



# Oltre l'efficienza: Business Transformation per Finance

4 giugno 2025  
Milano



**What do Executives think of  
business transformation?**

# The Estimation Game:

## What do business transformations really cost?

**46%** are not completed on time

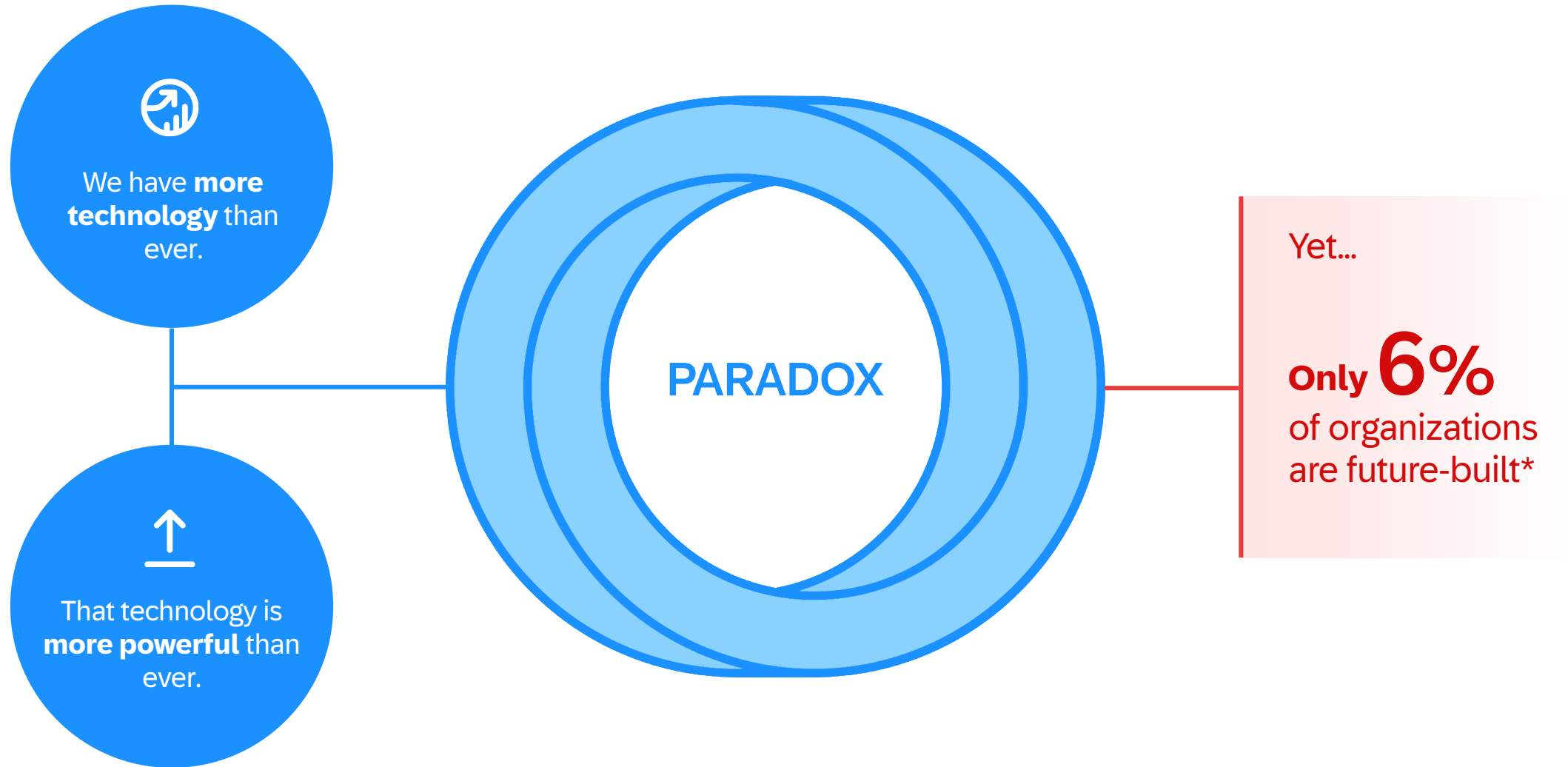
**41%** lack agility

**58%** exceed budgets

**59%** believe AI will impact transformation

**42%** invest in the wrong technology

**35%** have an AI governance policy

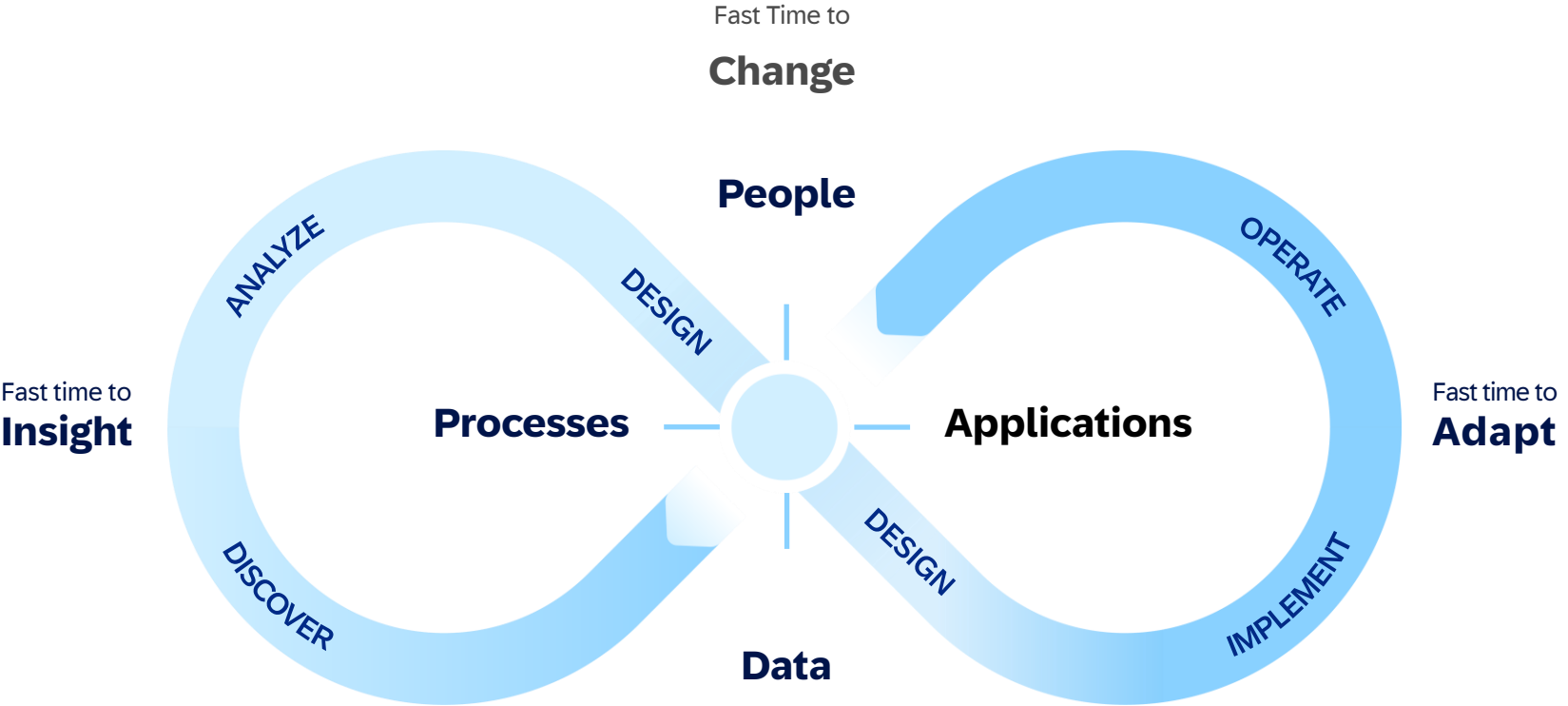


**Transformation  
is not a project**

**Transformation  
is a capability**

# Business transformation

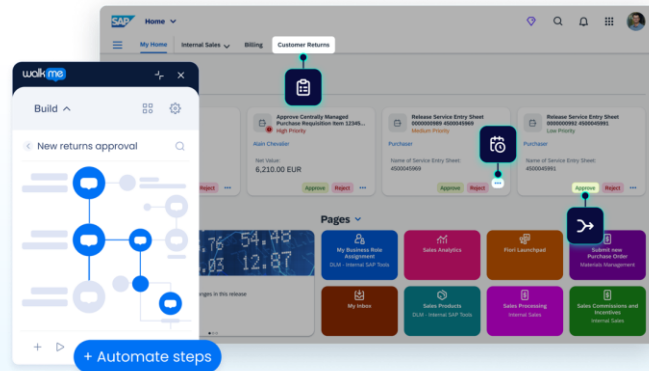
## From strategy to execution



Methodology | Best-Practices | Automation | Integration  
*Powered by Business AI*

# SAP solutions for business transformation management

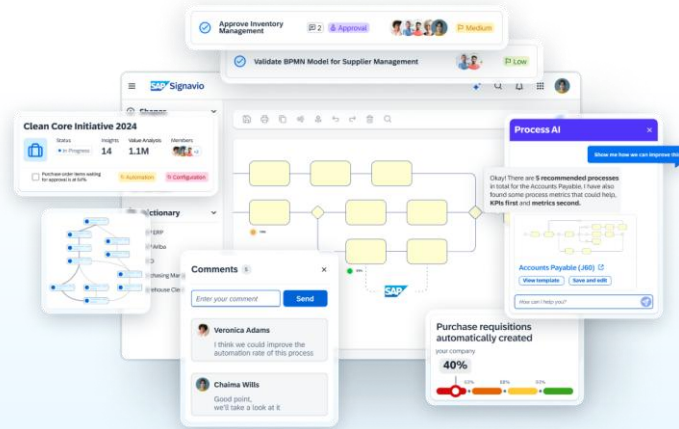
## Building a transformation capability with market-leading solutions



Guide, govern and automate user interactions to drive tech adoption across applications and workflows.

**WalkMe**

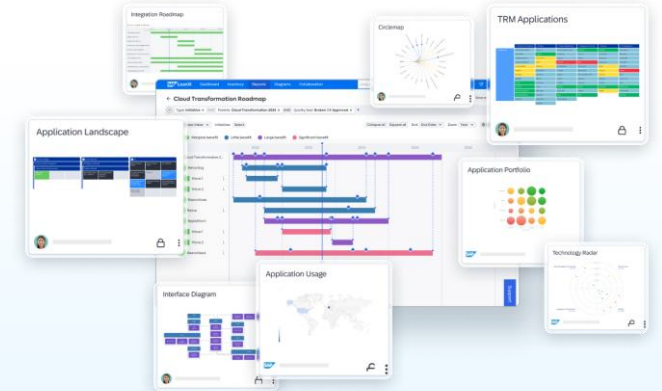
**People**



Analyze, optimize, and manage your processes fast and at a scale to become an agile and resilient enterprise.

**SAP Signavio**

**Processes**



Visualize and assess the as-is landscape and confidently navigate towards your to-be IT architecture.

**SAP LeanIX**

**Applications**



# Our solutions are positioned as Leaders across different market categories by customers and various analysts

SAP Signavio is a market leader in **Process Transformation**

Process Mining Tools

[Gartner](#)

Digital Twin of an Organization

[Spark](#)

SAP LeanIX is a market leader in **Enterprise Architecture**

