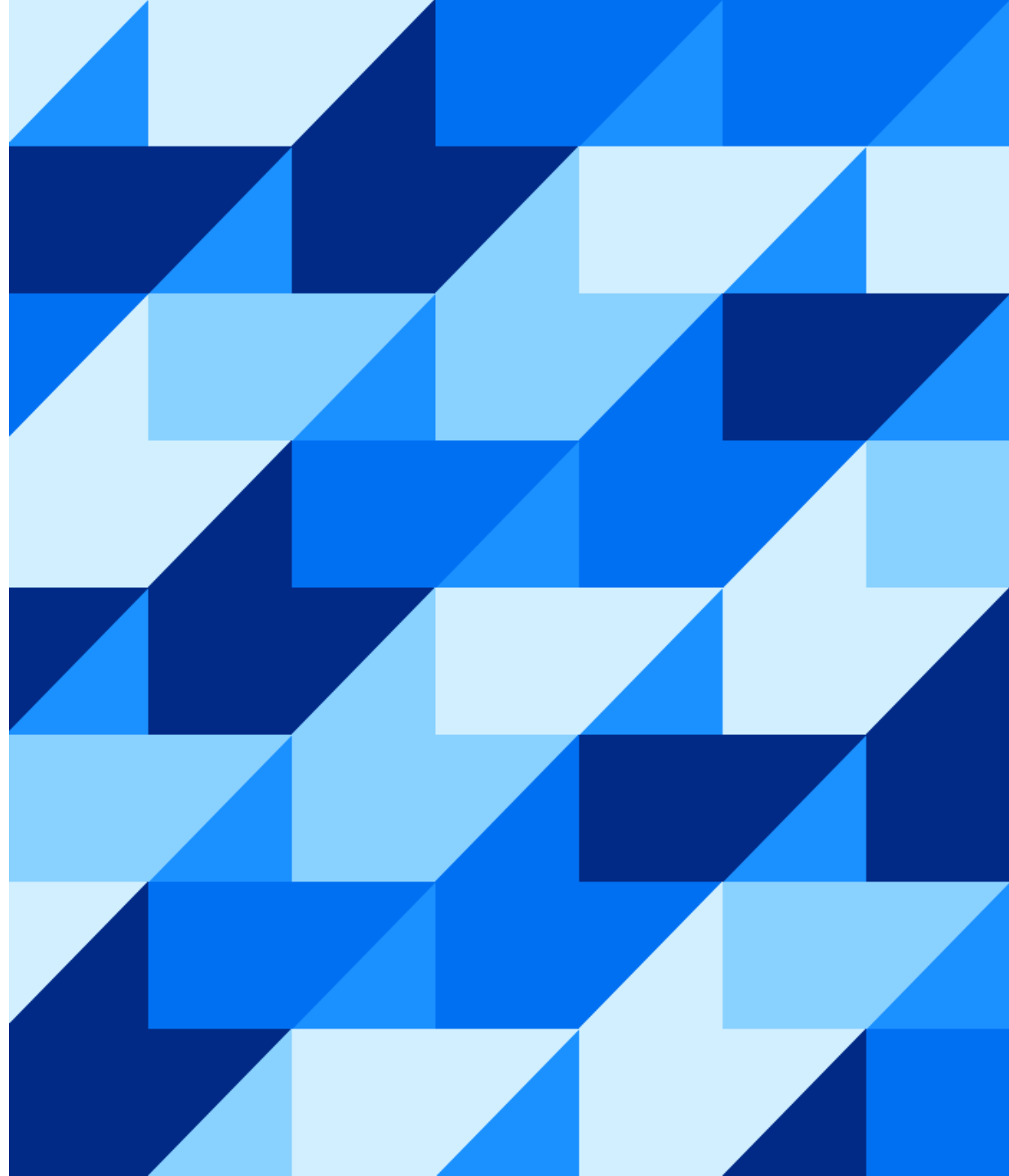


From Transformation to Business Value: How Enterprise Architects close the outcome gap

Nitin Singh, Managing Principal- Architecture Advisory,
SAP America Inc,
April 21, 2026



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Agenda

01

A problem of too much!

Key challenges of ERP transformation.

02

What's in it for Business?

What do business stakeholders care about?.

03

Framework which connects with Business Stakeholders

Craft stakeholder specific narratives

04

SAP Business Suite- How does it provide value?

Value of apps-data- AI elements of SAP Business Suite

05

Applying framework to craft a compelling narrative

Bringing it all together and crafting a solid point of view.

The Myth we all bought into

The Myth:

If we modernize ERP, value will follow

Reality:

ERP modernizes execution — not outcomes

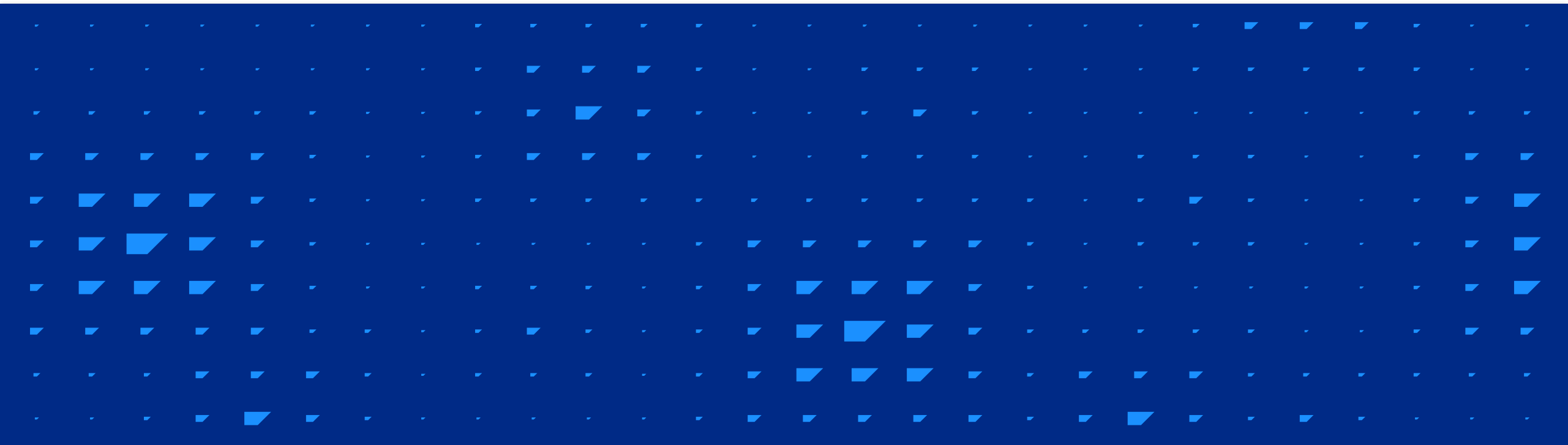
The missing layer:

Technology is just one of three key pillars of a successful outcome; the other two are people and process

Continuous sensing, decisioning, and action are essential to achieve the intended business outcomes.



A problem of too much!



Why program feel successful but disappoint the CFO?

“Only 1 in 4 transformation deliver value-creating enduring change”

- Boston Consulting Group



Why ERP Programs Feel Successful but Fail Financially:

Architectures optimized for delivery rarely optimize for outcomes.

