Business Process Consulting Services
Providing Value To Your Business

Carola Feind-Just, Business Transformation Services
2014
Business Process Consulting Services Umbrella Structure

Please note: Product ID for the service in the CRM product catalogue is: 9000676

*Business Process Consulting Services Umbrella Structure will be updated from time-time. Please check the portal for latest information*
Business Process Consulting Service at a glance

**Abstract**

**Business Process Consulting Services** help you extract maximum value out of your SAP investments through end-to-end process optimization and innovation leveraging SAP solutions in the best way.

**Approach**

Business Process Consulting Service is based on 4 phased Approach of BPM Methodology:
- Calibration
- As-Is Phase
- To-Be Design
- Solution Transformation

**Deliverables**

- Clearly defined and agreed project goal with a clear focus on prioritized business processes with their underlying relevant architecture topics
- In-depth business process weakness analysis regarding process, organizational or IT technical aspects
- Recommended new to-be design for weakness elimination regarding all aspects evaluated based upon the industry best practices and know-how
- Complete documented BPM Blueprint that provides details of As-Is processes, improved To-Be processes with identified solution tracks and their relevant contents
Agenda

- Key Trends and Business Needs
- Business Process Consulting Services
- Business Benefits and Value Proposition
- Project Approach and Planning
- Scope & Pre-requisites
- SAP Consulting & References
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Executive Summary

Customer Goals/Needs

• Customer needs to have a well defined approach for running process improvement projects
• Customer needs insights from industry process experts to help them optimize their business processes

Challenges and Opportunities

• Limitations in business process performance
• Need to re-engineer processes to gain higher efficiency
• Need to cope with frequent process changes/improvements
• Lack of clarity of business process pain-points
• Need industry best practices know-how to gain higher business benefits

Customer Specific Information

• <Address pain points/problems/needs/goals of customers interested in this service and that can be alleviated/achieved by the service>
• <Give background information so that someone not familiar with the situation can easily understand it.>
• <Identify the essential sales questions/points>
Today’s New Reality
Context in which businesses operate today

Today’s Business Challenges

- Economic climate demands for a fast return on investment, often within the same year of the implementation
- Business requirements tend to have earlier expiration dates due to the climate changes

Companies must see act fast and clearly

- Customers ask for Implementation Acceleration and Best Practices
- Look for ways to maximize business value
- Ask for Visibility on the progress of projects and want measurable results early
- Express the need to get it right for the first time
- “Customers want smaller, focused projects with fast ROI”
Customer’s Business Needs

**Need for Business Innovation**
- Agility to promote innovation
- Product/Service Differentiation
- Customer/Industry Responsiveness
- Performance Insight and Visibility

**Ensuring Operational Excellence**
- Integrated and Collaborative Networks
- Automation
- Optimized Organizational Performance
- Global, Mobile, Multigenerational Workforce

**Governance/Regulatory Compliance**
- Global Policies/Procedure Deployment
- Standardized practices
- Accurate and Timely Reporting
- Robust business model

**Successful Joint Ventures/M&A**
- Consolidation of business operations
- Ease of Integration
- Global Sourcing
- Cost Pressures
- Downsizing
- Talent Management

Do your business processes support your business outcomes?
Market Trends

Global CxOs concur on the strategic importance of enterprise process optimization in driving business success

CxOs want BUSINESS PROCESS TRANSFORMATION PROGRAMS


CEOs demand CHANGE in major business processes that will CONtribute TO BUSINESS OUTcomes

Source: Gartner 2013 CEO Priorities: What CIOs need to know? by Thomas Wailgum

"Business Transformation programs' top priorities are REVENUE IMPROVEMENT, COST REDUCTION AND PROCESS REDESIGN"

Source: Study Results from Impact of Transformation Management Survey by Prof. Dr. Robert Winter from the University of St. Gallen and Prof. Axel Uhl from the University of Applied Sciences Northwestern Switzerland.
BPM Transformation Journey
Improving business processes to better support the customer’s strategy

Level 1
No organized processes
A culture of heroes
• New Functionality

Level 2
Processes are improved at the work group or department level

Level 3
Most Processes Organized
Processes are organized and redesigned at the enterprise level

