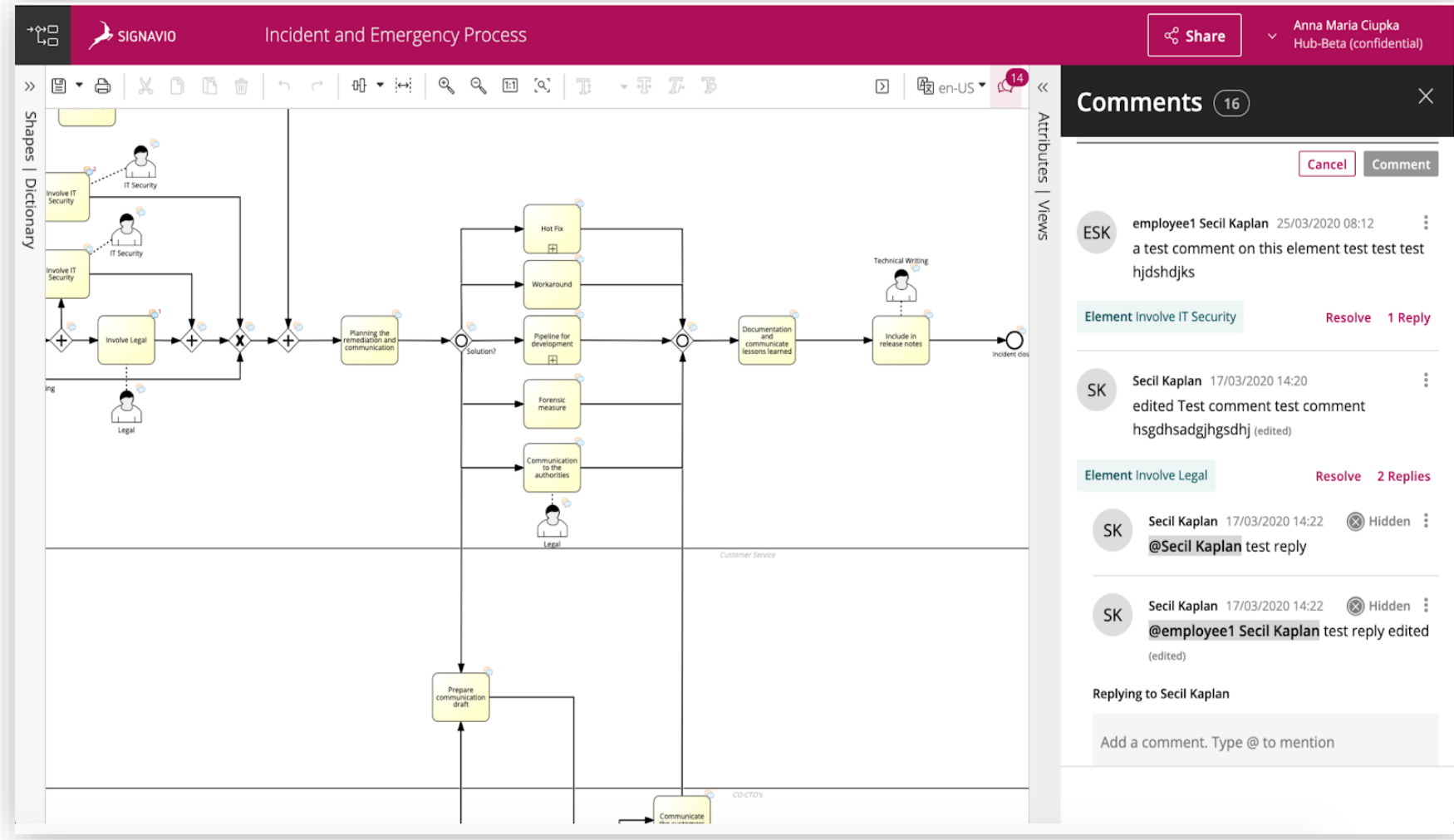
- Director Operational Excellence
- Director of Continuous Improvement
- Director Supply Chain
- VP Process Improvement
- VP Digital Transformation
- VP Business Optimization
- Chief Transformation Officer
- Head of Lean and Transformation
- Chief Quality Officer
- Director Transformation
- VP Global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

SAP Signavio for Business Process Management

How does digital BPM work?

SAP Signavio Process Manager

Collaborative process design



Leverage the wisdom of the crowd and capture input throughout your organization.



Get feedback and comments on entire processes or specific tasks.



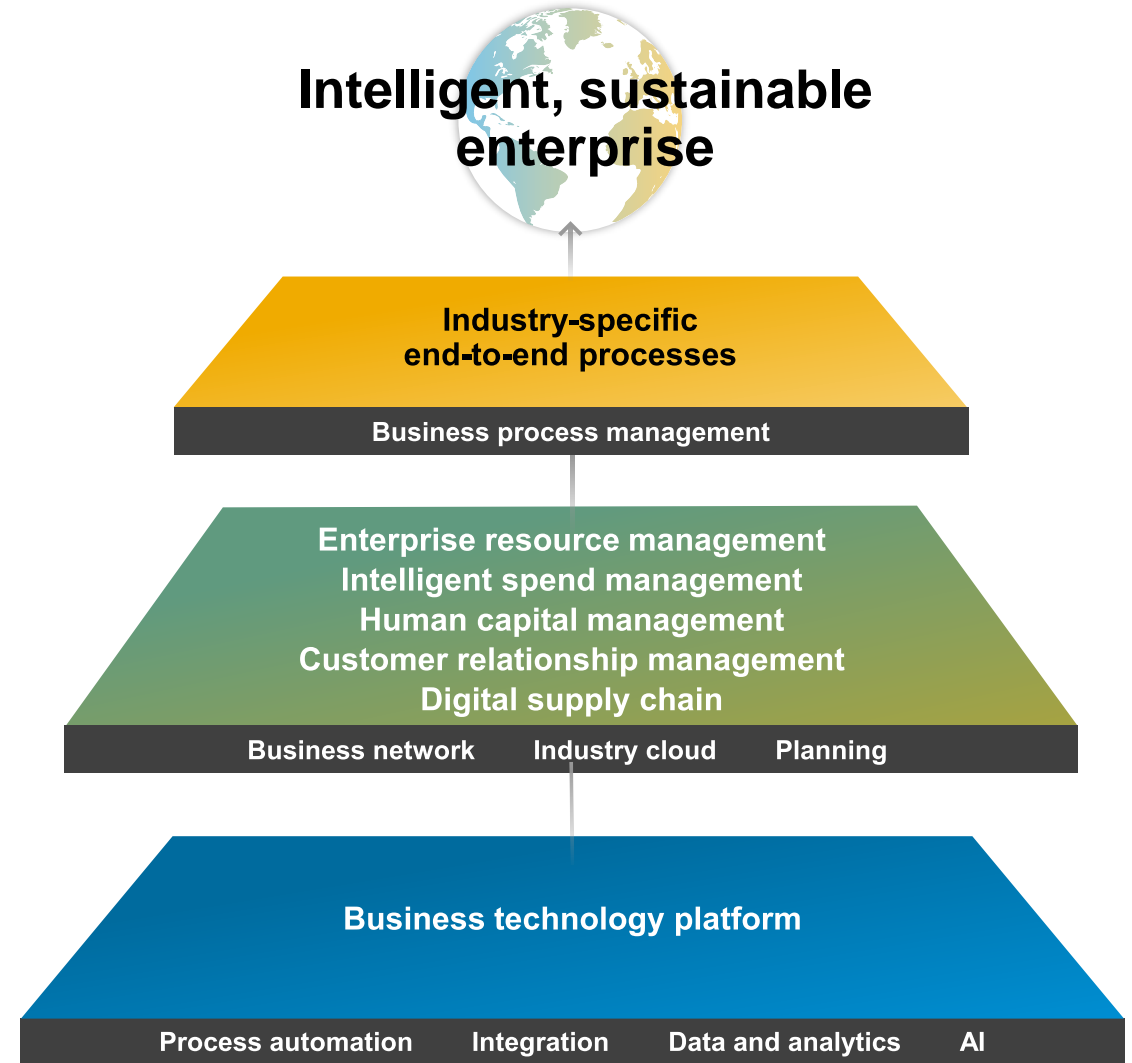
Leverage the quick modeling capabilities to create BPMN models.

What is SAP Signavio?