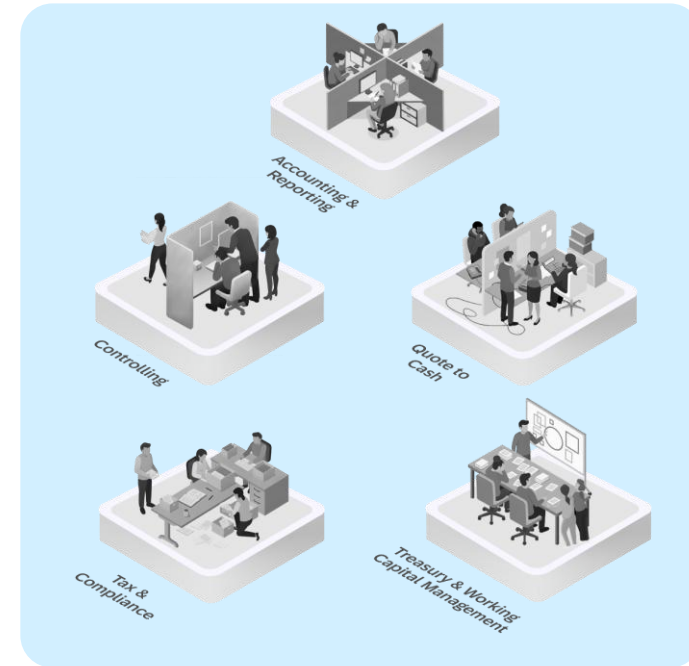
Challenges Impacting business outcomes

- **Too many initiatives** lead to change fatigues
- Problems to be addressed were **ambiguous**
- **Lack of alignment** between IT and business teams
- Employee lacked the **skills and training**
- **Change management** and adoption
- Lack of **Business process ownership**
- Lack of **clear process documentation**
- **Cost** overruns



Failed outcomes

- Cash targets missed
- Forecast confidence erodes
- Margins fail to improve
- Value arrives too late



Objective of the session – Architect for business outcomes

Stop designing architectures around systems → design around outcomes

Using a diagnostic lens and outcome-to-architecture alignment framework

Stop optimizing silos → optimize end-to-end flow

Applying a reusable sense–decide–execute control-loop model

Stop treating AI as a capability → treat AI as execution

Positioning AI in the system of action, not as an add-on

Stop big-bang roadmaps → design value-compounding paths

Using an outcome-based roadmap pattern that releases value incrementally

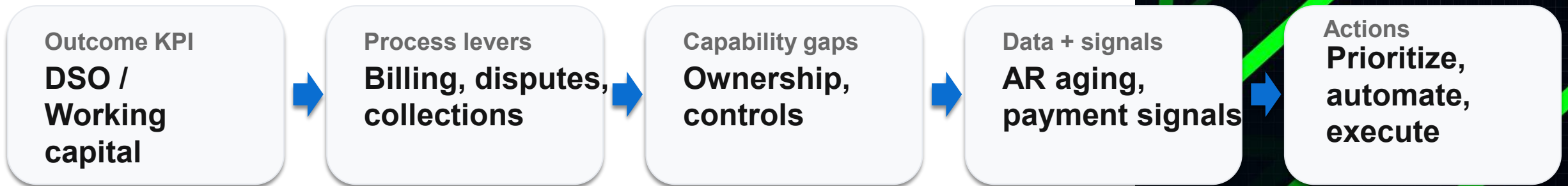


Outcome is king

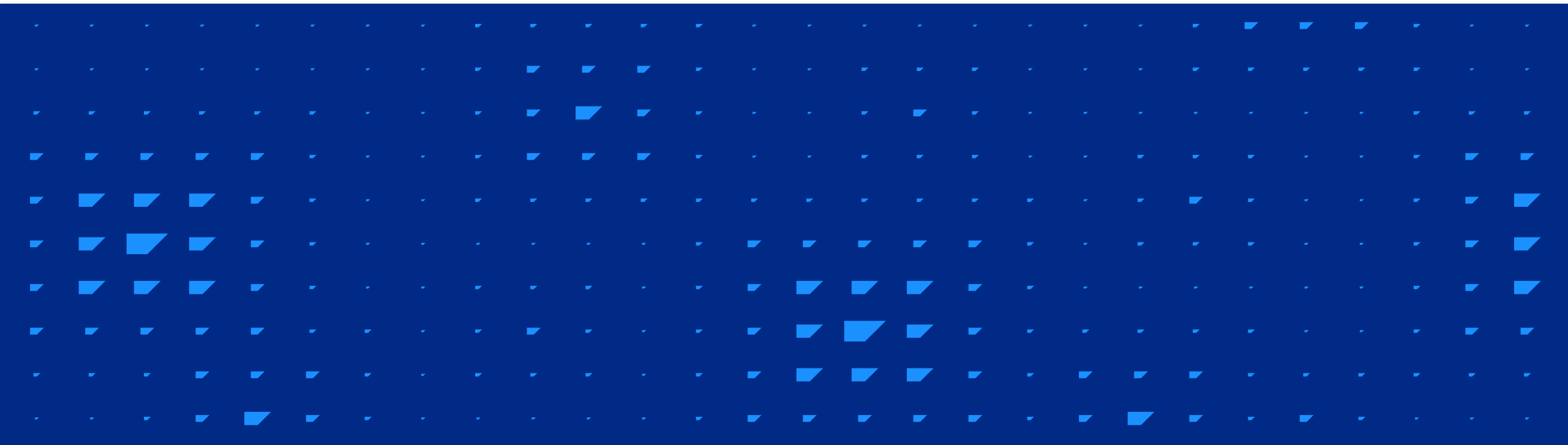
Start with **business outcomes** (cash, margin, cycle time, resilience)

Design capabilities and processes backward from those outcomes

Use systems and AI as **accelerators**, not anchors



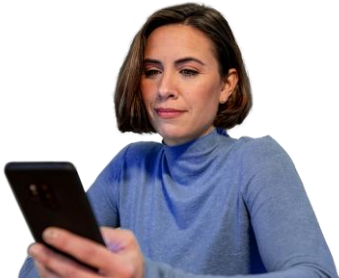
What's in it for business?



What's in it for Business?

Every transformation should have linked business outcomes, along with a roadmap to support various phases of realization!

Chief Financial Officer



Close acceleration- closing the books in time



Cash optimization – free up trapped working capital and enable growth!



Governance and controls

Chief Supply Chain Officer



Intelligent planning and orchestration- **Improve days in Inventory, on time and in full**

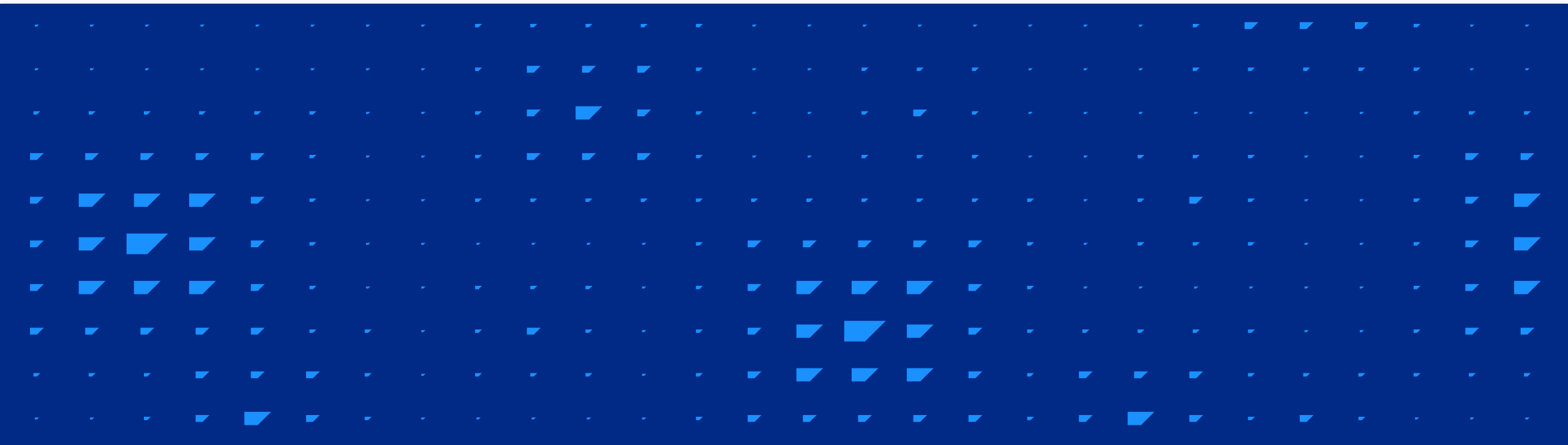


Optimized manufacturing and logistics- **Improve service levels and enhance customer satisfaction**