Level 4
Processes are managed systematically
Processes are measured and managed systematically

Level 5
Processes are continuously improved
Process Teams continuously improve processes

Corporate Transformation
Benefit Level

Level 1
No organized processes

Level 2
Processes are improved at the work group or department level

Level 3
Most Processes Organized
Processes are improved at the work group or department level

Level 4
Processes are managed systematically
Processes are measured and managed systematically

Level 5
Processes are continuously improved
Process Teams continuously improve processes

Improvement Focus

Business responsiveness
• Business responsiveness
• Change business process quickly and effectively

Business optimization
• Business optimization
• Increase decision quality
• Optimization across boarders of Business & IT

IT cost reduction and control
• IT cost reduction and control
• Reduce time-to-market
• Documented processes

Transformation from reactive to real-time
• Transformation from reactive to real-time
• Increase Transparency

Documented processes

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Business Process Consulting Services at a Glance

The rate of marketplace change is increasing and companies are faced with the need to continuously adapt their business processes. However, many companies struggle to realize full benefits from process reengineering and innovation activities.

Business Process Consulting Services help you extract maximum value out of your SAP investments through end-to-end process optimization and innovation leveraging SAP solutions in the best way. Specifically, SAP helps you with:

- Process Analysis
- Process Design
- Solution Transformation

A holistic approach to process improvements – BPL content, BPM methodology and governance, BPM technology, training – helps you to meet your business objectives.

Best practices and methods help you efficiently analyze as-is processes and design to-be processes.
Value Partnership
Engage SAP as your strategic partner and create measurable value through business transformation:
• Agree on mutual goals and measure success with key performance indicators
• Create road maps and manage business transformation programs
• Build prototypes for innovation

Business Architecture & IT Strategy
Realize optimized business processes and organizational efficiency as well as optimization of IT Architectures and IT Strategies:
• Drive business process innovation and efficiency
• Streamline IT architectures and application portfolios
• Reshape organizational and governance structures
• Drive technology driven business innovations

Performance Management & Insight
Gain insight on performance of business and IT:
• Improve decision making
• Establish closed-loop performance management (including sustainability)
• Solve business problems based on advanced data analysis

Value & Transformation Management
• Realize and optimize the value management, in order to assure the value and business case realization.
• Realize and enable business transformations on behalf of our customers.
Business Process Consulting Services
What’s in it for our customers?

**Business Process Library (BPL)**
- BPL is a repository of reference content for industry and cross-industry processes, allowing customers to accelerate implementation cycles and improve quality.
- It is an important enabler for as-is analysis, efficient to-be process design, solution transformation, and process-based implementation projects.

**Value centric SAP Implementation Approach - ASAP**
- ASAP provides a proven, comprehensive, repeatable, and rich implementation methodology to streamline projects.
- New ASAP, which supports multiple lifecycles, is more effective at the business side and is well integrated with business process design, change management, and value realization.

**BTS Experts**
- Customer projects are executed by a mix of BTS industry and methodology experts, ensuring we bring in all essential components in successfully transforming the business.
- Our teams work in tandem with SAP solution experts, ensuring our proposed process improvements are well realized through right solutions and technologies.

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*Business Transformation Services address both the Business and IT elements of change and helically cover all dimensions of an enterprise transformation.*
A Value Partnership
Framework to Support Business Process Consulting Services

- Long-term, value-driven engagement model to achieve seamless integration between Business and IT and manage value realization.
- Clarify the value of SAP solutions by establishing a clear IT roadmap linking business strategy and IT.
- Leverage knowledge transfer using industry best practices to help increase your IT capabilities.
- Gain quick access to the right SAP resources through an effective governance model.
- Drive co-innovation to directly influence future revenue generation and market-share.
- Single point of contact for all SAP-related activities.
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Your Business Benefits Realized

Improved business performance
- Exclusive access to growing repository of proven business process content and benchmarking data proprietary to SAP gathered across industries and solutions

Enhanced competitive position
- By innovating your business processes to give your organization increased readiness for new business models, new markets and reduced time to market

