SAP Signavio for S/4 HANA Transformation
ASUG |Upstate New York Chapter | March 16th

Peter F. Thiele | Director – SAP Solutions Architecture

PwC, Philadelphia | peter.thiele@pwc.com |

March 2023

SAP Signavio Process Transformation Suite – What are we talking about?

Tactical positioning

✓ Process modeling

✓ BPMN diagrams

✓ Process mining

✓ Industry Best Practices
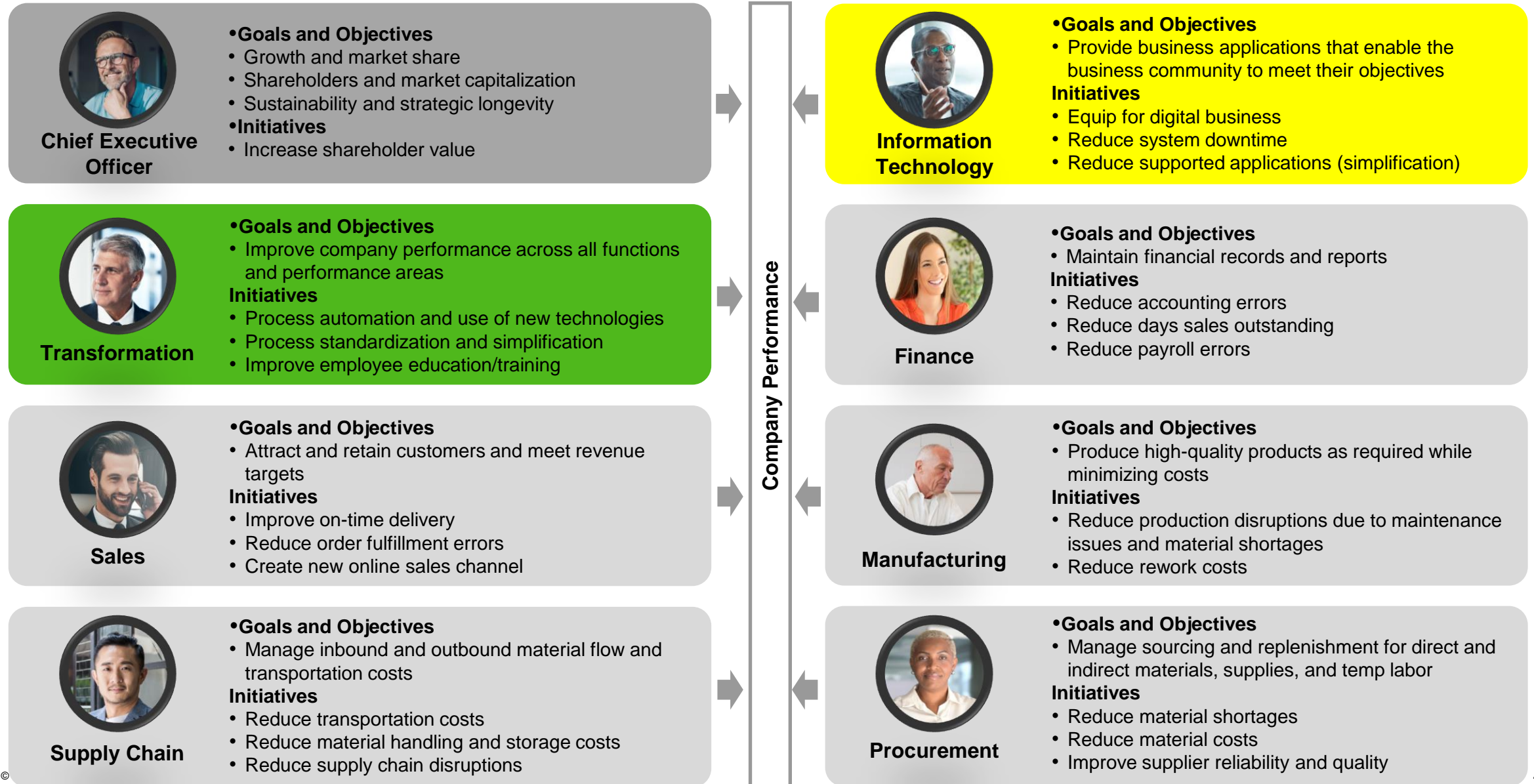
✓ Solution Manager interface