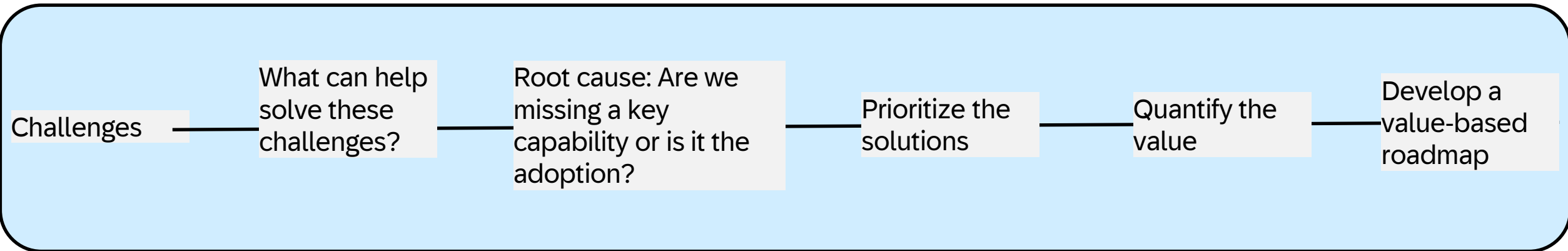
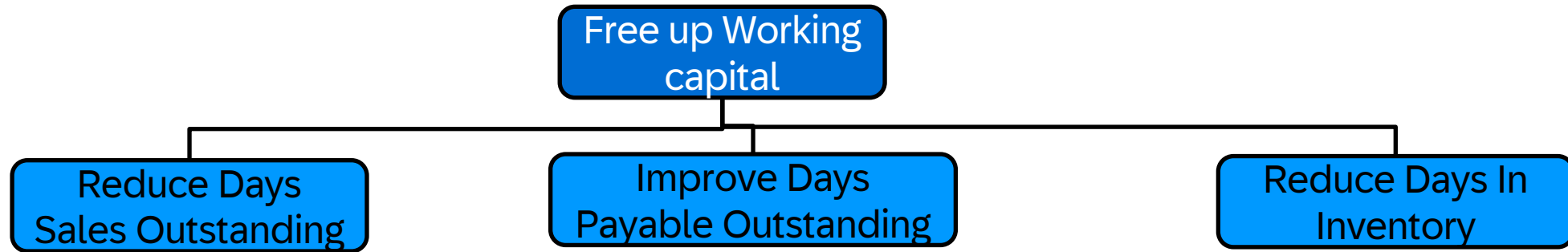


Proactive asset and service management: **Improve reliability and OEE.**

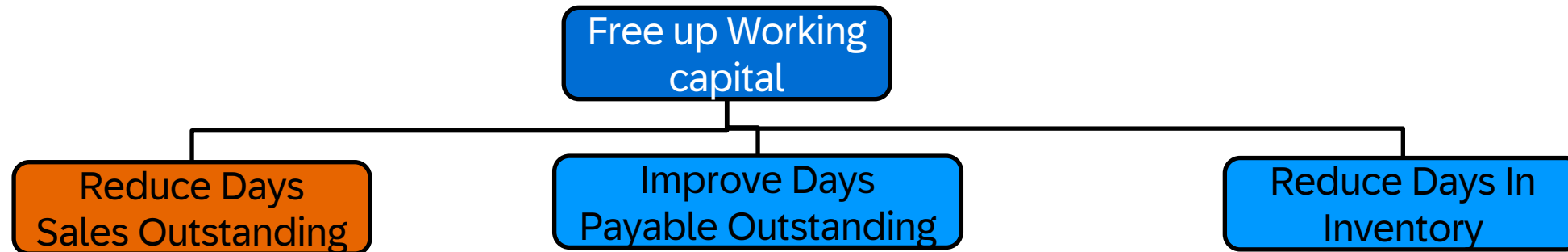
Framework which connects with business



Desirable outcome for CFO: Free-up trapped working capital and enables growth!



Free-up trapped working capital: Lets break it down!



Identify challenges, identify the **Extent** of the pain point!

- Executive interviews + SAP Signavio Process Insights / Process Intelligence
- Data helps you prioritize the pain point! – Conversations help you **validate** those!
- Identify if the pain point adversely affect Business priorities and to what extent?
- Explore if there are new “cool capabilities” which can transform days sales outstanding?
- Develop a joint understanding of the desired capabilities ad their value

SAP Signavio provides data points to have contextual conversations!

**Reduce Days
Sales Outstanding**

Pattern of not able to address open and overdue AR items

Unbilled items incomplete for billing

14%
76.7K EUR

Sales order item creation to FI-AR item clearing

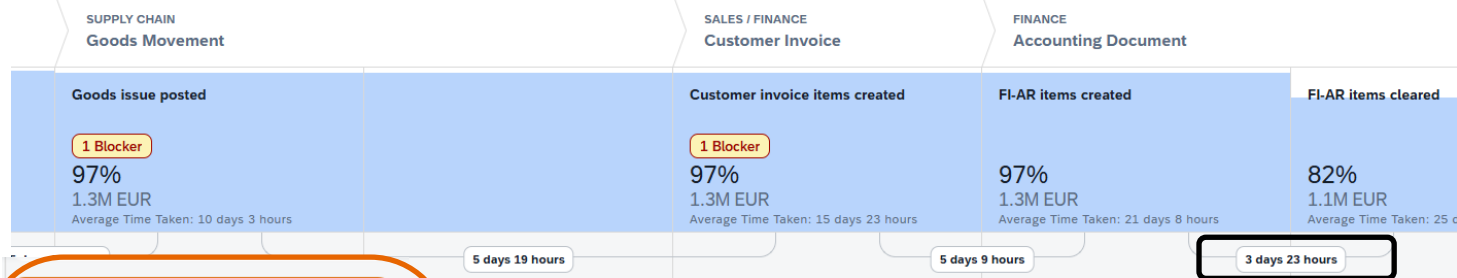
Filter Jul 10, 2024, 3:18 AM ... Show Monetary Value EUR - Euro

Process Flow

Industry benchmarks are hidden when monetary values are shown because these benchmarks are calculated based on the total object count only. Switch off monetary values to see the industry benchmark.

Value (EUR)	Blockers	Completion Rate	Days to Completion	Reference Guide with Guided Analysis
1.4M	3	82%	25.2	Date Range of Data: Apr 30, 2018 - Oct 19, 2021 Data Collection Status: Succeeded