Risk mitigation & assurance
- By leveraging proven BPM Methodologies and aligned approaches (ASAP 7.1, Value Management / Realization) and also implementation accelerators from SAP

Lowered IT Costs
- By reducing cost of implementation through acceleration of blueprinting and maximized usage of SAP’s solution functionalities
Why SAP Services Is Your Best Partner

- SAP ensures **best fit** between your business requirements and our SAP solutions with our business process consulting services.
- SAP will help you **maximize use of standard SAP functionalities** to support your business processes, thereby **reducing it costs**.
- SAP has deep **industry expertise and proven methodologies**.
- SAP has the **right resources**: process and management consultants and solution experts.
- **SAP knows SAP best** providing first-hand information on our products and development strategy suited to customer’s business roadmap.
Business Process Consulting Services enables customers to...

... plan smarter

... run faster

... perform better

Companies across industries seek to ...

... Improve business performance

... Enhance competitive position

... Mitigate risk

... Lower IT Costs
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Business Process Consulting Services Framework
Business Process Management Methodology

1. Calibration
   1.1 Understand high-level business vision and strategy
   1.2 Identify business success factors
   1.3 Calibrate IT topics
   1.4 Define high-level process landscape
   1.5 Prioritize processes

2. As-Is Analysis
   2.1 Assess reference content
   2.2 Identify relevant process parameters and classification
   2.3 Document as-is processes and process flow
   2.4 Analyze processes and identify weaknesses
   2.5 Identify interdependencies and cluster weaknesses
   2.6 Assess and prioritize weakness clusters
   2.7 Analyze as-is IT architecture
   2.8 Consolidate roles, systems, information carrier etc.

3. To-Be Design
   3.1 Design to-be IT architecture
   3.2 Develop weakness cause elimination approach for all relevant weakness clusters
   3.3 Create to-be process definition and map solutions
   3.4 Detail process description on activity level
   3.5 Consolidate roles, systems, information carrier etc.
   3.6 Derive necessary adoptions of the organizational structure
   3.7 Develop business case

4. Solution Transformation
   Activities for all Solution Tracks
   4.1 Elaborate solution approach per business process
   4.2 Develop transformation roadmap
   4.3 Transform IT architecture
   4.4 Identify requirements for master data concept
   Solution Tracks
   Core Configuration
   Core enhancement
   SOA/Composition
   Third Party Solution

- Clearly defined and agreed project goal
- List of prioritized processes to be analyzed in detail
- Identify relevant architecture topics
- Prioritized and clustered list of weaknesses regarding process, organizational or IT technical aspects
- Detailed to-be design for weakness elimination regarding all aspects evaluated during as-is IT capabilities
- BPM Blueprint that provides details of identified solution tracks and their relevant contents
Phase 1: Calibration
Approach & Deliverables

Abstract
• The goal of the Calibration phase is to select the business processes to be analyzed in detail
• Delivers an overview regarding
  • Business strategy
  • IT strategy
  • Process landscape

Output
• The results are documented in the BPM Blueprint.
Phase 2: As-Is Analysis
Approach & Deliverables

Abstract
• Derive Business Process List and as-is process description
• Identify, understand and categorize weaknesses and customer pain points
• Understand as-is system landscape

Output
• The results are documented in the BPM Blueprint.

Activities
• Map process flow
• Identify process goals
• Identify relevant process parameters
• Identify process weaknesses/pain points
• Identify interdependencies and cluster weaknesses
• Assess and prioritize weaknesses cluster
• Develop a first vision of to-be
• Document as-is processes (if necessary)
Phase 3/To-Be Design
Approach & Deliverables

Activities
- Develop solution approaches for all relevant weakness cluster
- Develop a first draft of a to-be process model
- Develop a detailed to-be process model
- Document to-be processes
- Freeze To-Be
- Calculate optimizations potential

Abstract
- The goal of the proposed process design is to define and document optimal processes.
- All identified weaknesses with high priority should be eliminated.
- The documentation of the proposed business processes should include process flows, the underlying organizational structure and optimal system support.

Output
- The results are documented in the BPM Blueprint.

