

ASUG

Community Conversations

**From Strategy to Value: Defining Measurable
Outcomes in Business Transformation**

ASUG

Today's Agenda

- Welcome
- Speaker Introduction
- Presentation
- Community Q&A
- Opportunities to Connect

From Strategy to Value: Defining Measurable Outcomes in Business Transformation

Expert Speaker:

Nerea Fernandez

**Global Head of Value
Management,
SAP Business Transformation
Management**

ASUG

*From Strategy to Value: Defining
Measurable Outcomes in Business
Transformation*

Insights from SAP

From Strategy to Value: Defining Measurable Outcomes in Business Transformation



Nerea Fernandez
*Global Head of Value Management, Business
Transformation Management*

The Why: Why does Value Management Matter?

70%

Of Business Transformations fail

McKinsey & Company

BCG

BAIN & COMPANY

Due to 3 Root Causes...



The Business Case is misaligned with strategic objectives



The Business Value is not defined & qualified up-front



Progress to Business Value Outcomes are not measured

The Why: Why does Value Management Matter?

70%

*Of Business
Transformations fail*

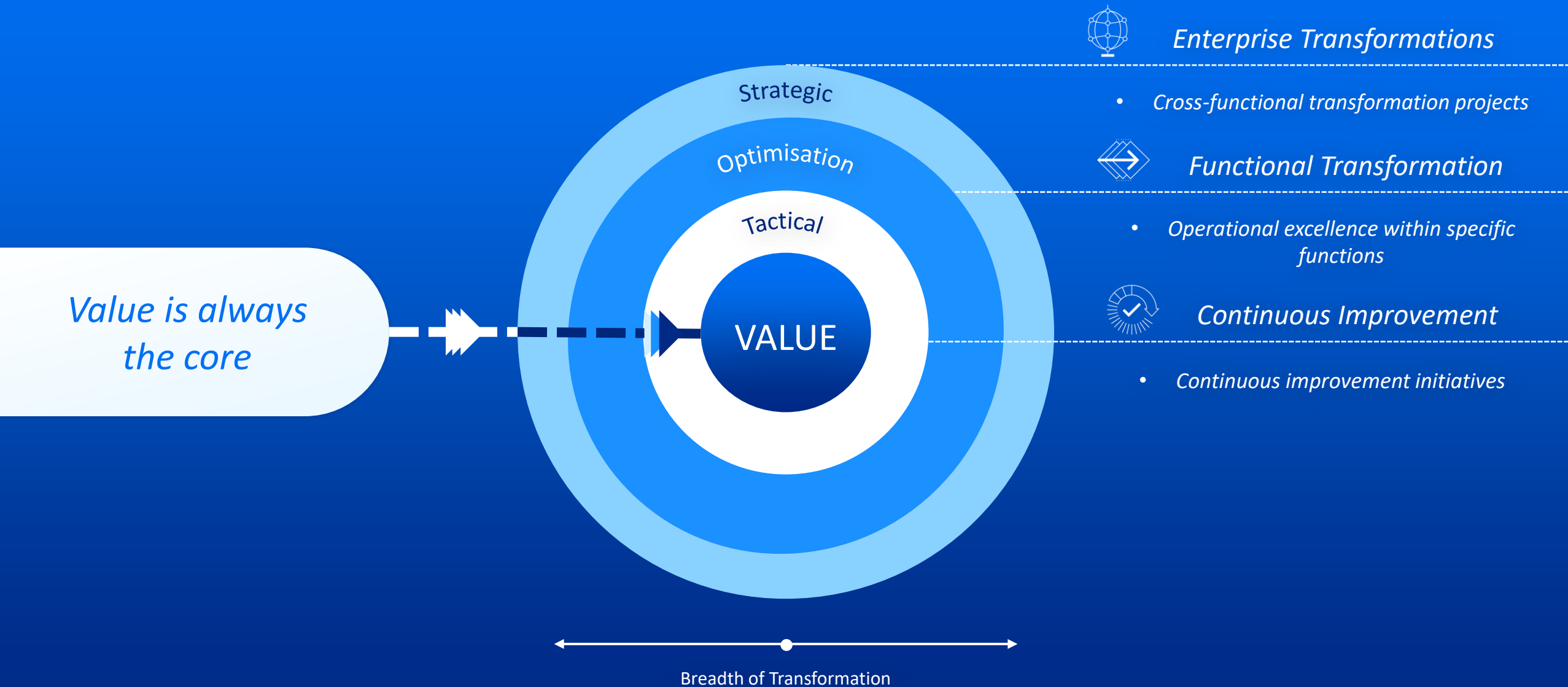
McKinsey
& Company

BCG

BAIN & COMPANY 

When Does Value Management Matter?

When Does Value Management Matter? = All The Time





Active tracking of value realization

across the dimensions of people, process, applications, and data

85%

Of our customers don't or partially track value realization, linking to limited competencies available in organizations

34%
Don't track

51%
Partially track

15%
Track

+6.500 hours

Saved in managing
Application Portfolio
landscape

5€ million

Value realized due to