Enterprise Architecture Tools

[Gartner](#)

Enterprise Architecture

[G2 Grid](#)

WalkMe is a market leader in **Digital Adoption Platform**

Digital Adoption Platform

[Forrester Wave](#)

Digital Adoption Platform

[G2 Grid](#)

We believe that placement in the various quadrants as Leaders is a testament to our continued commitment to providing customers with innovative world-class solutions.

**What does it mean  
for the CFO?**

# Goals and challenges

**Drive top line  
growth**

**Maximize the  
bottom line**

**Increase  
efficiency and  
agility**



# Why SAP Signavio Business Transformation Suite can help

## Your One-Stop-Shop For Finance Excellence And Beyond

### Example use-cases over different processes

#### Optimize Accounts Receivable

- **Invoice-to-Cash**  
Plug revenue leaks by enhancing cross-silo collaboration and improve billing/dunning processes
- **Order-to-Cash**  
Optimize working capital to free up cash for re-investment into revenue generating activities

#### Streamline Accounts Payable

- **Invoice-to-Pay**  
Track, manage and optimize your overall costs and spend structure
- **Procure-to-Pay**  
Optimize purchase requisitions and order discrepancies

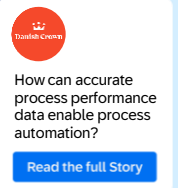
#### Scale Financial Reporting & Controlling

- **Record-to-Report**  
Cut down cycle times and improve processing times of key processes such as financial statement closures
- **Project-to-Cash**  
Safeguard budgeting and controlling of projects
- **Analysis, governance and automation facilitation**  
Increase automation impact and drive process improvements in key areas such as cash-, risk- and asset management through enhanced process observability.