Value Map
Low Fidelity Mock-Up, User-Centered Design
Process Landscape, To-Be Business Processes, Business Process Description

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Phase 4: Solution Transformation  
Approach & Deliverables

4  Solution Transformation

Activities

- Identify necessary components/systems or services to support to-be processes
- Map to-be processes to existing solutions or services
- Establish implementation controlling
- Analyze organizational and master data
- Identify gaps
- Define system landscape or necessary services
- Define integration roadmap and transformation action plan between all processes in scope

Abstract

- Provide decision and information base for generic content of solution tracks:
  - Core configuration
  - Core enhancement
  - SOA/Composition
  - Third Party solution

Output

- The results are documented in the BPM Blueprint.
## Summary
### Results & Benefits

### Deliverables

<table>
<thead>
<tr>
<th>What?</th>
<th>How?</th>
<th>Who?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Strategy linked to IT Strategy</td>
<td>Comprehensive target IT landscape</td>
<td>Process Owners per Business Area</td>
</tr>
<tr>
<td>Identified areas of improvement linked to the business requirements of each Business unit</td>
<td>Comprehensive mid-term Implementation Roadmap that considers BU-dependencies (Roadmap, Budget, Period)</td>
<td>Clearly defined Roles &amp; Responsibilities</td>
</tr>
<tr>
<td>Industry Reference Content</td>
<td>Long term / strategic roadmap that outlines the ESA architecture landscape</td>
<td>Supporting Business Rules</td>
</tr>
<tr>
<td>Improved End-End Business Process Maps</td>
<td></td>
<td>Organizational Alignment</td>
</tr>
<tr>
<td>As-Is Process &amp; Pain-points Descriptions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business Value Drivers &amp; Detailed KPI Structure, Measurement</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evaluated IT Landscapes alternatives</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Benefits

<table>
<thead>
<tr>
<th>Why?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key know how on Industry Best Practices &amp; Value Management concepts</td>
</tr>
<tr>
<td>Improved Business Process Design for Customer’s Business Units</td>
</tr>
<tr>
<td>Solid basis for measuring value through process improvement using defined KPIs</td>
</tr>
<tr>
<td>Optimized mapping to underlying solutions</td>
</tr>
<tr>
<td>Technology outlook enabling prioritization of business issues</td>
</tr>
<tr>
<td>Consistent prioritization of Business &amp; IT initiatives</td>
</tr>
<tr>
<td>Midterm Planning alignment with SAP product strategy</td>
</tr>
<tr>
<td>Long-term planning alignment with SAP technology strategy</td>
</tr>
<tr>
<td>Alignment of the organization with new improved processes &amp; technology</td>
</tr>
<tr>
<td>Faster, more flexible Business Platform</td>
</tr>
<tr>
<td>Clear Governance: No overlaps in coverage</td>
</tr>
</tbody>
</table>
Project Accelerators (1)
Additional SAP Resources to support our teams during projects

Strategic KPIs

- **Run Better KPIs**
  - Examples
    - Total inventory – days of supply

- **Examples**
  - Total inventory – days of supply

Typical Industry Issues

- **Strategic KPIs**
  - Return on capital employed
  - Perfect order fulfillment
  - Operational equipment effectiveness
  - Return on R&D investment
  - Safety performance
  - Cost of product compliance

Key Industry Drivers

- **Innovation drivers in the chemical industry**
  - Increasing need for asset performance, safety, efficient operations and product innovations

Value Scenarios for Industry

- **Inbound Transportation Planning and Freight Settlement**
  - Enables transportation visibility and cost reduction

- **Process overview**
  1. Transportation Request Management
  2. Transportation Execution
  3. Transportation Charge Management
  4. Finance Integration

- **Enable dynamic Route Determination**
- **Maximize utilization and minimize costs through load consolidation**
- **Enable iMulti-Mode and Route Optimization**
- **Integrate Invoice request to FI / CO system**

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**Project Accelerators (2)**
Sample Industry KPI & Benchmarks to support our teams during projects

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**KPI 1:**
Reduce the Cost to Support Sales and Operations Planning: Sales and Operations Planning Cost as a Percent of Revenue

