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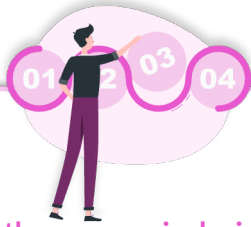
# Leveraging Signavio to achieve process excellence

Join leaders from **Philip Morris International (PMI)** and **IBM** as they discuss how PMI used Signavio to achieve process excellence for their procurement processes

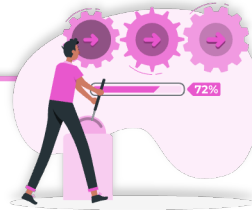
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SAP Transformation Excellence Summit

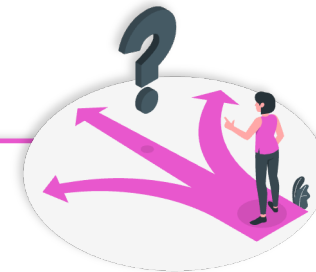
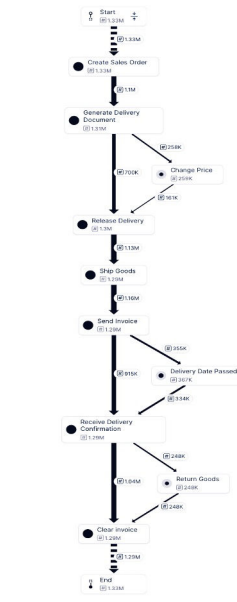
# Reality of business processes



