

Business Transformation Management: From Strategy to Execution with SAP

Wassilios Lolas

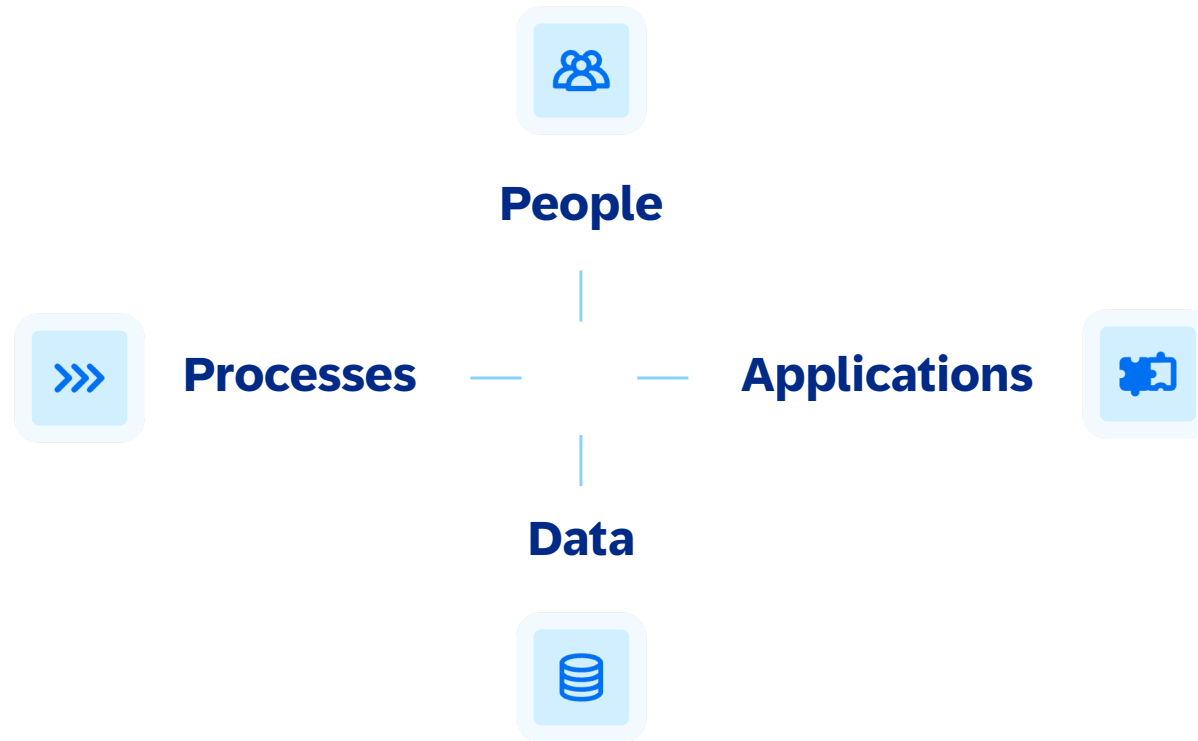
Global Vice President, Field Excellence
Business Transformation Management, SAP SE

