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Use Cases for SAP Signavio Process Transformation Suite

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1 Financial Excellence with SAP Signavio Solutions

This document serves as a practical guide for organizations striving toward Financial Excellence by leveraging SAP Signavio Process Transformation Suite.

The Financial Excellence Framework provides a structured foundation for organizations seeking to strengthen financial performance and transparency through SAP Signavio Process Transformation Suite. It connects strategy to measurable outcomes and acts as a living reference for process improvement across finance functions such as Accounts Payable, Accounts Receivable, and Record-to-Report.

This master framework establishes a consistent model for defining and documenting finance transformation initiatives. Finance today isn't just about control or reporting. It's the intelligent core of the enterprise, the nervous system that senses, interprets, and guides business action. Financial Excellence brings this intelligence to life, turning data into foresight and decisions into confidence. Each use case, such as **Optimize Accounts Payable Team Productivity (FTE Efficiency)**, illustrates how the framework can be applied to a specific process. Future use cases will follow the same structure, ensuring scalability and coherence as the Financial Excellence library expands.

Document Purpose

This document outlines a structured, step-by-step approach to process improvement using the value driver **Improve Accounts Payable FTE Productivity** as a representative example. While this specific use case is used to demonstrate the methodology, the same framework can be applied to other value drivers such as **Reduce Days Sales Outstanding** or **Improve Days Payable Outstanding**. The goal is to provide a repeatable, insight-driven approach that supports continuous improvement and measurable value realization across finance functions.

Introduction: Context and Core Concepts [page 6]
: Financial Excellence represents the highest maturity of a finance organization; where processes, people, and data work together to deliver both compliance and strategic value. It shifts finance from a transactional service to a proactive business partner.

Why: The Need for Financial Excellence [page 7]
: Modern CFOs balance growth, control, and governance — often under constant disruption. Financial Excellence provides the framework to navigate this tension, ensuring that control doesn't come at the expense of agility or innovation.

Benefits of Financial Excellence [page 8]
: Financial Excellence empowers finance organizations to operate efficiently, adapt quickly, and create lasting business value. By combining standardized processes, automation, and intelligent analytics, companies can continuously optimize financial performance while maintaining control, compliance, and strategic focus.

Applied Use Case – Improve Accounts Payable Team Productivity (FTE Efficiency) [page 8]
: This use case illustrates how to apply the Financial Excellence framework to the Accounts Payable (AP) process by following one connected initiative: Improve AP FTE Productivity. The intent is to

show how different SAP Signavio capabilities can be used together, even if not all are licensed in your environment, to identify, analyze, and act on process improvement opportunities within a single transformation effort.

Execution Framework: Optimizing Accounts Payable Team Productivity [page 11]

Detailed Workflow: Optimizing Accounts Payable Productivity [page 15]

Best Practices for Delivering Financial Excellence Transformation [page 36]

Conclusion [page 36]

1.1 Introduction: Context and Core Concepts

Financial Excellence represents the highest maturity of a finance organization; where processes, people, and data work together to deliver both compliance and strategic value. It shifts finance from a transactional service to a proactive business partner.

Modern finance teams face rising complexity: multiple systems, regulatory pressure, and expectations for near real-time insight. Traditional ERP and reporting environments often create fragmented or delayed views, producing inefficiencies and slower decisions.

The SAP Signavio Process Transformation Suite brings process transparency, analytics, and collaboration together in one suite. Finance teams can visualize actual process flows, identify bottlenecks, and apply automation to create measurable value.

To navigate this transformation effectively, two core concepts underpin the Financial Excellence Framework: **use cases** and **value drivers.**

A **use case** describes how a specific group of users or personas interact with SAP Signavio solutions to solve a defined business problem and achieve a desired outcome. It outlines the broader scenario, the users' and stakeholders' goals, their challenges, and the value created by the product in that setting. Each use case connects product capability to business impact, illustrating how technology supports measurable improvement.

A **value driver**, based on the SAP standard definition, is a measurable short- or midterm objective with business relevance, defined by a target value and time frame. Value drivers describe the concrete objectives organizations must achieve to reach their long-term goals. They establish measurable targets and motivation, implemented through an operating model expressed via business capabilities.

Together, these two concepts form the foundation of the Financial Excellence Framework. Use cases illustrate how transformation happens, while value drivers define what success looks like and how it's measured. For example, within the Procure-to-Pay process, value drivers such as **Improve Accounts Payable FTE Productivity** or **Improve Days Payable Outstanding** translate strategy into measurable results. Improving FTE productivity focuses on efficiency—measured by the average invoices processed per full-time employee—while improving DPO focuses on working capital effectiveness.

For our partners, please access the SAP Value Lifecycle Manager (VLM) tool which complements the framework by providing benchmark data, KPI definitions, and templates for measurable transformation.

1.2 Why: The Need for Financial Excellence

Modern CFOs balance growth, control, and governance — often under constant disruption. Financial Excellence provides the framework to navigate this tension, ensuring that control doesn't come at the expense of agility or innovation.

The CFO reality: Finance under pressure to perform

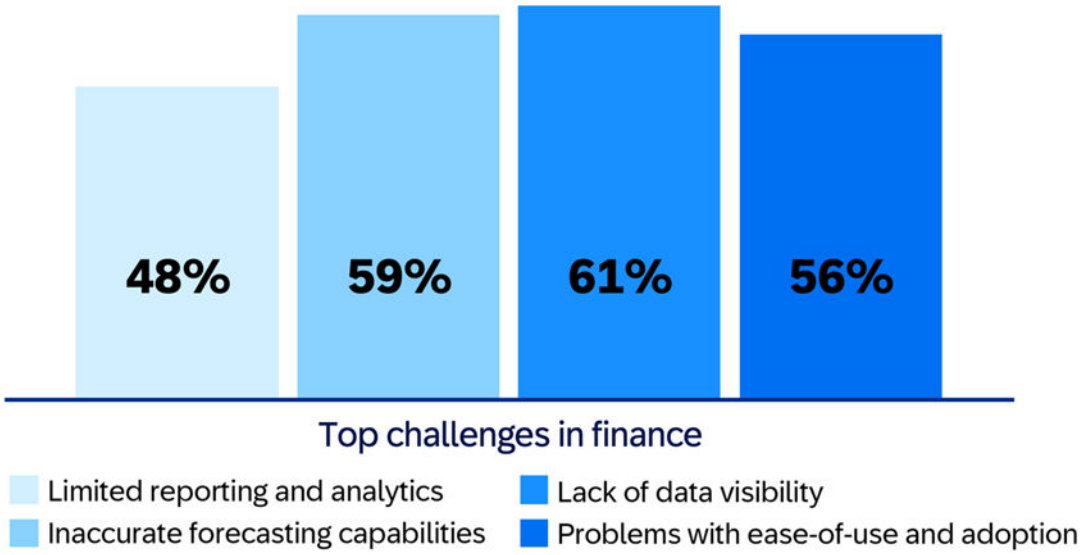
CFOs and finance organizations increasingly see themselves as key value generators, especially during times of uncertainty and unpredictability. Their role has expanded from financial control and reporting to driving enterprise-wide growth, efficiency, and resilience.

This shift brings a new challenge: balancing three critical priorities.

Finance must do the following:

- support and realize opportunities for growth across the company,
- drive cost and efficiency gains across the business, and
- perform optimally in its own operational, day-to-day processes.

Managing these priorities simultaneously is demanding in an environment marked by economic volatility, regulatory complexity, and rapid technological change.



* Source: CFO Insights Report: Strategic Actions for Growth

Limited data visibility, inaccurate forecasting, and reporting constraints remain key barriers to effective performance and transformation.

To alleviate these challenges, finance leaders and experts can leverage SAP Signavio Process Transformation Suite to

- navigate transformation by continuously improving key finance processes and maintaining the right balance between growth and profitability,
- strengthen governance, risk, and compliance in an evolving and risk-prone landscape, and
- manage uncertainty by combining the power of people, data, processes, and IT systems.

Finance organizations face persistent regulatory scrutiny, ongoing cost pressure, and constant demands for agility and proof of value creation. The balance between growth and efficiency has become the defining challenge for modern finance—making Financial Excellence essential to long-term success.

1.3 Benefits of Financial Excellence

Financial Excellence empowers finance organizations to operate efficiently, adapt quickly, and create lasting business value. By combining standardized processes, automation, and intelligent analytics, companies can continuously optimize financial performance while maintaining control, compliance, and strategic focus.

Keeping people, processes, data, and applications at the core of an AI-driven finance transformation, organizations can achieve:

1. **Cost Reduction**: Lower operational expenses through process standardization, automation, and waste elimination.
2. **Compliance and Control**: Ensure that financial processes meet both internal policies and external regulatory standards, minimizing audit risks.
3. **Strategic Insight**: Enhance decision-making through timely, data-driven visibility into financial and operational performance.
4. **Operational Agility**: Adapt quickly to market and business model changes with modular, insight-driven finance processes.
5. **Process Transparency**: Gain end-to-end visibility across invoice-to-pay, order-to-cash, and record-to-report to uncover bottlenecks and improvement opportunities.
6. **Risk Mitigation**: Strengthen governance frameworks, internal controls, and audit readiness while reducing exposure to financial, operational, and compliance risks.
7. **Employee Productivity**: Free finance professionals from repetitive manual work, allowing them to focus on value-added analysis and strategic initiatives.
8. **Stakeholder Confidence**: Build trust with internal and external stakeholders through consistent, accurate, and timely reporting.
9. **Working Capital Optimization (Accounts Receivable)**: Optimize cash flow by reducing days sales outstanding (DSO) and improving collections efficiency — freeing up capital for reinvestment into growth.

In short, Financial Excellence is where insight meets action — and transparency builds trust. It enables finance teams to move from reactive reporting to proactive business steering.

By leveraging AI-driven insights, prebuilt content, and best practices across accounting, procurement, invoicing, and controlling, organizations can continuously improve at scale, balancing growth and profitability while de-risking transformation and accelerating value realization.

1.4 Applied Use Case – Improve Accounts Payable Team Productivity (FTE Efficiency)

This use case illustrates how to apply the Financial Excellence framework to the Accounts Payable (AP) process by following one connected initiative: Improve AP FTE Productivity. The intent is to show how different

SAP Signavio capabilities can be used together, even if not all are licensed in your environment, to identify, analyze, and act on process improvement opportunities within a single transformation effort.

FTE (Full-Time Equivalent) in this context measures how efficiently teams perform work with existing capacity. The initiative's goal is to reduce manual effort, shorten invoice-processing cycle time, and increase throughput without adding headcount. By revealing redundant handling, approval delays, and exception loops, finance teams can use insights from SAP Signavio Process Transformation Suite to streamline operations and achieve measurable gains in productivity, accuracy, and cost efficiency.

1.4.1 Key Personas Involved

Driving Financial Excellence requires cross-functional alignment. The following personas play critical roles throughout the initiative. Not all organizations have these roles formally defined, but the responsibilities they represent should be covered within Finance, IT, or a Process Center of Excellence (CoE).

Persona	Responsibility
Finance Transformation Lead	Defines the financial excellence strategy and owns value realization outcomes. Uses SAP Signavio Process Transformation Manager to steer the initiative, track progress, and measure business impact.
Process Owner (Finance)	Owns key finance processes such as Invoice-to-Pay or Record-to-Report. Uses theSAP Signavio Process Transformation Suite to monitor process health against KPIs and identify opportunities for continuous improvement.
Process Expert	Brings deep knowledge of end-to-end finance processes, validates proposed changes, and uses SAP Signavio analytics to explore root causes and recommend optimizations.
Business Analyst / CoE	Performs detailed data-driven analysis of process execution using SAP Signavio Process Insights and SAP Signavio Process Intelligence to generate insights for transformation cases.
SAP Process Architect	Integrates SAP process content, supports process modeling and data mapping, and ensures that new process models are technically sound within SAP Signavio Process Transformation Suite.
Process Designer	Models and documents optimized "to-be" processes using SAP Signavio Process Manager. Acts as the primary user of the modeling and documentation tools.
Change Manager	Manages communication and adoption using SAP Signavio Process Collaboration Hub. Publishes models, gathers stakeholder feedback, and drives alignment on new ways of working.
IT/BI Analyst	Prepares and connects data sources for mining and analytics. Ensures technical readiness and data integrity across SAP Signavio Process Transformation Suite.
Business User	Provides operational feedback on pain points and validates proposed solutions for day-to-day usability. Contributes input through collaborative features in SAP Signavio Process Collaboration Hub.

> **Note**
>
> These personas may be centralized in a Finance or Process CoE or distributed across business and IT functions, depending on organizational maturity.

1.4.2 Onboarding and System Scenarios

Use the Fast Track Customer Onboarding Journey or one of the scenarios to guide you in your transformation journey.

Fast Track Customer Onboarding

If you're a new customer setting up SAP Signavio Process Transformation Suite for the first time, refer to the onboarding guide here Onboarding Guide: Provision SAP Signavio Process Transformation Suite and the onboarding journey here Fast Track Customer Onboarding. The guides provide guided steps for activating your environment, validating access, and preparing key stakeholders for your first transformation initiative.

Each scenario below represents a different starting point in your Finance Excellence journey and determines which capabilities are available for use.

Scenario 1: You're just getting started with SAP Signavio Solutions

If your organization has recently purchased SAP Signavio Process Transformation Suite (as part of RISE with SAP or standalone), start with these steps:

- Set up your steering framework and define accountability.
- Use the Initiative functionality in SAP Signavio Process Transformation Manager to coordinate and capture all related insights.
- Bring contributors and stakeholders together early to align on your finance transformation goals.

Scenario 2: You already have insights from SAP Signavio Process Insights or SAP Signavio Process Intelligence

If your organization has already identified improvement areas through analytics, focus on these areas:

- Translate identified insights into formal transformation initiatives within SAP Signavio Process Transformation Manager.
- Build alignment using data-backed narratives that connect insights to value drivers such as productivity or working capital.
- Continuously refining your steering framework based on system insights.

Scenario 3: You've established a strong steering framework as part of your Center of Excellence

If your organization already runs a mature transformation setup:

- Integrate system-driven insights for real-time transparency and impact.
- Define and track finance-specific KPIs using SAP Signaviosolutions.
- Use SAP Signavio Process Collaboration Hub to communicate outcomes and maintain a single source of truth for finance transformation.

Regardless of your starting point, **SAP Signavio Process Transformation Manager** serves as the central layer connecting insights from multiple SAP Signavio tools into one measurable, value-focused Finance Excellence initiative.

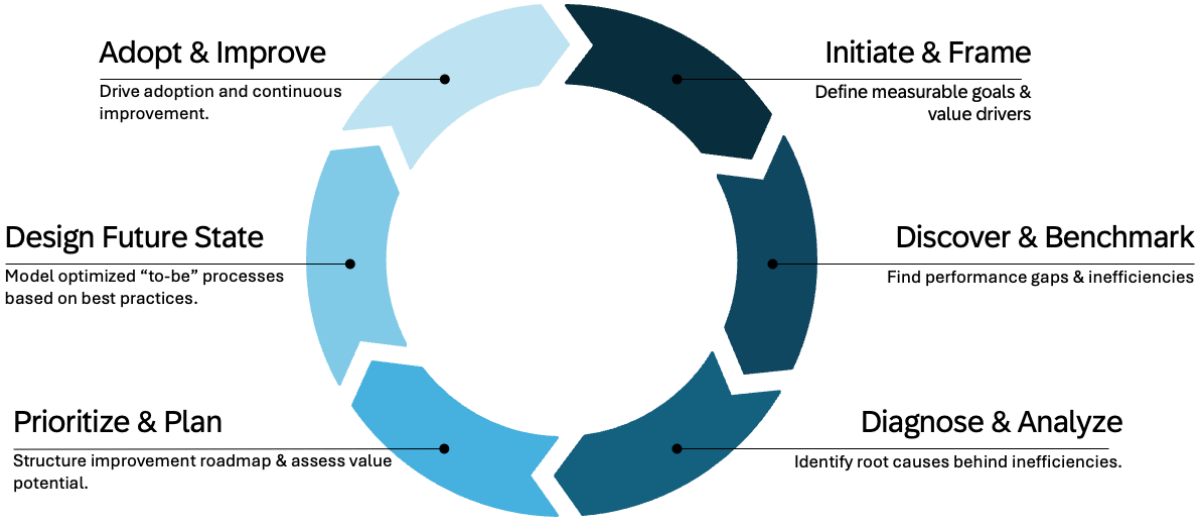
1.5 Execution Framework: Optimizing Accounts Payable Team Productivity

1.5.1 A practical approach using SAP Signavio Process Transformation Suite

The following framework outlines a **structured, repeatable approach** to improve Accounts Payable (AP) team productivity through SAP Signavio Process Transformation Suite. It demonstrates how different SAP Signavio Process Transformation Suite capabilities work together to connect insights, actions, and measurable outcomes within one Finance Excellence initiative.

This example focuses on the **Invoice-to-Pay (I2P)** process and uses the sample initiative *Improve Accounts Payable FTE Productivity*. The flow is **illustrative** and can be adapted to fit your organization's maturity, systems landscape, and transformation goals. When no specific framework exists, this best-practice approach can serve as a reference model.

1.5.2 Summary: End-to-End Flow for Improve Accounts Payable FTE productivity



The following table summarizes each phase of the Finance Excellence transformation journey, mapping SAP Signavio solutions to equivalent manual alternatives where full access isn't available:

Step	Manual Solution	SAP Signavio Solution (Primary)	Description / Key Actions	Expected Benefits	Primary Owners
Initiate & Frame	Excel or SharePoint tracker for initiatives	SAP Signavio Process Transformation Manager	Define the Finance Excellence initiative and set it as the steering framework for transformation. Establish measurable objectives, assign ownership, align stakeholders, and ensure governance from the start	• Clear ownership and accountability from day one • Transparent goal definition and scope alignment • Measurable framework for tracking progress	CFO, Transformation Lead These roles own the initiative creation, define objectives, assign ownership, and oversee governance.

Step	Manual Solution	SAP Signavio Solution (Primary)	Description / Key Actions	Expected Benefits	Primary Owners
Discover & Benchmark	Excel or BI dashboards for KPI benchmarking	SAP Signavio Process Transformation Manager	Benchmark finance KPIs against internal or industry standards to identify performance gaps. Create insights linked to the main initiative to turn benchmarking results into actionable findings that establish a fact-based view of current inefficiencies.	• Fact-based performance baseline for prioritization • Strategic focus on measurable outcomes • Early alignment on priorities backed by data	Transformation Lead This phase is analytical and strategic, led by the Transformation Lead to benchmark KPIs and identify potential improvement areas.
Diagnose & Analyze	Manual SQL/BI reports, Excel pivot dashboards	SAP Signavio Process Insights and SAP Signavio Process Intelligence	Validate benchmark results using operational data. Use SAP Signavio Process Insights to identify quick wins and SAP Signavio Process Intelligence to analyze process flows, variants, and root causes. Quantify time loss, cost drivers, and compliance gaps to determine what's broken and why.	• Fast identification of improvement opportunities • Root cause visibility and cost transparency • Early value realization through quick wins	AP Manager, AP Team Lead These operational roles validate process data, review inefficiencies, and provide functional input to SAP Signavio Process Insights and SAP Signavio Process Intelligence Analyzes.
Prioritize & Plan	Excel or PowerPoint for road map visualization	SAP Signavio Process Transformation Manager	Link identified insights to the initiative in SAP Signavio Process Transformation Manager. Prioritize actions by business impact, urgency, and implementation effort to build a clear, structured road map of transformation initiatives focused on high-value improvements.	• Clear, prioritized road map aligned with business priorities • Transparent link between insights and actions • Informed investment planning and resource allocation	Transformation Lead, CFO Both roles jointly evaluate business impact, approve prioritization, and set the road map sequencing.

Step	Manual Solution	SAP Signavio Solution (Primary)	Description / Key Actions	Expected Benefits	Primary Owners
Design Future State	Visio or BPMN editor (PowerPoint swimlanes as fallback)	SAP Signavio Process Manager	Model and simulate the optimized *to-be* processes using BPMN standards and AI-supported design guidance. Leverage SAP Best Practices content (for example, **Scope Item J60 – Accounts Payable**) as the baseline for future-state design. Validate improvements through simulation and get stakeholder sign-off via side-by-side comparisons.	• Data-driven process design aligned with SAP Best Practices • Faster stakeholder consensus and reduced redesign cycles • Smooth transition from design to implementation	Process Architect The Process Architect (or Process Designer) models and simulates optimized processes, ensuring alignment with SAP Best Practices and system feasibility.
Adopt & Improve	SharePoint, Confluence	SAP Signavio Process Collaboration Hub	Publish finalized *to-be* models and the improvement road map to SAP Signavio Process Collaboration Hub. Enable visibility, collect stakeholder feedback, assign ownership, and monitor adoption. Track realized value and feed results back for continuous improvement.	• Organization-wide transparency and shared accountability • Sustained process adoption enabled by collaboration • Continuous improvement loop supported by live feedback	All Stakeholders / Process Owners Everyone involved in the process (Finance, IT, Operations) reviews, validates, and adopts the final *to-be* design via SAP Signavio Process Collaboration Hub.

The following table summarizes each SAP Signavio solution and its specific contribution to the transformation journey:

SAP Signavio Solution	Role in the Journey
SAP Signavio Process Transformation Manager	Identify top inefficiencies using KPIs and benchmarks and create initiatives
SAP Signavio Process Insights	Analyze top inefficiencies using KPIs and benchmarks
SAP Signavio Process Intelligence	Mining solution to dig deeper and analyze root causes of cost-driving process variants
SAP Signavio Process Transformation Manager	Prioritize and structure improvement initiatives
SAP Signavio Process Manager	Design and simulate optimized procurement processes

SAP Signavio Solution	Role in the Journey
SAP Signavio Process Collaboration Hub	Share models, align teams, and drive sustainable change
SAP Signavio Journey Modeler	(Optional) Map user experiences to identify friction points and improve satisfaction

1.6 Detailed Workflow: Optimizing Accounts Payable Productivity

1.6.1 Step 1: Initiate & Frame

Purpose

Establish the strategic foundation for your Finance Excellence initiative.

In this step, the CFO or Finance Transformation Lead defines a high-level initiative within **SAP Signavio Process Transformation Manager**. This initiative serves as a **central steering framework** – a single location that consolidates all related insights, benchmarks, and improvement actions.

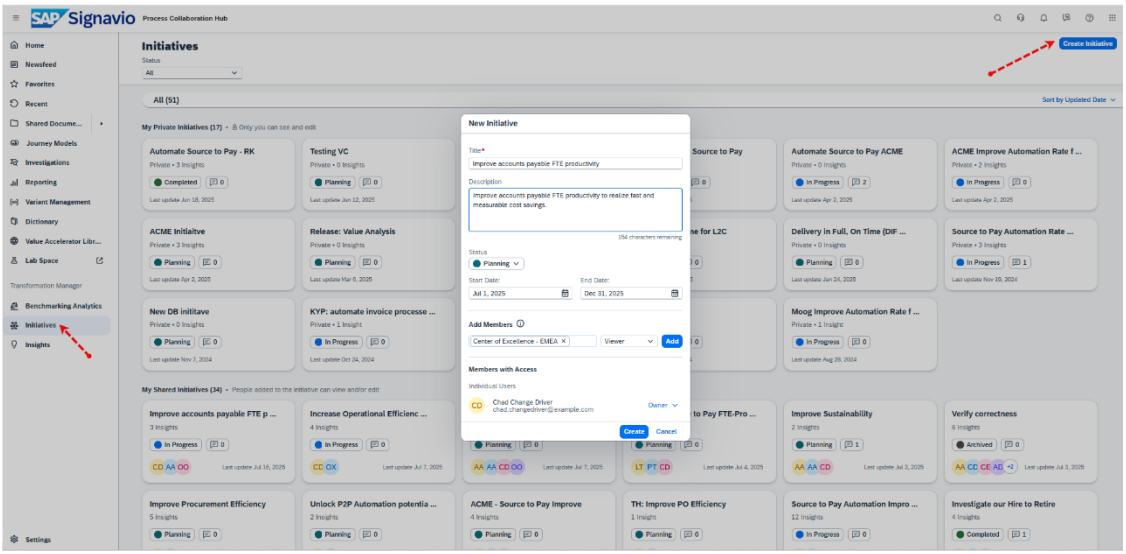
Creating this structure ensures that every subsequent analysis and optimization effort is aligned to a measurable value driver, such as **team productivity** or **process efficiency**.

Actions

Create and Define Initiatives

1. Navigate to **SAP Signavio Process Transformation Manager** from the left-hand panel in **SAP Signavio Process Collaboration Hub**.
2. Select *Create Initiative* in the upper-right corner.
3. Provide a **clear, outcome-oriented title**.
   - Example: **Improve Accounts Payable FTE Productivity**
4. Populate the following key fields to define your business case:
   1. *Description*: Define the initiative's objective and scope.
   2. *Add Members* and *Status*: Assign team members and indicate current progress.
   3. *Start Date* and *End Date*: Set the initiative start date and target completion date.

This initiative now becomes the organizing structure for all findings and actions that follow – linking insights discovered in tools like benchmarking analytics for SAP Signavio solutions, SAP Signavio Process Insights, and SAP Signavio Process Intelligence to a unified transformation story.



Outcome

A formally defined transformation initiative with transparent ownership, clear timelines, and measurable success criteria. It serves as the anchor for all subsequent steps in the improvement journey.

1.6.2 Step 2: Discover & Benchmark

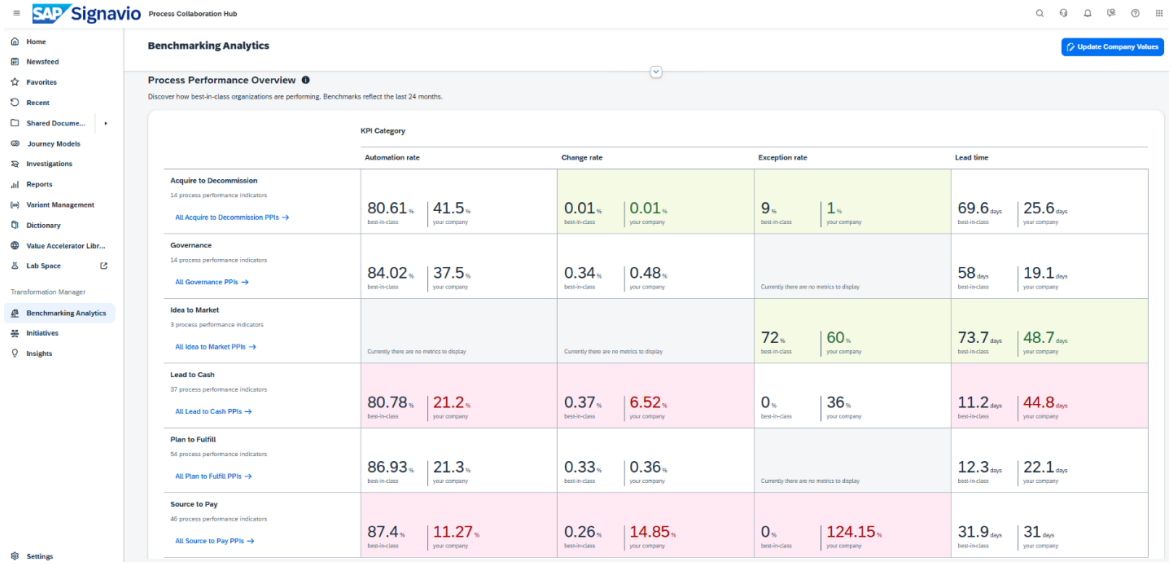
Purpose

Establish a **strategic performance baseline** by using **benchmarking analytics for SAP Signavio solutions** to gain an **outside-in** view of process performance compared with industry peers. This step identifies where your Accounts Payable (AP) process deviates most from best-in-class benchmarks, helping define priorities for improvement.

By quantifying performance gaps early, you create a **data-driven foundation** for your business case and set the direction for detailed analysis in later steps.

Actions

1. **Access Benchmarking Analytics**
   Open *Benchmarking Analytics* from the *Process Transformation Manager* section in **SAP Signavio Process Collaboration Hub**.
   Review KPIs in the *Source to Pay* area to identify potential improvement opportunities.
   In this example, the analysis highlights **high exception rates** and **low automation potential** within Accounts Payable, suggesting a strong opportunity for productivity improvement.

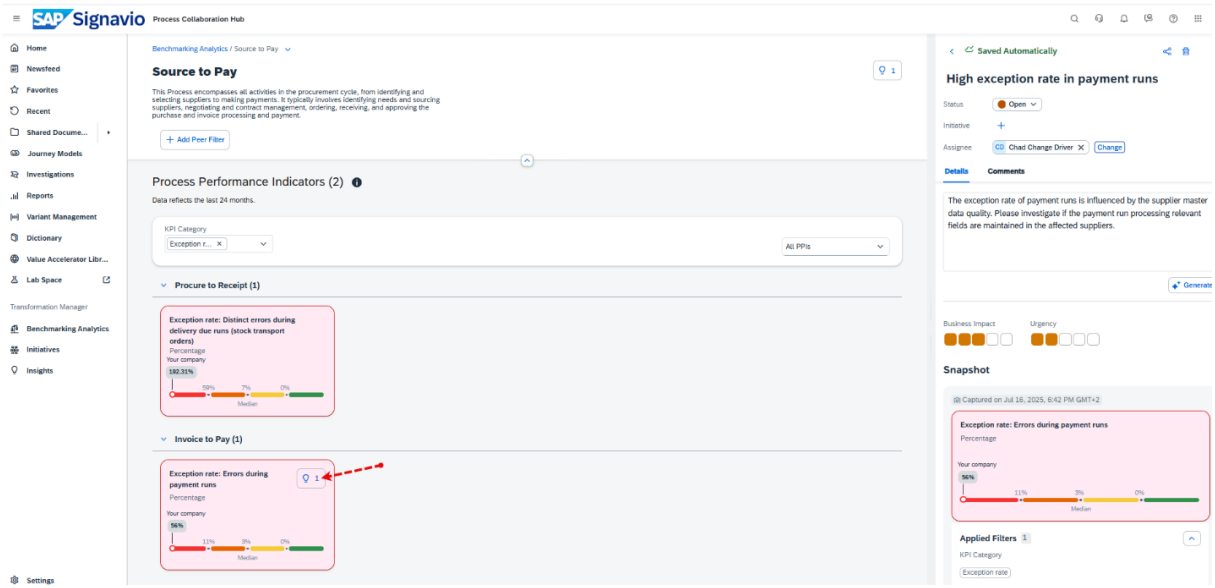


2. **Explore relevant KPIs**
   Navigate to *Source to Pay Process Performance Indicators (PPIs)* and select a category relevant to your investigation.
   For this example, select *Exception Rate (PPI)* to analyze how frequently deviations or rework occur in the AP process.
3. **Create and link insights**
   Once the KPI is selected, do the following:
   - Choose *(Insights)* in the upper-right corner.
   - Select *Create Insight* to open the configuration window.
   - Add a short description of the issue, specify its impact, and assign ownership to a responsible analyst or process expert.
   - Link this insight to the initiative created in Step 1: Initiate & Frame [page 15] (for example, *Improve Accounts Payable FTE Productivity*).

This connection ensures that benchmarking findings are captured within the same transformation framework created earlier.

> **Note**
>
> Step 4: Prioritize & Plan [page 28] explains in more detail how to manage, organize, and prioritize these insights using SAP Signavio Process Transformation Manager.

Each linked insight now represents a traceable, data-driven improvement opportunity that will flow through the later stages of analysis, design, and adoption.



Outcome

A **quantified, evidence-based performance baseline** that reveals key productivity gaps and connects them directly to the active transformation initiative. Benchmarking results are now traceable within SAP Signavio Process Transformation Manager, providing measurable context for subsequent deep-dive analysis and planning.

1.6.3 Step 3: Diagnose & Analyze

Purpose

This step deepens the analysis of the initial improvement areas identified in Step 2: Discover & Benchmark [page 16]. Using **SAP Signavio Process Insights** and **SAP Signavio Process Intelligence**, you move from identifying **where** performance gaps exist to understanding **why** they occur.

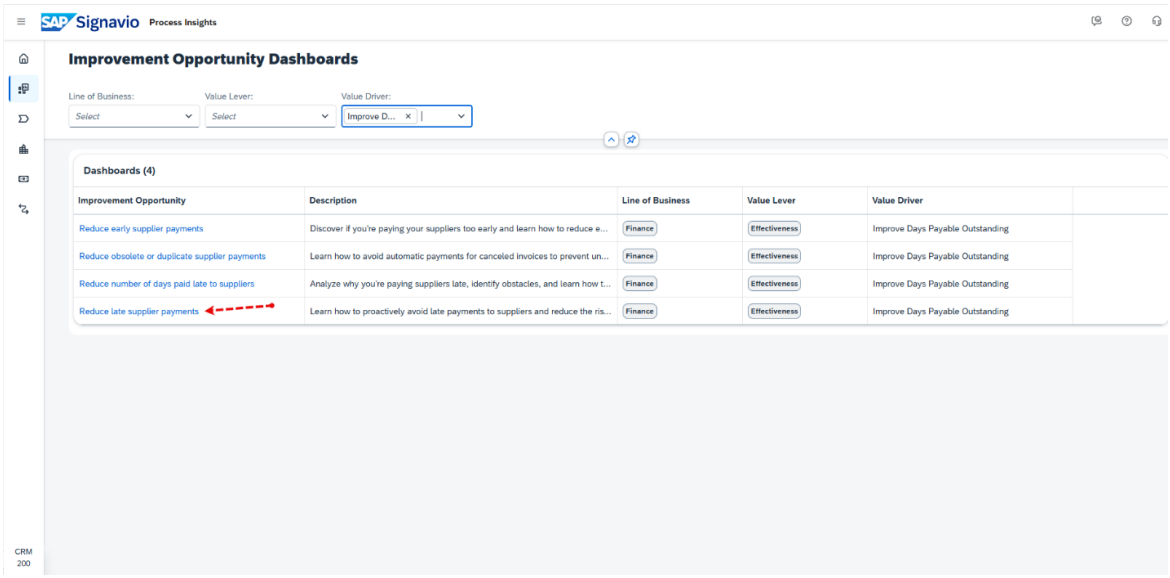
The goal is to create a validated, evidence-based view of the process so that improvement opportunities can later be prioritized and acted upon through the initiative created in Step 1: Initiate & Frame [page 15].

The following examples illustrate one possible investigation for the **Improve Accounts Payable FTE Productivity** initiative. Actual findings will differ by organization, depending on process data and system configuration.

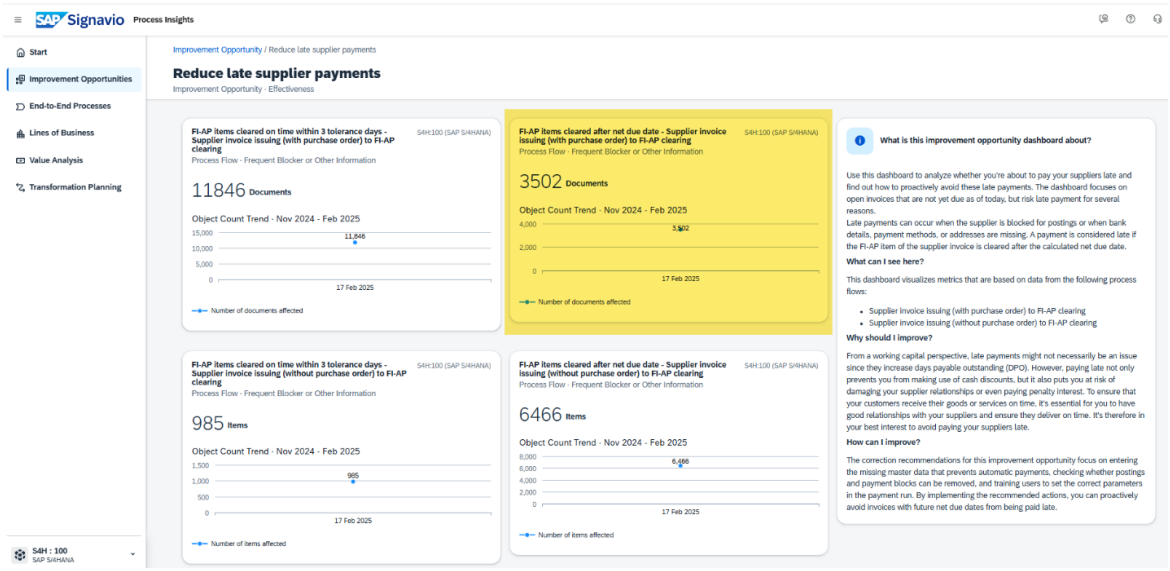
Actions

Identify Quick Wins with SAP Signavio Process Insights

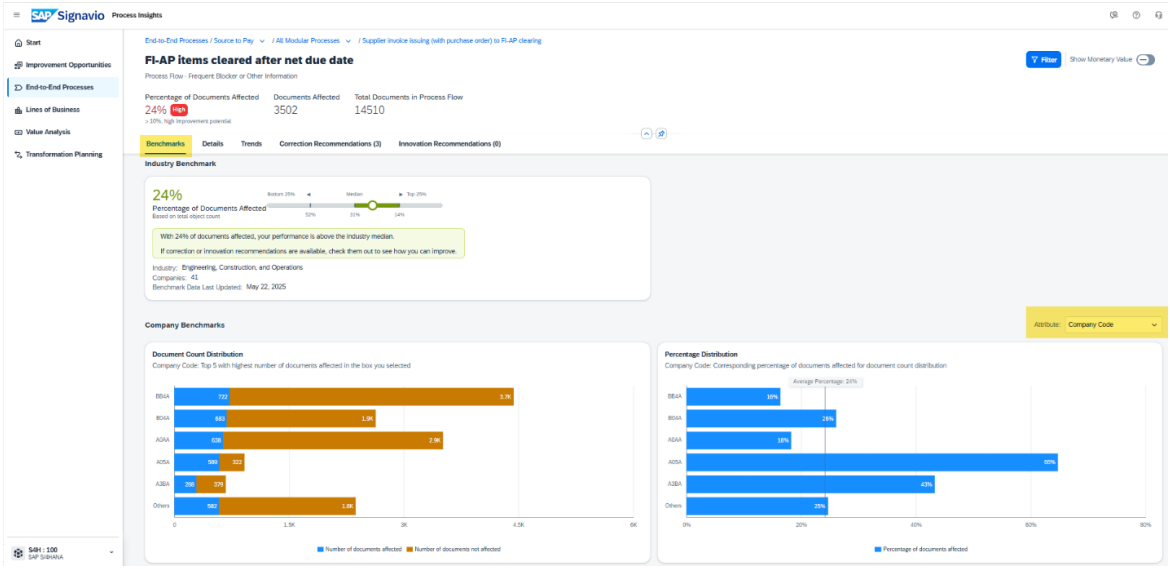
1. **Access Improvement Opportunity Dashboards**
   SAP Signavio Process Insights provides Improvement Opportunity Dashboards to investigate which process inefficiencies limit productivity. Open *Improvement Opportunity Dashboards* in **SAP Signavio Process Insights**. Review which inefficiencies most affect productivity.
   In this example, we look at the value driver *Improve Days Payable Outstanding*, which presents several opportunities. We choose *Reduce late supplier payments* as our starting point.



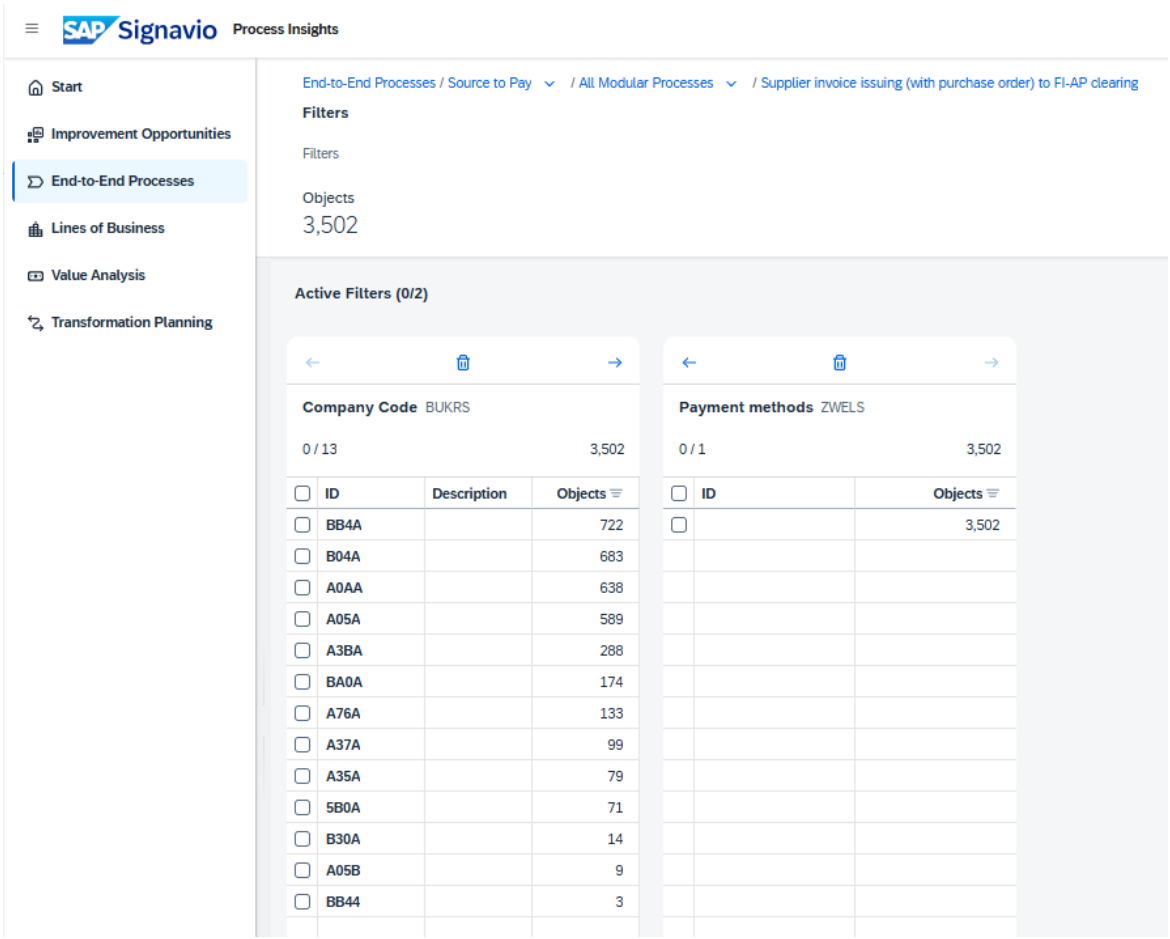
2. **Drill down to process flow**
   Within this improvement opportunity, focus on suppliers paid after their due date to identify process delays impacting AP FTE productivity.
   Analyze **Financial Accounting – Accounts Payable (FI-AP items)** cleared after the net due date for supplier invoices linked to purchase orders.
   Select the process flow *FI-AP items cleared after net due date – Supplier invoice issuing (with purchase order) to FI-AP clearing*.



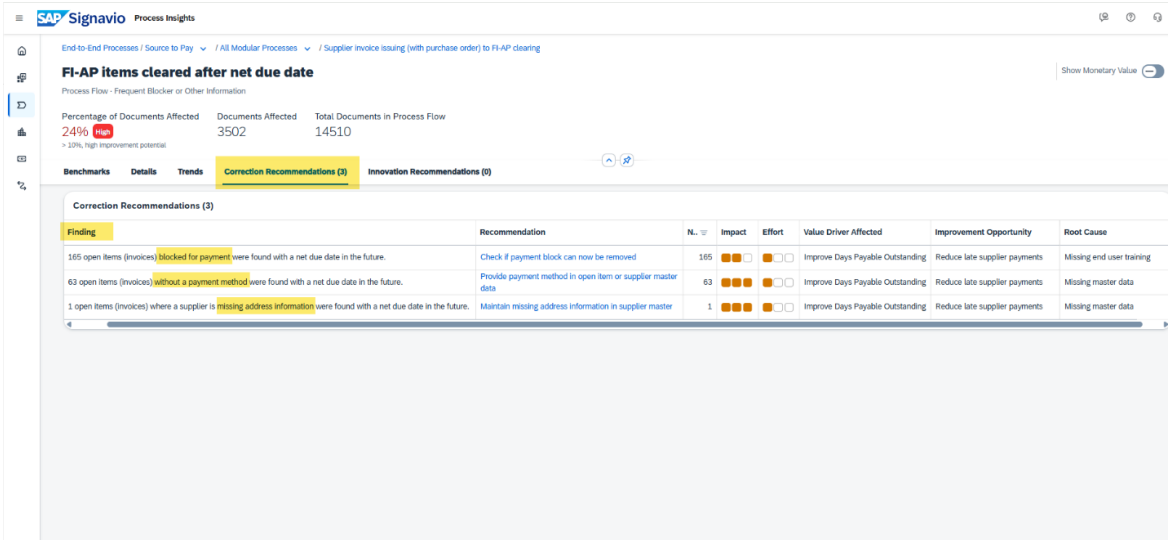
3. **Review benchmark comparison**
   In the *Benchmarks* tab, select the *Company Code* filter in the *Attribute* drop-down list (yellow highlight). The view shows that late clearing occurs across multiple company codes, suggesting a recurring pattern.



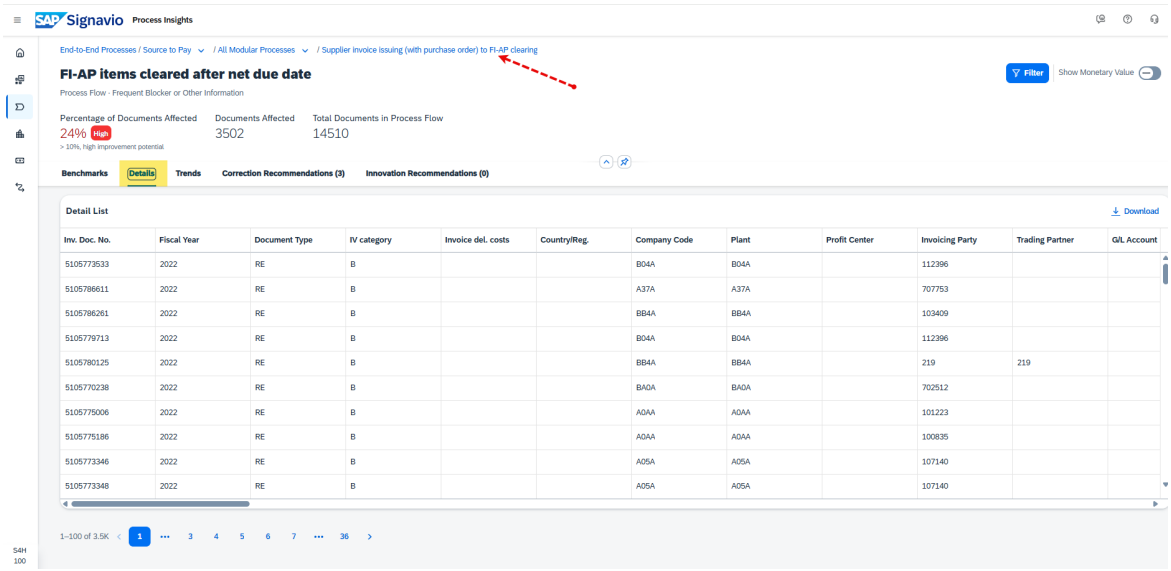
4. **Refine by attribute**
   Add a filter for *Payment Method*. In this illustration, the *Payment Method* field is missing in affected invoices.



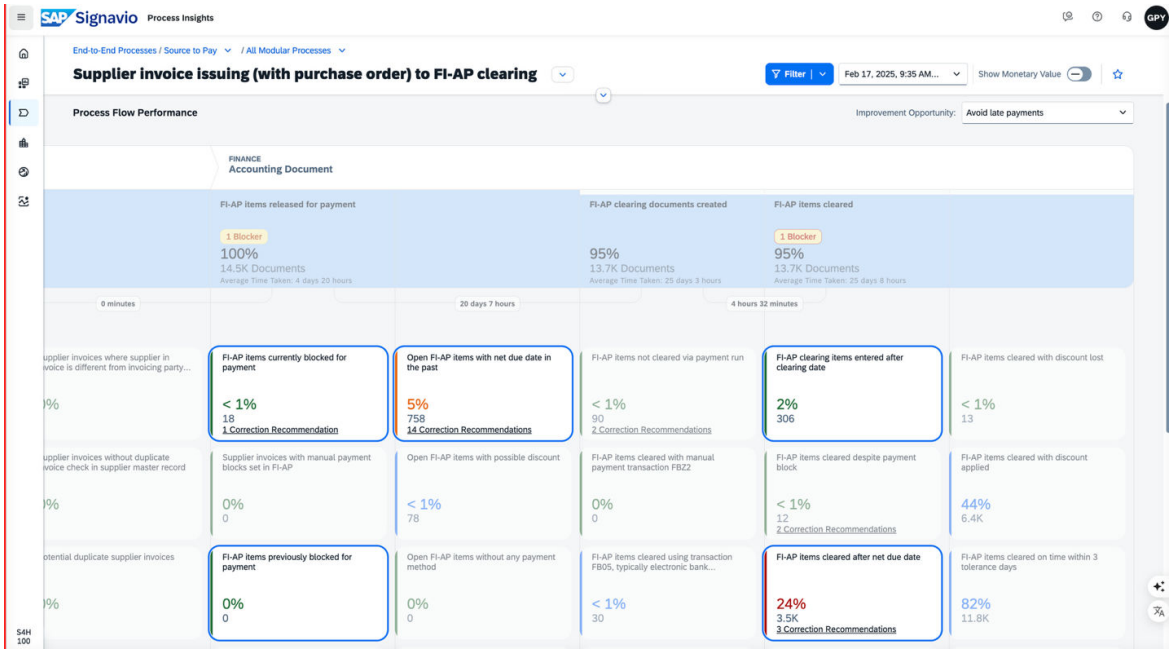
5. **Review recommended corrections**
   SAP Signavio Process Insights suggests correction actions – for example, unblock payments and complete missing master data fields such as payment method or supplier address.



6. **Open detailed view**
   The *Details* tab lists supporting information such as invoice document numbers of impacted records.



Open process flow for further analysis
At the top of the screen (red arrow in image), select *Supplier invoice issuing (with purchase order) to FI-AP clearing* to inspect end-to-end flow performance.

