Oltre l'efficienza: Business Transformation per Procurement

4 giugno 2025
Milano

Let's face it: procurement has never been more challenging

Supply chains are stretched thin, costs are climbing, and the demands on procurement leaders keep growing.

Procurement's evolving role

Increasing volatility requires procurement leaders to make complex decisions - despite a lack of actionable insights.

AI-generated

TRANSFORMATION

What do Executives think of business transformation?

The Estimation Game:
What do business transformations really cost?

46% are not completed on time
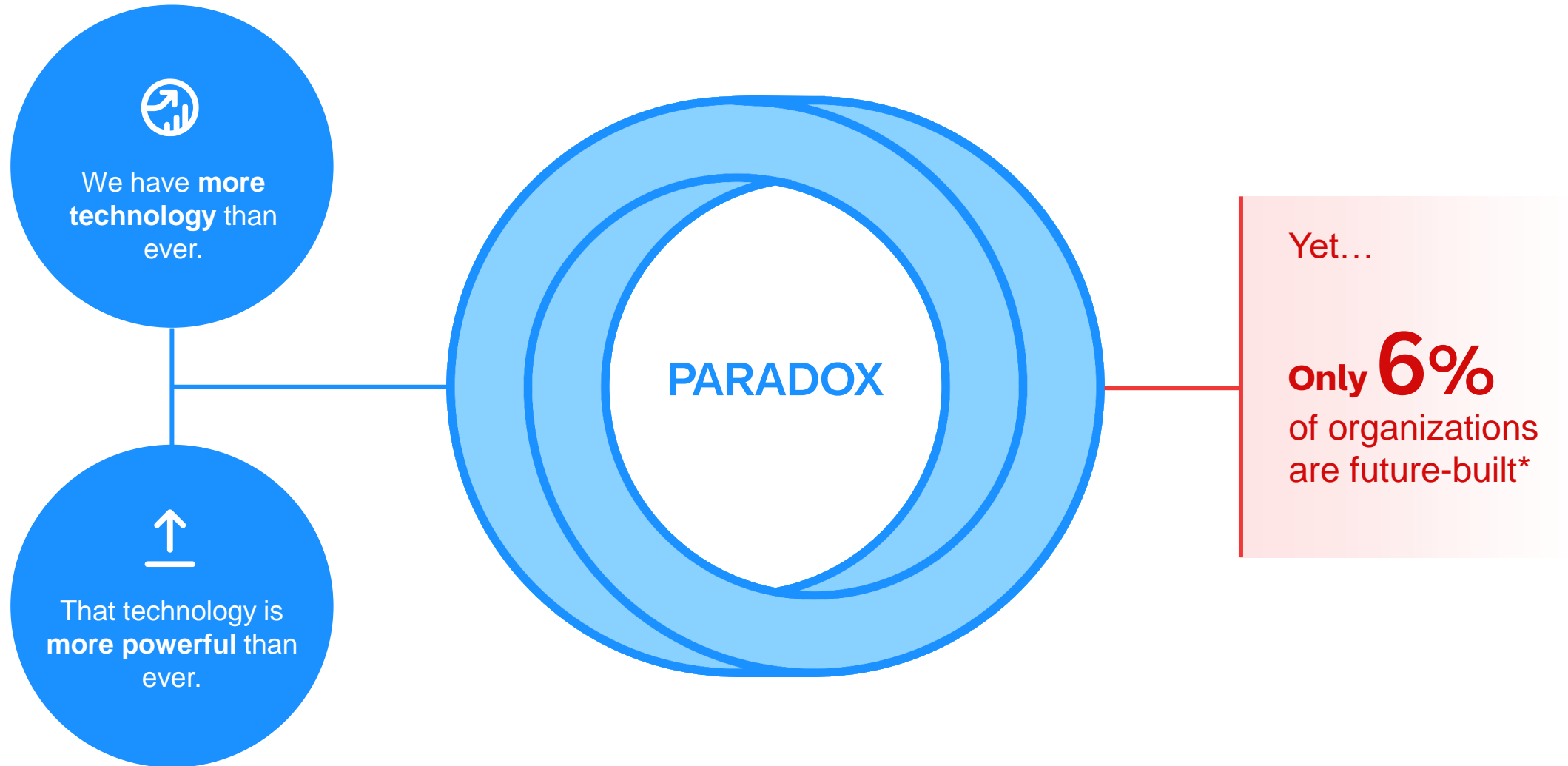
58% exceed budgets

42% invest in the wrong technology

41% lack agility

59% believe AI will impact transformation

35% have an AI governance policy

Source: Oxford Economics Study "The Estimation Game", 2025

We have **more technology** than ever.

That technology is **more powerful** than ever.