SAPSA Impuls, November 25, 2025



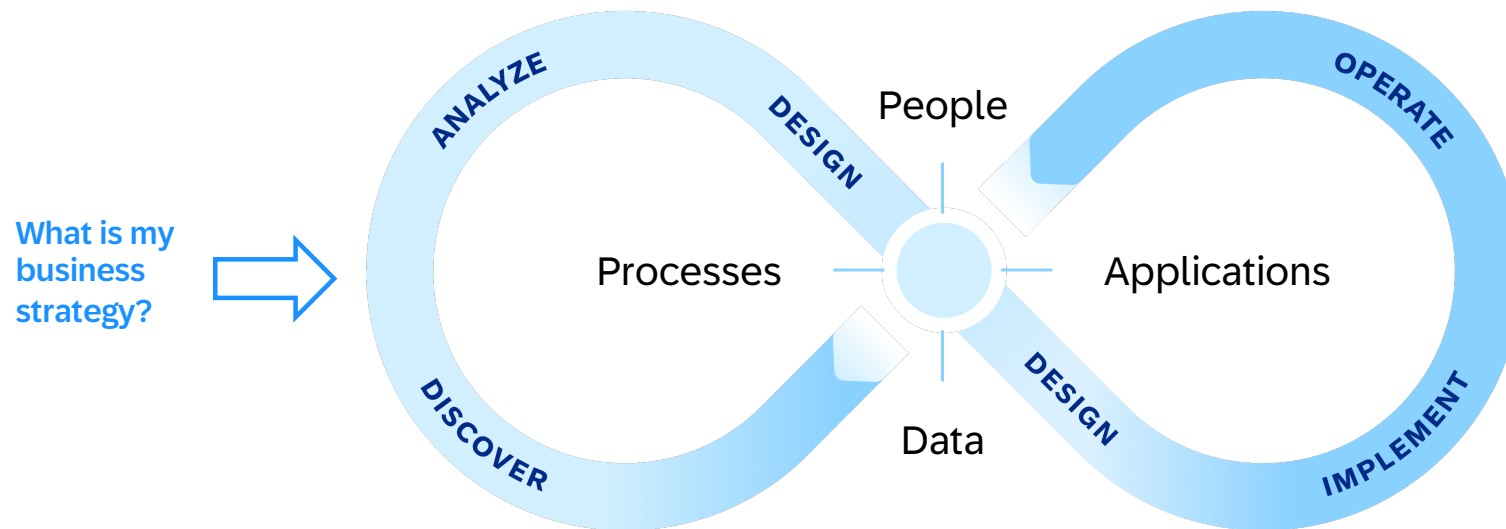
Transformation
is not a project

**Transformation
is a capability**

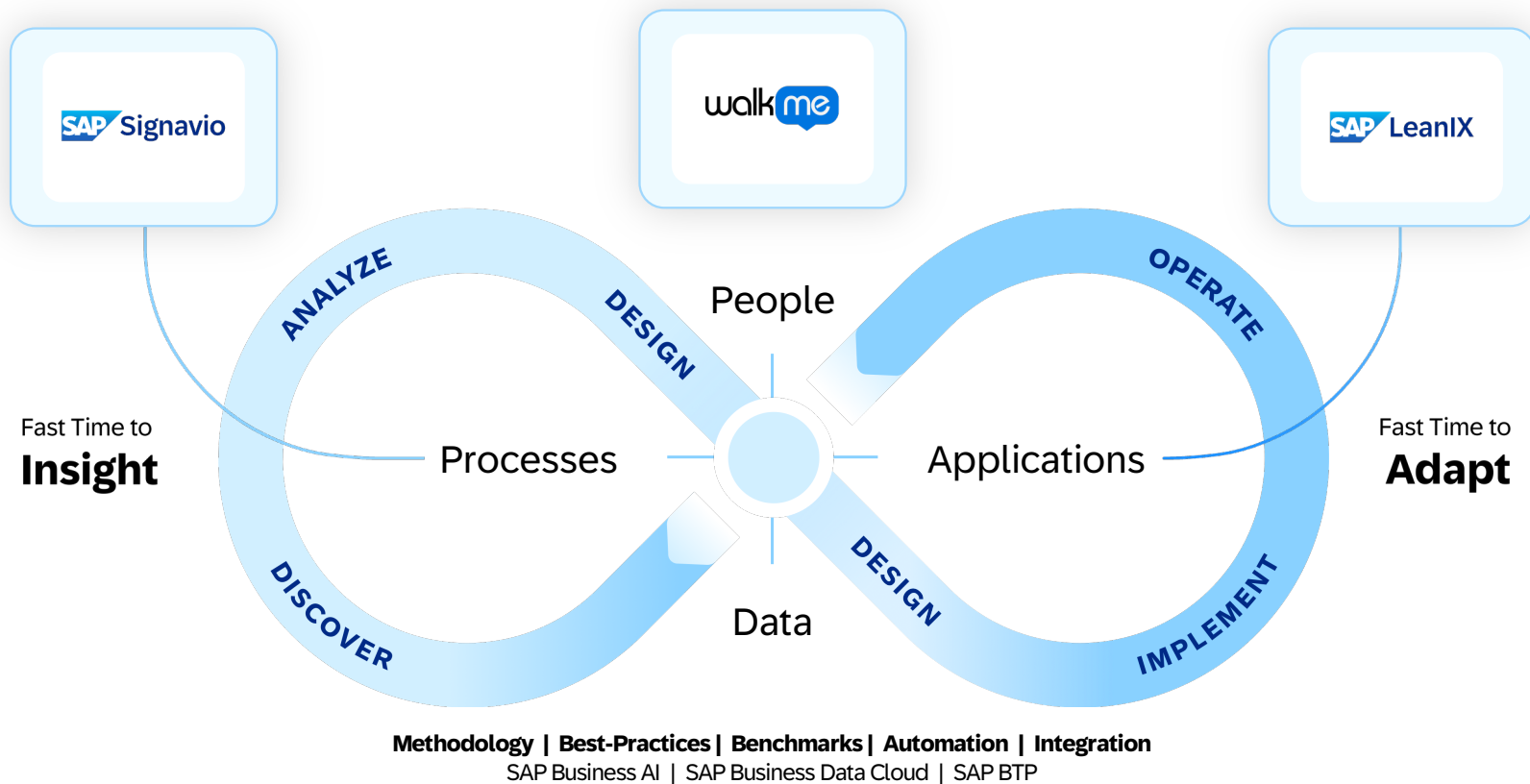


Business transformation

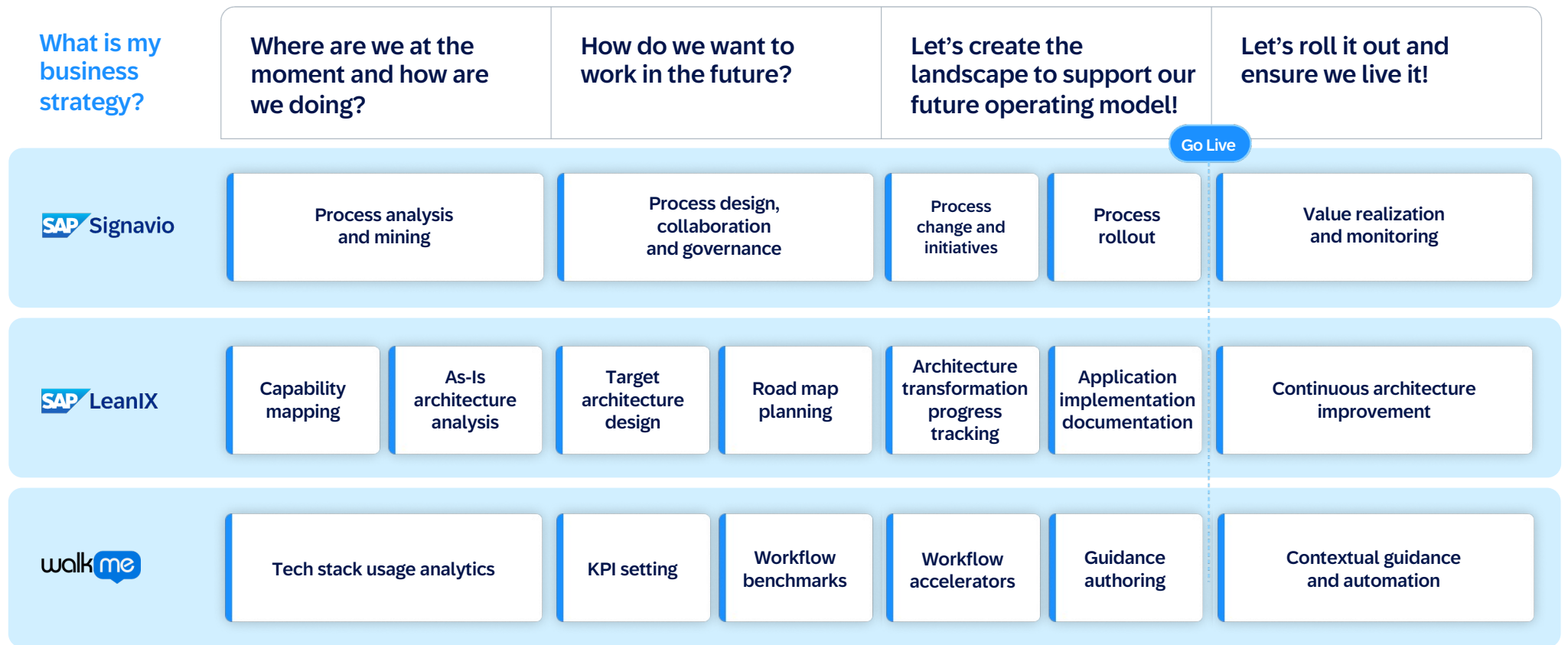
From strategy to execution



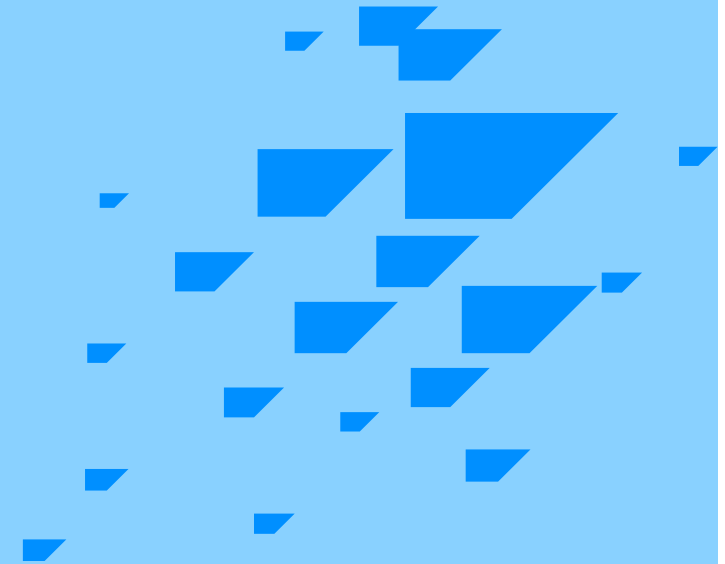
A transformation capability delivers growth, productivity & adaptivity



Bring your business strategy to execution with business transformation



Let's see it all in action





Demo

Watch the [video](#), or
[experience](#) yourself

Transformation Advisor powered by AI

Feedback

Transformation Advisor can help you to identify and improve your business processes based on your business challenges.

Get targeted business process improvement recommendations from SAP Signavio prebuilt analysis template

Choose the input method to get started. You can either upload a file containing your company annual financial report or type your existing business challenge in the text input.

File Upload

Text input

Settings

Drop file here or use the "Select File" button or "Select Example File"

Upload a company financial report document in PDF format (**Maximum: 20MB or approximately 800K words**)

Click on the file to remove it if you wish to select another file.

[Select File](#) or [Select Example File](#)

Analyze and get recommendations

Transformation Advisor is powered by Generative AI and all outputs should be reviewed before use. Please do not enter any sensitive personal data, and avoid entering any other personal data you do not wish to be processed.

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Q2_2025_Company_Report.pdf

Created with AI. Verify results before use. [Export](#)

7 Business Challenges

High restructuring costs impacting operating profit, affecting financial performance and requiring cost optimization strategies.

Finance

High IT spend and technical debt affecting cost efficiency, necessitating better cost allocation and resource management within IT operations.

Finance

Excessive direct and indirect spending requiring better cost control measures and budget management.

Sourcing & Procurement

Inefficiencies in the source-to-pay process due to overlapping systems, leading to increased operational costs and requiring process optimization.

Sourcing & Procurement

Manual tasks in procurement reducing productivity and increasing costs, indicating a need for automation and process improvement.

Sourcing & Procurement

Challenges in managing cash flow effectively amidst restructuring payouts, requiring better cash flow forecasting and management strategies.

Finance

Variants and non-conformances in the procure-to-pay process leading to inefficiencies and potentially increasing costs, requiring process standardization and control improvements.

Sourcing & Procurement

Manual tasks in procurement reducing productivity and increasing costs, indicating a need for automation and process improvement.

Source to Pay

1 Recommendation

Value Driver
Improve Procurement FTE Productivity

Related Process
Source to Pay

Line of Business
Sourcing & Procurement

Improvement Opportunities and Analysis Packages

- Purchase requisition item creation to purchase order item creation.
 - Improvement Opportunity
 - Process Flow
- Purchase order item creation to invoice receipt creation.
 - Improvement Opportunity
 - Process Flow
- Purchase requisition item creation to purchase order item creation.
 - Improvement Opportunity
 - Process Flow
- Purchase order item creation (without account assignment) to invoice receipt creation.
 - Innovation Recommendation

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Q2_2025_Company_Report.pdf

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Source to Pay

1 Recommendation

Value Driver: Improve Procurement FTE Productivity

Related Process: Source to Pay

Line of Business: Sourcing & Procurement

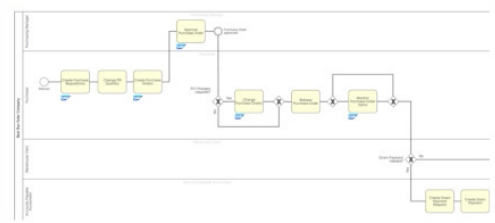
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Joule [Feedback]

Show me my current state procurement process

Sure thing, here is your most up to date procurement process from your repository



Procurement process

The diagram, conducted in SAP ECC, focuses on our company procurement process...

[View Diagram](#)

[Edit Diagram](#)

Message Joule...

Joule uses AI, verify results.