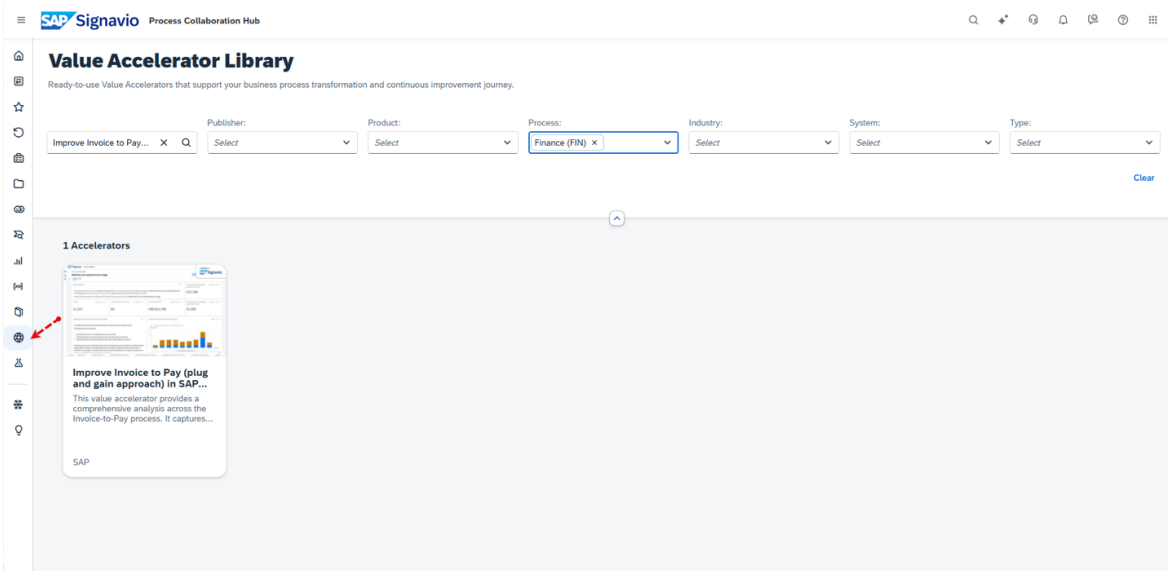


7. **Create and link an insight**
   Choose *(Insights)* and create a new insight describing the issue – here, **incomplete supplier master data leading to late payments**.
   Link this insight to the initiative created in Step 1: Initiate & Frame [page 15] so the finding is tracked under the same transformation framework.

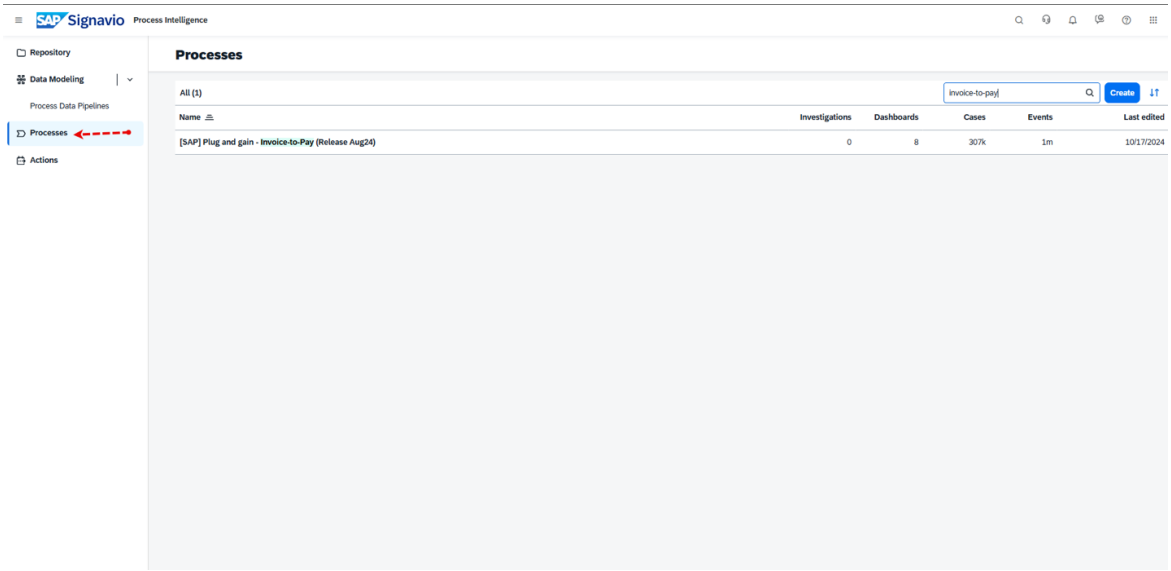
Analyze Root Causes with SAP Signavio Process Intelligence (Plug and Gain Approach)

1. **Install the value accelerator**
   A value accelerator bundles content such as dashboards and metrics from SAP Signavio Process Intelligence, process models and folders from SAP Signavio Process Manager, and journey models from SAP Signavio Journey Modeler. For example, the Procure to Pay value accelerator contains dashboards related to the lifecycle of purchase requisition, contract, purchase order, material inbound, and invoice.
   Use the **Invoice-to-Pay Value Accelerator** from the **Value Accelerator Library** in **SAP Signavio Process Collaboration Hub**.

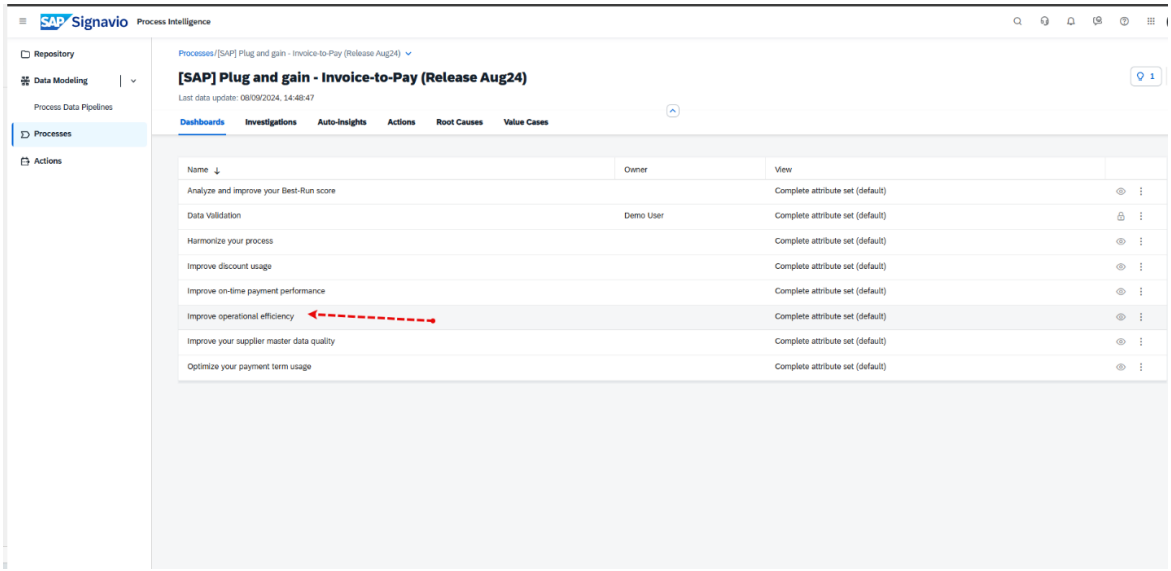
Follow installation guidance in the Installing a Value Accelerator section of the user guide.



2. **Open the value accelerator**
   Once installed, switch from SAP Signavio Process Collaboration Hub to SAP Signavio Process Intelligence and you can select the value accelerator there under *Processes*.

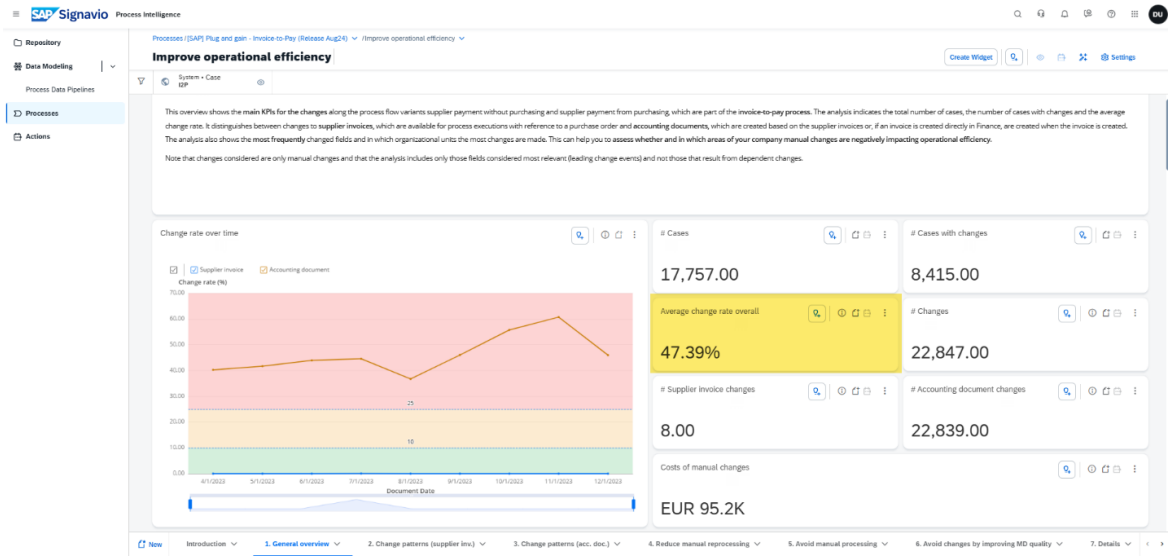


3. **Select the *Improve Operational Efficiency* dashboard**
   This dashboard highlights changes and reprocessing activity along the Invoice-to-Pay process.



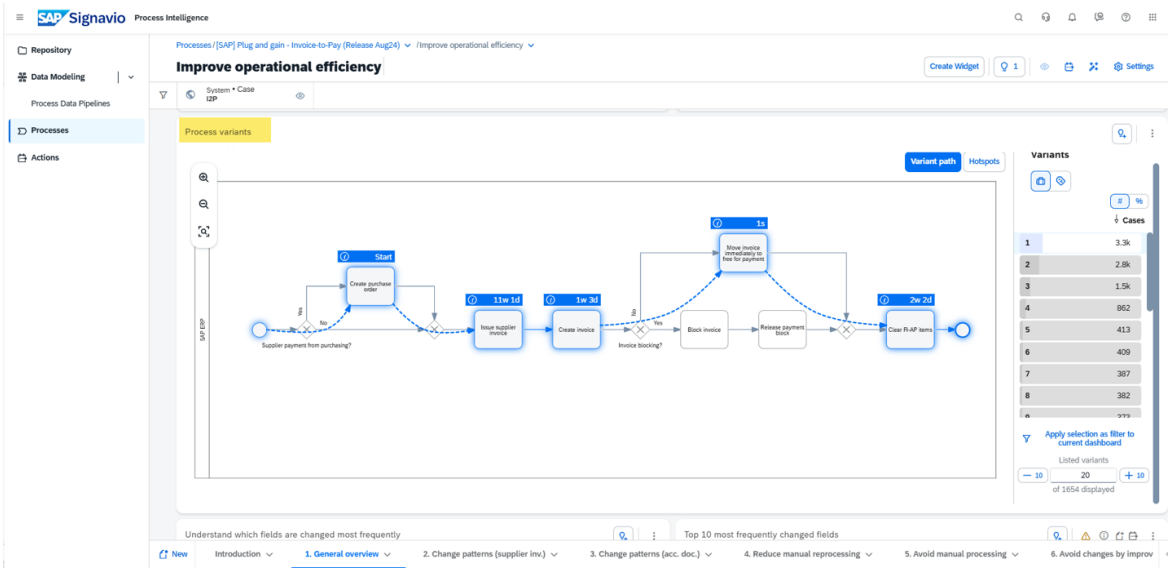
Review the *General Overview* tab

Observe the *Change rate over time* chart to gauge process volatility.

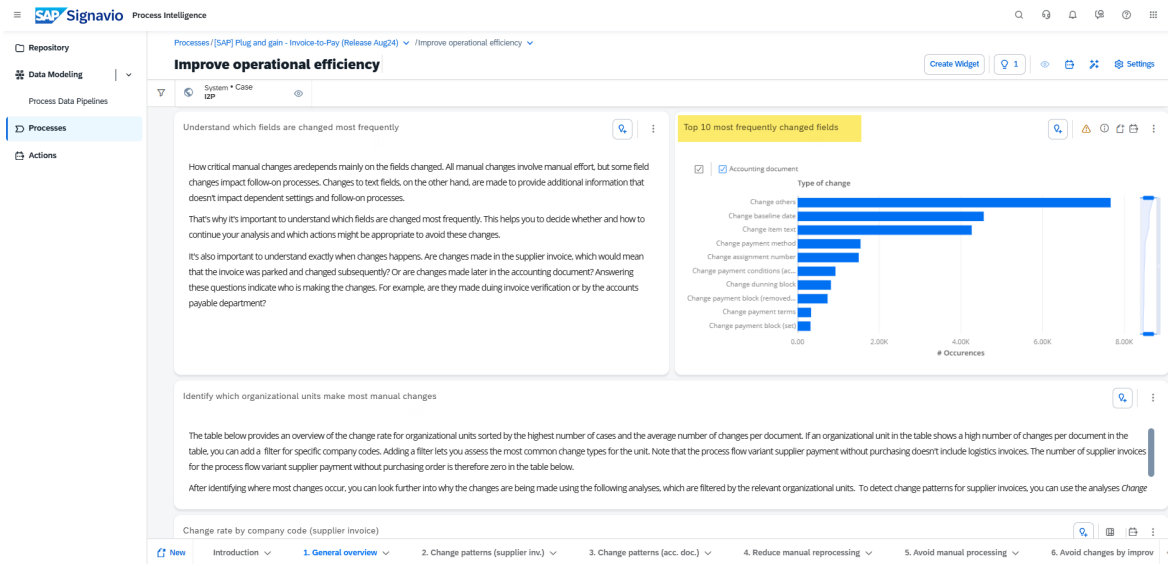


4. **Analyze process variants**

   Stay on the *General Overview* tab and scroll down to the *Process variants* overview. This overview provides insights on the processing times to compare cycle times and identify long-running variants.

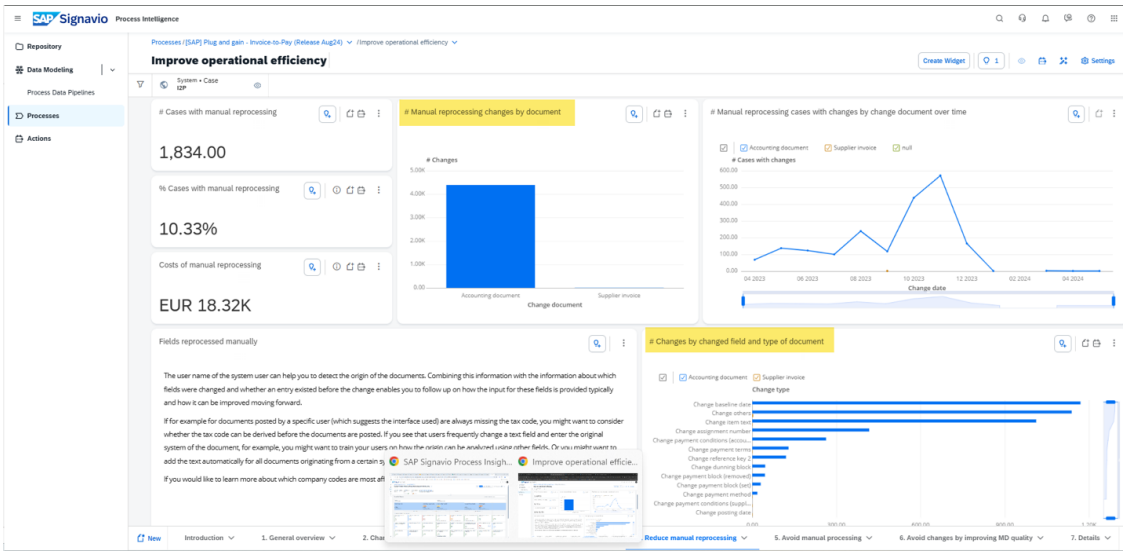


5. **Identify frequent field changes**
   Further down, the *Top 10 most frequently changed fields* chart shows which data fields are often modified. In this example, **Payment Method** appears frequently, aligning with insights from SAP Signavio Process Insights.

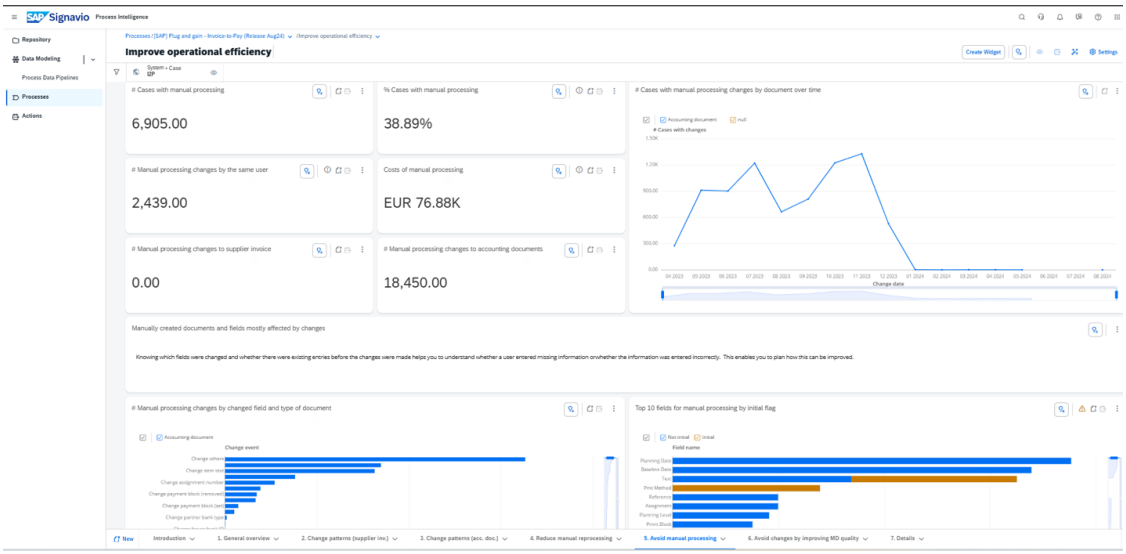


6. **Use bottom-navigation tabs for deeper analysis**

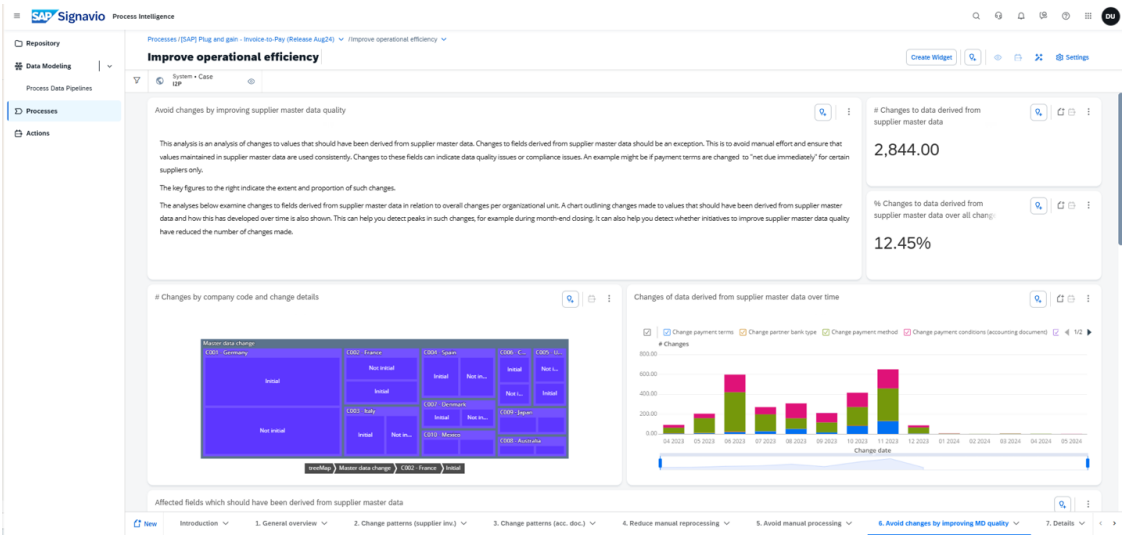
- *Reduce manual reprocessing*: shows that most reprocessing involves accounting documents.



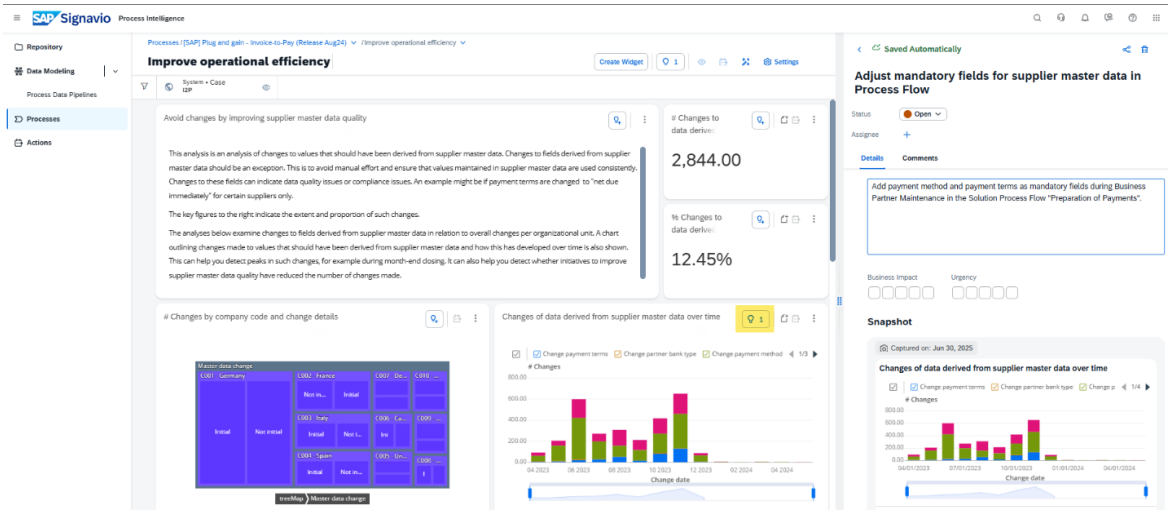
- *Avoid manual processing*: lists fields repeatedly changed by users.



- *Avoid changes by improving MD quality*: reveals recurring master data issues such as payment method changes



7. **Create and link an insight**
   From any analysis view, choose *(Insights)* to record your observation and **link it to the active initiative** in **SAP Signavio Process Transformation Manager**.
   This maintains full traceability between analysis and subsequent execution.



Outcome

A validated analytical baseline showing where inefficiencies originate, why they occur, and the potential value of addressing them.

1.6.4 Step 4: Prioritize & Plan

Purpose

After identifying opportunities and root causes using **SAP Signavio Process Insights** and **SAP Signavio Process Intelligence**, the next step is to convert these findings into a **structured and prioritized action plan**.

This is done in **SAP Signavio Process Transformation Manager**, which acts as the central coordination layer – ensuring that insights captured from different analysis tools translate into measurable transformation outcomes.

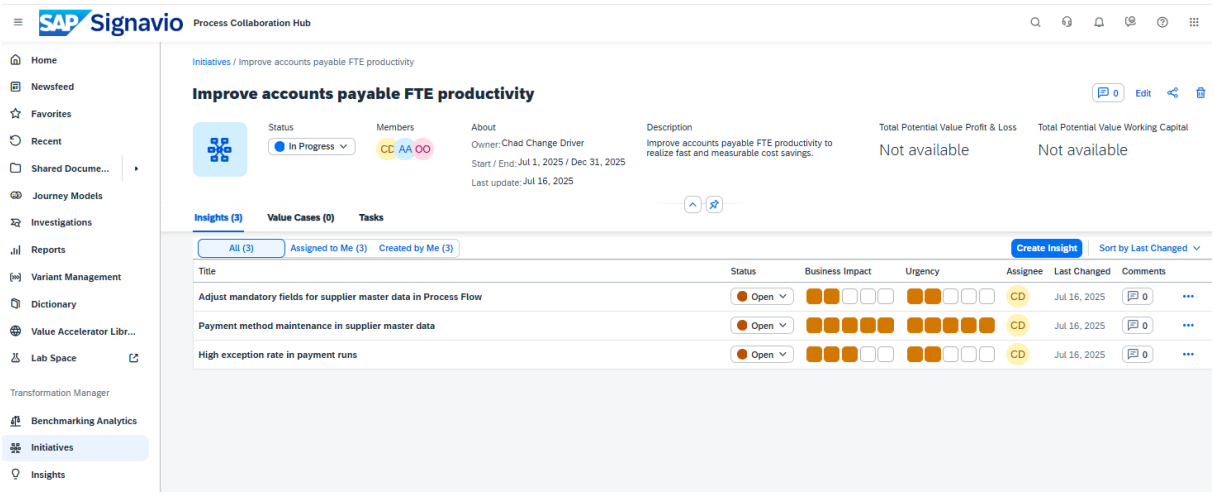
Key Actions

Capture Insights as Actionable Items

Next, link the specific data-driven findings from SAP Signavio Process Insights and SAP Signavio Process Intelligence directly to your initiatives. This creates a traceable value case for each improvement.

1. **Bring insights into SAP Signavio Process Transformation Manager**
   Review the insights created in Step 2: Discover & Benchmark [page 16] and Step 3: Diagnose & Analyze [page 18].
   These insights represent specific improvement opportunities (for example, high exception rates or manual processing bottlenecks).
   Open **SAP Signavio Process Transformation Manager** from **SAP Signavio Process Collaboration Hub**.
   If the insights are already created in earlier tools, you'll see them listed here.
   If not, you can also create new ones directly from any dashboard or analysis view by selecting *(Insights)*.
2. **Link and configure each insight**
   When the *Insight* dialog box opens, do the following:
   - Set the *Status* (for example, *New* or *In Progress*).
   - **Link it to your initiative** created in Step 1: Initiate & Frame [page 15] (for example, *Improve accounts payable FTE productivity*).
   - Assign an **owner** responsible for follow-up.
   - Optionally, add comments or context.

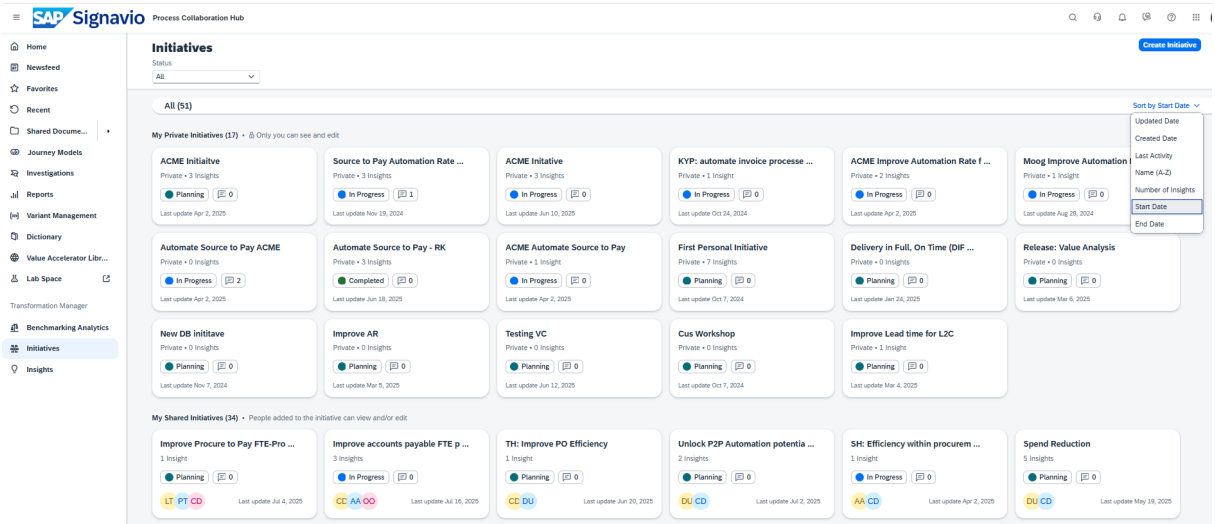
   Each insight now becomes a formal, trackable record within your initiative. It retains full traceability – meaning users can always navigate back from the insight to the exact analysis that generated it.



Prioritize and Organize Your Road Map

With all insights linked, the next task is to **define implementation priority and sequence**.

1. **Set priorities**
   Review each insight's **Business Impact** and **Urgency**.
   Use the *Start Date* field to indicate the planned launch of each improvement action – the primary lever for sequencing your road map.
2. **Structure the road map**
   In the **Initiatives Overview** within **SAP Signavio Process Transformation Manager**, do the following:
   1. Use **Sorting options** (for example, *Number of Insights*, *Last Activity*, *Start Date*) to view initiatives chronologically or by workload.
   2. Use the *Status* field (*Planning*, *In Progress*, *Completed*) to track progress.
   3. Apply the *At-Risk* status proactively to highlight delays or obstacles requiring management attention.
3. **Maintain transparency**
   The road map now reflects both analytical findings and their implementation status. This creates a single, shared view for leadership and process owners, supporting clear governance and follow-up.



Outcome

A prioritized and actionable road map that connects every identified improvement to business value.

All insights from Step 2: Discover & Benchmark [page 16] and Step 3: Diagnose & Analyze [page 18] are now organized within SAP Signavio Process Transformation Manager, providing traceability from discovery to execution and ensuring that process improvements deliver measurable results.

1.6.5 Step 5: Design Future State

Purpose

With your initiatives structured and prioritized in Step 4: Prioritize & Plan [page 28], the next step is to design an optimized **future-state process** that reflects the intended improvements.

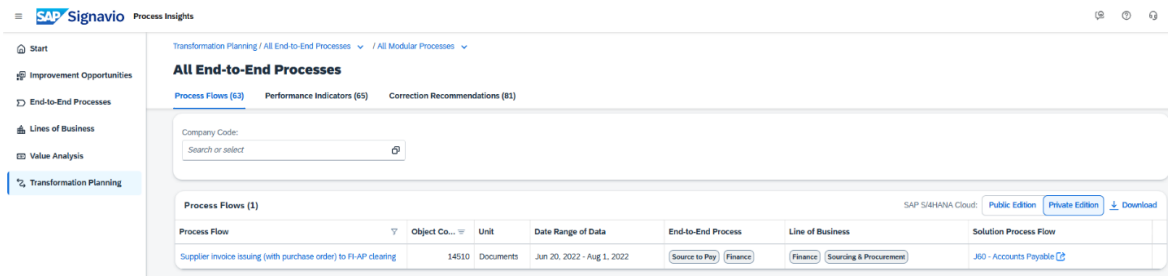
Using **SAP Signavio Process Manager** or **SAP Signavio Process Modeler**, you can **model and simulate** the redesigned process to validate its logic, dependencies, and expected performance before implementation.

This ensures that the changes derived from your insights aren't only actionable but also technically sound and aligned with business objectives.

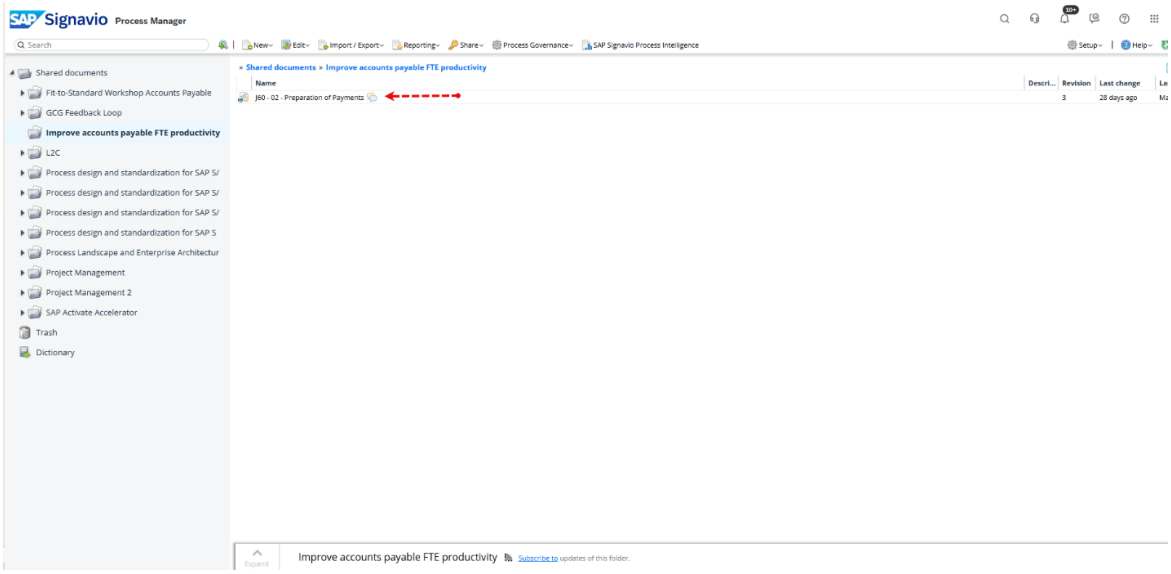
The following example continues with the **Improve Accounts Payable FTE Productivity** initiative. Actual process flows and scope items will differ depending on your organization's data and SAP configuration.

Actions

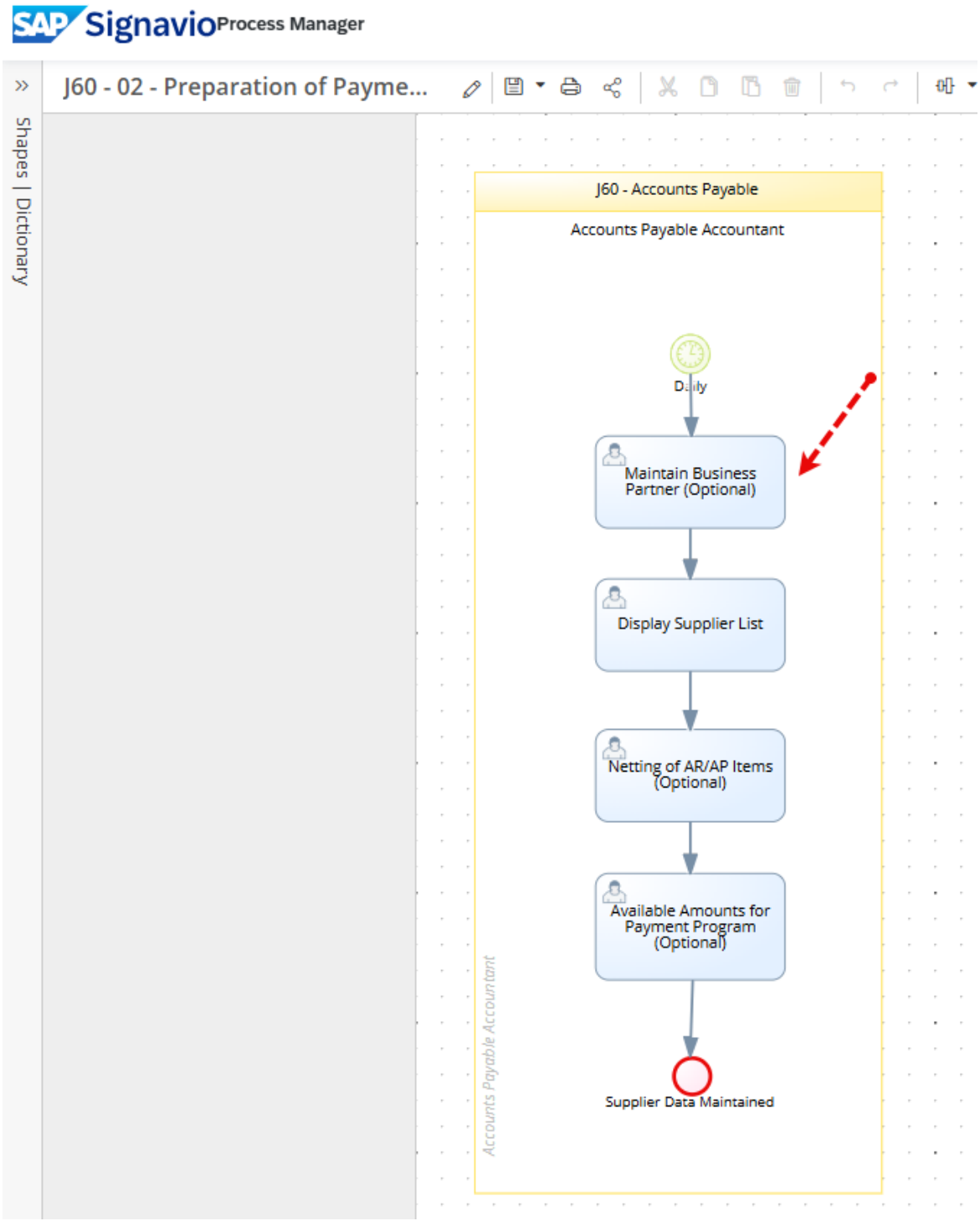
1. **Start from Transformation Planning**
   Open the **Transformation Planning** capability in **SAP Signavio Process Insights**.
   This feature connects analytical findings to process design by identifying the **Scope Item** and corresponding **Solution Process Flow** relevant to the process analyzed.
2. **Identify and import the relevant scope item**
   For this illustration, the process **Supplier invoice issuing (with purchase order) to FI-AP clearing** maps to **Scope Item J60 – Accounts Payable**.
   Import this SAP reference **Solution Process Flow** into your workspace in **SAP Signavio Process Manager** or **SAP Signavio Process Modeler**.
   This provides a **best-practice baseline** for building the future-state design.



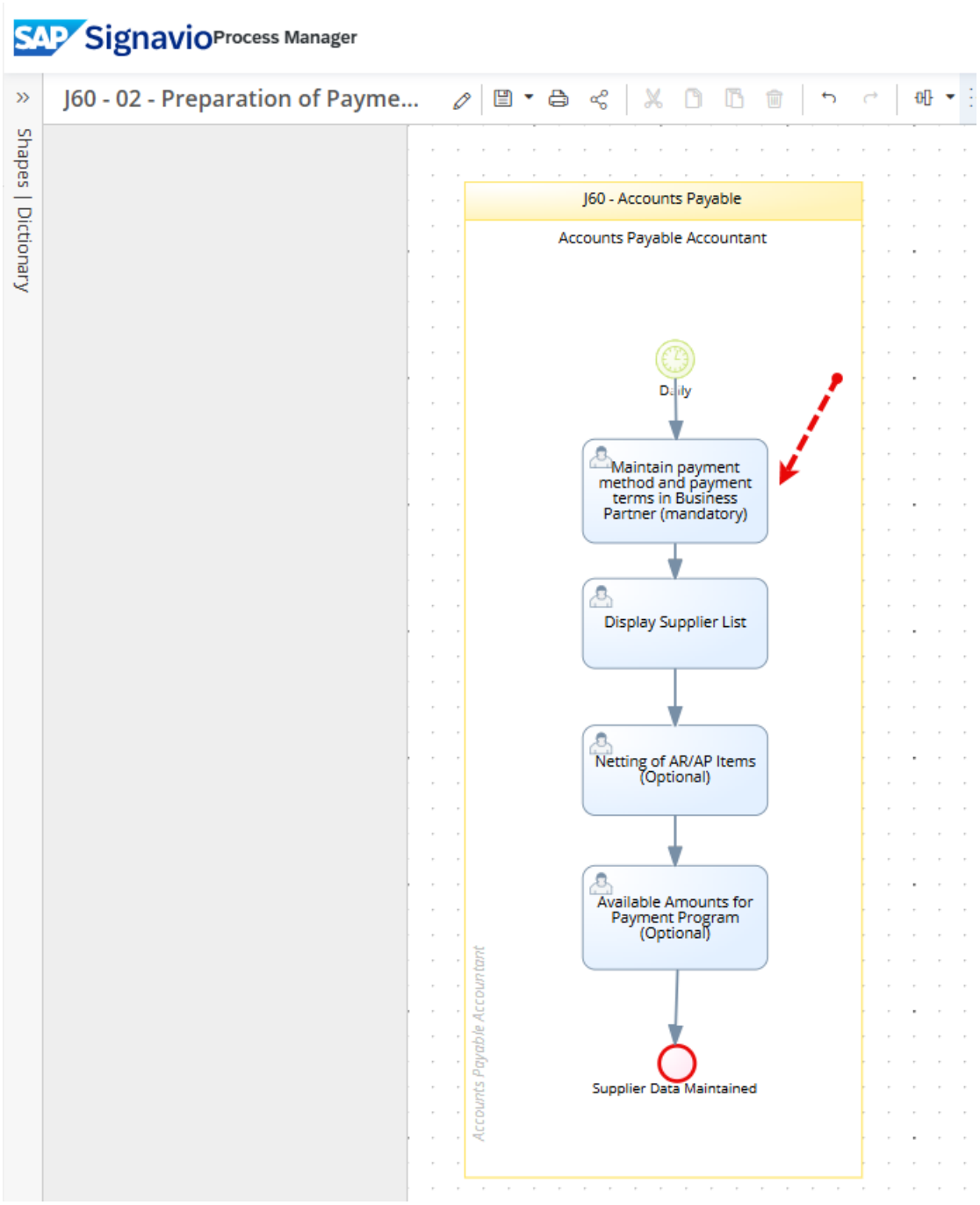
3. **Understand SAP Best Practice content**
   A Scope Item represents a predefined, ready-to-run business process scenario. It includes configurations, test scripts, process documentation, and visual flows that help accelerate implementation and promote standardization.
   In this case, J60 – Accounts Payable serves as the baseline for comparison and adaptation.
4. **Adapt the process to design the future state**
   Open the imported J60 Solution Process Flow in SAP Signavio Process Manager or SAP Signavio Process Modeler.
   With the reference process in place, you can now adapt it to design the desired future state – comparing the SAP standard *as-is* process with your envisioned *to-be* version.



For example, within the **Preparation of Payments** section, you may find the **Business Partner Maintenance** step.



Earlier analysis identified incomplete supplier master data as a key issue.
To address this, modify the process flow to include an explicit Business Partner Maintenance activity before payment preparation, ensuring master data is complete and accurate upstream.



5. **Leverage modeling and validation features**
   Use AI-assisted recommendations to identify best-practice process steps or KPIs that strengthen the new design.
   Run process simulations to evaluate how the redesigned *to-be* process performs against defined KPIs such as cycle time, automation rate, or exception reduction.
   Compare *as-is* and *to-be* process models side-by-side to visualize and communicate the expected business impact.

Outcome

A **validated, best-practice-aligned future-state process model** that incorporates identified improvements and is ready for implementation.

The design ensures both operational feasibility and measurable alignment with Finance Excellence objectives.

1.6.6 Step 6: Adopt & Improve

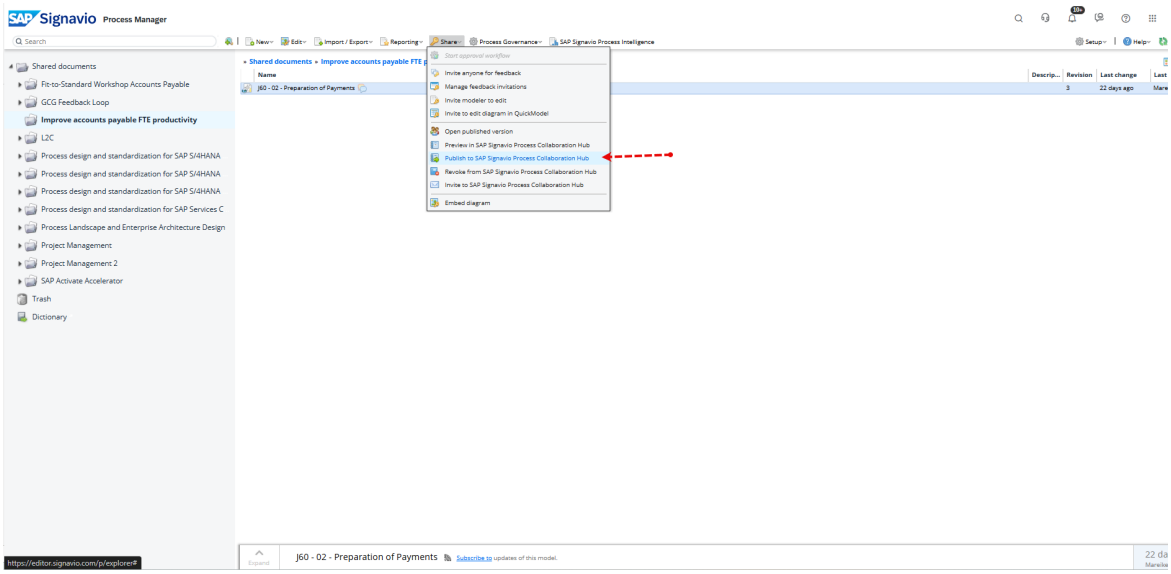
Purpose

After designing the future-state process model, the next step is to **engage stakeholders** across business and IT to validate, align, and drive adoption.

Using **SAP Signavio Process Collaboration Hub** is essential for achieving transparency, gathering structured feedback, and fostering a shared commitment to the transformation road map. This collaborative platform ensures that process improvements move from design to practice smoothly and sustainably.

Actions

1. **Publish the redesigned process models**
   Share the finalized *to-be* process models and supporting insights from previous steps directly in **SAP Signavio Process Collaboration Hub**.
   This publication makes the process accessible to all relevant teams in a centralized, user-friendly format.



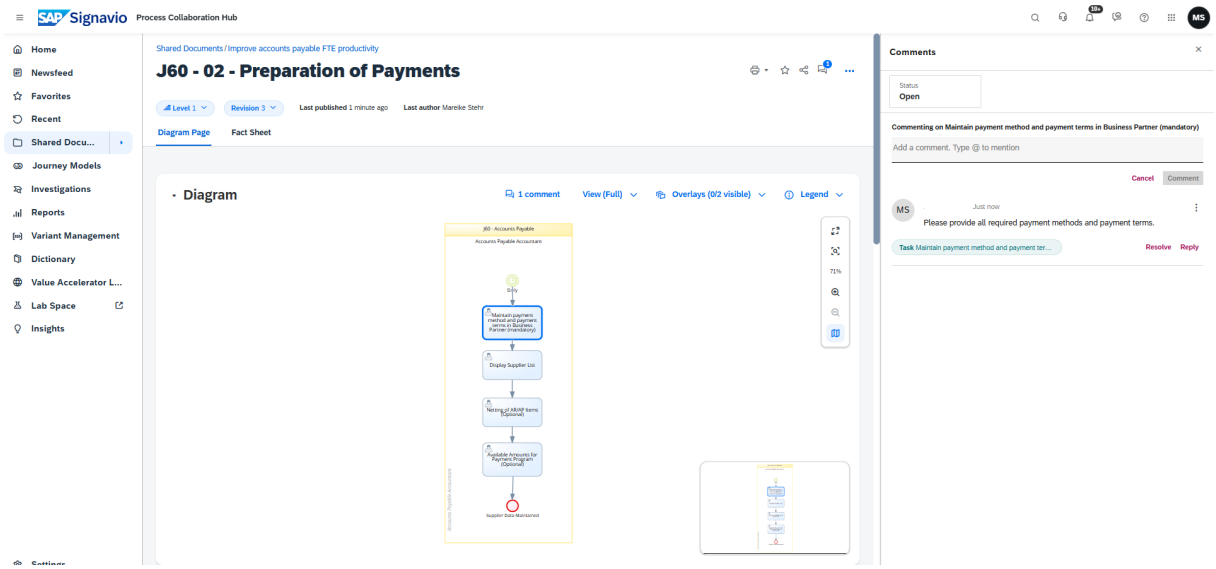
2. **Facilitate cross-functional collaboration**

Within SAP Signavio Process Collaboration Hub, stakeholders can explore the process flows, understand their role in the changes, and discuss potential impacts on their areas.
Users can do the following:

- comment on individual process steps
- ask clarifying questions or suggest refinements
- tag owners for review or confirmation

This creates a **structured feedback loop**, turning static documentation into an interactive conversation about process design and execution.

3. **Align and finalize the process road map**
   Review all input gathered through SAP Signavio Process Collaboration Hub.
   Consolidate feedback and confirm alignment on key decisions – such as process ownership, KPI tracking, and rollout sequencing.
   Once approved, the *to-be* model becomes the official reference version for implementation.
4. **Enable continuous improvement**
   Use the versioning and feedback tracking features in SAP Signavio Process Collaboration Hub to maintain an ongoing improvement cycle.
   Future updates, new insights, or KPI results can be directly linked back to the same process model, ensuring continuous value realization.



Outcome

A fully **adopted and collaboratively validated process**, supported by transparent communication and shared accountability.

Through continuous monitoring in **SAP Signavio Process Collaboration Hub**, organizations maintain process relevance, drive sustainable adoption, and enable ongoing optimization.

1.7 Best Practices for Delivering Financial Excellence Transformation

The step-by-step framework outlined in the preceding sections describes how to implement an individual Financial Excellence initiative, from identification to adoption. To ensure that these initiatives scale effectively and deliver sustained value, organizations must also establish the right governance and operating structures.

The following best practices outline the foundational elements required to institutionalize Financial Excellence across the enterprise:

1. **Establish a Transformation Governance Model**
   - Define who sponsors, approves, and performs changes
   - Set up regular review cadences for insights and value realization
2. **Build a Cross-Functional Project Team**
   - Involve both business (finance) and IT stakeholders
   - Assign dedicated roles for mining, modeling, and change management
3. **Leverage a Process Governance Framework**
   - Define process ownership, modeling standards, and documentation rules
   - Use SAP Signavio Process Transformation Suite as the central platform for all process-related assets
4. **Adopt a Wave-Based Execution Model**
   - Start with quick wins (Wave 1) and scale into broader improvements
   - Use SAP Signavio Process Transformation Manager to structure these waves with measurable targets

1.8 Conclusion

Financial Excellence represents a continuous transformation journey rather than a single initiative. It integrates data, process, and governance to drive measurable, sustainable improvement across all finance domains.

Through SAP Signavio Process Transformation Suite, organizations gain the transparency and analytical depth required to identify inefficiencies, implement best practices, and monitor realized value. The framework enables finance teams to align operational execution with strategic business objectives and establish a foundation for ongoing optimization.

As additional use cases are introduced – covering areas such as Accounts Payable, Accounts Receivable, and Record-to-Report – the Financial Excellence framework will continue to expand, providing a unified model for process-driven value realization across the enterprise.

2 Procurement Excellence with SAP Signavio Solutions

This document is a best-practice guide for organizations pursuing Procurement Excellence through SAP Signavio Process Transformation Suite.

Preface

The **Procurement Excellence Framework** provides a consistent foundation for improving procurement performance and resilience with SAP Signavio Process Transformation Suite. It connects strategic objectives with measurable operational outcomes and serves as a structured reference for process-driven improvement across Source-to-Pay and Procure-to-Pay functions.

This framework defines a scalable approach for documenting and executing procurement transformation initiatives. Each use case – such as **Improve Procurement FTE Productivity** – illustrates how data-driven insights are translated into measurable business results. Future use cases will follow the same structure, ensuring consistency, scalability, and continued alignment as organizations advance their transformation programs.

Document Purpose

This document outlines a structured, step-by-step methodology for process improvement using one representative value driver.