PARADOX

Yet…

Only 6% of organizations are future-built*

* BCG The New Blueprint for Corporate Performance, April 4, 2023

Transformation
is not a project

Transformation
is a capability

Business transformation
From strategy to execution

Fast Time to
Change

People

ANALYZE

DESIGN

OPERATE

Fast time to
Insight

Processes

Applications

Fast time to
Adapt

DISCOVER

DESIGN

IMPLEMENT

Data

Business transformation
From strategy to execution

Fast Time to **Change**

Fast Time to **Insight**

Fast Time to **Adapt**

walk me

SAP Signavio

SAP LeanIX

ANALYZE

DESIGN

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OPERATE

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IMPLEMENT

People

Processes

Applications

Data

Methodology | Best-Practices | Automation | Integration
Powered by Business AI
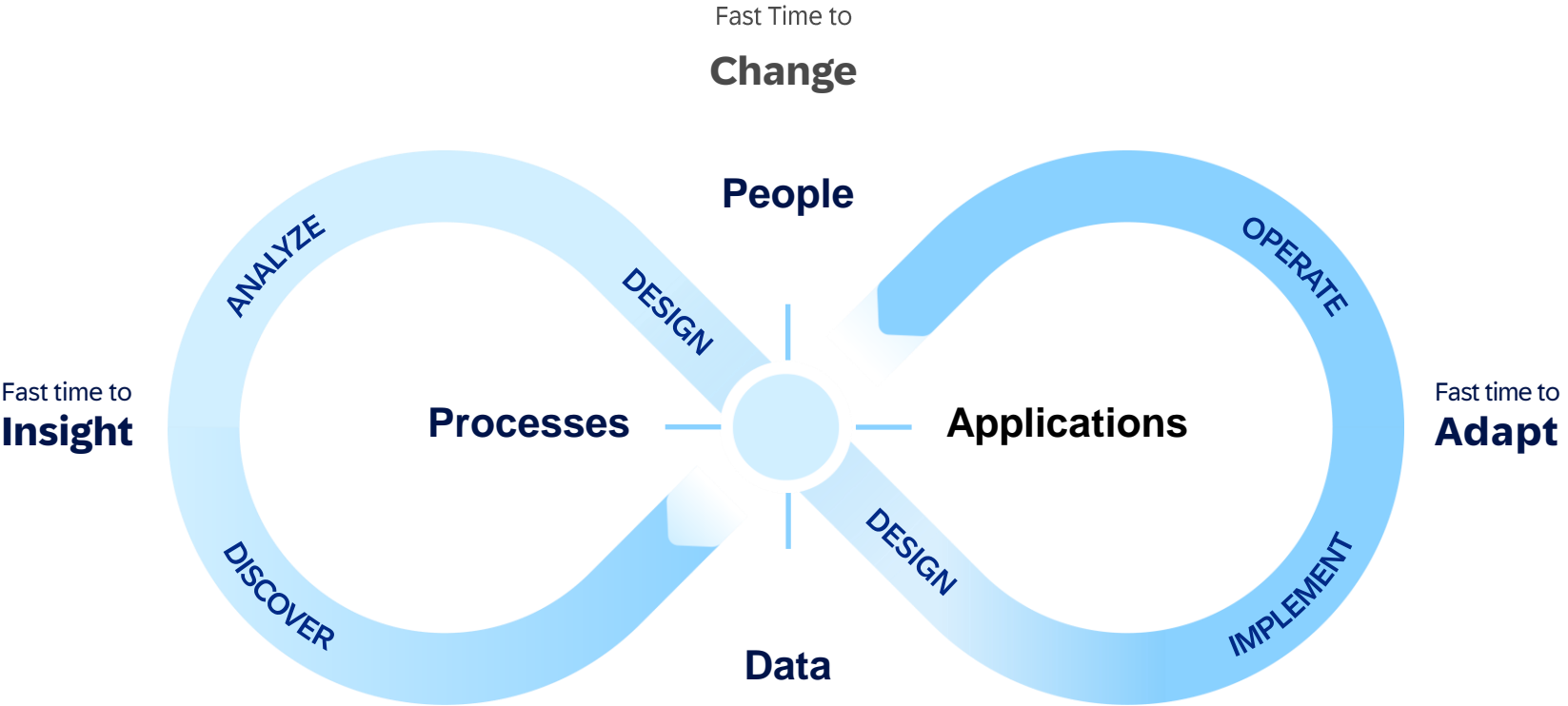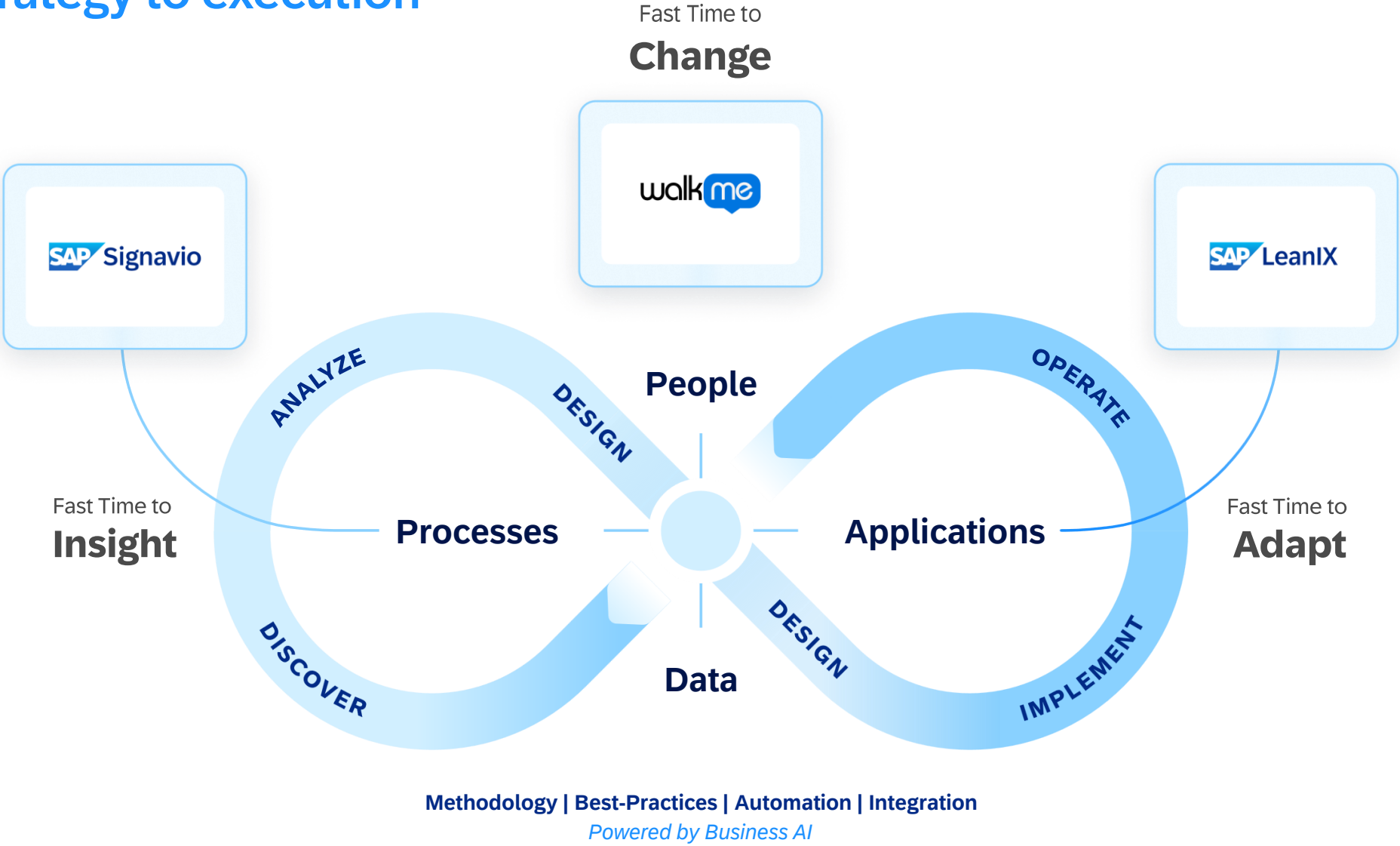
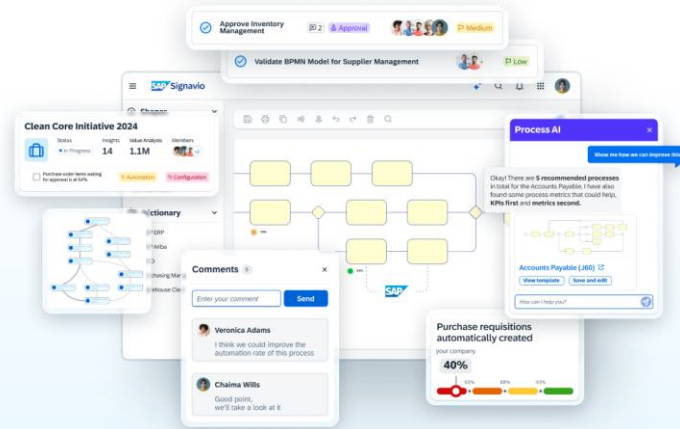# SAP solutions for business transformation management
Building a transformation capability with market-leading solutions
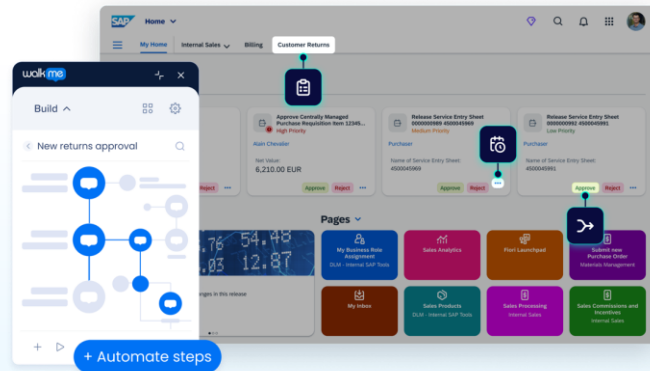
Guide, govern and automate user interactions to drive tech adoption across applications and workflows.
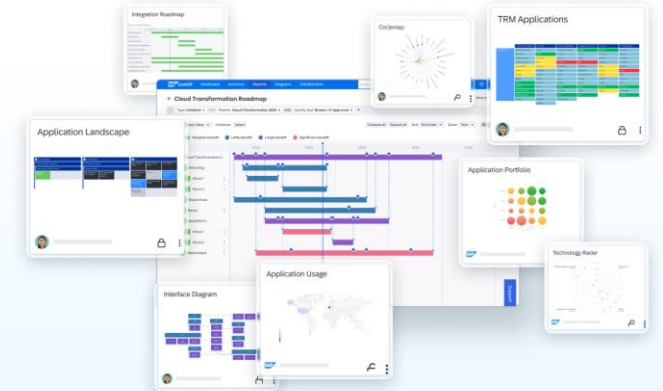

Analyze, optimize, and manage your processes fast and at a scale to become an agile and resilient enterprise.

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

WalkMe	SAP Signavio	SAP LeanIX
People	Processes	Applications

SAP Business Data Cloud

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
Forrestor Wave

Digital Adoption Platform
G2 Grid
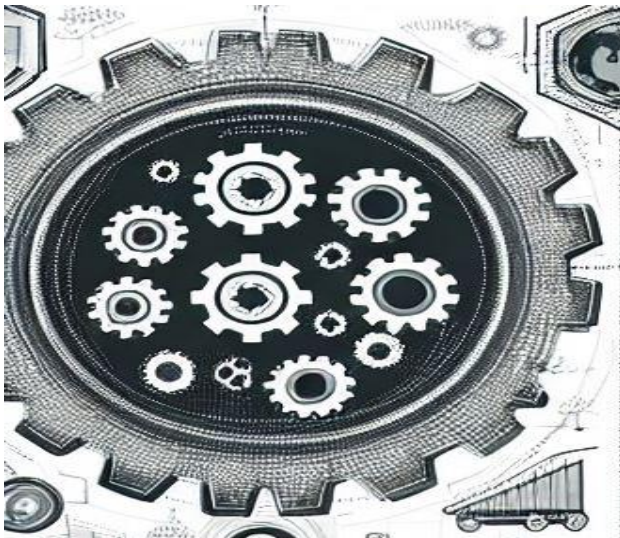
Leaders

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 CPO?

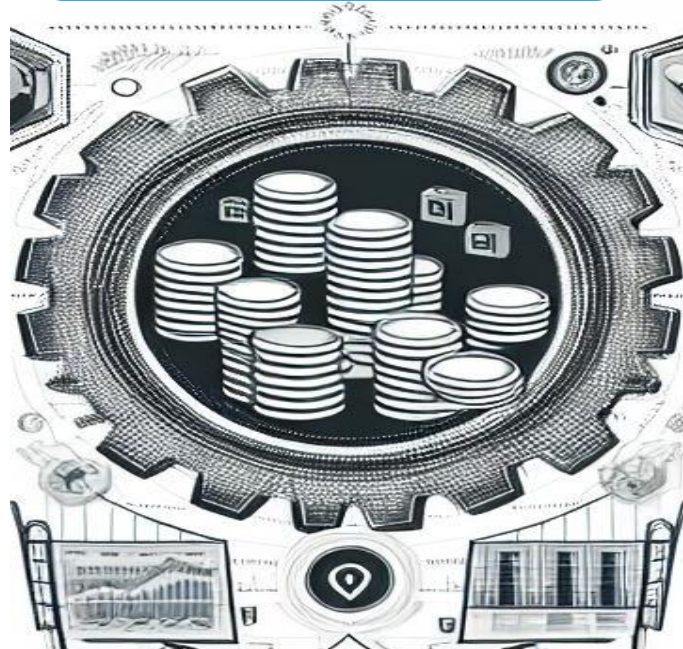# Goals and challenges

Boost procurement efficiency and productivity

Increase financial efficiency and working capital optimization

Improve procurement compliance

Unlock value and realize procurement potential
with SAP Signavio

Boost procurement efficiency and productivity
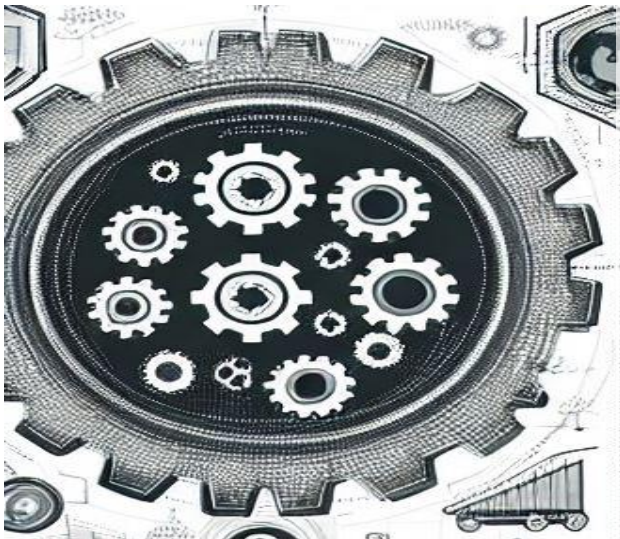
Increase financial efficiency and working capital optimization

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Unlock value and realize procurement potential
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Boost procurement efficiency and productivity

Quickly identify improvement opportunities

Example challenges

Where do you have **costly manual interventions?**

Are you quickly identifying automation opportunities, and how does your **automation rate** compare to your peers?