Shared Documents /

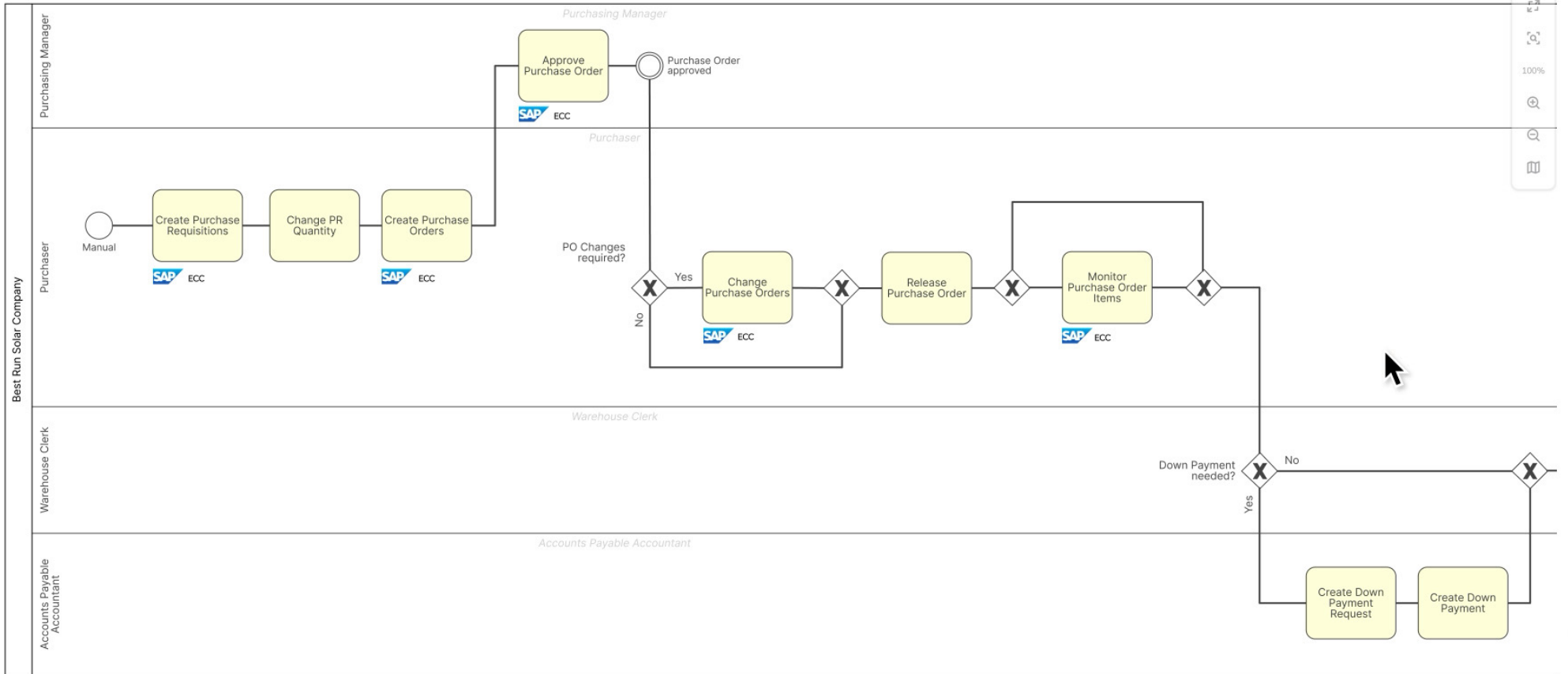
Procurement process

Print, Star, Share, Comments, More icons

Diagram Page Fact Sheet

Diagram

No comments View (Full) Overlays (0/1 visible) Legend



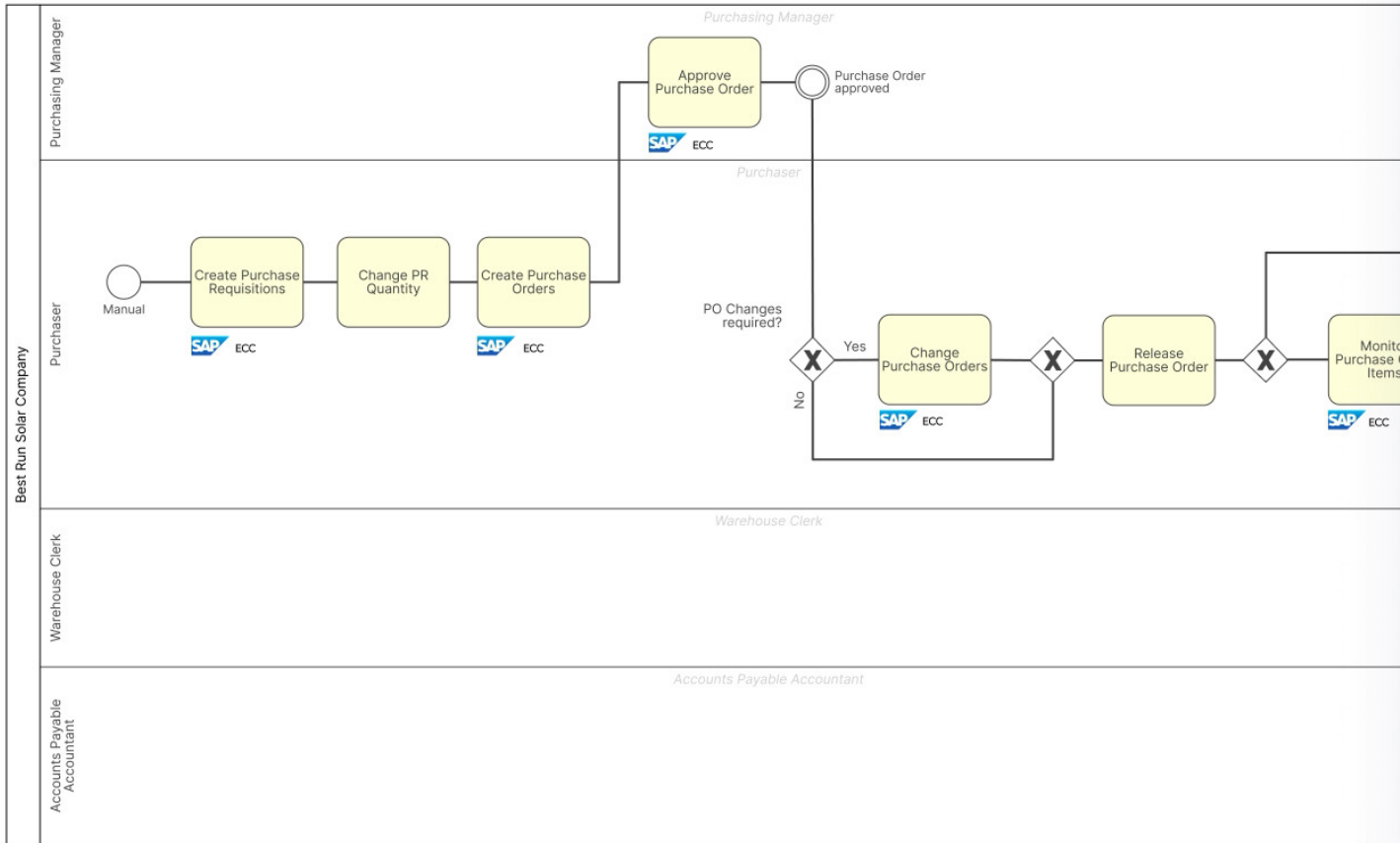
Shared Documents /

Procurement process

Diagram Page Fact Sheet

Diagram

No comments



Joule

Refresh, Full Screen, More, Close

How can i get quickly get started mining my SAP ECC data?

Start Mining for Procure to Pay in SAP

ERP Central Component

Open

The process aims to manage the procurement of direct materials, involving tasks such as creating purchase orders, predicting supplier delivery, monitoring down payments, posting goods receipt, analyzing and managing stock, and....

Start Mining for Procure to Pay in SAP Open

Industries: Cross Industry

Open

Start your SAP Signavio Process Intelligence journey to operational excellence for the procure to pay process in SAP Ariba. Gain unparalleled visibility into your purchasing workflows, identify...

Start Mining for Invoice to Pay in SAP

ERP Central Component

Open

Industries: Cross Industry Intelligence journey to operational excellence for the invoice to pay process in SAP ERP Central Component. Gain unparalleled visibility into your invoicing

Message Joule...



Joule uses AI, verify results.

Value Accelerators

Start Mining for Procure to Pay in SAP ERP Central Component

[Install](#) [Additional Information](#)

Description

Start your SAP Signavio Process Intelligence cross-mining journey to operational excellence for the procure to pay process in SAP ERP Central Component and SAP Ariba. Gain unparalleled visibility into your purchasing workflows, identify bottlenecks, streamline processes, and enhance efficiency. Unlock actionable insights and ensure seamless experiences. With this Value Accelerator, jumpstart your procure to pay process analysis, getting you closer to a streamlined and agile operation, driving growth and success for your organization.

The following artefacts are included in this Value Accelerator package:

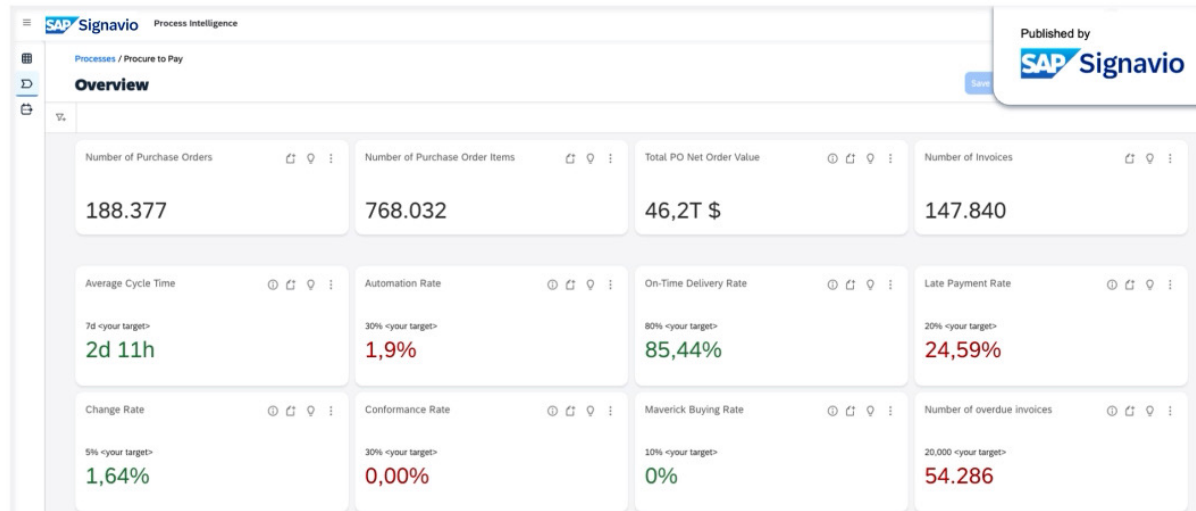
- Data transformation template
- Overview dashboard (SAP ERP)
- Cycle Times dashboard (SAP ERP)

Do not miss out on checking out the deep dive content packages for procure to pay in our Value Accelerator Library!

Make sure to create a connection to your source system in order to be able to link it to your pipeline, once you have installed your Value Accelerator.

This Value Accelerator should be used with our data transformation template for SAP ERP Central Component and SAP Ariba procure to pay. For any inquiry related to the dashboards template please reach out to our support via <https://me.sap.com/home>.

Content Preview



Current State Analysis

Create Widget 2 Settings

Total PO Net Order Value

€874,212,956

Days Payables Outstanding

8w 5d

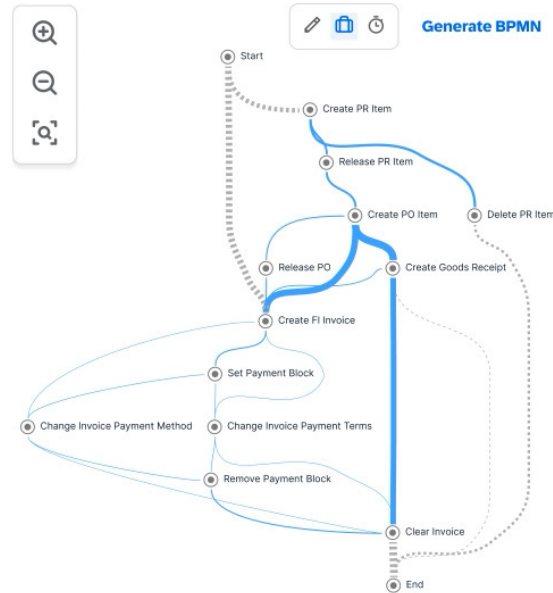
Automation Rate Overall

70 Target
28.70%

Conformance Rate Overall

70 Target
46.09%

Variant Explorer



Variants

123 % Cases

Variant	Cases
1	15,450
2	7,080
3	1,995
4	1,600
5	1,592
6	1,267
7	1,251

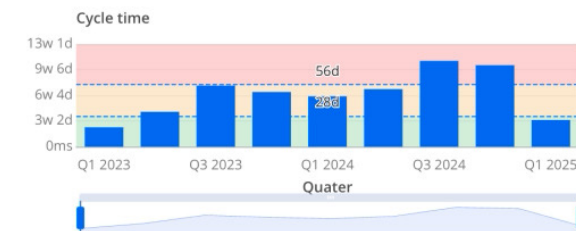
Apply selection as filter to current dashboard