✓ Industry benchmarking

Strategic positioning

✓ Business Process Management (BPM)

✓ Organizational Change Management (OCM)

✓ Continuous Improvement

✓ Lean Six Sigma

✓ Kaizen

✓ Process Excellence

✓ Digital Transformation

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

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

OpEx Spring event registration

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

Americas OpEx Spring 062022

OpEx Summer event registration

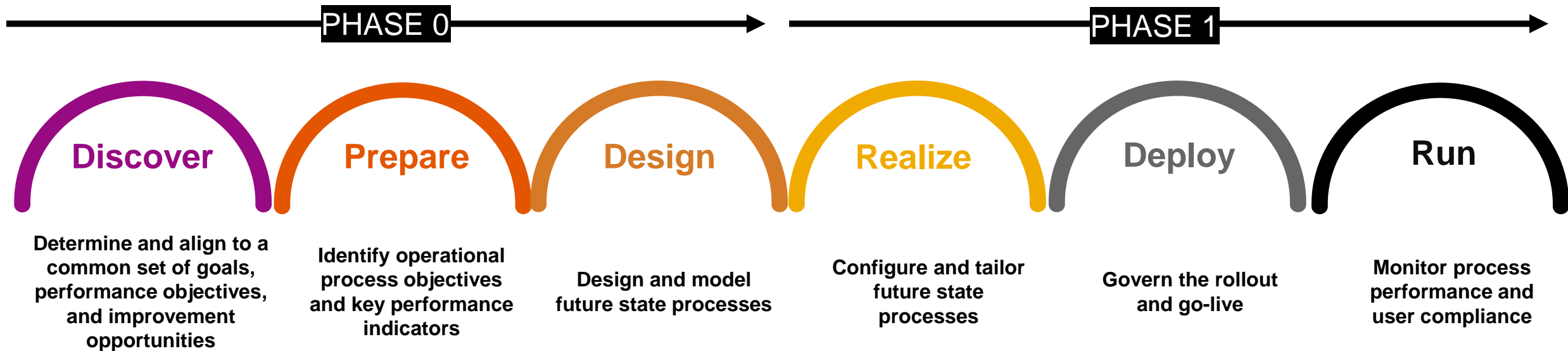| Job Title	company name
Vice President of Global Sustainability	Adient
Managing Director	American Airlines
VP Process Improvement Automation at Argo Group	Argo Group
AI and Data Science Director	Assurant Inc
Vice President HR Strategy & Transformation	Atrium Health
Transformation Director, Continuous Improvement	Atrium Health
VP Portfolio Management	Bank United
SVP Director of Technology Operations	BankUnited
VP, Operations Strategy & Performance	BCBS North Carolina
Director, Transformation	BNY Mellon
Lead of Operational Excellence	Bridgestone
Director Of Operational Excellence	Bristol-Myers Squibb
Director of Continuous Improvement and Sustainability	Carlisle
Vice President, Operational Excellence	Centene
SVP, North America Digital Transformation Lead	Chubb
Vice President & Head of IT, Digital & Process Excellence (North America)	Dr. Reddy'S Laboratories Ltd.
Group VP - Global Supply Chain	Ecolab
Director Finance Business Services and Process Improvement	Emergent BioSolutions
VP, Operational Excellence	Equifax
VP Enterprise Risk Systems and Process Governance	Equifax
Director IT Global Reliability and Operational Excellence	FEDEX
Regional Director of Operational Excellence for the Americas	G4S
Vice President, Head of Change, Capability, and Learning, HR Transformation	GSK
Executive Director, CX & Digital Transformation	Havas
Sustainability Strategy and Innovation Lead (Director level)	Hitachi Ltd.
Commercial - Head of ESG and Sustainability	Hitachi Ltd.
Executive Director, Revenue Cycle Services	Indiana University Health
Senior Director of Engineering Operations, Chief of Staff	iRobot
Senior Global Product Marketing and Low Code Director	Kissflow
Sr. Director	Koch Industries
Business Transformation Strategy & Design	Koch Industries, Inc
VP - Strategic Execution & Transformation	McKesson
Corporate Vice President, Head of Workforce Management	New York Life Insurance
Senior Vice President Global Finance Transformation	News Corporation
Executive Vice President & Chief Transformation Officer	Norfolk Southern
Vice President Head of Transformative Change for Future of Work	Prudential Financial Services
Vice President Member Experience in the Call Center	PSCU
Head of Operational Excellence for R&D North America	Sanofi
Vice PResident Operational Excellence	Sodexo - Latonia Lewis
Administrative Director, Improvement & Portfolio Management	Stanford Health Care
LEAN & Automation & Rpa Head	The Standard
VP, Global Technology & Operational Enablement	Thomson Reuters
Chief Quality Officer	University of Kentucky
Senior Vice President, Strategy & Transformation	US Bancorp
Workplace Strategy, Innovation and Employee Experience	Wells Fargo