**Calculation:**
(Sales and Operations Planning FTEs * S&OP Average Fully Loaded Cost per FTE + Sales & Operations Planning External Spend) / Total Revenue

---

**KPI 2:**
Revenue Loss due to Stock-Outs as a Percent of Total Revenue: Reduce Revenue Loss due to Stock-Outs

**Calculation:**
Annual Revenue Loss due to Stock-outs / Total Revenue

---

**KPI 3:**
Days In Inventory (DII): Reduce Days In Inventory (DII)

**Calculation:**
(Total Inventory * 365) / (Cost of Goods Sold (% of Revenue) * Total Revenue)

---

<table>
<thead>
<tr>
<th>Value Driver</th>
<th>Best Peer / Industry Best *</th>
<th>Improvement Potential</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demand Forecast Accuracy</td>
<td>96%</td>
<td>5 - 10%</td>
</tr>
<tr>
<td>Increase Sales by Accurate Demand Forecasts (Stock-Outs as % of Revenue)</td>
<td>0.05% 3)</td>
<td>3 - 5%</td>
</tr>
<tr>
<td>Increased Earnings from Reduced Manufacturing Cycle-Time (day)</td>
<td>1.5 3)</td>
<td>3 - 5%</td>
</tr>
<tr>
<td>Capacity Utilization</td>
<td>93%</td>
<td>3 - 5%</td>
</tr>
<tr>
<td>Reduce Warehouse Management Cost (as a Percent of Revenue)</td>
<td>0.34 % 3)</td>
<td>5 - 10%</td>
</tr>
<tr>
<td>Reduce Total Inventory Carrying Cost (% of Inventory)</td>
<td></td>
<td>3 - 5%</td>
</tr>
<tr>
<td>Reduce Days In Inventory (DII)</td>
<td>57 (BASF)</td>
<td>5 - 10%</td>
</tr>
<tr>
<td>Reduce Total Transportation Cost (% of Revenue)</td>
<td>0.50% 3)</td>
<td>3 - 5%</td>
</tr>
<tr>
<td>Percent of Orders Delivered On-Time</td>
<td>96%</td>
<td>3 - 5%</td>
</tr>
</tbody>
</table>

* based on (3) SAP Benchmark, Chemical Industry Best in Class
** strategic KPI, not monetized here and not included in benefit values
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Key Assumptions
Prerequisites for Business Process Consulting Services Deliverables

- **Identification of Strategic Topics**
  Process Improvement projects are typically carried out for key selected Business Value Drivers. At a high level, clarity should exist on which business areas and subsidiaries will be covered.

- **Identification of Projects**
  For the above selected area, many customers already have some on-going improvement projects or related documents from previous projects. Please identify the same to ensure project adheres to timelines.

- **Identification of Project Lead**
  For successful Business Transformation and future implementation, it’s critical to select a strong senior Project Lead from Business side with strong BPM Knowledge and Change Management skills.

- **Identification of Core Team**
  As future process improvement projects are likely carried out internally, it’s crucial that selected team for 1st Phase develop strong BPM & Value Management concepts during the projects. Hence, Team Members should be selected with these criteria in mind.
Key Assumptions

Project Related Areas

Identification of Project Scope

- Detailed project scope will be defined during the Calibration Phase. Only the X selected business processes (defined at Level 2) will be covered. Incase any more are needed, the project timeline will be extended based on T&M basis.
- Man-days will be given as per our best estimates at point of proposal.
- Process Improvement Projects implementation is outside the scope.