Listed variants: 7 of 1220 displayed

Key Performance Indicators by Quarter

Quarter	Late Payment Rate	Automation Rate	Conformance Rate	Late Delivery Rate
Q4 2024	94.04 %	26.26 %	46.16 %	20.87 %
Q3 2024	98.98 %	28.01 %	40.19 %	24.26 %
Q2 2024	96.07 %	27.68 %	38.04 %	23.75 %
Q1 2024	90.47 %	27.92 %	39.68 %	23.75 %

Cycle Time by Quarter



Automation By Business Object

Group of Events	# Events	Automation Rate
PR events	526,194	23.69 %
PO events	458,834	31.82 %
Invoice events	252,202	27.58 %
GI/GR events	103,902	43.00 %

Processes / Current State Analysis

Current State Analysis

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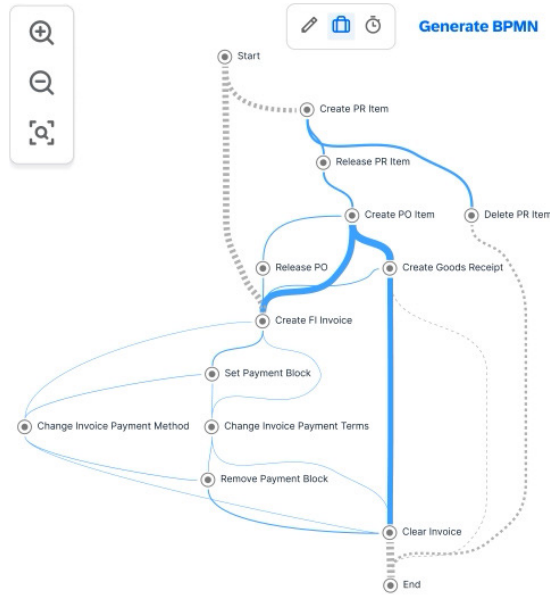
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Key Performance Indicators by Quarter

Quarter	Late Payment Rate
Q4 2024	94.04 %
Q3 2024	98.98 %
Q2 2024	96.07 %
Q1 2024	90.47 %

Cycle Time by Quarter



Automation rate: Purchase requisition items created

Status: Open
 Initiative: Futurescence25 / 3.4 - Sourcing and Procurement
 Assignee: DS David Smith

Details Comments

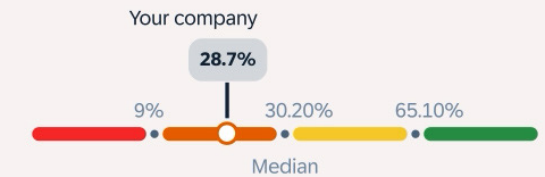
During the initial baselining assessment, we were in the last quartile. An important improvement has been realized, we are currently in the 3rd quartile.



Snapshot

Automation rate: Purchase order items created

Percentage



Futurescence25 / 3.4 - Sourcing and Procurement

1 | Share icon



Status

In Progress

Members

MI NE DS +2

About

Owner: David Smith
 Start / End: 1 Apr 2025 / 30 Oct 2025
 Last update: 2 Apr 2025

Description

The goal of the sourcing and procurement implementation phase is to establish efficient and effective procurement processes within SAP S/4HANA that support the organization's strategic objectives.

Total Potential Value

EUR 57.62M

Total Value Realized

EUR 324K

Insights (18) | Value Cases (12) | Tasks

Profit & Loss - Total Potential Value: EUR 57.62M

Working Capital - Total Potential Value: EUR 17.7M

Value Driver	Metric / PPI Name	Baseline Date Range	Baseline	Current	Target	Source
Improve Procurement FTE Productivity (5)						Profit & Loss EUR 43.72M
<input type="checkbox"/>	PR item creation automation rate	Nov 1, 2023 – Nov 1, 2024	9.46%	28.7%	70%	EUR 11.38M Process Intelligence
<input type="checkbox"/>	PO item creation automation rate	Nov 1, 2023 – Nov 1, 2024	10.89%	22.1%	70%	EUR 10.75M Process Intelligence
<input type="checkbox"/>	Number of manual PR changes	Nov 1, 2023 – Nov 1, 2024	33,664	1,651	500	EUR 8.25M Process Intelligence
<input type="checkbox"/>	Manual PO changes rate	Nov 1, 2023 – Nov 1, 2024	89.89%	34.2%	20%	EUR 7.24M Process Intelligence
<input type="checkbox"/>	Manual PR changes rate	Nov 1, 2023 – Nov 1, 2024	94.79%	51.18%	30%	EUR 6.1M Process Intelligence
Improve Days Payable Outstanding (4)						Working Capital EUR 17.7M
Increase Adherence to Standardized SAP Business Processes (2)						Profit & Loss EUR 12.21M
<input type="checkbox"/>	Non-conformance rate	Nov 1, 2023 – Nov 1, 2024	53%	53%	20%	EUR 8.21M Process Intelligence
<input type="checkbox"/>	Average Time to Adopt the Procurement Proc...	Nov 1, 2023 – Nov 1, 2024	1 month 10 days	1 month 10 days	7 days	EUR 4M Process Intelligence
Reduce Overall Supply Chain Planning Cost (1)						Profit & Loss EUR 1.69M

Procurement

Start Date: 2025 / 30 Oct 2025
End Date: 2025

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Processes / Overview

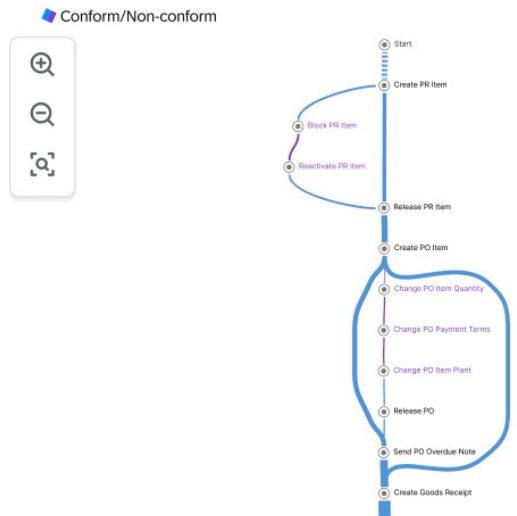
Overview

Save Create Widget 5

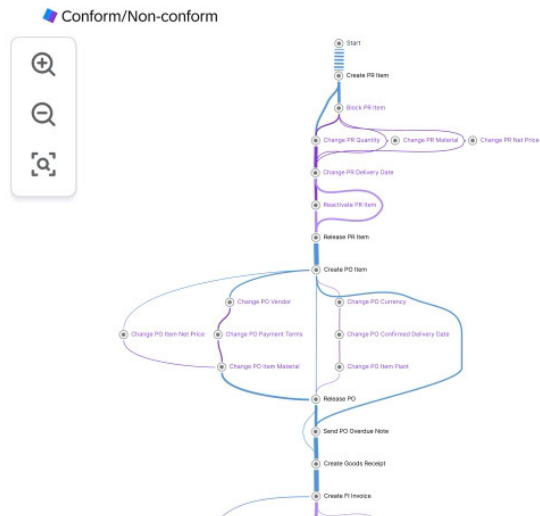
Purchase Requisition by Application

Application	Automation rate %	Change rate %	Maverick buying rate %	Conformance rate %	Average cycle time	# of PO Items
ECC	16.36	19.12	9.74	26.80	4w 6d	16150
S06	21.16	18.71	11.73	26.02	7w 2d	27356
S01	21.30	18.30	14.06	23.99	6w 4d	31475
S05	17.02	17.61	14.43	24.58	6w 2d	53761

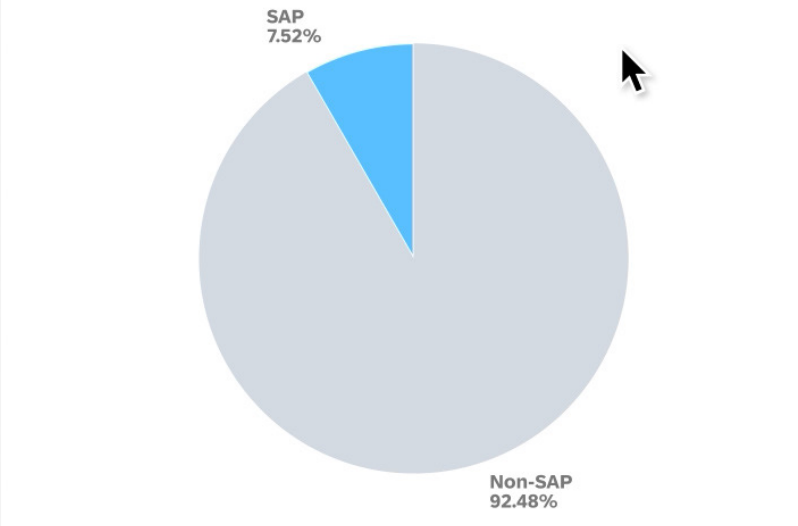
SAP-Only Variants



Cross Application Variants



Purchase Requisition by Application (SAP or Non-SAP)