faster incident response
response time

7%

Faster IT response time
for M&A deal closure

1.2€ million

Reduction in penalty fees due to
due to transparency and
landscape observability

Our Focus

ROI applied to EAM programs

49x ROI

Based on total potential
value qualified

+9.000 hours

Saved in initiatives
directly related to To-Be
Be Architectural
landscape

3.7€ million

Cost savings realized
from consolidation
of duplicate systems
and processes

+1.700 hours

Saved in Fit & Gap
Business Capabilities
analysis

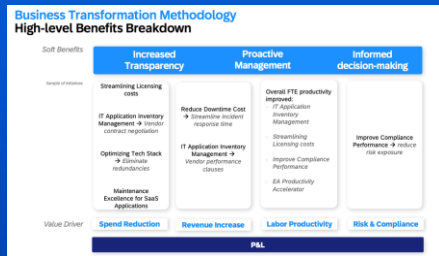
Drive value identification in SAP LeanIX following the Value Management Methodology

Main Phases and Deliverables

1

Value Preparation

Introduction to the concept and identification of strategic goals and value drivers



Clarity over the main areas to explore during the value engagement

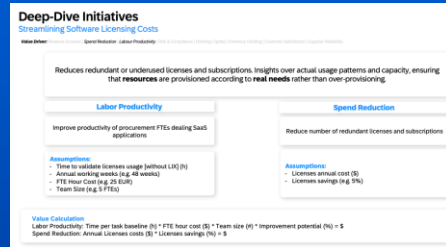
Who to involve?

Sponsor, Enterprise Architects, Transformation Champions

2

Value Discovery

Deep dive on different initiatives, qualifying the potential value at use case level



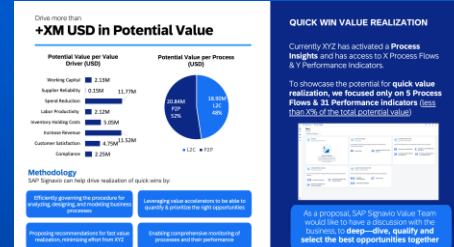
List of use cases qualified with relevant stakeholders, attached to a financial impact

Enterprise Architects, IT & Business SMEs

3

Value Read Out

Report on activities performed and main outcomes

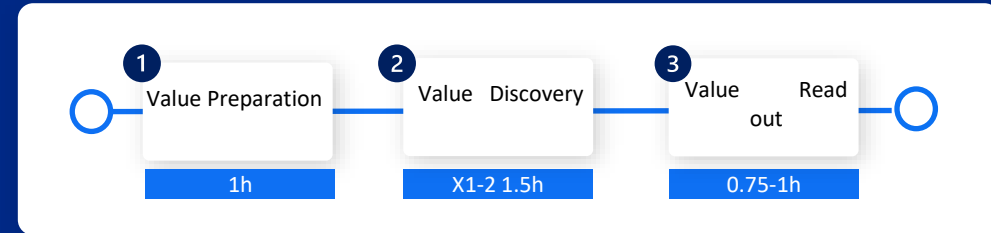


Executive summary reporting on overall results and next steps

Sponsor, Enterprise Architects, Transformation Champions

Value Management as a value catalyst

An agile approach to quantify the tangible value of LeanIX



Faster Time to Value with LeanIX

LeanIX can help driving value by:

- IT strategies and solutions aligned with overall business objectives
- Rationalize application portfolio and optimize IT investments
- Operational efficiency along with improved integration and interoperability
- Decreased risks, higher security and compliance

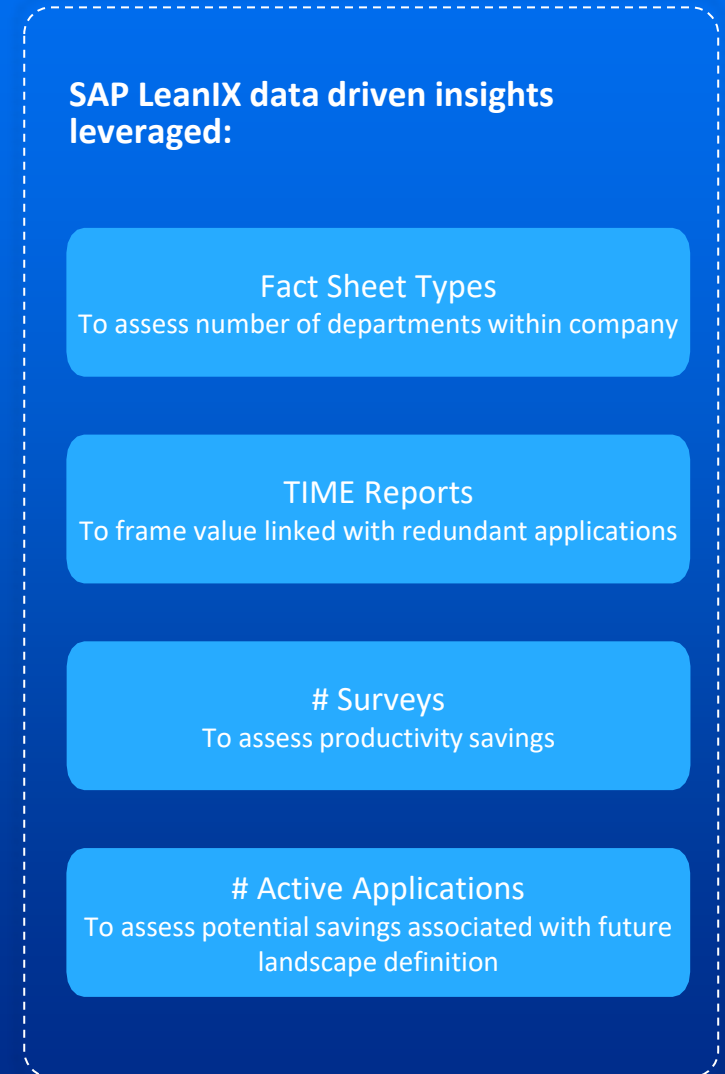
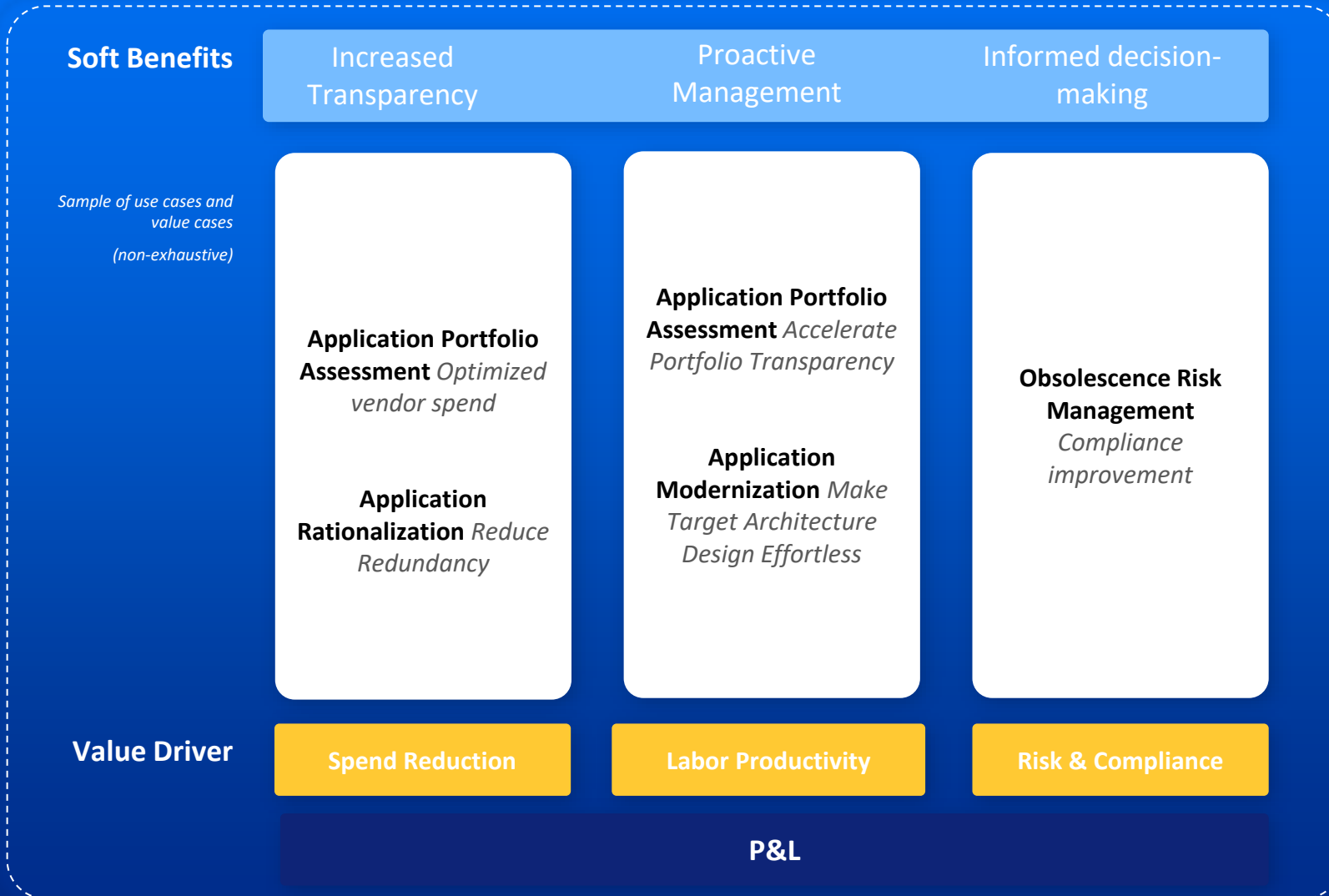
Measurable Outcomes