Process Flow Performance Improvement Opportunity: Select

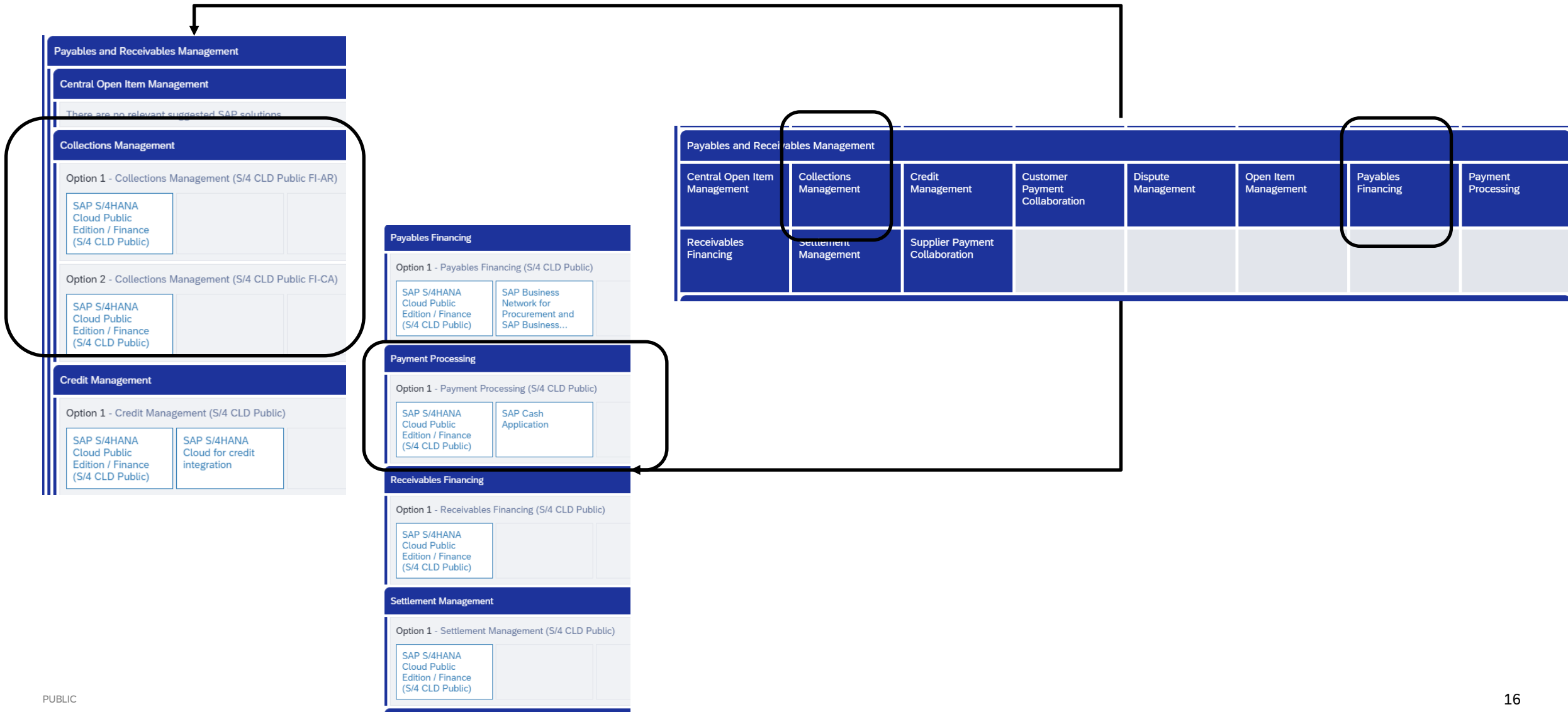


- FI-AR document reversed: **< 1%** 75.6K EUR
- Open FI-AR items with dunning block: **2%** 326.4K EUR, 2 Correction Recommendations
- Sales billing documents manually released to FI: **17%** 2.5M EUR
- Open and overdue FI-AR items: **42%** 6M EUR, 8 Correction Recommendations
- Payment terms different in billing document and FI-AR: **1%** 181.3K EUR
- Open FI-AR items already dunned: **14%** 1.9M EUR, 3 Correction Recommendations
- Open and overdue FI-AR items despite offered discount: **0%** 0 EUR

- FI-AR items cleared after net due date but with discount: **6%** 1.5M EUR
- FI-AR clearing items entered with clearing date more than 3 days in the...: **68%** 16.7M EUR

- Sales order item posting from customer consignment stock: **51%** 687.6K EUR
- Sales order items incomplete for billing: **0%** 0 EUR
- Sales order item posting from project stock: **< 1%** 3.9K EUR
- Invoice posted after planned billing date: **97%** 1.3M EUR, 1 Correction Recommendation
- Sales order item posting from sales order stock: **45%** 613.1K EUR
- Sales order items blocked for billing: **0%** 0 EUR

Connecting the dots with relevant capabilities- Lean IX – Reference Business Architecture



How might you further transform Days Sales Outstanding related processes?

System of Action

If you were to have AI agents working off of the real time data and act on behalf of you to address bottlenecks even before they happen?

Propose best actions,
Automate workflows and
follow ups

System of Meaning

If you were to have a real time DSO health across the organization along with their impact- what would you do?

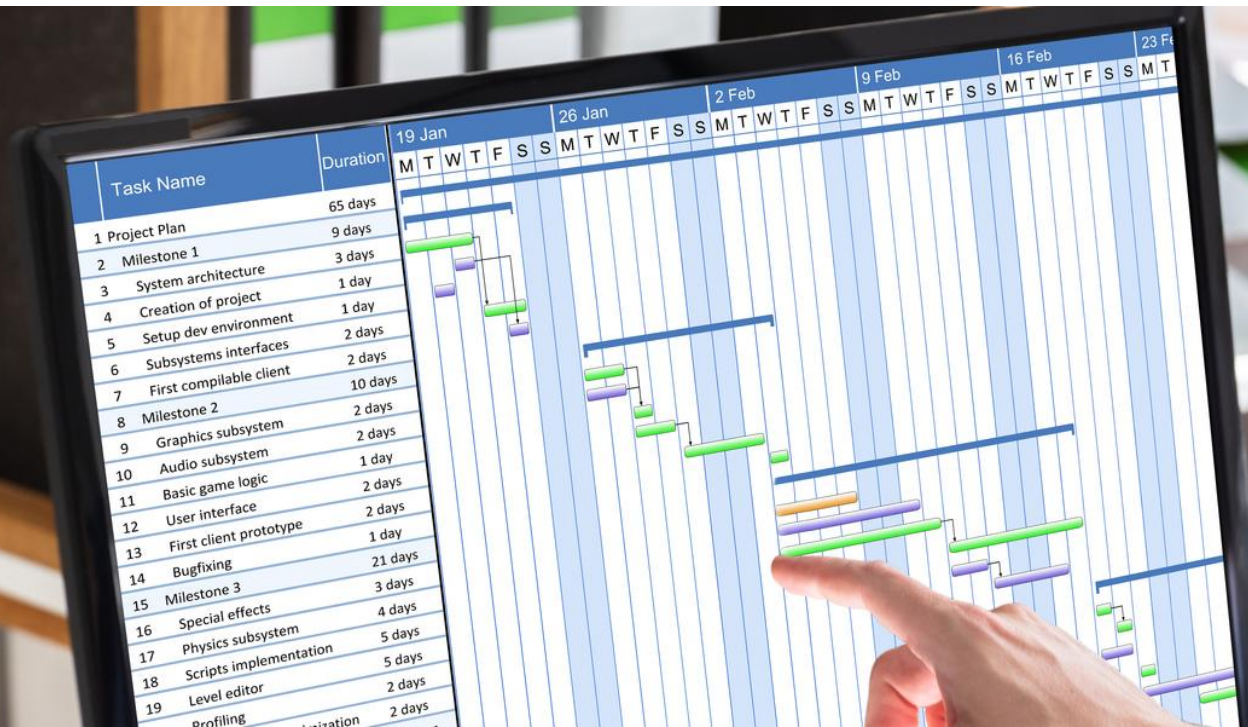
KPI signal & root case
analysis

System of records and execution

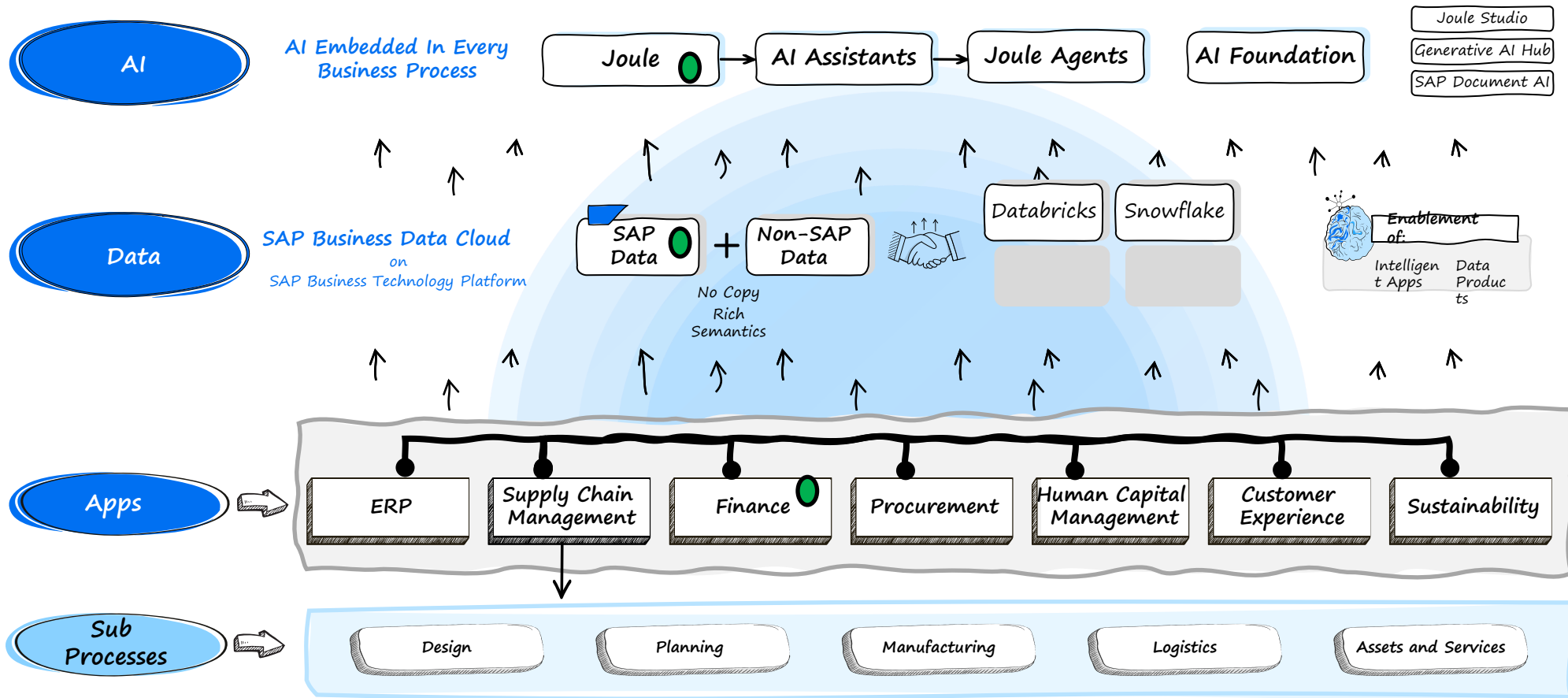
If you were to have a real time DSO health across the organization along with their impact- how would you execute your billing, collection, disputes, Cash cycle?