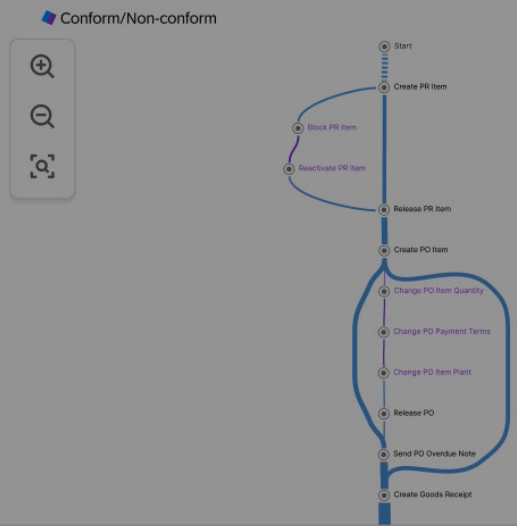
Overview

Save Create Widget 5

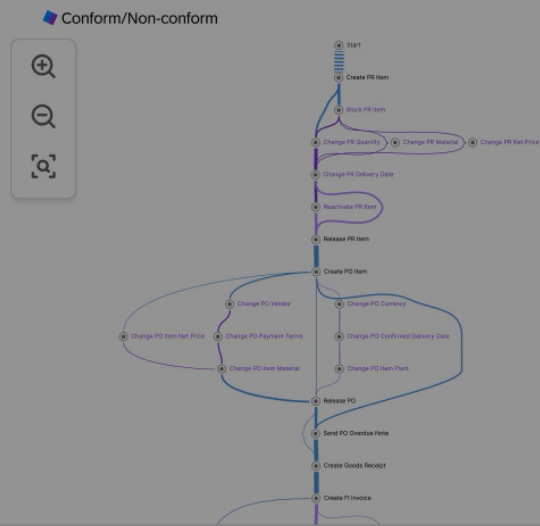
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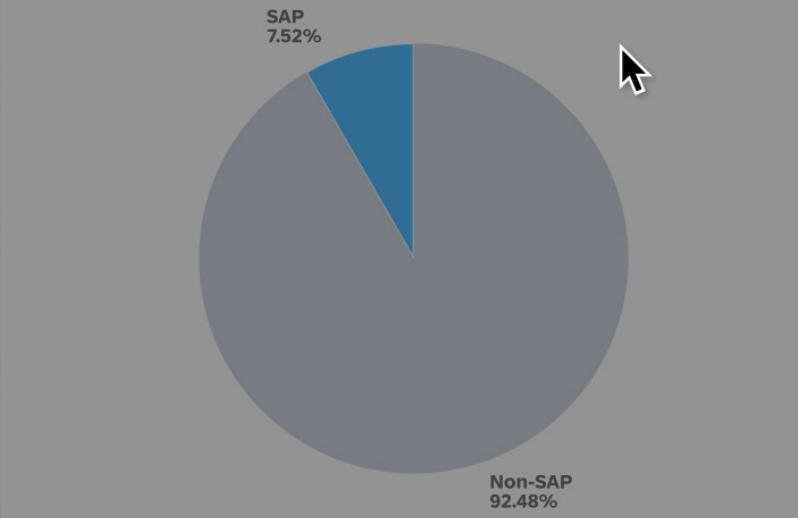
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IT Portfolio

○ n/a ● Administrative Service ● Business Operational ● Business Critical ● Mission Critical

Corporate Services	Customer Relationship	Enterprise Strategy	Finance	Human Resources	IT Management
Enterprise Strategy Game changer 2.0 ★★	After Sales Service Call Center Management 2.0 ★★★★★	SAP LeanIX ★★★★★	Oracle E-Business Suite (EBS) ★	Employee Experience Management SAP SuccessFactor... HXM Suite ★★★★★	Administration and Usability Exchange ★★★★★
Enterprise Strategy and Planning EXCEL Planning Tool ★	Retention & Loyalty Programs Revenue Collector ★★	Business Process Management SAP Signavio Process... Hub ★★★★	Accounting & Financial Close CIS ★★★	Employee lifecycle Management Salary Compact ★★★★	Collaboration Microsoft Teams ★★★★★
Idea Management Imagine ★★★★		Business Process Improvement SAP Build Process Automation ★★★★★	Investor Relations WebTime ★★★★	HR Admin ★	Desktop services & Help desk HP Service Desk ★★
Innovation Management HypeCollab ★		SAP Signavio Process... Manager ★★★★★	Enterprise Risk and Compliance DocuSign ★★★★★	Payroll ★	Information Management ServiceNow ★★★★★
Fleet Management Ultimo ★★★★		Automate.io ★★★★	QMCheck ★★★	Expense Management SAP Concur / Expense ★★★★	Tableau ★★★★★
Legal			Financial Operations eBanking / CitIDirect ★★★★	Time Recording Time Track ★★★★	Box ★★★★★
Corporate Governance Policies Law+ ★★★★			eBanking / CreditSuisse ★★★★	Training & Skills Enhancements ExecuTrack ★★★★	BYOD Directory ★★
Intellectual Property Management AttorneyNet ★★★★			eBanking / HSBC ★★★★	Travel Management SAP Concur / Expense ★★★★	

Inventory Builder



Summary

Relations 25

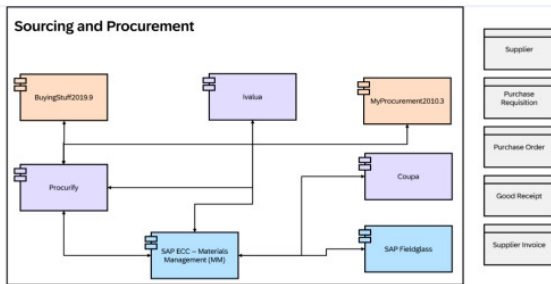
Interface 9

Application 7

Business Capability 1

Source File

IT Porfolio Manual Map.png



Prompt

Fact Sheets to Extract

Application Interface Data Object Business Capability

Text Prompt

Here is a map of Applications. All of the applications must be associated to the Sourcing and Procurement Business Capability. Create Interfaces for each connection between the Applications represented by the lines, link the Applications to the Interfaces.

Results

Discovered Fact Sheets 17

Discovered Relations 25

Name

- BuyingStuff2019.9
- Procurify
- Invalua
- MyProcurement2010.3
- Coupa
- SAP ECC – Materials Management (MM)
- SAP Fieldglass
- Interface1
- Interface2
- Interface3
- Interface4
- Interface5
- Interface6
- Interface7
- Interface8
- Interface9
- Sourcing and Procurement

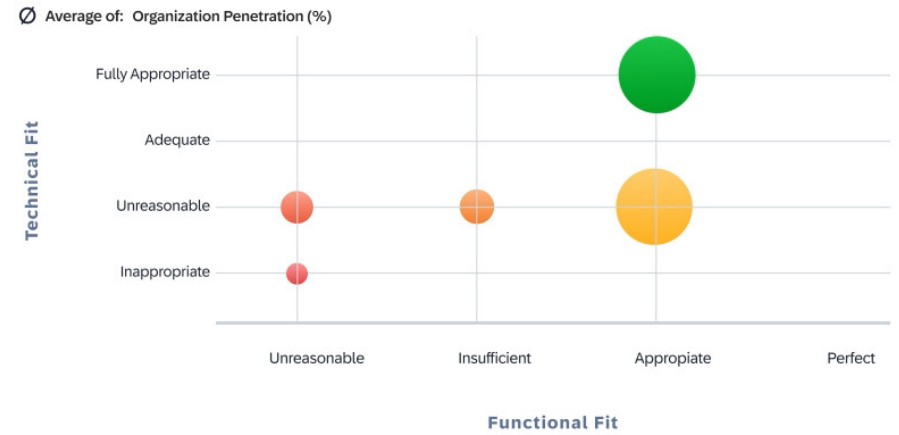
Analyze Again

Push to Box

Sourcing and Procurement Interfaces

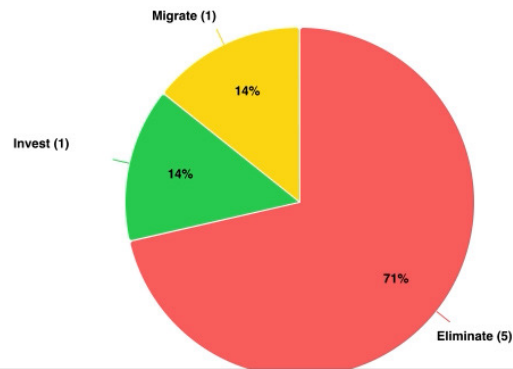


Sourcing and Procurement Applications - Fitness Analysis



TIME assessment 7

Pie chart showing the TIME assessment classification for applications.



Sourcing and Procurement Applications List

Display Name	Active Users	Business Criticality	Organization Penetrat	Functional Fit	Technical Fit	Risk / Complexity	Hosting Type
BuyingStuff 2019.9	400	Business Operational	5	Unreasonable	Inappropriate	Medium	On-Premise
Coupa	250	Business Operational	10	Unreasonable	Unreasonable	Low	SaaS
Ivalua	500	Business Operational	14	Insufficient	Unreasonable	Very High	SaaS
MyProcurement	250	Business Operational	4	Unreasonable	Inappropriate	Low	On-Premise
Procurify	1250	Business Operational	15	Unreasonable	Unreasonable	Medium	SaaS
SAP ECC	3000	Mission Critical	69	Appropriate	Unreasonable	Very High	On-Premise
SAP Fieldglass	2500	Business Critical	70	Perfect	Fully Appropriate	High	SaaS

> < Project Roadmap and Impact Analysis ☆

+ New Dashboard Edit Dashboard ⋮

Portfolio Impacts

Relates to Business Capabilities, Applications and their Technical Fit

○ n/a ● Inappropriate ● Unreasonable ● Adequate ● Fully Appropriate

B Sourcing and Procurement

SAP Ariba Procurement Cloud Edition ★★★★★ added	SAP Fieldglass ★★★★★	SAP S/4HANA - Sourcing and Procurement ★★★★★ added	Coupa removed ★	Ivalua removed ★★	Procurify removed ★
SAP ECC - Materials... (MM) ★	BuyingStuff removed ★	MyProcurement removed ★			

Portfolio Evolution

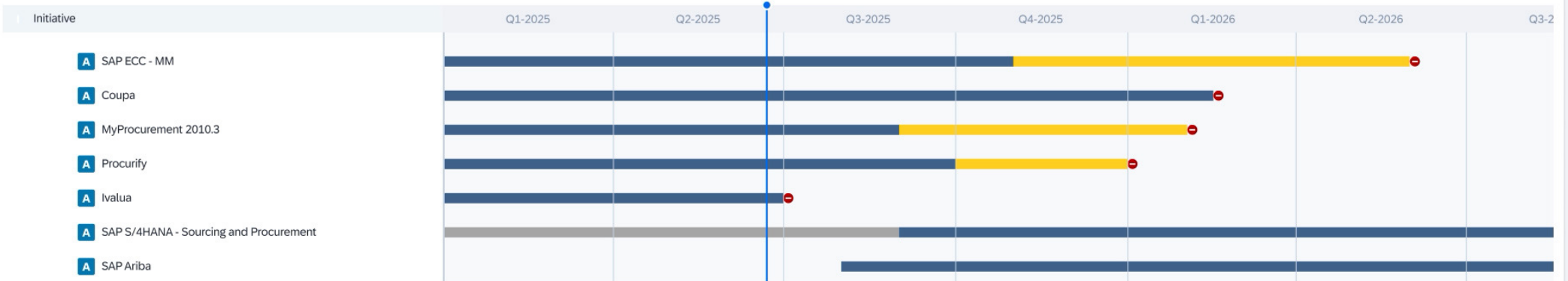
Relates to the impacts at the Portfolio level