- 85% Time saving on reporting
- 25% Technical debt reduction
- 30% Cost reduction in IT applications



Business Transformation Methodology

High-level Benefits & Data Breakdown



Deep-Dive Value Case

Application Rationalization

Value Driver: Revenue Increase | **Spend Reduction** | Labor Productivity | Risk & Compliance | Working Capital | Inventory Holding | Customer Satisfaction | Supplier Reliability

Use case description

Reducing application redundancy, prioritizing strategic investments, and creating a leaner, more cost-effective IT landscape.

Spend Reduction

Use case description

Reduce number of potential redundant applications >> **Eliminate**

Reduce number of potential redundant applications >> **Migrate**

Identifies and eliminates potential redundant applications classified as phase out, by leveraging in-depth analysis and forecasting, ensuring cost-effective IT investments

Assumptions:

- Avg Application Cost per year (e.g. 20K)
- Target (e.g. 40%)

Assumptions:

- Avg Application Cost per year (e.g. 20K)
- Target (e.g. 30%) **LIX Benchmark**

Lean IX data driven insights:

- o TIME Classification:
 - o # Applications classified as “Eliminate”
 - o # Applications classified as “Migrate”

Value Calculation

Spend Reduction: # Phase Out Applications * Avg Application Cost per Year (\$) * Target (%) = \$

Spend Reduction: # EoL Applications * Avg Application Cost per Year (\$) * Target (%) = \$

Remove 30% of redundant IT applications by creating clear links to business value in LeanIX

Our Proposed Timeline to start your journey on Value Realization – Getting started with less than 4 hours commitment!

