



Business Process Management Support

Clearer processes, better outcomes

Contents

Introduction	3
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Key Features	3
--------------	---

Key Benefits	4
--------------	---

Our Approach and Methodology	5
------------------------------	---

Deliverables	6
--------------	---

Experience and Case Studies	7
-----------------------------	---

Why Choose Our BPM Support Service?	8
-------------------------------------	---

Framework	10
-----------	----

bpmd Value	11
------------	----

bpmd Process	11
--------------	----

bpmd Organisation	12
-------------------	----

bpmd Data	12
-----------	----

Introduction

Business Process Management Support is a cloud support service designed to help public sector organisations streamline their operations and prepare for digital transformation. In the context of initiatives like Transport for London's SAP S/4HANA transformation, this service focuses on As-Is process discovery as the foundation for change, while also delivering To-Be process design, process governance, and enablement for continuous improvement. We leverage proven methodologies and leading tools (e.g. SAP Signavio, a market-leading process analysis and transformation platform) to map and analyse your current processes, identify pain points, and collaboratively design future-state processes aligned with your strategic goals. The result is a clear roadmap of what to change and how, ensuring your new systems (such as S/4HANA) are implemented based on a deep understanding of your business. This comprehensive support service is delivered with public sector best practices in mind, emphasising transparency, value for money, risk mitigation, and stakeholder engagement to ultimately improve service delivery and operational efficiency.

Key Features

Our Business Process Management Support service includes a rich set of features to address your needs end-to-end. The key features of our offering are:

- **As-Is Process Discovery & Mapping:** Comprehensive documentation of current ("As-Is") processes across departments. We capture workflows through workshops and data analysis, often using SAP Signavio's process mining to automatically generate initial process maps from system event logs.
- **Data-Driven Process Analysis:** Utilising process mining and analytics, we identify inefficiencies, bottlenecks, and compliance issues in your current processes. This fact-based insight pinpoints where improvements are needed, reducing guesswork.
- **To-Be Process Design (Future State Modelling):** Co-creation of future ("To-Be") process models aligned with best practices and optimised for SAP S/4HANA capabilities. We incorporate industry standards and even SAP's reference model library to design efficient, modernised processes that meet your organisation's objectives.
- **Gap Analysis & Transformation Roadmap:** Clear comparison of As-Is vs. To-Be processes to identify gaps, changes, and system implications. We provide a phased roadmap to transition from the current state to the target state, prioritising quick wins and high-value improvements.
- **Process Governance Framework:** Establishment of a robust process governance model to sustain improvements. This includes defining process ownership roles, decision-making structures, and a Process Centre of Excellence (CoE) to oversee process standards and continuous improvement efforts.
- **Automation Opportunity Identification:** Discovery of opportunities for automation (e.g. workflow automation, RPA or SAP intelligent workflows) within your processes. By analysing process data and pain points, we highlight tasks that can be automated to save time and reduce errors.
- **Agile Improvement Methodology:** An iterative, agile approach to process improvement. We run short cycles of designing, testing, and refining processes, ensuring flexibility and the ability to respond to changing needs. This agile methodology means improvements can start delivering value quickly, rather than waiting for a big-bang change.
- **Stakeholder Workshops & Engagement:** We actively involve your stakeholders and subject matter experts through facilitated workshops. This ensures knowledge capture from those who know the processes best and

secures buy-in for changes. It also helps to get the support of team members and organisational buy-in for transformation, critical factors for success.

- **Training and Enablement:** Alongside designing processes, we provide training and upskilling for your staff. Our experts work side-by-side with your team (via knowledge transfer sessions, “lunch & learn” workshops, etc.) so that your organisation’s capability in process management is enhanced. By the end of the engagement, your staff will be empowered to use tools like SAP Signavio and to continuously improve processes on their own.
- **Continuous Improvement and Monitoring:** We don’t consider the project “done” at go-live. We help set up ongoing performance indicators and monitoring (potentially using Signavio’s process intelligence and governance modules) so that process performance is tracked over time. This feature ensures that the improvements are sustained and further optimised, creating a culture of continuous improvement.