How can your organization **improve on-time delivery performance**?

What is the extent and impact of **non-catalogue usage**?

Assess manual intervention and automation potential

IMPORTANCE

Understanding and leveraging the level of automation in key areas of your procurement process is vital to enhance operational efficiency and achieving cost savings.
The ability to do so is not a competitive advantage anymore, but vital to business success.

BENEFITS

- Find root causes for manual interventions

- Accelerate the process of creating or acquiring purchase requisitions, orders, and goods receipts by minimizing manual tasks

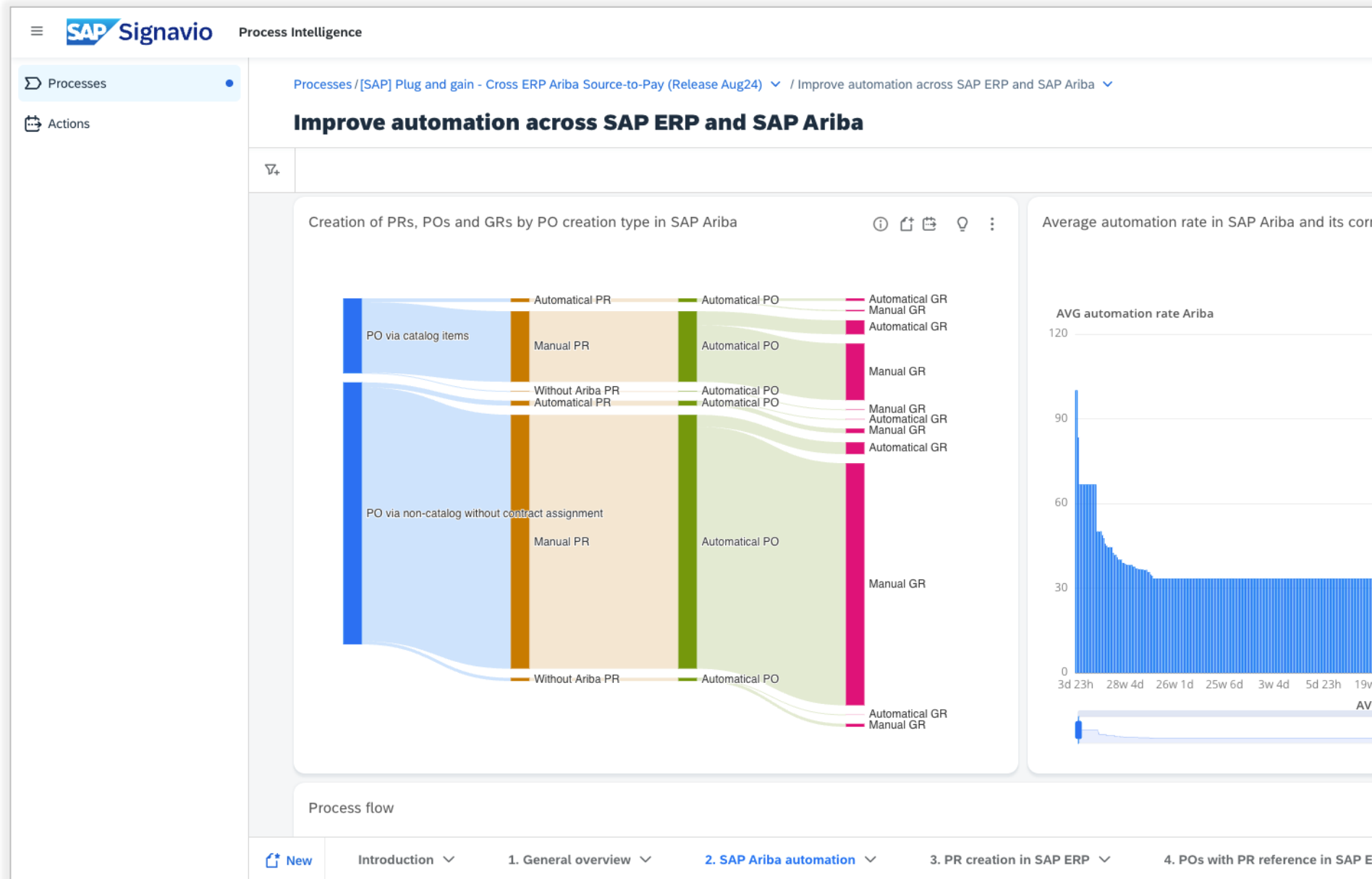- Reduce overall cost for process execution

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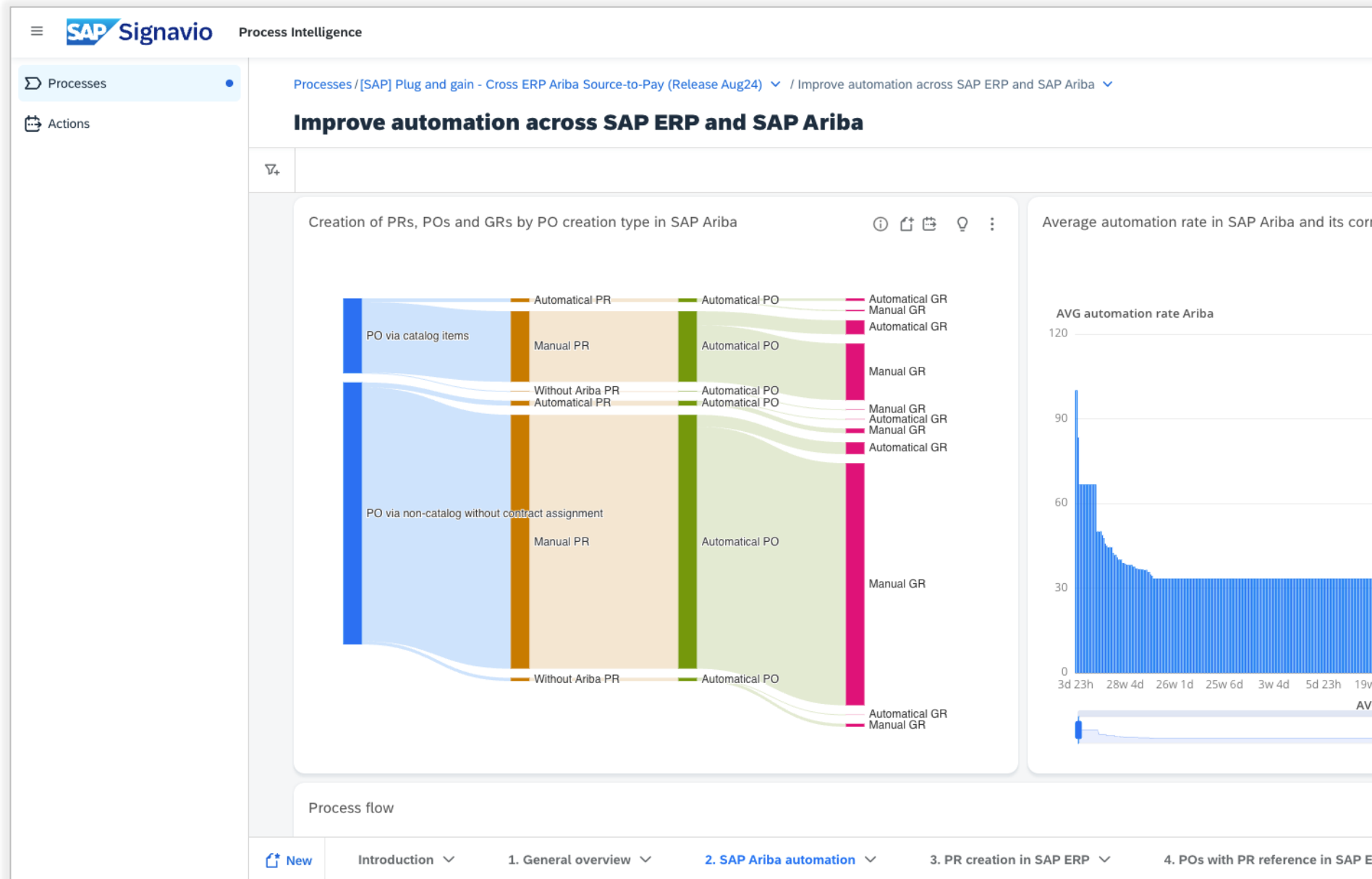
Improve on-time delivery performance

IMPORTANCE

While early deliveries can cause shortages in warehouse space and tie up working capital unnecessarily, late deliveries can have a significant negative impact on production, maintenance, sales and overall customer satisfaction.