While **Improve Procurement FTE Productivity** is used to demonstrate the approach, the same framework applies to other procurement-specific value drivers such as **Reduce Non-Compliant Spend (for example, maverick buying)**, **Increase Purchase Order Automation**, or **Improve Supplier Lead-Time Adherence**. The objective is to provide a repeatable, insight-driven method that supports continuous improvement and measurable value realization across all procurement functions.

2.1 Introduction: Context and Core Concepts

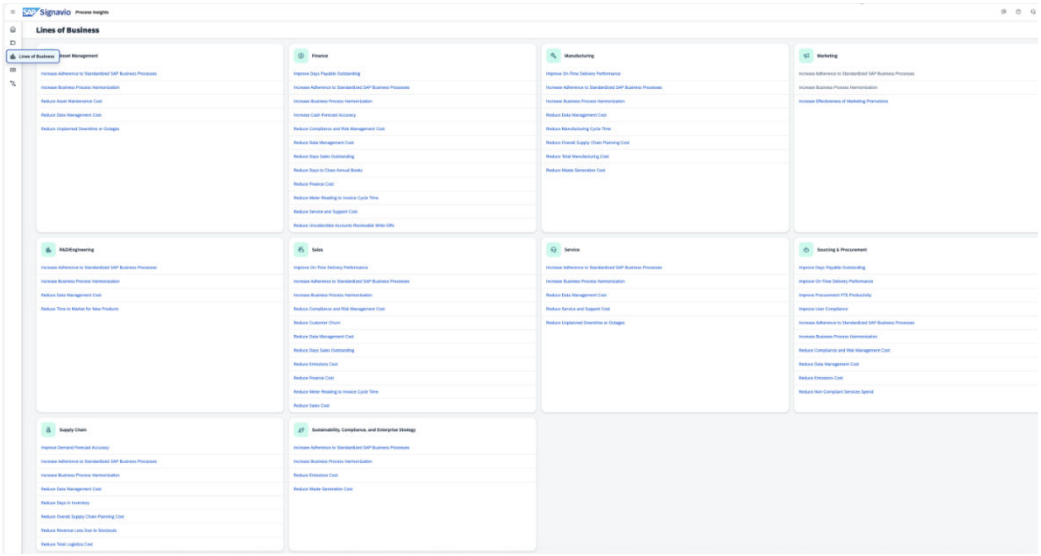
Procurement Excellence represents a mature state of the procurement function, where processes, people, and data work together to deliver operational efficiency and strategic impact. It positions procurement as a value-generating partner that safeguards business continuity, drives cost savings, and strengthens supplier relationships.

Procurement teams today manage complex supplier networks, multiple systems, and increasing demands for real-time performance insight. Without unified visibility across the Source-to-Pay process, it becomes difficult to standardize practices, enforce compliance, and act quickly on improvement opportunities.

SAP Signavio Process Transformation Suite provides an integrated environment for transparency, analytics, and collaboration. It enables procurement teams to visualize actual execution paths, identify manual touchpoints, and design targeted automation, transforming process insights into measurable business outcomes.

Two core concepts form the foundation of the Procurement Excellence Framework:

- **Use Cases** define how personas such as procurement leaders, process owners, buyers, and analysts apply SAP Signavio Process Transformation Suite capabilities to address defined challenges and achieve measurable outcomes. Each use case clarifies the business scenario, outlines roles and goals, and demonstrates how product capabilities support process improvement.
- **Value Drivers** represent quantifiable objectives with clear business relevance and target outcomes. They connect strategy to execution by translating long-term ambitions into measurable near-term results. Each value driver is expressed through defined business capabilities and monitored via KPIs at multiple levels. Standard procurement value drivers are available out of the box in SAP Signavio Process Insights.



Together, use cases describe **how** transformation occurs, while value drivers define **what** success looks like and **how** it's measured. Within Source-to-Pay, value drivers such as **Improve Procurement FTE Productivity**, **Reduce Non-Compliant Spend**, and **Increase Purchase Order Automation** translate strategic priorities into measurable process outcomes – for example, fewer manual touches per document, higher compliance with preferred suppliers, and improved straight-through processing.

For partners and internal enablement teams, SAP Value Lifecycle Manager (VLM) complements this framework with benchmark data, KPI definitions, and reference content. Filtering for the Sourcing & Procurement line of business provides ready-to-use value drivers and metrics that support value discussions, target setting, and outcome tracking.

2.2 Why: The Need for Procurement Excellence

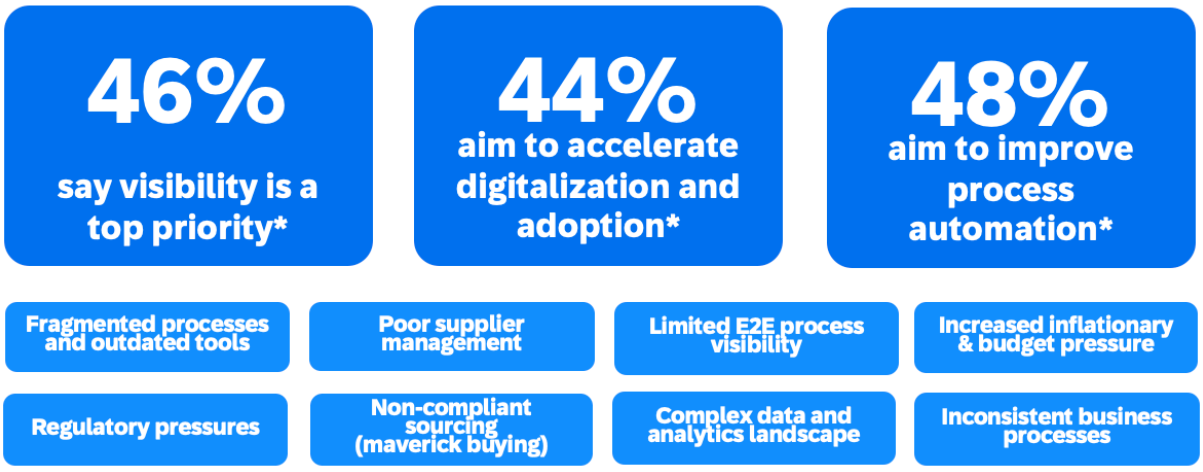
Procurement Excellence is a strategic discipline focused on continuously improving the procurement operating model to deliver measurable business value. By strengthening core processes such as Source-to-Pay and Procure-to-Pay, it enhances efficiency, resilience, and the overall performance of the enterprise.

A mature procurement function directly influences cost efficiency, operational resilience, and strategic competitiveness. It ensures value realization through automation, compliance, and effective collaboration with suppliers and internal stakeholders.

Yet many organizations continue to operate with fragmented processes, manual interventions, and inconsistent regional practices. These challenges increase costs, create inefficiencies, and limit visibility across the procurement lifecycle.

Industry insights highlight that procurement functions worldwide continue to face these challenges:

(Source: Across the Procurement-verse: Changing Trends in the Procurement Function)



To address these challenges, procurement teams should focus on three key priorities that consistently drive measurable outcomes:

1. **Operational efficiency and productivity** – reduce cycle times, automate repetitive tasks, and eliminate manual rework.
2. **Spend optimization** – safeguard supplier payments, prevent unnecessary costs, and optimize working-capital performance.
3. **Process compliance and control** – minimize non-compliant spend, strengthen governance, and reduce operational and regulatory risk.

Supported by **SAP Signavio Process Transformation Suite**, organizations gain the transparency and analytical depth required to identify bottlenecks, uncover root causes, and drive continuous process improvement – from early quick wins to sustained transformation.

Download the full white paper: SAP Procurement Excellence – Optimize Procurement to Create Business Value .

2.3 Benefits of Procurement Excellence

Procurement Excellence enables organizations to establish efficient, compliant, and resilient supply networks that deliver measurable and sustained business value. By standardizing processes, leveraging automation, and applying data-driven decision-making, companies can continuously optimize their Source-to-Pay operations while maintaining strategic alignment, supplier trust, and financial discipline.

With people, processes, data, and technology at the center of an AI-enabled procurement transformation, organizations can achieve the following benefits:

1. **Drive Cost Savings**: Process optimization through SAP Signavio Process Transformation Suite helps reduce operational costs across the supply chain by increasing efficiency, improving visibility, and capturing early-payment discounts.
2. **Enhanced Efficiency**: Streamlined workflows and automation minimize manual tasks, shorten cycle times, and reduce operational waste.
3. **Active Risk Mitigation**: Strengthened compliance ensures that requisitioners adhere to pre-negotiated supplier contracts and approved purchasing policies.
4. **Increased Innovation**: Strong supplier collaboration encourages joint problem solving, accelerates innovation, and expands access to emerging technologies.
5. **Improved Quality**: Strategic supplier management leads to higher-quality goods and services, enhancing both product standards and customer satisfaction.
6. **Sustainability and Compliance**: Sustainable procurement practices strengthen regulatory compliance and support corporate social responsibility commitments.
7. **Improved Stakeholder Relationships**: Transparent and efficient procurement fosters stronger relationships with both suppliers and internal stakeholders, improving cross-functional collaboration.
8. **Market Competitiveness**: Procurement Excellence provides a strategic advantage, enabling faster adaptation to market changes and improved supplier responsiveness.
9. **Strategic Focus**: By automating routine activities, procurement teams can redirect focus toward high-impact, strategic initiatives that advance organizational goals.

By leveraging AI-driven insights, prebuilt content, and proven best practices across procurement, invoicing, and financial operations, organizations can continuously improve performance at scale, balancing growth and profitability while reducing risk and accelerating value realization.

2.4 Applied Use Case: Improve Procurement FTE Productivity as Part of Procurement Excellence

This use case demonstrates how the Procurement Excellence Framework can be applied to a core procurement process through one representative initiative: Improve Procurement FTE Productivity. It illustrates how SAP Signavio Process Transformation Suite capabilities work together – regardless of an organization's current license setup – to identify inefficiencies, analyze root causes, and translate insights into measurable improvements in operational performance.

In this context, FTE (Full-Time Equivalent) productivity measures how effectively procurement teams perform their work using existing resources. The initiative focuses on reducing manual effort, accelerating purchase

and invoice cycle times, and enhancing throughput without increasing headcount. By uncovering redundant process steps, approval bottlenecks, and fragmented sourcing activities, procurement leaders can leverage SAP Signavio Process Transformation Suite to streamline operations and achieve measurable gains in efficiency, cost savings, and compliance.

This framework also serves as a blueprint for other procurement value drivers such as **Reduce Maverick Spend**, **Optimize Purchase Requisition Cycle Time**, or **Improve Supplier Collaboration** – each following the same structured methodology. Every use case within the **Procurement Excellence Framework** builds on a shared foundation of data-driven insights, process transparency, and continuous improvement.

2.4.1 Key Personas Involved

Driving Procurement Excellence requires strong cross-functional alignment between business, process, and technology stakeholders. The following personas represent the critical roles involved throughout the initiative. While titles and reporting structures may differ across organizations, the responsibilities outlined here should be covered within Procurement, IT, or a Process Center of Excellence.

Persona	Responsibility
Procurement Transformation Lead	Drives the strategy for procurement excellence and owns value realization outcomes. Leverages **SAP Signavio Process Transformation Suite** to track the progress and business impact of transformation and continuous improvement initiatives.
Process Owner (Procurement)	Owns specific processes (for example, Procure-to-Pay, Purchase to Contract), ensures adoption. Uses **SAP Signavio Process Transformation Suite** to continuously monitor process health against KPIs and to explore data for improvement opportunities.
Process Expert	Brings deep knowledge of end-to-end procurement processes, identifies improvement opportunities, and validates proposed changes based on business context and best practices. They use the analytical capabilities of **SAP Signavio Process Transformation Suite** to investigate the root causes of issues and contribute to the design of optimized processes.
Business Analyst / CoE	Runs detailed, data-driven analyses of process execution to document insights and prepare transformation cases by using the process mining and analysis features of **SAP Signavio Process Transformation Suite**.
SAP Process Architect	Integrates SAP process content, supports process modeling and data mapping. Leverages the **SAP Signavio Process Transformation Suite** capabilities to ensure that new process models are technically sound and correctly configured.
Process Designer	Creates and updates *to-be* processes using **SAP Signavio Process Manager**. They're the primary user of the process modeling and documentation capabilities.
Change Manager	Drives communication, alignment, and adoption through **SAP Signavio Process Collaboration Hub**. They leverage the suite's collaborative features to share process changes and manage stakeholder feedback.
IT/BI Analyst	Supports data extraction for process mining and ensures technical feasibility. They're responsible for preparing and connecting data sources to **SAP Signavio Process Transformation Suite**.

2.4.2 Onboarding and System Scenarios

Use the Fast Track Customer Onboarding journey or one of the scenarios to guide you in your transformation journey.

Fast Track Customer Onboarding

If you're a new customer setting up SAP Signavio Process Transformation Suite for the first time, refer to the Fast Track Customer Onboarding journey. It provides guided steps for activating your environment, validating access, and preparing key stakeholders for your first transformation initiative.

Each of the following scenarios represents a different starting point in your Procurement Excellence journey and determines which capabilities are available for use.

Scenario 1: You're just getting started with SAP Signavio Process Transformation Suite

If your organization has recently purchased SAP Signavio Process Transformation Suite (as part of RISE with SAP or standalone), start with these steps:

- Set up your steering framework and defining accountability.
- Use the Initiative functionality in SAP Signavio Process Transformation Manager to coordinate and capture all related insights.
- Bring contributors and stakeholders together early to align on your procurement transformation goals.

Scenario 2: You already have insights from SAP Signavio Process Insights and/or SAP Signavio Process Intelligence

If your organization has already identified improvement areas through analytics, focus on these areas:

- Translate identified insights into formal transformation initiatives within SAP Signavio Process Transformation Manager.
- Build alignment using data-backed narratives that connect insights to value drivers such as productivity or working capital.
- Continuously refine your steering framework based on system insights.

Scenario 3: You've established a strong steering framework as part of your Center of Excellence

If your organization already runs a mature transformation setup:

- Integrate system-driven insights for real-time transparency and impact.
- Define and track procurement-specific KPIs using SAP Signavio Process Transformation Suite.
- Use SAP Signavio Process Collaboration Hub to communicate outcomes and maintain a single source of truth for procurement transformation.

Regardless of your starting point, **SAP Signavio Process Transformation Manager** serves as the central layer connecting insights from multiple SAP Signavio solutions into one measurable, value-focused Procurement Excellence initiative.

2.4.3 Organizational Setup

Achieving procurement excellence entails an organizational setup that supports strategic alignment, efficiency, innovation, and continuous improvement.

1. **Cross-functional Teams**:
   - Establish cross-functional teams that include representatives from finance, legal, operations, and other relevant departments to ensure holistic decision-making and alignment with organizational goals.
2. **Procurement Operations Team**:
   - Develop a team focused on operational tasks like purchase order execution, vendor management, and compliance, allowing category managers to concentrate on strategic activities.
3. **Technology and Analytics Team**:
   - Integrate a specialized team or individuals focused on procurement technology and data analytics to drive insights and efficiency in decision-making.
4. **Continuous Improvement and Innovation**:
   - Create a team or process dedicated to identifying and implementing procurement best practices and innovations, keeping the organization responsive to changes in the market.
   - Drive efficiency through process harmonization, standardization, and automation.
5. **Risk and Compliance Oversight**:
   - Designate roles specifically focused on managing procurement risks and ensuring compliance with relevant laws and regulations.
6. **Supplier Relationship Management Function**:
   - Foster a dedicated function or team responsible for nurturing and managing supplier relationships to build partnerships and drive long-term value.
7. **Performance Measurement and Reporting**:
   - Establish clear metrics and reporting systems to regularly assess procurement performance and areas for improvement.

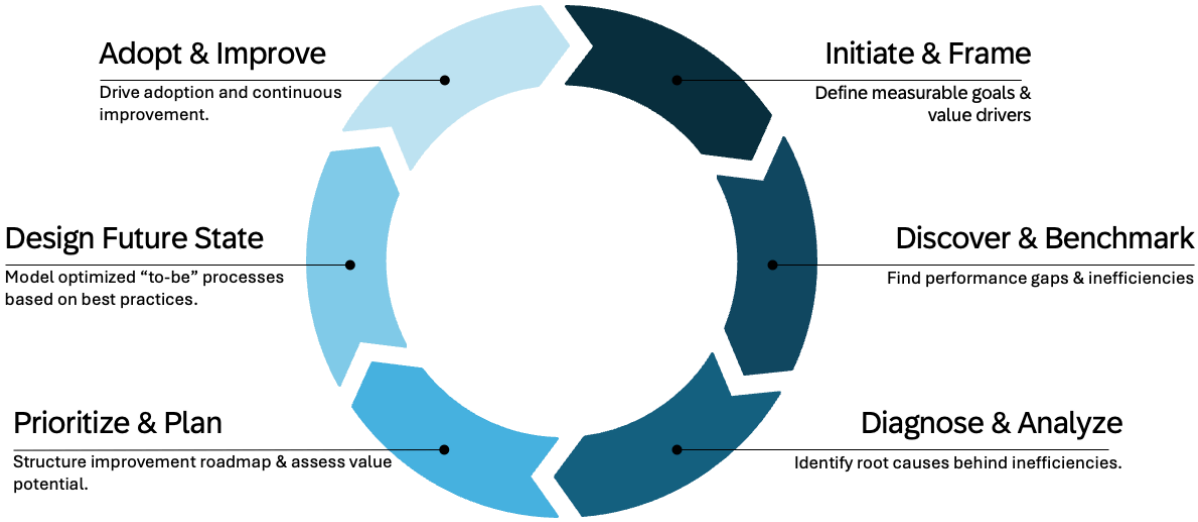
2.5 Execution Framework: Improving Procurement FTE Productivity

2.5.1 A Practical Approach Using SAP Signavio Process Transformation Suite

The following framework outlines a structured, repeatable approach to improve procurement FTE Productivity using SAP Signavio Process Transformation Suite. It leverages five integrated solutions, each playing a role in the value realization journey.

To provide a practical example, this guide focuses primarily on the **Procure-to-Pay (P2P)** process. The flow is illustrative and can change according to specific organizational needs, setups, and goals. When no specific framework exists, this best-practice approach can serve as a reference model.

2.5.2 Summary: End-to-End Flow for Improve FTE productivity



The following table summarizes each phase of the Procurement Excellence transformation journey, mapping SAP Signavio solutions to equivalent manual alternatives where full access isn't available:

Step	Manual Solution	SAP Signavio Solution	Description	Benefits	Responsible
Initiate & Frame	Excel or SharePoint tracker for initiatives	SAP Signavio Process Transformation Manager	The CPO or Transformation Lead defines a high-level initiative – for example, *Improve Source-to-Pay FTE Productivity* – to steer the entire Procurement Excellence program. This step creates a structured framework, aligns all stakeholders, and ensures strategic control over objectives, scope, and progress from day one.	• Clear ownership and accountability across procurement teams • Unified goals and measurable outcomes for efficiency gains • Strong governance and visibility into transformation progress	CPO, Transformation Lead
Discover & Benchmark	Excel-based KPI benchmarking	SAP Signavio Process Transformation Manager	Benchmark current procurement KPIs in the Source-to-Pay process against industry peers using Benchmarking Analytics. The Transformation Lead identifies gaps such as low automation or high change rates and converts them into Insights for investigation. These insights become the fact-based foundation for initiatives like *Improve Source-to-Pay FTE Productivity.*	• Data-driven visibility into procurement inefficiencies • Early detection of automation and exception gaps • Objective baseline for performance improvement	Transformation Lead

Step	Manual Solution	SAP Signavio Solution	Description	Benefits	Responsible
Diagnose & Analyze	Manual SQL/BI reports, Excel pivot dashboards	SAP Signavio Process Insights and SAP Signavio Process Intelligence	Validate procurement benchmark results with real operational data. Start in SAP Signavio Process Insights to uncover quick wins such as manual PR-to-PO creation or missing automation flags. Then use SAP Signavio Process Intelligence (plug & gain) to dive deeper – analyzing process variants, execution gaps, and master data issues. Together, they pinpoint inefficiencies, reveal root causes, and quantify lost time and cost.	• Rapid identification of automation and efficiency gaps • Root-cause transparency across ERP and Ariba systems • Clear financial linkage between inefficiency and business impact	Procurement Manager, Senior Buyer
Prioritize & Plan	PowerPoint or Excel	SAP Signavio Process Transformation Manager	Link data-driven insights from SAP Signavio Process Insights and SAP Signavio Process Intelligence to your main initiative, then prioritize them by business impact, urgency, and effort. Use these inputs to build a structured transformation road map that focuses on the most valuable procurement improvements first.	• Clear, prioritized road map of procurement initiatives • Direct traceability from insights to strategic actions • Informed investment and resource planning	Transformation Lead, CPO

Step	Manual Solution	SAP Signavio Solution	Description	Benefits	Responsible
Design Future State	Visio, BPMN editor, or PowerPoint swimlanes	SAP Signavio Process Manager	Design and simulate the optimized *to-be* procurement process using BPMN standards and AI-assisted modeling. Start from the documented *as-is* model, apply SAP Best Practice content (for example, Source-to-Pay), and validate performance improvements through simulation. Use side-by-side comparisons to communicate changes and secure stakeholder approval.	• Future-state design aligned with SAP best practices • Quantitative validation through simulation • Faster approval and implementation readiness	Process Architect
Adopt & Improve	SharePoint, Confluence	SAP Signavio Process Collaboration Hub	Publish finalized *to-be* procurement processes and initiatives in the SAP Signavio Process Collaboration Hub to ensure transparency and engagement. Enable interactive feedback and commenting from buyers, suppliers, and stakeholders. Continuously monitor process KPIs and feed insights back into SAP Signavio Process Transformation Suite to sustain improvement and accountability.	• Full visibility of approved processes and ownership • Active stakeholder participation and buy-in • Continuous improvement through live KPI tracking and feedback	All

The following table summarizes each SAP Signavio solution and its specific contribution to the transformation journey:

SAP Signavio Solution	Role in the Journey
SAP Signavio Process Transformation Manager	Identify top inefficiencies using KPIs and benchmarks and create initiatives
SAP Signavio Process Insights	Analyze top inefficiencies using KPIs and benchmarks
SAP Signavio Process Intelligence	Mining solution to dig deeper and analyze root causes of cost-driving process variants
SAP Signavio Process Transformation Manager	Prioritize and structure improvement initiatives
SAP Signavio Process Manager	Design and simulate optimized procurement processes
SAP Signavio Process Collaboration Hub	Share models, align teams, and drive sustainable change
SAP Signavio Journey Modeler	(Optional) Map user experiences (for example, a purchaser's journey) to identify friction points and improve satisfaction

2.6 Detailed Workflow: Improving Procurement FTE Productivity

2.6.1 Step 1: Initiate & Frame

Purpose

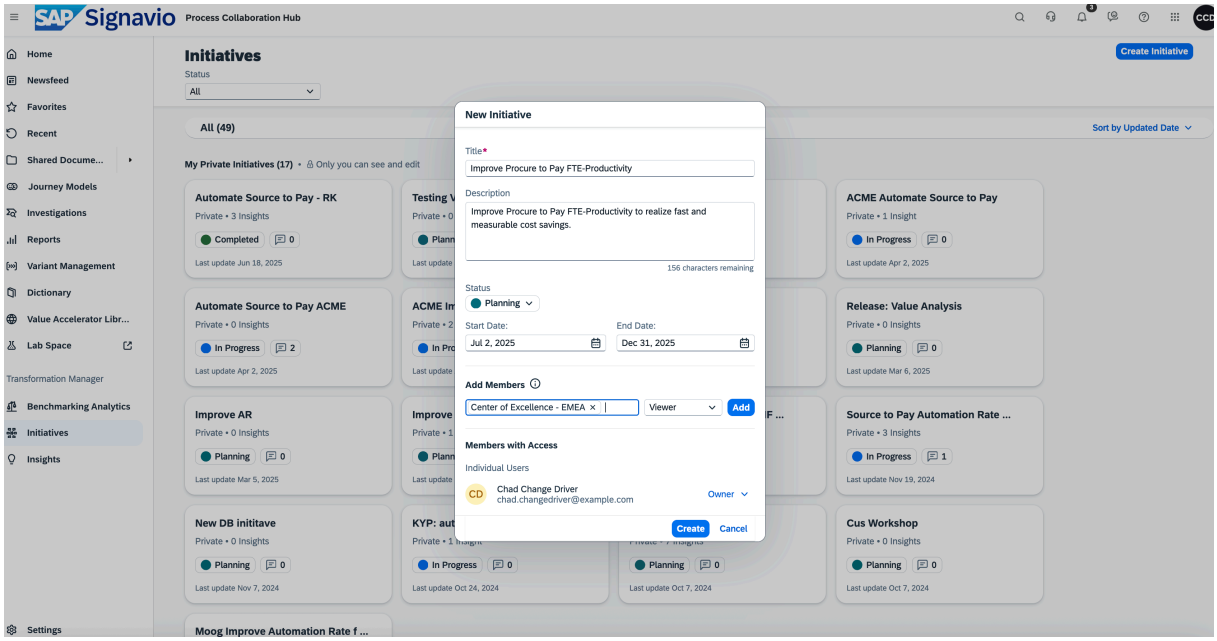
Establish the strategic foundation for the Procurement Excellence initiative.

In this step, the **Procurement Transformation Lead** defines a high-level initiative within SAP Signavio Process Transformation Manager. This initiative serves as the central steering framework for all subsequent analyses, benchmarks, and improvement activities.

It ensures that every action remains aligned to one measurable value driver, such as **Improve Procure-to-Pay FTE Productivity**.

Actions

1. **Access SAP Signavio Process Transformation Manager**
   From the left-hand panel in **SAP Signavio Process Collaboration Hub**, open **SAP Signavio Process Transformation Manager**.
2. **Create a new initiative**
   In the upper-right corner, select **Create Initiative**.
   Enter a clear, outcome-oriented title – for example, **Improve Procure-to-Pay FTE Productivity**.
3. **Define core details**
   Fill in the initiative fields to establish a concise business case:
   - *Description*: state the objective, scope, and key processes included.
   - *Add Members* and *Status*: assign team members and set the current phase.
   - *Start Date* and *End Date*: record planned start and target completion dates.
4. **Link supporting content**
   Associate relevant insights and analyses from **benchmarking analytics for SAP Signavio solutions**, **SAP Signavio Process Insights**, or **SAP Signavio Process Intelligence** to the same initiative.
   This association creates a single, traceable framework connecting analysis with future improvement actions.



Outcome

A formally defined transformation initiative that establishes clear ownership, scope, and timelines.

The initiative provides the organizing structure for all subsequent discovery, diagnosis, and design work, ensuring a consistent, measurable link between insight and execution.

2.6.2 Step 2: Discover & Benchmark

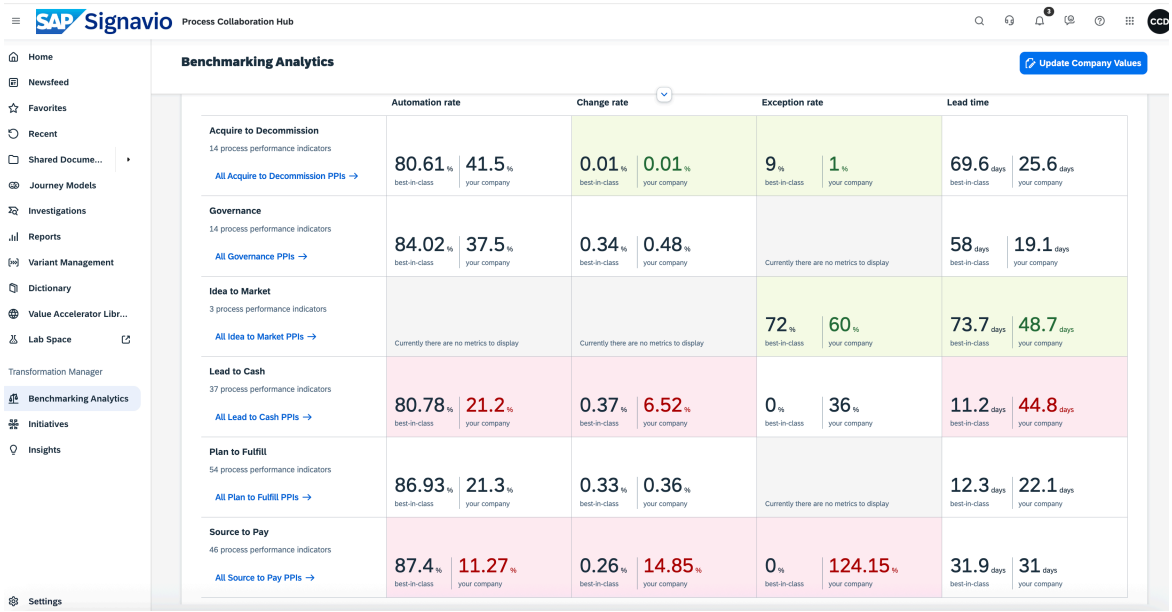
Purpose

Establish a strategic baseline by using **benchmarking analytics for SAP Signavio solutions** for an objective, *outside-in* view of your performance against industry peers. This comparison indicates the most significant performance gaps, providing a data-driven foundation for your business case and setting the strategic direction for the subsequent deep-dive analysis.

By quantifying performance gaps early, you create a **data-driven foundation** for your business case and set the direction for detailed analysis in later steps.

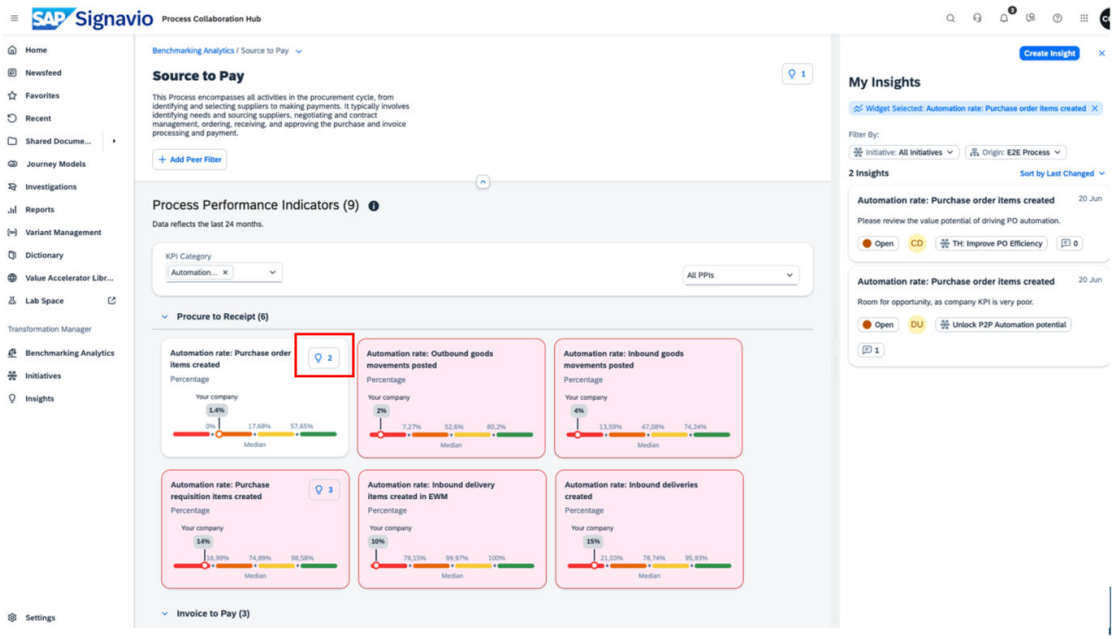
Actions

1. **Access Benchmarking Analytics**
   Open *Benchmarking Analytics* in the *Transformation Manager* section in **SAP Signavio Process Collaboration Hub** and screen for KPIs in the *Source-to-Pay* area for improvement potential.
   In this example, we can identify significant automation potential as well as a high change and exception rate.

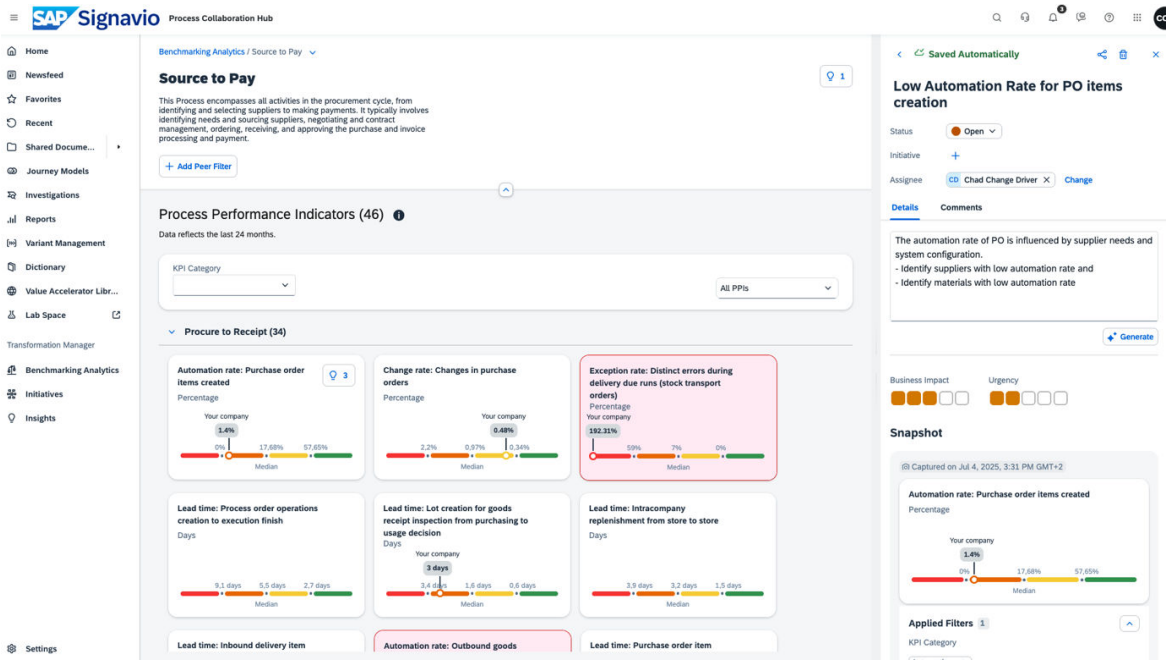


2. **Explore relevant KPIs**
   1. Navigate to *Source to Pay Process Performance Indicators (PPIs)* and select a KPI category you're interested in. In this example, we choose the Automation PPIs. Based on these PPIs, we can create **Insights** to initiate the further Investigation. To do so, choose *(Insights)* in the upper right corner to

open the **insights window layover**, then choose *Create Insight*.



2. To investigate the improvement potential, we can specify the analysis and add an **assignee**.



3. **Create and link insights**

   You could now use your insight to create an initiative which is a formal project designed to achieve a specific process improvement goal. Once the KPI is selected, do the following:

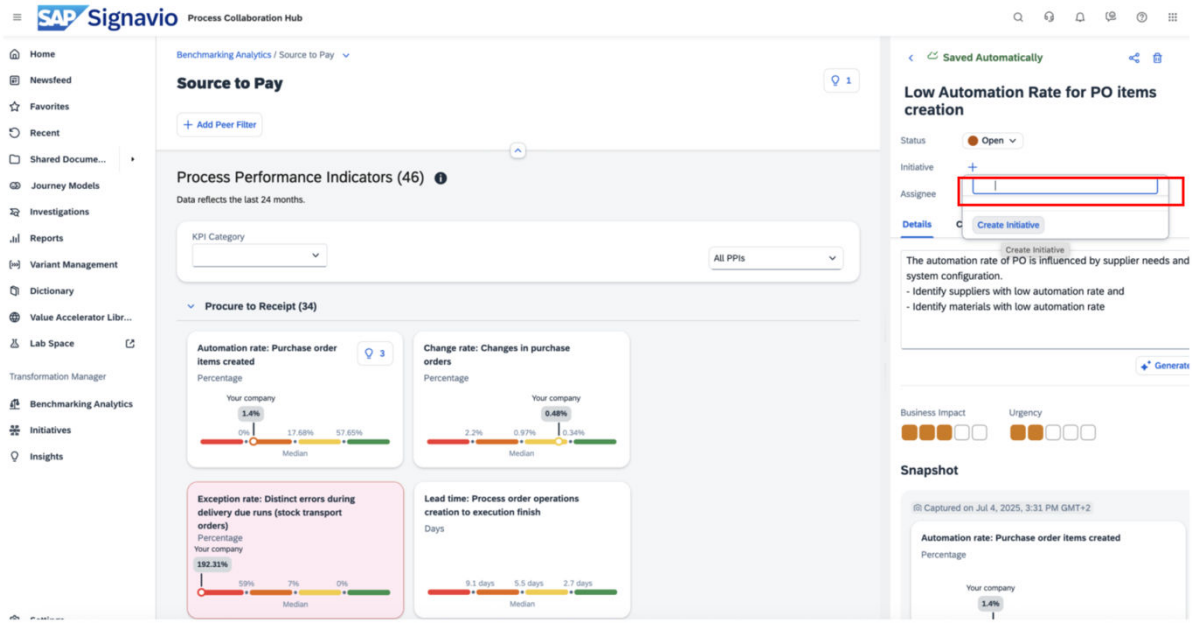
   - Choose *(Insights)* in the upper-right corner.
   - Select *Create Insight* to open the configuration window.
   - Add a short description of the issue, specify its impact, and assign ownership to a responsible analyst or process expert.

- Link this insight to the initiative created in Step 1: Initiate & Frame [page 48] (for example, *Improve Accounts Payable FTE Productivity*).

This connection ensures that benchmarking findings are captured within the same transformation framework created earlier.

> **Note**
>
> Step 4: Prioritize & Plan [page 64] explains in more detail how to manage, organize, and prioritize these insights using SAP Signavio Process Transformation Manager.

Each linked insight now represents a traceable, data-driven improvement opportunity that will flow through the later stages of analysis, design, and adoption.



Outcome

A **quantified, evidence-based performance baseline** that reveals key productivity gaps and connects them directly to the active transformation initiative. Benchmarking results are now traceable within SAP Signavio Process Transformation Manager, providing measurable context for subsequent deep-dive analysis and planning.

2.6.3 Step 3: Diagnose & Analyse

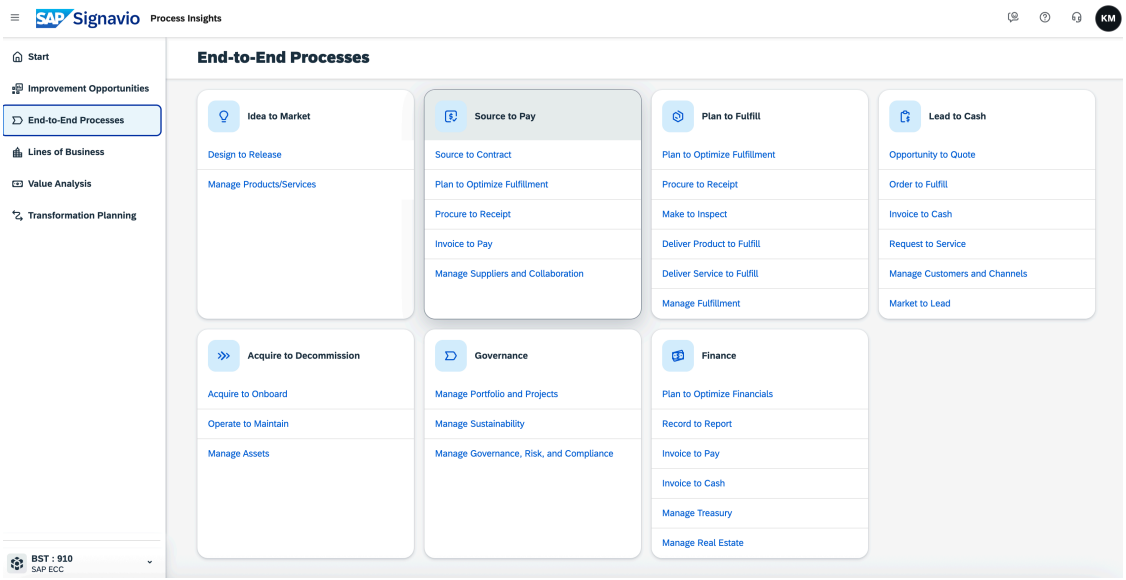
Purpose

The purpose of this step is to validate the benchmark findings from Step 2: Discover & Benchmark [page 50] with your own operational data and uncover the root causes behind inefficiencies. Using **SAP Signavio Process Insights**, you begin by pinpointing *quick wins*, linking process issues to key business value drivers through prioritized correction recommendations. Then, with **SAP Signavio Process Intelligence**, you dive deeper into these findings using process mining techniques to visualize execution patterns, identify system variants, and understand the underlying causes of manual effort or performance loss. Together, these tools provide a complete, data-driven foundation – from identifying improvement opportunities to quantifying their impact and defining the path forward.

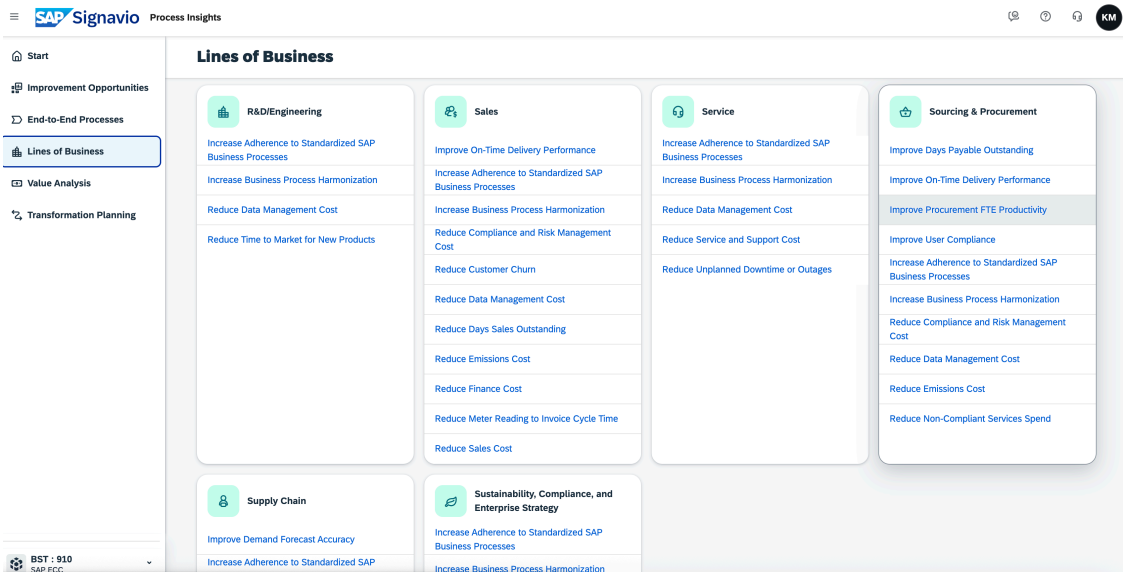
Actions

Identify Quick Wins with SAP Signavio Process Insights

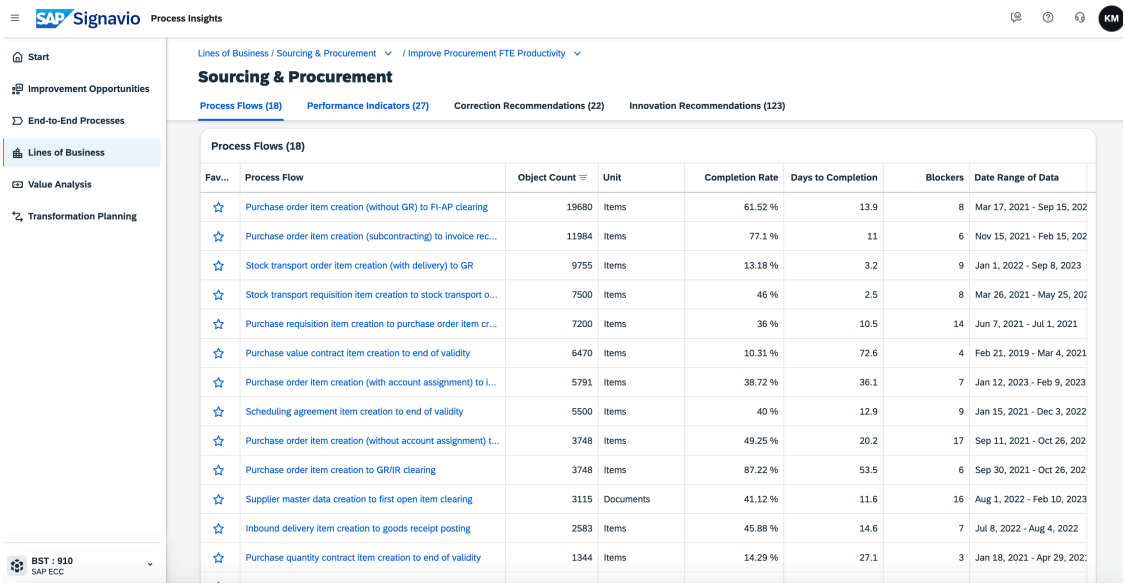
1. **Access Process Flows**
    1. The team member assigned in the previous step now receives the previously created task in their SAP Signavio Process Transformation Manager inbox and initiates a deeper investigation into the benchmark deviation using **SAP Signavio Process Insights**.
    2. One entry point can be the *End-to-End Processes* overview page in SAP Signavio Process Insights, which provides only a selection of the E2E Processes available in **SAP Signavio Process Insights**.



3. Another entry point can be the *Lines of Business* tab. Here, you can choose a value driver based on the identified improvement potential.



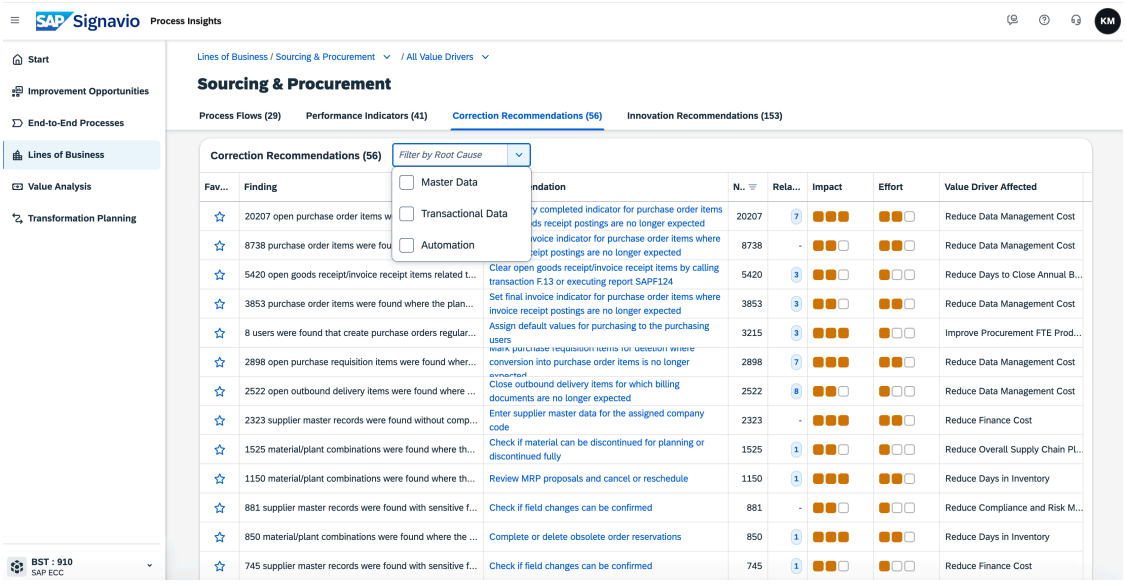
4. In this example, we select *Improve Procurement FTE productivity* from the built-in value driver list since it has a major impact on automation which has been identified as one of the improvement areas.



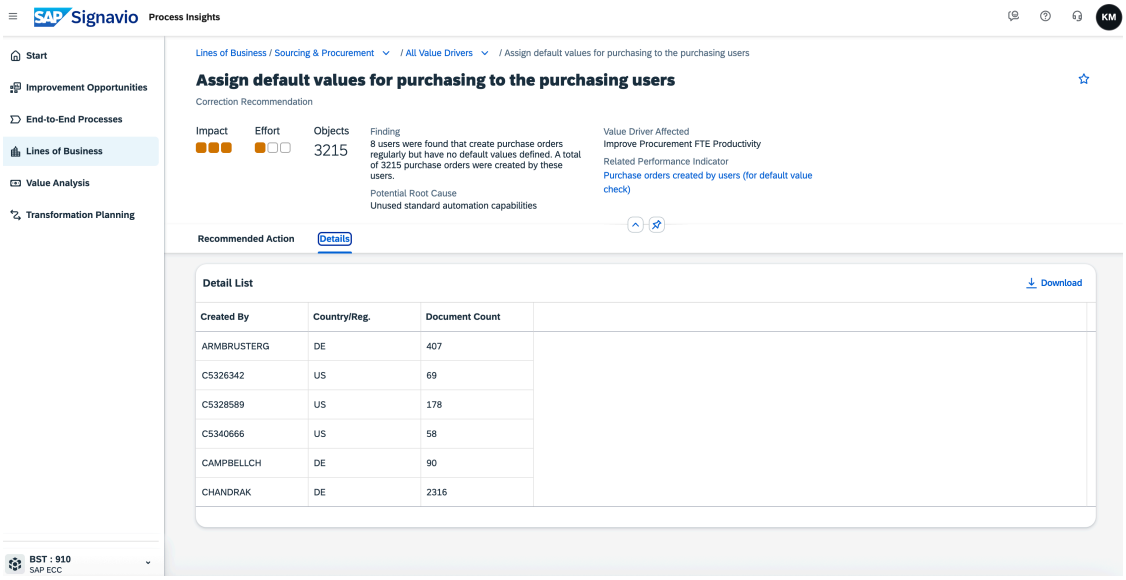
5. In this view, each tab provides an overview of the different capabilities which can be utilized to improve **Procurement FTE Productivity**:
    - *Process Flows*
    - *Performance Indicators*
    - *Correction Recommendations*
    - *Innovation Recommendations*

2. **Create insights / quick wins**
    1. To achieve first quick wins, you can start by leveraging *Correction Recommendations*.
        - Prioritize these recommendations by assessing the estimated values for *Impact* and *Effort*, as well as other KPIs, like the number of affected documents.