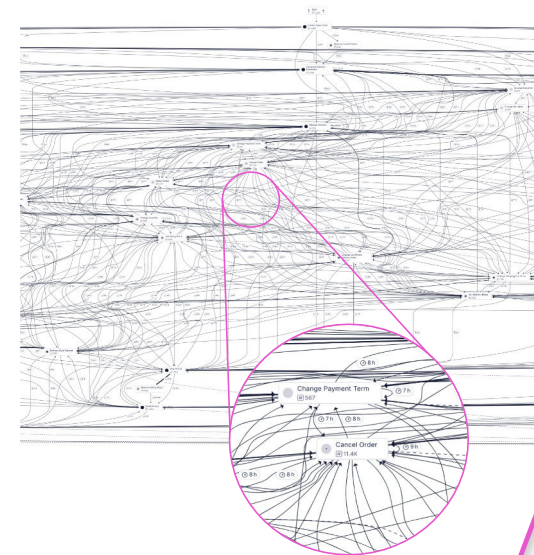
How the process is designed



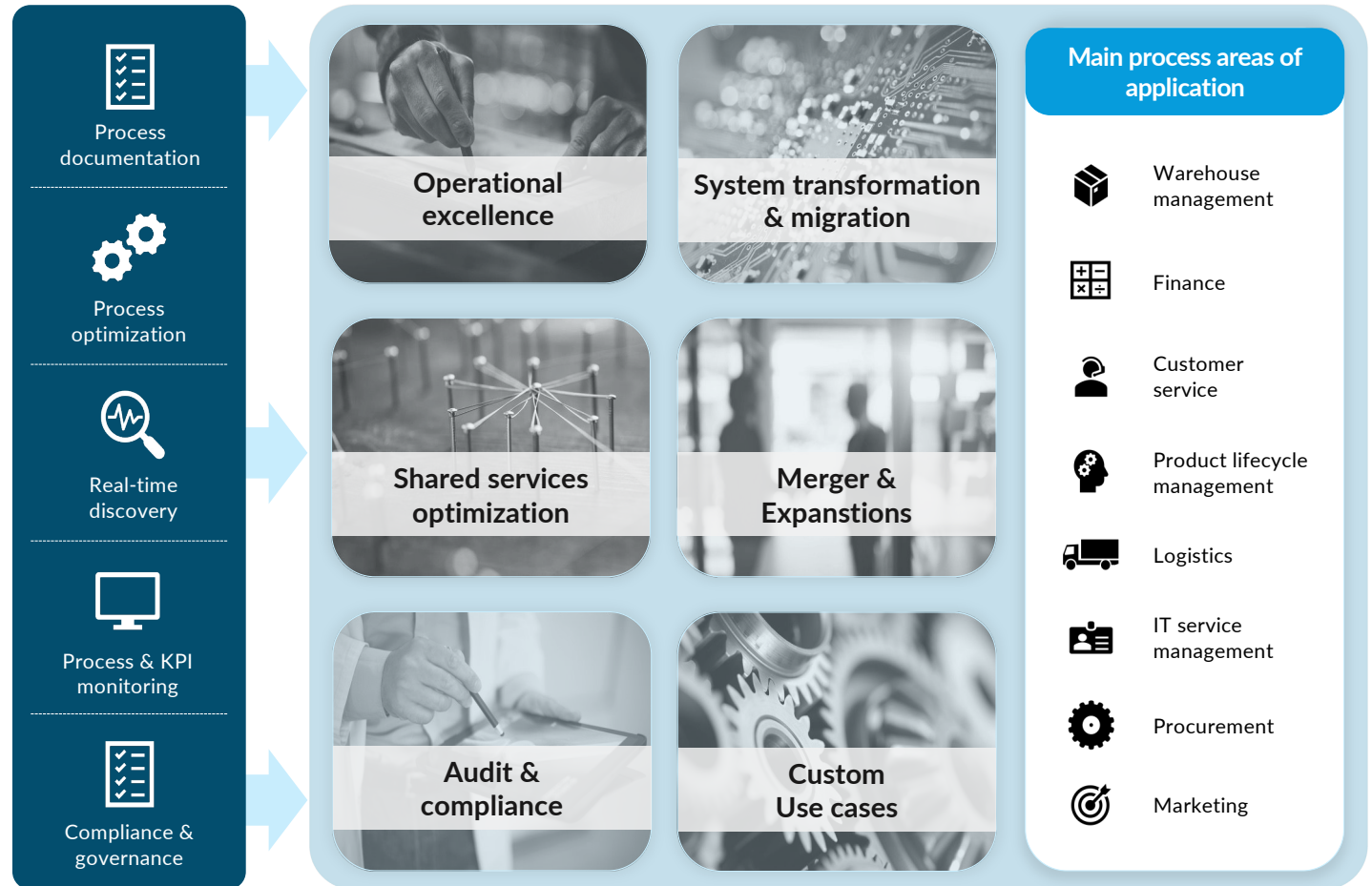
How businesses think the process runs



How the process actually runs



# Process Mining can deliver valuable insights for many use cases







## Overview



A STORY of INNOVATION

### About PMI

-  Philip Morris International (PMI) is a leading global consumer goods company committed to building a smoke-free future. PMI is undergoing a significant transformation, providing better options for our adult consumers through the development of smoke-free products
-  The Global Business Solutions (GBS) organization is pivotal in this transformation, directly supporting PMI's strategies through end-to-end process simplification, reducing cost-to-serve, and enhancing the quality of internal service delivery. This allows the business to grow and create added value for all relevant stakeholders
-  GBS operations encompass two types of services: End to End Services (E2E Services) and Capabilities as a Service (CaaS). These services are designed to streamline processes and improve efficiency within the organization. The rapid market expansion, new suppliers, business partners, and accelerated dynamics in collaboration have increased the complexity of PMI's operations
-  Consequently, the internal service delivery organization must be agile in responding to changing demands and creating effective solutions to elevate customer experience



# What are PMI's goals on process management and transformation?



## Why is there a need for process transformation?

Strategic Ambition	Generate 2/3 <sup>rd</sup> revenue from smoke-free products by 2030
Operational complexity	Multiple markets, diverse categories, and varied business models
Fragmentation	Processes optimized partly within functions; lacks end-to-end integration
Collaboration gaps	Function-specific approaches hinder seamless cross-functional workflows and data flow
Technology readiness	Maximize value from newer technologies (e.g., S/4HANA, Gen AI, Agentic AI etc.)