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
- …

Transition / Transformation to S/4 HANA – Digital core ERP

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

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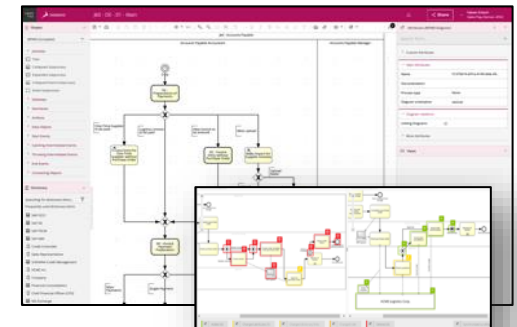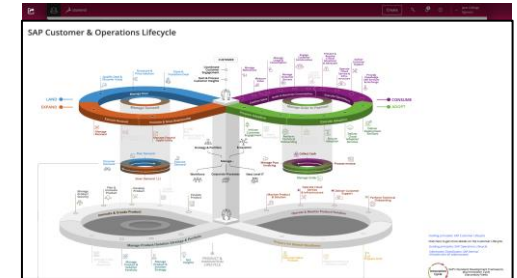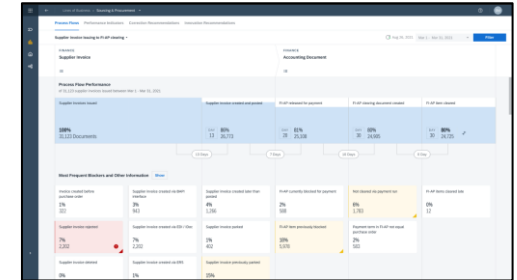
SAP Signavio for Business Process Management
Before, During, and After ERP Implementation

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*

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*

AFTER

202X

Organizational Change Management

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
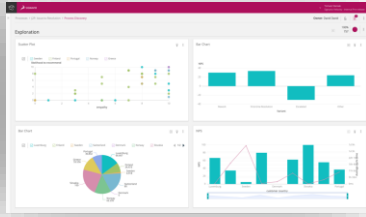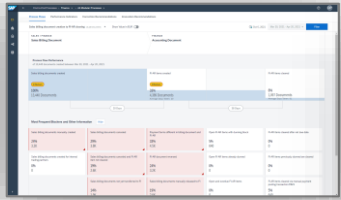
(2) **Process Analysis/Monitoring**
- Visualize and understand actual inefficiencies across end-to-end processes
- Identify root causes
- Improvement recommendations
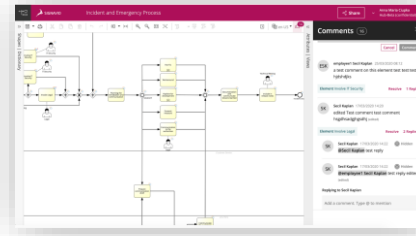
(3) **Process Design and Re-design**
- Collaboratively identify and evaluate options for process improvement
- Utilize industry best practices
- Establish and manage a centralized enterprise process repository
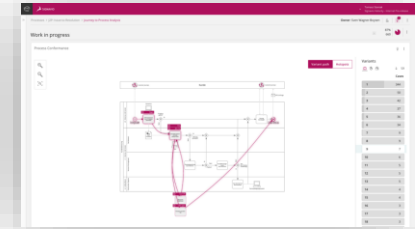
(5) **Process Conformance Monitoring**
- Ensure that actual process execution is consistent with new processes
- Measure performance improvements