Execute end to end
processes with connection
to data and AI. Platforms.

SAP Business Suite: How does it provide value?



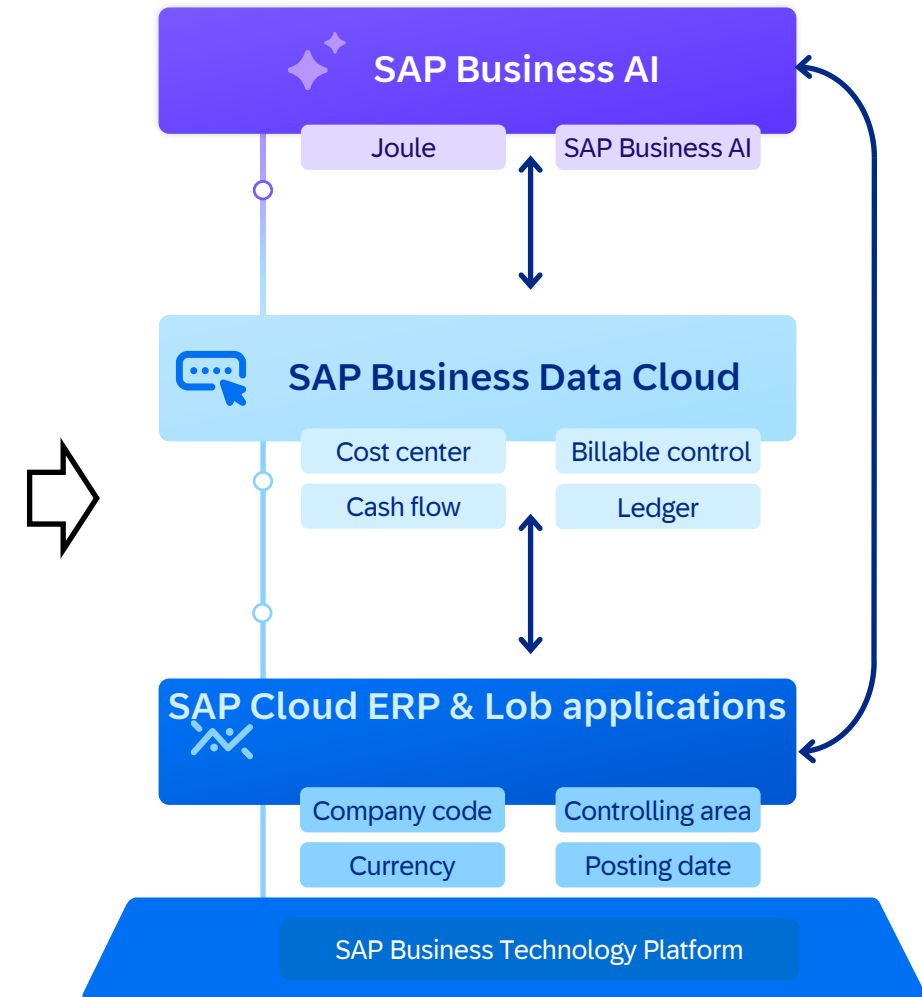
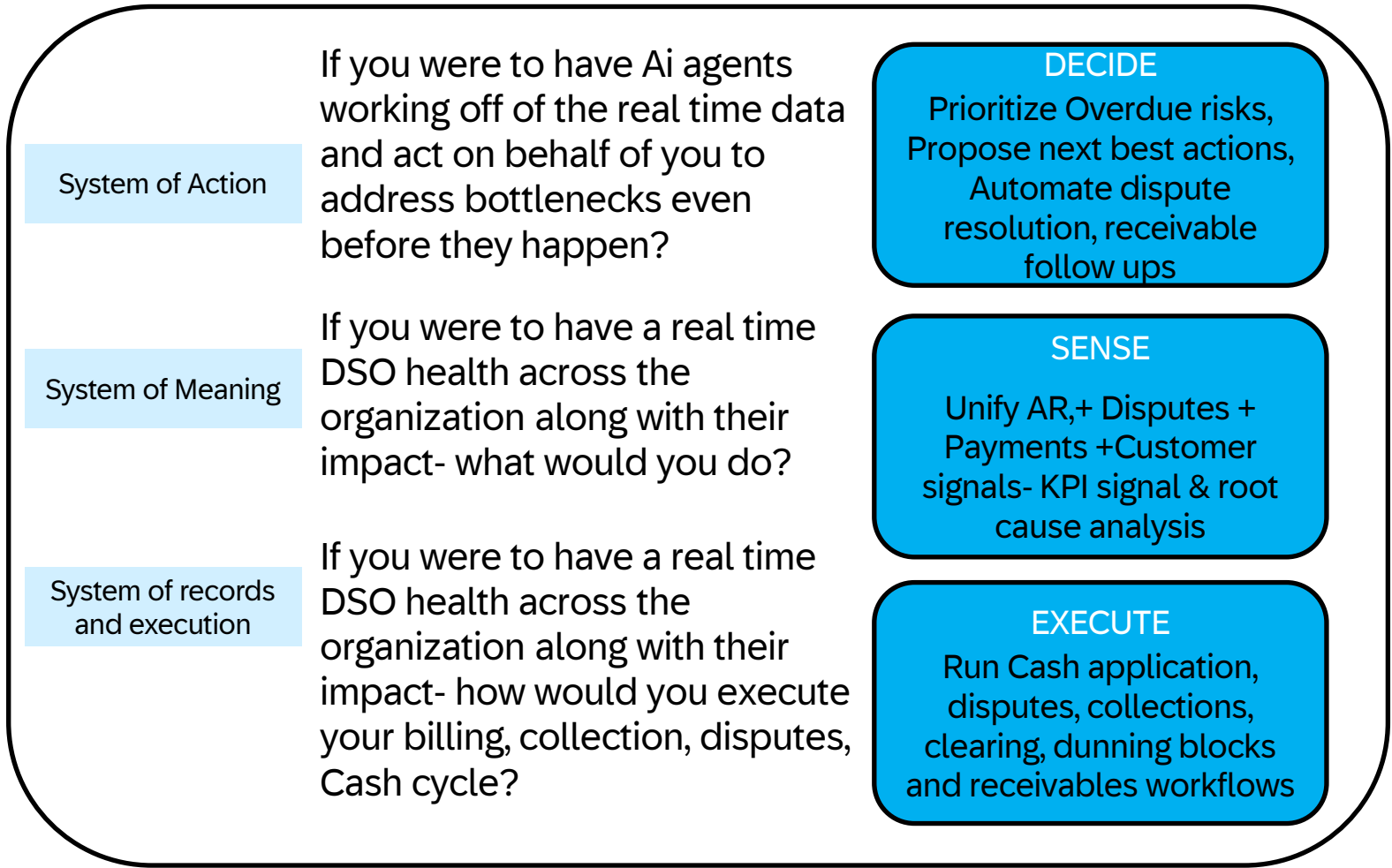
Every layer of the SAP Business Suite shares business context