Resources

- Availability of customer’s resources or key stakeholders (in a timely manner) for interviews/workshops is essential for our consultants to adhere to the project timeline.
- Consultants are subject to their availability at the point of contract signing.
Resources & Estimated Efforts

Senior SAP Executive
- Define engagement objectives
- Commit SAP resources
- Provide overall thought leadership and direction

C-Level Executive
- Define engagement objectives
- Set expectations with and provide access to key stakeholders
- Internal communication of findings

BTS Principal
- Provide engagement leadership
- Use SAP’s tools and drive process for information gathering, analysis and presentation

Manager with strong credibility & access
- Set-up interviews/workshops with stakeholders
- Provide company specific information
- Act as a “sounding board”
- Integrate findings with implementation team and business lead activities

BTS, additional experts as needed

Business process owners/leads, implementation team leads
Sample Engagement model

Steering Committee
- Representative Business and IT
- Executive Engagement Sponsor

Project Management + PMO
- Representative Business and IT
- Project Manager

Value Management
- Representative Value Management
- Industry Expert

Business
- Customer Logo
- SAP

Technology
- Customer Logo
- SAP

Finance
Procure to Pay
Plan to Produce
Precious Metal

Account Management

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Key Critical Success Factors

- **Management commitment** to the project
- **Business driven thinking** to surface real business requirements
- Knowledgeable participants responsible for one or more business processes.
- Clear and **well defined business** and **project goals** communicated to all stakeholders
- Availability of existing documented business processes and systems
- **Open mindset** to new ways of working
- Willingness to consider SAP / industry best practices where appropriate
- Prompt decision-making and issues resolution
- **Change management** activities are encouraged and carried out effectively
- Expertise and information readily available for non-SAP modules
- **Assignment of Business Owners** and/or Subject Matter Experts in each functional area to participate on a significant basis throughout the project duration.
- Empowered and full-time project team
- Customers and SAP will endeavor to ensure there is continuity of resources from their respective organizations throughout the duration of the project. Consultants are offered subject to their availability at the point of signing the contract. In the event they are not available, SAP may replace them with similarly qualified consultants.
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BTS Value Driven Services are Cited as one of the “Top 10 Reasons” Customers Choose SAP

We provide the best services to measure and maximize your business value.

Benchmark your business process
Establish a performance baseline and set goals for business transformation using our database of over 10,000 submissions

Train your teams
Value Academy
Over 2,000 companies have participated in our training academies to develop value management capabilities
Value Lifecycle Management
On-demand business case creation and realization

Collaborate with SAP for value
Value Engineering
Collaborative business case development for your business transformation
Business Transformation Services
Consultative alignment of business strategy and IT

Value management helps companies run

2.0x more
On Time

1.9x more
On Budget

1.6x more
On Value
## Project Examples
### What Customers Have Gained from Our Projects

<table>
<thead>
<tr>
<th>Automotive Company</th>
<th>Consumer Product Company</th>
<th>Energy Service Provider</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Business Process Optimization</strong></td>
<td><strong>Program Methodology Benchmarking</strong></td>
<td><strong>Business and IT Landscape Transformation</strong></td>
</tr>
<tr>
<td>Planning and redesigning the global parts distribution network</td>
<td>Comparing customer’s program methodology to best practices and derive clear recommendation to reduce program time and cost</td>
<td>Approach for harmonizing business processes and developing a robust IT landscape to support expansion into new markets</td>
</tr>
<tr>
<td>- Reduced inventory and increased order fill rate</td>
<td>- Reduction of implementation program cost by 15%</td>
<td>- Higher reporting transparency based on harmonized processes</td>
</tr>
<tr>
<td>- Lower TCO due to harmonized IT architecture</td>
<td>- Significant improvement of methodology for future projects</td>
<td>- Future-proof IT landscape</td>
</tr>
<tr>
<td>- Lower labor and process costs due to streamlined processes</td>
<td></td>
<td>- Reduced TCO through replacing country stand-alone systems</td>
</tr>
</tbody>
</table>

**Business Efficiency Through IT Optimization**

- Fast return through benchmarking

**Effective transformation for growth**

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Project Examples
What Customers Have Gained from Our Projects

**Energy Equipment Provider**

**Business Process Design and Prototyping**
Best-practice process design and prototyping of solution for new production site in Asia

- Clear view on feasibility of processes designed
- Subsequent implementation of processes and systems performed in less than 6 months meeting the ambitious deadline

**Retail Company**

**Innovative Markdown Pricing**
Statistical analysis and modeling to optimize markdown prices: knowing when to leave the current price, when to cut the price, and by what discount