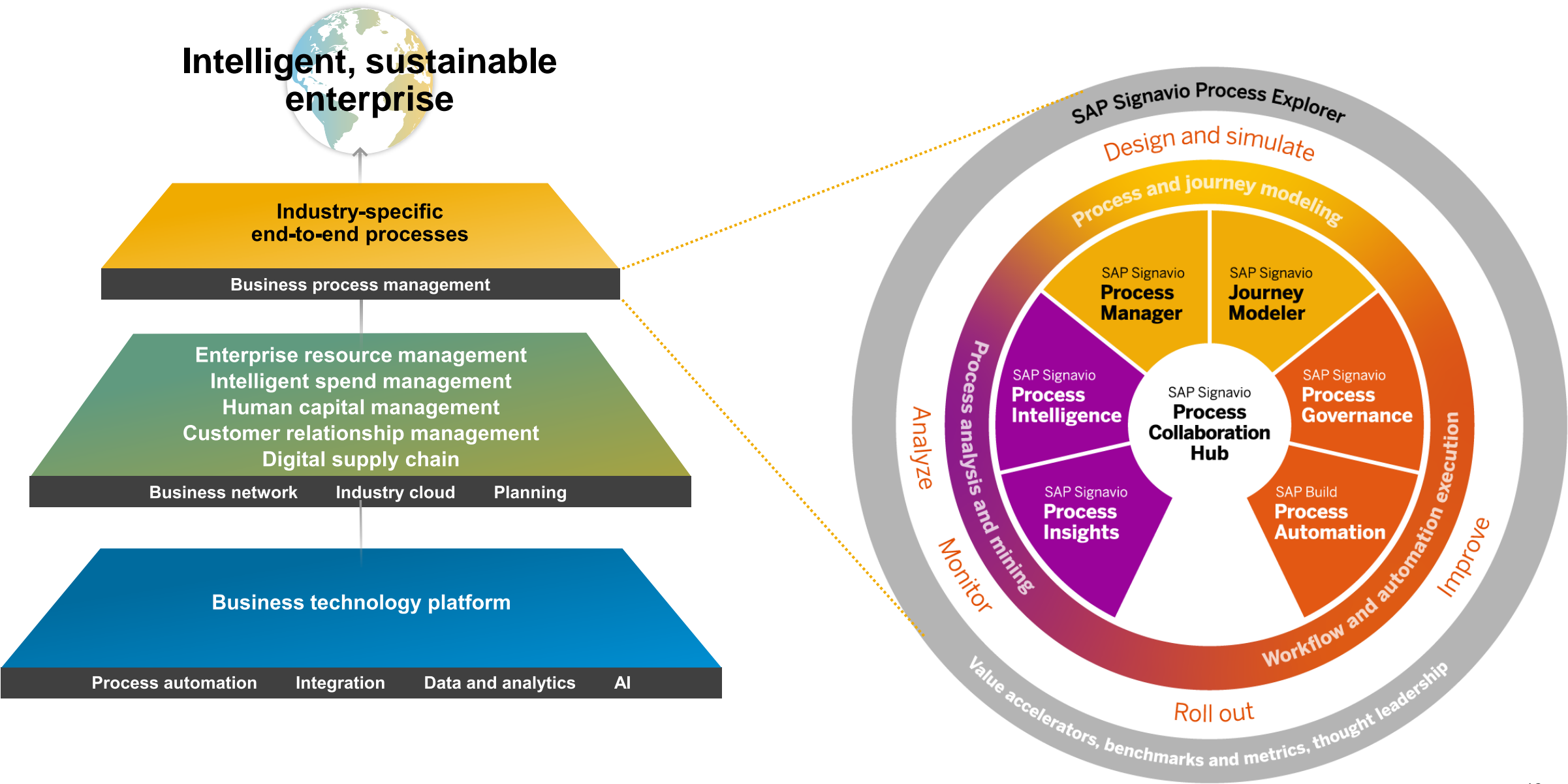
- ✓ **Platform for Process Management** - SAP Signavio is SAP's application suite for **Business Process Management** and enables a consistent, structured, company-wide “**process for managing processes**”

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
 - ✓ Maintenance scheduling
 - ✓ Purchase requisition processing
 - ✓ Employee onboarding processes
 - ✓ Warranty claims processing



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



Organizational Change Management (OCM)

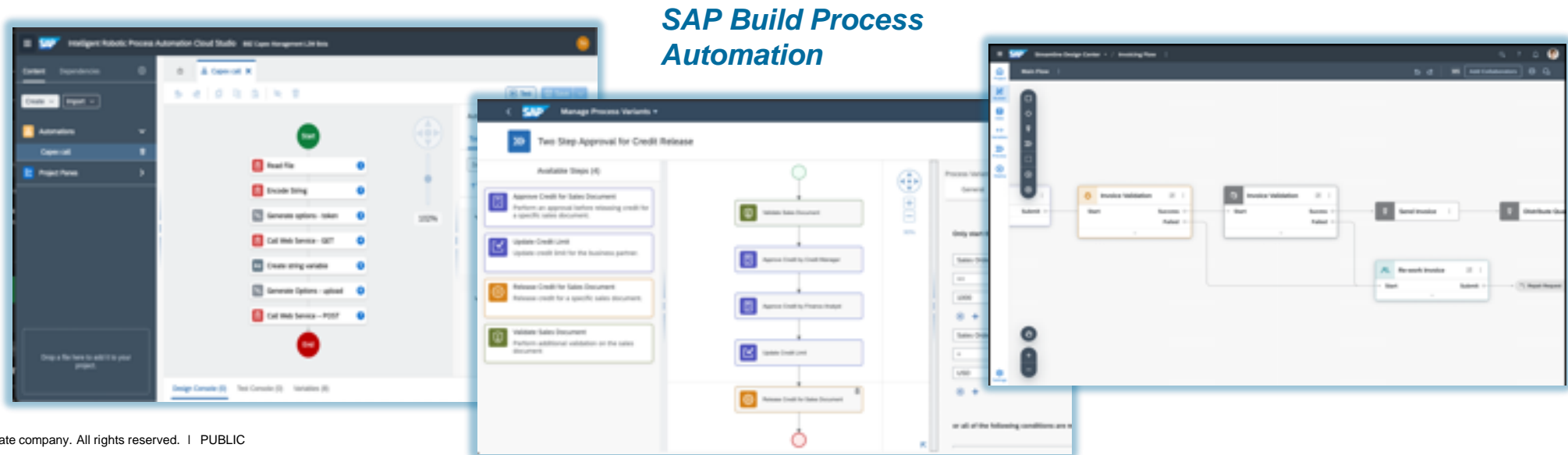
Making OCM and Business Process Management Core Competencies

Process Improvement and Signavio

- Enhance enterprise processes
- Trigger automation during process mining

Process Improvement and Governance

- Fix, automate, streamline, and enhance processes with SAP Process Automation and other technologies
- Configure and reconfigure S/4HANA using native functionality and other available process options
- Convert traditional system-of-record systems to proactive systems-of-interaction



Organizational Change Management (OCM)

Making OCM and Business Process Management Core Competencies

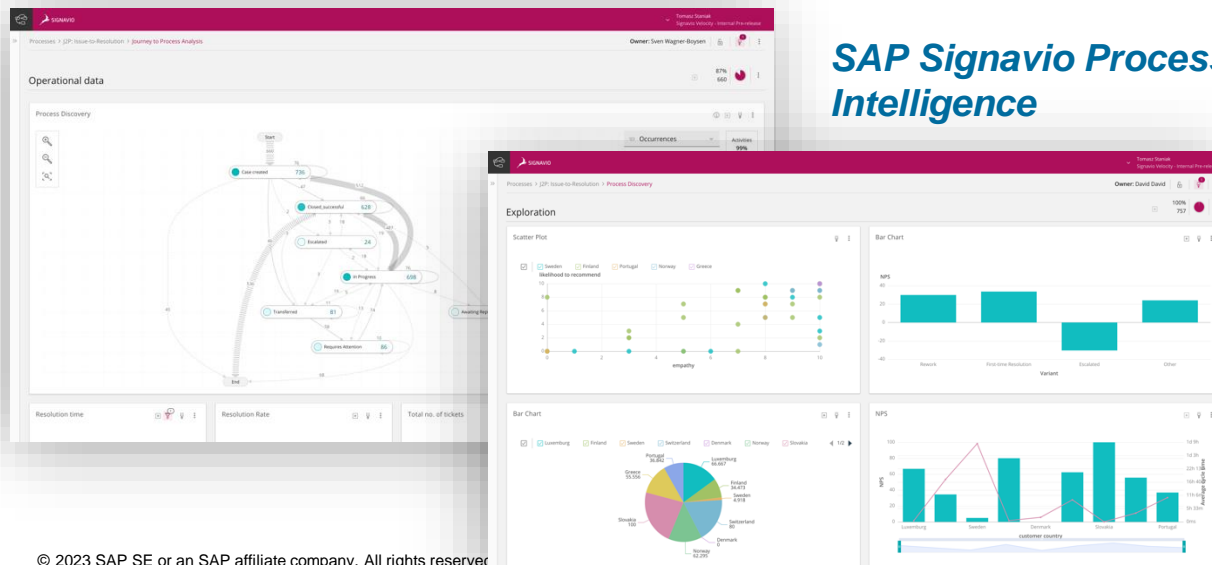
Process Analysis and Opportunity Identification

- Monitor and analyze process performance and compliance
- Discover recommendations for improvement
- Understand process variations, perform root cause analysis, assess opportunity value

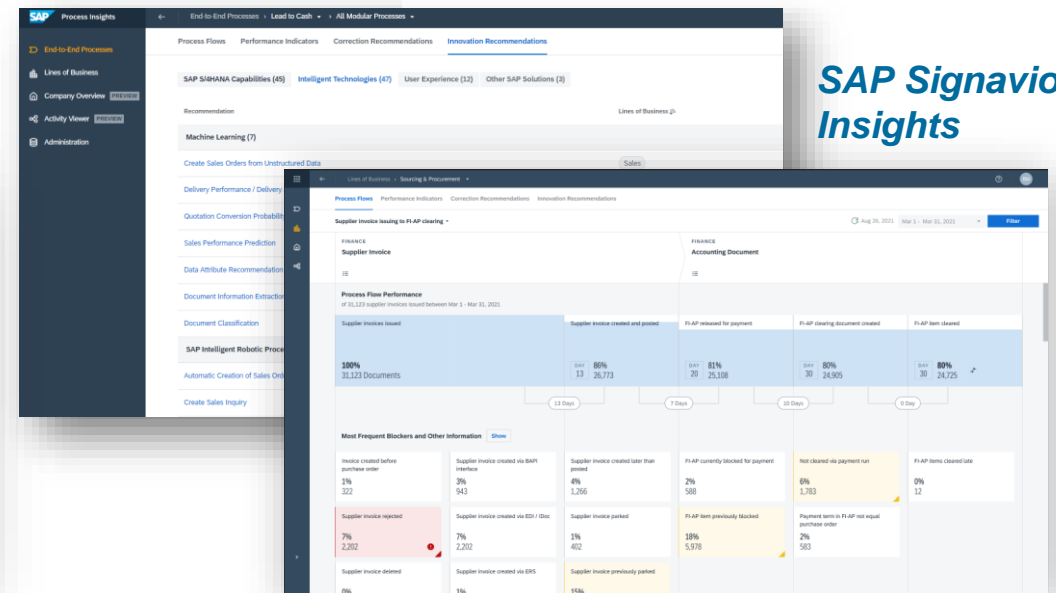
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SAP Signavio Process Intelligence