## What are the expected outcomes?

-  Higher productivity and less complexity
-  Rapid scaling of technology and innovation
-  Enhanced cross-functional collaboration
-  Better service delivery and customer experience
-  Data and insights-driven decision making
-  Consistent quality and compliance



# Business Process Management (BPM) journey

celonis



Why SAP Signavio as BPM platform?

<p><b>"One Source of Truth"</b> Process Library</p> <p>Accelerate process modeling, discovery, and execution with a single source of truth for process data and analytics. Gain insights into process performance and compliance across the organization.</p> <p><b>Faster path to process</b> Implementation decisions</p>	<p><b>Data Driven</b> Process Decisions</p> <p>Use real-time analytics and the Signavio AI engine to identify bottlenecks, inefficiencies, and compliance risks. Optimize processes and improve performance.</p> <p><b>Safe path</b> to go live</p>	<p><b>Secure and Autonomous</b> Operations</p> <p>Secure your processes with built-in security and access control. Enable self-service process management and collaboration.</p> <p><b>Clearer path to</b> continuous improvement</p>
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SAP Signavio Accelerator: Process to BPM

Process Collaboration	Process Migration	Process Intelligence	Process Manager	Process Discovery
Compliance	Self-Service	AI-Driven Analytics	Process Mining	Continuous Improvement

Why shift to Signavio?

- Enable Value Framework in GBS
- Global Process Led Organization (GPLO)
- Scale Capability with GBS internal & external resources

AI Interventions: Text to process

Accelerate process modeling by empowering modelers to convert textual descriptions in BPMN diagrams

**Prompt**

"Take this text and make out of it a BPMN flow diagram. I want to make a process map for Employee onboarding"

**Key benefits**

- Reduce time spent on manual diagram creation by rapidly generating process models from text
- Continuous improvement of process models with the ability to save and iterate them in the SAP Signavio Process Manager solution

44 This is not just about adopting AI. It is about evolving how the business operates with AI as a core capability. 45



# Why SAP Signavio as BPM platform ?

<p><b>“One Source of Truth” Process Library</b></p> <p>Signavio platform fosters collaboration among all stakeholders, allowing employees and external partners to document, share, and edit business processes in real-time.</p> <p> <b>Faster path</b> to process transformation decisions</p> <p>Collaborate cross-functionally in a consistent and aligned way</p>	<p><b>Data Driven Process Decisions</b></p> <p>Signavio offers an all-in-one BPM solution that combines sophisticated modeling, effective workflow management, and powerful analytics.</p> <p> <b>Safer path</b> to go-live</p> <p>Plan with confidence and implement changes with less risk</p>	<p><b>Secure and Autonomous Operations</b></p> <p>Signavio provides a comprehensive suite that supports process modeling, workflow automation, and real-time analytics.</p> <p> <b>Clearer path</b> to continuous improvement</p> <p>Continue improving the process, while tracking value realization</p>
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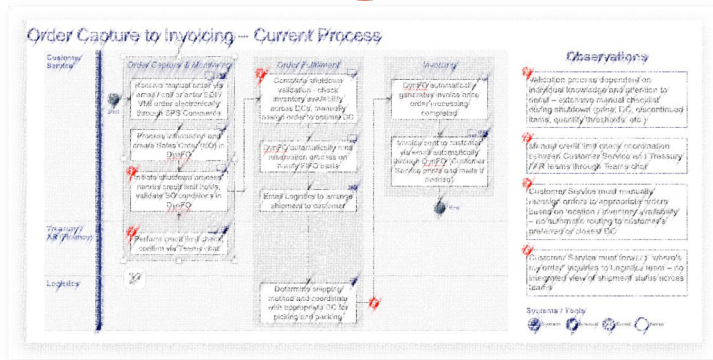
## Signavio Implementation Progress in PMI