- Profit increase of 6%
- Revenue increase of 9%
- Units sold increase of 12%

**Effective design and execution**

**Fast return through innovation**
Çalik Uses Transformation Services from SAP® Consulting to Improve Performance

QUICK FACTS
Çalik Holding A.S.
- Headquarters: Istanbul, Turkey
- Industry: Holding company with lines of business in multiple industries, such as energy, textiles, construction, and media
- Revenue: US$3 billion
- Employees: 20,000
- Website: www.calik.com
- SAP® solution and services: SAP® Strategic Enterprise Management application, business transformation services
- Implementation partner: Business Transformation Consulting group of SAP Consulting

Challenges and Opportunities
- Transition to a more efficient organization by applying financial key performance indicators (KPIs) and including overall KPIs needed to run the business
- Remove internal silos in project management to enhance synergies and enable better monitoring

Objectives
- Cascade corporate organization strategy through lines of business
- Use balanced scorecard to measure organizational transformation

Implementation Highlights
- Organized management team to prepare for business transformation
- Created multinational project team for enterprise-wide transformation

Why SAP
- Superior value proposition that was delivered through SAP® Consulting expertise
- Confidence in SAP solution and services through proof of concept using customized demo
- Ability of SAP Consulting to bridge the gap between business and IT

Benefits
- Improved agility to execute on defined business objectives
- Enhanced visibility into financial, customer, organizational, and process KPIs
- Increased confidence in financial information and reporting
- Improved decision making on actions to be taken based on a single version of the truth

“With our SAP solutions, we are able to maintain our highly competitive, customer satisfaction-oriented operations in international markets.”

Ahmet Çalik
Chairman of Board of Directors
Çalik Holding A.S.

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Glass Packaging Producer Enlists the Help of SAP® Consulting

QUICK FACTS

**Vetropack Holding AG**
- Location: Bülach, Switzerland
- Industry: Consumer products – packaging
- Products and services: Glass packaging
- Revenue: SFr 700 million (€456.5 million)
- Employees: 3,100
- Website: www.vetropack.com
- SAP® solutions and services: SAP Business Case Builder tool, SAP Best Practices Baseline package, SAP Business All-in-One solution
- Implementation partner: Business Transformation Consulting group of SAP® Consulting

**Challenges and Opportunities**
- Harmonize business processes and IT to speed up reporting, rollouts, and assimilation of acquisitions
- Quickly integrate a newly acquired plant in the Ukraine

**Objectives**
- Create a business case for a global template, examining costs, benefits, and associated risks
- Create a business case for SAP® software at the Ukrainian plant
- Identify and analyze all existing processes at the new plant

**Implementation Highlights**
- Excellent teamwork
- Extensive savings identified
- All goals achieved in tight time frame

**Why SAP**
- High-quality proposal tailored to the customer’s specific requirements
- Ability to rapidly put together a team of Russian-speaking experts

**Benefits**
- Clearly structured results, providing a sound foundation for decisions
- Identification of significant potential savings throughout Ukrainian plant
- Expected ROI in SAP software for Ukrainian plant within 1 year
- Determination of project risks, enabling Vetropack to take appropriate action in good time
- Basis for defining groupwide template
- Effective knowledge transfer, giving Vetropack the skills needed to create future business cases

"The consultants from SAP were highly efficient. They leveraged a combination of hands-on experience, proven methodologies, and best practices to pinpoint the specific areas where SAP software promised to deliver tangible benefits for our business."

Christoph Burgermeister
Head of Corporate Development
Vetropack Holding AG
SAP’s hugely successful books on BPM

1. **1ST Book**: Explained BPM Methodology & Governance concepts with customer success stories
   - Discover a comprehensive framework for implementing Business Process Management
   - Gain insights and experience from leading companies on their BPM journey
   - Learn how to benefit from Enterprise SOA using BPM and SAP’s technology

2. **2ND Book**: Explains how to apply Real-World BPM in an SAP Environment
   - Learn what BPM is and how to get started within an SAP context
   - Benefit from a comprehensive compilation of use cases from early adopters
   - Discover SAP technology, methodology, performance metrics, and governance
Thank You!

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