SAP Signavio Process Insights



Organizational Change Management (OCM)

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Collaborative Process Design and Documentation

- Work virtually between IT, business users, and leadership to find the best solutions
- Maintain a central enterprise-wide repository of all business processes with rev control
- Use pre-built connections to SAP Best Practices, EnableNow, and Solution Manager
- Communicate process changes to all stakeholders

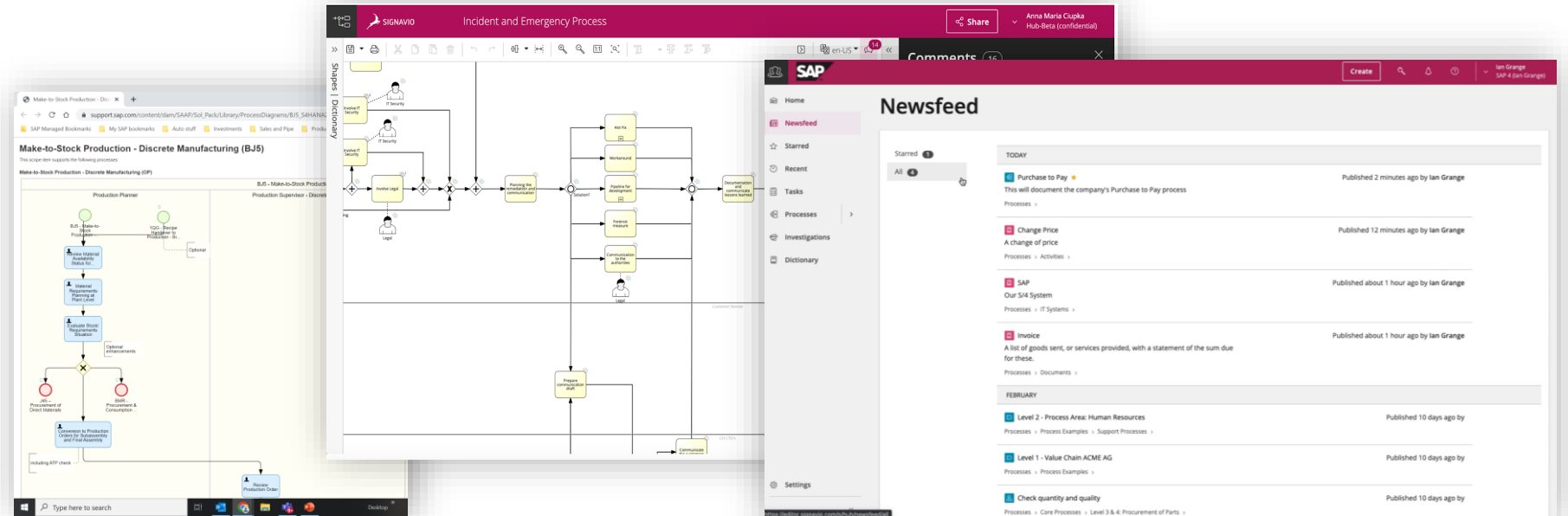
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SAP Signavio Process Manager

SAP Signavio Collaboration Hub

SAP Signavio Process Explorer



Organizational Change Management (OCM)

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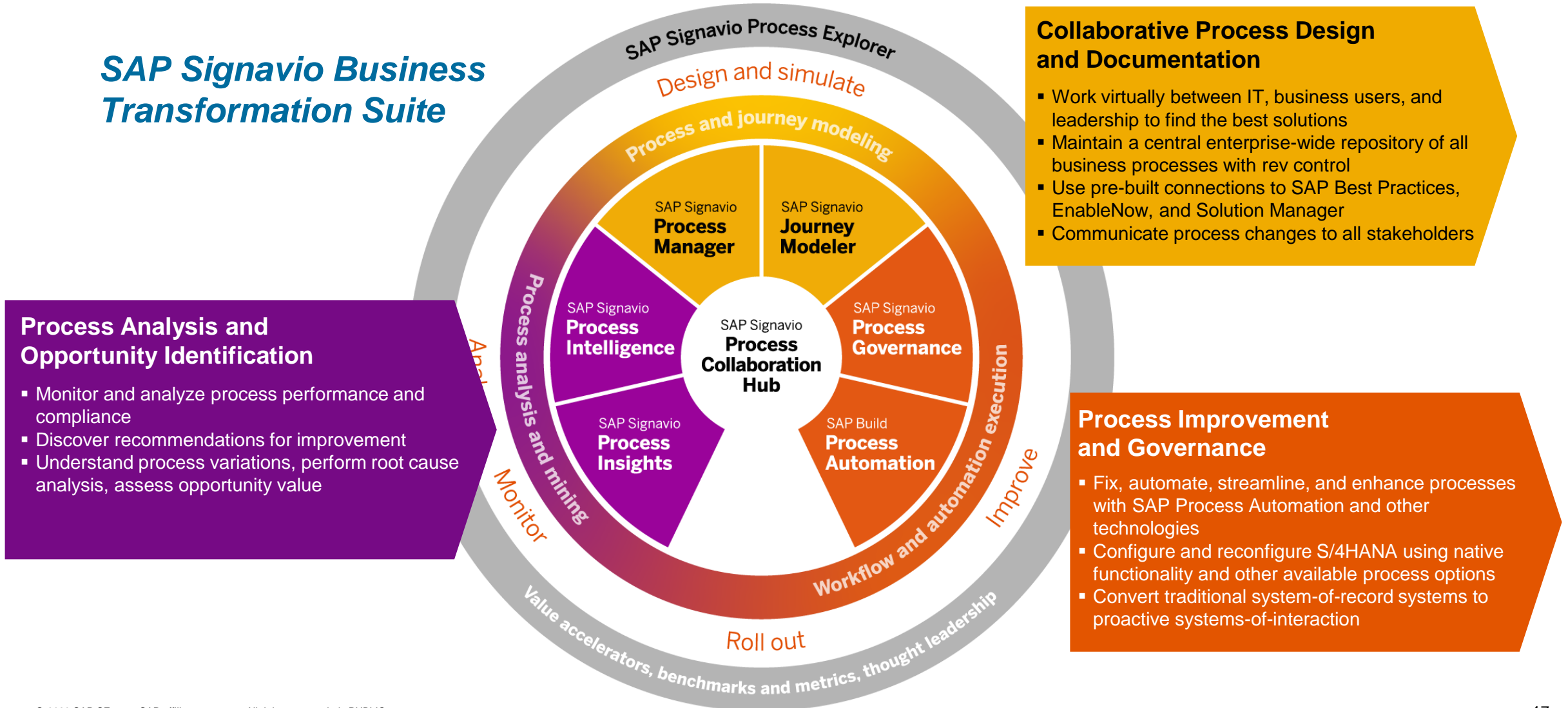
- **Data-Driven Process Analysis** – To uncover the biggest, best, and hidden improvement opportunities
- **Collaborative Design** - Tap into the skills, experiences, and creativity of your entire workforce
- **Monitor performance and conformance** – To identify deficiencies in change management

➤ **Enterprise Strategy** - *Build and maintain a company culture of continuous improvement*

Organizational Change Management (OCM)

Making OCM and Business Process Management Core Competencies

SAP Signavio Business Transformation Suite



How can Signavio help a customer-oriented business?

SAP Signavio Journey Modeler

Commenting and collaboration among journey modelers

The screenshot displays the SAP Signavio Journey Modeler interface. The main workspace shows a journey model titled "Prospect to Advocate Journey" with a status of "Open". The journey is divided into two stages: "ENGAGE" and "PURCHASE". The "ENGAGE" stage includes steps like "Awareness" and "Receive Online Quote", while the "PURCHASE" stage includes "Site Assessment" and "Sign Contract". Below the stages, there are touchpoints (Web, Self Service, On-Site, Email) and goals (e.g., "An explicitly positive image of our products and services should convince the customer from the beginning and create confidence").

On the right side, a "Comments" sidebar is open, showing two comments by "Nayla Bell" dated 15/11/2021, 12:42. The first comment discusses "Experiencing low sentiments during the installation phases. High cycle times seem to be the root cause." The second comment mentions "New lead scoring system seems to have a positive effect on the lead conversion rate." Both comments have "Resolve" and "Reply" options.