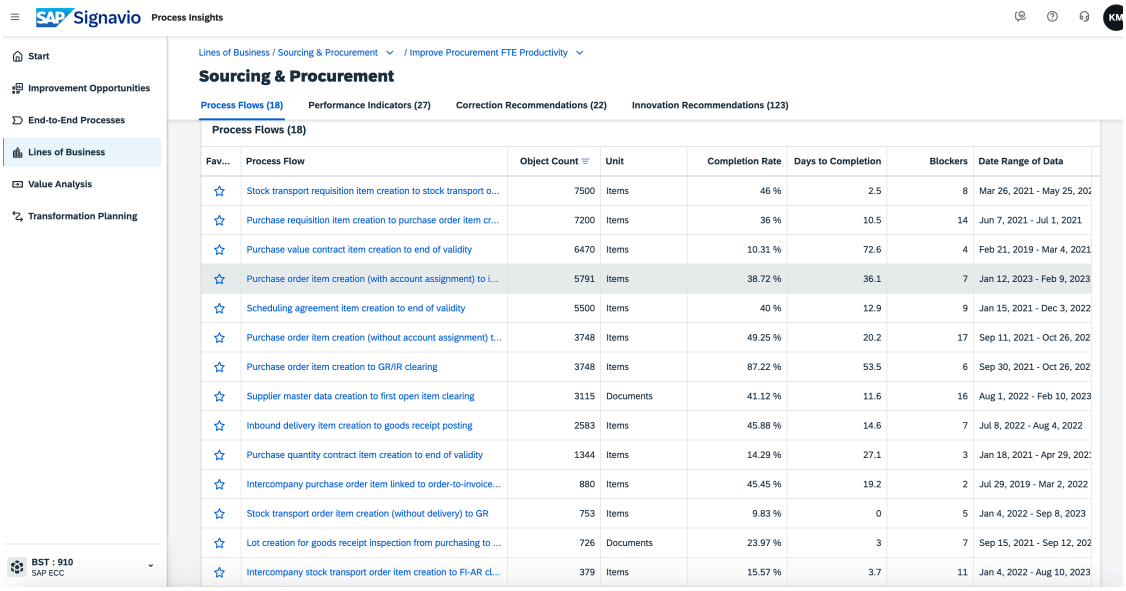
- You can also filter for a specific root cause, like *Automation*.



- Select a *Correction Recommendation* to validate the recommended action and download a detailed list of affected objects to share with other colleagues and investigate further.

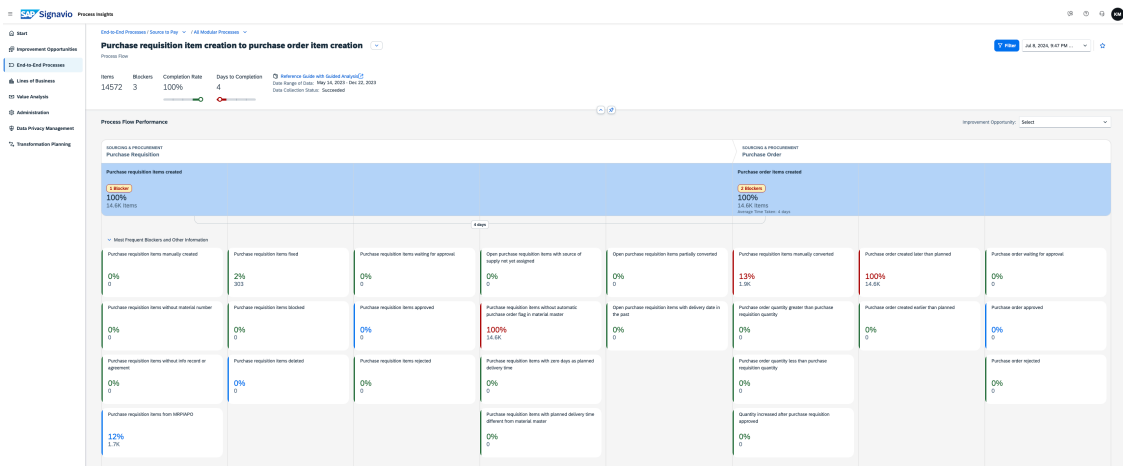


2. To dive deeper into the process performance, navigate back to the *Process Flow* overview.
   - You can prioritize the Process Flows by assessing the values for *Object Count*, *Blockers*, and *Days to Completion*. A high object count, for example, indicates a frequently run process, which possibly has a high relevance and impact in your organization.
   - As an example, we select the process flow *Purchase requisition item creation to purchase order item creation* to demonstrate how you can utilize the process flows for Procurement FTE productivity improvement.

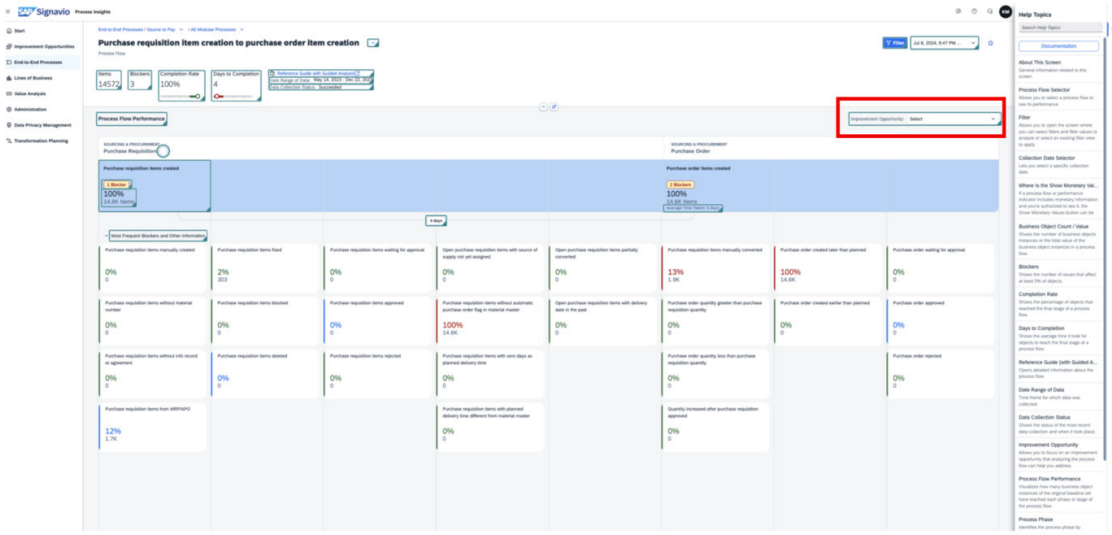


- Several different aspects can be analyzed here, for example:
  - *Lead times* between process steps and end-to-end.
  - *Completion rate* in reference period.
  - *Most frequent blockers*.

> **Note**
>
> Find out more about these capabilities in-tool by opening the help topics in the top-right corner. Additionally, you'll find *Reference Guide with Guided Analysis* in the header. This guide includes formulas as well as topics which could be interesting to analyze including further expertise on different **improvement opportunities**.

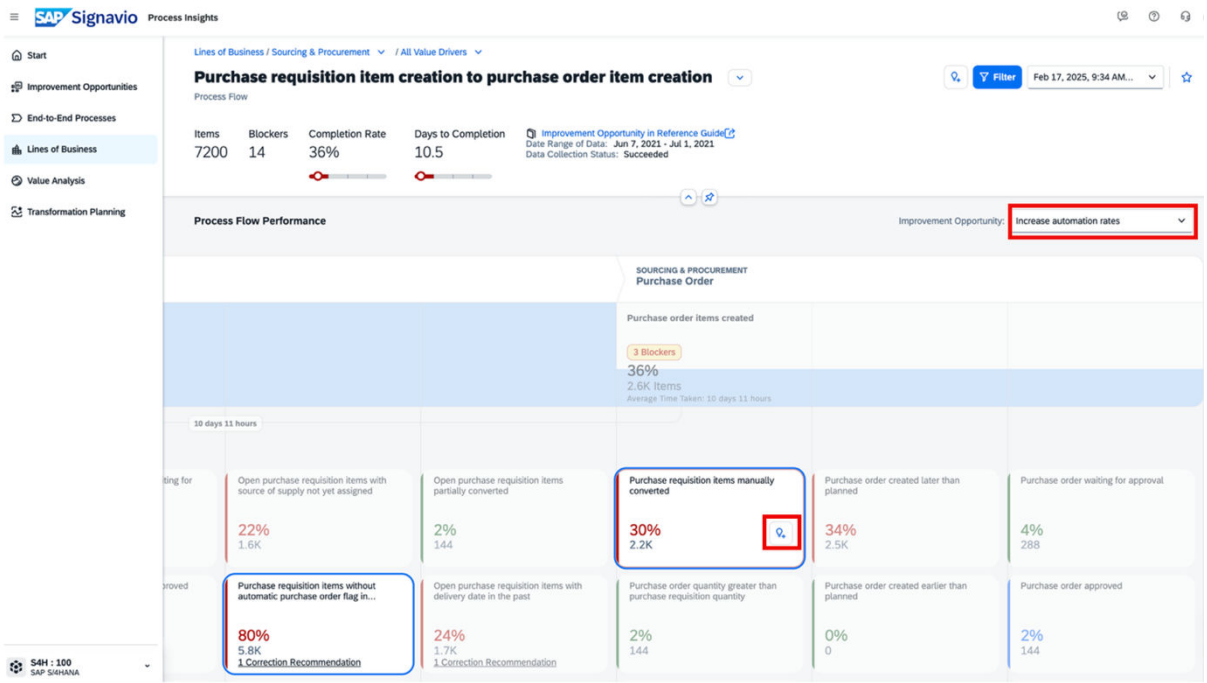


3. For this example, in *Improvement Opportunity* we selected *Increase automation rate*.



- The relevant blockers get highlighted after the opportunity is selected in the dropdown list.
- In this example, we can see that 13% of purchase order items were created manually. Additionally, we do see that the automatic purchase order flag in material master is missing for all Purchase Requisitions.
- As we aim to improve the FTE Productivity, this information indicates that we could take a closer look at process automation in the next step.

4. Choose *(Insights)* and create a new insight describing the issue – in this case, incomplete supplier master data leading to late payments. Link this insight to the initiative created in Step 1: Initiate & Frame [page 48] so the finding is tracked under the same transformation framework.



Deepen Analysis with SAP Signavio Process Intelligence (plug and gain)

After identifying initial quick wins in SAP Signavio Process Insights, use SAP Signavio Process Intelligence to validate these findings and uncover the root causes behind performance issues.

The plug and gain approach offers ready-to-use configurations, prebuilt dashboards, and analytical models that deliver fast, actionable insights without the need for complex setup. It enables organizations to move quickly from **data connection → process visualization → conformance analysis → cost quantification → BPMN generation** – all within a unified environment. For more information, see Getting Started Guide for the Plug and Gain Approach.

In practice, the plug and gain approach allows you to do the following:

- **Perform variant analysis** to gain transparency into process execution paths.
- **Benchmark efficiency** with **Best-Run Scores** to compare performance against peers.
- **Identify custom T-code usage** and system-specific deviations driving inefficiency.
- **Analyze execution patterns** using intuitive dashboards tailored to Source-to-Pay scenarios.

Beyond standard KPIs and flows, the plug and gain approach deepens your analysis by combining SAP ERP and SAP Ariba data out of the box. This helps uncover cross-system inefficiencies and automation gaps.

> → Tip
>
> To accelerate deployment, leverage the plug and gain Value Accelerator for SAP ERP and SAP Ariba integration, which delivers prebuilt configurations and ready-to-analyze content for procurement optimization. For more information, see The procurement leader's guide to process excellence .

For guidance on **directly connecting SAP Ariba to SAP Signavio Process Intelligence**, refer to the following official SAP blog post:

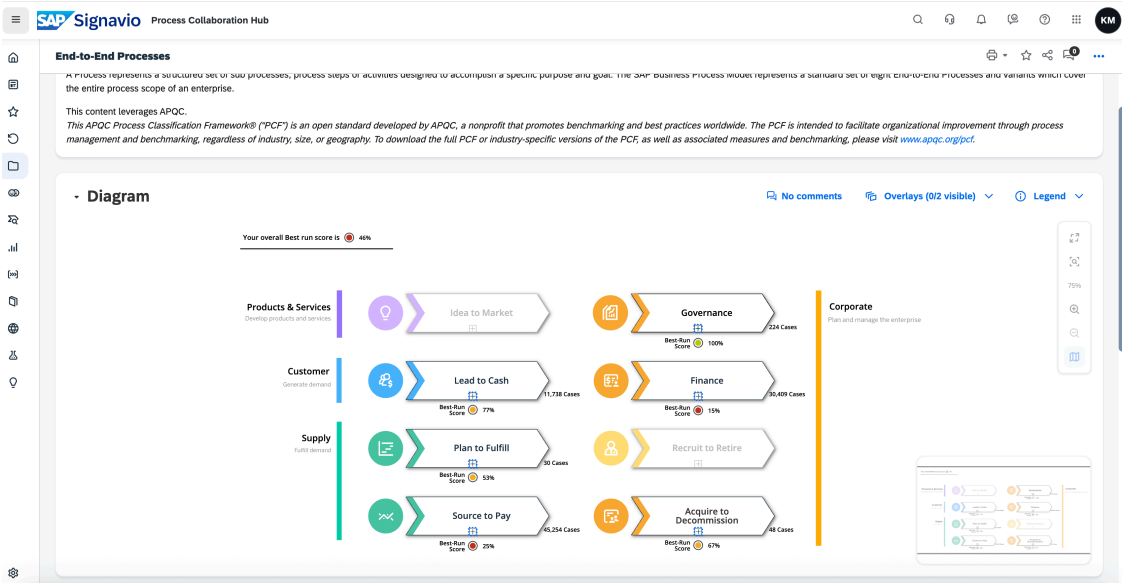
How to Connect SAP Ariba to SAP Signavio Process Intelligence.

Together, these capabilities create a strong, data-driven foundation for uncovering root causes, quantifying business impact, and generating the *as-is* BPMN model that serves as your baseline for future-state design.

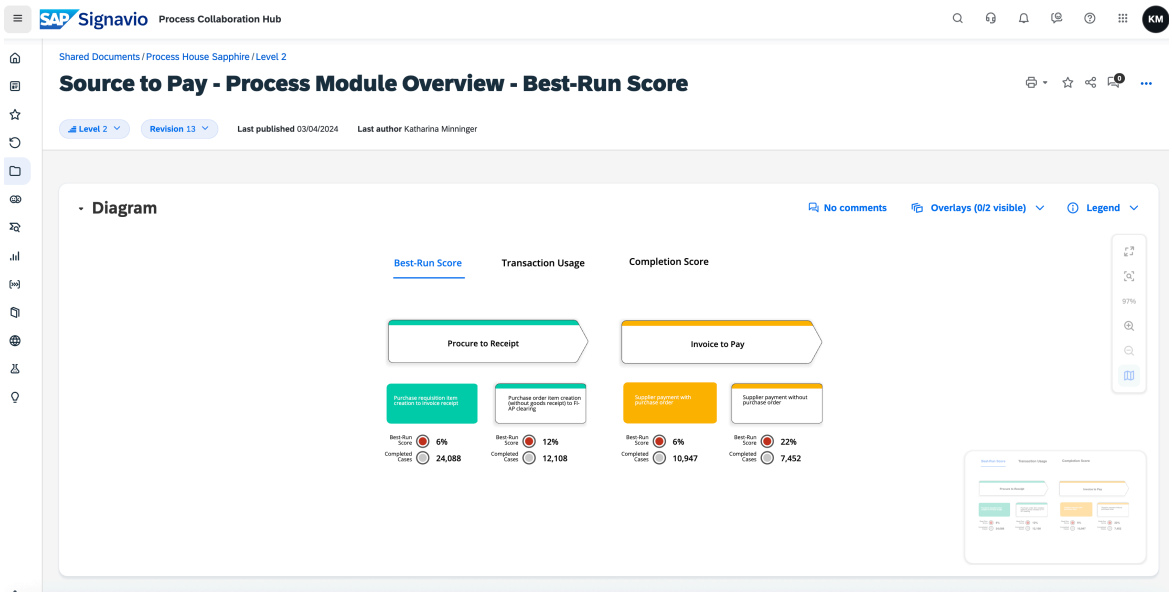
Analyze Root Causes with SAP Signavio Process Intelligence (plug and gain Approach)

1. **Accessing the available analysis content**
    1. Start from the *Process House* in SAP Signavio Process Collaboration Hub to access analysis content from both SAP Signavio Process Insights and SAP Signavio Process Intelligence. Use this entry point to perform a first assessment by checking Best-Run Score and case volumes, then drill into the

Source-to-Pay process for detailed review.

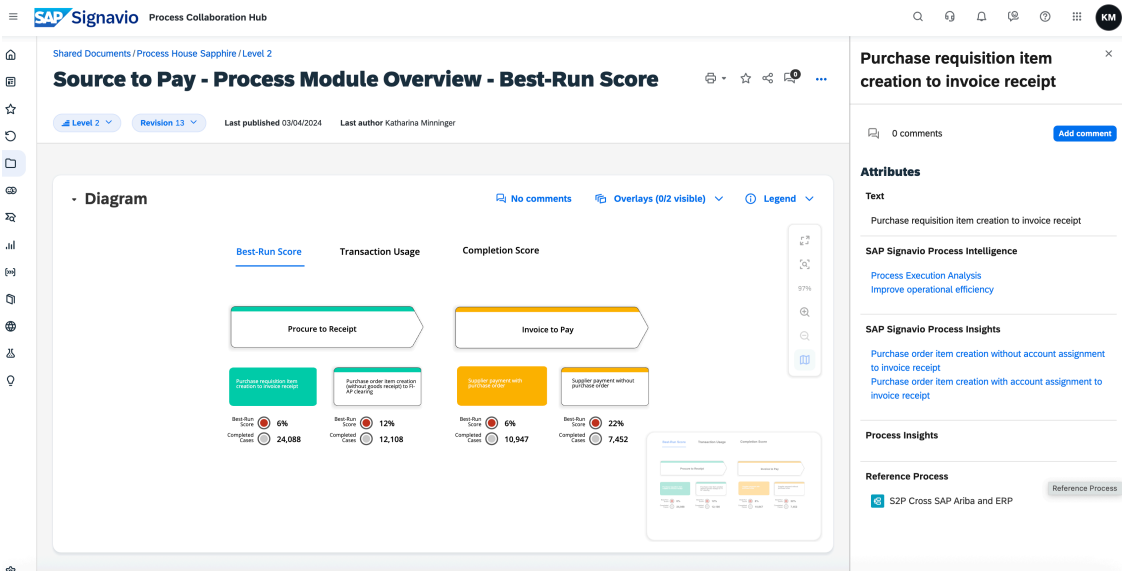


2. We can identify two modular processes in this example: *Procure-to-Receipt* and *Invoice-to-Pay*. Below these modules, several process variants appear, such as *Purchase order item creation (without goods receipt) to FI-AP clearing*.
3. A first analysis can start here already to get information about *Best-Run Score* and *Completed Cases*.
4. In this example, we identify significant potential in the variant *Purchase requisition item creation to invoice receipt*. This observation aligns with our earlier findings in **SAP Signavio Process Insights**. To understand how this process runs within our organization, we proceed to analyze the **current process execution**.

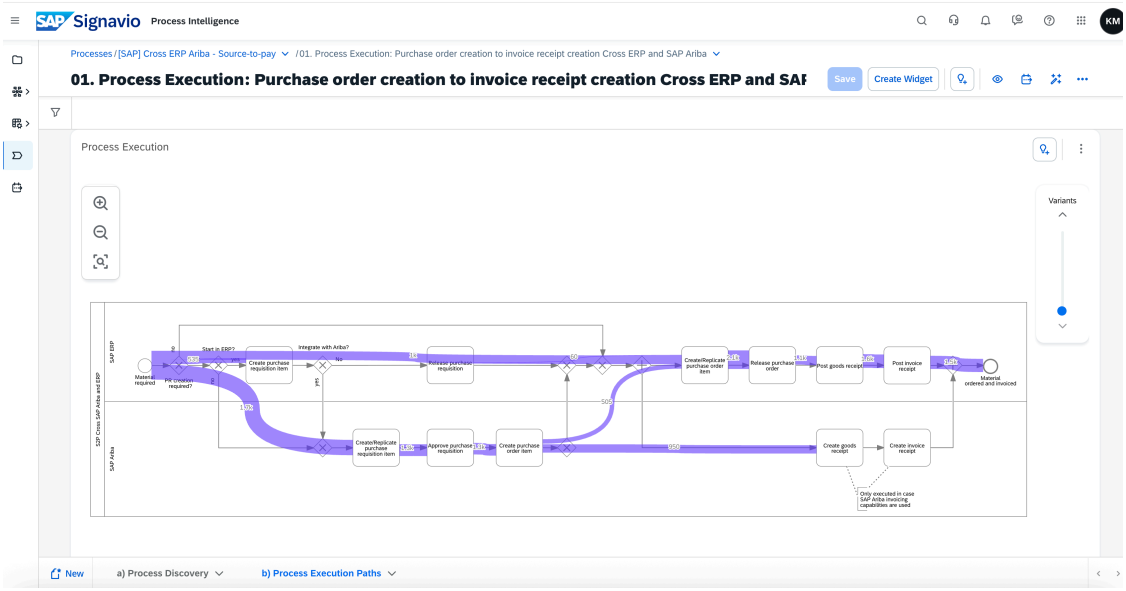


2. **Analyzing current process execution**
   1. After you select the corresponding process variant, a panel opens on the right-hand side, guiding to different analysis capabilities in **SAP Signavio Process Intelligence** and **SAP Signavio Process**

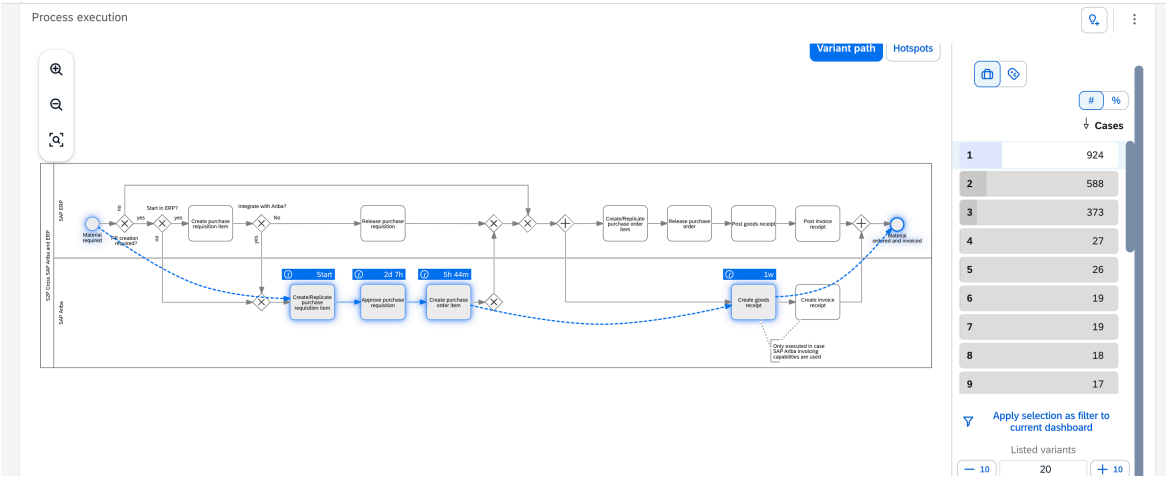
Insights. To assess how the process is run in the organization, select *Process Execution Analysis*.



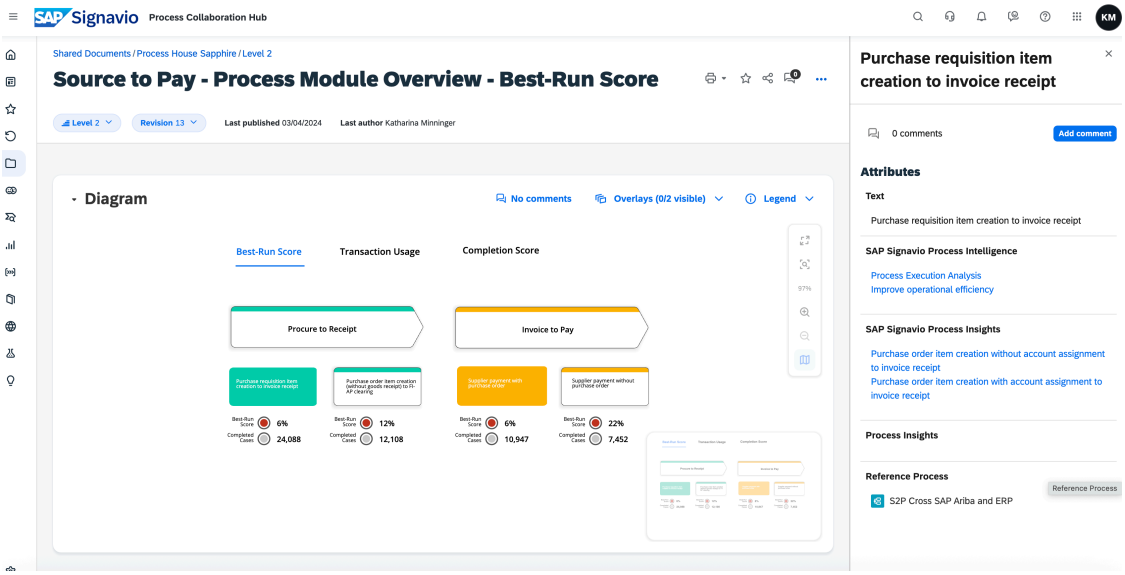
2. In this example, we see that the process is run in two different systems: SAP ERP and SAP Ariba. The plug and gain approach allows us to gain transparency in the execution throughout the two systems.



3. You can also use the **Conformance Widget** to compare different execution variants and identify deviations from the expected process flow.

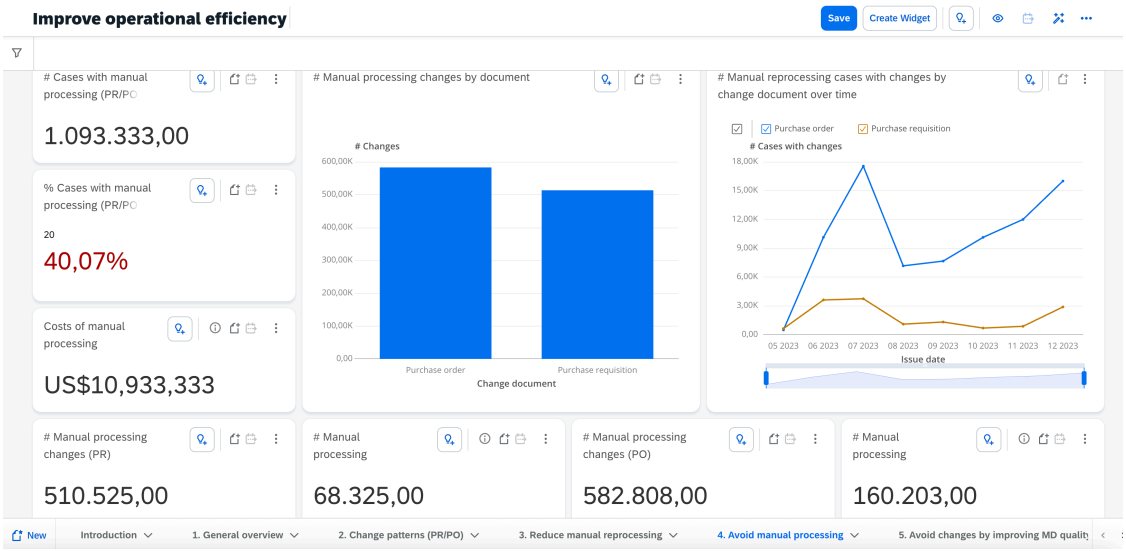


3. **Improving operational efficiency**
   1. Return to *Process Module Overview* and select the same process variant as before.

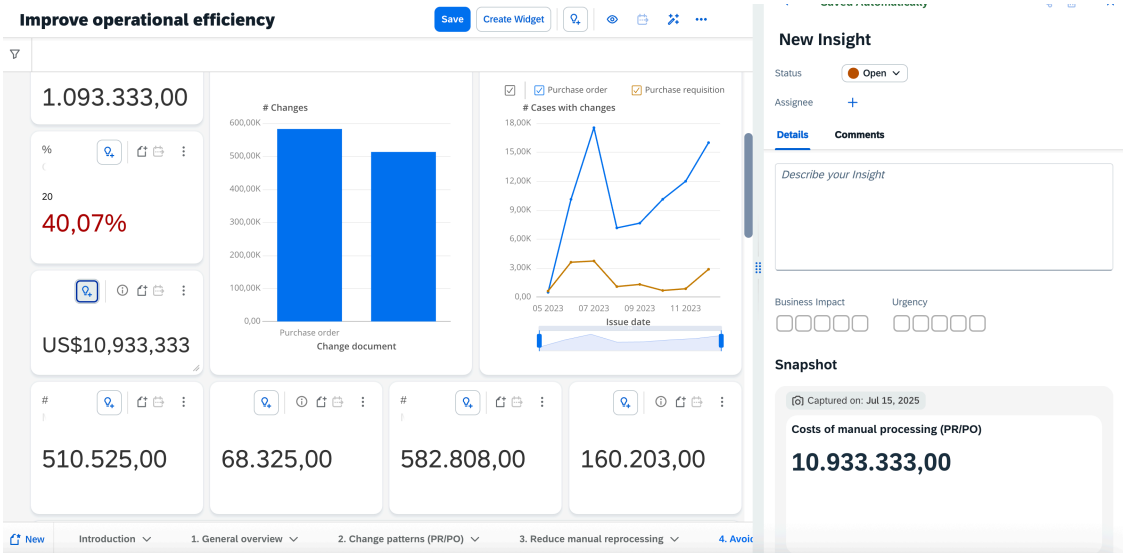


   2. Now, focus on the value driver *Improve FTE Productivity*. In **SAP Signavio Process Insights**, manual processing was already identified as a major area for improvement. The **plug and gain** approach provides deep-dive dashboards focused on specific usage scenarios. In this example, navigate to the

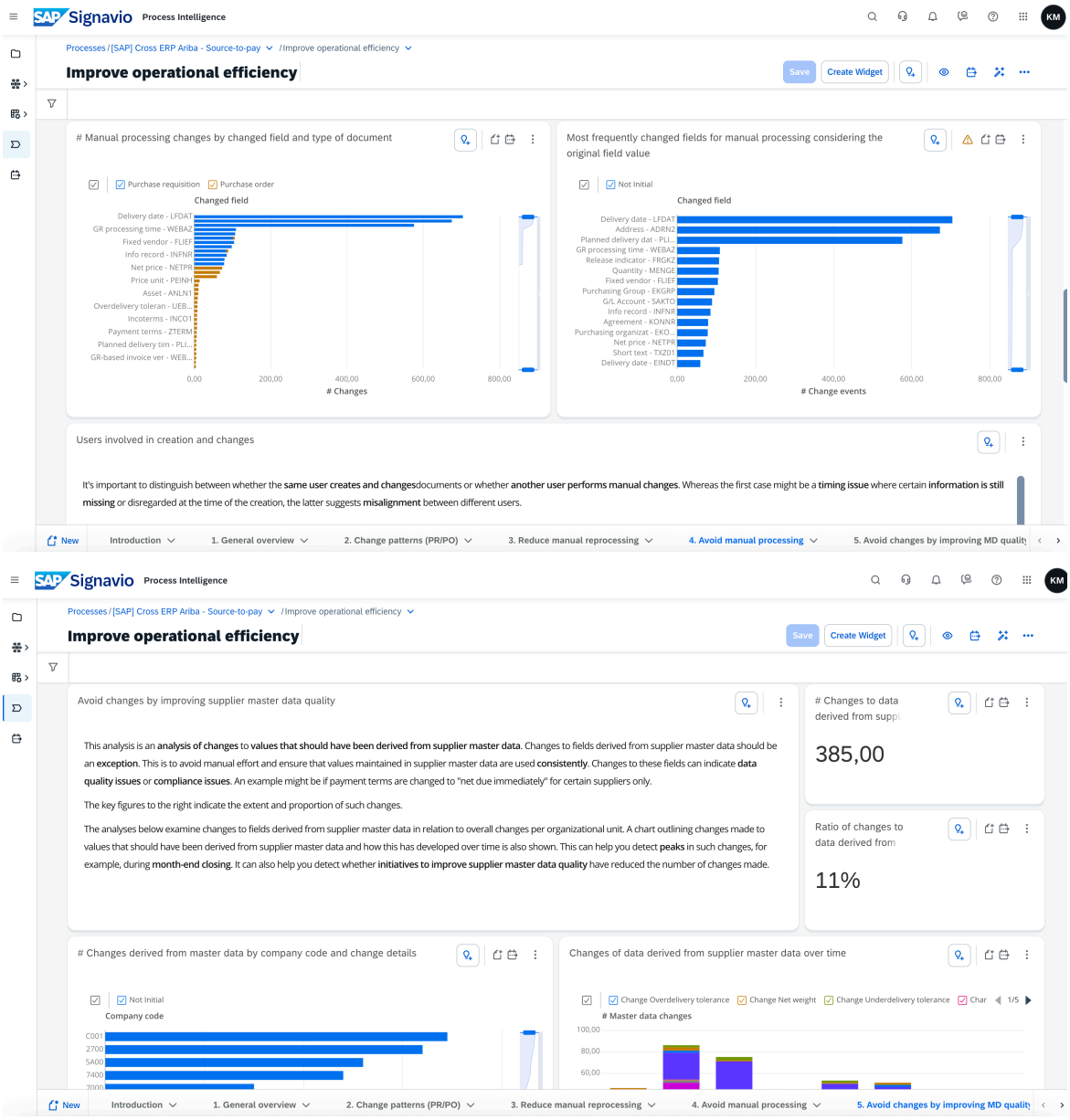
Improve Operational Efficiency dashboard.



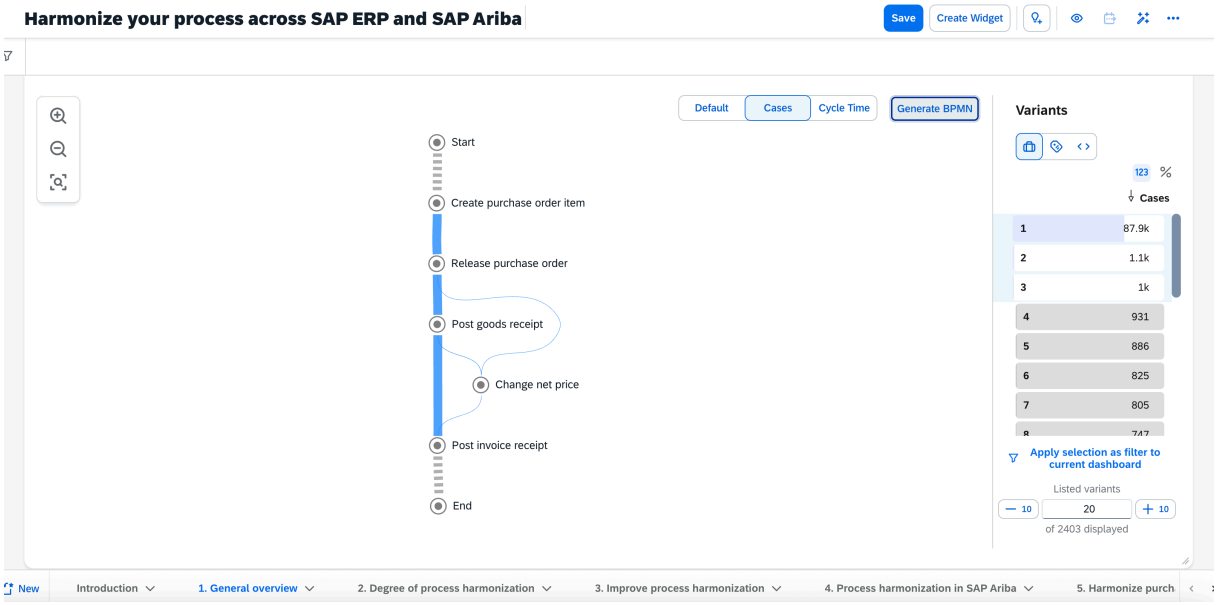
3. Here, you can analyze manual processing in greater detail, including its monetary impact. In this example, over **one million cases** involve manual processing, resulting in costs exceeding **10 million USD**.
    - As this finding constitutes crucial information, it can be linked as an insight to the transformation initiative created in Step 1: Initiate & Frame [page 48].



4. You can also drill down further to uncover the **root causes**, for instance, by checking which fields are most frequently changed, to identify potential **master data issues**.



4. **Generating BPMN Model for *as-is* model**
    1. Within the *Improve Operational Efficiency* dashboard, navigate to the *Harmonize Your Process Across SAP ERP and SAP Ariba* view.
    2. Here you can directly navigate to the *General overview* tab and see the current process that you have.
    3. On the right side, you can choose the variant that determines your *as-is* model to work on in Step 5: Design Future State [page 66].
    4. After you choose your desired variant, you can select *Generate BPMN*.
    5. You can create your dedicated folder for your desired *as-is* BPMN model and name it *as-is model*.



Outcome

A validated analytical baseline that clearly shows where inefficiencies originate, why they occur, and the potential value of addressing them, culminating in the generation of the as-is BPMN model for use in subsequent design steps.

2.6.4 Step 4: Prioritize & Plan

Purpose

Once opportunities and their root causes have been identified in **SAP Signavio Process Insights** and **SAP Signavio Process Intelligence**, the next step is to turn those findings into a clear, prioritized action plan.

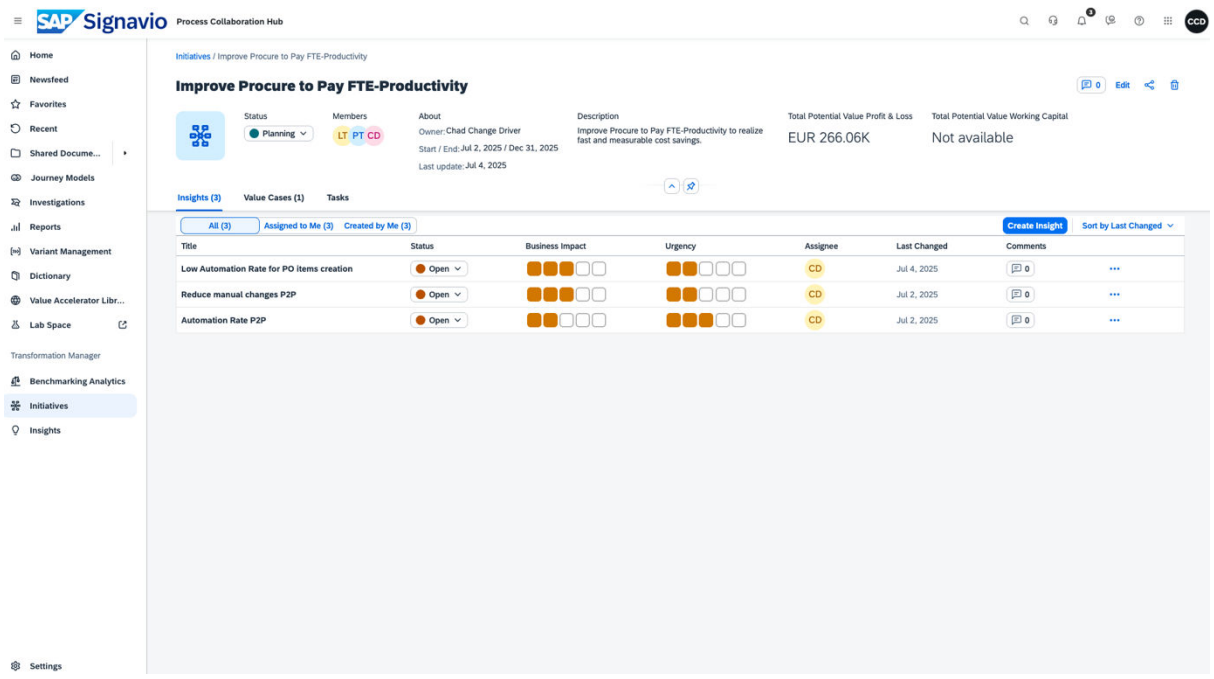
SAP Signavio Process Transformation Manager serves as the central hub for managing this process, ensuring analytical insights translate into measurable business outcomes.

Capture Insights as Actionable Items

Link specific findings from **SAP Signavio Process Insights** and **SAP Signavio Process Intelligence** directly to your initiatives. This ensures that every opportunity has a traceable, data-backed value case.

1. **Bring insights into SAP Signavio Process Transformation Manager**
   Review the insights created in Step 2: Discover & Benchmark [page 50] and Step 3: Diagnose & Analyse [page 53].
   These insights represent concrete improvement opportunities, such as high exception rates or manual processing bottlenecks.
   - Open **SAP Signavio Process Transformation Manager** from **SAP Signavio Process Collaboration Hub**.
     If insights are already created in earlier tools, you'll see them listed here.
     If not, you can also create new ones directly from any dashboard or analysis view by selecting *(Insights)*.
2. **Link and configure each insight**
   When the *Insight* dialog box opens, do the following:
   - Set the *Status* (for example, *New*, *In Progress*).
   - **Link it to your initiative** created in Step 1: Initiate & Frame [page 48] (for example, **Improve Accounts Payable FTE Productivity**).
   - Assign an **owner** responsible for follow-up.
   - Optionally, add comments or context.

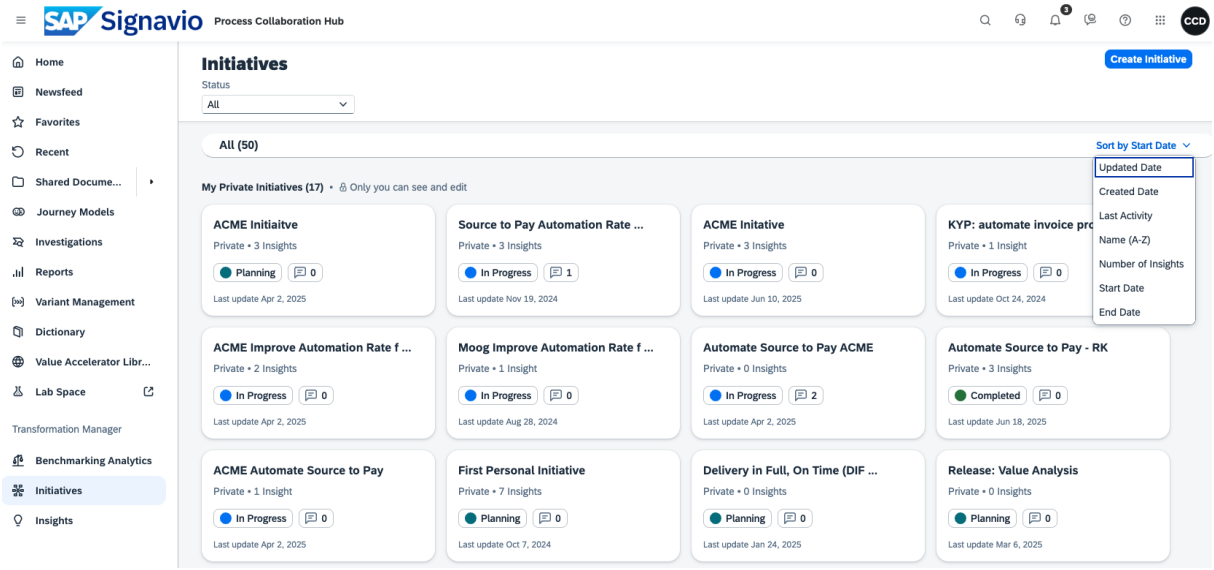
> **Note**
>
> Each insight now becomes a formal, trackable record within your initiative, retaining full traceability back to the exact analysis that generated it.



Prioritize and Organize Your Transformation Road Map

With all insights linked, the focus shifts to prioritization and sequencing.

1. **Set priorities**
   Review each insight's *Business Impact* and *Urgency*.
   Use the *Start Date* field to indicate the planned launch of each improvement action – the primary lever for sequencing your road map.
2. **Structure the road map**
   In the *Initiatives Overview* within SAP Signavio Process Transformation Manager, do the following:
   1. Use *Sorting options* (for example, *Number of Insights*, *Last Activity*, *Start Date*) to view initiatives chronologically or by workload.
   2. Use the *Status* field (*Planning*, *In Progress*, *Completed*) to track progress.
   3. Apply the *At-Risk* status proactively to highlight delays or obstacles requiring management attention.
3. **Maintain transparency**
   Your road map now connects analytical insights with implementation progress, giving leadership and process owners a single, shared view of priorities, timing, and accountability.



2.6.5 Step 5: Design Future State

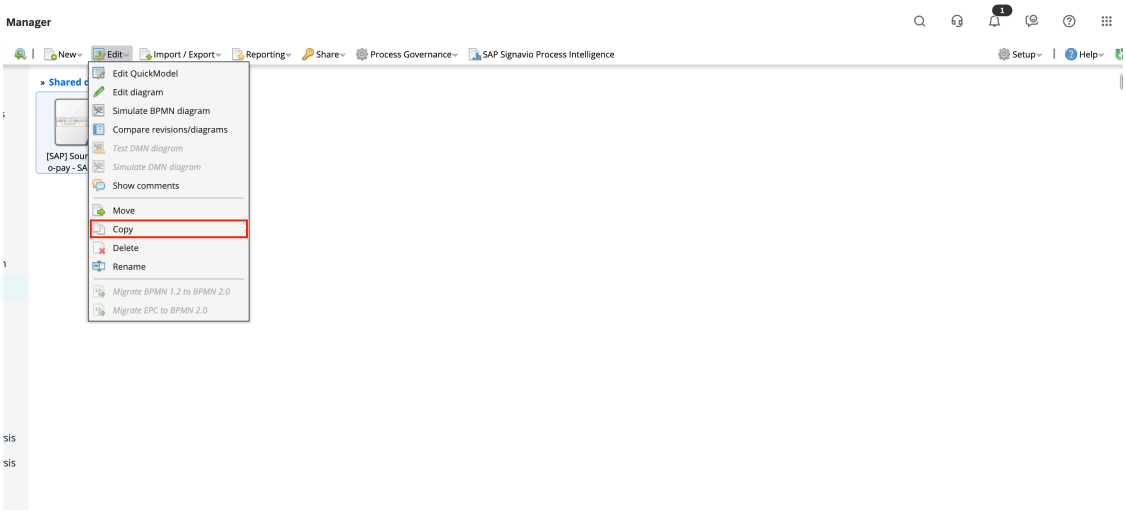
Purpose

With a prioritized list of improvement opportunities from **SAP Signavio Process Transformation Manager**, the next step is to design and validate your optimized **future-state (***to-be***)** processes.

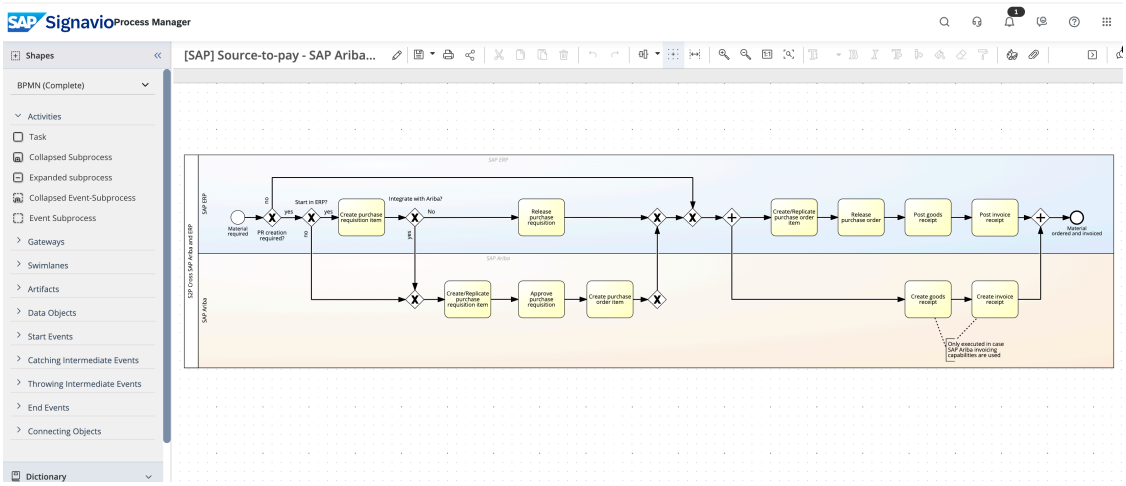
SAP Signavio Process Manager provides a dedicated environment to model, simulate, and refine these workflows before implementation, ensuring alignment with strategic goals such as cost reduction and productivity improvement.

Key Actions

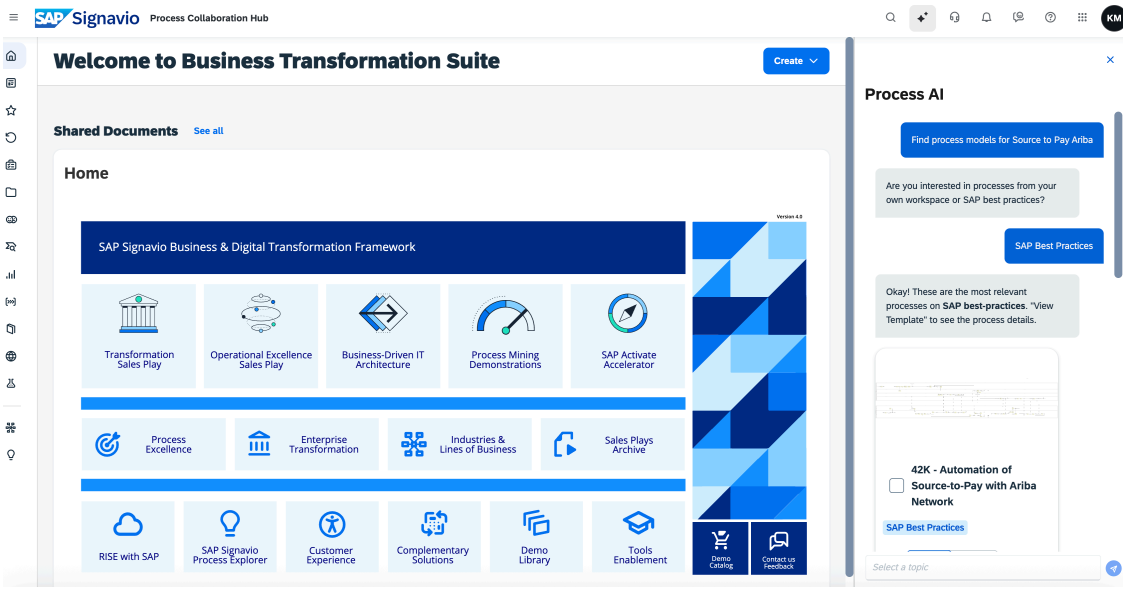
1. **Designing your future process**
    1. The *as-is* BPMN model that you've generated in the last step of Step 3: Diagnose & Analyse [page 53], which has been saved in the dedicated folder in SAP Signavio Process Manager, is your baseline.
    2. Create a copy of this *as-is* model to serve as your *to-be* draft. This preserves the original model and provides a clear starting point for future design.