○ n/a ● Tolerate ● Invest ● Migrate ● Eliminate



Project Roadmap

Open in SAP Cloud ALM ↻



Portfolio Impacts

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SAP ECC - Materials... (MM) ★	BuyingStuff removed ★	MyProcurement removed ★	

Portfolio Evolution

Relates to the impacts at the Portfolio level

○ n/a ● Tolerate ● Invest ● Migrate ● Eliminate

Customer Success Mana... +1	Enterprise Strategy +2
IT Management -2	Manufacturing +1 -1
Sourcing and Procurement +2 -5	Supply Chain +1 -1 -1

Sync With SAP Cloud ALM



Link to Existing Project in SAP Cloud ALM

Select project

Futurescence25 / 3 - Implementation / 3.4 - Sourcing and Procurement



Back

Cancel

Start Syncing

Open in SAP Cloud ALM

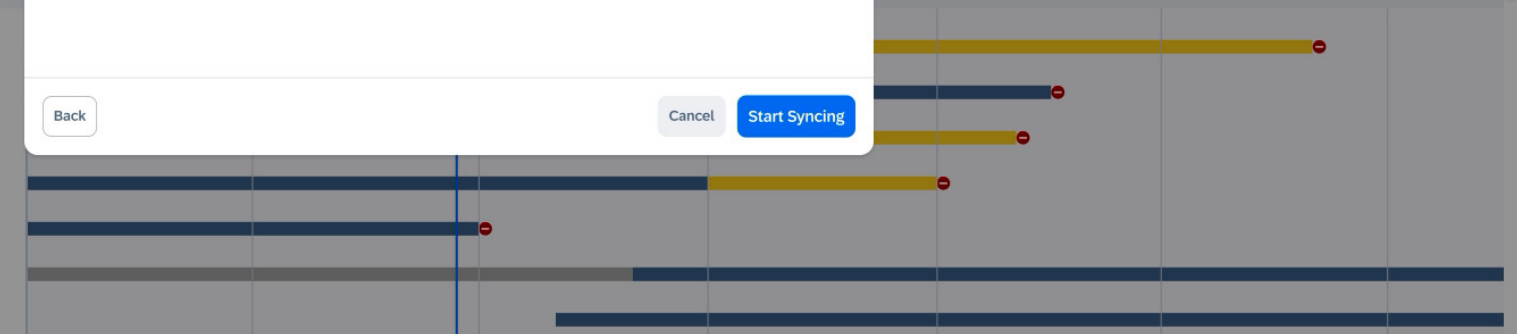


Project Roadmap

Initiative

- A SAP ECC - MM
- A Coupa
- A MyProcurement 2010.3
- A Procurify
- A Ivalua
- A SAP S/4HANA - Sourcing and Procurement
- A SAP Ariba

Q1-2026 Q2-2026 Q3



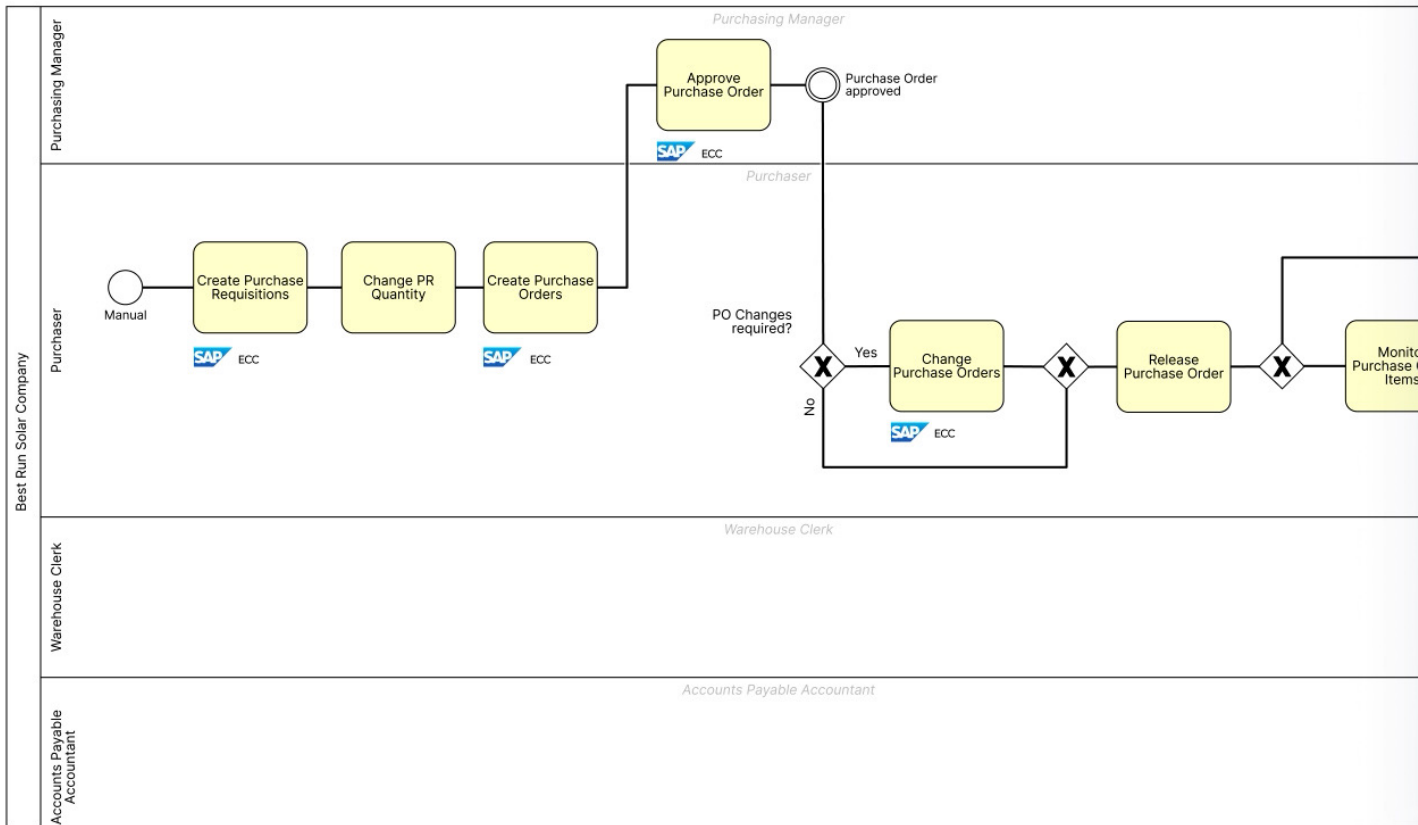
Shared Documents

Procurement process

Diagram Page Fact Sheet

Diagram

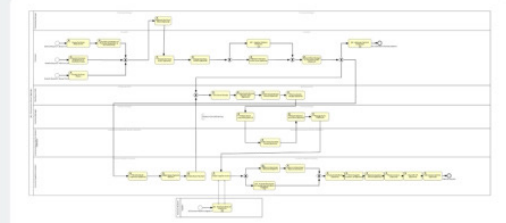
No comments



Joule

I am looking for procurement best practice processes

These are the most relevant processes from SAP best practices.



J45 - Procurement of Direct Materials

SAP Best Practices

The process aims to manage the procurement of direct materials, involving tasks such as creating purchase orders, predicting supplier delivery, monitoring down payments, posting goods receipt, analyzing and managing stock, and....