Collaboratively produce high-quality journey models

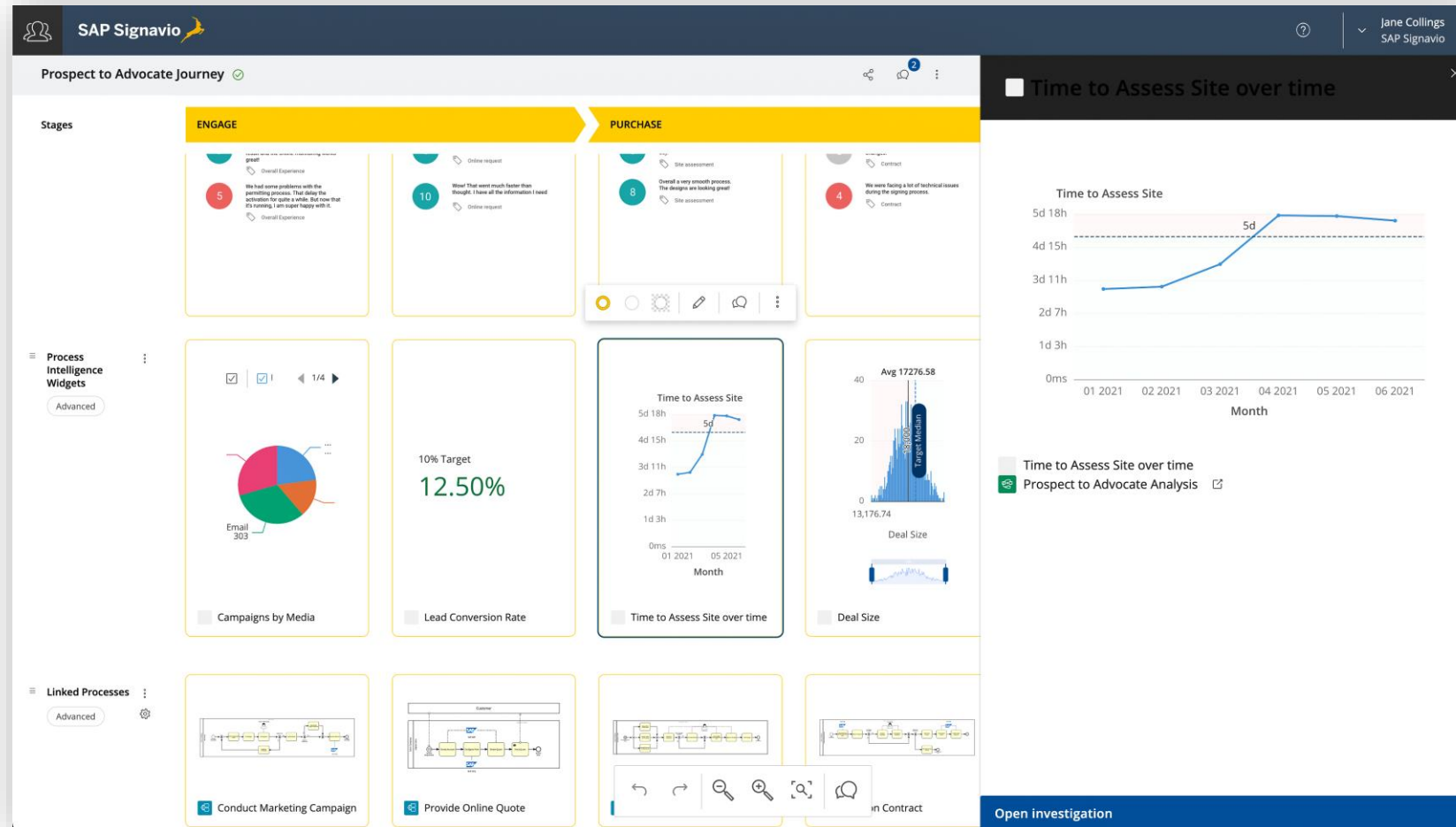
Edit, comment, and collaborate across the sections while modeling a journey

Collaborate more easily and more specifically by commenting on the whole journey or a specific step

Have meaningful and focused discussions by replying to a specific comment and opening a thread

SAP Signavio Journey Modeler

Bring NPS insights and comments into your journey model



Combine inside-out and outside-in perspective with customer experience data on your journeys, and find improvements potential quicker through the lens of customer experience by:

Adding a new data section within the journey model

Getting customer experience data like NPS score and customer comments from Qualtrics, Adobe, Medallia through SAP Signavio Process Intelligence

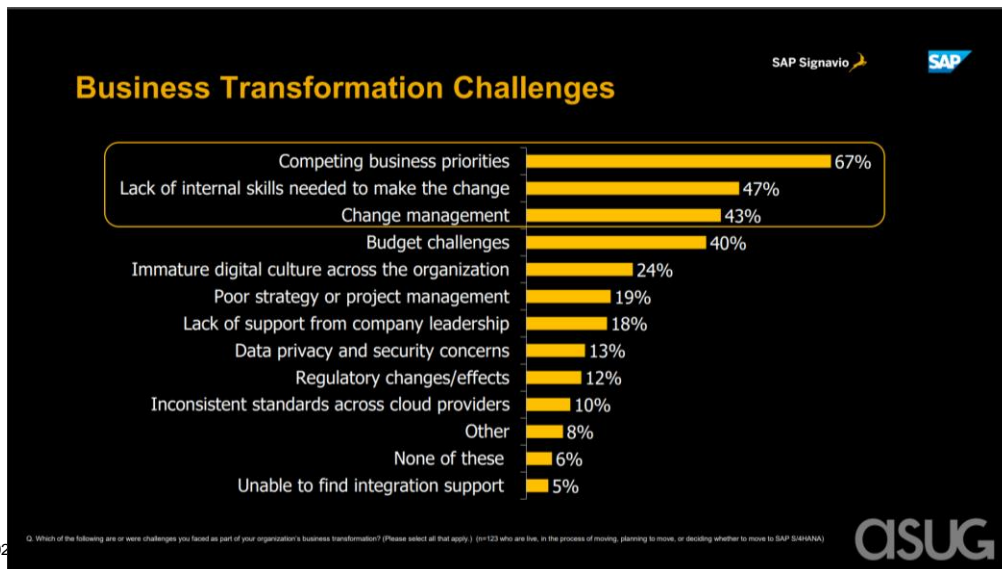
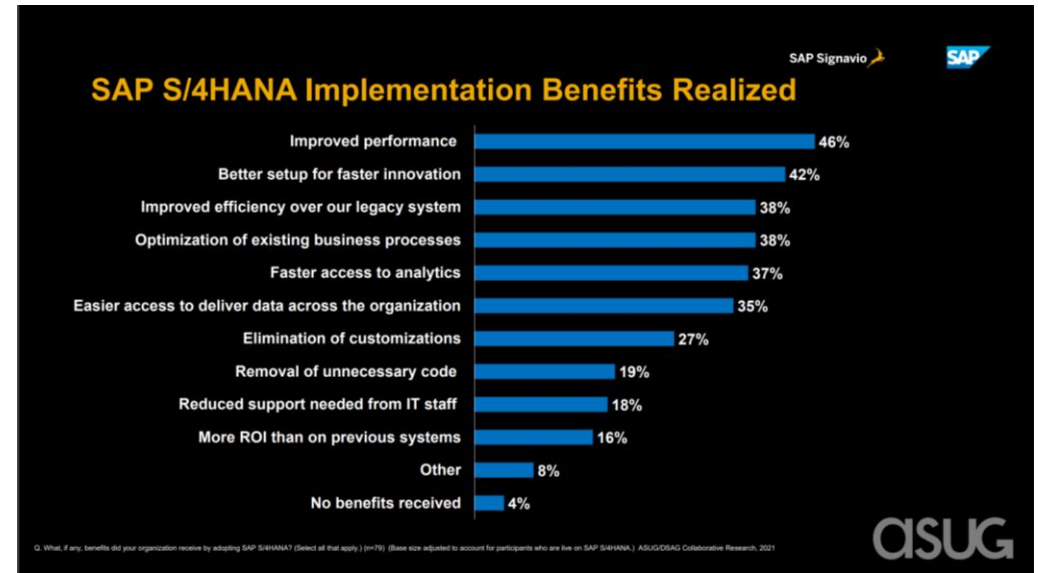
Is digital BPM relevant to my S/4HANA implementation?

Organizational Change Management (OCM) Managing Change in an SAP Environment

Based upon the 2021 ASUG survey:

Companies that implemented S/4HANA realized these benefits:

- ✓ Improved company performance
- ✓ Improved foundation for business process innovation
- ✓ Business process efficiency and optimization



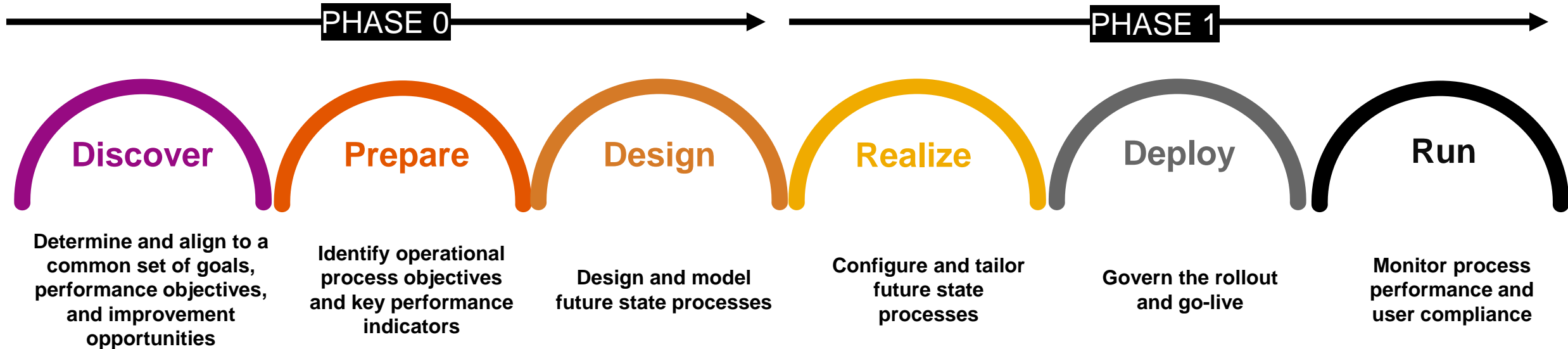
And identified the following as the biggest challenges:

- 1) Misalignment of leadership
- 2) Lack of needed skills
- 3) Change management

SAP provides applications for managing organizational change (i.e. alignment, collaboration, communication, training, etc.)