BENEFITS

- Minimize disruptions to operations and production schedules

- Reduce inventory holding costs

- Identify and compare suppliers and materials for which deliveries are frequently not on time

- Improve customer and supplier relationships
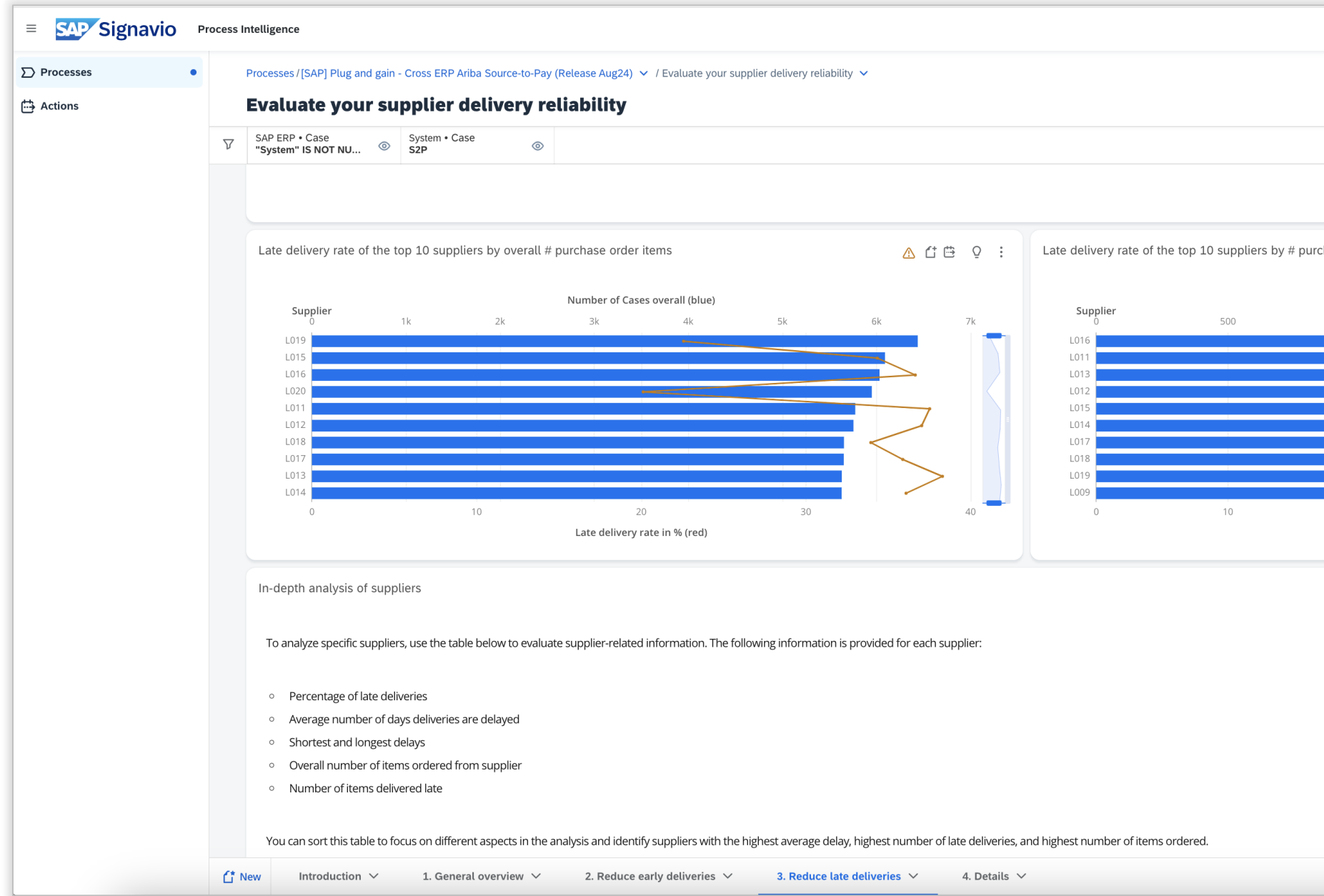
Identify non-catalogue usage

IMPORTANCE

Getting insights into non-catalog purchases is crucial to better control the level of compliance, manage costs, and ultimately strengthen supplier relationships.

A proactive approach ultimately contributes to a more strategic and effective procurement function.

BENEFITS

- Get insights into the organizational areas affected

- Understand the financial (monetary impact) of non-catalog purchases

- Achieve better financial outcomes
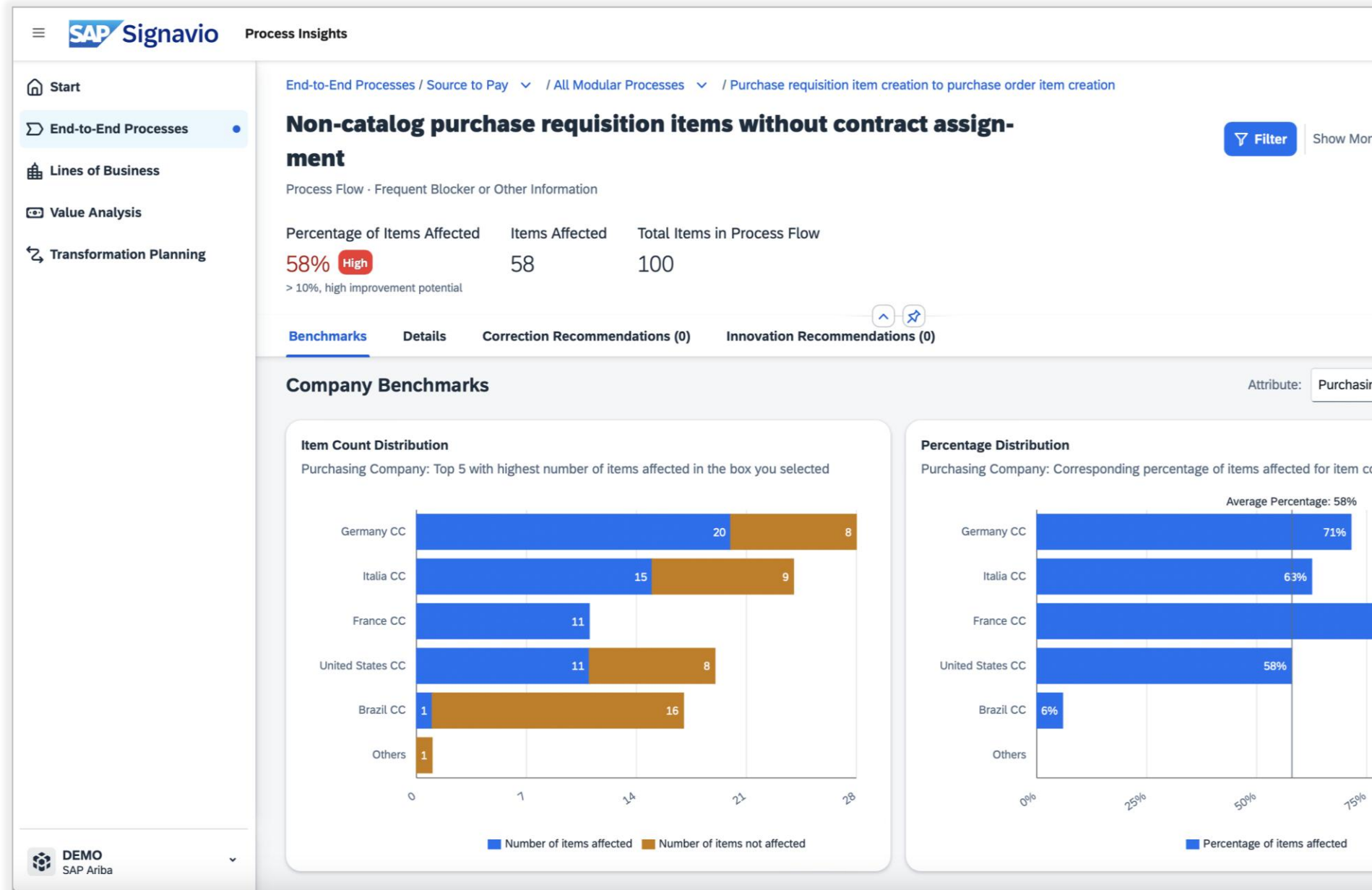
Unlock value and realize procurement potential
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Boost procurement efficiency and productivity

Quickly identify improvement opportunities

Increase financial efficiency

Optimize working capital to increase cost savings

Improve procurement compliance

Mitigate risks through adoption of best practices

Increase financial efficiency

Optimize working capital to increase cost savings

Example challenges

Is my organization missing out on the use of **cash discounts**?

How can you quickly **identify duplicate invoices** and avoid double payments?

Is my organization missing out on cost-saving opportunities by making **late payments**?

What impact are **early payments** having on my organizations cash flow?

Identify duplicate invoices

IMPORTANCE

Being able to quickly identify **suppliers without duplicate invoice check,** for example, is a fast way to start to analysing the incidence and impact of duplicate invoices. Issues such as overpayments, non-compliance, payment delays, lengthy reconciliations and strained supplier relationships are often caused or worsened by too many duplicate invoices.