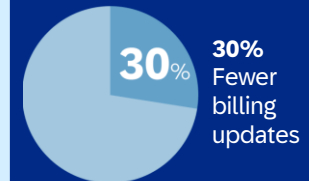
### Customer Example Briefs

#### Improve working capital through automation

**~2M USD**  
Estimated savings identified in sales billing due to automation



#### Improve working capital through simplification



#### Reduce days to close through standardization

**> 50%**  
Faster period-end close (from 8 days down to 3)



## **Scale Financial Reporting and Controlling**

### **Example challenges**

- Improve laborious financial closings
- Reduce blind spots in controlling (e.g. siloed processes and data)
- Duplicate payments handling at scale
- How to put strategy into action (e.g. transformation management)

# Scale financial reporting and controlling leveraging a fast time-to-insights (1)

Understand, manage, and continuously optimize key processes like source-to-pay, lead-to-cash and record-to-report.

SAP Signavio

Process Insights

Start

Entry Point: 

Finance

System:

Default Dashboard

Acquire to Decommission

Source to Pay

☆ Process Flow Favorites

Finance

BST:910 (SAP ECC)

Customer invoice issuing (without sales) to FI-AR clearing

Production order creation to first settlement

Sales billing document creation to FI-AR clearing

Sales order item creation to FI-AR item clearing

Supplier invoice issuing (with purchase order) to FI-AP clearing

☆ Performance Indicators Favorites

Finance

BST:910 (SAP ECC)

Automation rate: Supplier invoice clearing

Open items blocked for payment

Open items in general ledger accounts (aggregated)

Open items in goods receipt/invoice receipt clearing account

Open-item-managed accounts without clearing rule

☆ Correction Recommendations Favorites

Finance

BST:910 (SAP ECC)

Check if old asset master records without postings can be deleted

Check if open FI-AP item can still be processed using payment run

Check if payment block can be removed to pay old open items

Check if payment block can be removed to pay overdue open items

Check if payment block can be removed to pay overdue open items

📊 Top 5 Performance Indicators

Finance

BST:910 (SAP ECC)

Performance Indicator	Amount	Unit
Company code usage in financial documents	1,631,925	Usages
Open items in general ledger accounts (aggregated)	1,394,310	Items
Open-item-managed accounts without clearing rule	459,152	Accounts
Open items where customer is blocked in another dunning run	238,899	Items
Customer master data usage in FI-AR (cross-company code)	198,586	Usages

🔗 Top 5 Process Flows

Finance

BST:910 (SAP ECC)

Process Flow	Object Count	Unit	Completion Rate	Days to Completion
Customer invoice issuing (without sales) to FI-AR clearing	21600	Items	72 %	17
Sales order item creation to FI-AR item clearing	20932	Items	65.21 %	25
Purchase order item creation (without GR) to FI-AP clearing	19680	Items	61.52 %	13.9
Supplier invoice issuing (without purchase order) to FI-AP clearing	16200	Items	46 %	25
Supplier invoice issuing (with purchase order) to FI-AP clearing	14510	Documents	94.71 %	25.3

Add Dashboard |

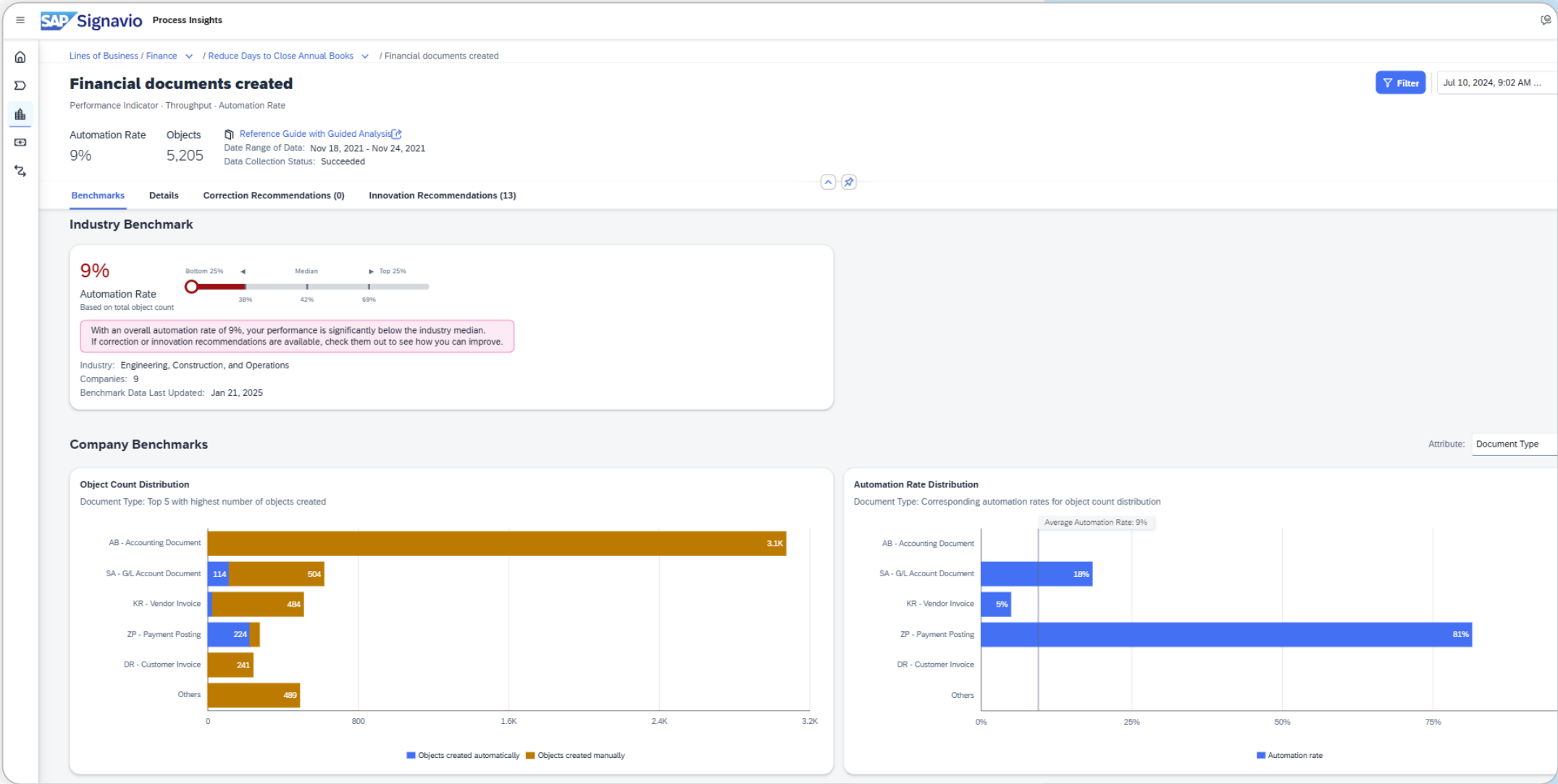
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Cancel

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# Scale financial reporting and controlling leveraging a fast time-to-insights (2)

Cut down cycle times and improve processing times of key processes like record-to-report for financial closing. Automatically identify duplicate payments.