SAP Signavio Process Transformation Suite

for transformations to SAP S/4HANA



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

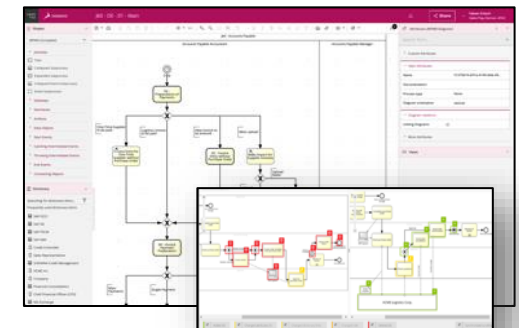
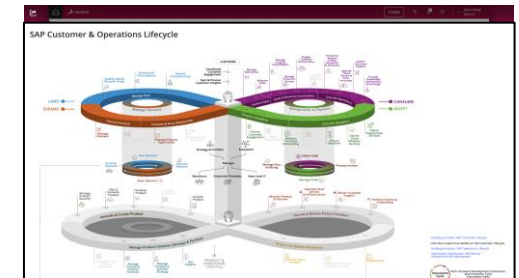
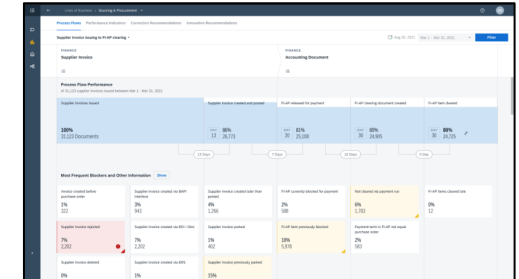
Establish company-wide strategic objectives for alignment across leadership, business users, and IT

Design

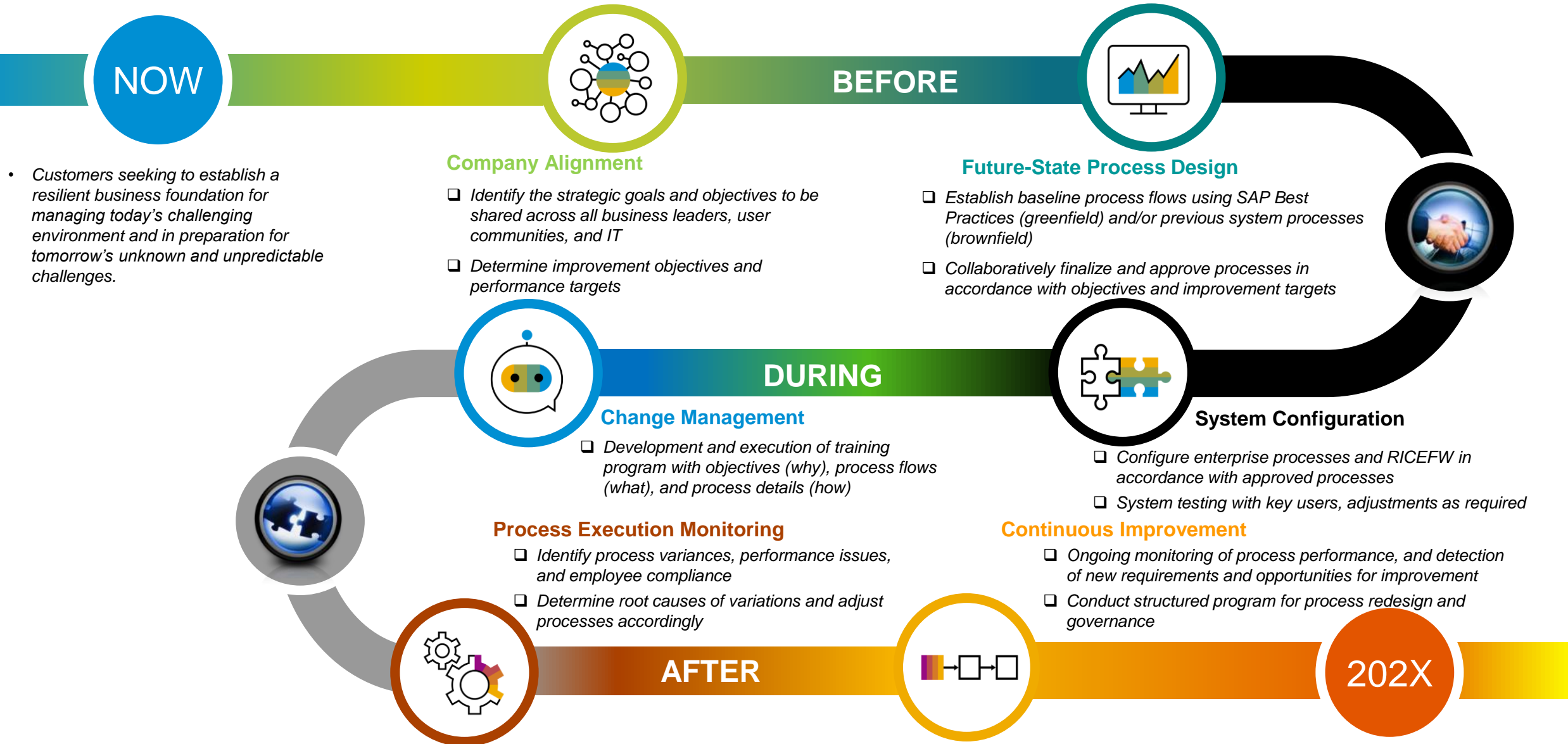
Design and model future state processes

3

Design, evaluate, agree, and approve “to be” processes prior to implementation



SAP Signavio for Business Process Management Before, During, and After ERP Implementation

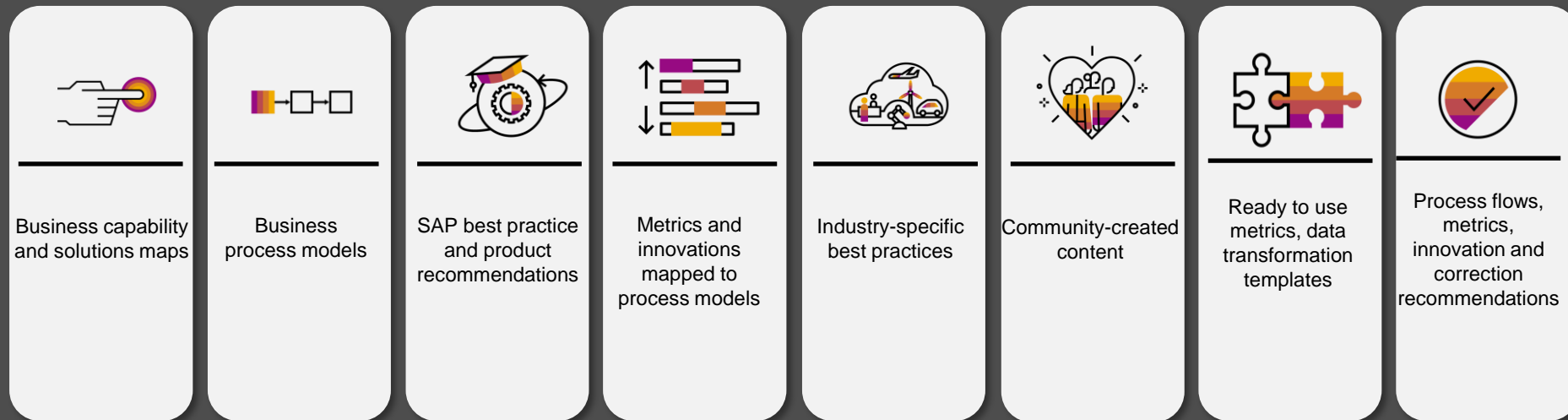


How can we speed up our use of digital BPM?

SAP Signavio Value Accelerators



SAP Signavio Process Explorer provides access and exploration capabilities to the vast majority of SAP Signavio Value Accelerators



Value Accelerators
content

Available within SAP Signavio Process Explorer

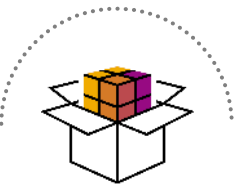
Available within SAP Signavio Process Intelligence and Process Insights

Mapped to process models in SAP Signavio Process Explorer*

Industry-Specific Accelerators (examples)

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 metrics (KPIs/PPIs)	Pre-built SAP Process Automation solution
SAP ECC IS-OIL SAP S/4HANA for Oil, Gas & Energy	Primary Logistics Operations	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 25+ Metrics	SAP iRPA Solution: Nomination creation using iRPA
SAP ECC IS-AUTO SAP S/4HANA for Automotive	Manufacturing & Logistics	<ul style="list-style-type: none">• Make to Order Manufacturing• Make to Stock Production	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• Manage Sales Order• Physical Inventory DC• In-store Adjust Stock• In-store Look Up Retail Products• Manage Customer Returns	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• Create Meter reading order• Obtain Meter reading data• Perform data plausibility check• Create billing document• Create invoice• Receive payment	<ul style="list-style-type: none">• 40+ Metrics	Ideation in progress

Organizational Change Manegemnt

Why not make “change management” a core competency?