← Completed →		← Advanced →		← Initiated →		← As of Jan 2026 →	
<b>Process Collaboration Hub</b>		<b>Process Insights</b>		<b>Process Intelligence</b>		<b>Process Manager</b>	
<ul style="list-style-type: none"> <li>• Collaboration Portal</li> <li>• Investigations</li> <li>• Central Repository</li> </ul>		<ul style="list-style-type: none"> <li>• Out of the box insights for SAP processes</li> <li>• KPIs &amp; value analysis</li> </ul>		<ul style="list-style-type: none"> <li>• Advanced process insights for SAP</li> <li>• Process mining non-SAP</li> </ul>		<ul style="list-style-type: none"> <li>• Process library</li> <li>• Process taxonomy</li> <li>• Attributes (e.g. Data)</li> </ul>	
						<b>Process Governance</b>	
						<ul style="list-style-type: none"> <li>• Approval workflows</li> <li>• Governance for BPM decisions</li> </ul>	

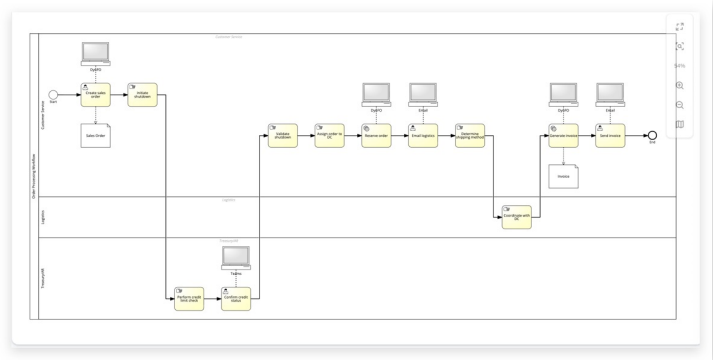


# AI interventions: Text to process

Accelerate process modelling by empowering modelers to convert textual descriptions in BPMN diagrams



*"Take this ppt and make text of it, I would like to generate a prompt to create a process map in Signavio tool"*



### Key benefits

- Reduced time spent on manual diagram creation by rapidly generating process models from text
- Continuous improvement of process models with the ability to save and refine them in the SAP Signavio Process Manager solution

**“ This is not just about adopting AI. It is about evolving how the business operates with AI as a core capability ”**



# Signavio process intelligence | Procure-to-Pay and Accounts Payable

## Background



- **Complex purchasing and Accounts Payable** processes
- **Process mining platform** was developed over **3 years** using **Celonis features** (viz. case-centric data models, action flows, and writebacks)
- **500+ users** across business domains use dashboards powered by near real-time process mining insights
- The organization initiated a **migration** from **Celonis** to **Signavio** to:
  - Enable **tighter integration** with the **SAP** ecosystem
  - Leverage **advanced features** like Process Intelligence and Process Insights

## Solution



### Discover

- As-is ecosystem analysis was performed
- Migration strategy and integration requirements were fully defined and planned
- Data model strategy was put in place



### Execute

- Migration models, signals, schedules, and user controls were implemented
- Process query language was implemented



### Deploy & Enhance

- Validation of all migrated models was completed
- Hypercare, training, and governance were established post-migration

*Delivered the end-to-end migration, including 3 models, 65+ dashboards and 1500+ objects*

[Detailed Approach](#)

## Solution Highlights

### Date Sources

- 4 SAP ECC instances covering across the globe
- Coupa
- AWS S3/ Athena (Veeva)

### Process Models

- Accounts Payable
- Purchase to Pay (Veeva)

### Technical Fact File

- Integrated pipeline across the globe
- Near-real time refreshes
- Writeback capability
- Actions for notifications

### Other Fact File

- 65+ dashboards
- 1500+ dashboard objects

### Key Functions

- Accounts Payable (Invoice Reversals, Early Warning System Dashboards, etc.)
- Procure to Pay (Region Specific PO Analysis, PO Timeliness, etc.)