BENEFITS

- Avoid overpayments by paying twice for invoices

- Better control your costs and cashflow through accurate invoicing and reconciliation

- Improve supplier relationships by avoiding errors that create an admin burden
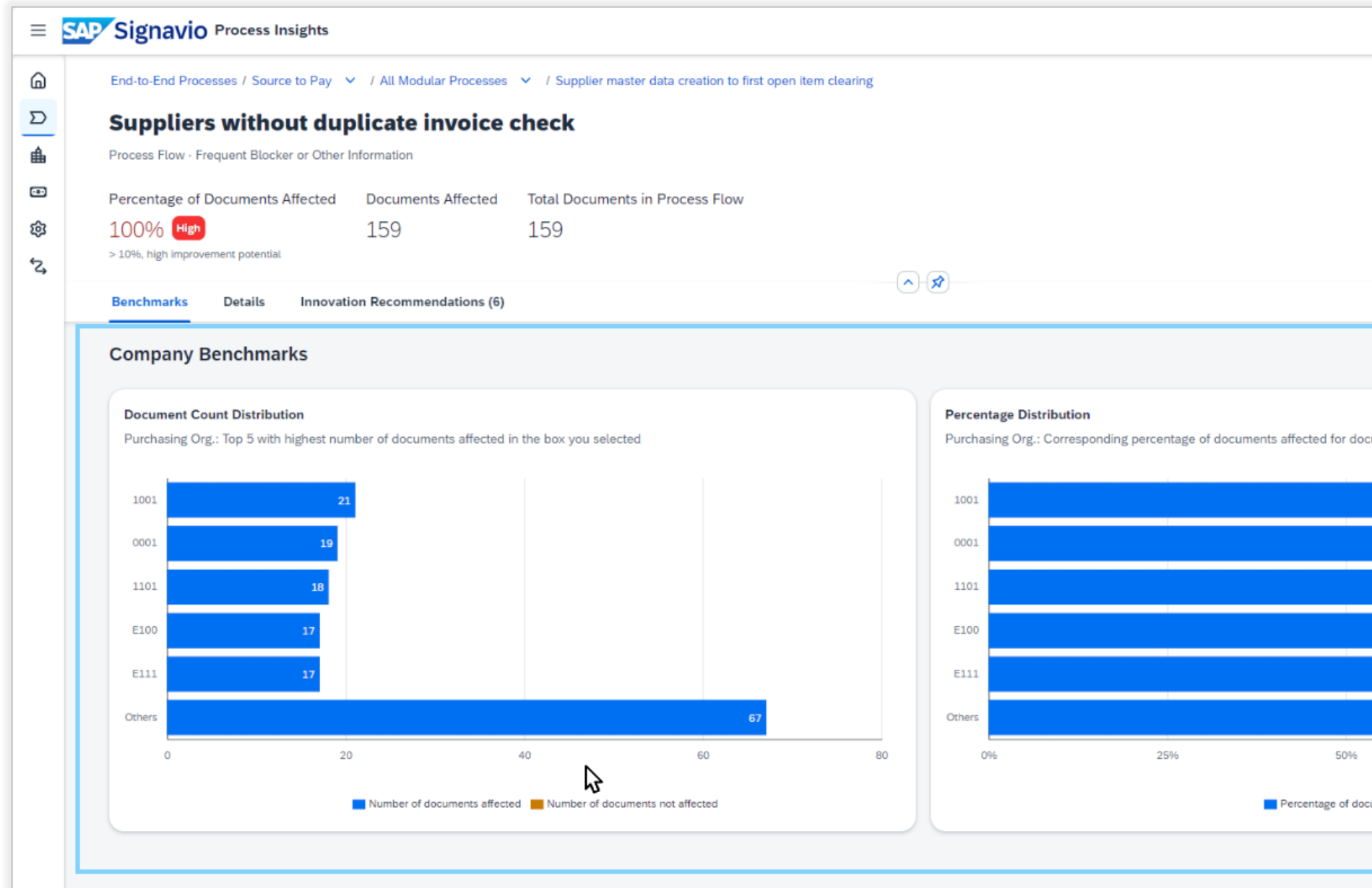
Improve use of cash discounts

IMPORTANCE

With increasing pressure on procurement budgets and rising costs, it's more important than ever than businesses take advantage of any existing cash discounts. Combining insights from **days payable outstanding** and **invoices with missed discounts** accelerates time to analysis and value realization in a measurable way.

BENEFITS

- Take advantage of available cash discounts to improve cash flow

- Optimize cost savings by implementing effective practices for timely cash capture

- Improve overall profitability by taking advantage of cost saving opportunities
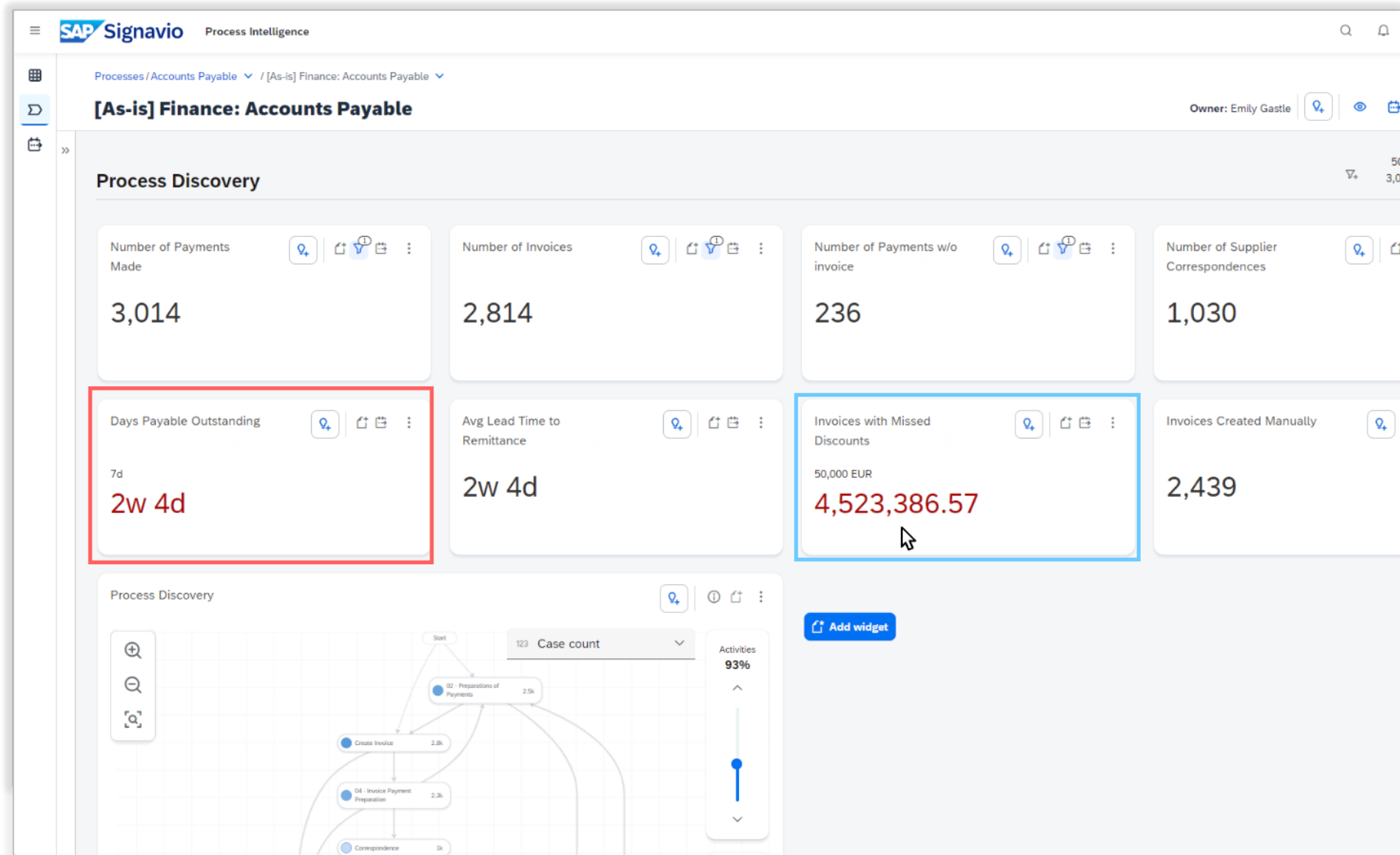
Avoid late payments

IMPORTANCE

Frequent late payments soon add up, and could lead to supply chain disruption, late payment and administrative costs, strained supplier relationships, and even reduced power in negotiating new terms. Insights into invoices cleared after net due due empower procurement teams to assess impact, dig deeper into root causes and take action,

BENEFITS

- Better control costs by avoiding late payment penalties

- Build a good reputation with suppliers and maintain relationships and trust by paying on time

- Reduce your exposure to credit risk by paying on time

SAP Signavio Process Insights

End-to-End Processes / Source to Pay ⌄ / All Modular Processes ⌄ / Supplier invoice issuing (with purchase order) to FI-AP clearing

FI-AP items cleared after net due date

Process Flow · Frequent Blocker or Other Information

Percentage of Documents Affected	Documents Affected	Total Documents in Process Flow
15% **High**	6	40
> 10%, high improvement potential		

Benchmarks   Details   Trends   Correction Recommendations (7)   Innovation Recommendations (0)