“If the rate of change on the outside exceeds the rate of change on the inside, the end is near.”

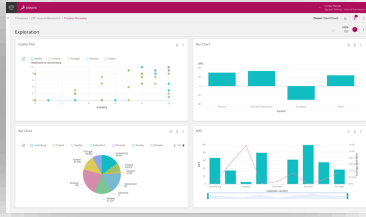
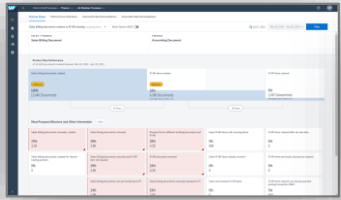
-Jack Welch

“The only constant is change, and the rate of change is increasing.”

-Peter Diamandis

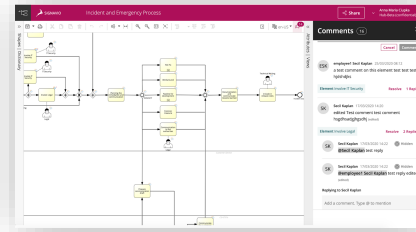
Organizational Change Management (OCM)

SAP Solutions for Data-Driven Enterprise Performance Management



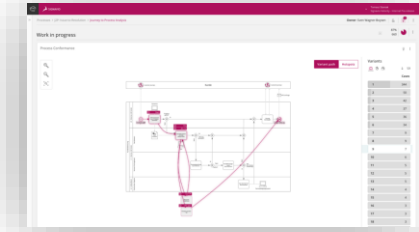
2 Process Analysis/Monitoring

- Visualize and understand actual inefficiencies across end-to-end processes
- Identify root causes
- Improvement recommendations



3 Process Design and Re-design

- Collaboratively identify and evaluate options for process improvement
- Utilize industry best practices
- Establish and manage a centralized enterprise process repository



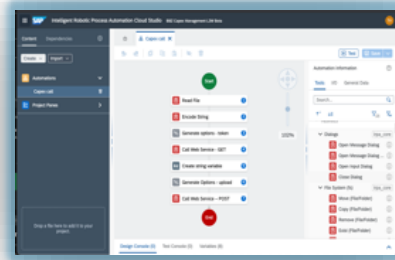
5 Process Conformance Monitoring

- Ensure that actual process execution is consistent with new processes
- Measure performance improvements



1 Performance Monitoring

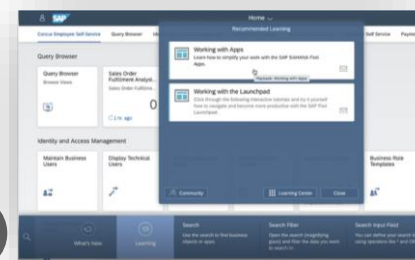
- Visualize and track the company's most critical performance indicators
- Identify performance improvement initiatives and objectives



4a

Process Improvement (tools)

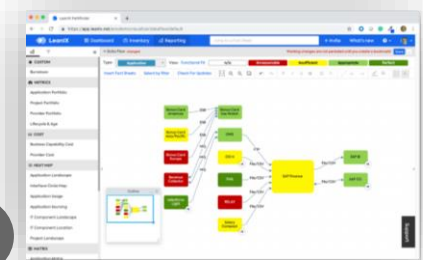
- Use prebuilt process components, applications, and technology to make improvements



4b

Process Improvement (people)

- Establish and revise training materials in accordance with new processes



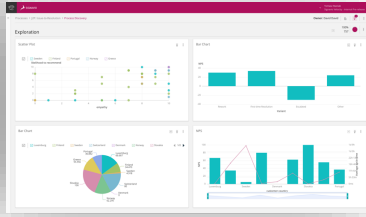
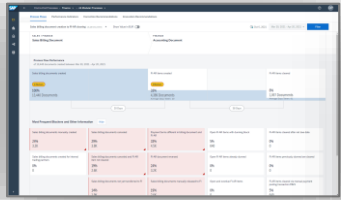
4c

Process Improvement (data)

- Match technical requirements with capabilities to ensure availability of high quality data

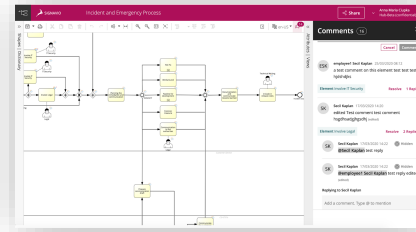
Organizational Change Management (OCM)

SAP Solutions for Data-Driven Enterprise Performance Management



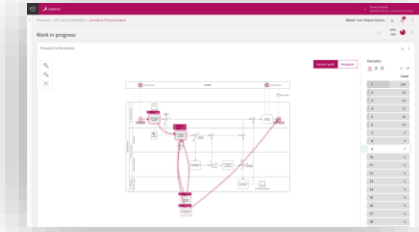
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- [SAP Signavio](#)



3 Process Design and Re-design

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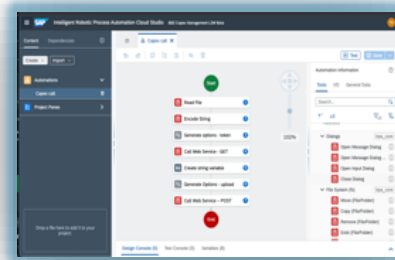
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- [SAP Signavio](#)



1 Performance Monitoring

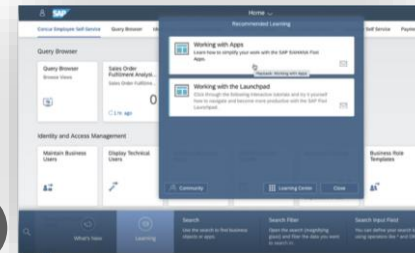
- Visualize and track the company's most critical performance indicators
- Identify performance improvement initiatives and objectives
- [SAP Digital Boardroom](#)



4a

Process Improvement (tools)

- Use prebuilt process components, applications, and technology to make improvements
- [SAP Build](#)



4b

Process Improvement (people)

- Establish and revise training materials in accordance with new processes
- [SAP EnableNow](#)



4c

Process Improvement (data)

- Match technical requirements with capabilities to ensure availability of high quality data
- [LeanIX](#)

Does “digital” BPM present an opportunity to your company?

SAP Signavio Process Transformation Suite - Capabilities

End-to-End Business Process Management

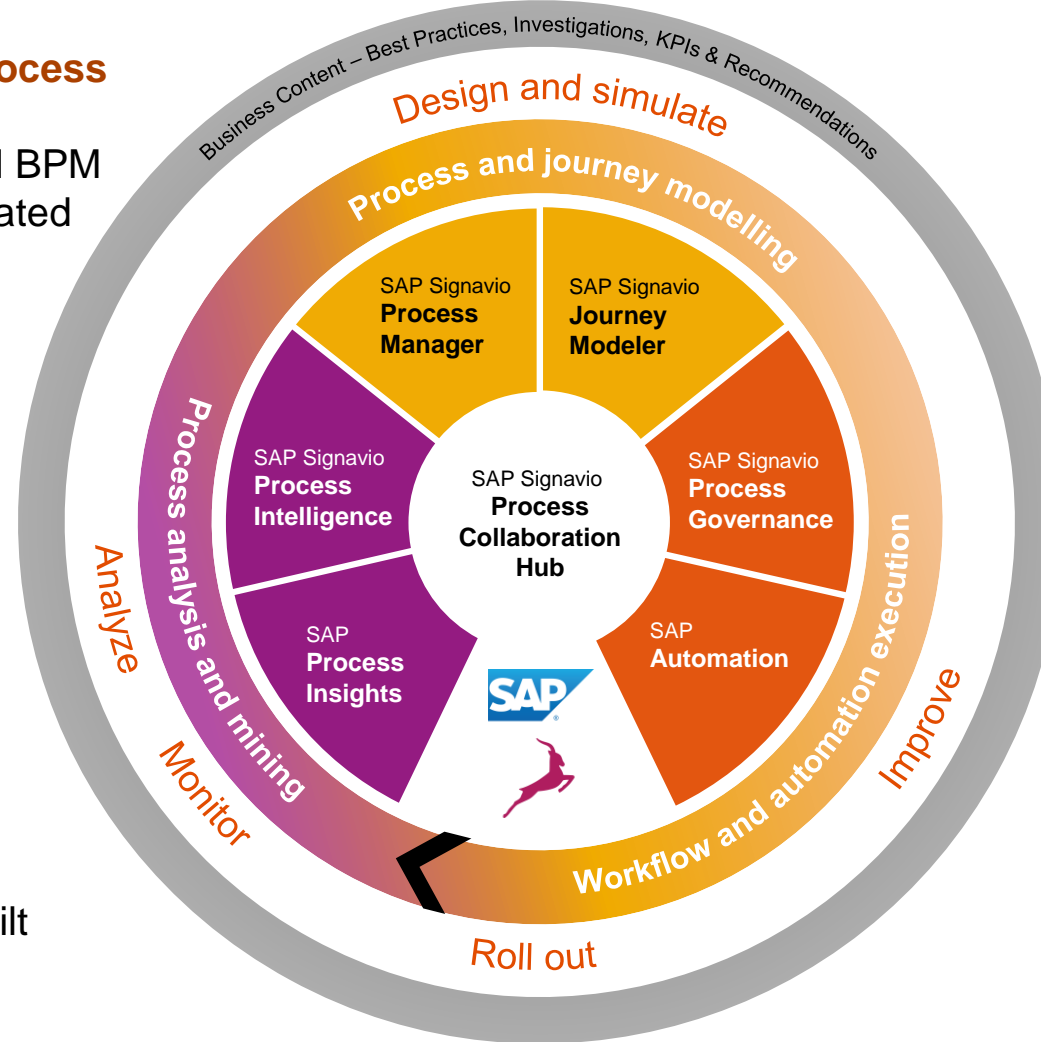
Includes capabilities for all BPM activities in a single integrated package