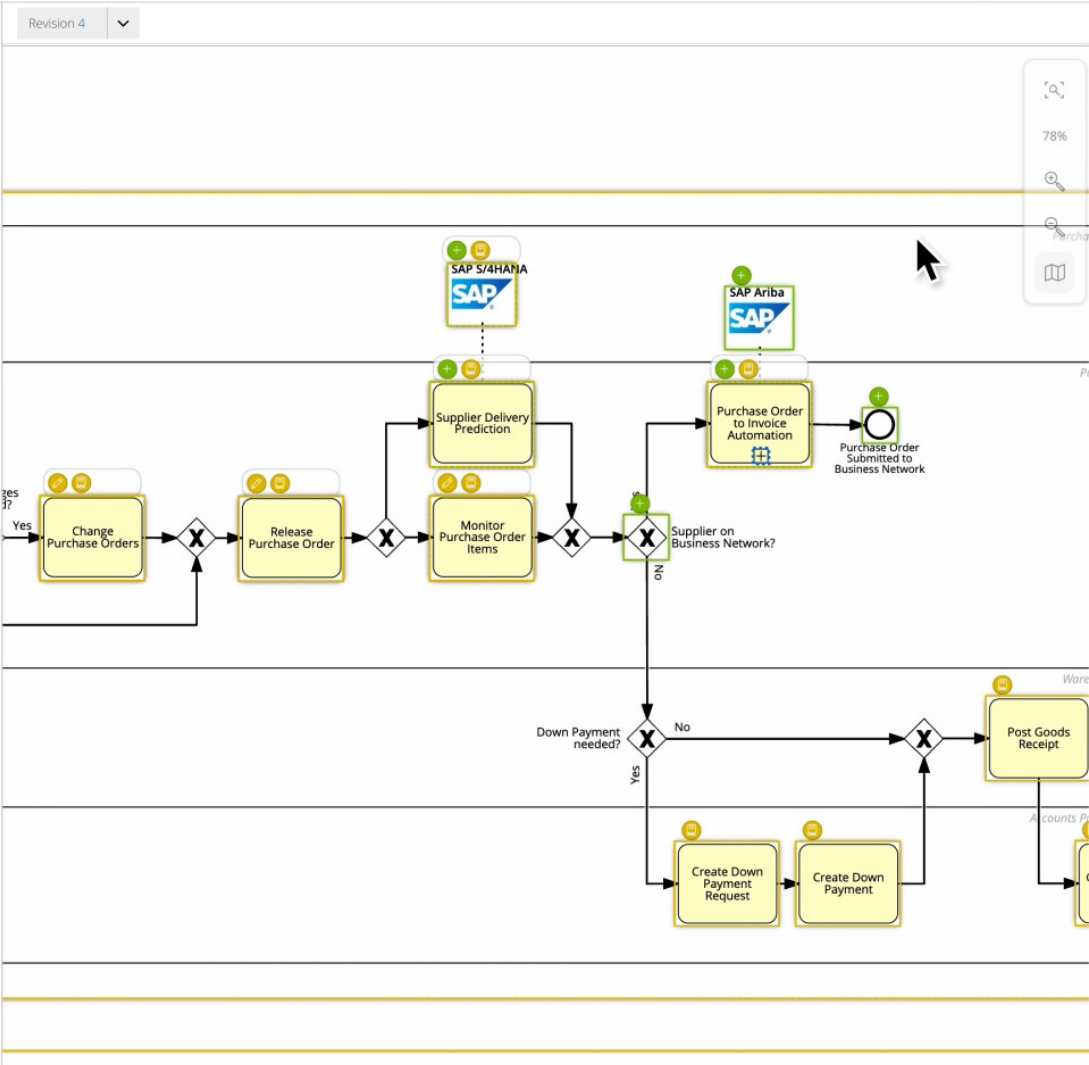
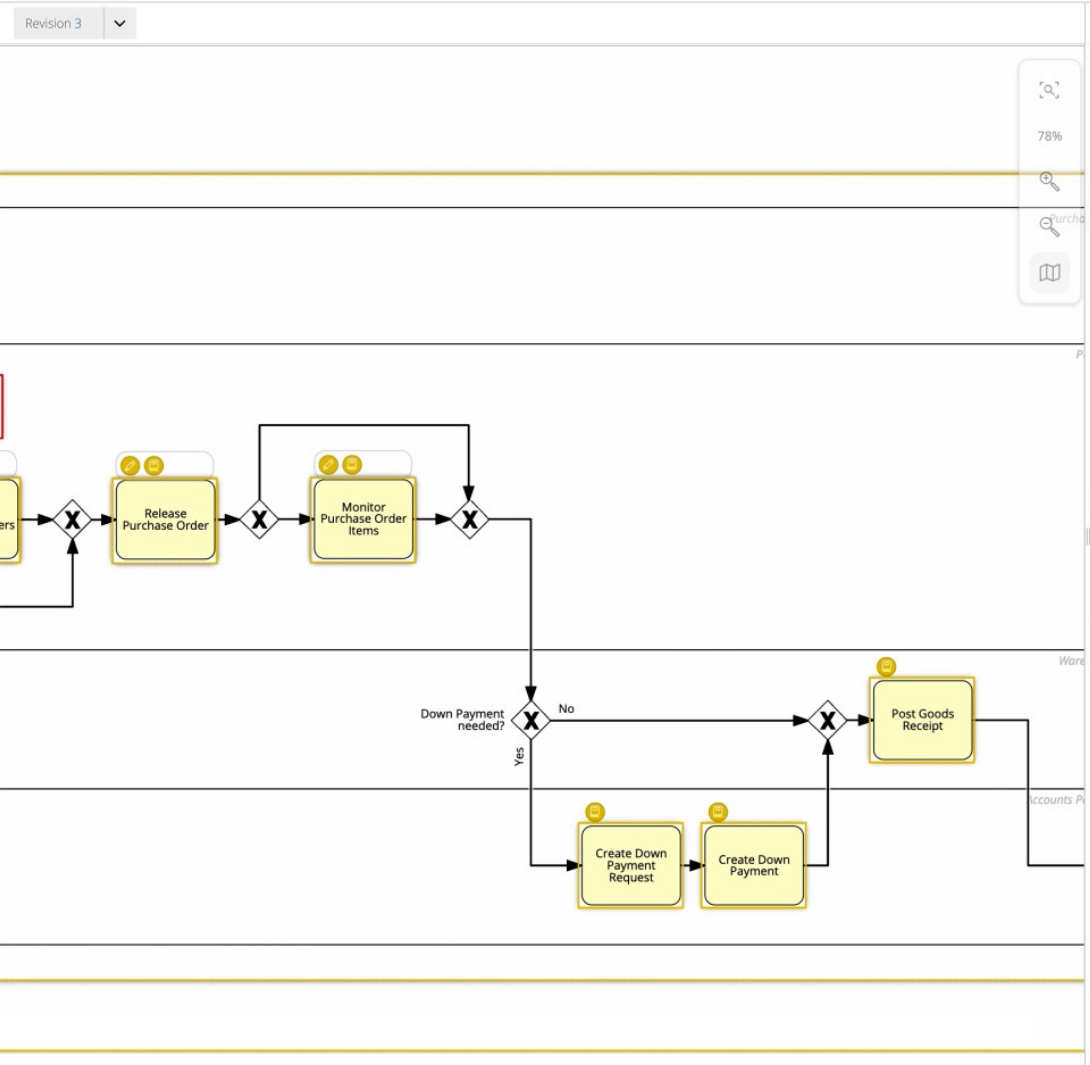
[Preview Diagram](#)
[Save and Edit in Workspace](#)

Message Joule...

Joule uses AI, verify results.

103 changes between Procurement process (Revision 3) and Procurement of Direct Materials * (Revision 4)

Choose revisions/diagrams



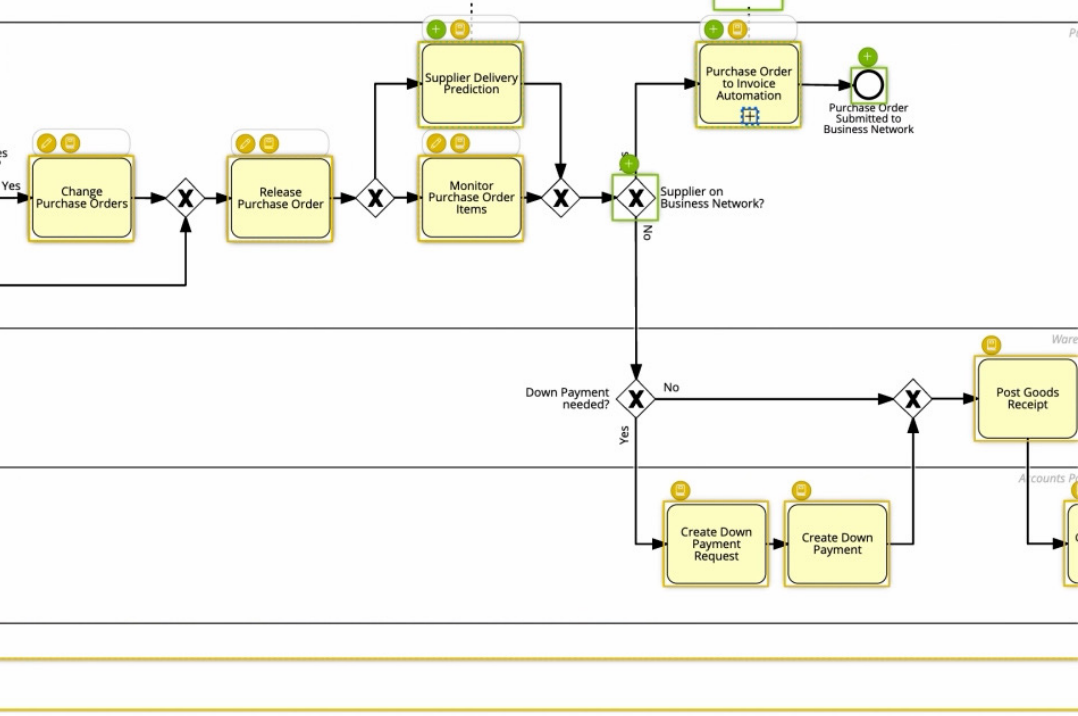
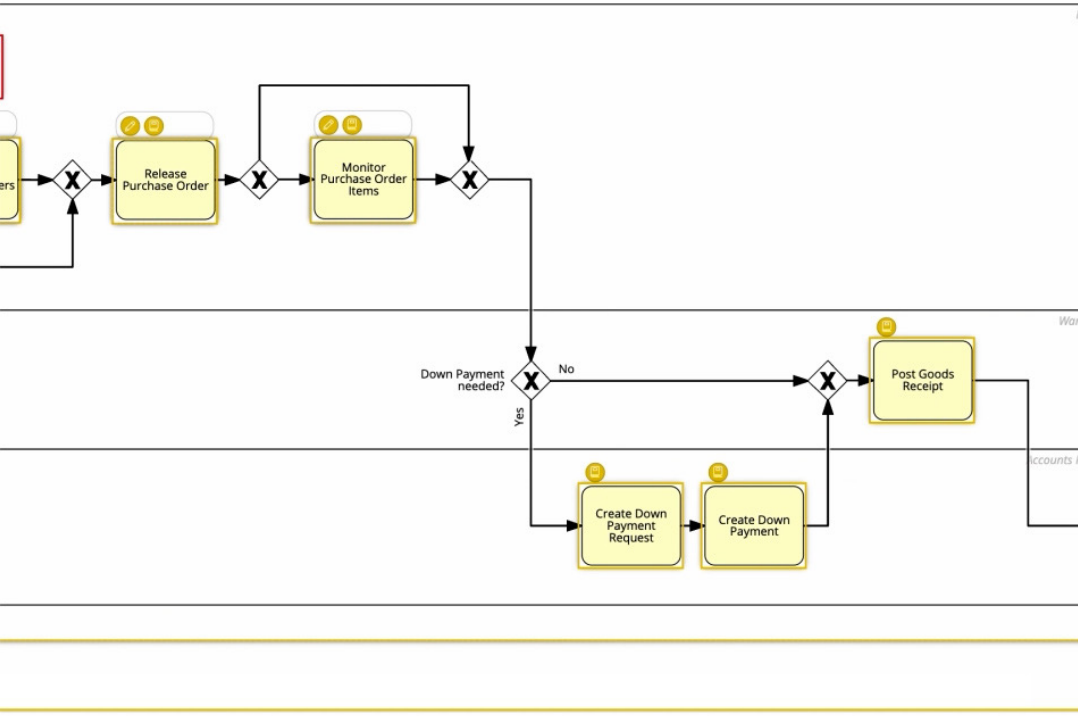
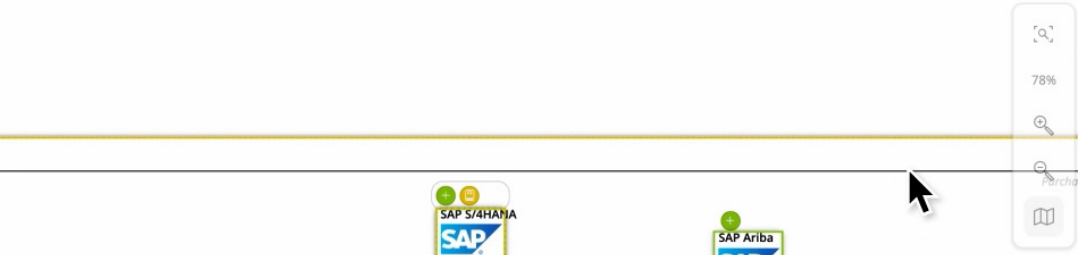
- Added (13)
- Attribute changed (12)
- Dictionary link changed (49)
- Element moved/role changed (26)
- Deleted (3)
- Synchronized scrolling