# Signavio process intelligence | Procure-to-Pay and Accounts Payable

## Highlights

1

### Process variance analysis

Identified process variants, inefficiencies, and end-to-end process visibility

2

### Insights-driven decisions

Analytics enabled root-cause detection and continuous improvement

3

### Scalable model

Established a blueprint for extending Signavio to other processes

## Benefits



### Ensure Continuity During Migration

- FTE savings: **2.72 FTE**
- Efficiency gain from IBM Contract: **450K USD**
- WC impact: **9M USD**
- Cost avoidance: **1.7M USD**
- Cost of capital: **700K USD**



### Cost Avoidance

- Infrastructure cost **\$5K/Year**
- Technical Debt Integration : **\$30K**



### Technical/Architectural Benefits

- Direct Connectivity to SAP
- S/4 Transformation Accelerator
- Central Connector to SAP Landscape

## Key KPI improvements



First Pass Yield:  
↑ **5%**



Payment on Time:  
↑ **3%**



CSAT:  
↑ **6%**



Tax Error:  
↓ **14%**



Invoice Cycle Time:  
↓ **2.2 days**



## Lessons learnt along the journey

### Technical Lessons



Standard data models / extractors has to be developed for non-SAP applications



While existing dashboards were working, some dashboards had to be redesigned for better results



Rigorous testing and validation ensured data accuracy and seamless integration post-migration



Close interaction with business team to understand the functionality of the dashboards from a process angle

### Functional and Business Lessons



Comparison of the data / dashboards / KPI's in the existing dashboards vs New is critical



Work closely with SAP team for new functionality and any perceived gaps



Business-led agile collaboration is essential to ensure dashboards deliver sustained, actionable value



Use Signavio dashboards –more for process mining and less for data extraction and reporting



Engage stakeholders early and continuously throughout the transition to ensure buy-in, and smooth change



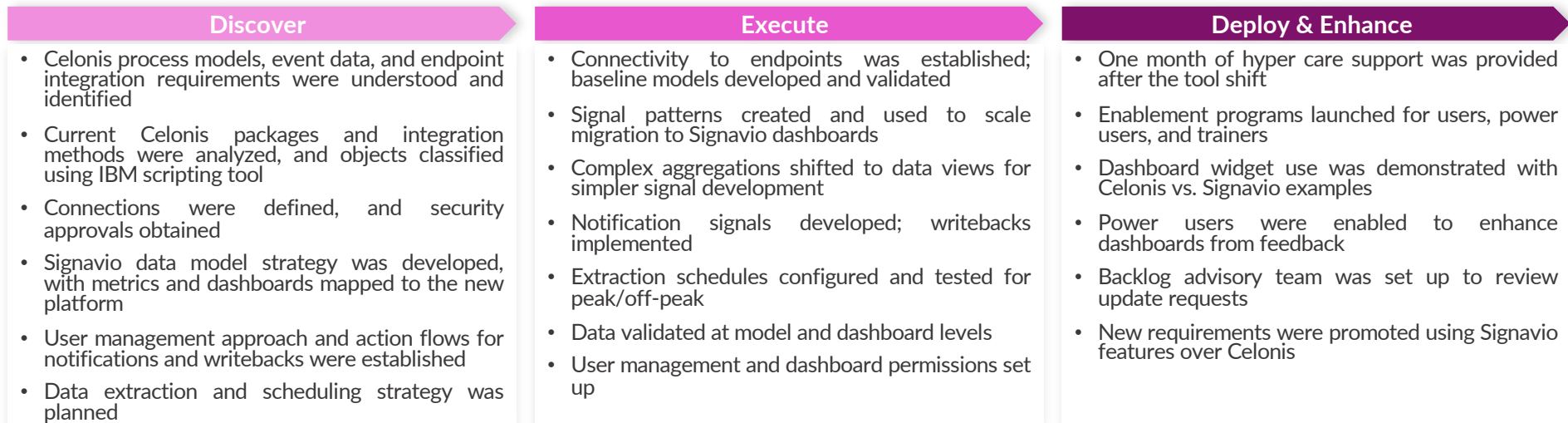


Thank You



# Signavio process intelligence | Procure-to-Pay and Accounts Payable

## Migration Approach



## Solution Highlights

Date Sources	Process Models	Technical Fact File	Other Fact File	Key Functions
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