Key Benefits

By leveraging the above features, our service delivers significant benefits and outcomes for your organisation:

- **Holistic Understanding of Current Operations:** Through thorough As-Is discovery, you gain a full, evidence-based view of how your processes work today, including pain points and inefficiencies. This insight provides a strong foundation for any transformation, ensuring you address root causes rather than symptoms.
- **Informed Decision-Making & Strategic Alignment:** Data-driven analysis and gap assessment mean you can prioritise improvements that matter most. Decisions on where to invest effort (or what new SAP S/4HANA features to leverage) are backed by evidence, ensuring alignment with organisational priorities and strategic goals.
- **Reduced Transformation Risk:** Having detailed current and future process maps reduces risks during system migration or implementation. By knowing exactly what needs to change, the S/4HANA transformation is more predictable and controlled, minimising disruptions to services.
- **Improved Operational Efficiency:** The future-state process designs are optimised for efficiency and best practice. This leads to streamlined workflows with less waste and redundancy, translating to faster cycle times and lower operating costs. Many clients see significant efficiency gains and cost savings by eliminating manual steps and rework.
- **Enhanced Agility and Responsiveness:** With an agile improvement approach and modernised processes, your organisation becomes more dynamic. You can respond faster to changing demands or policies. For example, processes can be adjusted quickly to meet new regulatory requirements or public needs without starting from scratch each time.
- **Empowered Workforce and Knowledge Transfer:** Through our training and co-working, your teams are upskilled in process management tools and techniques. They gain the ability to continuously improve processes beyond this engagement. This empowerment boosts morale and creates internal champions for ongoing innovation.
- **Sustained Continuous Improvement Culture:** Establishing process governance and a Centre of Excellence embeds a culture of continuous improvement. There is clear ownership and accountability for processes, ensuring that improvements are sustained and new opportunities are continually identified. This addresses the common challenge of change initiatives fizzling out after initial delivery.
- **Cost Savings and Value Realisation:** By identifying automation opportunities and process optimisations, the service often delivers tangible cost savings (for instance, reducing manual effort through automation can lower operational costs). Additionally, by simplifying processes, organisations can avoid customisations in SAP S/4HANA and use standard features, further saving cost and effort.
- **Improved Compliance and Quality:** Documented and governed processes mean better compliance with regulations and standards. With clear process controls and audit trails (augmented by Signavio’s conformance checking capabilities), you reduce the risk of compliance issues. Quality of outputs improves as processes are executed

consistently.

- **Better Service Delivery & Customer Satisfaction:** Ultimately, optimised processes lead to better outcomes for the end users, whether they are internal users or citizens. For example, faster and more efficient processes can improve the experience of London's commuters and staff by enabling quicker responses to issues, more reliable information, or timely services. By reducing process pain points and delays, you enhance overall service quality, which drives higher customer (or citizen) satisfaction.

Our Approach and Methodology

Our approach is structured yet flexible, blending our proprietary BPM-D® framework (Business Process Management & Design framework) with established best practices in process improvement and change management. We tailor the approach to your context, but typically the engagement is delivered in the following phases:

Phase 1: As-Is Process Discovery

We begin with an in-depth discovery of your current processes. Our team works closely with your stakeholders to capture how things operate today: this includes conducting interviews and workshops with process owners, shadowing operational activities, and reviewing existing documentation. We augment human discovery with process mining technology (SAP Signavio Process Intelligence) to analyse system data for factual insights, for example, uncovering actual workflow paths and variations, throughput times, and bottlenecks from SAP logs. This combination of qualitative and data-driven discovery provides a 360° view of the As-Is state. We document the processes in a clear, standardised format (often BPMN 2.0 models), producing an “As-Is Process Repository” that becomes a reference for all stakeholders. Any pain points, delays, or control issues are highlighted and quantified where possible (e.g. “Process X takes 10 days on average, with 5 handoffs causing delays”).