Industry Benchmark

15%

Percentage of Documents Affected
Based on total object count

Bottom 25%   Median   ▶ Top 25%
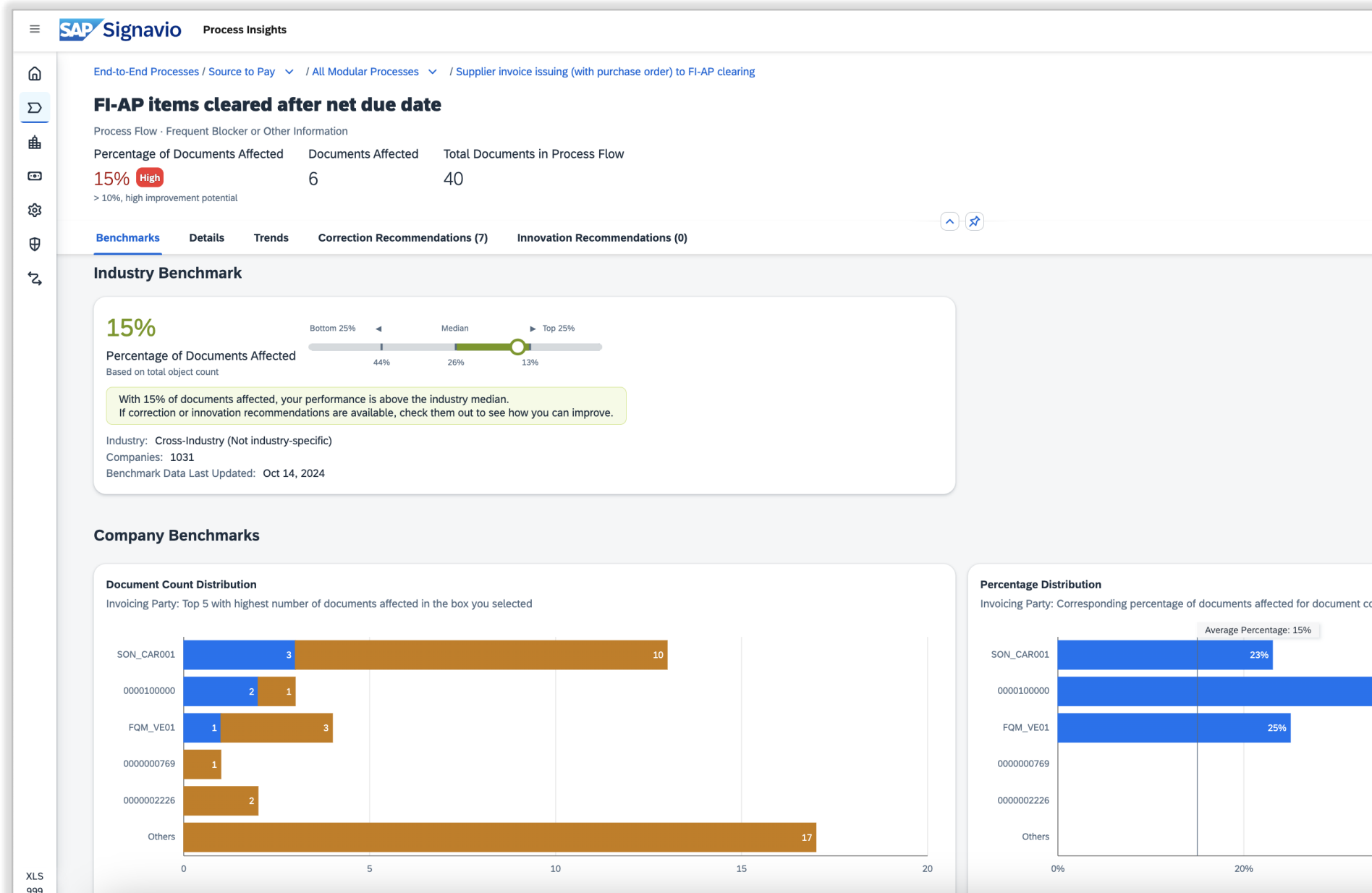44%   26%   13%

With 15% of documents affected, your performance is above the industry median.
If correction or innovation recommendations are available, check them out to see how you can improve.

Industry: Cross-Industry (Not industry-specific)
Companies: 1031
Benchmark Data Last Updated: Oct 14, 2024

Company Benchmarks

Document Count Distribution

Invoicing Party: Top 5 with highest number of documents affected in the box you selected

SON_CAR001	3 / 10
0000100000	2 / 1
FQM_VE01	1 / 3
0000000769	1
0000002226	2
Others	17

0   5   10   15   20

Percentage Distribution

Invoicing Party: Corresponding percentage of documents affected for document co

Average Percentage: 15%

SON_CAR001	23%
0000100000	
FQM_VE01	25%
0000000769	
0000002226	
Others	

0%   20%

XLS 999

PUBLIC

Unlock value and realize procurement potential
with SAP Signavio

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Example challenges

What percentage of procurement spend is **maverick buying**?

How do I improve our **three-way match rate**?

How can my organization get deeper insights into **procurement contract usage**?

How can my organization **increase adoption** of procurement capabilities?

How can we identify and reduce the use of **inefficient variants?**
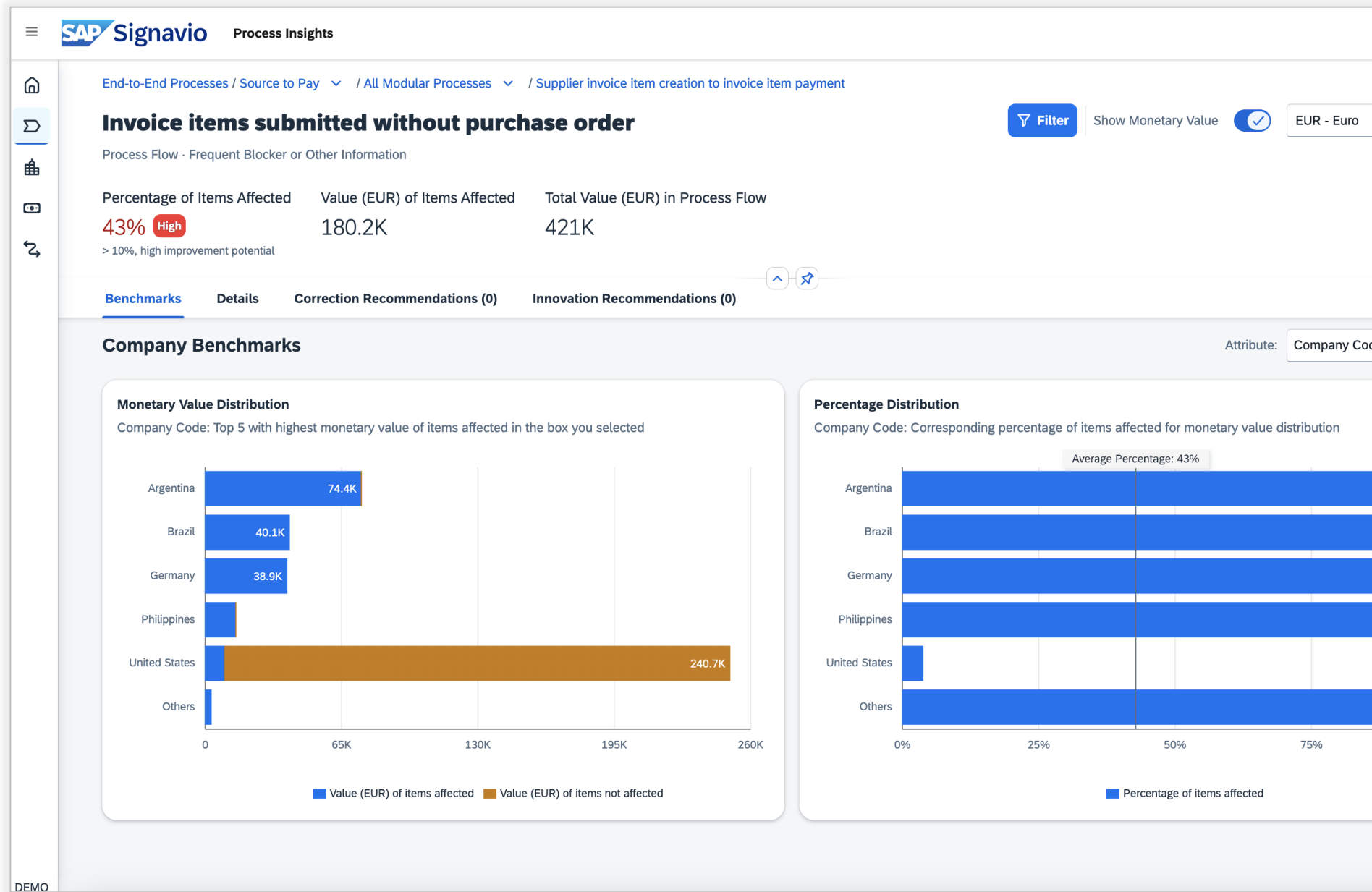
Identify maverick buying

IMPORTANCE

Analysing the percentage of invoices submitted without purchase orders is a critical exercise for procurement leaders.

It provides insights to improve compliance, cost management, operational efficiency, supplier relationships, and data accuracy.