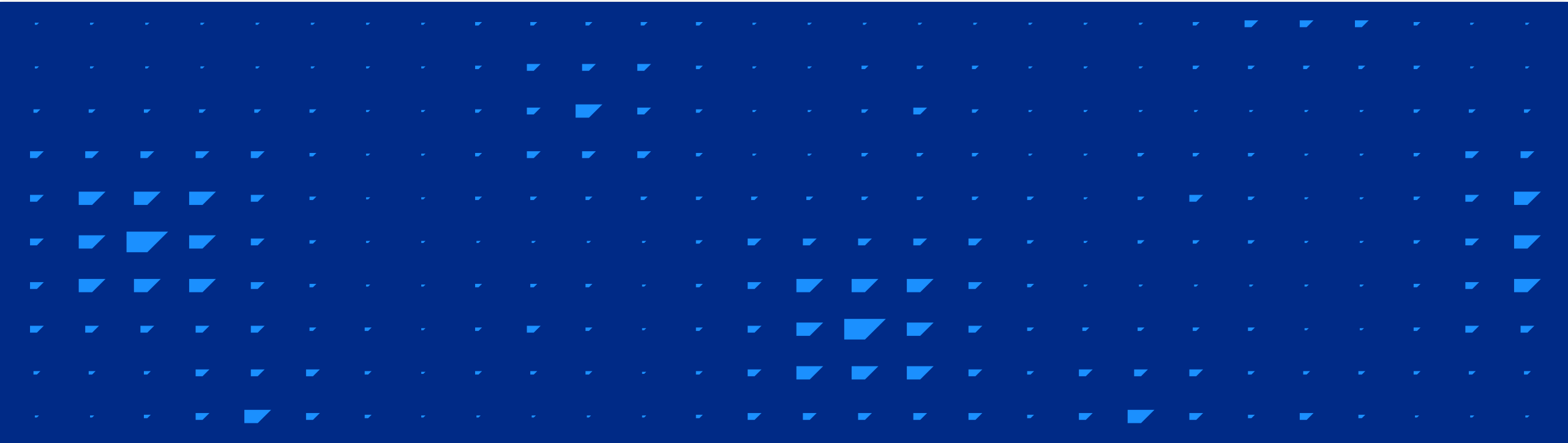
Process.
Technology.
People.



How might you further transform Days Sales Outstanding related processes?

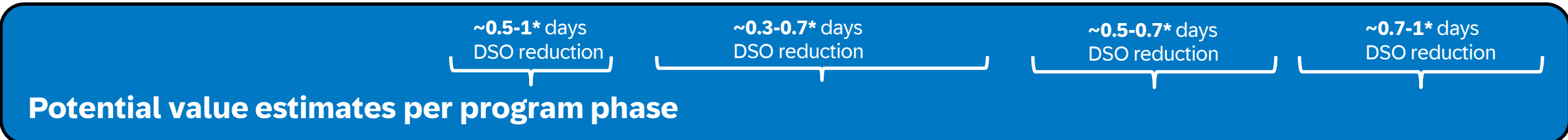
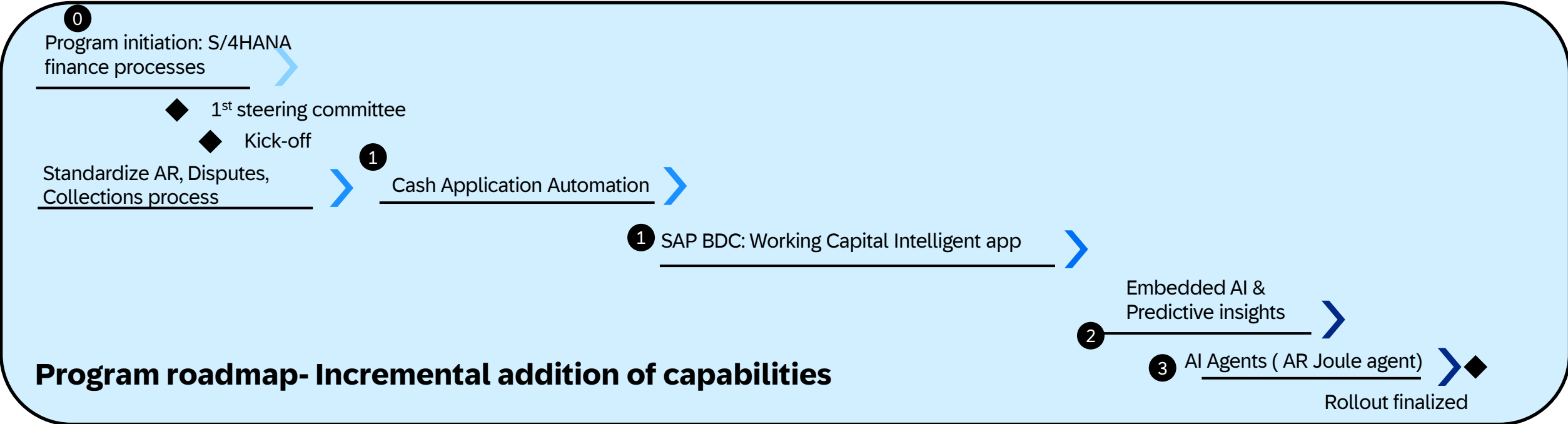


Applying framework to craft a compelling narrative for business stakeholders



Sample Outcomes based Roadmap

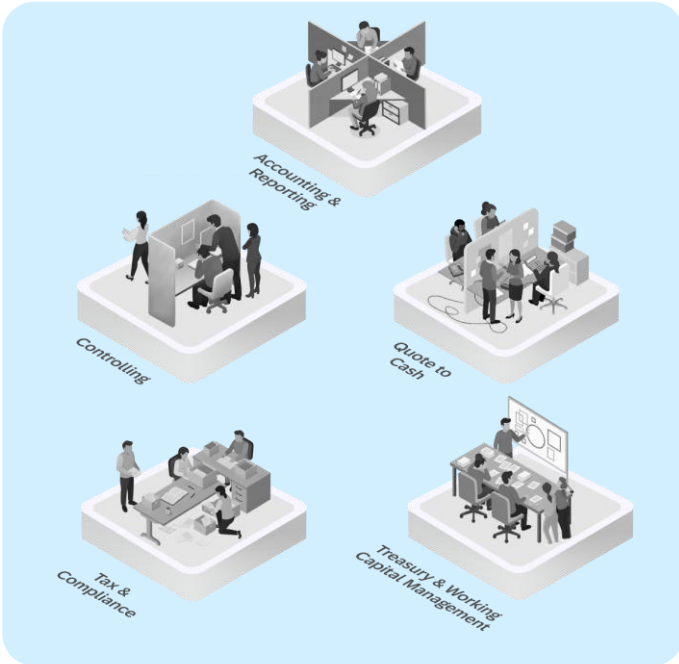
Transformation Days Sales Outstanding – program road map



Transforming process for the outcomes!- Narrative which connects the dot between today and tomorrow and defines so-what?

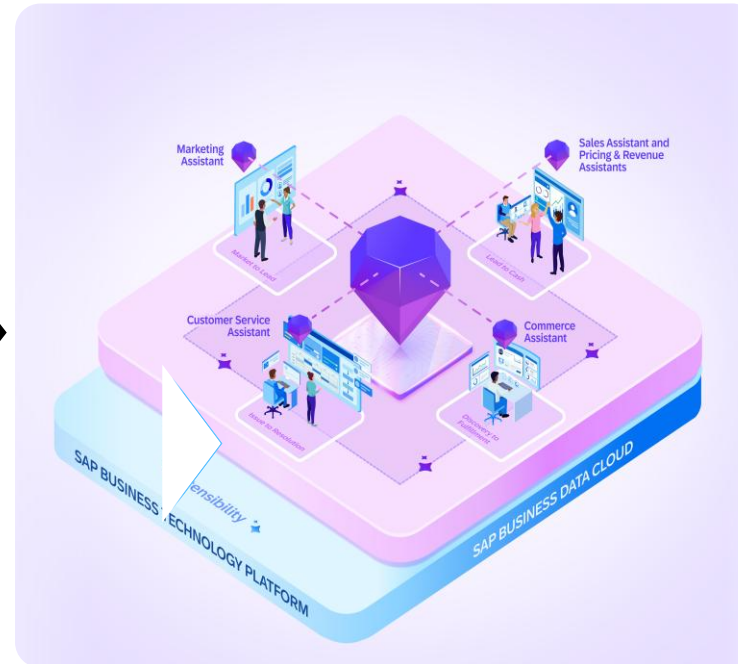
From

Fragmented tools, data silos, and manual handoffs



To

Embedded, role-based assistants supporting execution of the end-to-end processes: The new DSO process in SAP Business Suite shifts finance from reacting to overdue invoices to continuously sensing, prioritizing, and executing cash actions—powered by S/4HANA execution, BDC insight, and AI agents.