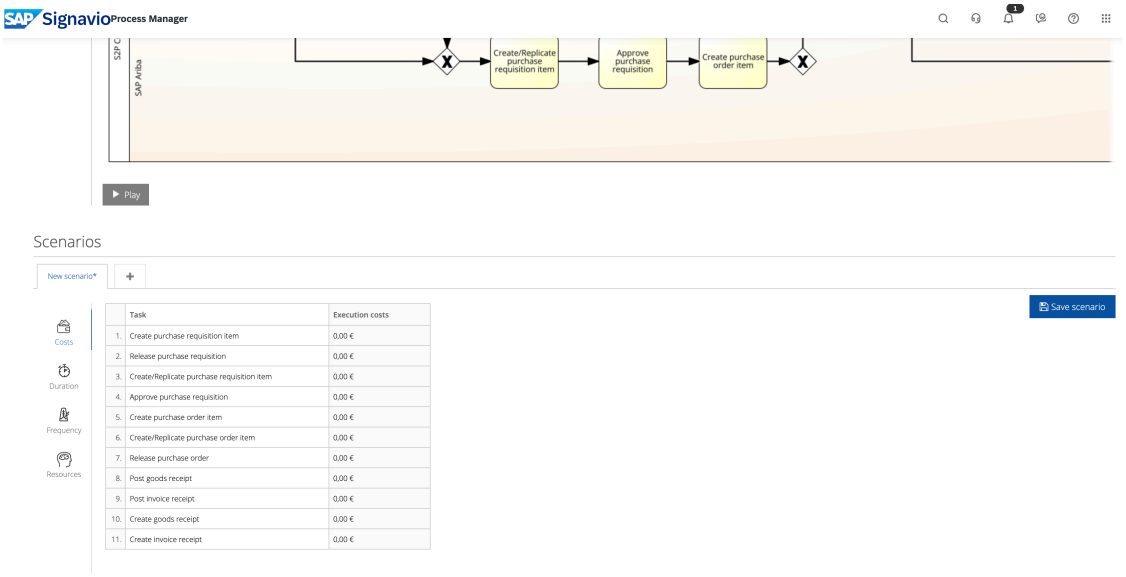
    3. Open the *to-be* model and begin adapting it using **standard BPMN 2.0 notation** to represent the desired process improvements. You can also use **AI-assisted design features** to receive best-practice recommendations or automatically suggest relevant KPIs that strengthen your process design.



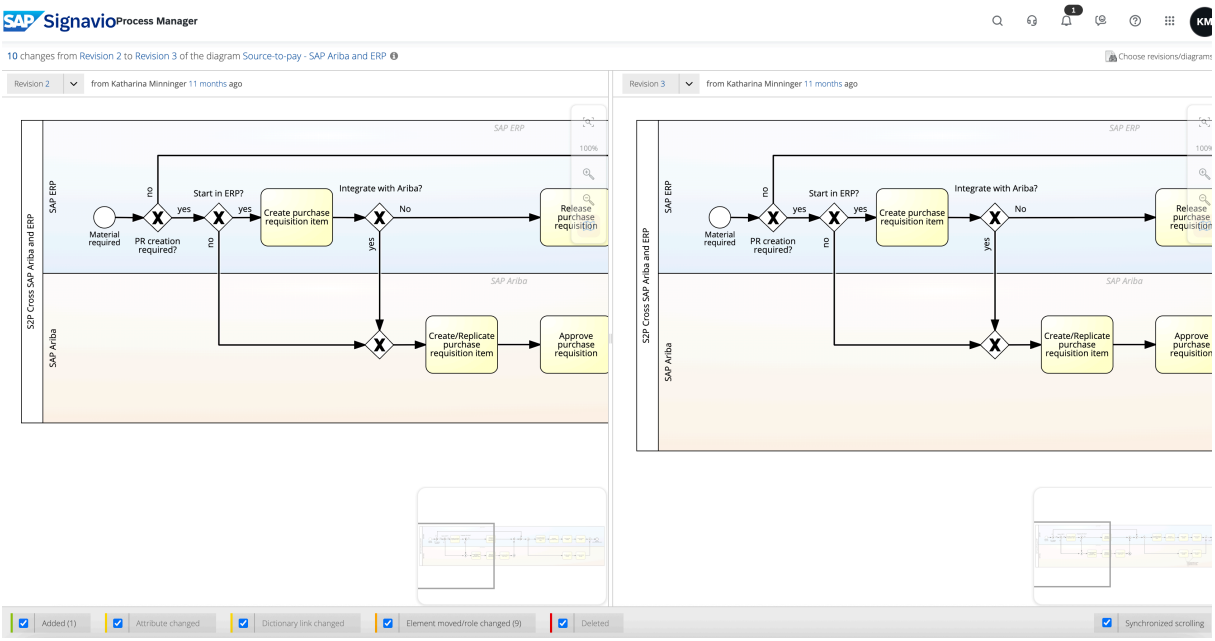
4. You can also leverage AI-assisted features at this stage to get recommendations for best-practice process flows or relevant KPIs to enhance your design.



5. Once the draft is complete, **validate the design through simulation**. Input key variables such as cost drivers, processing times, and throughput rates to simulate performance against your target KPIs. Use the results to fine-tune the process until it meets your defined objectives.



2. **Comparing** *as-is model* **and** *to-be model*
    1. Use the **side-by-side comparison** feature to visualize differences between the original *as-is* and the proposed *to-be* model.
    2. This comparison highlights process deviations, enabling you to decide whether to retain, adjust, or further optimize elements within your design before final approval.
    3. Once validated, the *to-be* process can be submitted for **stakeholder review and approval**, ensuring alignment with both operational teams and strategic leadership.



Outcome

A validated, best-practice-aligned **future-state process model** that incorporates identified improvements and is ready for implementation.

The finalized design ensures operational feasibility and measurable alignment with **Procurement Excellence** and overall business performance goals.

2.6.6 Step 6: Adopt & Improve

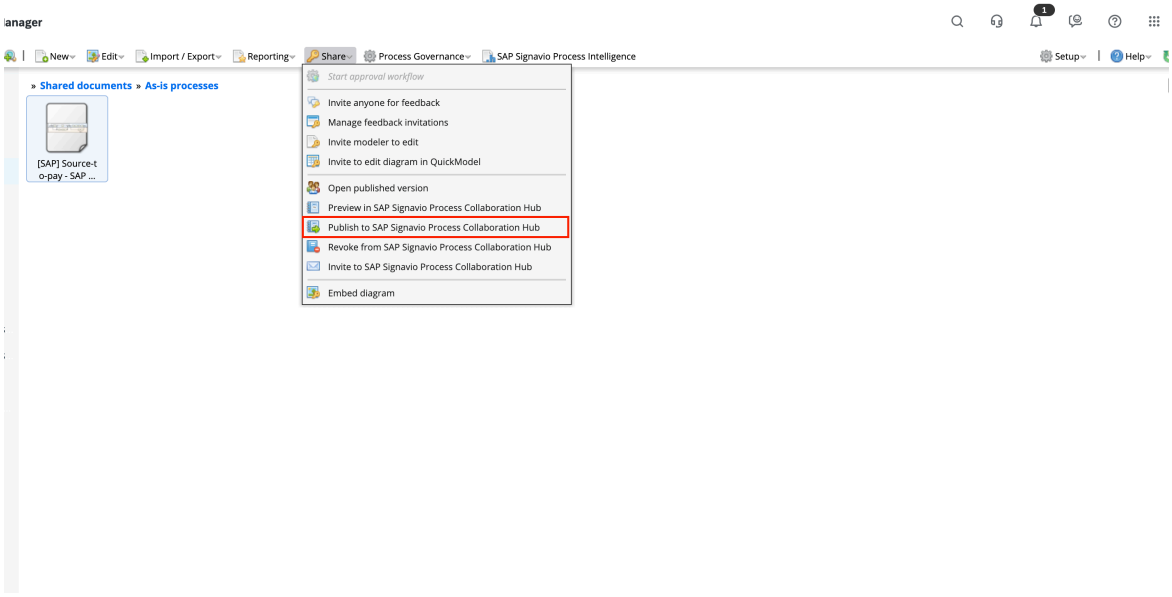
Purpose

After finalizing the first iteration of your strategic initiative, the focus shifts to stakeholder alignment and sustained engagement.

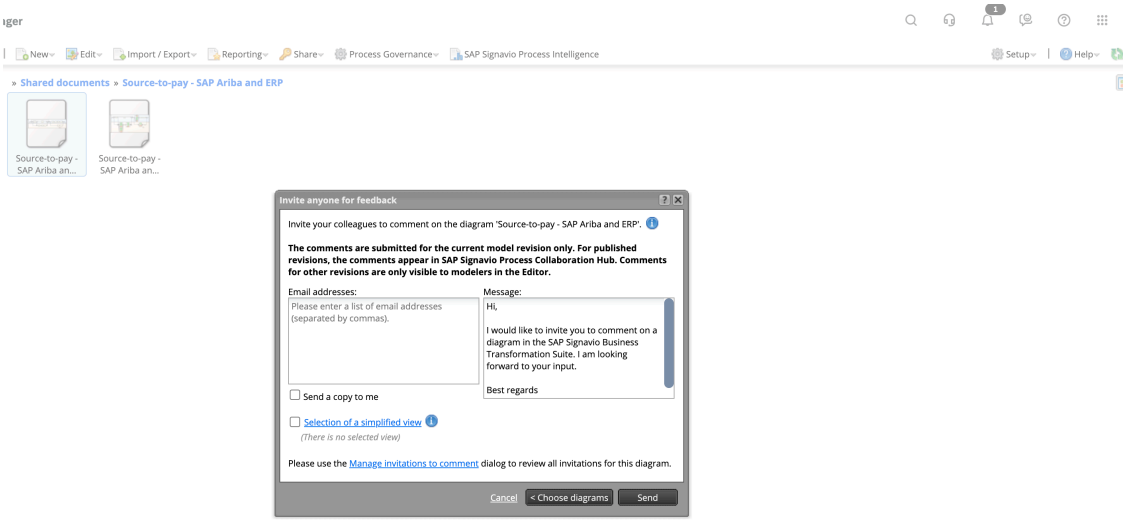
By publishing process models and insights in **SAP Signavio Process Collaboration Hub**, you enable transparent communication, shared accountability, and continuous feedback throughout the transformation journey.

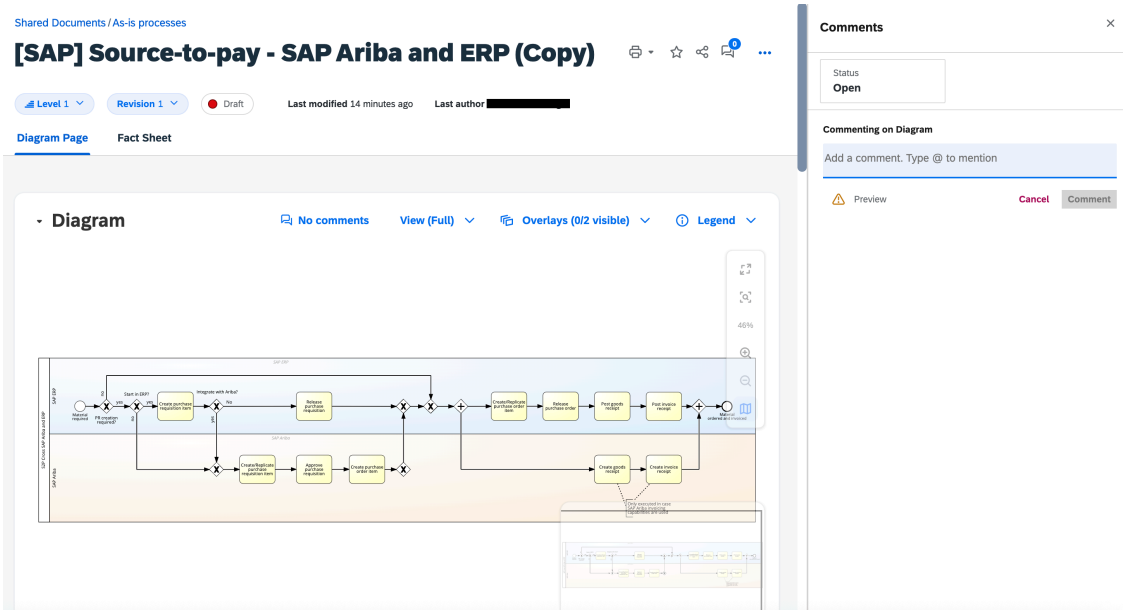
Actions

1. **Publish the redesigned process models**
   Share the finalized *to-be* process models and supporting insights from previous steps directly in **SAP Signavio Process Collaboration Hub**.
   Publishing them here ensures that every relevant team can access the latest process version in a centralized, user-friendly environment, reinforcing visibility and ownership.



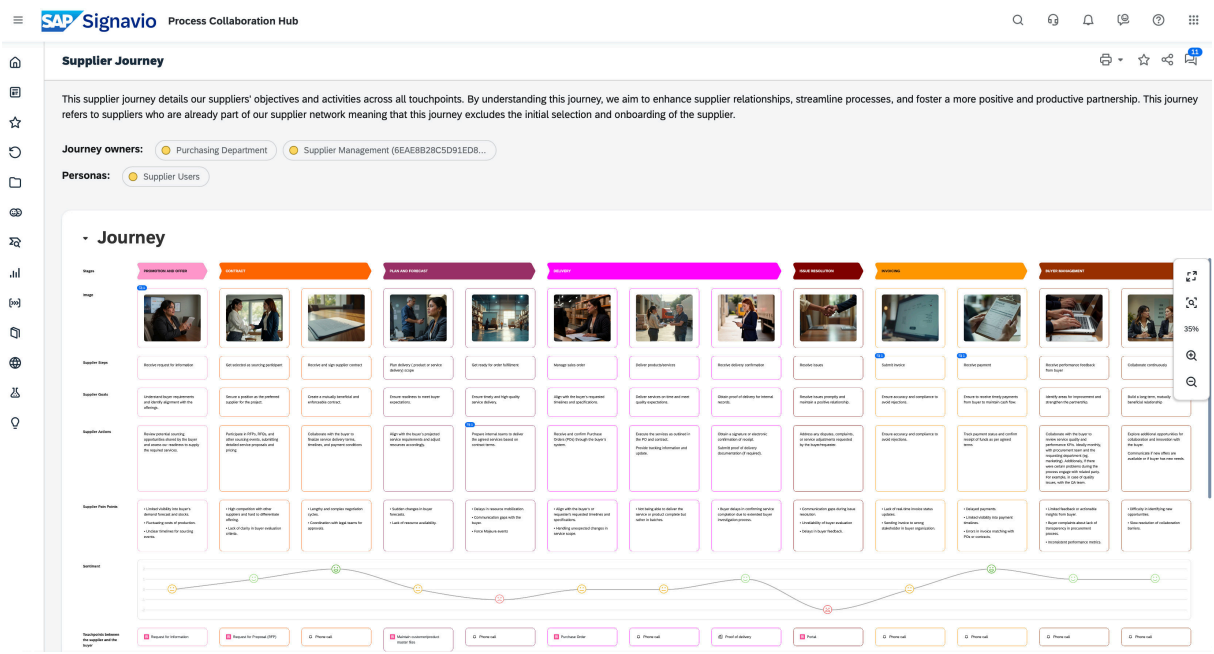
2. **Facilitate cross-functional collaboration**
   1. Actively involve stakeholders by inviting them to provide feedback directly on the published process models. Encourage targeted comments on specific steps or activities to capture operational expertise – for example, a procurement specialist's input on a new approval threshold.





2. Continuously compare **process execution data** against key **business KPIs** to verify that the redesigned process is achieving its intended outcomes, such as measurable improvements in **FTE Productivity**.

> **Note**
>
> To enrich the feedback loop, you can also publish **customer or partner journey models** alongside internal processes. For instance, a **supplier journey model** visualizes every interaction from the supplier's perspective, helping employees understand the broader impact of their work, building empathy, and generating more practical, improvement-oriented feedback.



Outcome

A fully adopted and collaboratively validated process, supported by transparent communication and shared ownership.

Through ongoing monitoring in **SAP Signavio Process Collaboration Hub**, organizations ensure process relevance, sustain adoption, and continuously optimize performance over time.

2.7 Best Practices for Delivering Procurement Excellence Transformation

The step-by-step approach outlined in the preceding sections describes how to run a single Procurement Excellence initiative from discovery to adoption. To scale impact and sustain results, organizations also need the right governance and operating backbone.

The following best practices outline the essentials to institutionalize Procurement Excellence across the enterprise:

1. **Establish a Transformation Governance Model**
   - Define who sponsors, approves, and performs changes
   - Set up regular review cadences for insights and value realization
2. **Build a Cross-Functional Project Team**
   - Involve both business (finance) and IT stakeholders
   - Assign dedicated roles for mining, modeling, and change management

3. **Leverage a Process Governance Framework**
    - Define process ownership, modeling standards, and documentation rules
    - Use SAP Signavio Process Transformation Suite as the central platform for all process-related assets
4. **Adopt a Wave-Based Execution Model**
    - Start with quick wins (Wave 1) and scale into broader improvements
    - Use SAP Signavio Process Transformation Manager to structure these waves with measurable targets

2.8 Conclusion

Procurement Excellence is a continuous journey, not a one-time project. By uniting data, process, and governance, organizations can achieve measurable and sustainable improvements across Source-to-Pay. With SAP Signavio Process Transformation Suite, teams gain the transparency to find the biggest opportunities, the analytics to quantify impact, and the collaboration layer to turn insight into action – while tracking realized value.

As additional use cases (for example, **Reduce Non-Compliant Services Spend**, **Improve User Compliance**) are added, the Procurement Excellence library expands, providing a coherent, reusable model for process-driven value across the enterprise.

3 A Practical Framework for Warehouse Management Transformation

This document serves as a practical guide for organizations pursuing Supply Chain Management Excellence by leveraging SAP Signavio Process Transformation Suite.

3.1 Introduction: Context and Core Concepts

Supply Chain Management Excellence represents the highest maturity of a supply chain organization, where processes, people, and data work together to deliver both operational resilience and strategic value. It shifts supply chain management from a reactive cost center towards a competitive advantage.

Modern supply chain teams face rising complexity: global disruptions, multi-system landscapes, real-time fulfillment expectations, and mounting pressure to reduce inventory while maintaining service levels. Traditional ERP and reporting environments often produce fragmented or delayed views, creating inefficiencies and slower decisions at exactly the moments when agility is most critical.

SAP Signavio Process Transformation Suite gives supply chain teams a single suite to see what is actually happening across their operations, understand where performance is breaking down, and take action across inbound, warehouse, and outbound processes.

Core Concepts: Use Cases and Value Drivers

Two foundational concepts underpin the Supply Chain Management Excellence Framework:

- **Use Case**: A use case describes how a specific group of users or personas interact with SAP Signavio Process Transformation Suite to solve a defined business problem and achieve a desired outcome. It outlines the broader scenario, the users' and stakeholders' goals, their challenges, and the value created by the product in that setting. Each use case connects product capability to business impact, illustrating how technology supports measurable improvement.
- **Value Driver**: A value driver, based on the SAP standard definition, is a measurable short- or medium-term objective with business relevance, defined by a target value and timeframe. Value drivers describe the concrete objectives organizations must achieve to reach their long-term goals. They establish measurable targets and motivation, implemented through an operating model expressed via business capabilities.

Together, these two concepts form the foundation of the Supply Chain Management Excellence Framework. Use cases illustrate how transformation happens, while value drivers define what success looks like and how it's measured.

For example, within the Extended Warehouse Management process, value drivers such as Improve Warehouse FTE Productivity, Reduce Days in Inventory, or Improve On-Time Delivery Performance translate strategy into

measurable results. Each focuses on a different dimension of supply chain performance, from workforce efficiency and working capital to customer service excellence.

For Partners: Please access the SAP Value Lifecycle Manager tool, which complements this framework by providing benchmark data, KPI definitions, and templates for measurable transformation.

> **Note**
>
> The screenshots in this document reflect different system environments and configurations. As a result, monetary values may appear in different currencies (for example, USD or EUR). This doesn't impact the analysis or methodology presented.

3.2 Why: The Need for Supply Chain Management Excellence

Supply Chain Under Pressure

Supply chain leaders today operate under a dual mandate: maintain operational efficiency and service reliability while managing costs, complexity, and volatility. Extended Warehouse Management sits at the intersection of these competing pressures – it must absorb demand variability, handle exceptions, and deliver consistent service, often with constrained resources.

Compounding this, external pressures – from geopolitical instability and trade disruptions to demand volatility – are exposing gaps in supply network resilience that ERP systems alone cannot address.

This challenge is intensifying, and it shows up in three persistent tensions:

- Productivity versus Cost: Teams must process higher volumes with existing headcount, reducing cost-per-unit while maintaining throughput and accuracy.
- Inventory versus Service: Organizations must balance lean inventory objectives against the risk of stockouts and delivery failures, particularly for critical or fast-moving SKUs.
- Complexity versus Agility: Multi-site, multi-system warehouse environments create process fragmentation, rework, and conformance issues that slow response times and inflate operational costs.

Persistent Barriers to SAP Extended Warehouse Management Performance

Despite significant ERP investments, many organizations still struggle with limited visibility into actual process execution, inaccurate or delayed operational data, and an inability to distinguish systematic issues from isolated incidents. Common root causes include:

- Incomplete or inaccurate master data (supplier, material, or warehouse configuration)
- High rates of manual intervention and exception handling in goods receipt and putaway

- Slow-moving or excess stock accumulating due to undetected demand pattern shifts
- Partial shipment rates and on-time delivery failures driven by undetected process deviations
- Process variant proliferation, where rework and workarounds become embedded in daily operations

SAP Signavio Process Transformation Suite directly addresses these barriers by providing the transparency to see what is actually happening, the analytics to understand why, and the governance infrastructure to act decisively.

3.3 Benefits of Supply Chain Management Excellence

Supply Chain Management Excellence empowers supply chain and warehouse organizations to operate efficiently, adapt quickly, and create lasting business value. By combining standardized processes, automation, and intelligent analytics, companies can continuously optimize SAP Extended Warehouse Management performance while maintaining service levels and controlling costs.

Keeping people, processes, data, and applications at the core of an AI-driven warehouse transformation, organizations can achieve the following benefits:

Cost Reduction	Lower operational expenses through process standardization, automation, and elimination of rework and unnecessary manual handling.
Working Capital Optimization	Reduce Days in Inventory by identifying and addressing slow-moving stock, improving demand alignment, and optimizing replenishment cycles.
Service Level Improvement	Improve on-time delivery performance by eliminating process deviations, partial shipments, and late clearing patterns.
FTE Productivity	Free warehouse professionals from repetitive manual interventions, enabling higher throughput without proportional headcount growth.
Process Transparency	Gain end-to-end visibility across inbound, warehouse, and outbound operations to uncover bottlenecks and improvement opportunities.
Risk Mitigation	Strengthen governance and compliance, reduce error rates, and proactively identify non-conforming process variants before they escalate.
Master Data Quality	Detect and resolve recurring master-data gaps (warehouse configuration, storage bin assignments, material storage data) that cause downstream exceptions.
Continuous Improvement	Establish a live feedback loop between process insights, initiative management, and adoption, ensuring improvements are sustained and scaled.

In short, Supply Chain Management Excellence is where insight meets action – and transparency builds trust. It enables supply chain teams to move from reactive firefighting to proactive performance management.

3.4 Applied Use Case: SAP Extended Warehouse Management Transformation Initiative

This use case illustrates how the Supply Chain Management Excellence framework is applied to the SAP Extended Warehouse Management process across three interconnected value drivers: improving warehouse FTE productivity, reducing days in inventory, and improving on-time delivery performance.

It demonstrates how SAP Signavio Process Transformation Suite capabilities can be used together to identify, analyze, and act on process improvement opportunities within a single transformation initiative.

3.4.1 Key Personas Involved

Driving Supply Chain Management Excellence requires cross-functional alignment. The following personas play critical roles throughout the initiative. Not all organizations will have these roles formally defined, but the responsibilities they represent should be covered within Supply Chain, IT, or a Process Center of Excellence.

Persona	Responsibility
Supply Chain Transformation Lead	Defines the Supply Chain Management Excellence strategy and owns value realization outcomes. Uses SAP Signavio Process Transformation Manager to steer the initiative, track progress, and measure business impact.
Warehouse / SAP Extended Warehouse Management Process Owner	Owns the end-to-end Extended Warehouse Management process. Monitors process health against KPIs using SAP Signavio Process Transformation Suite and identifies continuous improvement opportunities.
Supply Chain Analyst	Performs detailed data-driven analysis using SAP Signavio Process Insights and SAP Signavio Process Intelligence. Generates actionable insights for transformation cases and root-cause investigations.
Process Expert (Logistics)	Brings deep domain knowledge of warehouse operations. Validates findings, recommends optimizations, and acts as subject matter expert for process redesign.
Process Architect / Designer	Models and simulates optimized to-be processes using SAP Signavio Process Manager. Ensures alignment with SAP Best Practice content and technical feasibility.
Change Manager	Manages communication and adoption using SAP Signavio Process Collaboration Hub. Publishes models, gathers stakeholder feedback, and drives alignment on new ways of working.
IT / BI Analyst	Prepares and connects data sources for mining and analytics. Ensures data integrity and technical readiness across SAP Signavio Process Transformation Suite.
Warehouse Operations User	Provides operational feedback on day-to-day pain points. Validates proposed changes for usability and contributes through collaborative features in SAP Signavio Process Collaboration Hub.

> **Note**
>
> These personas may be centralized in a Supply Chain or Process CoE, or distributed across business and IT functions, depending on organizational maturity and operating model.

3.4.2 Onboarding and System Scenarios

> **Note**
>
> If you're a new customer setting up SAP Signavio Process Transformation Suite for the first time, refer to the Fast Track Customer Onboarding journey. It provides guided steps for activating your environment, validating access, and preparing key stakeholders for your first transformation initiative.

Each of the following scenarios represents a different starting point in your Supply Chain Management Excellence journey and determines which capabilities are immediately available.

Scenario 1: Getting Started with SAP Signavio Process Transformation Suite

If your organization has recently purchased SAP Signavio Process Transformation Suite (as part of RISE with SAP or standalone), begin with these steps:

- Set up your steering framework and define accountability within SAP Signavio Process Transformation Manager.
- Use the Initiative functionality to coordinate all related insights and actions.
- Bring contributors and stakeholders together early to align on your supply chain transformation goals.

Scenario 2: Insights Already Available from SAP Signavio Process Insights or SAP Signavio Process Intelligence

If your organization has already identified improvement areas through analytics, focus on these areas:

- Translate identified insights into formal transformation initiatives within SAP Signavio Process Transformation Manager.
- Build alignment using data-backed narratives that connect findings to value drivers such as productivity or inventory reduction.
- Continuously refine your steering framework based on system-driven insights.

Scenario 3: Mature Center of Excellence with Established Governance

If your organization already runs a mature transformation setup:

- Integrate system-driven insights for real-time transparency and measurable impact.
- Define and track Extended Warehouse Management-specific KPIs using SAP Signavio Process Transformation Suite benchmarking capabilities.
- Use SAP Signavio Process Collaboration Hub to communicate outcomes and maintain a single source of truth for supply chain transformation.

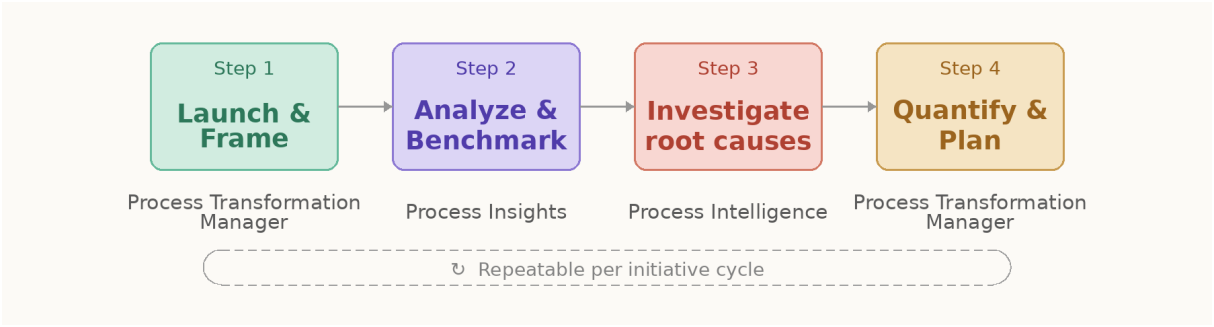
3.5 Execution Framework: Optimizing SAP Extended Warehouse Management Performance

3.5.1 A Practical Approach Using SAP Signavio Process Transformation Suite

The following framework outlines a practical, four-step approach to improving Extended Warehouse Management performance using SAP Signavio Process Transformation Suite. Each step reflects what was demonstrated in the live use case.

This example follows one continuous transformation initiative across three value drivers: FTE Productivity, Days in Inventory, and On-Time Delivery. The four steps describe exactly how the SAP Signavio Process Transformation Suite was used, from launching the AI-powered enterprise scan, through deep-dive analytics, to quantifying and planning the transformation.

3.5.2 End-to-End Summary: SAP Extended Warehouse Management Transformation Journey



Step	Phase	Primary Solution	Key Actions	Owner
1	**Launch & Frame**	SAP Signavio Process Transformation Manager	Connect source systems; run AI-powered enterprise scan; identify business challenges; create and frame the transformation initiative	SC Lead
2	**Analyze & Benchmark**	SAP Signavio Process Insights	Open process flows from initiative assets; review KPIs and blockers; compare against industry and company benchmarks; capture insights	SC Analyst

Step	Phase	Primary Solution	Key Actions	Owner
3	**Investigate Root Causes**	SAP Signavio Process Intelligence SAP Signavio Process Insights	Mine real outbound process flows; run root-cause analysis; check conformance; identify rework variants; leverage Joule for guidance	SC Analyst
4	**Quantify & Plan**	SAP Signavio Process Transformation Manager	Review value cases; quantify working capital and P&L potential; structure implementation tasks with owners, subtasks, and due dates	SC Lead

3.5.3 SAP Signavio Solution Contributions

The following table summarizes each SAP Signavio solution and its specific contribution to the transformation journey:

SAP Signavio Solution	Role in the Supply Chain Management Excellence Journey
SAP Signavio Process Transformation Manager	Central steering layer: connect ERP systems, run AI-powered enterprise scans, manage initiatives, track value cases, and coordinate improvement tasks.
SAP Signavio Process Insights	Standardized process flow analysis with prebuilt KPIs, internal and external benchmarks, and correction recommendations – enabling fast, evidence-based diagnostics across value drivers. Jump start analyses through the AI-driven Process Consulting Agent.
SAP Signavio Process Intelligence	Flexible process mining: reconstruct real process flows from SAP Extended Warehouse Management event data, run root-cause analysis, check conformance against best-practice models, and leverage Joule for AI-guided analysis.

3.5.4 Applicability Across Different System Landscapes

This use case is designed to be flexible and applicable regardless of the customer's current SAP Signavio Process Transformation Suite setup.

Even if only selected components are available (for example, standalone SAP Signavio Process Insights, SAP Signavio Process Intelligence, or SAP Signavio Process Transformation Manager), organizations can still perform meaningful parts of the transformation journey.

3.6 Detailed Workflow: Optimizing SAP Extended Warehouse Management Performance

The following section provides the detailed execution walkthrough for each phase of the SAP Extended Warehouse Management transformation journey.

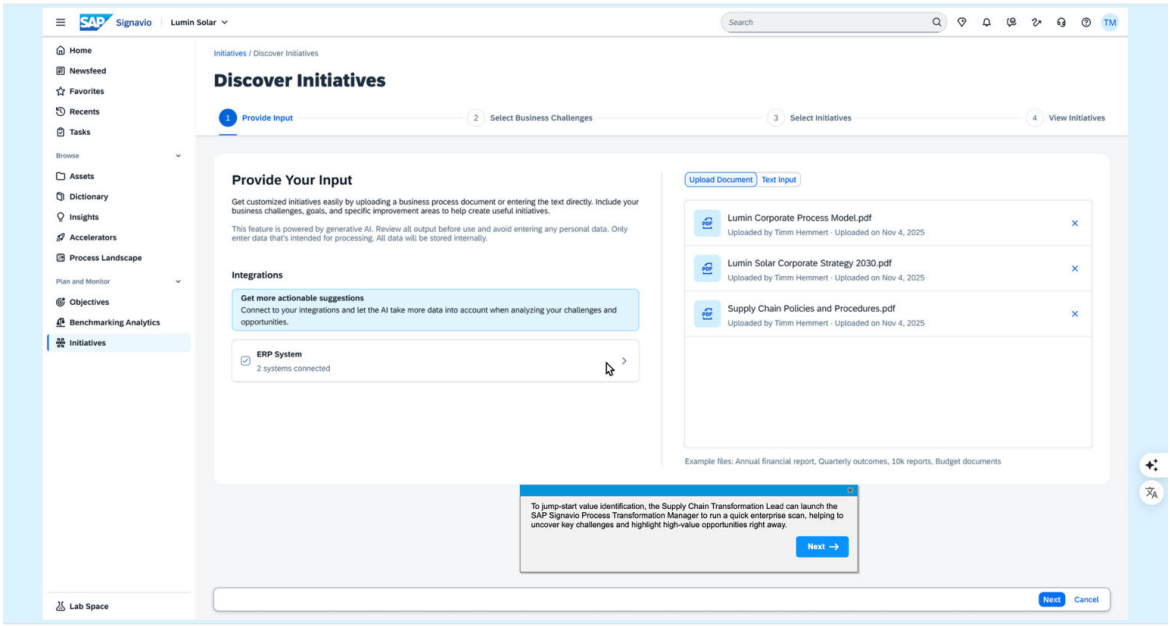
3.6.1 Step 1: Launch & Frame (SAP Signavio Process Transformation Manager)

Purpose

The Supply Chain Transformation Lead initiates the transformation by establishing a fact-based understanding of current supply chain performance across ERP and SAP Extended Warehouse Management systems, ensuring full visibility across upstream and warehouse execution processes.

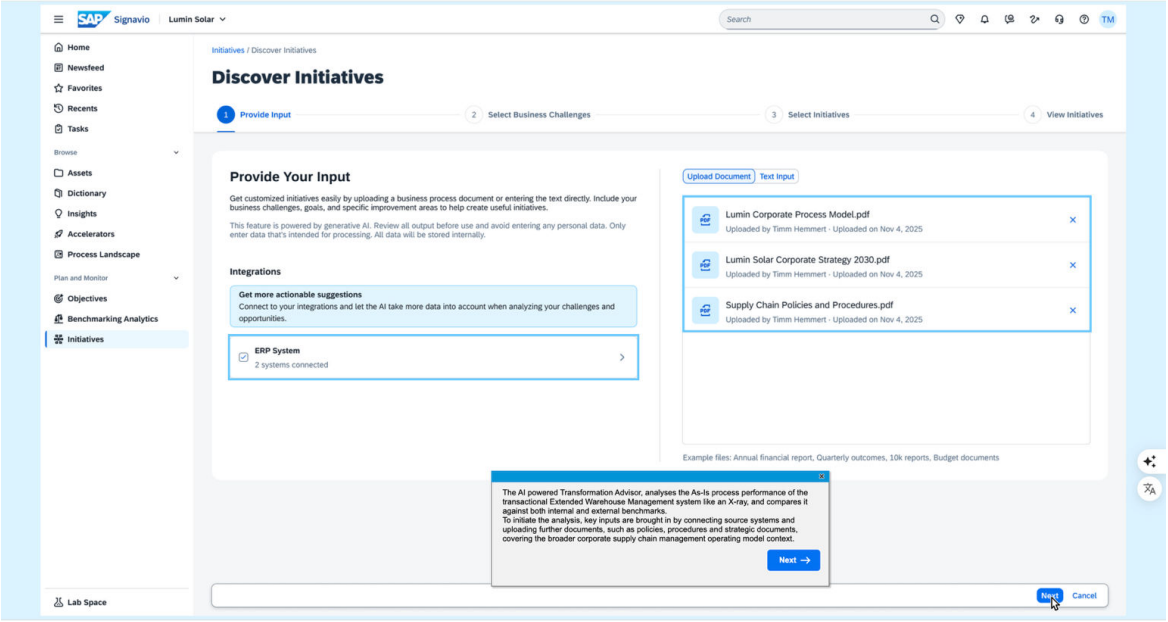
Actions

1. Connect your ERP and SAP Extended Warehouse Management systems under *Integrations*.

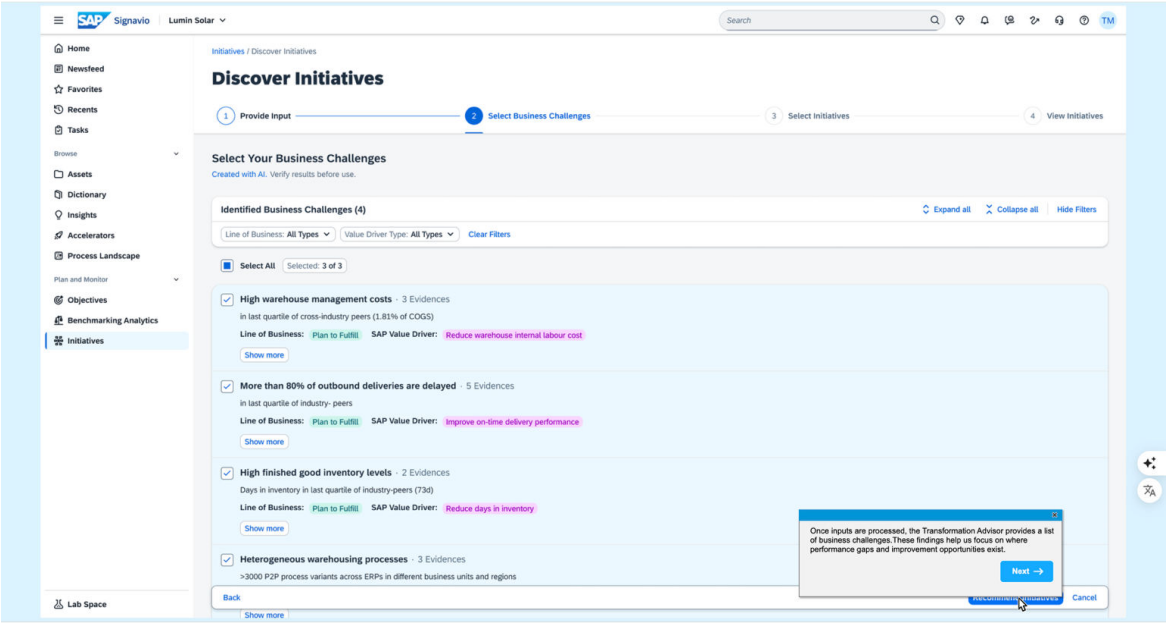


2. Then upload key organizational documents – such as the Corporate Process Model and Supply Chain Policies – on the right side. The more context you give the AI here, the more precisely it surfaces challenges

that are real to your organization, not generic industry patterns.



3. Select Business Challenges. Review the four AI-identified challenges carefully – each is backed by evidence counts. These challenges aren't hypotheses; they're data-confirmed gaps. Selecting all four gives you the broadest diagnostic foundation for the initiative.

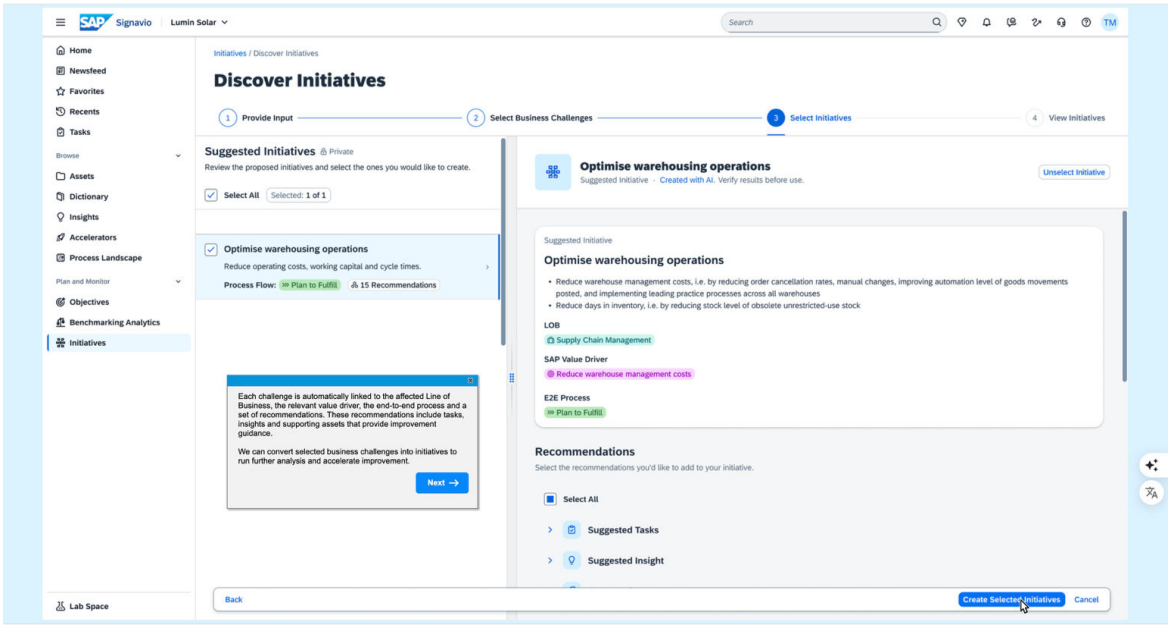


4. Select Initiatives. The Transformation Advisor proposes *Optimise warehousing operations* – pre-linked to the SAP Value Driver Reduce warehouse management costs and the E2E Process Plan to Fulfill, with 15 ready-made recommendations.
   Each recommendation impacts a specific process metric (for example, cancellation rate, manual effort, inventory levels), which serves as the basis for value quantification. These metrics are used to define value cases, where baseline and target performance are translated into financial impact using SAP Value Lifecycle Management logic.

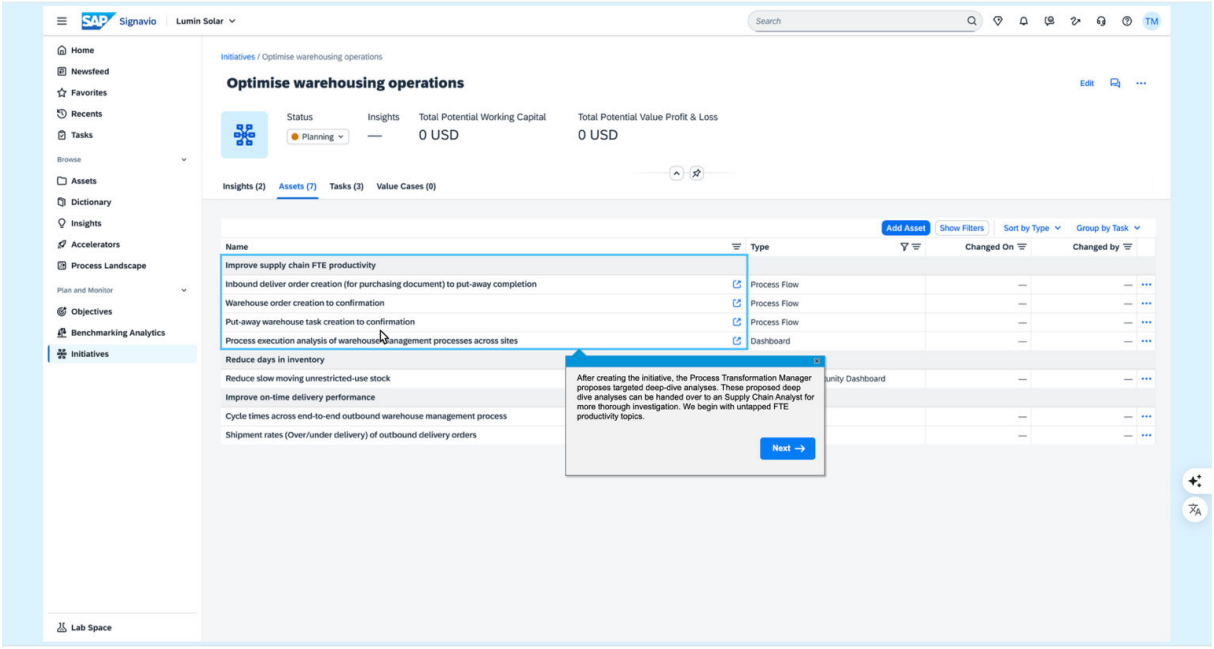
For example:

- Reducing warehouse order cancellations lowers rework and labor effort, improving FTE productivity and reducing operational costs.
- Automating goods movements reduces manual processing time, increasing throughput and efficiency.
- Addressing slow-moving inventory reduces excess stock, directly impacting days in inventory and working capital.

These quantified improvements are then grouped under value drivers, which serve as the aggregation layer to track overall business impact across the transformation initiative.
Accept this initiative: it eliminates weeks of scoping work and ensures that your program is anchored to a recognized value framework from day one. Choose *Create Selected Initiatives* to instantiate the initiative.



5. The resulting asset list – spanning Process Flows, Dashboards, and Improvement Opportunity Dashboards across three value driver groups – becomes the structured starting point for all subsequent analysis. Every insight you generate from this point will trace back to this initiative, creating full traceability between diagnostics and outcomes.



Outcome

The *Optimise warehousing operations* initiative is created – with seven linked assets across three value drivers and three initial tasks. At this stage, no value cases are defined yet. Value cases are created in later steps based on identified insights and quantified process improvements. All subsequent analyses are anchored to this initiative for full traceability.

3.6.2 Step 2: Analyze & Benchmark (SAP Signavio Process Insights)

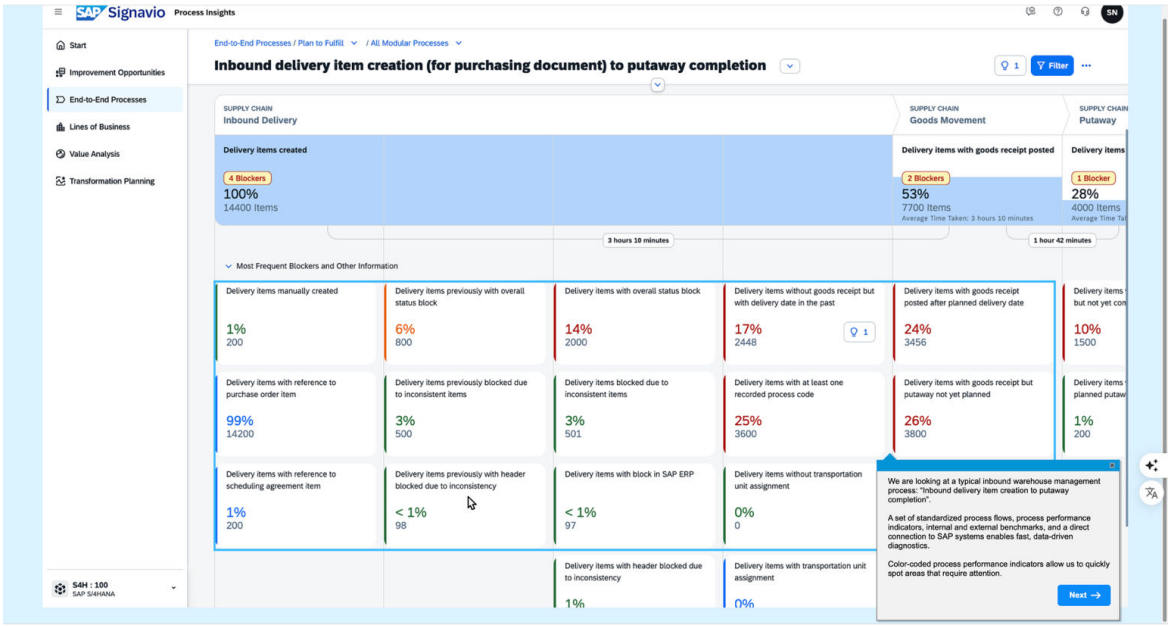
Purpose

With the initiative created, the Supply Chain Analyst investigates the value driver groups using SAP Signavio Process Insights. This tool provides standardized process flows, prebuilt KPIs, color-coded performance indicators, and both internal and industry benchmarks, enabling fast, evidence-based diagnostics across the FTE productivity and inventory value drivers without needing to build analyses from scratch.

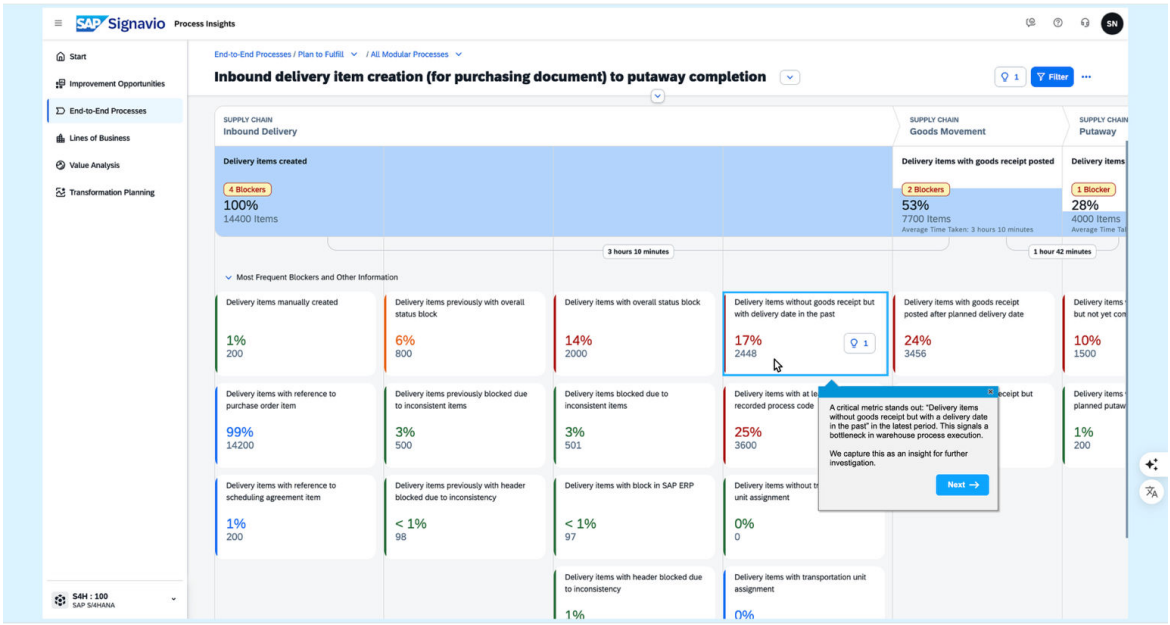
Value Driver 1: Improve Supply Chain FTE Productivity

Actions

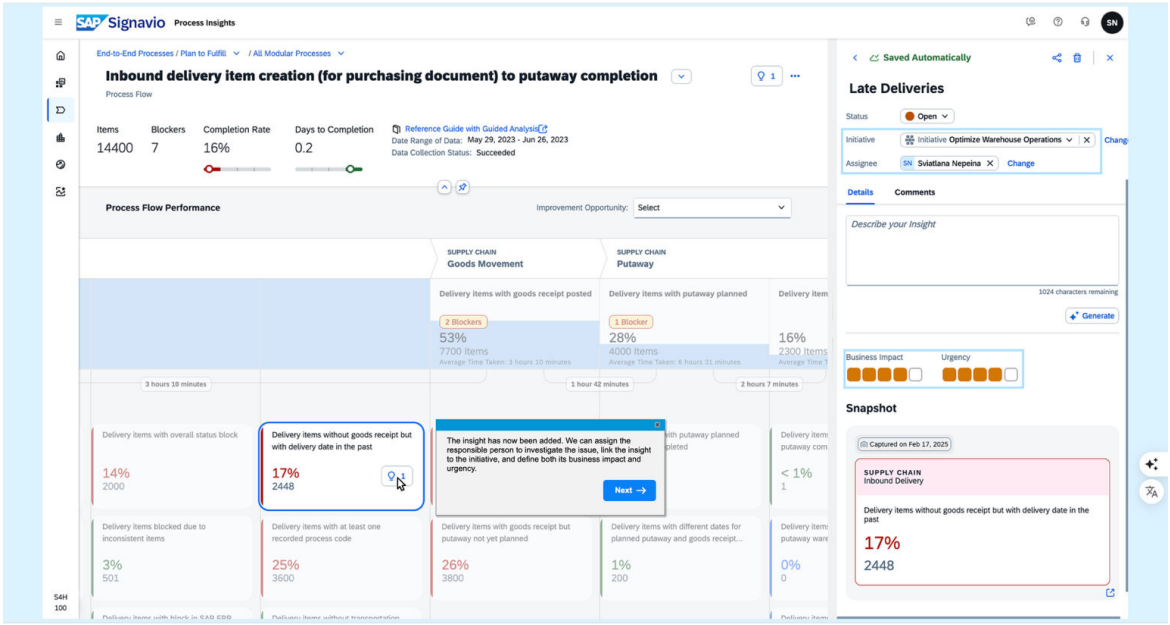
1. From the initiative assets, open the process flow *Inbound delivery item creation (for purchasing document) to putaway completion*.
2. Review the *Process Flow Performance* view across three stages: *Inbound Delivery*, *Goods Movement*, and *Putaway*. Key metrics: 14,400 items, 7 blockers, 16% completion rate, 0.2 days to completion.