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

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



SAP Signavio

Managing Business Processes for Continuous Improvement

Chet Harter

SAP Signavio Center of Excellence

March 2023



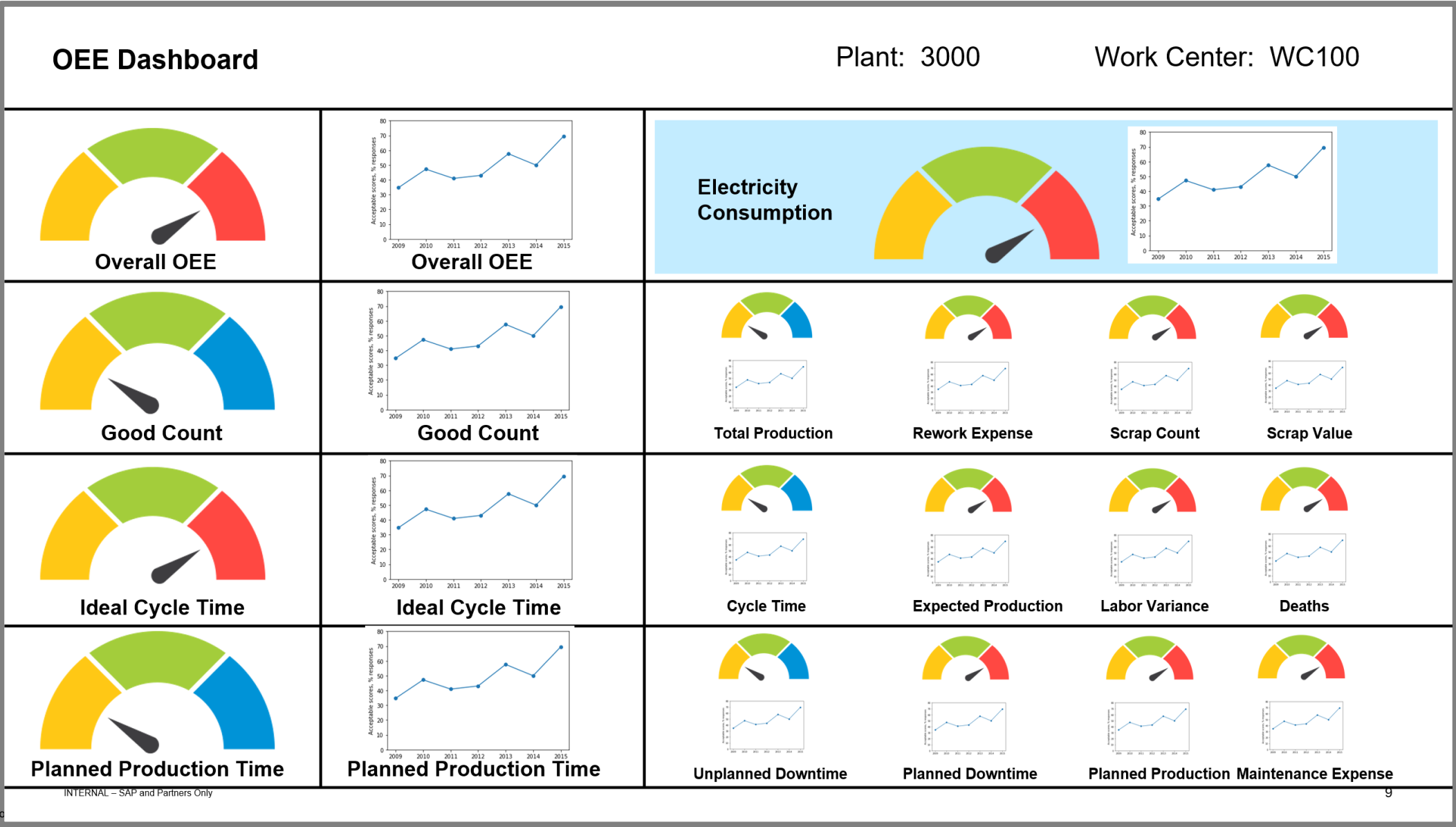
Optional Content: Signavio for Manufacturing

Signavio for Manufacturing

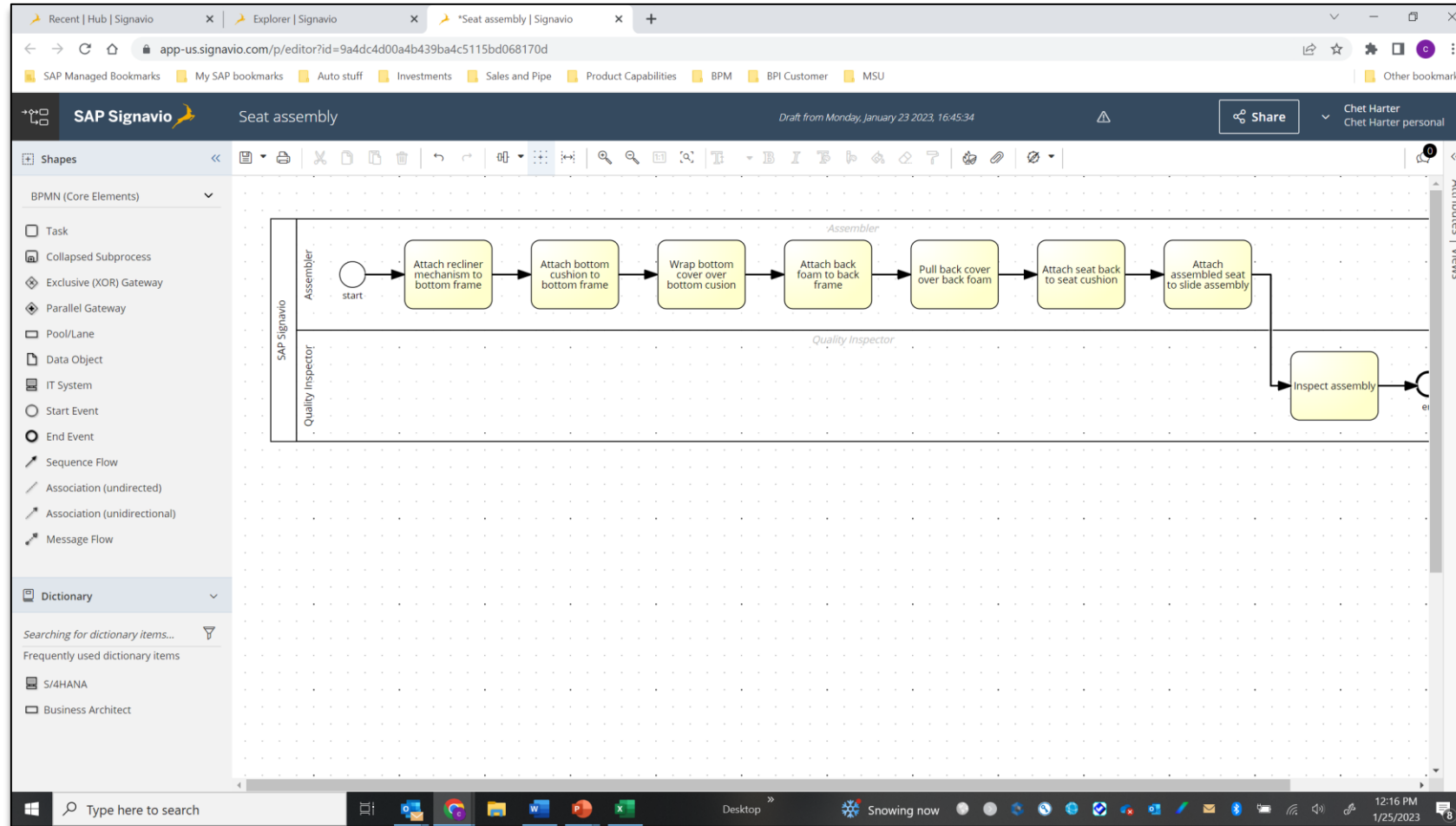
Scenarios / Use cases

- **Planning and Execution** - Analysis of production scheduling and work order processing (including repetitive)
- **Supporting Processes** - Analysis of supporting processes like sales order and purchase order processing (causes of manufacturing issues)
- **Quality and Maintenance** - Analysis of quality and maintenance processes that lead to poor OEE
- **Product Manufacturing** - Analysis of production variations and results
 - Use Process Intelligence (mining) to extract production routings, confirmations, material movements, machine downtime,
 - Show throughput, scrap, cycle times,
 - Compute OEE (standard report?) across plant work centers
 - Compare plants, employee teams, product lines, machines in a work center, etc.