BENEFITS

• Uncover repeated non-contract/non-catalog purchase

• Reduce the risk of inconsistencies

• Mitigate compliance issues

• Understand the monetary value impact of maverick buying

SAP Signavio Process Insights

End-to-End Processes / Source to Pay ⌄ / All Modular Processes ⌄ / Supplier invoice item creation to invoice item payment

Invoice items submitted without purchase order

Process Flow · Frequent Blocker or Other Information

⫧ Filter   Show Monetary Value ☑   EUR - Euro

Percentage of Items Affected
43% High
> 10%, high improvement potential

Value (EUR) of Items Affected
180.2K

Total Value (EUR) in Process Flow
421K

Benchmarks   Details   Correction Recommendations (0)   Innovation Recommendations (0)

Company Benchmarks

Attribute: Company Cod

Monetary Value Distribution
Company Code: Top 5 with highest monetary value of items affected in the box you selected

- Argentina 74.4K
- Brazil 40.1K
- Germany 38.9K
- Philippines
- United States 240.7K
- Others

0   65K   130K   195K   260K

■ Value (EUR) of items affected   ■ Value (EUR) of items not affected

Percentage Distribution
Company Code: Corresponding percentage of items affected for monetary value distribution

Average Percentage: 43%

- Argentina
- Brazil
- Germany
- Philippines
- United States
- Others

0%   25%   50%   75%

■ Percentage of items affected

DEMO

Improve your three-way match rate

IMPORTANCE

The three-way match rate is a control indicator that measures whether quantities and prices in the delivery and invoice correspond to the details in the initial purchase order.

Deviations in quantities and prices pose risks for the purchasing process.

BENEFITS

- Avoid deviations for invoices

- Understand root-causes for deviations in quantities and processes

- Get the necessary data for prioritizing suppliers and materials
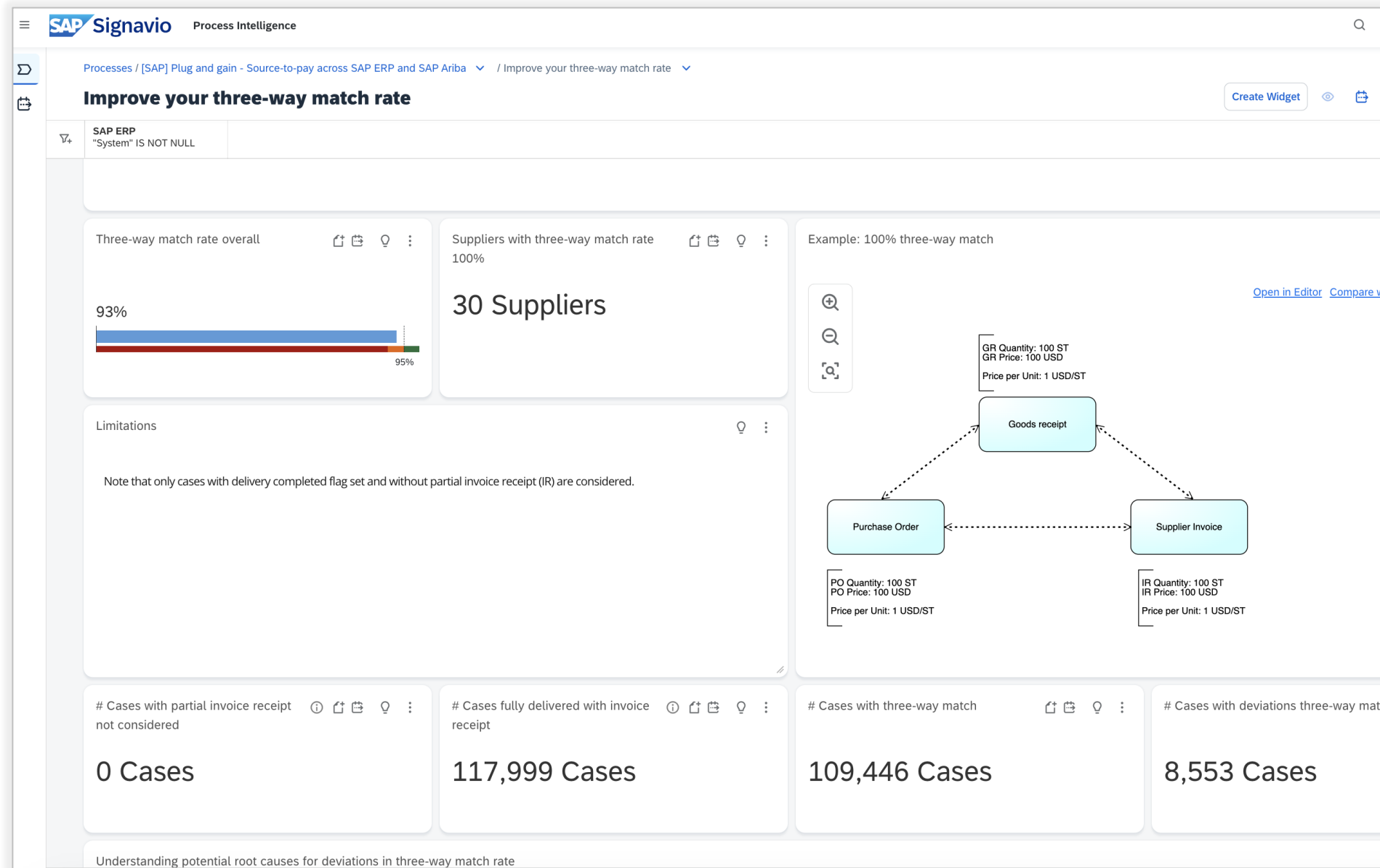
Increase adoption of your SAP capabilities

IMPORTANCE

Low adoption can result in declining productivity, increasing compliance risks, wasted tech spend and limited business agility.

Adoption metrics can be used to guarantee that technology is being used to its full potential, identifying user engagement and points of improvement.

BENEFITS

- Analyze usage behavior across selected SAP Ariba capabilities, understand bottlenecks and optimize process efficiency

- Understand how changes impact the processes workflow and take informed action to improve adoption

- Reduce compliance risks

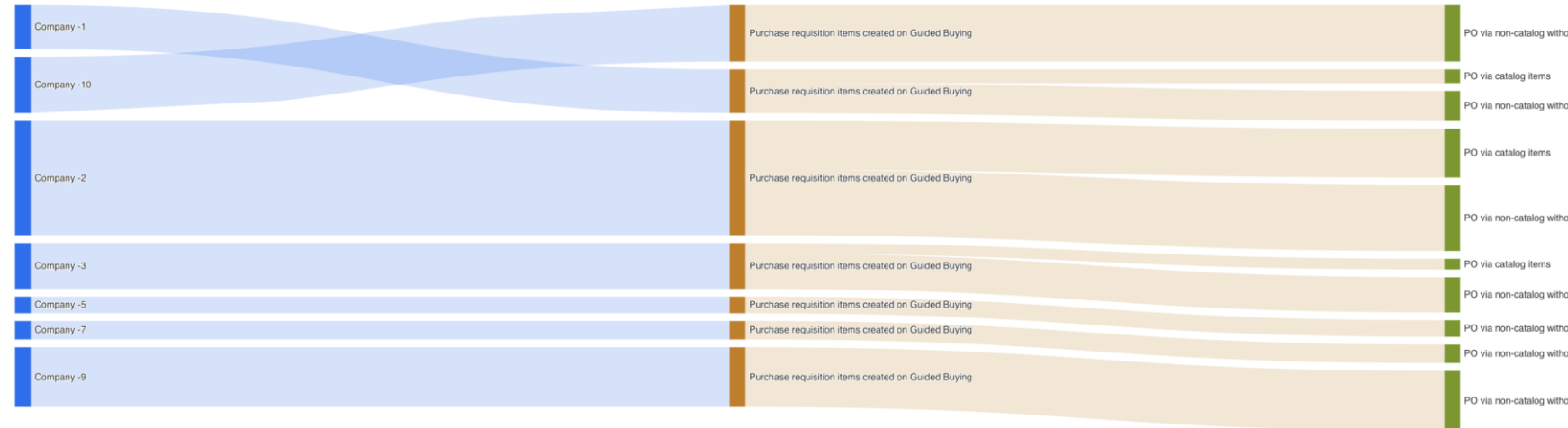### Harmonize your process across SAP ERP and SAP Ariba

Purchase order item creation marks the point in time when a purchase order item is entered into the system. In SAP Ariba, it's considered most efficient to create purchase order items using catalog items or contracts, so this has a positive impact on the Best-Run Score. It's considered less efficient to create purchase order item assignment, so this has a negative impact on the Best-Run Score.

Harmonization by company code for purchase order item creation in SAP Ariba

Company code	Activity	Undesirable activity?
C012	Create purchase order item in SAP Ariba via non-catalog without contract assignment	⛔
C011	Create purchase order item in SAP Ariba via catalog items	✅
C010	Create purchase order item in SAP Ariba via catalog items	✅
C009	Create purchase order item in SAP Ariba via catalog items	✅
C008	Create purchase order item in SAP Ariba via catalog items	✅
C007	Create purchase order item in SAP Ariba via catalog items	✅
C006	Create purchase order item in SAP Ariba via catalog items	✅
C005	Create purchase order item in SAP Ariba via catalog items	✅

Distribution of PO creation scenario across Ariba company codes

| New | Introduction ⌄ | Harmonize company codes ⌄ | 1. General overview ⌄ | 2. Degree of process harmonization ⌄ | 3. Improve process harmonization ⌄ | 4. Process harmonization in SAP Ariba ⌄ | 5. Harmonize purchasing scenarios SAP ERP ⌄ | 6. Details ⌄ |

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Reduce inefficient variants

IMPORTANCE

Understand variants of your end-to-end Source to Pay execution across your whole organization with flexible flow diagrams, e.g, drilling down into purchasing organizations or company codes.