(1) **Performance Monitoring**
- Visualize and track the company's most critical performance indicators
- Identify performance improvement initiatives and objectives
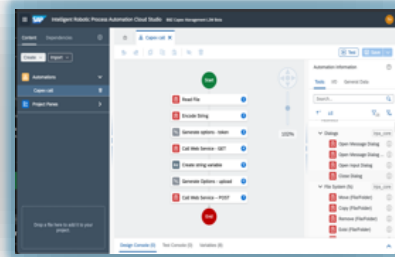
(4a) **Process Improvement (tools)**
- Use prebuilt process components, applications, and technology to make improvements
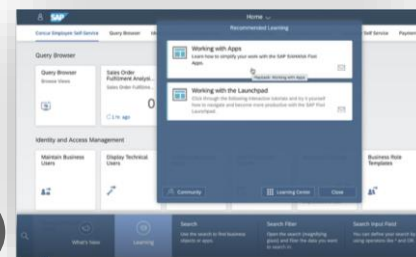
(4b) **Process Improvement (people)**
- Establish and revise training materials in accordance with new processes
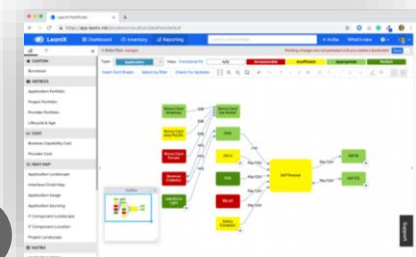
(4c) **Process Improvement (data)**
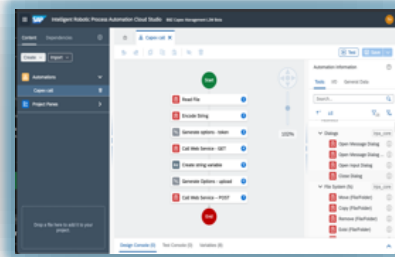- Match technical requirements with capabilities to ensure availability of high quality data

Organizational Change Management (OCM)
SAP Solutions for Data-Driven Enterprise Performance Management
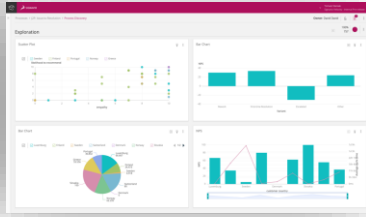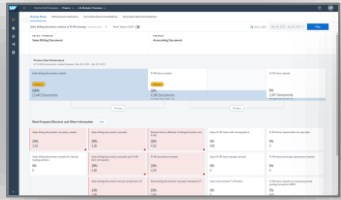
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- *SAP Signavio*
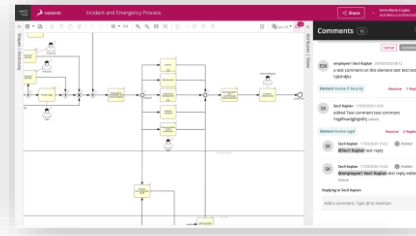
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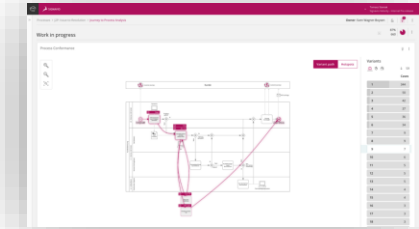
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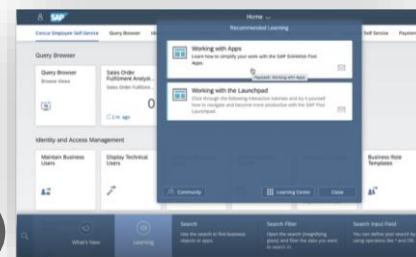
1 **Performance Monitoring**
- Visualize and track the company's most critical performance indicators
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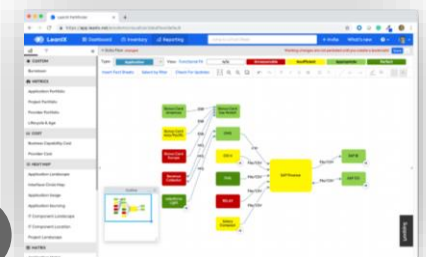- *SAP Digital Boardroom*