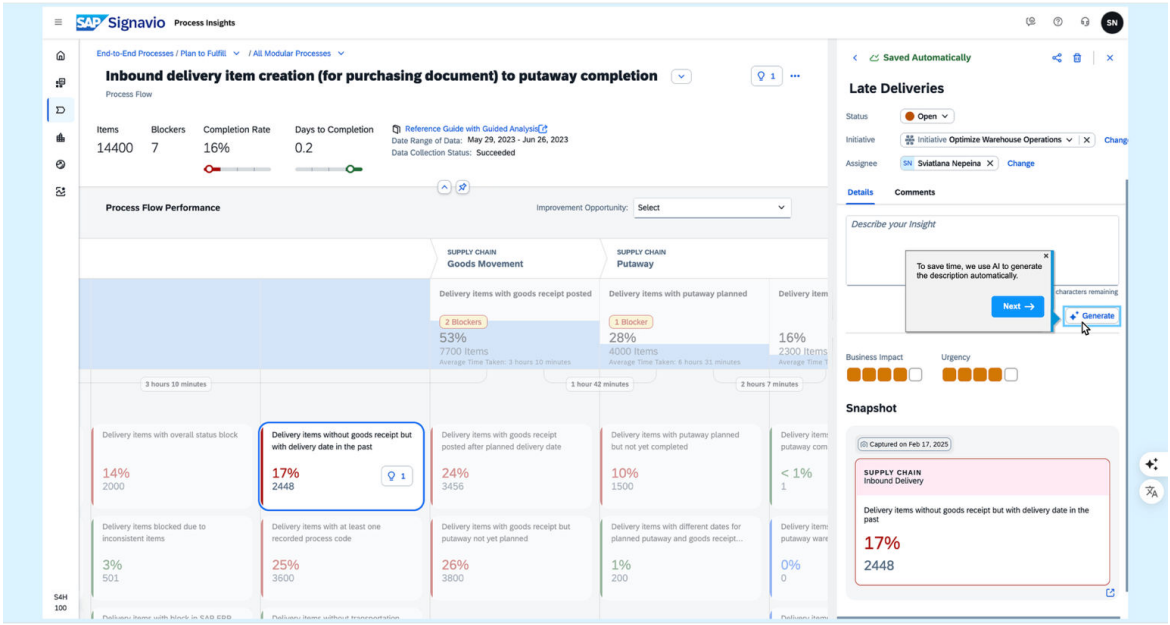


3. Focus on the *Delivery items without goods receipt but with delivery date in the past* metric (17%, 2,448 items) highlighted in red. This metric tells you that nearly one in five inbound items is overdue for goods receipt. Unprocessed GRs block downstream inventory availability and distort stock levels. Create an insight and link it directly to the initiative – this is evidence you'll need when building the value case in the next step.



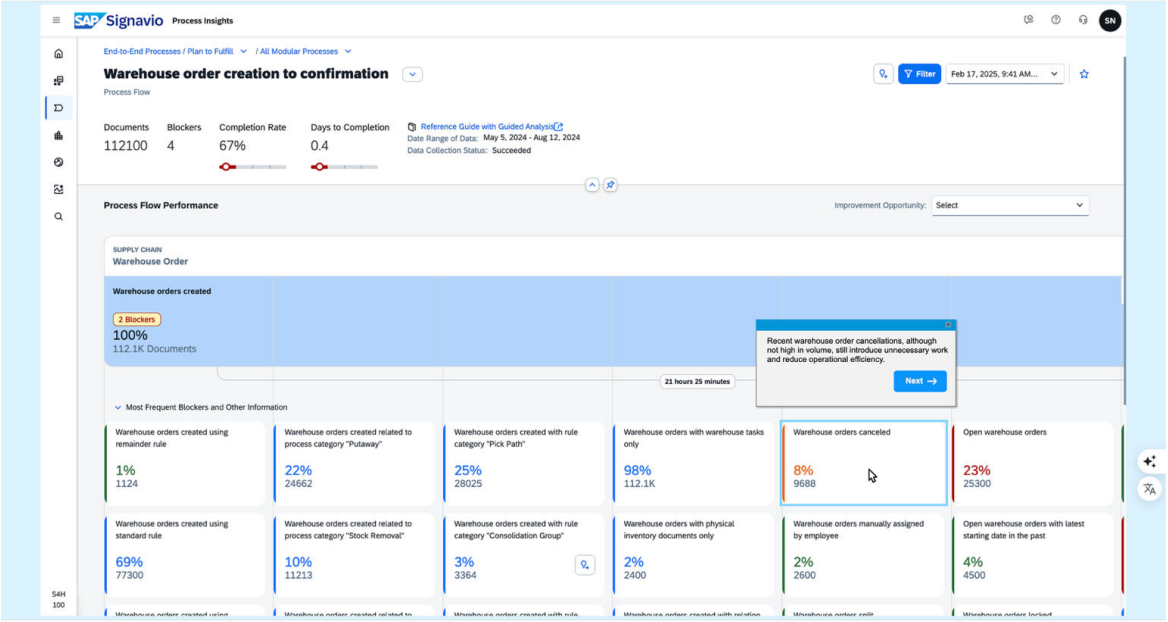
4. In the insight panel, set the responsible owner, rate *Business Impact* and *Urgency*, and use *Generate* to auto-draft the description with the help of AI. This ensures that the insight is documented in a consistent, shareable format – ready for stakeholder review without additional write-up effort.



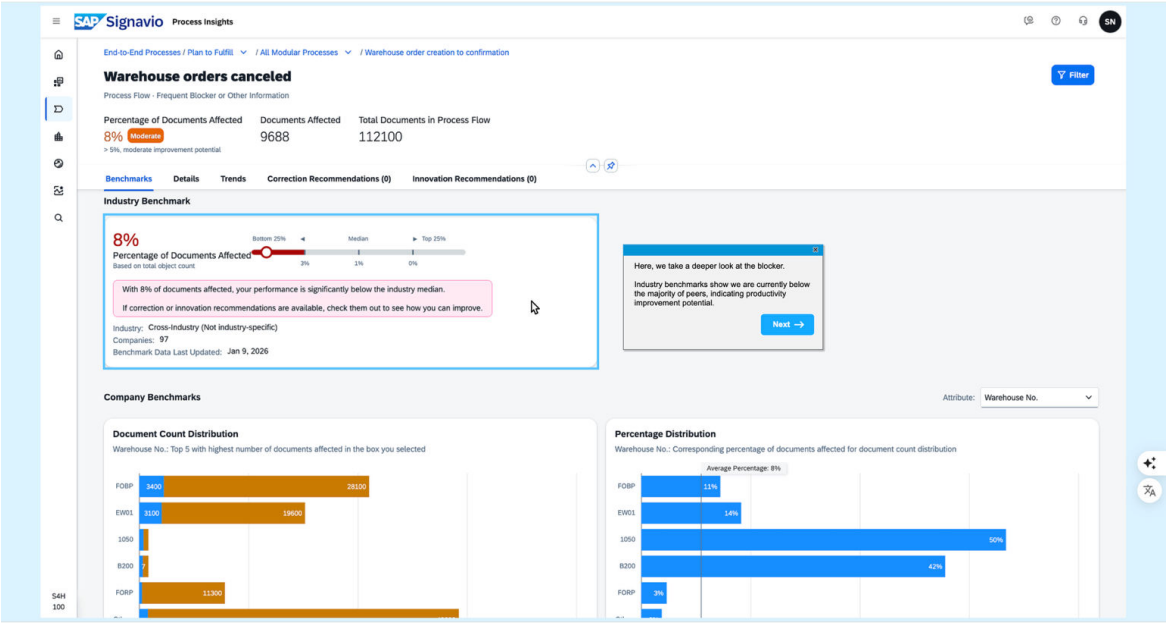


5. Navigate to the *Warehouse order creation to confirmation* flow (112,100 documents). The standout metric is *Warehouse orders canceled* (8%, 9,688 documents). An 8% cancellation rate means significant rework

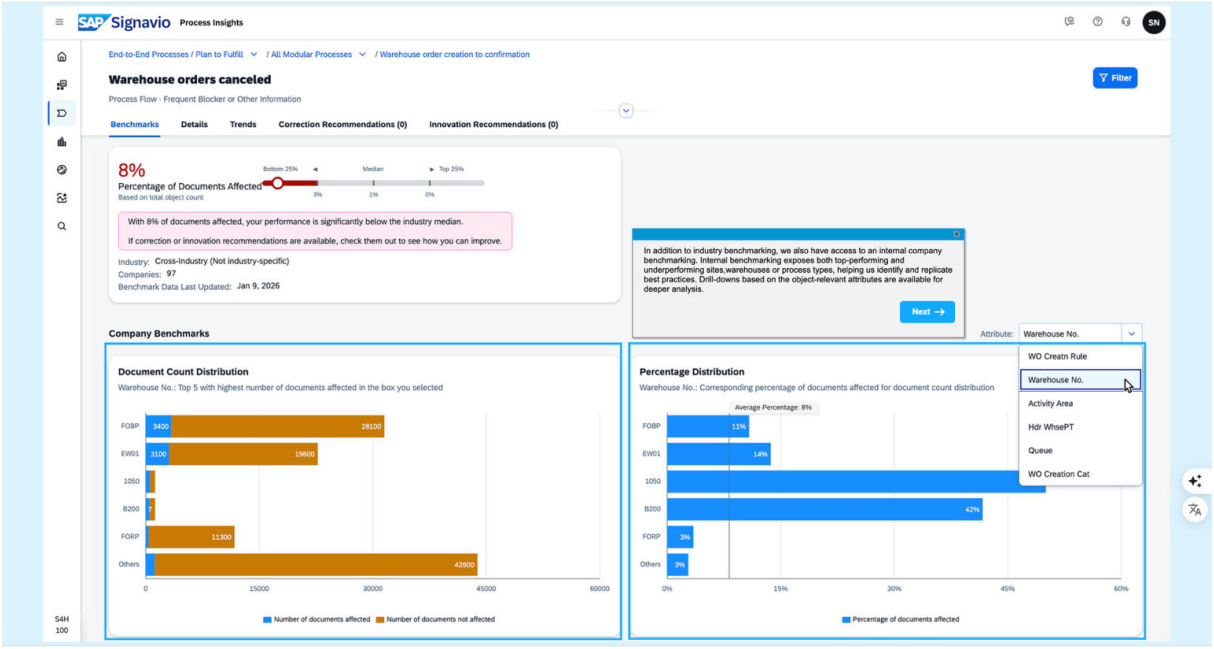
– tasks created and then abandoned rather than completed. This directly erodes FTE productivity.



6. Open the *Benchmarks* tab. The *Industry Benchmark* positions this organization significantly below the median across 97 cross-industry companies. This is the external proof point that the 8% rate isn't a local quirk – it's a competitive disadvantage. Use this data to build urgency with leadership.



7. Switch to *Company Benchmarks* and use the *Warehouse No.* attribute selector. The per-warehouse breakdown exposes which specific locations are driving the aggregate figure – warehouse 1 at 11%, warehouse 2 at 14%. This is where you target your improvement effort first: the highest-contributing sites, not a blanket program across all warehouses.



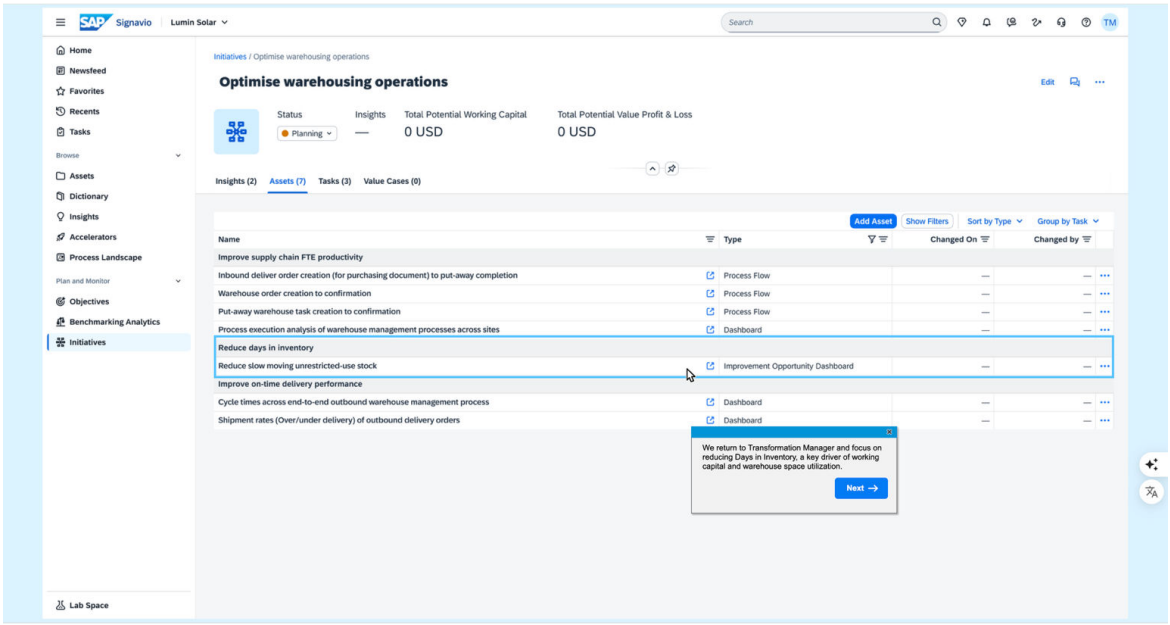
Outcome

Two FTE productivity insights were captured: 17% of inbound delivery items overdue for goods receipt, and 8% warehouse order cancellation rate below the industry median. Both insights were linked to the initiative with benchmark evidence.

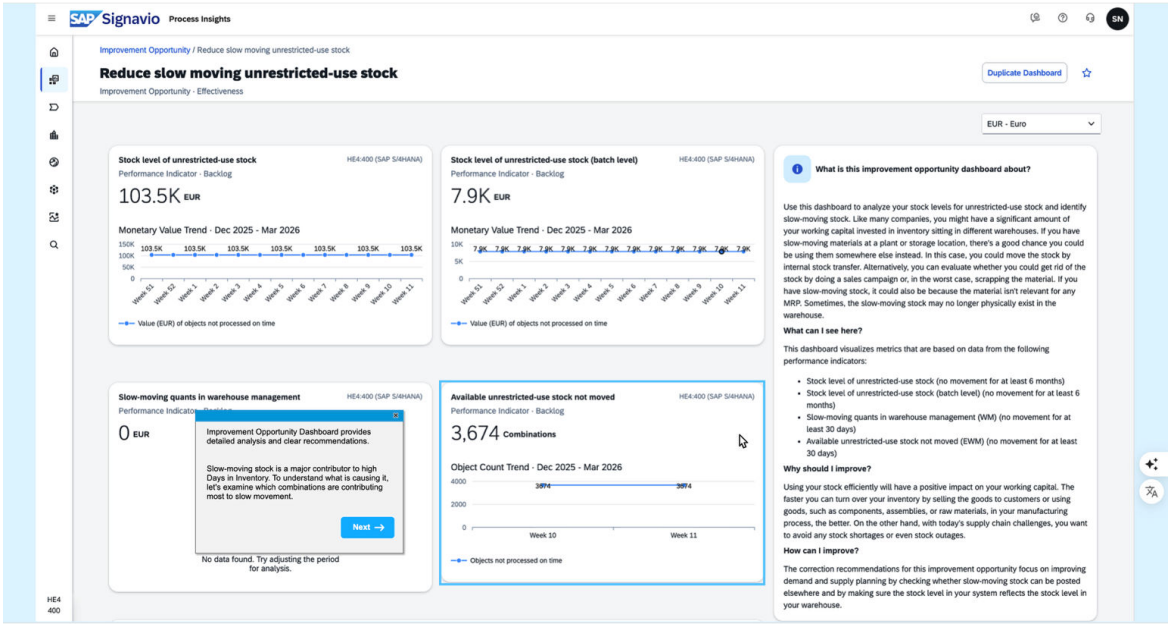
Value Driver 2: Reduce Days in Inventory

Actions

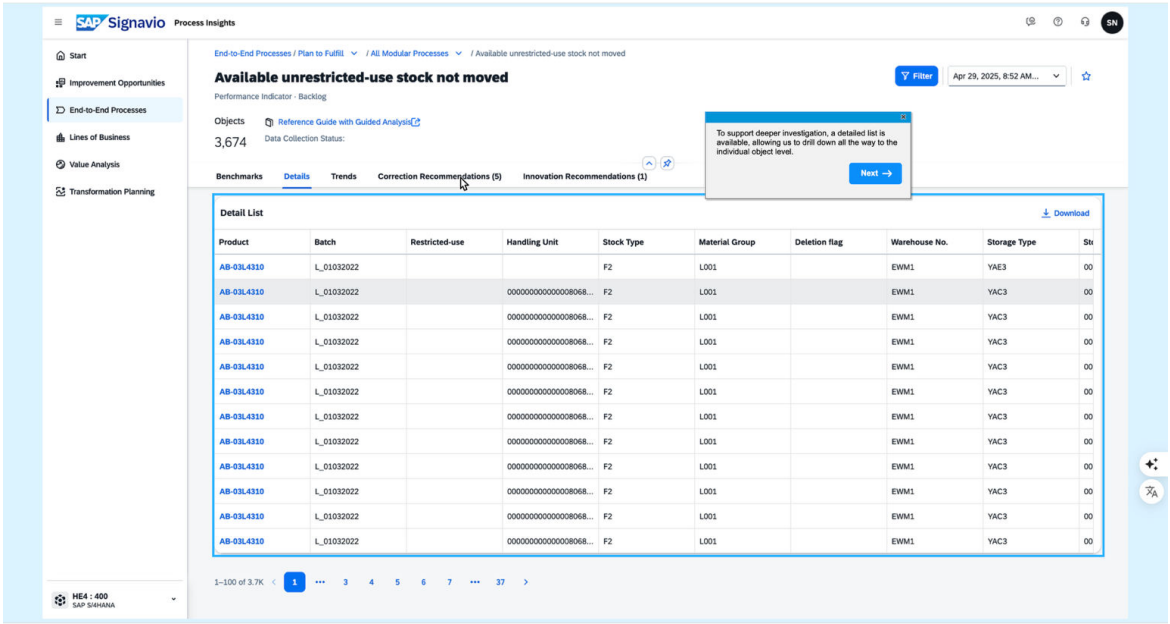
1. Navigate to the *Reduce days in inventory* value driver group and open the *Improvement Opportunity Dashboard* for *Reduce slow moving unrestricted-use stock*.



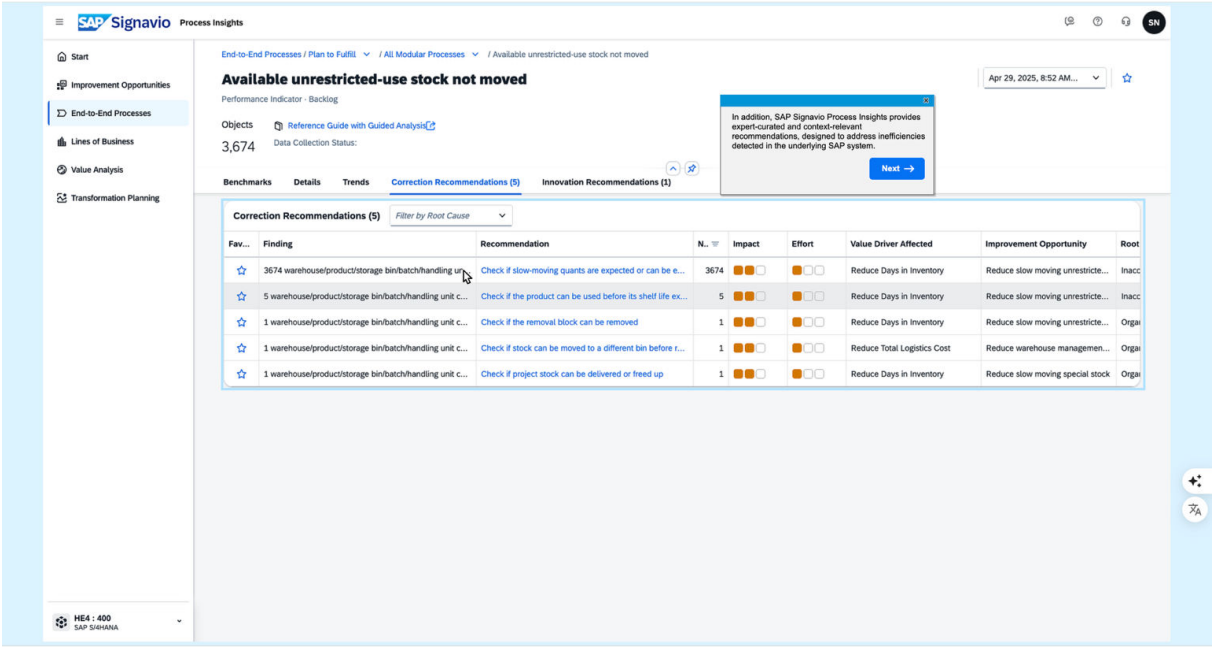
2. The 103.5K EUR stock figure at a glance tells you the financial scale of the opportunity – but the number that matters most operationally is 3,674 available unrestricted-use stock combinations not moved. Choose the *Available unrestricted-use stock not moved* KPI.



3. Navigate to the *Details* tab with a downloadable list of all 3,674 individual objects – *Product*, *Batch*, *Stock Type*, *Material Group*, *Warehouse No.*, and *Storage Type* across 37 pages. Download this list: it's your action backlog for the inventory team, ready to assign and work through without any additional data extraction.



4. Open the *Correction Recommendations* tab. The five expert-curated recommendations – led by *Check if slow-moving quants are expected or can be expedited* (3,674 objects, High Impact) – give your team a prioritized action sequence. Each recommendation shows *Impact*, *Effort*, and *Value Driver Affected*. Start with the highest-impact, lowest-effort items to generate early wins and build momentum.



Outcome

3,674 slow-moving stock combinations were identified (103.5K EUR value), with five expert-curated correction recommendations ready for action.

3.6.3 Step 3: Investigate Root Causes (SAP Signavio Process Intelligence)

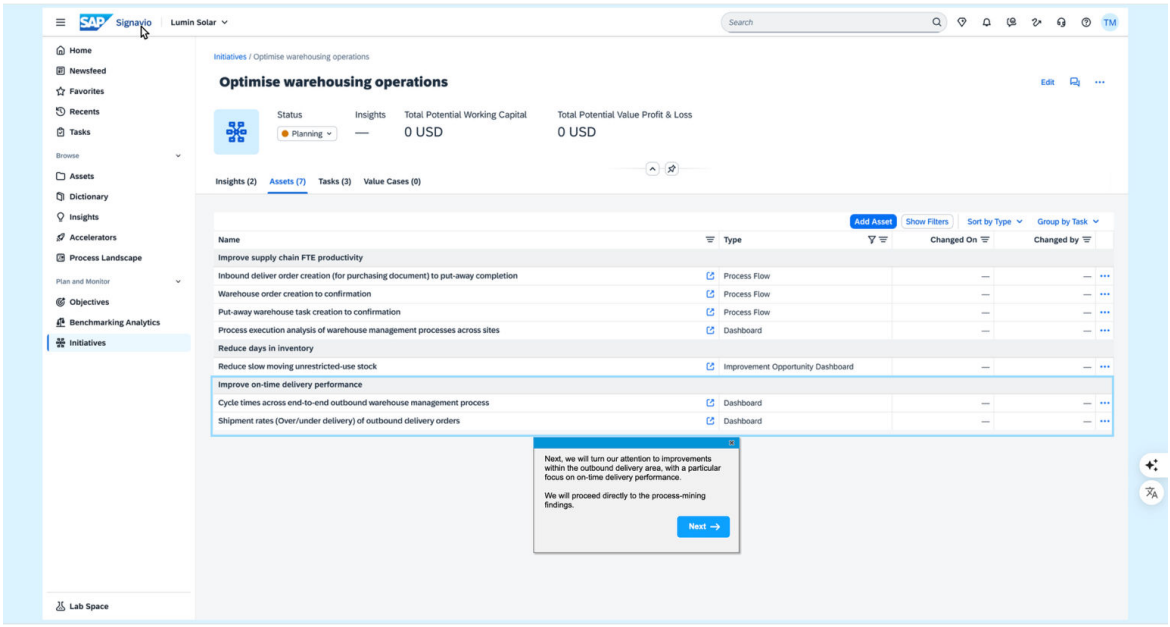
Purpose

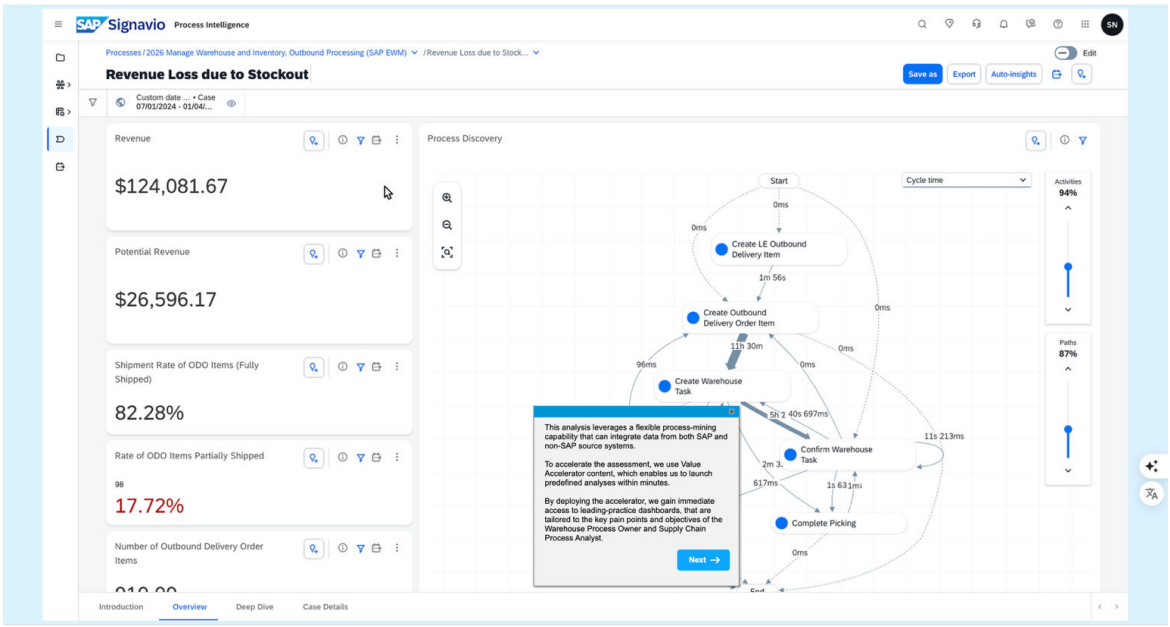
For the on-time delivery value driver, the analyst moves to SAP Signavio Process Intelligence – a flexible process mining solution that reconstructs the real outbound process flow from SAP Extended Warehouse Management event data. Unlike SAP Signavio Process Insights, which uses standardized prebuilt content, SAP Signavio Process Intelligence enables free-form investigation: root-cause analysis, conformance checking against best-practice models, and AI-guided remediation via Joule.

Value Driver 3: Improve On-Time Delivery Performance

Actions

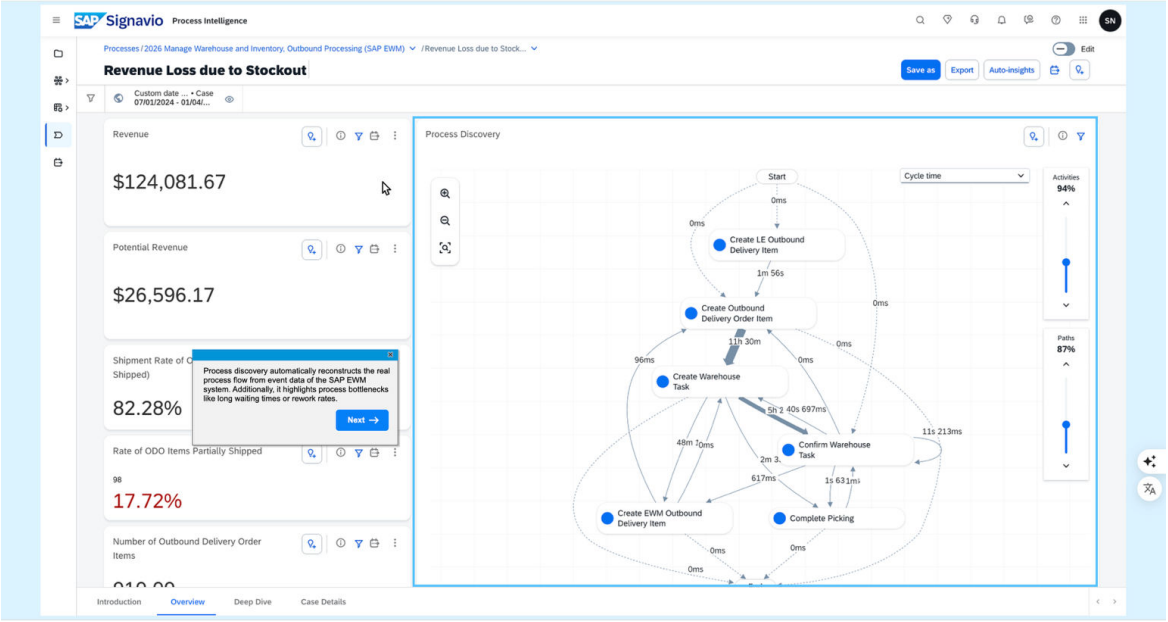
1. Open the *Revenue Loss due to Stockout* dashboard in SAP Signavio Process Intelligence available via the Value Accelerator for SAP Extended Warehouse Management Outbound Processing.



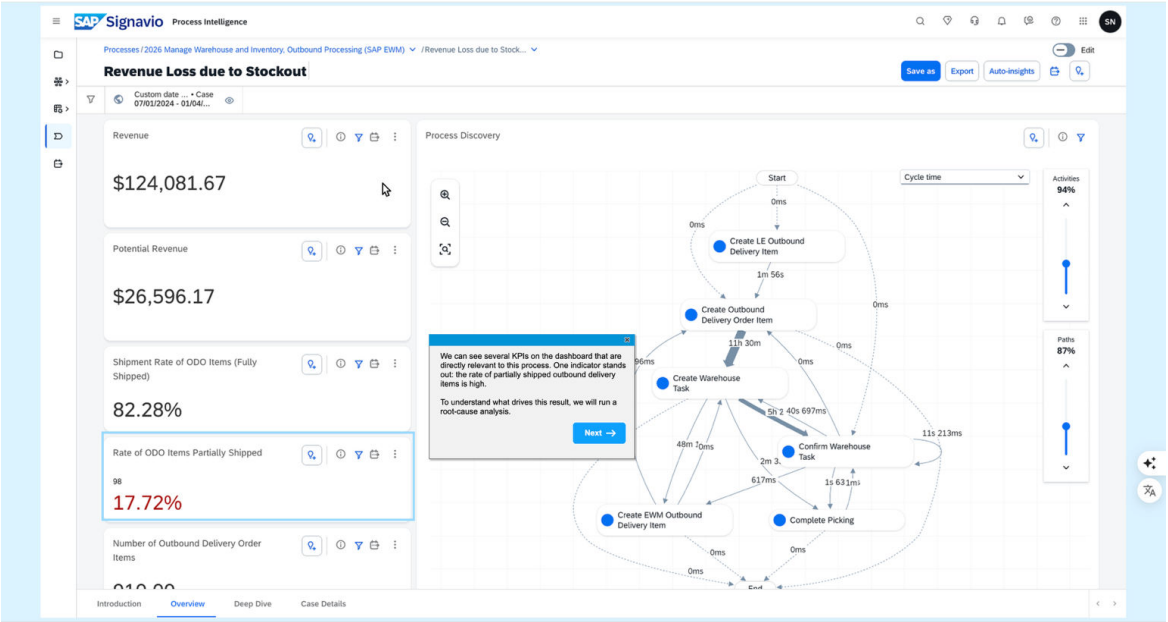


2. Review the *Process Discovery* view. The real outbound flow is automatically reconstructed from SAP Extended Warehouse Management event data: *Create Sales Order Item* → *Create LE Outbound Delivery Item* → *Create Outbound Delivery Order Item* → *Create Warehouse Task* → *Confirm Warehouse Task* →

Complete Picking → *Create EWM Outbound Delivery Item* → *Post Goods Issue*. *Activities*: 99%, *Paths*: 90%.

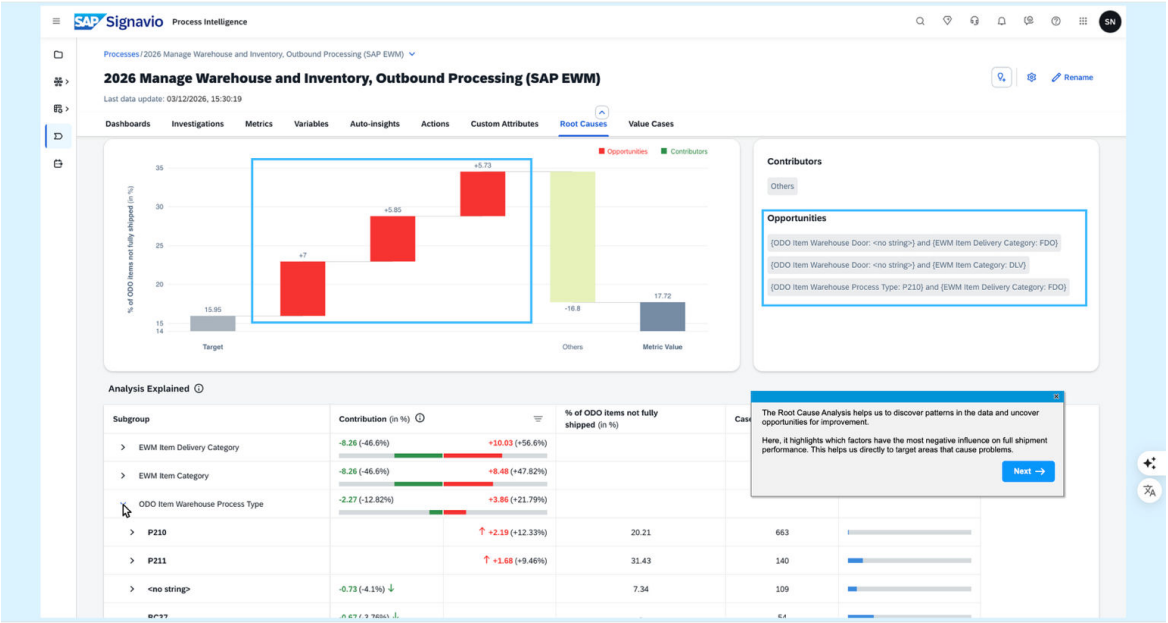


3. Review the *Overview* dashboard KPIs: *Revenue* ~$126K, *Potential Revenue* ~$132K (illustrative), *Shipment Rate of ODO Items (Fully Shipped)* 82.37%, *Rate of ODO Items Partially Shipped* 17.63% (98 items, highlighted in red as the primary concern).

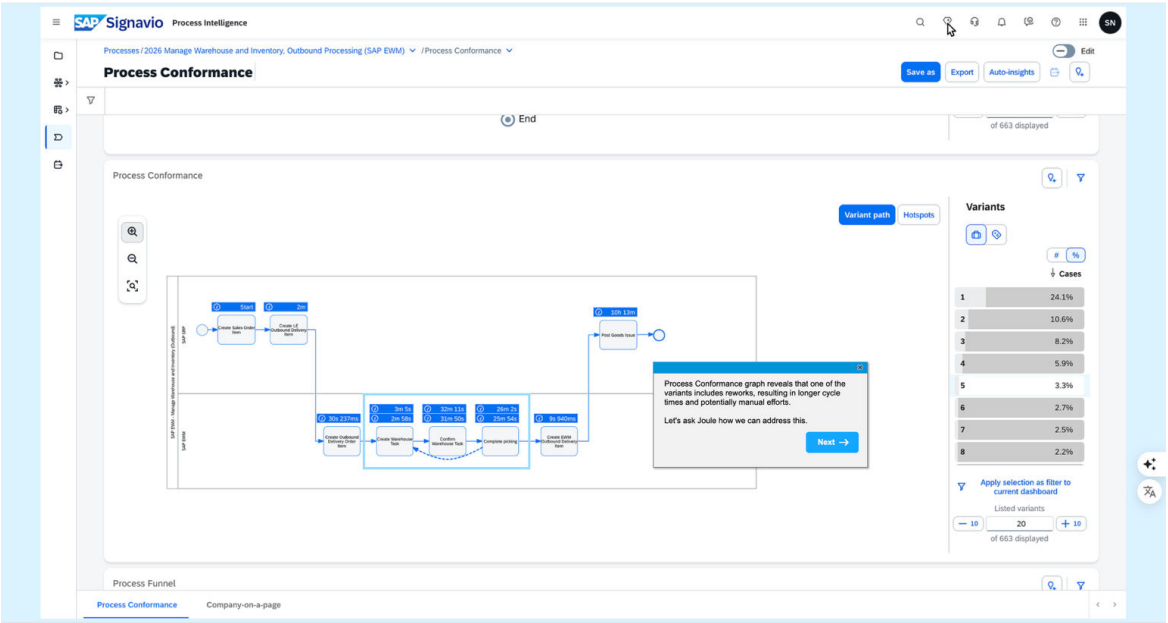


4. **Run root cause analysis on the share of ODO items not fully shipped to understand the gap between current and desired performance**.
   The analysis compares the current rate (17.63%) against a desired reference value (15.87%), reflecting the performance level the organization aims to achieve.
   This reference value can be defined based on business targets or improvement ambitions, allowing users to steer how much they want to improve the metric. The system then analyzes event log data to evaluate how different attributes, process variants, and execution patterns influence the KPI.
   By quantifying the contribution of each factor, the analysis highlights which drivers have the greatest negative impact on performance. The waterfall visualization makes these effects transparent, enabling

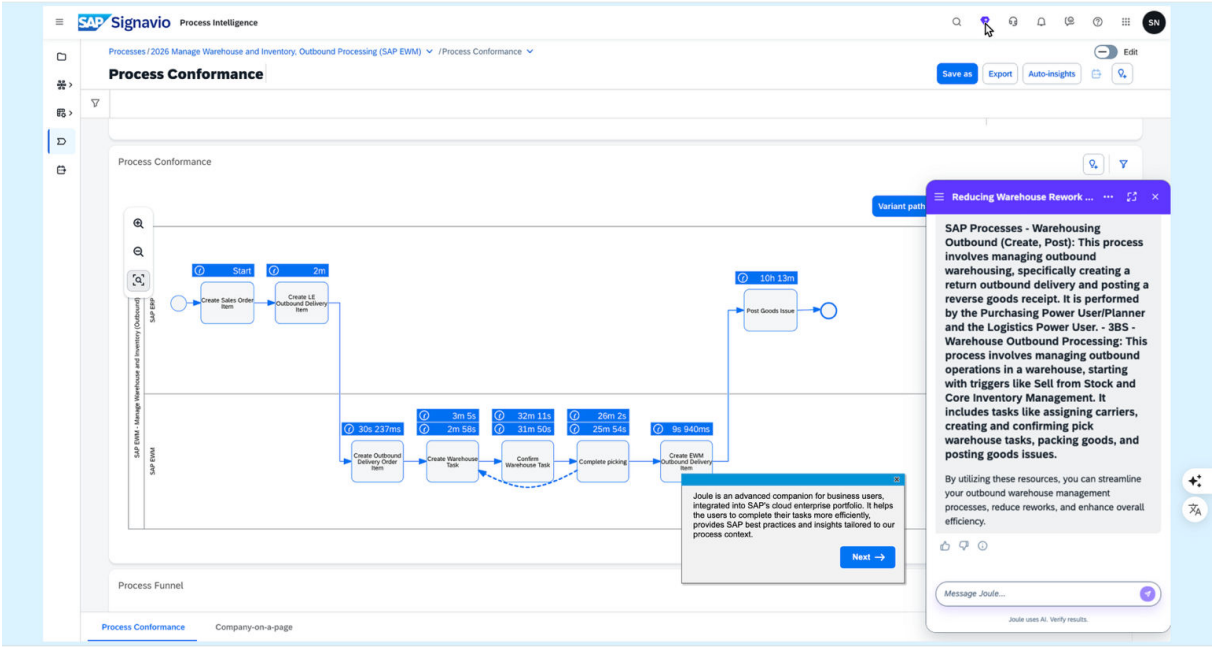
teams to focus on the highest-impact drivers and prioritize targeted interventions instead of addressing the entire network.



5. Open *Process Conformance*. With 663 variants, the key finding is Variant 2 (10.6% of cases): a rework loop back through *Confirm Warehouse Task*, resulting in a cycle time of 32 m 11 s versus 31 m 50 s for the direct path. The dashed back-loop in the diagram makes the rework visible. A 21-second overhead per case across 10.6% of volume adds up to substantial hidden labor – and it signals a systemic execution gap, not individual error.



6. Ask Joule how to address the conformance issue. Joule's response points directly to the SAP best practice for Warehouse Outbound Processing – covering carrier assignment, warehouse task creation, picking, packing, and goods issue. Use this guidance as the design specification for your process correction: it closes the gap between how the process is running and how SAP recommends it should run.



Outcome

Outbound analysis is complete: 17.63% partial shipment rate (98 items). Root cause analysis identifies the highest-contributing warehouse locations. Process conformance reveals a rework variant in 10.6% of cases. Joule provides targeted SAP best practice remediation guidance.

3.6.4 Step 4: Quantify & Plan (SAP Signavio Process Transformation Manager)

Purpose

With diagnostics complete across all three value drivers, the Supply Chain Transformation Lead returns to SAP Signavio Process Transformation Manager to quantify the business value of identified improvement opportunities and build a structured execution road map.

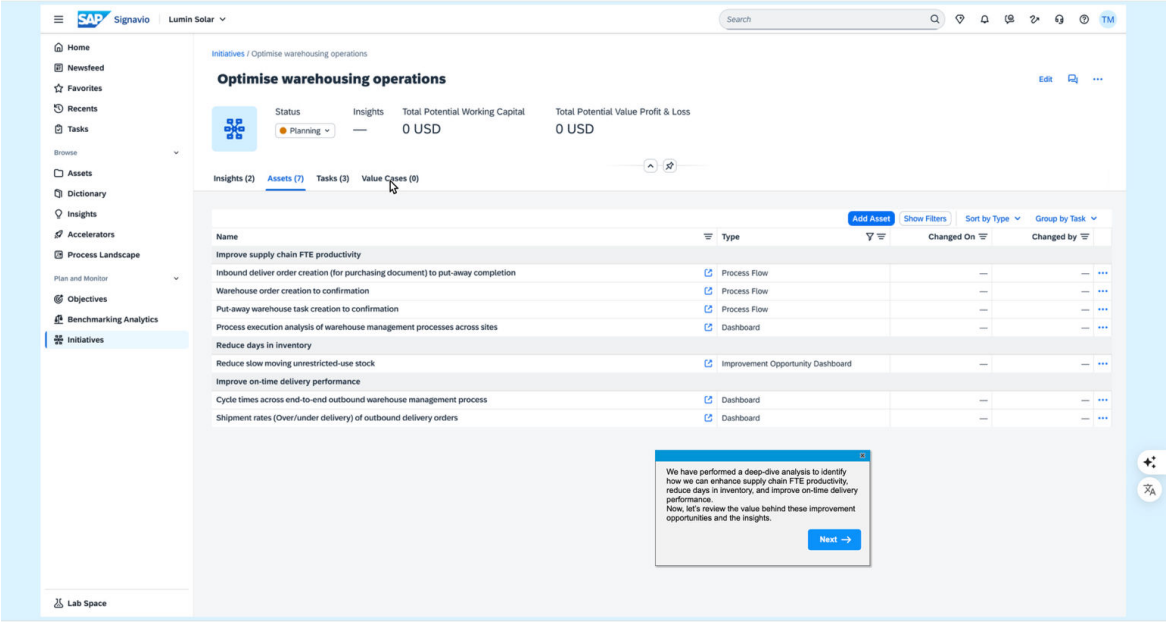
Value cases are created in this step by the Supply Chain Analyst, translating previously identified process improvements into quantified financial impact based on defined metrics, baseline and target performance levels, and business assumptions.

Value cases are established for improvements that can be directly quantified (for example, FTE productivity and inventory optimization). Service-related improvements, such as on-time delivery performance, are analyzed in earlier steps but aren't translated into value cases at this stage, as they typically require indirect value models (for example, revenue impact or service penalties).

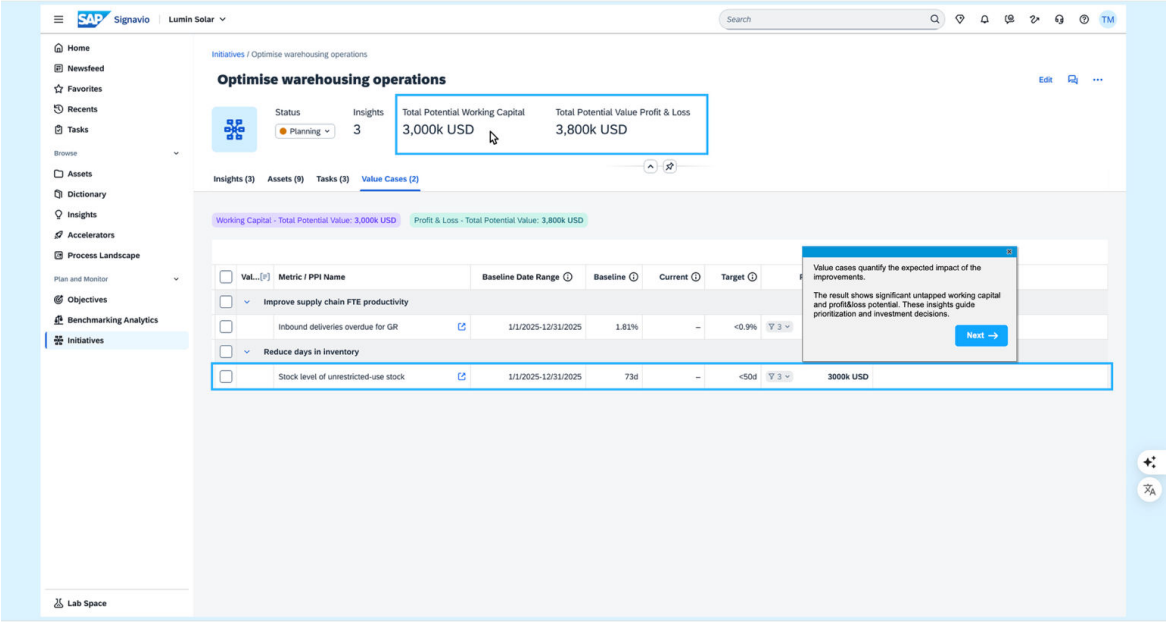
Tasks then provide the governance structure to implement and track these improvements.

Actions

1. Return to the initiative *Optimize warehousing operations*. It now shows two *Insights*, seven *Assets*, and three *Tasks*. Navigate to the *Value Cases* tab.

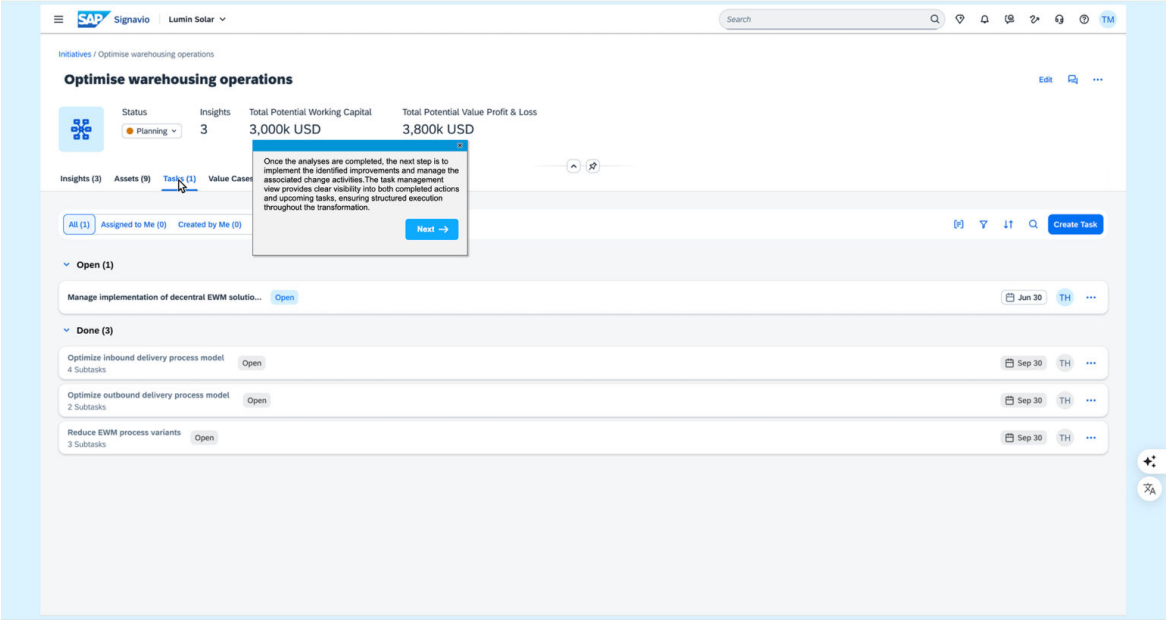


2. Review the quantified value cases. Total Potential Working Capital: 3,000k USD. Total Potential Value Profit & Loss: 3,800k USD. Two value cases are detailed:



- *Improve supply chain FTE productivity*. Metric: *Inbound deliveries overdue for GR*. *Baseline*: 1.81% (prior 12-month baseline). *Target*: <0.9%. *Potential Value*: 2,800k USD (P&L).
- *Reduce days in inventory*. Metric: *Stock level of unrestricted-use stock*. *Baseline*: 73 days (prior 12-month baseline). *Target*: <50 days. *Potential Value*: 3,000k USD (Working Capital).