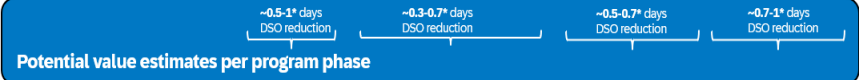
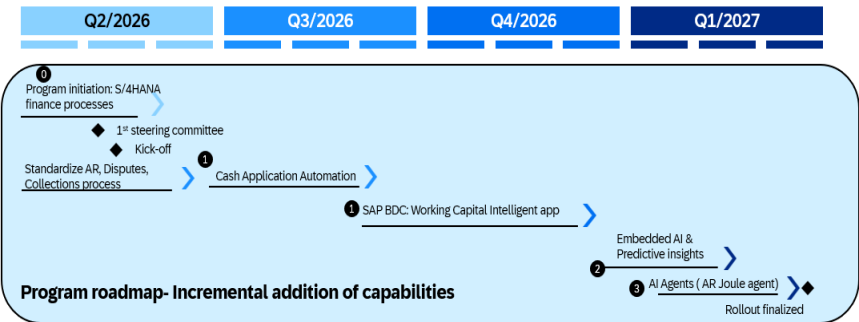


So what?

We are not growing revenue. We are releasing cash already earned: We turn DSO from a lagging metric into a controllable cash lever—unlocking millions in liquidity without growing revenue

Sample Outcomes based Roadmap

Transformation Days Sales Outstanding – program road map



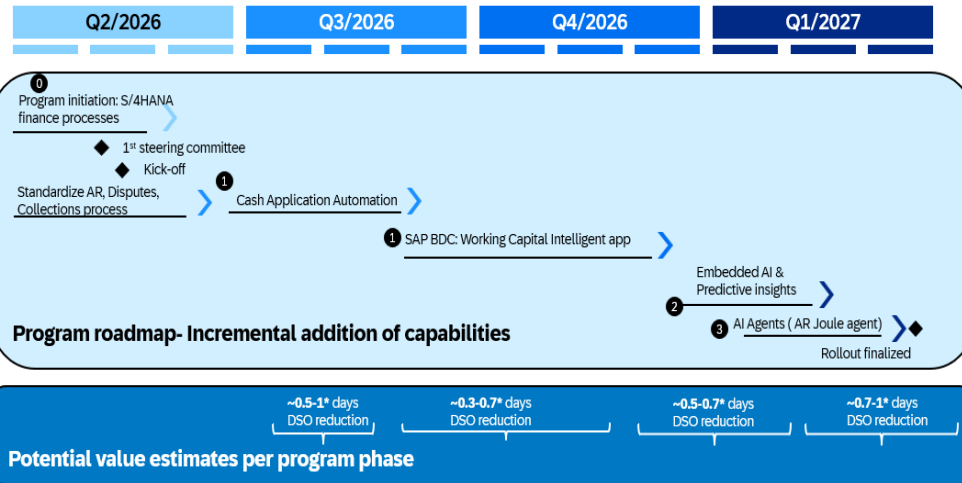
1 day reduction in DSO provides one-time working capital benefit of **\$2.7 M*** for a \$1B revenue company (*Assuming DSO of 50 days)



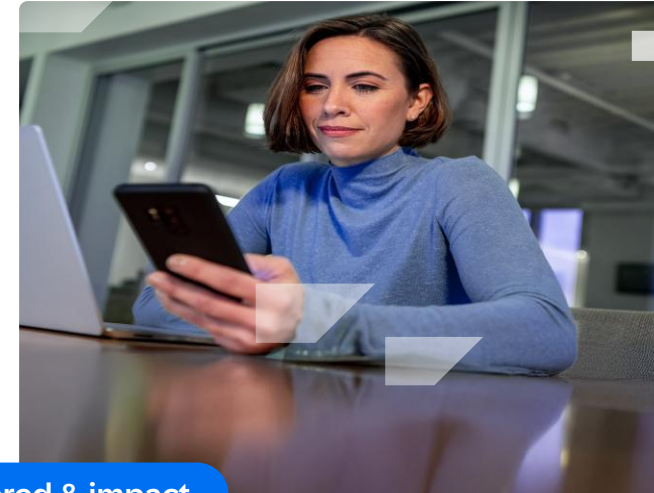
Working capital reimaged: We are not growing revenue. We are releasing cash already earned

Sample Outcomes based Roadmap

Transformation Days Sales Outstanding – program road map



- Staged cash-release program—each phase funds the next, and value compounds quarter over quarter



Value delivered & impact



Close acceleration



Cash optimization



Governance and controls

Traditional vs outcome driven architecture

Before

- “We upgraded ERP”
- “We deployed AI capabilities”
- “We standardized processes”

After

- “We released cash already earned”
- “We shortened the decision-to-action loop”
- “We turned a KPI into a controllable lever”



Executive baseline- align before you build

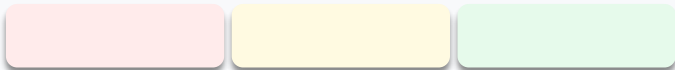
RED

YELLOW

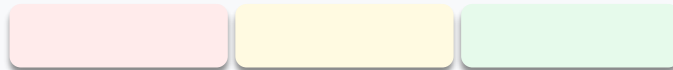
GREEN

A leadership gate, not a maturity assessment

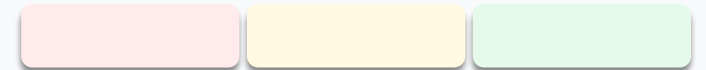
Scope & value



Non-negotiables



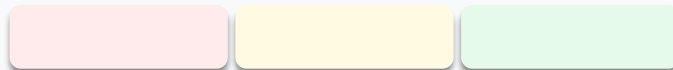
Capabilities & processes



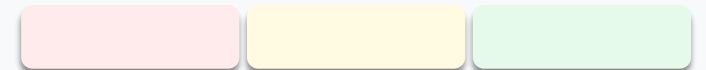
Data, systems & integration



Governance



Change & adoption



- Rate each area Red / Yellow / Green with your leadership team
- If you have two or more Reds, pause execution and fix clarity before build
- Then quantify gaps with readiness assessments and benchmarks

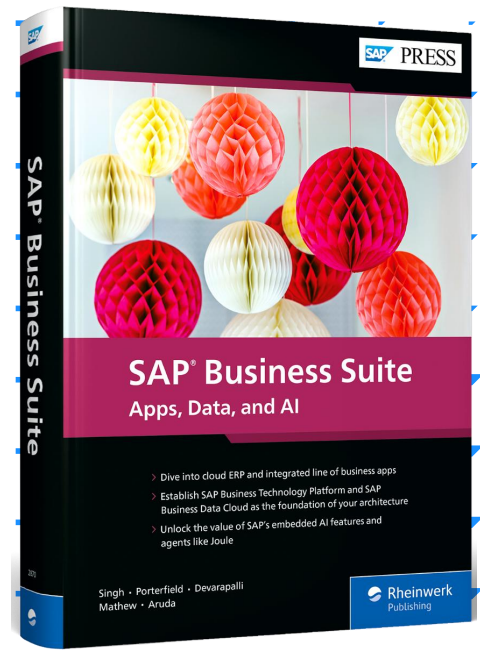
Executive truth: Two or more Reds means pause execution.