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*

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
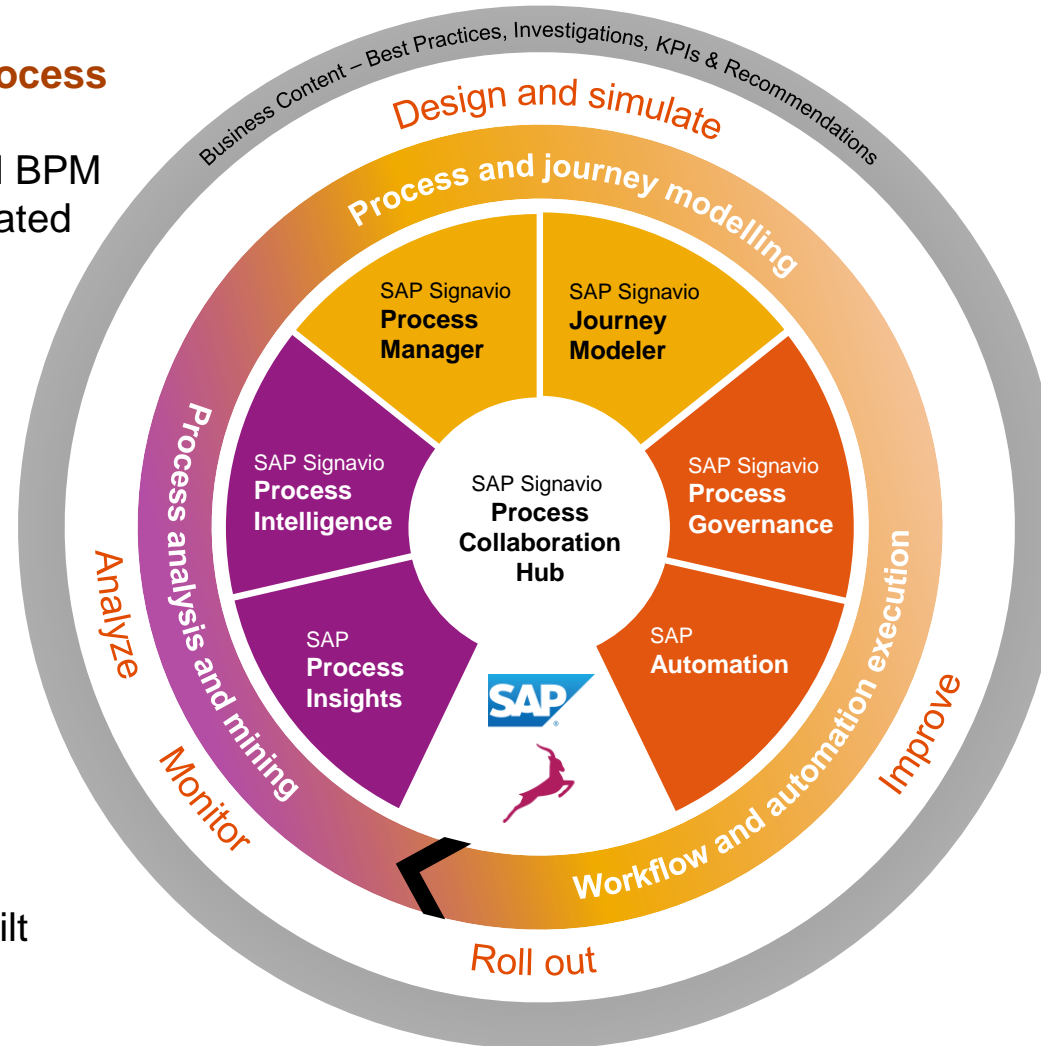
Customer Journey Mapping
Proactively model how you plan to engage and interact with customers and assess process performance and achievement

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

Demo Link: Transforming procurement-to-pay with SAP Signavio

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

SAP Signavio for S/4 HANA Transformation

Peter Thiele | peter.thiele@pwc.com

PwC, US – Director, SAP Solutions Engineering

Chet Harter | chet.harter@sap.com

SAP Signavio Center of Excellence

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