# Scale financial reporting and controlling and excel at financial transformation

Identify performance drivers and opportunities across your organization. Achieve value-driven results leveraging best-practice process libraries for transformation.

Process Insights

Transformation Planning / Finance / All Modular Processes

Finance

Process Flows Performance Indicators Correction Recommendations

Company Code:  
Search or select

Process Flows (20)

Process Flow	Object C...	Unit	Date Range of Data	End-to-End Process	Line of Business	Solution Process Flow
Customer invoice issuing (without sales) to FI-AR clearing	21600	Items	May 15, 2021 - May 20, 2021	Lead to Cash Finance	Finance Sales	J59 - Accounts Receivable
Sales order item creation to FI-AR item clearing	20932	Items	Apr 30, 2018 - Oct 19, 2021	Lead to Cash Finance	Finance Sales	5HL - Sell from Stock (Consumer Products)
Supplier invoice issuing (without purchase order) to FI-AP clearing	16200	Items	Mar 23, 2017 - Apr 23, 2021	Source to Pay Finance	Finance Sourcing & Procurement	J60 - Accounts Payable
Supplier invoice issuing (with purchase order) to FI-AP clearing	14510	Documents	Jun 20, 2022 - Aug 1, 2022	Source to Pay Finance	Finance Sourcing & Procurement	J60 - Accounts Payable
Sales billing document creation to FI-AR clearing	13440	Documents	Mar 30, 2022 - Apr 20, 2022	Lead to Cash Finance	Finance Sales	BD9 - Sell from Stock
Production order creation to first settlement	9492	Documents	Jan 2, 2023 - Sep 11, 2023	Plan to Fulfill Finance	Finance Manufacturing	3F0 - Event-Based Production Cost Posting
Plant maintenance order creation to order settlement	4000	Documents	Jan 7, 2021 - Feb 24, 2021	Finance Acquire to Decommission	Asset Management Finance	4HH - Reactive Maintenance
Purchase order item creation to GR/IR clearing	3748	Items	Sep 30, 2021 - Oct 26, 2021	Source to Pay Finance	Finance Sourcing & Procurement	BNX - Consumable Purchasing
Credit memo request item creation to FI-AR item clearing	2806	Items	Jan 2, 2023 - Sep 7, 2023	Lead to Cash Finance	Finance Sales	1EZ - Credit Memo Processing
WBS element creation (with investment profile) to closure	2632	Documents	Aug 12, 2015 - Oct 17, 2021	Governance Finance Acquire to Decommission	Asset Management Finance R&D/Engineering	1NT - Project Control - Finance
WBS element creation (without investment profile) to closure	2336	Documents	Apr 14, 2015 - May 26, 2021	Governance Finance Acquire to Decommission	Asset Management Finance R&D/Engineering	1NT - Project Control - Finance
Debit memo request item creation to FI-AR item clearing	2300	Items	Jan 2, 2023 - Sep 7, 2023	Lead to Cash Finance	Finance Sales	1F1 - Debit Memo Processing
Intercompany sales order item creation to FI-AP item clearing	1819	Items	Jan 3, 2023 - Sep 7, 2023	Lead to Cash Finance	Finance Sales	1HO - Intercompany Sales Order Processing - Domestic
Customer service order creation to order settlement	1298	Documents	Jul 24, 2015 - Jan 26, 2022	Plan to Fulfill Finance	Finance Service	3D2 - Service Order Management and Monitoring
Sales order item creation (order-related billing) to FI-AR item clearing	535	Items	Jan 14, 2022 - Sep 8, 2023	Lead to Cash Finance	Finance Sales	2EQ - Sales of Services

SAP Signavio Process Collaboration Hub

J59 - 03 - Invoice Reporting

Diagram Page Fact Sheet

J59 - Accounts Receivable

Accounts Receivable Accountant

Daily

Post Customer Invoice in Accounting

Yes

No

Using Collection and Dispute Management?

BFC - Coll. and Disp. Mgmt - Collections Management

BFC - Coll. and Disp. Mgmt - Dispute Case Opening

Dunning on Customer?