Key Takeaways- The next generation of enterprise architects won't be judged by diagrams- but by whether business value actually shows up

- **A simple control-loop framework:** A reusable way to connect outcomes → signals → decisions → actions across any domain (finance, supply chain, operations)
- **An executive baseline checklist:** A lightweight pre-build governance tool to force clarity on outcomes, ownership and adoption before execution begins.
- **A Value compounding roadmap Pattern:** A practical way to design roadmaps where value is released incrementally and funds the next phase
- **A Repeatable talk track for executives:** Language and structure that help EA's translate architecture into business impact

“Our job as an Enterprise Architect is no longer to explain systems — it is to translate business intent into executable reality”





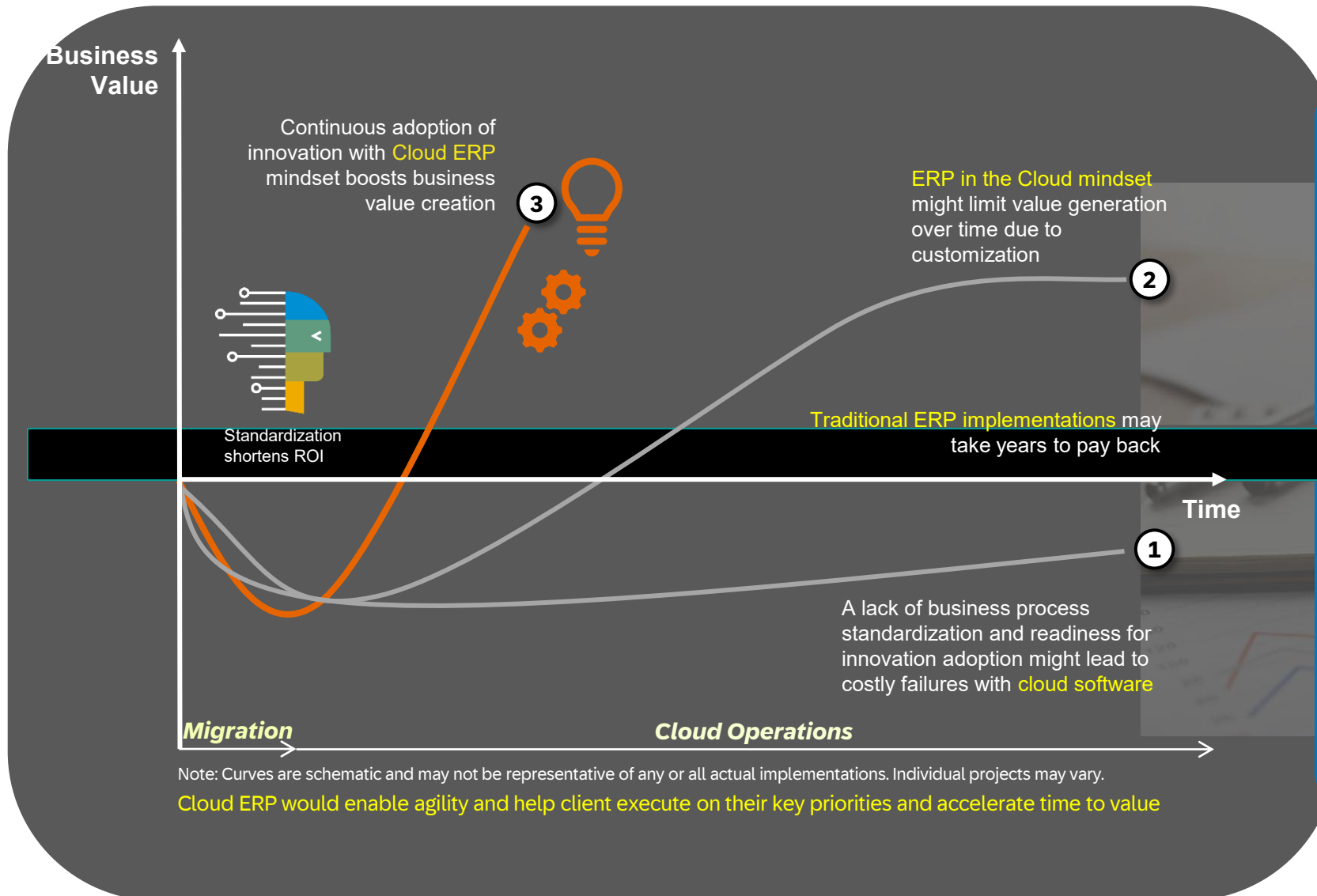
Scan the QR code and get a 15% off code!

Thank you.

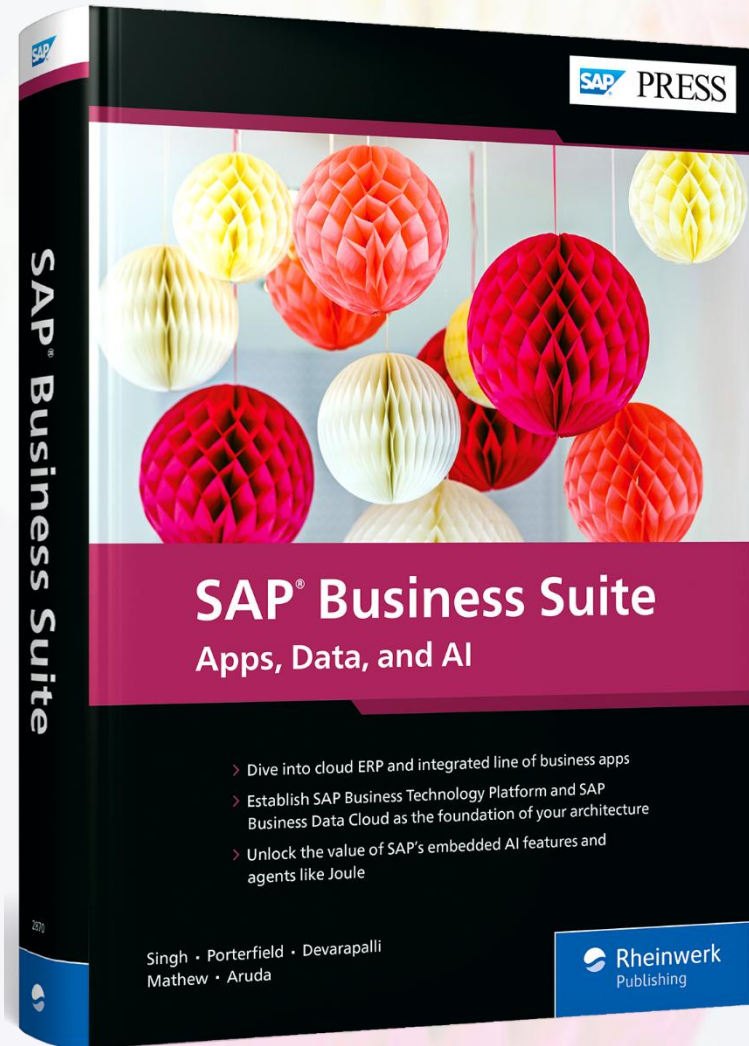
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Managing Principal- Architecture Advisory
SAP America Inc,
Newtown Square, PA
ni.singh@sap.com



Cloud value is unlocked through operating model change, not hosting location!



- “**Pure On-Premise**” mindset in the Cloud is to adapt the cloud service to replicate existing methodologies.
- ❶ • This mindset increases costs and delivery timelines as inherit acceleration available in the cloud cannot be adopted
- “**ERP in the Cloud**” mindset is a partial adoption of cloud principles (e.g. scale-up/down) but rampant flexibility leads to complexity and delays time to value.
- ❷ • Innovation consumption is hampered due to the lack of traditional delivery constraints balancing decision making.
- “**Cloud ERP**” mindset is the full embrace of cloud principles across design, build, and operate.
- Shifting from Total Cost of Ownership (TCO) to Total Cost of Innovation (TCI) allows for the fastest ROI and continuous business value growth, but requires internal process change management
- ❸



Your first look at the new SAP Business Suite!

- Dive into cloud ERP and integrated line of business apps
- Establish SAP Business Technology Platform and SAP Business Data Cloud as the foundation of your architecture
- Unlock the value of SAP's embedded AI features and agents like Joule



Scan the QR code and get a 15% off code!

SAP Business Suite: Apps, Data, and AI

Written by: Nitin Singh, Jason Porterfield, Srinivas Devarapalli, Joffy Mathew, Cooper Walsh, Lyssa Aruda

650 pages | Pub. Date: 9/2026 | E-book: \$74.99 | Print: \$79.95 | Bundle: \$89.99



Strengths

- Project Learnings
- Measurement

Opportunities

- Data Quality
- Documentation
- Governance
- Integration
- Landscape Governance
- Landscape Identification
- Leadership Goals

Your Score vs. Industry Average vs. Industry Top 25%

— Your Score — Industry Average — Top 25%