- **Engagement model Co-led with LeanIX power users** – leveraging expert guidance and best-practice insights throughout the exercise.
- **Data-driven, bottom-up methodology** – using data driven facts to foster transparency over LeanIX benefits
- **Collaborative engagement with key customer stakeholders** – designed to enable a value-focused mindset and empower users to adopt insights effectively
- **SAP suggested next steps** – to boost efficiency and maximize value realization



Phase 1: Value Preparation

Objective: Alignment on Strategic objectives



~1h Session

Stakeholders

Executive sponsors, Enterprise Architects, Transformation champions

Core Activities

- Executive Session to present value methodology
- Explanation over initiatives that can be part of the value engagement scope, mapped to a value driver
- Alignment of expectations at management level

Decision

- Sponsor sign-off on scope and relevant initiatives

Outcome

- Strategic value charter with 1-2 scoped initiatives linked to customer goals

Efficiently Measure Your Enterprise Architecture Excellence Initiative Defining your Value Path



Guiding questions:

- What are your strategic priorities?
- What goals are behind?
- Are there any specific pain points?

Phase 2: Value Discovery

Objective: Deep dive on value initiatives



~1.5h Session

Stakeholders

LeanIX users: Enterprise Architects / Product Owners / IT stakeholders

Core Activities

- Present the initiative and the value case.
- Walk through the value calculation, including key assumptions and data-driven insights.
- Collect relevant inputs from LeanIX by having the customer share their screen and collaboratively identify the most accurate data-driven insights

Decision

- Alignment on LeanIX data inputs to leverage and key assumptions to be used for the value calculation.

Outcome

- Signed-off backlog of value cases.

Deep-Dive Initiatives Application Portfolio Management

Value Driver: Revenue Increase | Spend Reduction | Labor Productivity | Risk & Compliance | Working Capital | Inventory Holding | Customer Satisfaction | Supplier Reliability

Initiative description

Enhances application visibility for efficient resource allocation, provides financial analysis for informed planning, and improves vendor negotiations through optimized spending strategies.

Use case description

Labor Productivity

Improve application inventory management FTE productivity

Enables efficient tracking of all IT applications, providing clear visibility into the "as-is" state for better resource allocation and decision-making

Assumptions:

- Avg. Workshop duration (e.g. 1h)
- FTE Hour Cost (e.g. 25 EUR)
- Target (e.g. 85%)

LIX Benchmark

Lean IX data driven insights:

- o # Departments: Organization Fact Sheet Type >> Level 2 and/or 3
- o # Workshops: Completed surveys
- o Avg Team Size: Active admin users overall

Spend Reduction

Optimized vendor spend

Helps organizations negotiate better vendor contracts by improving into contract conditions and optimizing spending strategies

Assumptions:

- Target (e.g. 5%)

Value Calculation

Labor Productivity: $\#Departments * \#Workshops * Avg. Duration (h) * Avg. Team size * FTE cost/hour * Target = \$$

Spend Reduction: $Annual Cost per Vendor (\$) * Target (\%) = \$$

LeanIX data driven insights

Save 85% of time on monthly reporting using flexible reports in LeanIX

LIX Benchmark

INTERNAL - SAP LeanIX and Customers Only

Phase 3: Value Read-out



Objective: Report on activities performed and main outcomes



~0.75h Session

Stakeholders

Executive sponsors, Enterprise Architects, Transformation champions

Core Activities

- Report on Value Findings >> split at initiative level
- Executive presentation of initiatives discussed and main findings
- SAP proposed next steps to accelerate continuous value realization

Decision

- Validation of value findings and agreement on the proposed next steps.

Outcome

- Visibility over value achieved through LeanIX adoption.