Yes

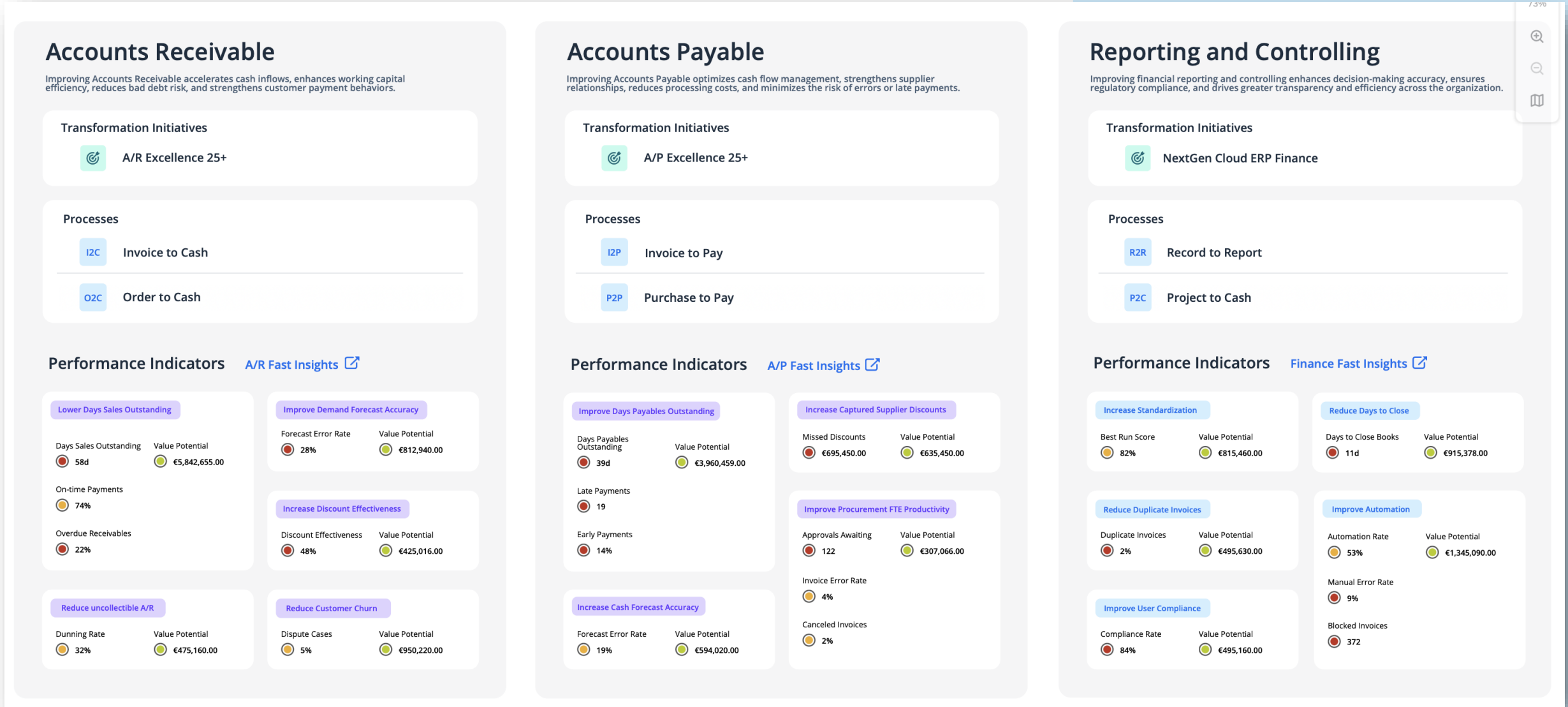
No

Create Dunning Notices



# Scale financial reporting and controlling by turning insights into actions

Aggregate process-related data for analytical purposes, providing comprehensive visibility across all dimensions, including finance.



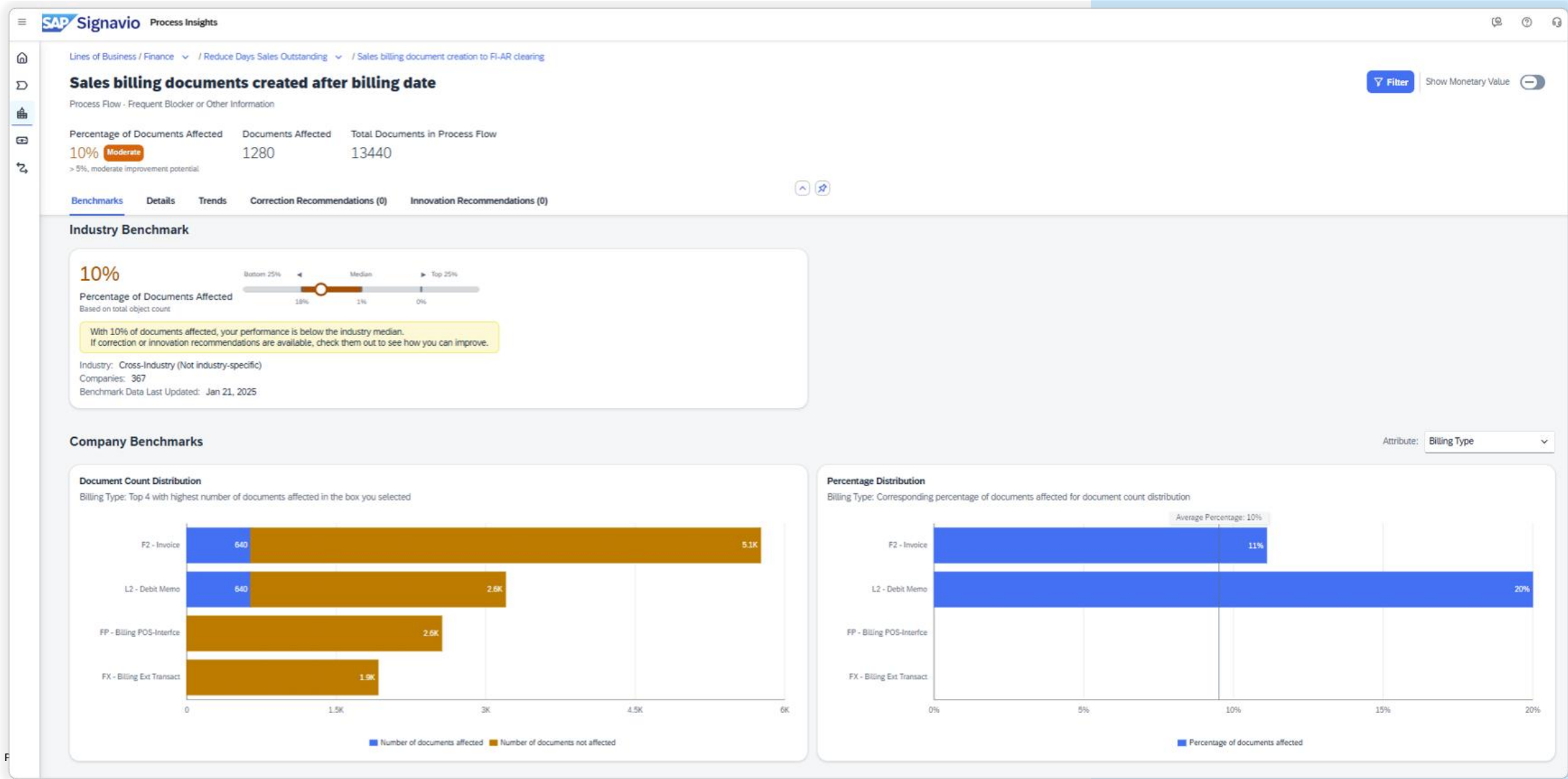
## **Optimize Accounts Receivable**

### **Example challenges**

- Shared services optimization (e.g. cash collection)
- Enhance cashflow predictability
- Rework issues mitigation (e.g. cash collection mismatches)
- Late incoming payments reduction