OEE Dashboard



Modeling and Analyzing the Manufacturing Process



1a. Model the process with Signavio Process Manager,

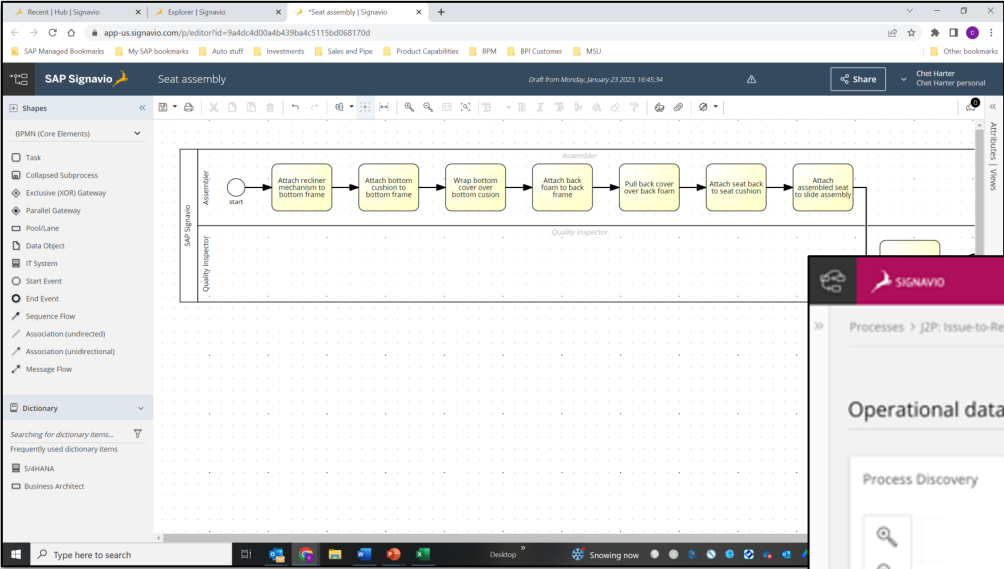
Or

1b. Extract the process with using Process Intelligence.

And then

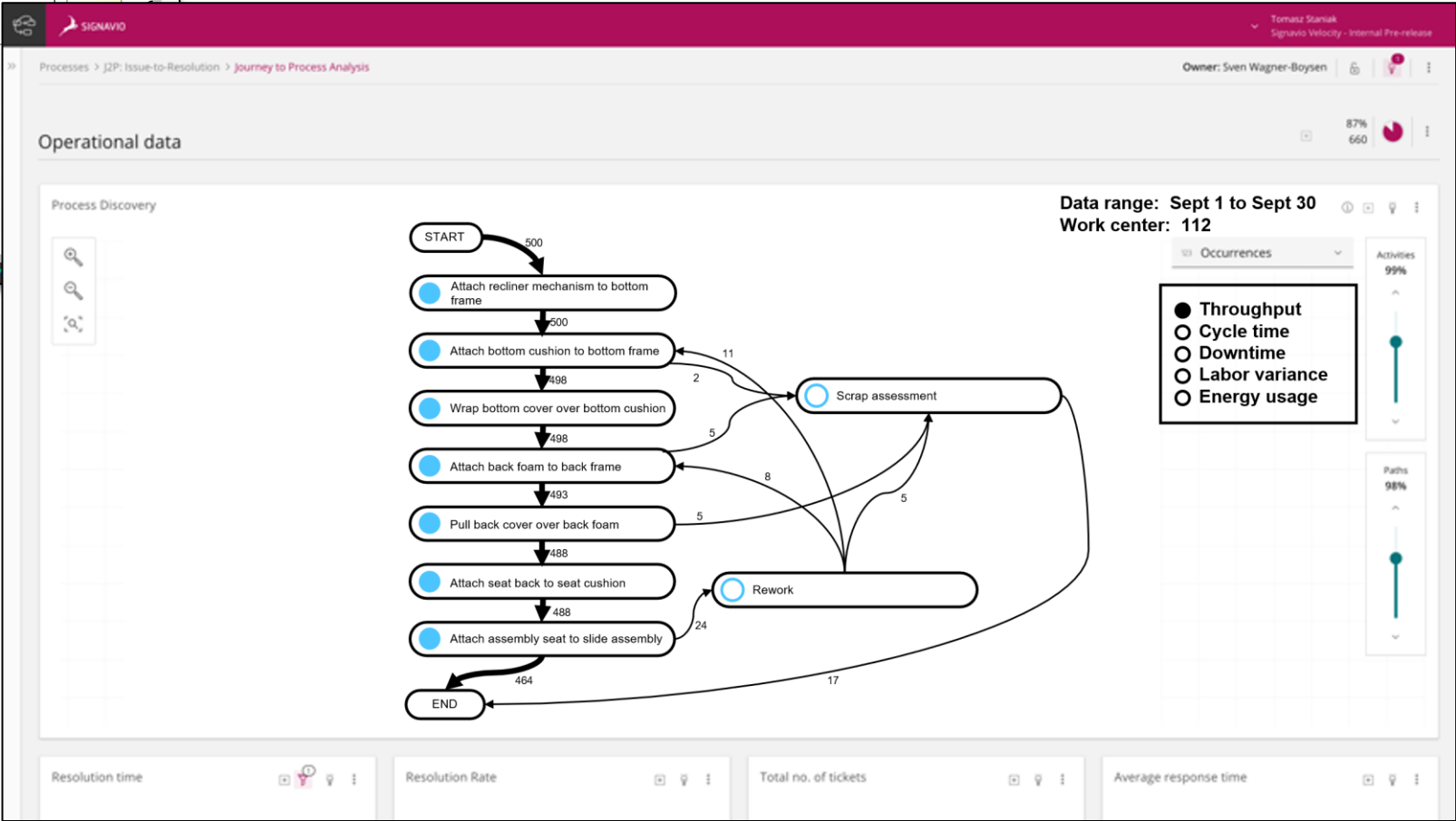
2. Measure the results with Process Intelligence.

Modeling and Analyzing the Manufacturing Process



Modeling with Process Manager

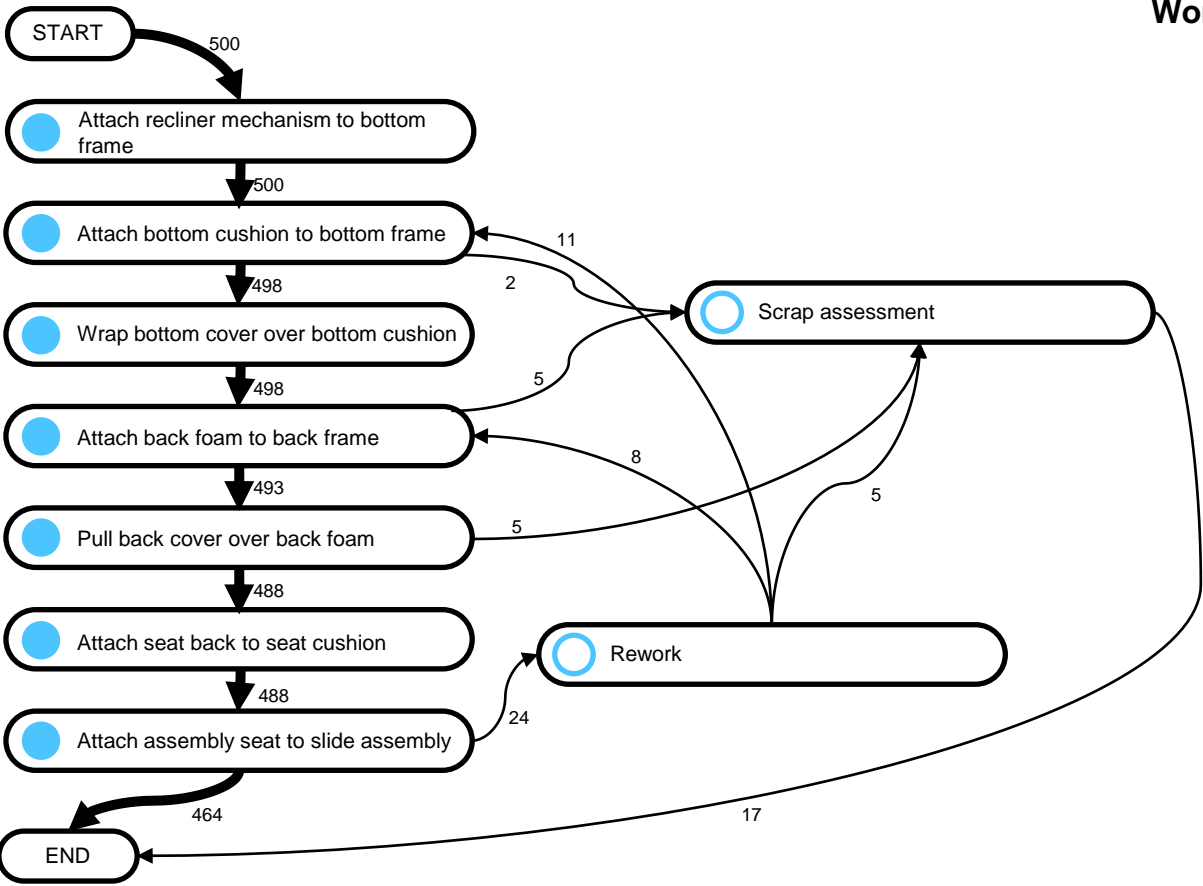
Process mining and analysis with Process Intelligence



Operational data

87%
660

Process Discovery



Data range: Sept 1 to Sept 30
Work center: 112

Occurrences

Activities
99%

Paths
98%

- Throughput
- Cycle time
- Downtime
- Labor variance
- Energy usage