SAP LeanIX | Drive more than **xxK EUR in Potential Value**

Application Portfolio Management xxK EUR Improve application inventory management FTE productivity LABOR PRODUCTIVITY	Application Rationalization xxK EUR Reduce number of potential redundant applications SPEND REDUCTION
Application Modernization xxK EUR Improve enterprise/business architects productivity LABOR PRODUCTIVITY	Technology Risk & Compliance xxK EUR Compliance Improvement COMPLIANCE & RISK

Methodology
SAP LeanIX can help drive realization of quick wins by:

- IT strategies and solutions aligned with overall business objectives
- Rationalize application portfolio and optimize IT investments
- Operational efficiency along with improved integration and interoperability
- Decreased risks, higher security and compliance

INTERNAL - SAP and VM Only
The values presented are subject to validation and appropriate changes. SAP Only.

LEANIX DATA-DRIVEN INPUTS

To showcase the potential for value through LeanIX usage, we have already identified relevant optimization potential via selected use cases with the following data-driven inputs:

- X Departments for AS-IS discovery (team custom tag)
- Cost/vendor: X
- X apps marked as EoL + X with high risk (classified as unreasonable applications from technical vs functional perspective)
- X Departments for TO-BE discovery (fact sheet with Artifact correlation)
- X Active Apps in total (no tag for noncompliance)

As a proposal, SAP LeanIX would like to have a discussion with business, to **deep-dive** these opportunities



*Value alignment deliverable sample

Successful Value Engagements



M&A Risk Exposure

Use case description

Accelerating decision making process for M&A deal closure, through enhanced transparency.

Finding

After implementing LeanIX, response times dropped from **two months to one day**, driven by real-time visibility, standardized documentation, and automated insights, eliminating weeks of manual analysis and reducing due diligence uncertainty.

Monetary Value impacted

1.4M USD value unlocked

Application Rationalization

Optimize the IT ecosystem by eliminating redundancies, aligning tools with business priorities, and improving cost control through better visibility and subscription optimization.

LeanIX allowed to confidently identify and phase out redundant or underperforming applications, reducing complexity and costs while reallocating investments to higher-value solutions, all supported by transparent and consistent decision-making.

2.6M EUR value unlocked

Security Risk and Compliance

Help the organization streamline its compliance processes, by reducing the number of violations, resolving issues faster, and improving the success rate of audits.

LeanIX enhanced compliance efficiency by reducing violations and improving audit success rates through structured compliance tracking.

321K EUR value unlocked



Application Portfolio Management

+72K EUR avg Value Unlocked



Application Rationalization

+1.1M EUR avg Value Unlocked



Application Modernization

+133K EUR avg Value Unlocked



Technology Risk & Compliance

+870K EUR avg Value Unlocked

Customer Example - LeanIX as a Strategic Catalyst: Enabling Risk-Aware IT Excellence

Before: Challenges and opportunities

- Customer faced significant complexity across its application and architecture landscape, exacerbated by numerous mergers and acquisitions.
- Without unified visibility, the company struggled to assess technical risk and compliance, rationalize its application portfolio, and modernize outdated systems.

Why SAP LeanIX

- A centralized view across applications, architecture, and risk — enabling standardized measurement and governance.
- Proven frameworks for Application Portfolio Management (APM), Architecture Rationalization (AR), and Application Modernization (AM).
- Risk & compliance analysis capabilities, helping the customer to identify and manage technical risk proactively.
- A data-driven foundation for modernization decisions, linking technical risk with business impact and enabling prioritization.

After: Value-driven results

- SAP LeanIX enabled the customer to transform from a fragmented, risk-prone IT environment (due to M&A complexity) to a coherent, compliant, and strategically governed architecture — unlocking high-impact value while reducing exposure.
- The overall value potential demonstrated a 39× return on investment.