# Optimize accounts receivable leveraging a fast time-to-insights

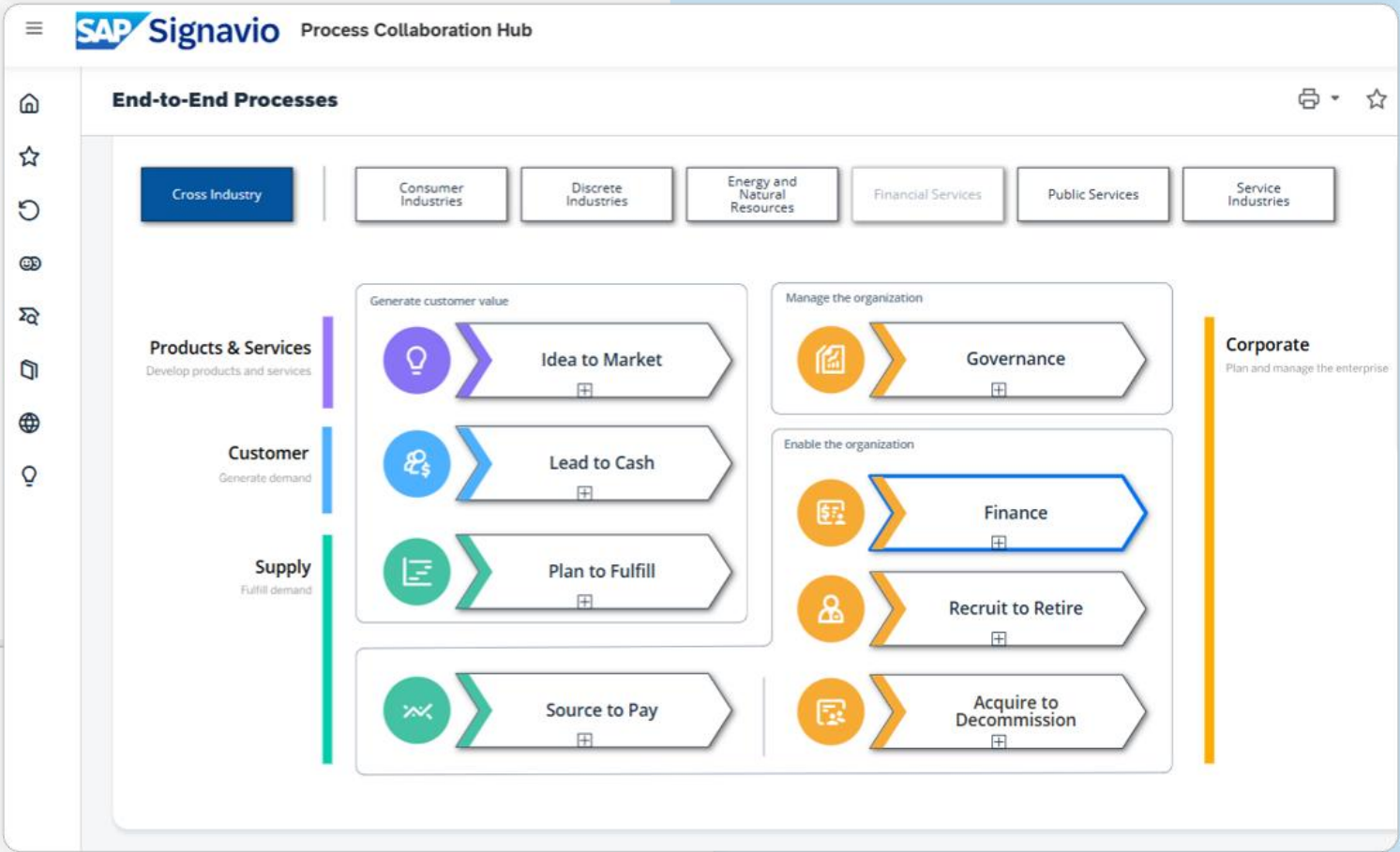
Improve your working capital, targeting late payments and related activities to enhance your DSO using out-of-the-box capabilities.



# Optimize accounts receivable and excel at financial transformation

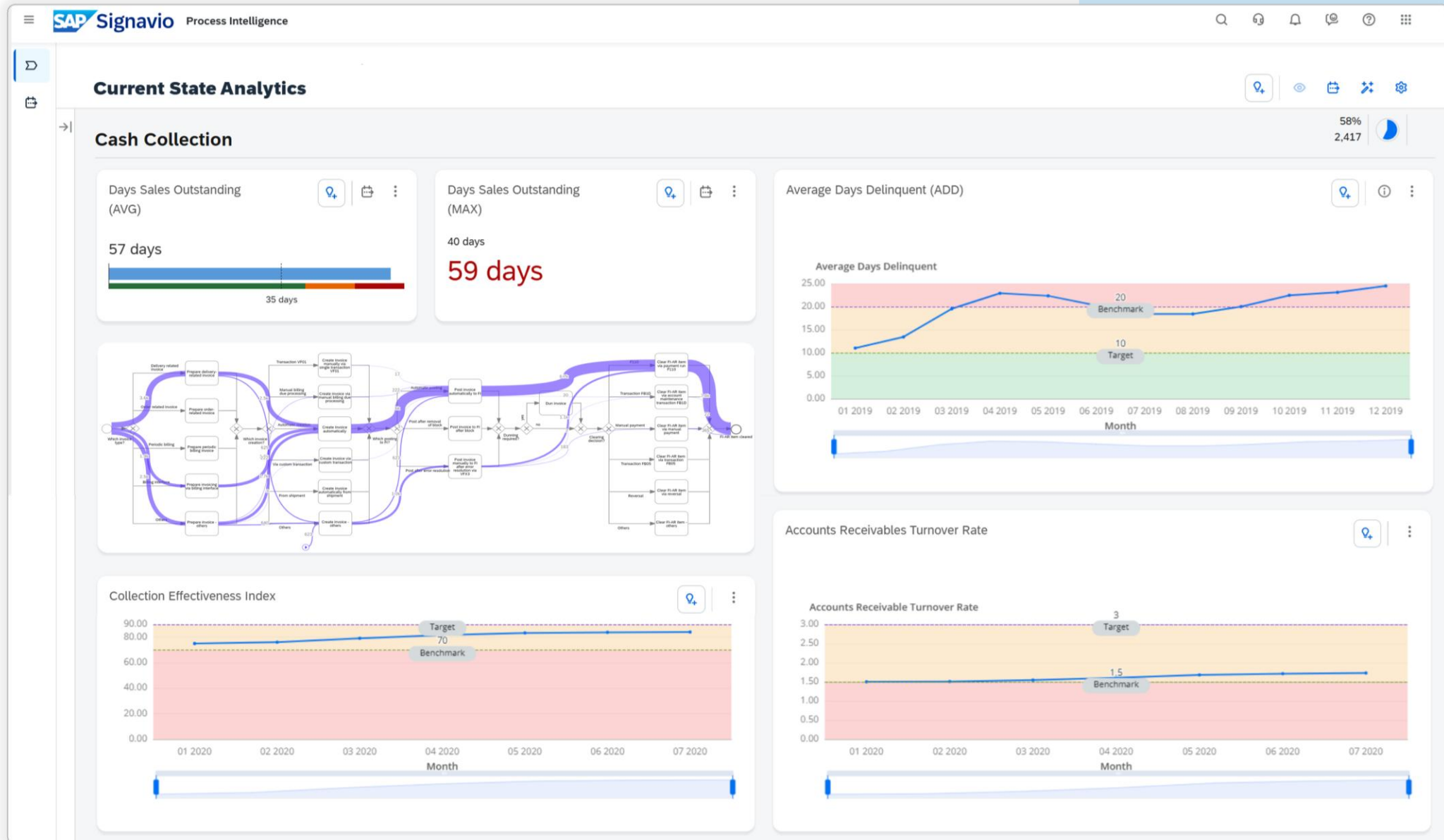
Use prebuilt value accelerators to boost time-to-value and increase positive change impact and transformation buy-in.