During this phase, we also identify quick wins, improvements that can be made even before the new system is in place. By addressing obvious waste or issues early, we start delivering value from day one. Crucially, the discovery phase ensures all team members have a shared understanding of current challenges and the baseline metrics to improve upon.

Phase 2: To-Be Process Design

With a solid understanding of the current state, we facilitate the design of future-state processes that will support your S/4HANA implementation and business objectives. We typically run design workshops that bring together business stakeholders, IT architects, and our process experts. Leveraging SAP Signavio's collaborative modelling environment, we co-create the “To-Be” processes in real-time, often using best-practice templates as a starting point (Signavio offers a library of thousands of industry process models and reference content, which we use to accelerate design).

In this phase we ensure the new process designs are optimised for the capabilities of SAP S/4HANA and any other target technologies. For example, if S/4HANA or related cloud apps offer new automation or analytics features, we incorporate those into the process. We also consider public sector requirements such as transparency, auditability, and stakeholder approvals in the process flows. Each To-Be process model clearly shows improvements over the current state, whether it's fewer steps, clarified roles, automated tasks, or integration of data for better decision-making. We validate these designs with stakeholders to ensure they meet operational needs and address the pain points identified earlier. The output of this phase is a set of To-Be process maps and descriptions, along with a list of enabling requirements (for systems, people, or policy changes) needed to realise the new processes.

Phase 3: Gap Analysis and Roadmap

Once As-Is and To-Be processes are defined, we perform a detailed gap analysis. This involves mapping out changes required: which steps are eliminated, which are added, what new roles or skills are needed, and how systems need to be configured or integrated. We pay special attention to gaps related to the S/4HANA transformation, for instance, how current SAP ECC transactions will map to S/4HANA processes, or how organisational units and data models might differ. The gap analysis is documented in a clear way (often a table or heatmap of changes), and it serves as the basis for a transformation roadmap.

The transformation roadmap we deliver will sequence the changes into a realistic plan. Typically, this plan may align with the broader SAP implementation timeline (e.g. processes to redesign first for an initial go-live, versus those to improve in later phases). We prioritise based on impact and complexity, focusing on areas that “matter most” to business value and could pose the highest risk if not addressed. The roadmap will include milestones such as completion of configuration, user training, and key decision points (like policy changes if needed). We ensure the roadmap is created in collaboration with your project managers and aligns with any existing programme governance.

Phase 4: Implementation Support & Enablement

In this phase, we support the execution of the roadmap and enable your organisation to adopt the new processes. Our team can play a hands-on role in implementation, for example, advising on SAP S/4HANA configuration to ensure it aligns with the designed processes, or helping to set up SAP Signavio governance workflows to manage process changes. We work side-by-side with implementation partners (or your internal IT team) to bridge the gap between process design and technical implementation, ensuring nothing is lost in translation.

Parallel to technical implementation, we focus on people enablement. We deliver training sessions tailored to different user groups: from frontline staff who will follow the new process steps, to process owners who will govern the processes, and analysts who might use Signavio or other tools to monitor performance. Training materials and quick reference guides are created as needed. By the end of this phase, users should feel comfortable with the new ways of working and understand the benefits they bring. We often use a pilot approach, implementing the new processes in a smaller area or with a subset of users first, to gather feedback and refine before broader rollout, embodying the agile philosophy of iterate and improve.

Phase 5: Continuous Improvement and Governance

After the new processes go live (for example, once the S/4HANA system is operational and the To-Be processes are being executed), we shift into a supportive oversight role focusing on continuous improvement. We help establish ongoing process governance mechanisms. This might involve setting up a Process Council or Centre of Excellence that meets regularly, defining KPIs for each major process (such as throughput time, error rates, customer satisfaction scores), and configuring dashboards to track these metrics. Tools like Signavio’s process conformance checking and performance monitoring are used to provide ongoing insight (e.g. automatically checking if employees are following the new process flows or if deviations occur).