4

Use initiatives qualified by
Enterprise Architect team

6M EUR

Value unlocked for use cases
discussed

Industry

Construction Materials

Employees

25,000+

Revenue

15B+ EUR

Featured Solutions & Services

SAP LeanIX

Customer Example - Powering Transformation With Clarity, Speed, and Measurable Value

Before: Challenges and opportunities

- Customer is undergoing a large-scale transformation initiative and required a clear, structured, and scalable way to understand, align, and accelerate decision-making across their application, capability, and architecture landscapes.
- The organization faced fragmented visibility across application portfolios, limited transparency into business capability maturity, and a lack of standardized governance for architecture and transformation planning. These gaps made it difficult to prioritize investments, rationalize redundant systems, and support strategic execution at scale.

Why SAP LeanIX

- Single source of truth linking applications, business capabilities, and architecture.
- Fast time-to-value with simplified data models and structured frameworks for Application Portfolio Management (APM), Architecture Rationalization (AR), and Application Modernization (AM).
- Proven methodology to drive prioritization, reduce redundancy, and streamline governance throughout the transformation journey, focusing on business outcomes

After: Value-driven results

- With SAP LeanIX, customer has rapidly established transparency across their IT landscape and accelerated their transformation roadmap
- SAP LeanIX enabled to transition from reactive architectural planning to proactive decision-making, grounded in real-time insights and fact-based governance. The overall value realization demonstrated a 16x return on investment, validating LeanIX as a strategic accelerator for the customer's enterprise transformation.

5

Use initiatives qualified by
Enterprise Architect team

2.8M EUR

Value unlocked for use cases
discussed

Industry

Telecommunications

Employees

25,000+

Revenue

20B+ EUR

Featured Solutions & Services

SAP LeanIX

Danish Crown

How can accurate process performance data enable process automation?

Around 49 billion meals a year include products from Danish Crown A/S, Europe's biggest producer of pork, its biggest meat processing company, and one of the largest pork exporters in the world.

Danish Crown wanted to promote efficient processes in shared services operations such as finance and IT, and to drive process harmonization across the enterprise. To do this, it needed quick and reliable insights on how processes were managed.



2-day

potential decrease in days sales outstanding due to faster billing

DKr14 million*

estimated savings identified in sales billing due to automation

*2 million USD

SAP LeanIX Solutions Solutions

SAP Signavio Solutions Solutions

Challenges

- Need to improve and standardize business processes in an industry characterized by slim profit margins and high levels of merger and acquisition activity
- Demand for intuitive reporting on process performance from a KPI-driven shared-service business
- Limited visibility into local practices

Why SAP LeanIX and SAP Signavio?

- Ability to quickly gain insights and knowledge without integration projects and user enablement
- End-to-end overview of process flows, performance indicators and recommendations for improvements
- Powerful visualizations of variants, local practices, and automation performance across the enterprise and impact on metrics

Outcomes

- Identified best practices as well as automation and harmonization opportunities across the enterprise
- Increased process efficiency, such as by reducing process-documentation backlogs
- Improved the quality of data used to track processes, including through a greater capacity to compare processes between business units

[Access the Reference Asset!](#)



“The combination of technical and business-oriented knowledge provided by experts for premium engagement offerings has helped us gain valuable intelligence on our process flows and performance using SAP Signavio Process Insights.”
 Mads Ole Bak, Domain Lead, Global Supporting Functions, Danish Crown

Business Transformation Network

Connect with peers and experts to accelerate impact through best practices



1:1 Exchanges
onsite & virtual



Networking
Speaker & Content



Knowledge Hub
Experts & Practices

Scope of Covered Content

- Strategy 2 Execution
- Business Process Management
- LoB Transformation (Finance, IT, GTM, etc.)
- Enterprise Architecture Management
- Organization Change & Experience
- Governance, Roles & Value Management

800+

Customers & Partners

25

Industries

3000+

Members

99%

Satisfaction Rate

Contact us to join the Network

transformation@sap.com



Thank you.



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Community Discussion:

What are your thoughts?

ASUG

Engage Your Community

BTM Community on ASUG:



BTM Community on LinkedIn:





Upcoming ASUG Events:

**SAP for Utilities
presented by ASUG**
October 7-9
San Antonio, Texas



**ASUG Tech Connect
2026**
November 2-4
Fort Worth, Texas



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Thank you!