3. Navigate to the *Tasks* tab. Four implementation tasks are structured with owners, subtasks, and due dates:



- Manage implementation of decentralized EWM solution (Open)
- Optimize inbound delivery process model (Open, 4 subtasks)
- Optimize outbound delivery process model (Open, 2 subtasks)
- Reduce EWM process variants (Open, 3 subtasks)

Outcome

Two value cases were quantified: 3,000k USD working capital and 3,800k USD P&L potential. Four implementation tasks were structured with owners, subtasks, and due dates – providing a fully governed execution road map. Based on this information, it's straightforward to track how the implementation tasks result in earned value and finally provide a compelling documented case for value realization through digital warehouse transformation.

3.7 Best Practices for Delivering Supply Chain Management Excellence

The step-by-step framework described in the preceding sections provides the methodology for carrying out individual SAP Extended Warehouse Management improvement initiatives from identification to adoption. To ensure these initiatives scale effectively and deliver sustained value, organizations must also establish the right governance and operating structures.

The following best practices outline the foundational elements required to institutionalize Supply Chain Management Excellence across the enterprise:

Best Practice	Description
Establish Transformation Governance	Define who sponsors, approves, and performs changes. Set up regular review cadences for insights and value realization. Ensure that the Supply Chain Transformation Lead has executive sponsorship.
Build a Cross-Functional Project Team	Involve both business (supply chain, warehouse operations) and IT stakeholders from the outset. Assign dedicated roles for process mining, modeling, and change management.
Leverage a Process Governance Framework	Define process ownership, modeling standards, and documentation rules. Use SAP Signavio Process Transformation Suite as the central platform for all process-related assets, ensuring a single source of truth.
Adopt a Wave-Based Execution Model	Start with quick wins (Wave 1) such as master data corrections and goods receipt fixes, and scale into broader structural improvements. Use SAP Signavio Process Transformation Manager to structure waves with measurable targets and value case tracking.
Treat Benchmarking as an Ongoing Practice	Don't limit benchmarking to the initial analysis. Regularly compare SAP Extended Warehouse Management KPIs against internal and external peers to identify new improvement opportunities as the organization matures.
Close the Loop with Continuous Feedback	Establish a feedback mechanism between operational users, process owners, and the CoE. Use SAP Signavio Process Collaboration Hub to collect structured input and incorporate it into the next improvement cycle.

3.8 Conclusion

Supply Chain Management Excellence is a continuous transformation journey, not a one-time project. It integrates data, process intelligence, and governance to drive measurable, sustainable improvement across all warehouse and supply chain domains.

Through SAP Signavio Process Transformation Suite, organizations gain the transparency and analytical depth required to identify inefficiencies in Extended Warehouse Management, implement best practices aligned to SAP standards, and monitor realized value across all three core objectives: FTE Productivity, Days in Inventory, and On-Time Delivery Performance.

What makes this work in practice is that the path from spotting a problem to fixing it is short. The Transformation Advisor surfaces the issue, SAP Signavio Process Insights and SAP Signavio Process Intelligence diagnose it, and SAP Signavio Process Transformation Manager turns the fix into an accountable plan.

As additional use cases are introduced, covering other supply chain domains such as Transportation Management, Production Planning, and Procurement, the Supply Chain Management Excellence framework will continue to expand, providing a consistent improvement model across every part of the business.

For organizations operating SAP Extended Warehouse Management today, Supply Chain Management Excellence provides the proven starting point – delivering measurable outcomes from the first initiative to the last.

4 A Practical Framework for Transportation Performance Improvement

This document serves as a practical guide for organizations pursuing Supply Chain Management Excellence by leveraging SAP Signavio Process Transformation Suite.

4.1 Introduction: Context and Core Concepts

Supply Chain Management Excellence describes a state in which processes, people, and data work together to improve supply chain performance in a measurable way, delivering both operational resilience and strategic value. It helps organizations transform transportation operations from reactive execution into a strategic driver of operational efficiency and business value.

Modern transportation teams face rising complexity: fluctuating freight rates, carrier capacity constraints, and mounting pressure to reduce transportation costs without sacrificing delivery reliability. Operational data is often distributed across multiple systems and process steps, making it difficult to gain end-to-end process transparency and identify optimization opportunities across transportation operations.

SAP Signavio Process Transformation Suite gives transportation teams a single suite to see what is actually happening across their operations, understand where performance is breaking down, and take action across tendering, carrier assignment, execution, and freight settlement.

Core Concepts: Use Cases and Value Drivers

Two foundational concepts underpin the Supply Chain Management Excellence Framework:

Concept	Definition
Use Case	How a specific group of users interacts with SAP Signavio Process Transformation Suite to solve a defined business problem. Connects product capability to business impact.
Value Driver	A measurable short- or medium-term objective with business relevance, defined by a target value and timeframe. Describes what success looks like and how it's measured.

Together, these two concepts form the foundation of the Supply Chain Management Excellence Framework. Use cases illustrate how transformation happens, while value drivers define what success looks like and how it's measured.

For Transportation Management, the Supply Chain Management Excellence Framework focuses on three key business priorities:

- Reduce transportation costs

- Optimize transportation management operations
- Improve invoicing accuracy

Each value driver addresses a different aspect of transportation performance. Reducing transportation costs focuses on identifying process deviations, delays, increased lead times, and carrier-related inefficiencies that create financial impact. Optimizing transportation management operations focuses on reducing manual effort, improving automation, and increasing process consistency across planning, execution, and carrier selection. Improving invoicing accuracy focuses on minimizing freight settlement discrepancies, invoice verification disruptions, duplicate charges, correction efforts, and related financial leakage. In the current detailed workflow, invoicing accuracy is positioned as a SAP Signavio Process Insights placeholder that can be expanded once the supporting storyline and screenshots are finalized.

For Partners: Please access the SAP Value Lifecycle Manager tool, which complements this framework by providing benchmark data, KPI definitions, and templates for measurable transformation.

Terminology

SAP TM refers to SAP Transportation Management – the logistics execution application used for transportation planning, carrier assignment, freight order execution, and settlement.

SAP Signavio Process Transformation Manager is a SAP Signavio solution used to manage transformation initiatives, value cases, and execution tracking.

> **Note**
>
> Throughout this document, *transportation* is used for business concepts. *SAP TM* is reserved for direct references to the SAP Transportation Management application.

4.2 Why: The Need for Supply Chain Management Excellence in Transportation

Transportation Under Pressure

Transportation leaders operate under increasing pressure to control transportation costs while ensuring reliable delivery performance and accurate freight settlement. This pressure is shaped by carrier market volatility, operational complexities, route optimization challenges, transportation time, load capacity constraints, manual execution steps, process deviations, and rising customer expectations.

Three recurring operational challenges commonly impact transportation performance:

- **Cost versus Efficiency**: Transportation costs are affected by operational complexities, route optimization challenges, transportation time, load capacity constraints, demand fluctuation, process deviations, delays, and limited transparency across transportation execution activities.

- **Automation versus Manual Work**: Lack of automation in planning, execution, and carrier selection increases manual effort, creates risk of errors, and limits fast, data-driven decision-making.
- **Accuracy versus Correction Effort**: Freight settlement discrepancies, rate changes, duplicate charges, missing references, and invoice verification disruptions can increase correction effort and potential financial leakage. This area can be expanded in a dedicated SAP Signavio Process Insights flow once the supporting content is finalized.

Persistent Barriers to Transportation Performance

Despite significant ERP investments, most organizations still can't distinguish recurring process deviations, manual execution patterns, rework loops, and settlement-related issues from isolated incidents. Common root causes include:

- High manual carrier assignment rates – gaps in carrier master data and selection configuration
- Freight orders without an assigned carrier – routing and selection process failures
- Low freight order completion rates – execution blocks and manual work-arounds
- Repeated carrier reassignment and rework loops – delays and operational inefficiencies
- Carrier rejections above target – recurring exception handling and manual follow-up
- Late deliveries – service-level issues with measurable cost impact
- Freight settlement documents requiring manual correction – placeholder area for future invoicing accuracy analysis

SAP Signavio Process Transformation Suite addresses these barriers directly: transparency to see what is happening, analytics to understand why, and governance infrastructure to act.

4.3 Benefits of Supply Chain Management Excellence

Benefit	Business Impact
Reduce Transportation Costs	Lower transportation costs by identifying process deviations, delays, increased lead times, carrier performance issues, and avoidable manual intervention.
Optimize Transportation Management Operations	Reduce dependency on manual processes by identifying steps with lack of automation, root causes of manual assignments, rework loops, and exception handling patterns.
Service Level Improvement	Improve on-time delivery by eliminating execution blocks, process deviations, and carrier-driven delays.
Process Transparency	Provide visibility into carrier assignment, transportation execution, rework loops, delays, process variants, and selected settlement-related issues.
Carrier Performance	Benchmark rejection rates, late delivery rates, and assignment patterns to identify carriers requiring operational follow-up.

Benefit	Business Impact
Improve Invoicing Accuracy	Minimize freight settlement discrepancies, duplicate charges, pricing errors, correction effort, and invoice verification disruptions. This value driver can be expanded in a dedicated SAP Signavio Process Insights flow once supporting assets are available.
Data Quality	Detect master data gaps, carrier profile issues, freight agreement gaps, and transportation lane problems that cause downstream execution failures.
Continuous Improvement	Live feedback loop between process insights, initiative management, and adoption to ensure improvements are sustained.

4.4 Applied Use Case: Transportation Transformation Initiative

This use case applies the Supply Chain Management Excellence framework to Transportation Management, targeting manual carrier assignment, lack of automation, process deviations, rework loops, carrier performance issues, and transportation cost impact. It demonstrates how SAP Signavio Process Transformation Suite capabilities work together – even when not all are licensed – within a single, coherent transformation initiative supporting operational optimization and transportation cost reduction. The invoicing accuracy value driver is included in the broader framework and can be expanded through a dedicated SAP Signavio Process Insights flow once the supporting storyline and assets are available.

4.4.1 Key Personas Involved

Driving Supply Chain Management Excellence requires cross-functional alignment. The following personas play critical roles throughout the initiative. Not all organizations will have these roles formally defined, but the responsibilities they represent should be covered within Supply Chain, IT, or a Process Center of Excellence.

Persona	Responsibility
Supply Chain Transformation Lead	Owns the Supply Chain Management Excellence strategy and business outcomes. Steers initiatives and tracks business impact via SAP Signavio Process Transformation Manager.
TM Process Owner	Owns the end-to-end transportation process. Monitors KPI health and drives continuous improvement.
Supply Chain Analyst	Performs data-driven analysis using SAP Signavio Process Insights and SAP Signavio Process Intelligence. Generates insights for transformation cases and root-cause investigations.
Process Expert (Logistics)	Validates findings and acts as subject matter expert for process redesign.
Process Architect / Designer	Models optimized *to-be* processes aligned to SAP Best Practice content.

Persona	Responsibility
Change Manager	Drives adoption via the SAP Signavio Process Collaboration Hub. Publishes models and gathers stakeholder feedback.
IT / BI Analyst	Connects data sources and ensures technical readiness across the suite.
TM Operations User	Validates proposed changes for operational usability in the SAP TM application.

> **Note**
>
> These personas may sit in a Supply Chain CoE or be distributed across business and IT functions depending on organizational maturity.

4.4.2 Onboarding and System Scenarios

> **Note**
>
> If you're a new customer setting up SAP Signavio Process Transformation Suite for the first time, refer to the Fast Track Customer Onboarding journey. It provides guided steps for activating your environment, validating access, and preparing key stakeholders for your first transformation initiative.

Each of the following scenarios represents a different starting point in your Supply Chain Management Excellence journey and determines which capabilities are immediately available.

Scenario 1: Getting Started with SAP Signavio Process Transformation Suite

If your organization has recently purchased SAP Signavio Process Transformation Suite (as part of RISE with SAP or standalone), begin with these steps:

- Set up your steering framework and define accountability within SAP Signavio Process Transformation Manager.
- Use the Initiative functionality to coordinate all related insights and actions.
- Bring contributors and stakeholders together early to align on your supply chain transformation goals.

Scenario 2: Insights Already Available from SAP Signavio Process Insights or SAP Signavio Process Intelligence

If your organization has already identified improvement areas through analytics, focus on these areas:

- Translate identified insights into formal transformation initiatives within SAP Signavio Process Transformation Manager.
- Build alignment using data-backed narratives that connect findings to value drivers like inventory reduction.

- Continuously refine your steering framework based on system-driven insights.

Scenario 3: Mature Center of Excellence with Established Governance

If your organization already runs a mature transformation setup:

- Integrate system-driven insights for real-time transparency and measurable impact.
- Define and track Transportation Management-specific KPIs using SAP Signavio Process Transformation Suite benchmarking capabilities.
- Use SAP Signavio Process Collaboration Hub to communicate outcomes and maintain a single source of truth for supply chain transformation.

4.5 Execution Framework: Reducing Cost, Optimizing Operations, and Improving Invoicing Accuracy

4.5.1 A Practical Approach Using SAP Signavio Process Transformation Suite

The following framework outlines a practical, four-step approach to improving transportation performance using SAP Signavio Process Transformation Suite. The flow demonstrates how existing assets support operational optimization and transportation cost reduction by reducing manual effort, identifying process deviations, analyzing root causes, improving standardization, and quantifying financial impact. The invoicing accuracy value driver is included in the overall framework and can be expanded through SAP Signavio Process Insights once the supporting storyline and assets are available. Each step reflects what was demonstrated in the live use case – no steps have been added to fill gaps or impose a methodology beyond what the tooling covers.

This example follows one continuous transformation initiative. The four steps describe exactly how SAP Signavio Process Transformation Suite was used, from launching the AI-powered enterprise scan, through deep-dive analytics, to quantifying and planning the transformation.

4.5.2 End-to-End Summary: Transportation Transformation Journey

Step	Phase	Primary Solution	Key Actions	Owner
1	Launch & Frame	SAP Signavio Process Transformation Manager	Run AI-powered enterprise scan; surface business challenges related to cost, operations, and settlement accuracy; create transformation initiatives	SC Lead
2	Analyze & Benchmark	SAP Signavio Process Insights	Diagnose transportation performance, manual effort, and process deviations; benchmark against industry and internal peers; capture insights; review recommendations	SC Analyst
3	Investigate Root Causes	SAP Signavio Process Intelligence SAP Signavio Process Insights	Reconstruct transportation process flows; identify process variants and rework loops; analyze root causes of manual effort, carrier rejections, and operational inefficiencies; generate improvement recommendations using Joule	SC Analyst
4	Quantify & Plan	SAP Signavio Process Transformation Manager	Quantify P&L potential from process deviations and transportation performance improvement opportunities; create value cases; structure tasks with owners and due dates	SC Lead

4.5.3 SAP Signavio Solution Contributions

Solution	Role in the Transportation Transformation Journey
SAP Signavio Process Transformation Manager	Central steering layer: AI-powered enterprise scans, initiative management, value case tracking, and task governance.
SAP Signavio Process Insights	Standardized diagnostics: prebuilt KPIs, industry and internal benchmarks, correction and innovation recommendations for the transportation process.
SAP Signavio Process Intelligence	Flexible process mining: reconstruct real transportation process flows, root-cause analysis, conformance checking, and Joule-guided remediation.

4.5.4 Applicability Across Different System Landscapes

This use case is designed to be flexible and applicable regardless of the customer's current SAP Signavio Process Transformation Suite setup.

Even if only selected components are available (for example, standalone SAP Signavio Process Insights, SAP Signavio Process Intelligence, or SAP Signavio Process Transformation Manager), organizations can still perform meaningful parts of the transformation journey.

4.6 Detailed Workflow: Optimizing Transportation Performance

The following section provides the detailed execution walkthrough for each phase of the transportation transformation journey.

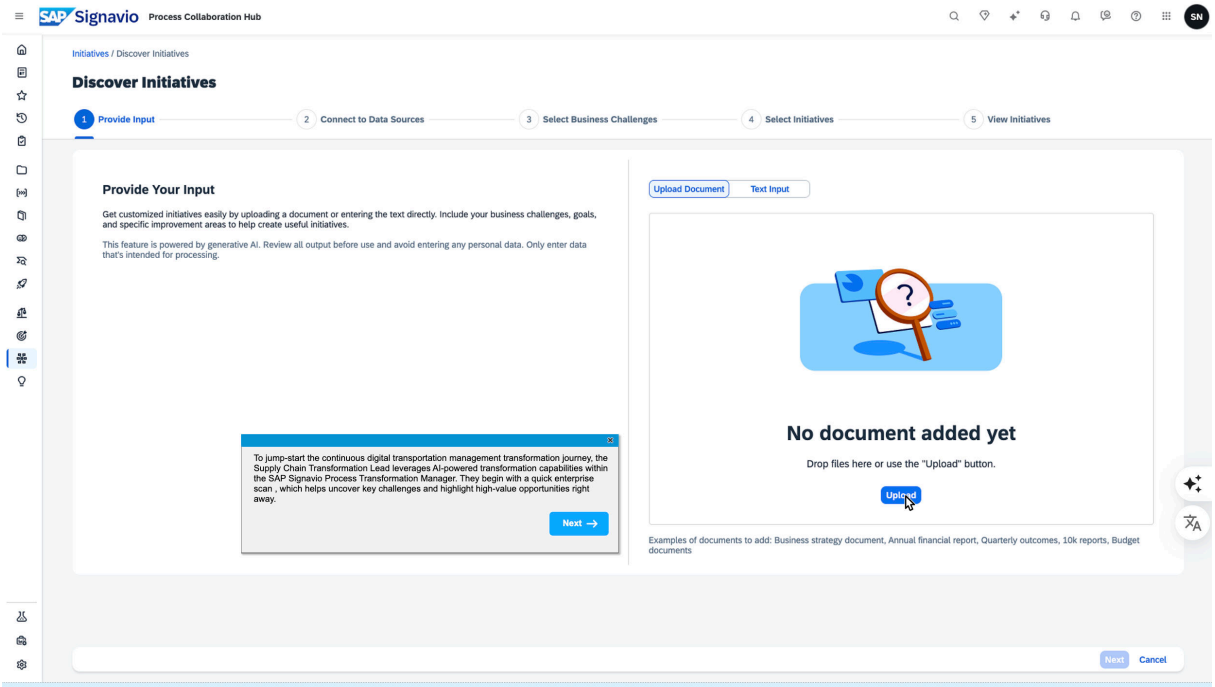
4.6.1 Step 1: Launch & Frame | SAP Signavio Process Transformation Manager

Purpose

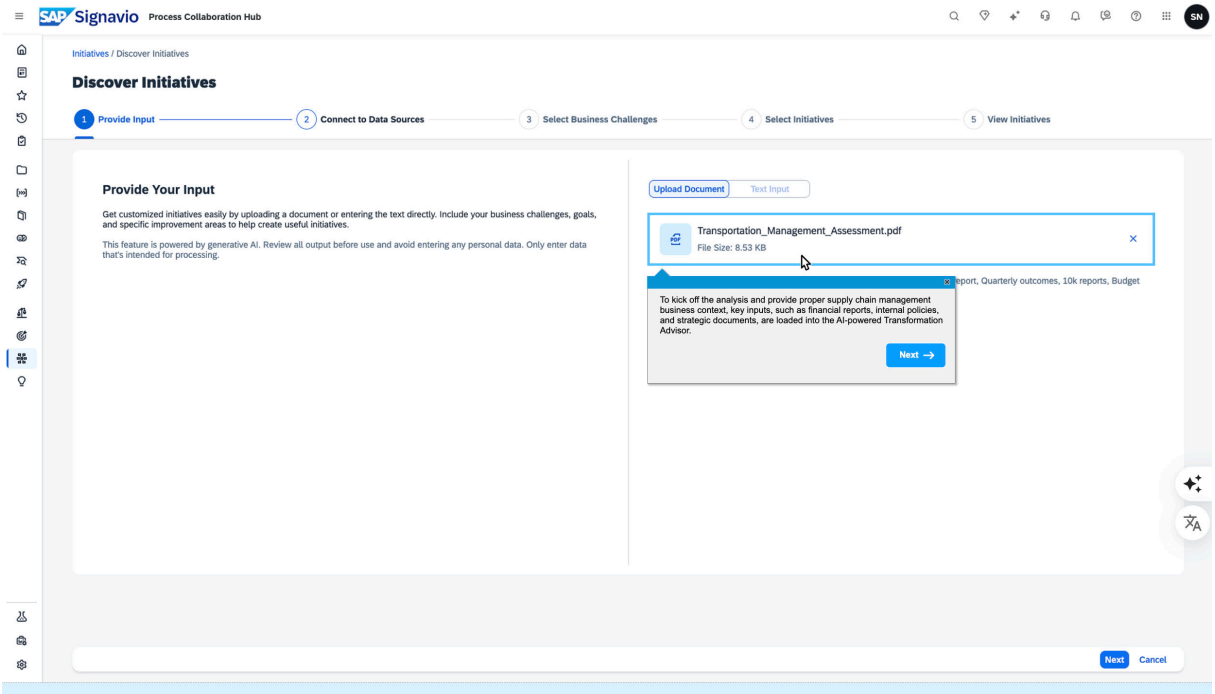
The Supply Chain Transformation Lead starts the analysis by running an AI-powered enterprise scan in SAP Signavio Process Transformation Manager. By connecting the SAP TM source system and uploading strategic documents, the Transformation Advisor identifies performance gaps and proposes targeted improvement initiatives – structured around transportation cost reduction, operational optimization, and invoicing accuracy as part of the broader Transportation Management improvement framework.

Actions

Upload business context documents – such as financial reports, internal policies, and strategic assessments – to provide the Transformation Advisor with a view of the transportation operating model.

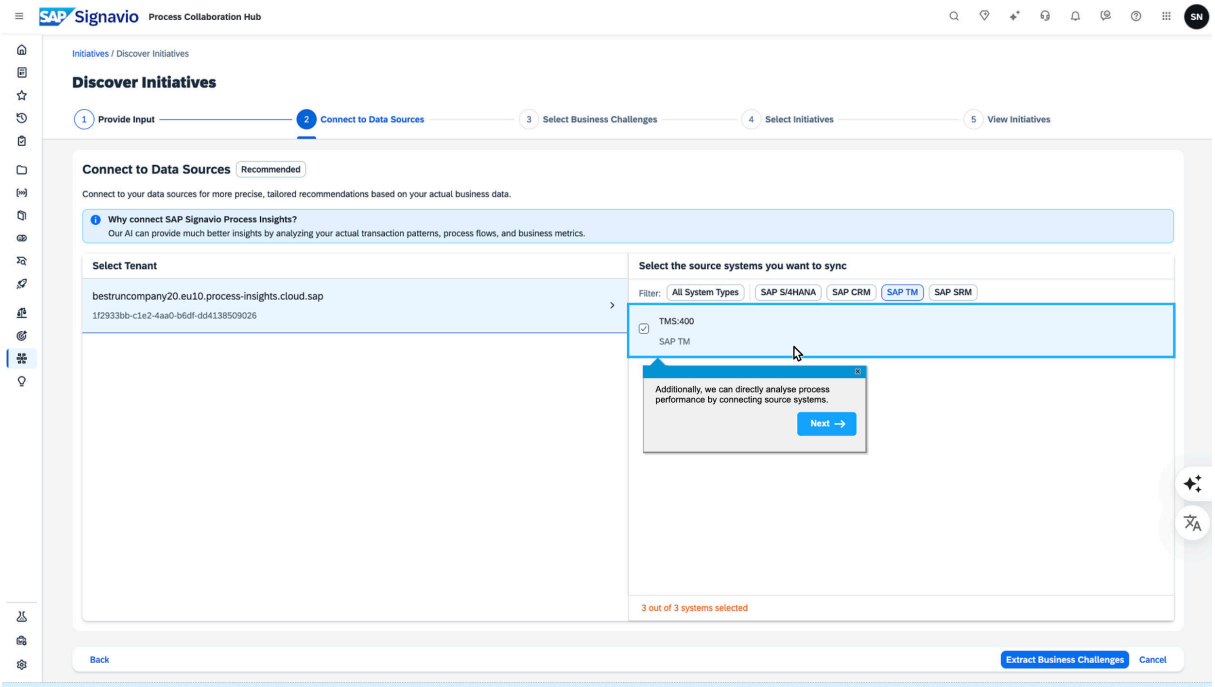


Discover Initiatives – Step 1: Provide Input



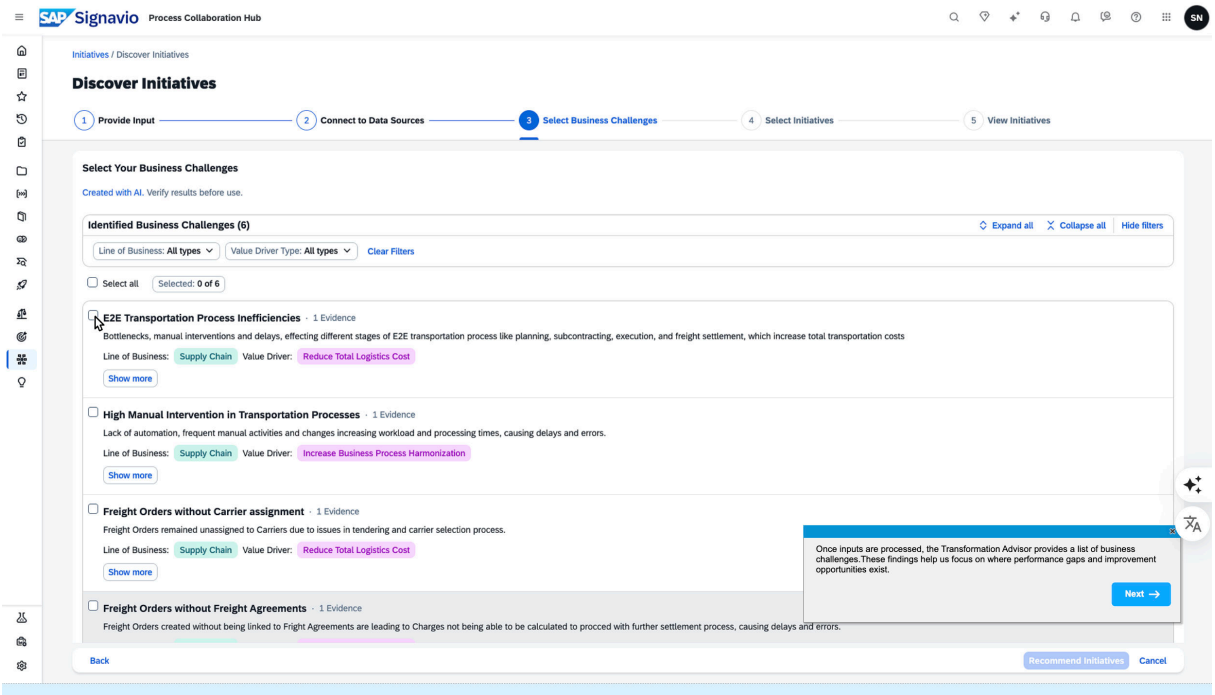
Document uploaded: Transportation Management Assessment

Connect the SAP TM source system directly. This allows the Transformation Advisor to analyze current process performance and compare it against internal and external benchmarks.

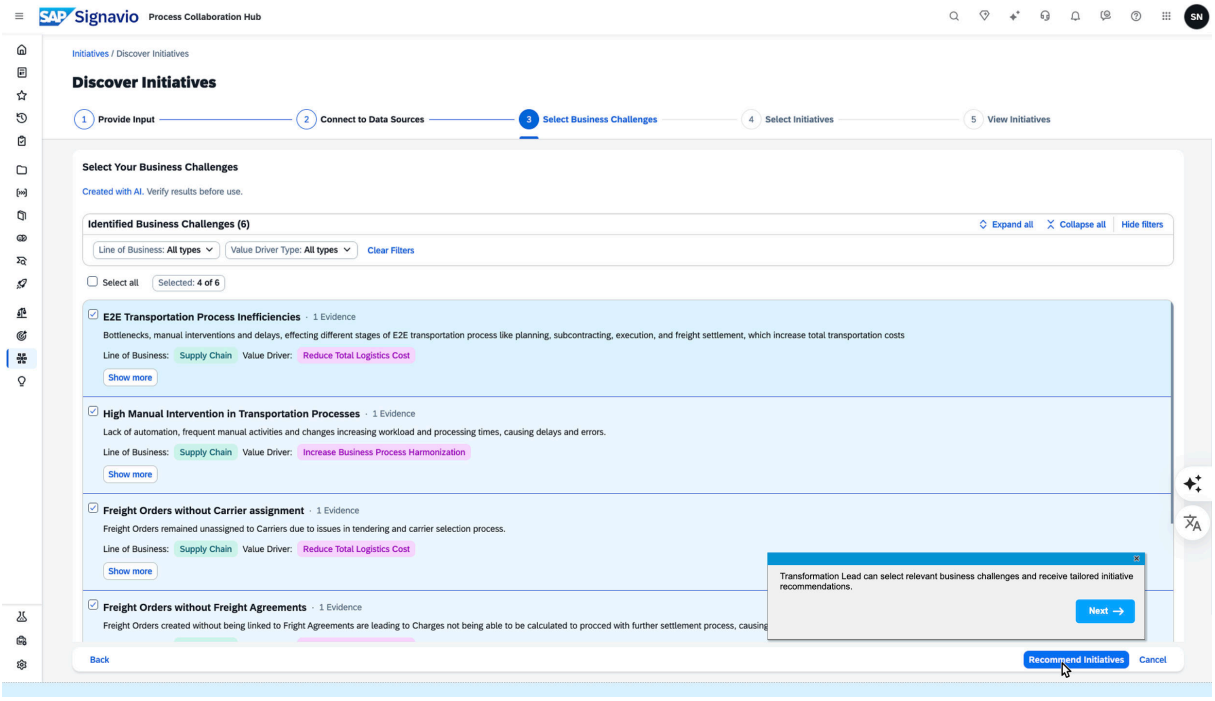


Connect to Data Sources – SAP TM source system selected

Once inputs are processed, review the identified business challenges – each backed by evidence from the connected system and uploaded documents. Select the most relevant challenges to take forward.

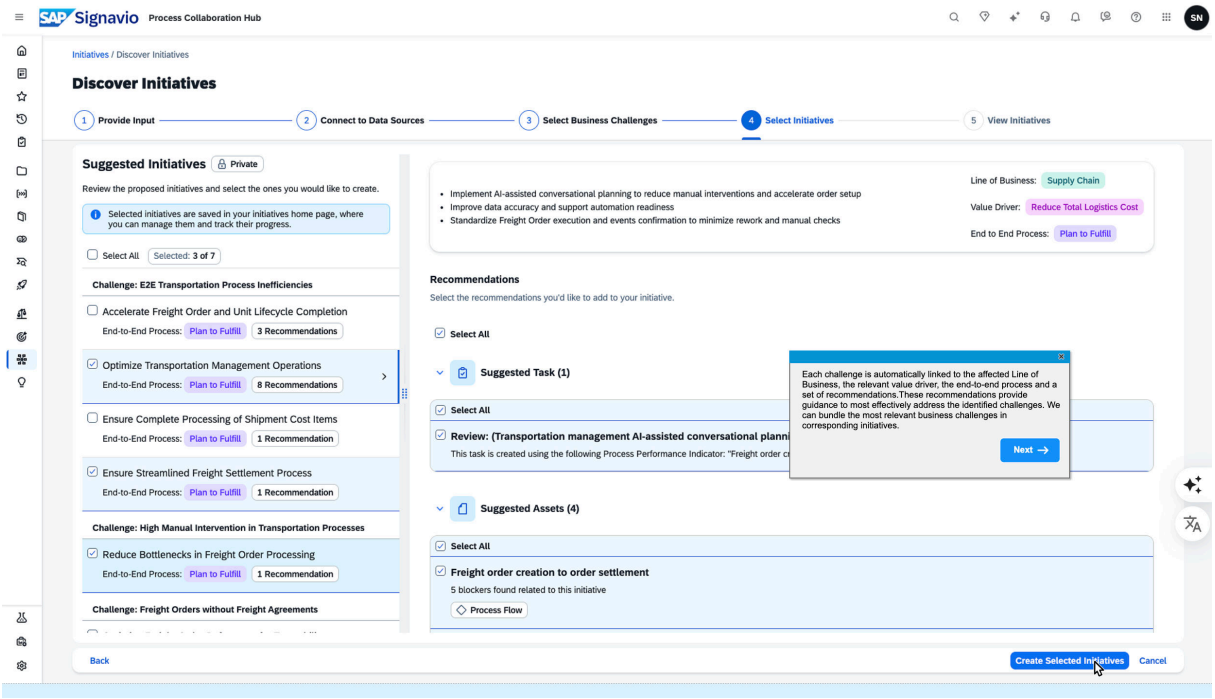


Select Business Challenges – six challenges identified



Business challenges with initiative recommendation tooltip

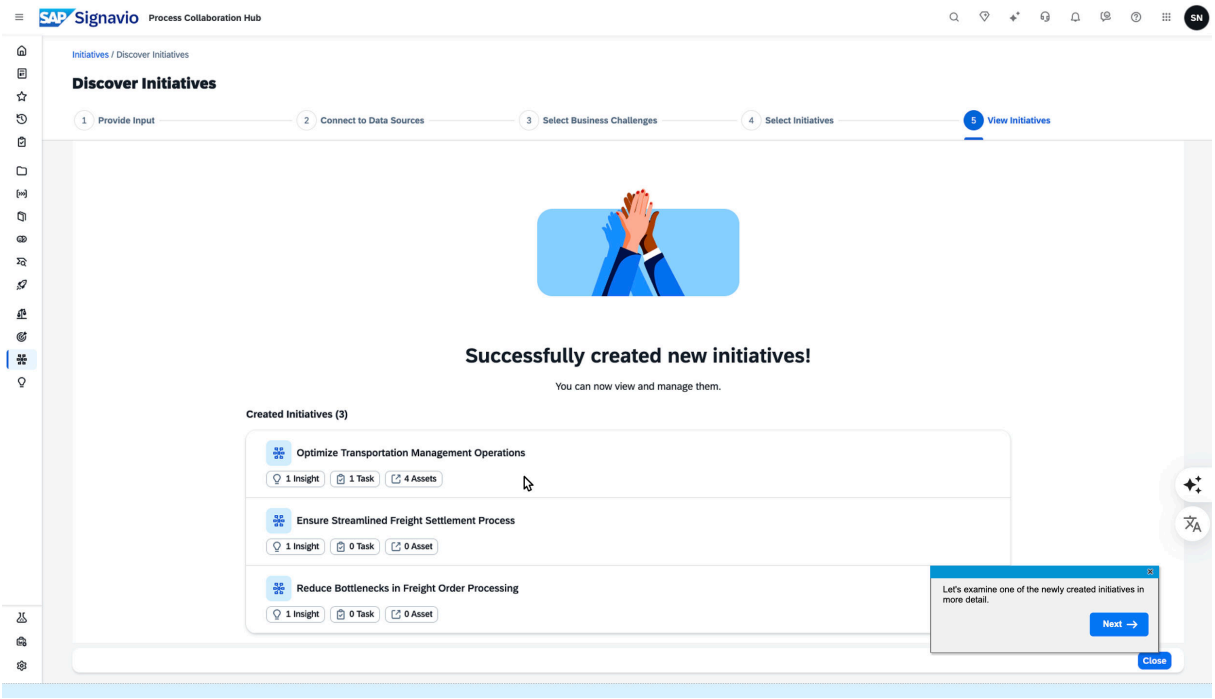
Each challenge is automatically linked to the affected *Line of Business*, the relevant value driver, the end-to-end process, and a set of recommendations including suggested tasks, insights, and supporting assets. Convert selected challenges into structured initiatives to anchor all subsequent analysis and improvement activities.



Select Initiatives – suggested initiatives with linked assets and recommendations

Outcome

Three initiatives are created – Optimize Transportation Management Operations, Ensure Streamlined Freight Settlement Process, and Reduce Bottlenecks in Freight Order Processing – each with linked insights, tasks, and assets. In the current detailed storyline, the analysis focuses on optimizing transportation management operations and reducing transportation costs by addressing manual effort, carrier-related exceptions, bottlenecks, and process deviations. The streamlined freight settlement initiative provides the foundation for expanding the invoicing accuracy storyline through SAP Signavio Process Insights once the supporting assets are available.



Successfully created three initiatives

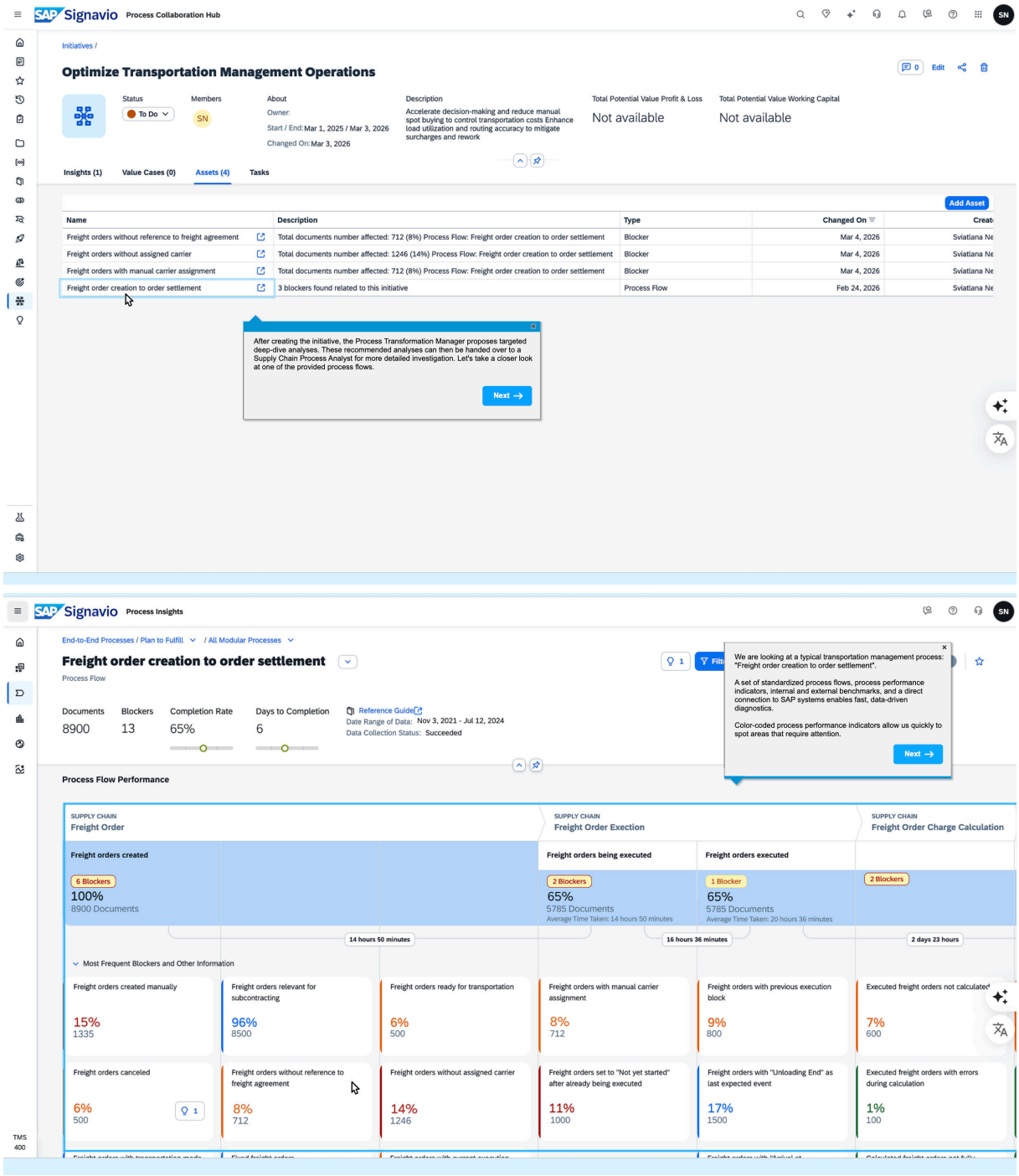
4.6.2 Step 2: Analyze & Benchmark | SAP Signavio Process Insights

Purpose

The Supply Chain Analyst uses SAP Signavio Process Insights to investigate where transportation performance deviates from best practice, what these deviations cost, and where they create manual operational effort. The tool provides standardized process flows, prebuilt KPIs, and both internal and industry benchmarks – enabling fast diagnostics without building analyses from scratch. The tool provides standardized process flows, prebuilt KPIs, and both internal and industry benchmarks – enabling fast diagnostics without building analyses from scratch.

Actions

From the initiative assets, open the process flow *Freight order creation to order settlement*. The process shows repeated blockers and long cycle times, indicating recurring issues in execution.

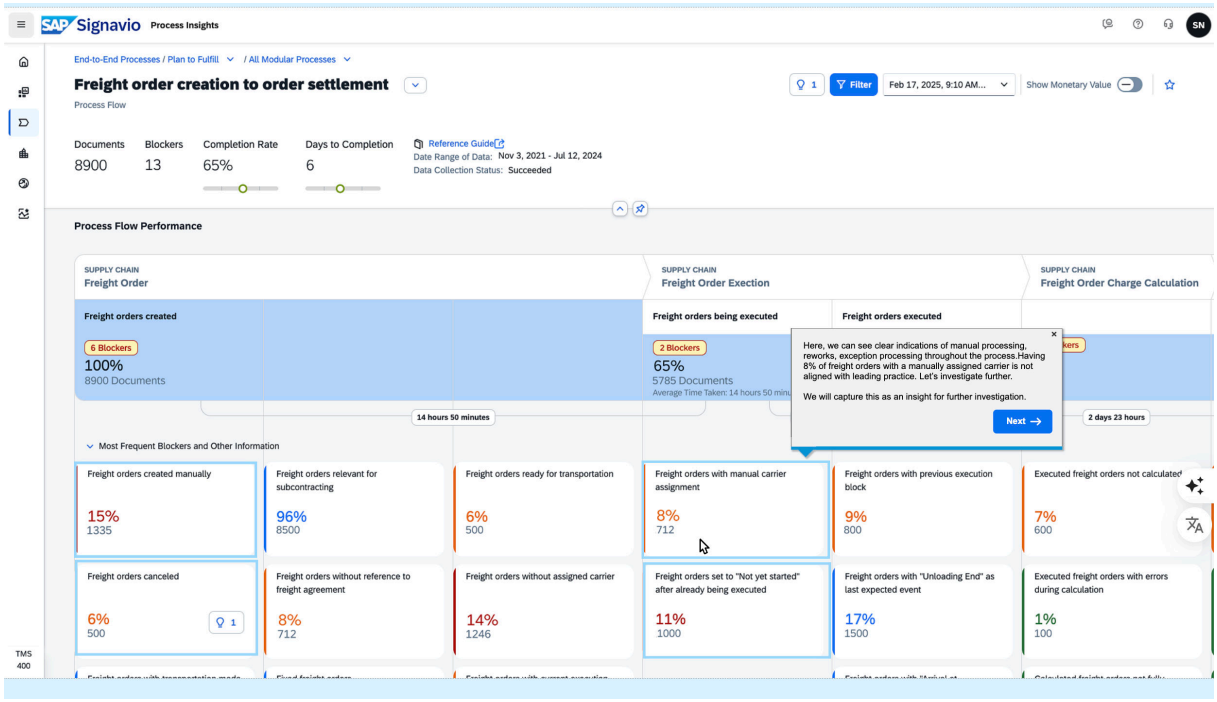


Freight order creation to order settlement – process flow overview

A significant share of freight orders requires manual carrier assignment, indicating that automated carrier selection isn't functioning as intended. This supports *Optimize transportation management operations*,

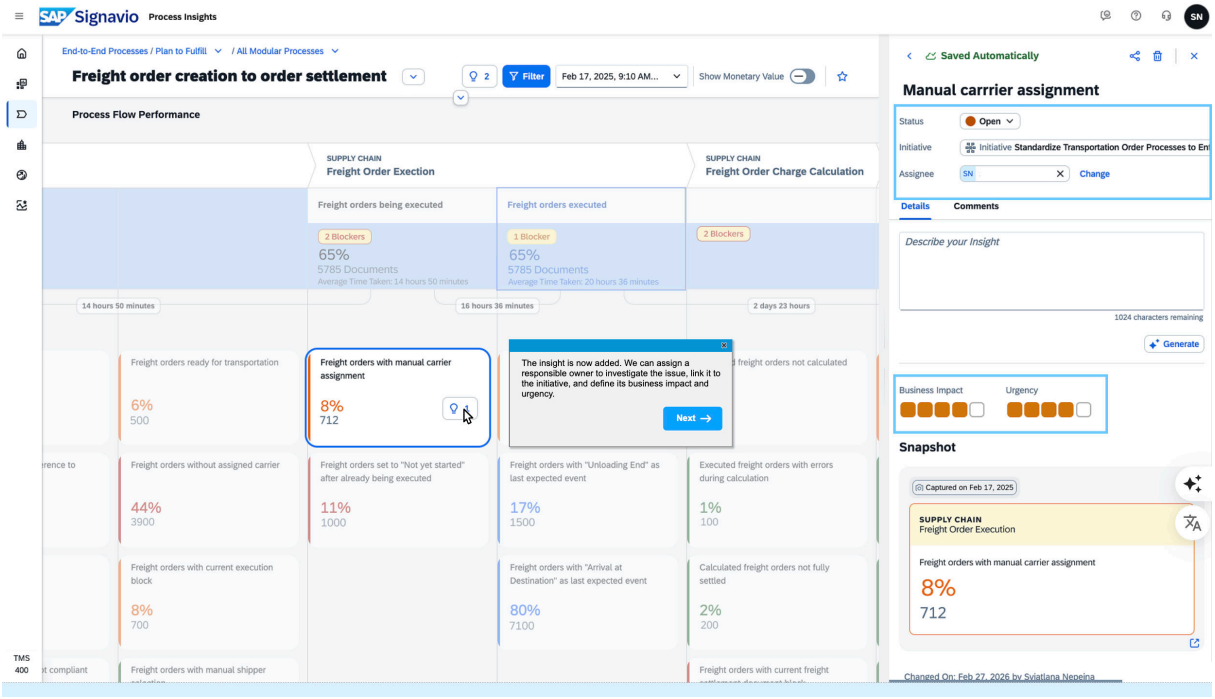
because lack of automation in carrier selection increases manual effort, creates risk of errors, slows down execution, and limits fast, data-driven decision-making. Capture this finding as an insight and link it to the initiative.

In parallel, freight settlement and invoice verification flows can be reviewed to identify discrepancies, duplicate charges, pricing issues, and correction activities that disrupt invoice accuracy. These findings support the value driver *Improve invoicing accuracy* by making settlement-related deviations transparent and actionable.



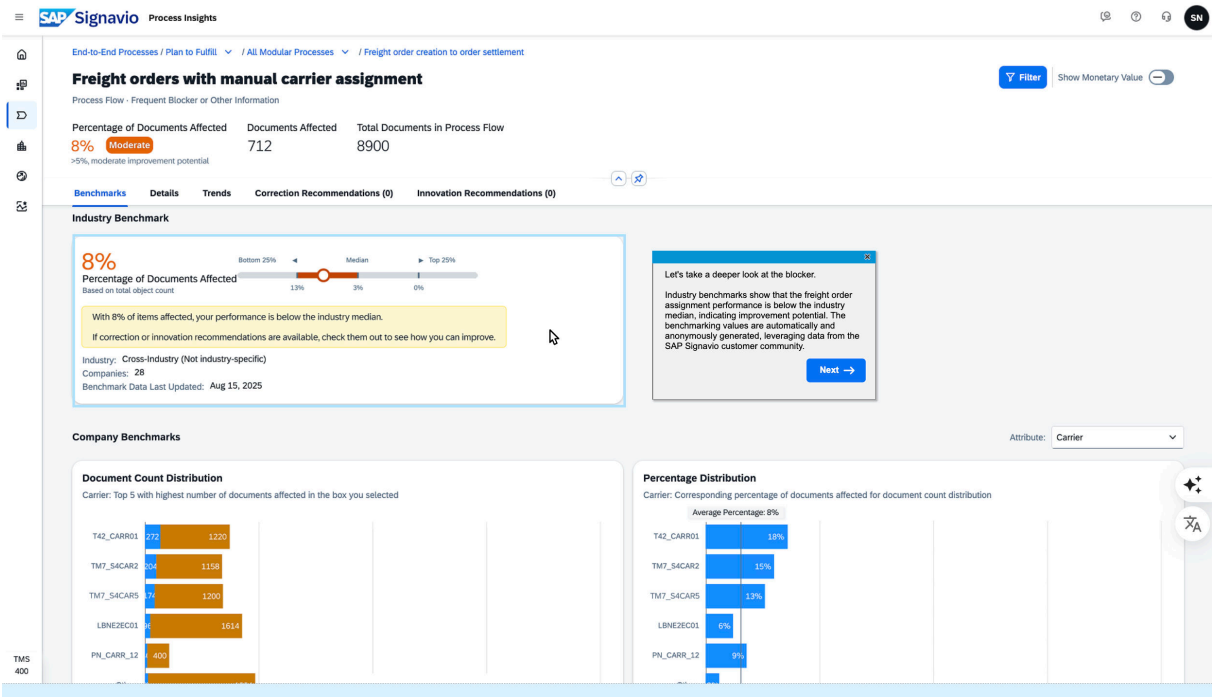
Manual carrier assignment blocker highlighted – insight being created

In the insight panel, assign a responsible owner, set *Business Impact* and *Urgency* ratings, and link the finding to the initiative. The snapshot captures the exact state of the process at the time of the finding.