BENEFITS

- Harmonize your process by targeting the most relevant variants for improvement, e.g., by selecting a specific supplier or specific material group

- Drill down into your desired detail level
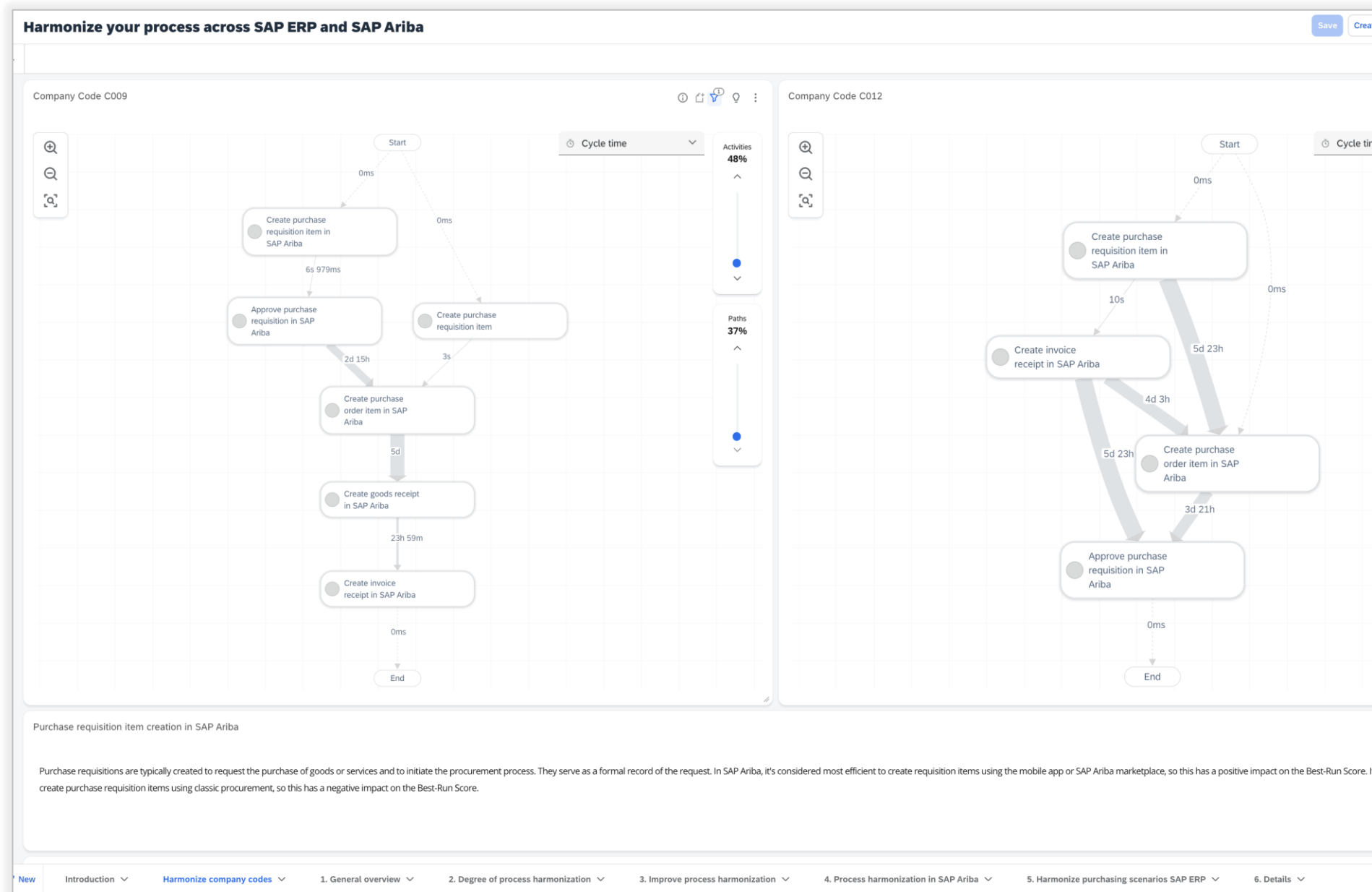
Why Us?

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

Contextual intelligence
across people, processes, applications and data

Industry and Procurement expertise
accelerators, benchmarks and expert network

Get started

https://www.signavio.com/it/procurement-excellence/
Getting started with SAP Signavio solutions for Procurement

www.signavio.com/it
Learn more about SAP Signavio

www.sap.com/products/business-transformation-management
Learn more about Business transformation management

Three steps to accelerate the journey to procurement excellence
Assess, redesign, and harmonize procurement processes with SAP Signavio solutions

Procurement excellence remains central to business success. However, achieving it can be elusive. Success requires **gaining visibility into your procurement processes and systems** so you can assess, redesign, and harmonize them—and make your business and supply chains more resilient.

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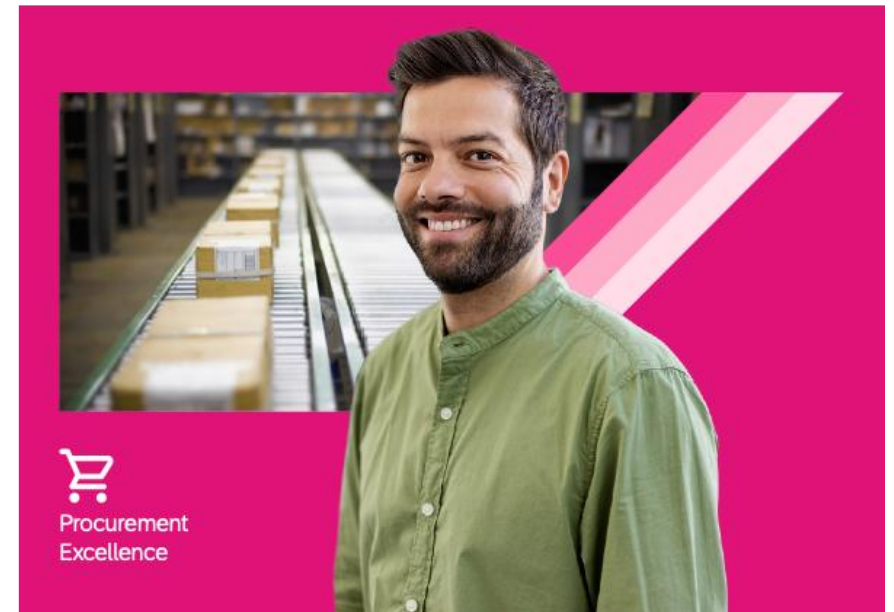
SAP Signavio's vision goes beyond the financial line of business:
We aim to inspire the world to embrace processes and dare to run better.

Methodology | Best Practices | Automation | Integration
Business AI
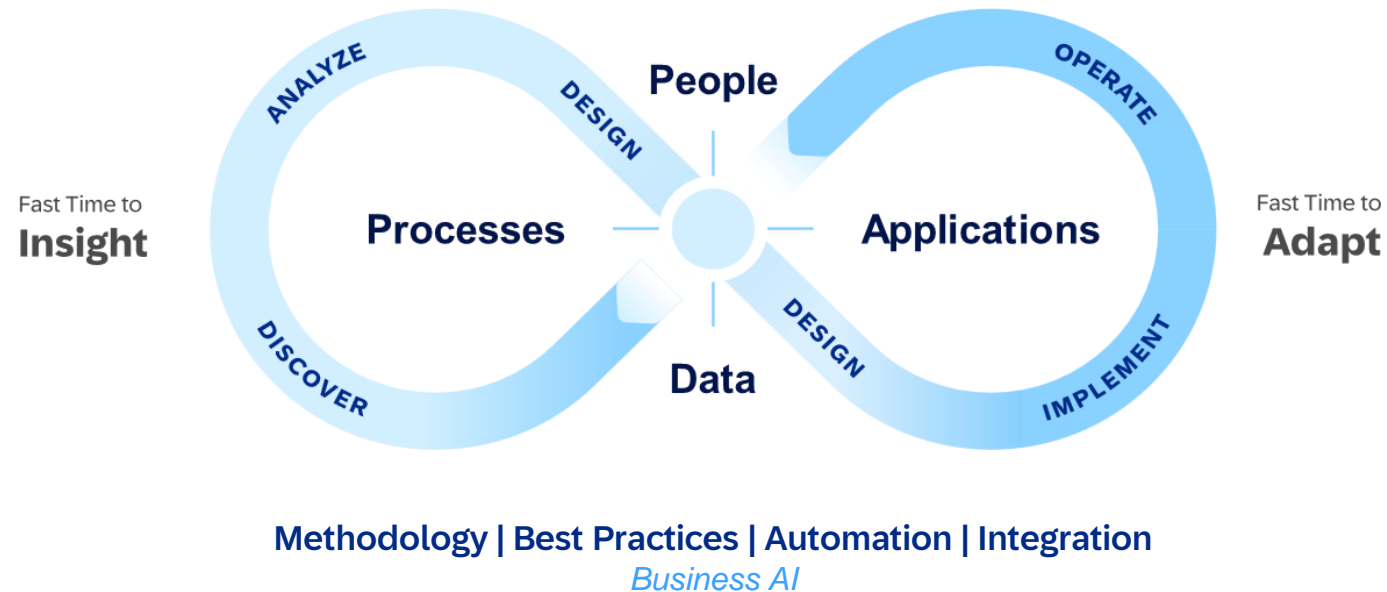
Empowering organizations to achieve their maximum potential
through constant **AI-enabled business transformation**

Thank you

Contact information:

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Salvatore.de.caro@sap.com

SAP Bring out your best.