Simulate various process variants and optimize resource allocation at speed, and over the long-term.



# Optimize accounts receivable by turning insights into actions

Continuously safeguard the efficiency and effectiveness of your key revenue-generating processes with integrated visualizations.



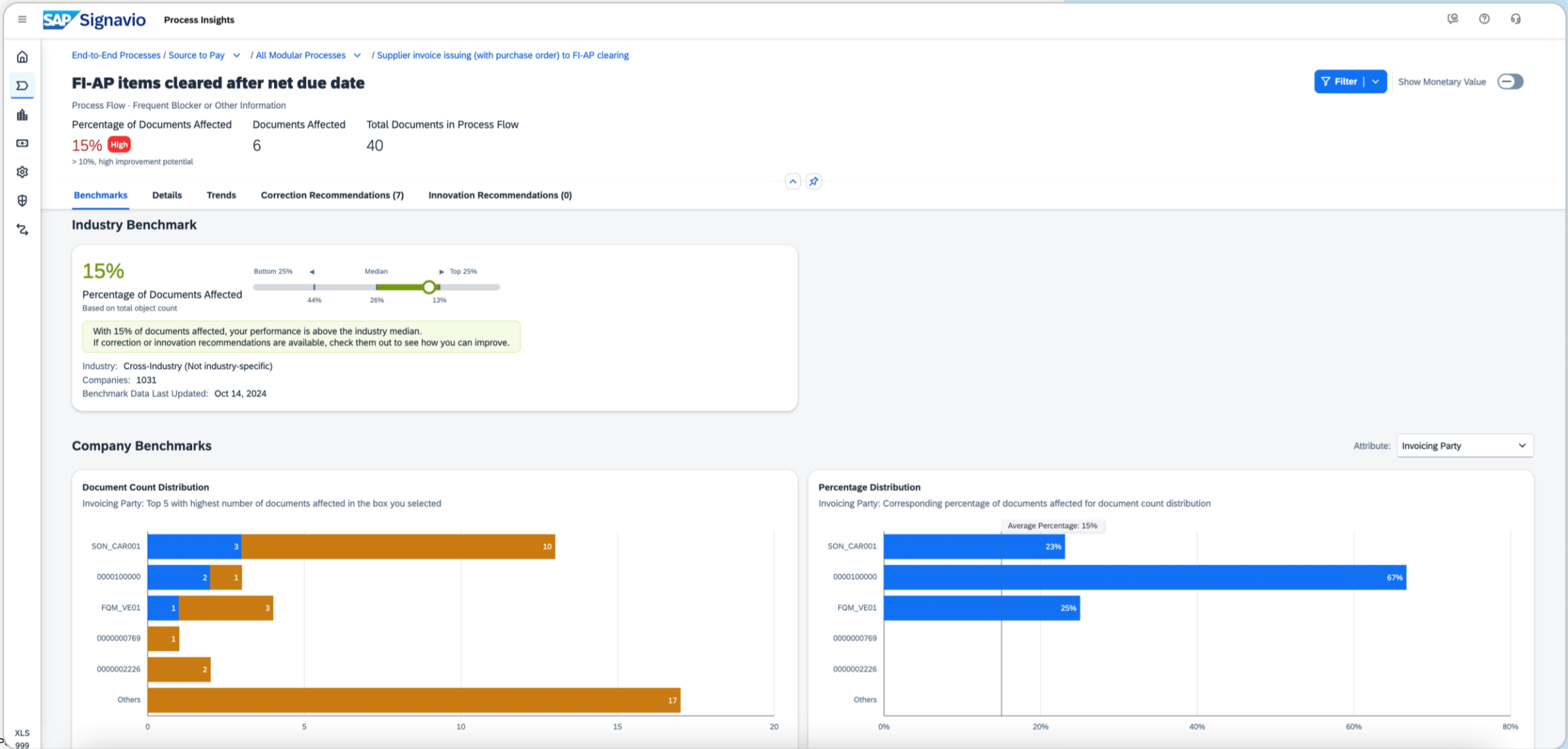
## **Streamline Accounts Payable**

### **Example challenges**

- Shared services optimization (e.g. matching & clearing)
- Wasteful spending reduction
- Late payments mitigation (e.g. fines / unclaimed discounts)
- Decrease cost per purchase order