103 changes between Procurement process (Revision 3) and Procurement of Direct Materials * (Revision 4)

Choose revisions/diagrams

Revision 3

Revision 4



- Added (13)
- Attribute changed (12)
- Dictionary link changed (49)
- Element moved/role changed (26)
- Deleted (3)

Synchronized scrolling

Procurement of Direct Materials

Authoring **Detail**

Scope Status

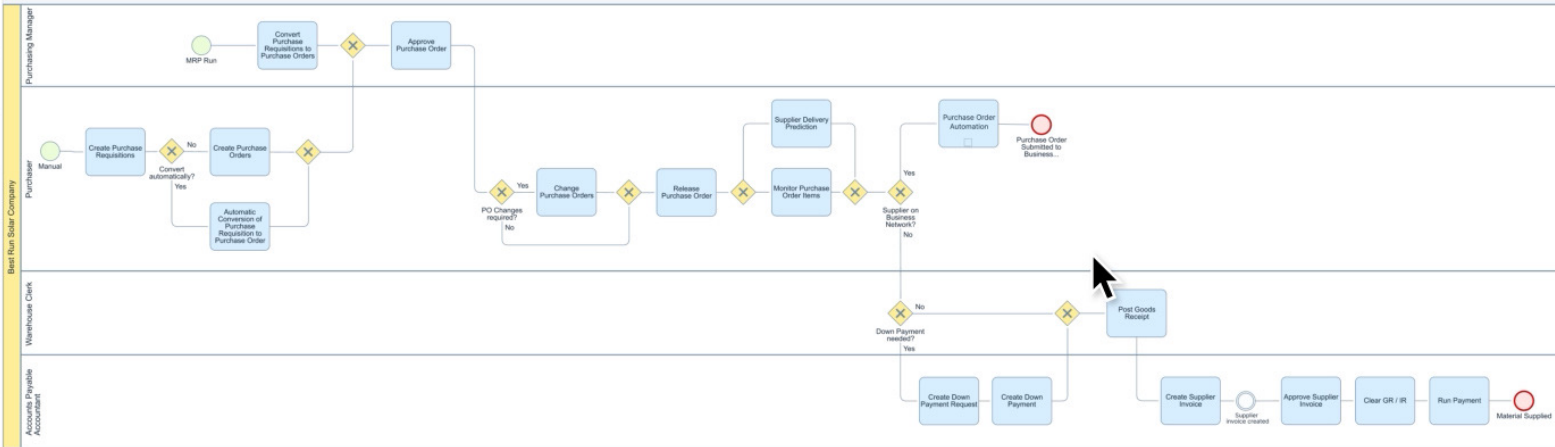
Source to Pay Optimization **Design**

Solution Value Flow **Solution Process Flow**

Procurement of Direct Materials (Target)

Search

+
-
52%



Default Flow

Solution Process Flow

🔄 ✕

Create ▾

Description Documents (0) **Requirements (4)**

Requirements (4)

Assign		
Title	Status	
Automate the Invoicing	In Testing	✕
Predict the Delivery Date	In Testing	✕
Provide assistance to convert a PR	In Testing	✕
Track Purchase Order Changes	In Testing	✕

User Stories (2)

Assign		
Title	Status	
End-to-End Automated Purchasing	Blocked	✕
Purchasing Journey without Busine	In Testing	✕

Tasks (1)

Assign		
Title	Status	
Prepare the Automated Testing Rou	In Testing	✕

Shared Documents /

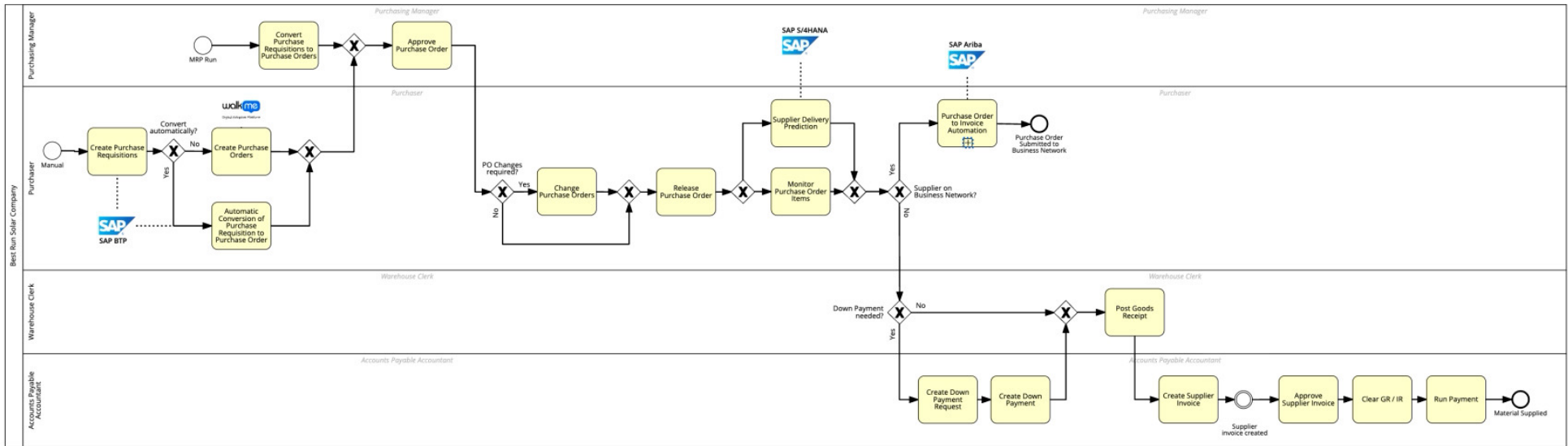
Procurement of Direct Materials

Print, Star, Share, Comments, More icons

Diagram Page Fact Sheet

Diagram

No comments View (Full) Overlays



> Variant Group: [5] 5 variants



New Purchase Order

Display Commitments Status Details Display Change Log

Net Value
254,000 United States Dollar (USD)

- General Information Items Limit Items Delivery and Invoice Supplier Contact Data Product Compliance Notes Attachments Approval Details

Basic Data

Purchasing Doc. Type: *
Standard PO (NB)

Currency: *
United States Dollar (USD)

Supplier: *
ABC Corp. (USSU9021)

Language Key: *
English (EN)

Organization

Purchasing Group: *
Group 001 (001)

Company Code: *
BestRun US (1710)

Purchasing Organization: *
Purch. Org. 1710 (1710)

Items (1) Standard

Search Add from Document Block Unblock Restore Delete Copy Create

Item	Item Category	Material	Short Text	Material Group	Plant	Order Quantity		Net Order Price	
10	Standard	QM003	QM Regular	Trading Materials ...	1710	25	PC	4000.00	USD
20	Standard	QM001	QM Regular	Trading Materials ...	1710	1.000	PC	250,000.00	USD

Limit Items Standard

Search Block Unblock Restore Delete Create

Item	Short Text	Expected Value	Overall Limit	Contract for Limit	Contract Item f	Account Assignment Category	Product Type Group
------	------------	----------------	---------------	--------------------	-----------------	-----------------------------	--------------------

No items available.



Bring the business strategy to execution with business transformation

What is my business strategy?

Where are we at the moment and how are we doing?

How do we want to work in the future?

How do we implement and manage change at scale?

Do we realize value, and can we improve continuously?

Go Live

SAP Signavio

Process analysis and mining

Process design, collaboration and governance

From target design to implementation
Governance and rollouts
Extended Business and IT source of truth

Value realization and monitoring
Continuous improvement

SAP LeanIX

Capability mapping

As-Is architecture analysis

Target architecture design

Road map planning

Continuous architecture improvement

walkme

Tech stack usage analytics

KPI setting

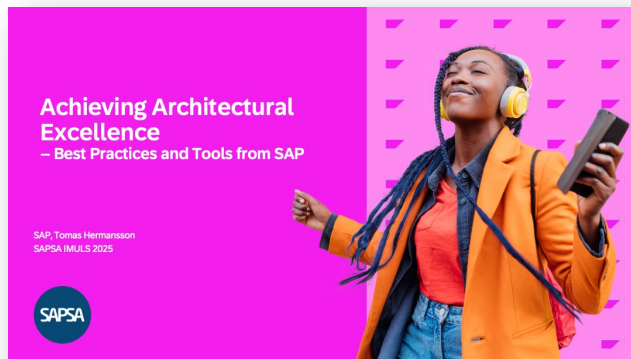
Workflow benchmarks

In-app guidance roll-out

Digital adoption monitoring and optimization

Follow-on sessions on SAPSA

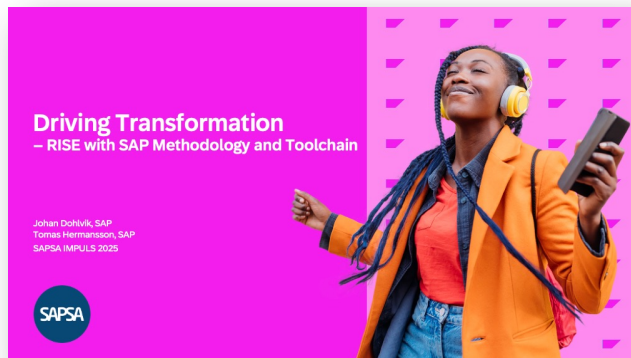
Where to learn more



Achieving Architectural Excellence – Best Practices and Tools from SAP

Wednesday, November 26, 09:00 - 10:00

📍 Kinarummet



Driving Transformation - RISE with SAP Methodology and Toolchain

Wednesday, November 26, 13:00 - 14:00

📍 Kinarummet

Tack!

To learn more, please visit:

www.signavio.com

www.leanix.net

www.walkme.com

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