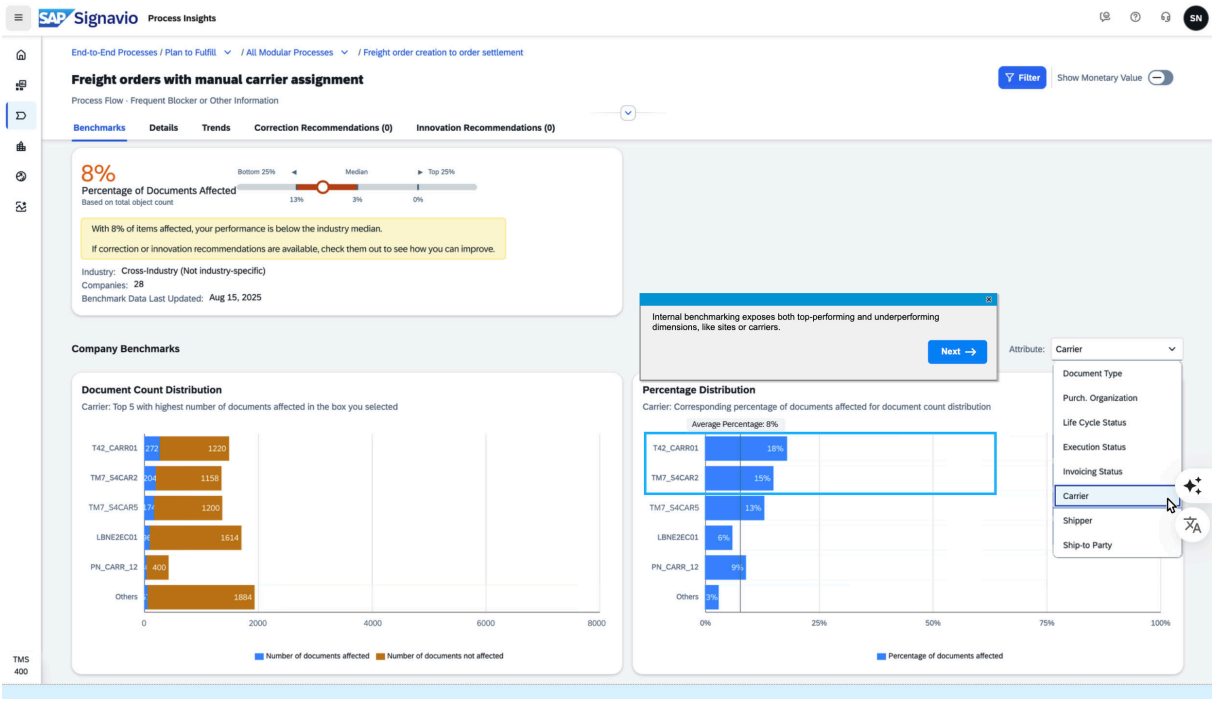
Insight panel – manual carrier assignment saved and linked to initiative

Open the process flow and navigate to the *Benchmarks* tab. Performance is below the industry median, showing that this is a company-specific issue and not a general market condition.



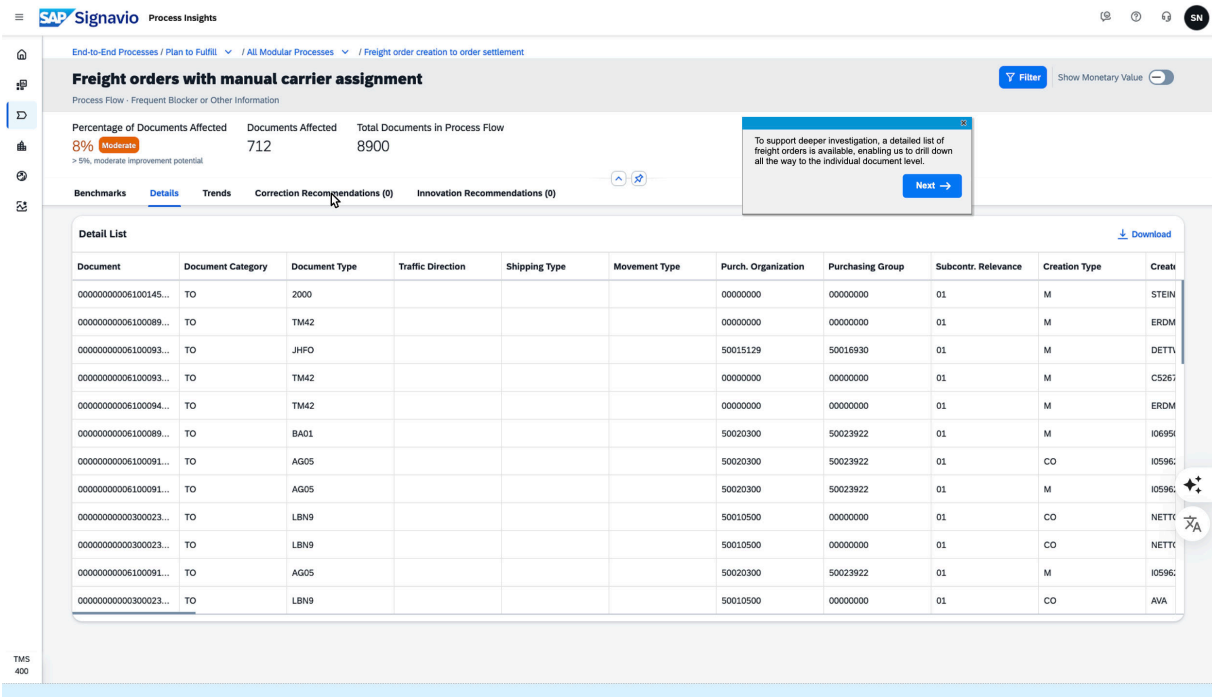
Industry benchmark – manual carrier assignment worse than industry median

Switch to *Internal Benchmarks*. This reveals which carriers contribute most to the deviation, and highlights both top-performing and underperforming carriers – giving a direct starting point for improvement without requiring any system changes.



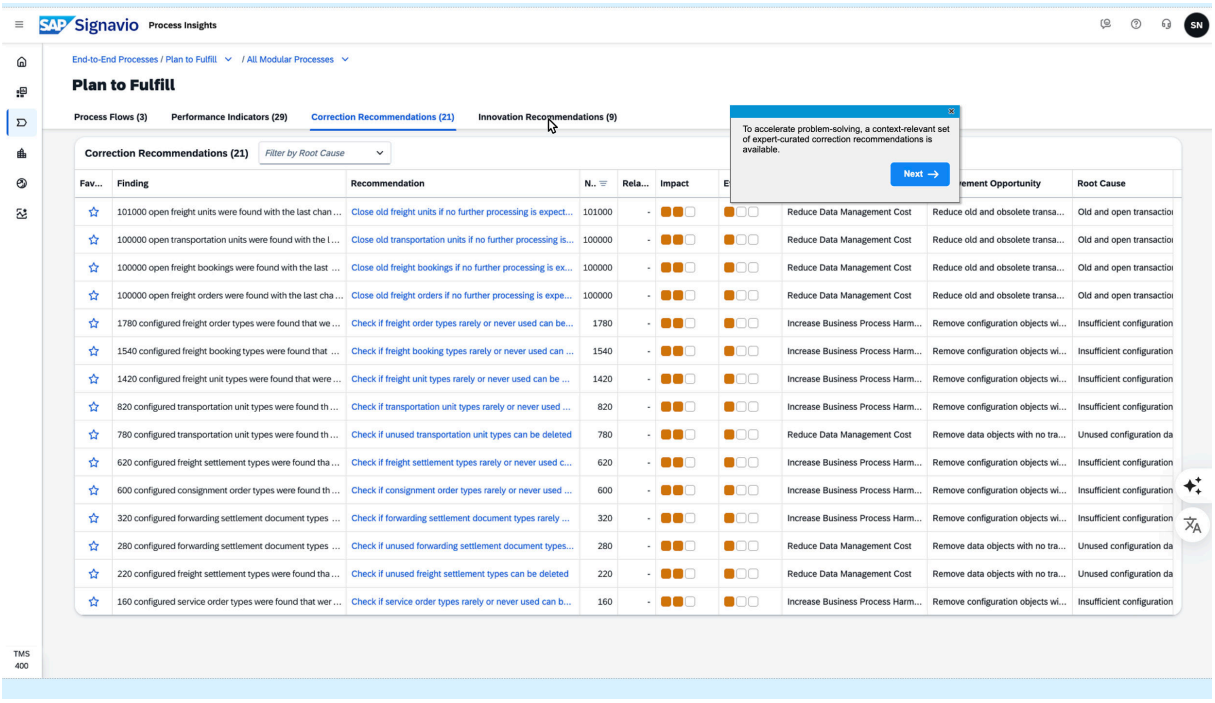
Internal benchmarks – top-performing and underperforming carriers identified

Navigate to the *Details* tab. A filterable list of all affected freight orders makes the analysis directly actionable – each entry is a case ready for investigation or remediation.



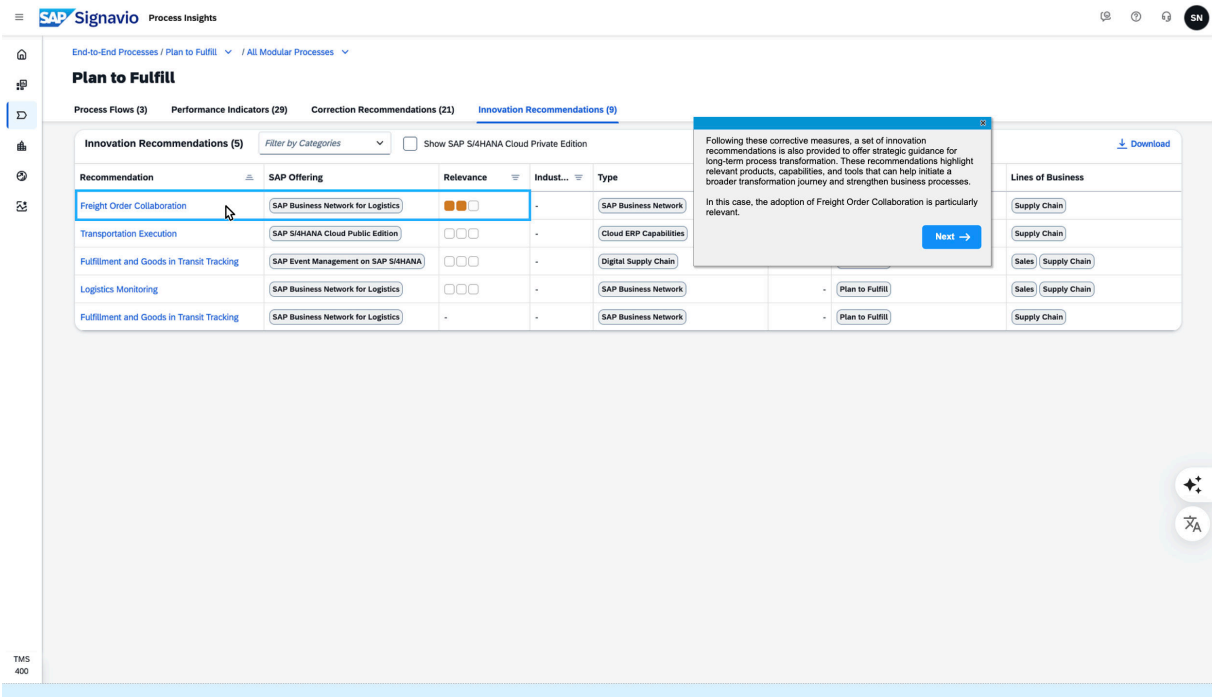
Details tab – filterable freight order list for direct remediation

At the *Plan to Fulfill* process level, 21 correction recommendations are available – each linked to impact, effort, value driver, and root cause. These are system-generated improvement steps tied directly to the initiative, not generic guidance.



Correction Recommendations – 21 recommendations for Plan to Fulfill

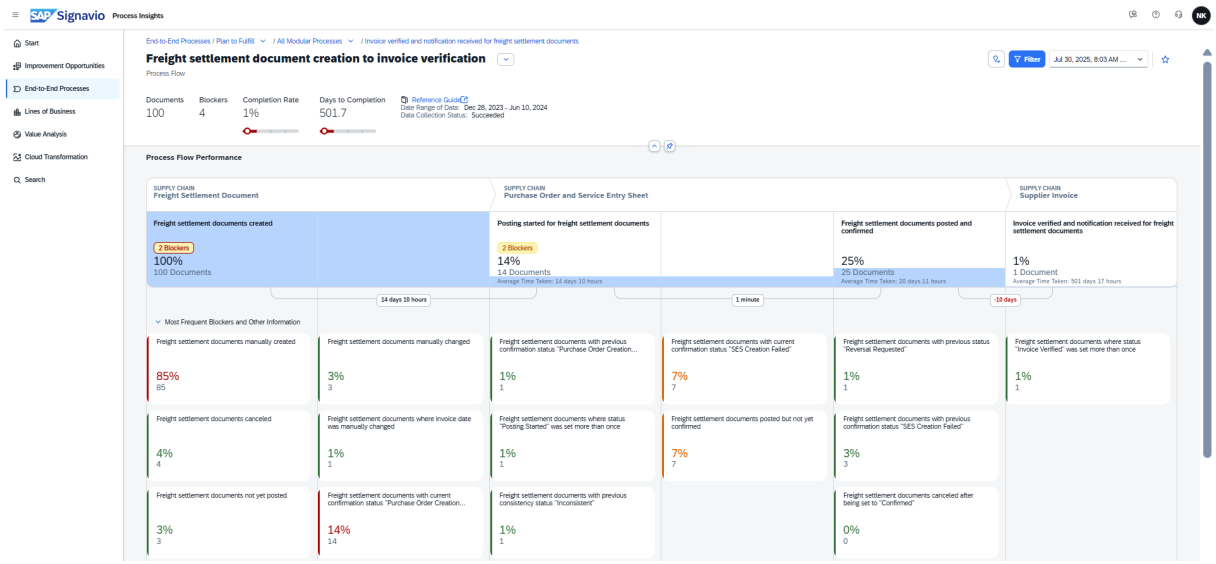
In addition, five innovation recommendations provide strategic guidance for longer-term transformation. The adoption of *Freight Order Collaboration* is identified as particularly relevant in this context.



Innovation Recommendations – five strategic recommendations including Freight Order Collaboration

Outcome

Manual carrier assignment is identified as a primary process gap affecting a significant share of freight orders, performing below the industry median. This supports *Optimize transportation management operations* by highlighting where manual effort, automation gaps, and inconsistent carrier assignment create operational inefficiency. There are 21 correction recommendations and 5 innovation recommendations available for immediate action.



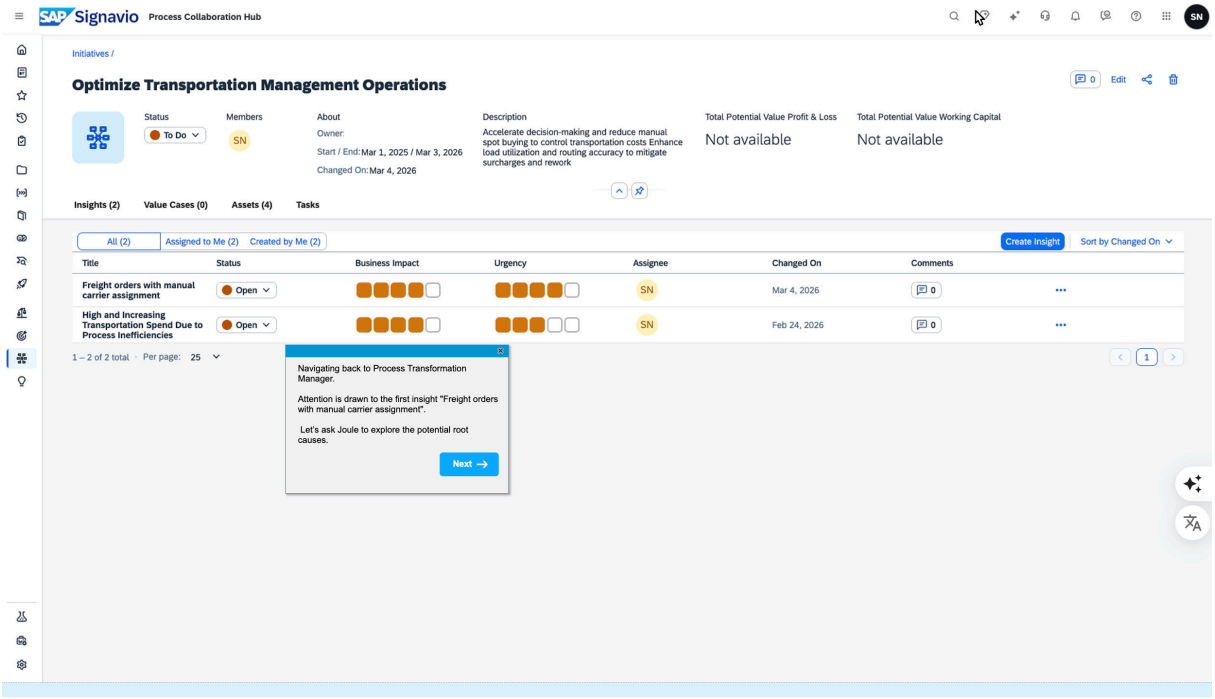
4.6.3 Step 3: Investigate Root Causes | SAP Signavio Process Intelligence

Purpose

The Supply Chain Analyst uses SAP Signavio Process Intelligence to reconstruct the real transportation process flow from event data, identify steps with lack of automation, and analyze the root causes of manual carrier assignment, carrier rejections, process variants, and repeated reassignment activities.

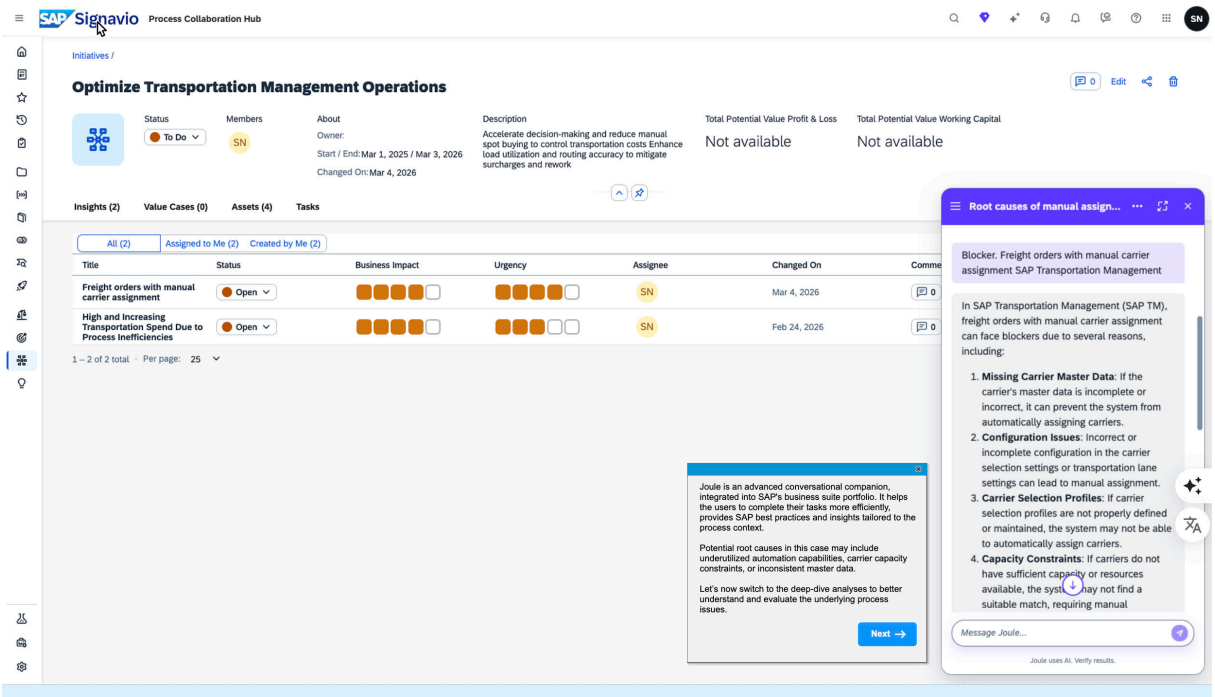
Actions

Back in SAP Signavio Process Transformation Manager, the initiative's *Insights* tab shows the findings captured so far. Before moving into process mining, the analyst asks Joule to explore the potential root causes of manual carrier assignment.



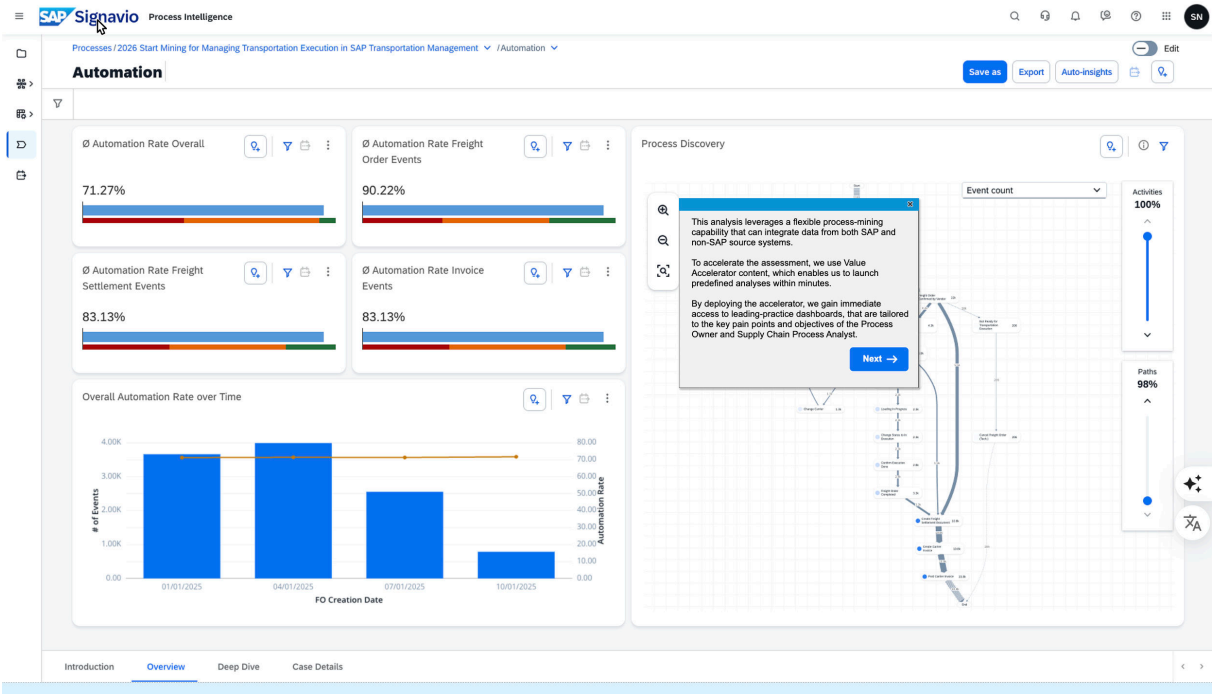
Initiative Insights tab – two insights captured, Joule about to be used

Joule identifies several possible causes of manual carrier assignment in SAP TM, including missing carrier master data, incomplete carrier selection settings, undefined carrier selection profiles, and carrier capacity constraints. This provides a starting point for identifying the root causes of manual assignments and understanding where automation gaps need to be addressed.

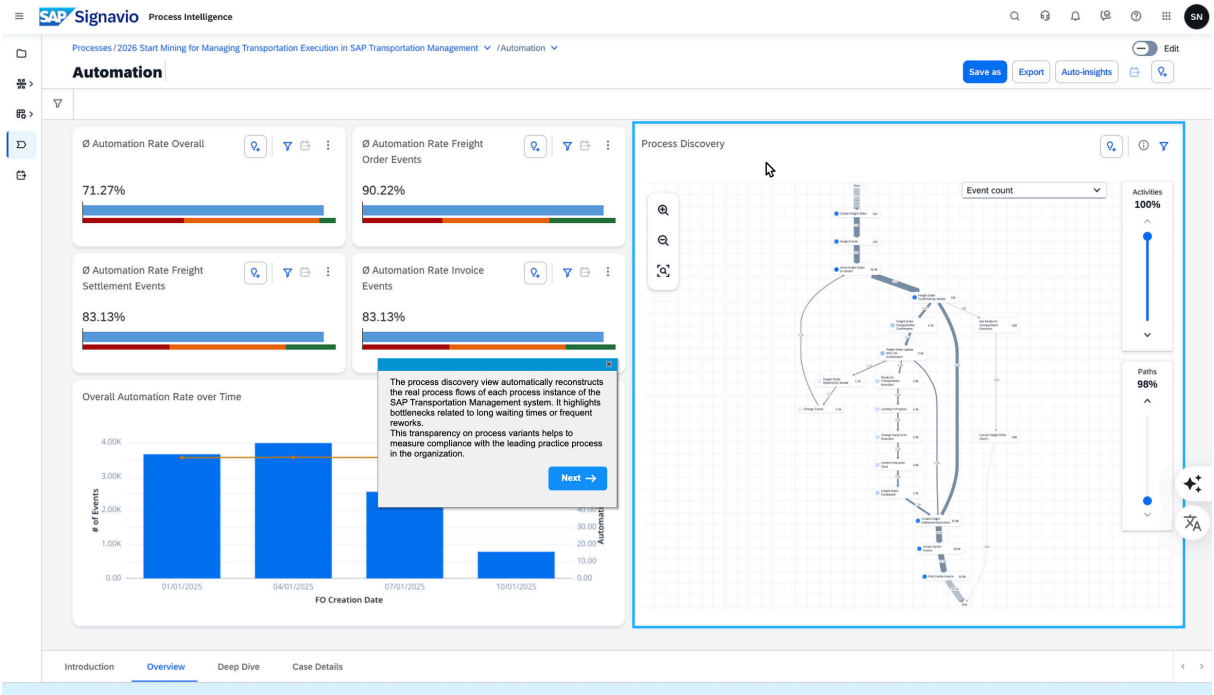


Joule root cause analysis – potential causes for manual carrier assignment

In SAP Signavio Process Intelligence, the automation rate of 71% – combined with a declining trend – indicates that transportation execution still depends on manual activities. This increases manual effort, creates risk of errors, and limits the ability to make fast, data-driven decisions. The *Process Discovery* view reconstructs the actual transportation process flow from event data, covering all activities and paths.



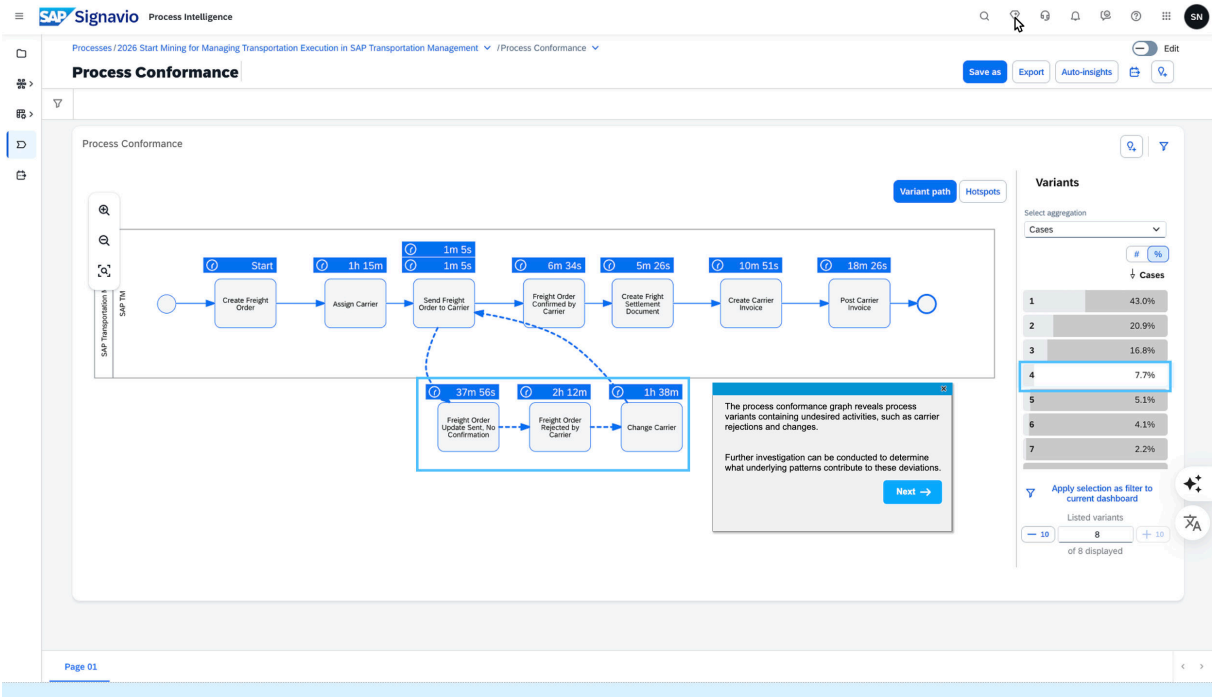
Automation dashboard – 71% overall automation rate with declining trend



Process Discovery – real transportation process flow reconstructed from event data

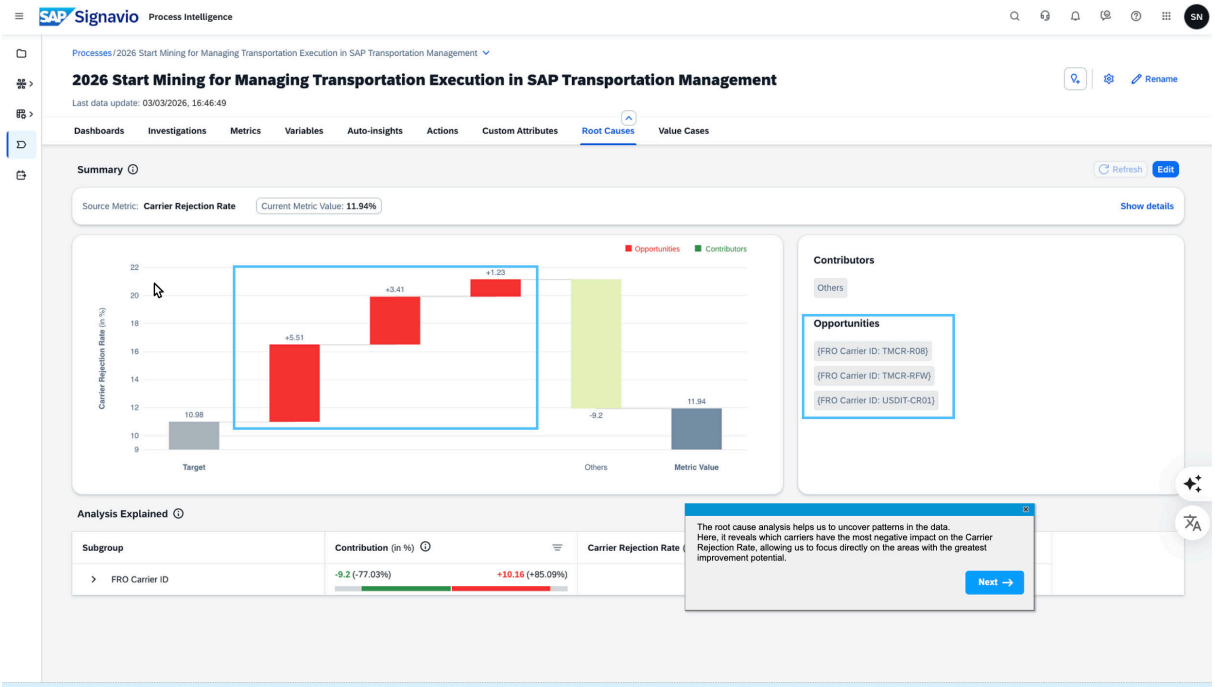
The *Process Discovery* view highlights execution variants involving carrier rejections and repeated carrier reassignment activities within the transportation process flow. One identified variant includes a rework loop in which the freight order is sent without confirmation, rejected by the carrier, and reassigned to a different carrier. These variants show where transportation operations depend on manual intervention and where automation gaps create additional effort, delays, and process inconsistency.

These execution variants often remain hidden within aggregated KPI reporting and become visible through process mining and variant analysis capabilities in SAP Signavio Process Intelligence. By making rework loops, carrier rejections, and reassignment patterns transparent, the analysis helps transportation teams reduce dependency on manual processes and improve operational consistency.



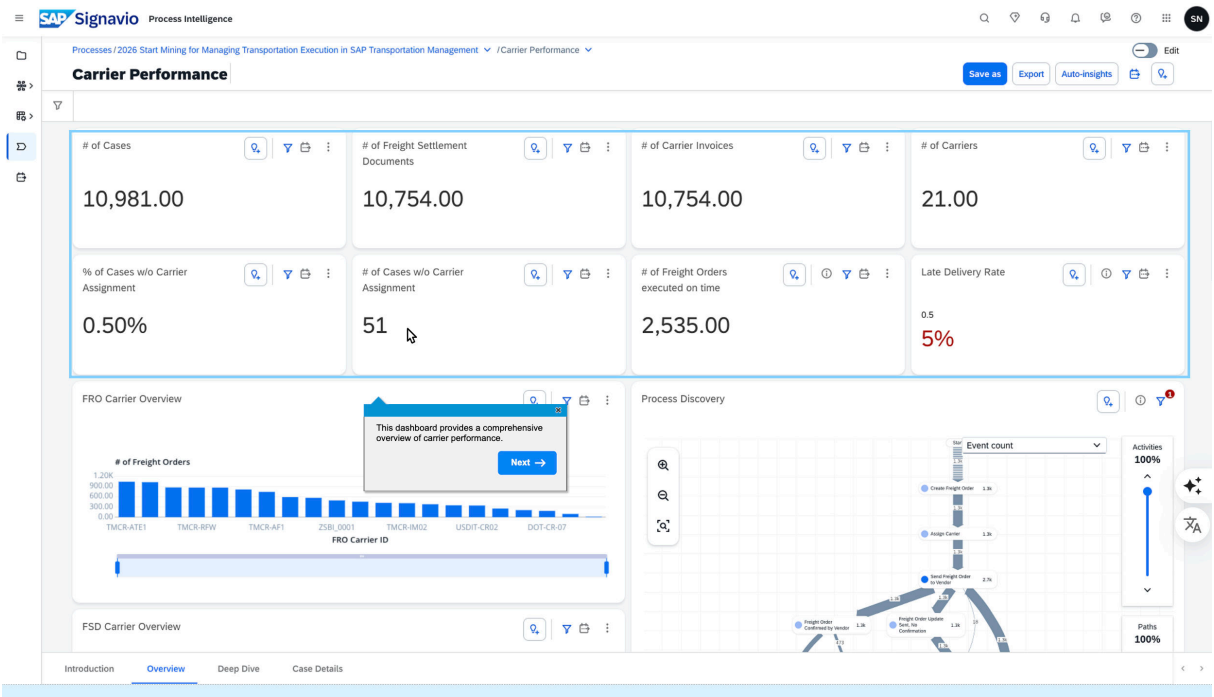
Process Conformance – variants with carrier rejections and rework loops identified

The *Root Causes* analysis narrows the issue to three specific carriers, TMCR-R08, TMCR-RFW, and USDIT-CR01, as the main contributors to the *Carrier Rejection Rate* above target. This allows the team to identify where manual follow-up, reassignment effort, and exception handling are concentrated, creating a concrete starting point for operational optimization.



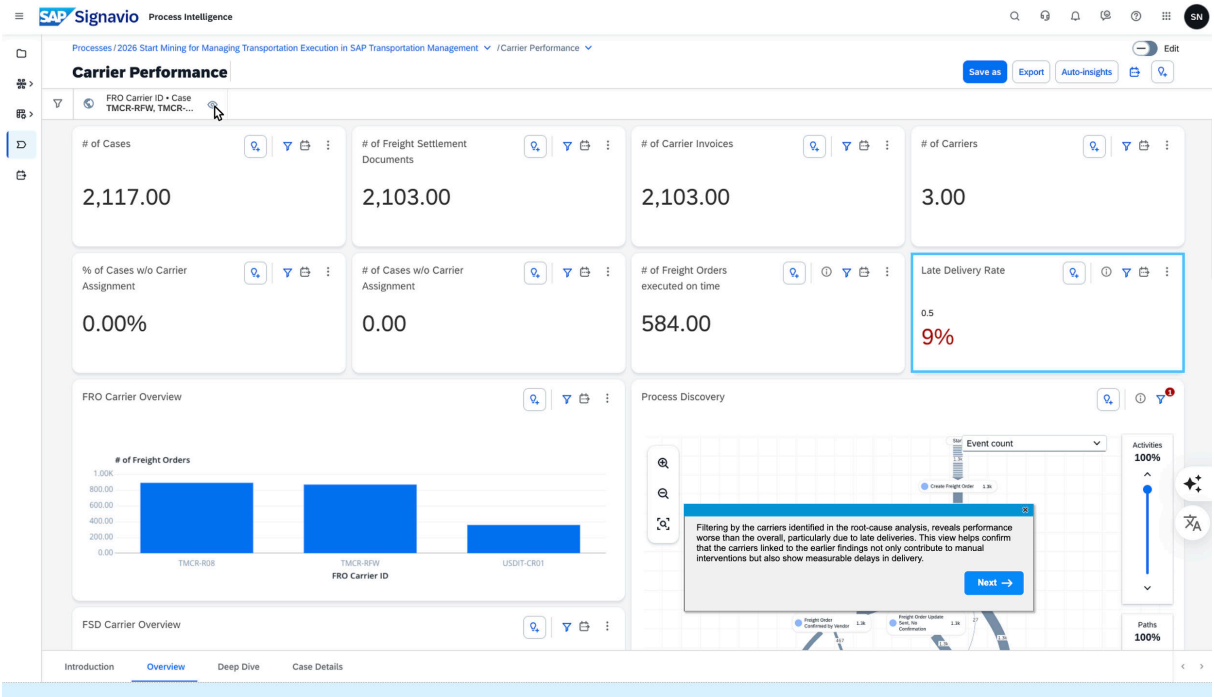
Root Causes – Carrier Rejection Rate above target, three carriers identified

The *Carrier Performance* dashboard provides an overview of the full carrier portfolio, including late delivery rates and freight settlement volumes. This helps identify carriers that create additional manual follow-up, repeated exception handling, or operational delays, allowing transportation teams to prioritize where automation and process standardization are most needed.



Carrier Performance dashboard – overall carrier performance overview

Filtering by the three carriers from the root cause analysis confirms that performance is worse than the overall average – particularly due to late deliveries. This confirms that the same carriers contribute to recurring operational issues, which can increase manual intervention, delay resolution, and reduce the efficiency of transportation management operations.



Carrier Performance filtered to three carriers – late delivery rate significantly above average

Outcome

Root causes are identified and linked to three specific carriers. These carriers drive both higher rejection rates and a late delivery rate nearly double the overall average. The conformance analysis confirms a rework loop involving carrier rejection and reassignment. This supports *Optimize transportation management operations* by showing where lack of automation, manual follow-up, process variants, and repeated exception handling create operational inefficiency. Joule provides targeted guidance on carrier master data, selection configuration, and profiles.

4.6.4 Step 4: Quantify & Plan | SAP Signavio Process Transformation Manager

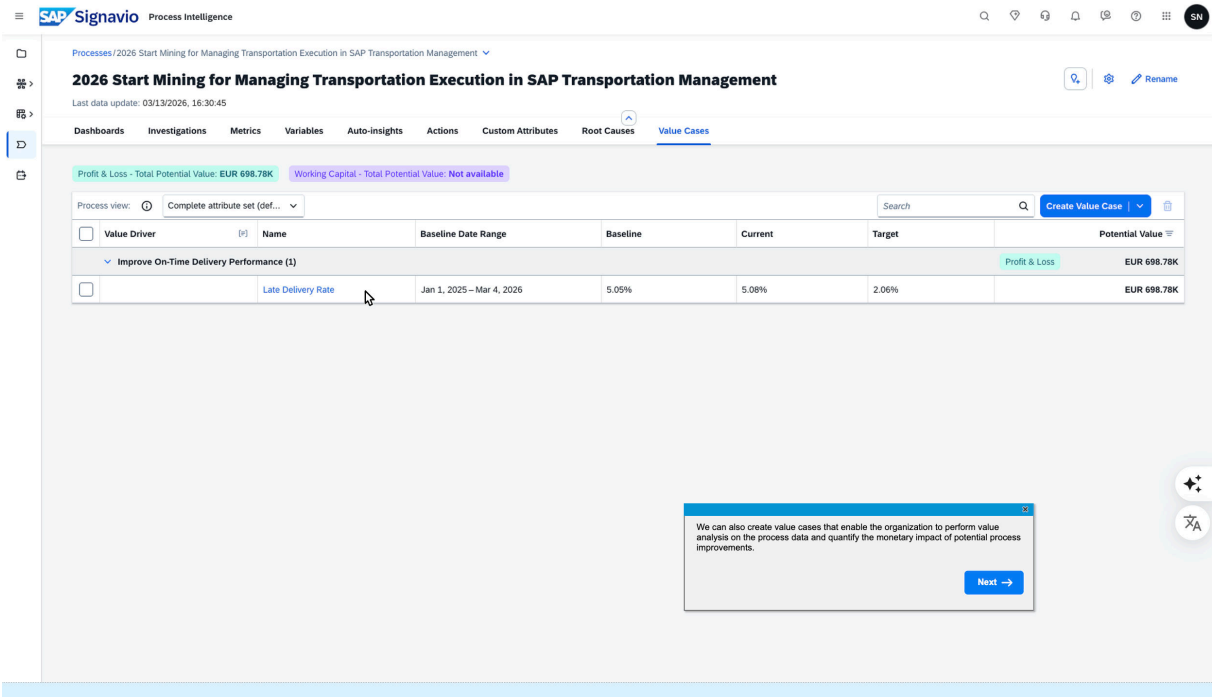
Purpose

Findings have no organizational impact until they carry a number, an owner, and a deadline. The Supply Chain Transformation Lead returns to SAP Signavio Process Transformation Manager to quantify how process

deviations, delays, increased lead times, and carrier-related inefficiencies impact transportation cost and define concrete next steps.

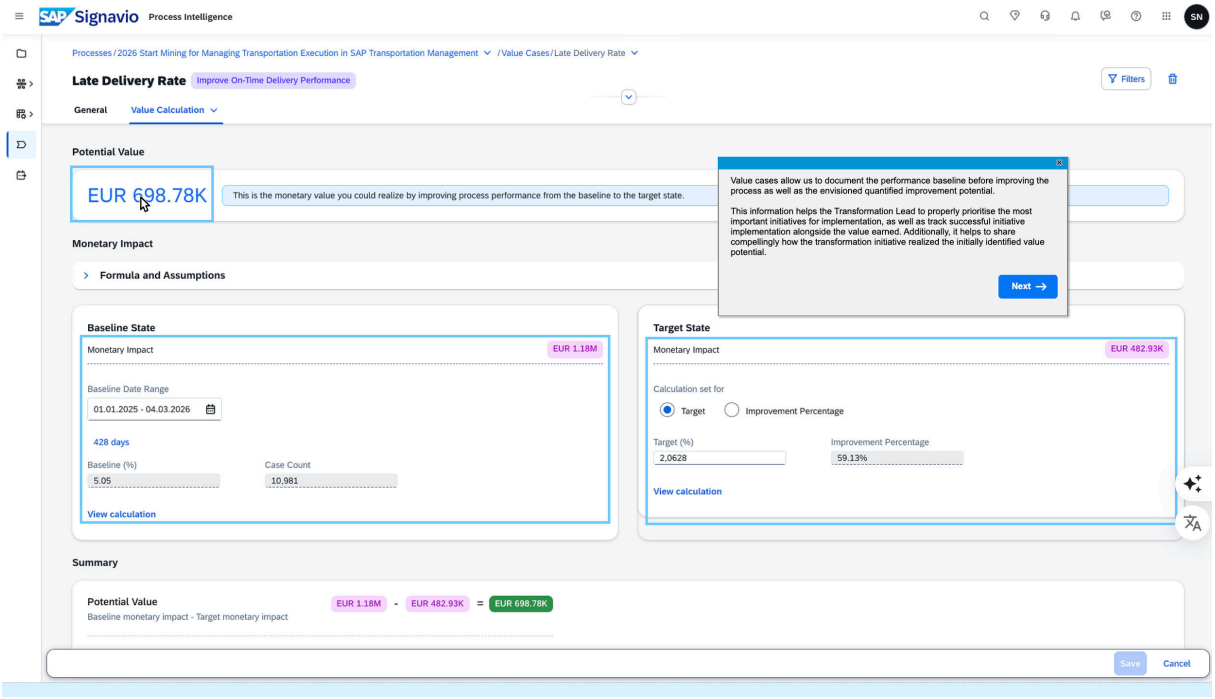
Actions

In the *Value Cases* tab of the initiative within SAP Signavio Process Transformation Manager, a value case is created for the *Late Delivery Rate* metric under the *Improve On-Time Delivery Performance* value driver. This supports *Reduce transportation costs* by translating process deviations and delivery performance issues into quantified financial impact. The total potential P&L impact is EUR 698.78K – calculated from actual process data, not benchmarks or assumptions.



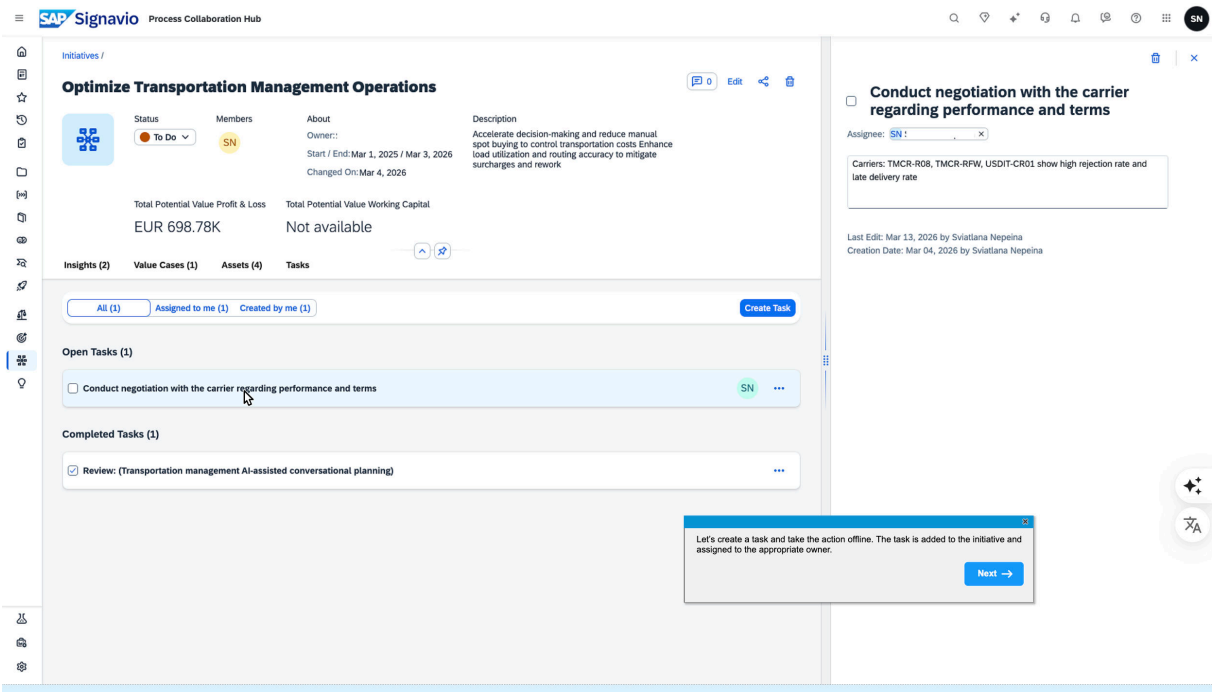
Value Cases tab – EUR 698.78K P&L potential, Improve On-Time Delivery Performance

The value case defines a baseline and a target for late delivery performance. This translates delays and increased lead times into measurable transportation cost impact, enabling prioritization and executive decision-making. The target can be adjusted based on business conditions.



Late Delivery Rate value case – baseline, target, and EUR 698.78K potential

The *Conduct negotiation with the carrier regarding performance and terms* task is created, linked to the three identified carriers, and assigned to a responsible owner. The initiative now shows the total quantified potential, open tasks, and linked assets – creating a governed execution plan to address root causes of delays, exceptions, and carrier performance issues.



Final initiative – EUR 698.78K quantified, task created and assigned

Outcome

EUR 698.78K P&L potential is quantified under *Improve On-Time Delivery Performance*, based on actual process data. This supports *Reduce transportation costs* by creating a clear link between process deviations, late delivery performance, and measurable value realization. A concrete action is defined, assigned to the responsible owner, and linked to the initiative.

4.7 Best Practices for Delivering Supply Chain Management Excellence

The step-by-step framework described in the preceding sections provides the methodology for carrying out individual transportation improvement initiatives from identification to adoption. To ensure these initiatives scale effectively and deliver sustained value, organizations must also establish the right governance and operating structures.

The following best practices outline the foundational elements required to institutionalize Supply Chain Management Excellence across the enterprise:

Best Practice	Description
Establish Transformation Governance	Define sponsorship, approval, and execution ownership. Set regular review cadences for insights and value realization. Executive sponsorship for the SC Lead is non-negotiable.
Build a Cross-Functional Team	Involve business (transportation, logistics) and IT from the outset. Assign dedicated roles for process mining, carrier management, and change management.
Establish a Process Governance Framework	Define process ownership, modeling standards, and documentation rules. SAP Signavio Process Transformation Suite is the single source of truth for all transportation process assets.
Adopt a Wave-Based Execution Model	Start with quick wins such as carrier master data corrections, manual assignment reduction, carrier performance actions, and process deviation analysis before scaling into broader tendering, settlement automation, and invoicing accuracy improvements. Structure waves with measurable targets and value case tracking.
Treat Benchmarking as Ongoing	Regularly compare carrier rejection rate, manual assignment rate, late delivery rate, and selected settlement-related indicators against internal and external peers. Benchmarking is what surfaces new improvement opportunities as the organization matures.
Close the Loop	Build a feedback mechanism between operational users, process owners, and transformation stakeholders. Use SAP Signavio Process Collaboration Hub to capture structured input and incorporate it into the next improvement cycle.

4.8 Conclusion

Supply Chain Management Excellence isn't about analyzing processes – it's about turning improvement into action. Organizations that succeed aren't those with the most data, but those that can turn insight into action, and action into measurable value.

SAP Signavio Process Transformation Suite delivers that capability end-to-end: AI-powered challenge identification, benchmarked diagnostics, process-mined root causes, and quantified value cases – traceable, governed, and repeatable across operational optimization and transportation cost reduction. The same approach can be expanded to invoicing accuracy once the dedicated SAP Signavio Process Insights storyline and supporting assets are available.

These use cases aren't a sequence of tool features. They represent a decision-making model – replacing fragmented ERP exports and manual hypothesis-building with a continuous, evidence-driven path from signal to initiative to outcome.

The workflow connects issue identification, analysis, financial impact, and follow-up action in one continuous process. The Transformation Advisor surfaces the issue. SAP Signavio Process Insights and SAP Signavio Process Intelligence diagnose manual effort, process deviations, carrier-driven exceptions, and performance gaps. SAP Signavio Process Transformation Manager turns the fix into an accountable plan.

For organizations operating SAP TM today, Supply Chain Management Excellence provides a practical starting point for optimizing transportation management operations, reducing transportation costs, and preparing future invoicing accuracy improvements.

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