# Streamline accounts payable leveraging a fast time-to-insights

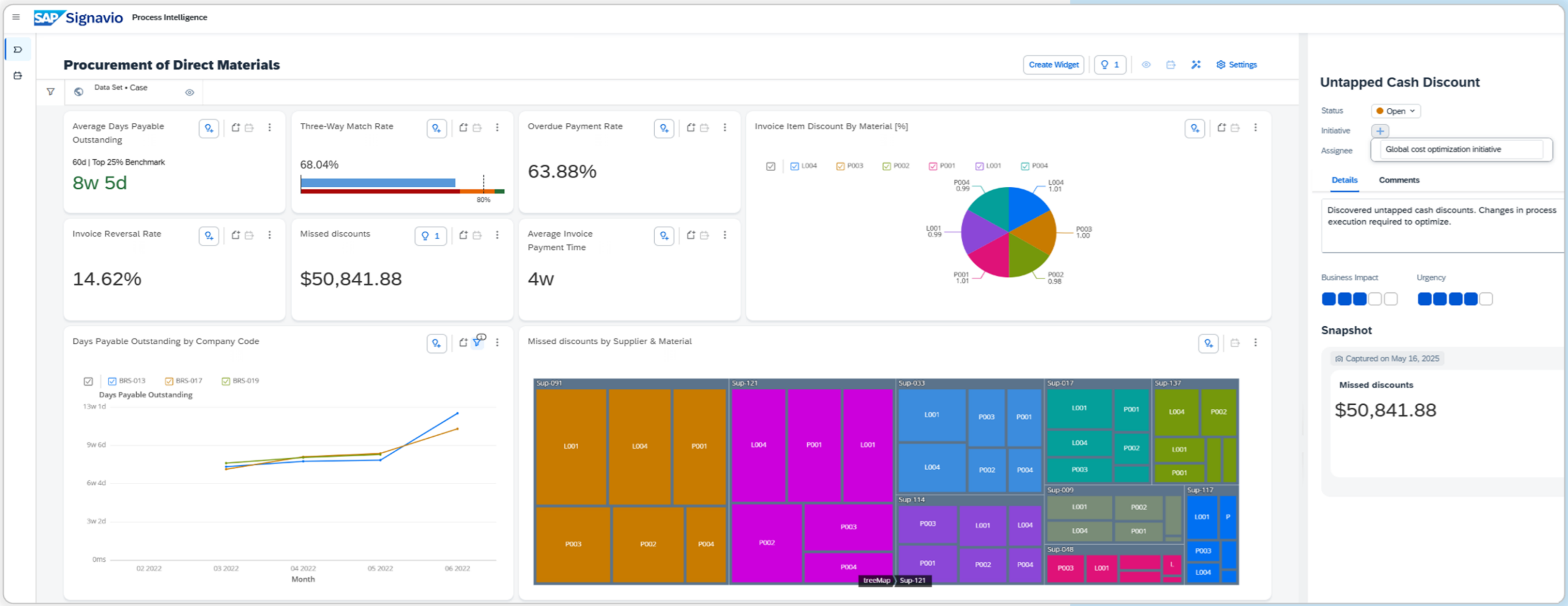
Identify wasteful spending activities within your source-to-pay process and compare with different ready-to-use benchmarks.





# Streamline accounts payable by turning insights into actions

Implement effective cost management practices by transforming your invoice-to-pay process through strategic, aligned initiatives.



**Untapped Cash Discount**

Status: Open

Initiative: +

Assignee: Global cost optimization initiative

**Details** | Comments

Discovered untapped cash discounts. Changes in process execution required to optimize.

Business Impact: [4 blue squares] | Urgency: [4 blue squares]

**Snapshot**

Captured on May 16, 2025

**Missed discounts**

**\$50,841.88**



# Get started

[www.signavio.com/it/financial-excellence/](https://www.signavio.com/it/financial-excellence/)

Getting started with SAP Signavio solutions for Finance

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Learn more about Business transformation management



**SAP Signavio**

Finance Transformation and Management | SAP Signavio Process Transformation Suite

**How finance leaders can maximize financial excellence and efficiency**  
Transforming processes to boost revenue, profitability, and financial control at scale

The graphic features a woman in a dark sleeveless top looking at a tablet. In the background, there is a financial candlestick chart on the left and a large blue checkmark on the right, all set against a blue sky with clouds. The entire graphic is framed by a purple border at the bottom.



## Why Us?



**End-to-end transformation capability**  
built with best-in-class applications

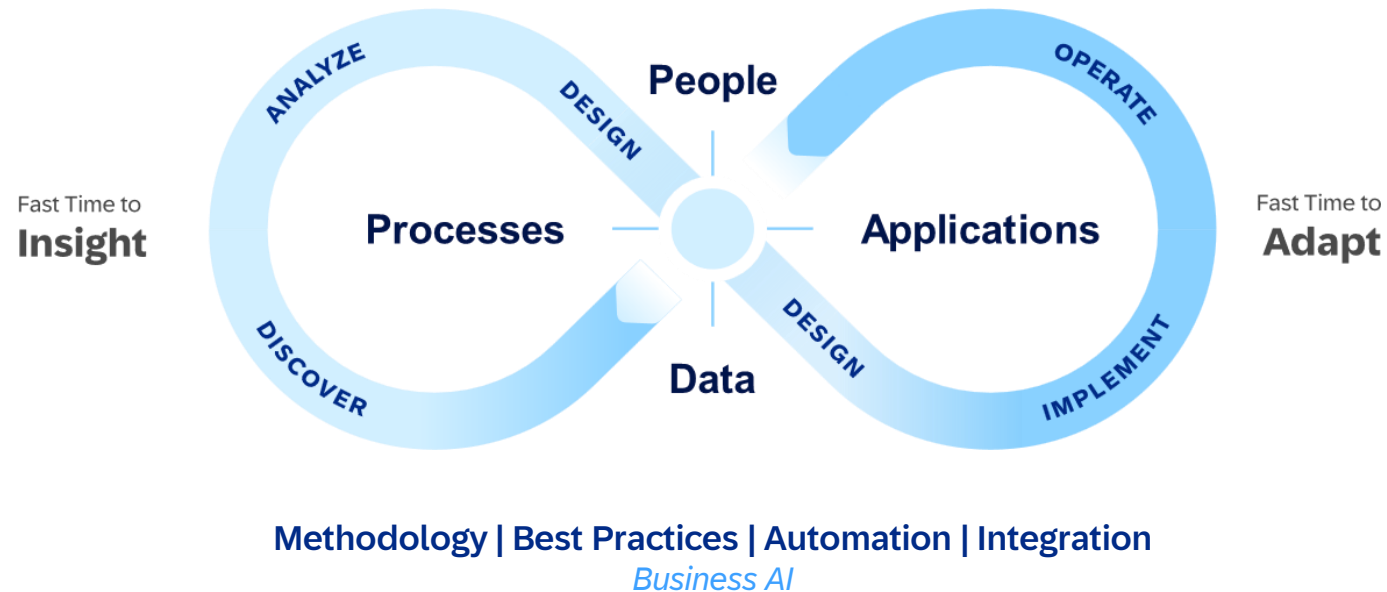


**Contextual intelligence**  
across people, processes, applications  
and data



**Industry and Finance expertise**  
accelerators, benchmarks and expert network

SAP Signavio's **vision goes beyond the financial line of business:**  
We aim to inspire the world to embrace processes and dare to run better.



**Empowering organizations to achieve their maximum potential  
through constant **AI-enabled business transformation****

# Thank you

Contact information:

Letizia Ciaccia  
Senior Director Field Excellence SAP LeanIX & SAP Signavio, EMEA  
[letizia.ciaccia@sap.com](mailto:letizia.ciaccia@sap.com)