We also facilitate post-implementation reviews, essentially lessons-learned workshops, to capture any issues that arose and ensure they are addressed. Perhaps a particular process step is still taking too long or a new workaround emerged; we feed this information back into the continuous improvement cycle. Our methodology encourages the organisation to treat process management as a living discipline, not a one-time project. By instilling this mindset and providing governance structures, we ensure the value from the transformation is fully realised and that your organisation continues to optimise and adapt processes well into the future, driven internally by your now-empowered team.

Throughout all phases, our approach is collaborative and tailored to your context. We use language and metrics that resonate with public sector stakeholders, for instance, focusing on benefits like improved public service outcomes, compliance, and efficient use of taxpayer funds, rather than just private-sector jargon. Our goal is to make the procurement process and the project delivery as smooth as possible for you, with clear communication, agreed deliverables, and flexibility to adjust to your needs.

Deliverables

By engaging our Business Process Management Support service, you can expect the following key deliverables:

- **As-Is Process Repository:** A comprehensive repository (documents or an online process portal) containing maps of current processes, detailed descriptions, pain points, and metrics. This serves as an official reference of “how things work today” and is valuable for onboarding, training, and auditing purposes as well.
- **Process Analysis Report:** A report summarising the findings from process analysis and mining. It highlights inefficiencies, root causes of problems, and quantitative analysis (e.g. volumes, cycle times, error rates) for each key process. This often includes visuals like Pareto charts of where most delays occur, etc.

- **To-Be Process Blueprint:** A set of future-state process models and documentation. Each process blueprint will include the new workflow diagram, description of changes from the current state, roles involved, and supporting system functionalities (like which SAP module or feature enables each step). This acts as a blueprint for both the business and the technical teams to implement the new processes.
- **Gap Analysis and Transformation Roadmap:** A document that clearly lays out the gaps between current and future state, and a step-by-step plan to achieve the future state. This includes timeline, milestones, responsibility assignment (RACI for tasks), and any prerequisites for success. It effectively becomes the project plan for the process aspect of your S/4HANA transformation.
- **Governance Framework Document:** Documentation of the process governance approach established, including governance structure (e.g. CoE charter, roles like Process Owners, Process Stewards defined), governance processes (how changes to processes will be requested and approved), and any tools setup (like Signavio workflows for collaboration or a process repository for version control).
- **Training Materials & Sessions:** All training content used to upskill your team, such as slide decks, handouts, how-to guides for using Signavio or following the new processes. We also provide a training completion report detailing who was trained and in what topics, ensuring knowledge transfer is documented.
- **Pilot Implementation Results (if applicable):** If an initial pilot of new processes is conducted, we will document the outcomes, feedback, and any adjustments made. This serves as evidence of benefit realisation and a reference for full rollout.
- **Case for Change & Benefits Register:** To support your internal communications and assurance processes, we compile a “case for change” that consolidates the justification for process changes and the expected benefits (qualitative and quantitative). This can be used to brief executives or assure governance boards that the transformation is delivering value. We also provide a benefits register/tracker that you can use going forward to measure actual benefits achieved against targets.
- **Ongoing Improvement Backlog:** As part of continuous improvement, we deliver a backlog of improvement ideas (for processes and perhaps system features) that were identified but maybe not feasible to implement immediately. This backlog is prioritised and can feed into future projects or iterative enhancements, ensuring no good idea is lost.

All deliverables are produced in formats agreed with you (e.g., Word, PDF, diagrams in Signavio, etc.) and are tailored to be clear and useful for both business and technical audiences. We ensure all documentation is of high quality and can stand up to scrutiny (for example, helpful if you need to demonstrate to auditors or oversight bodies how processes were improved and governed).

Experience and Case Studies

We bring a strong track record of delivering process transformation and discovery services to large enterprises and public sector organisations. Our team has direct experience with SAP S/4HANA and Signavio in complex environments, ensuring we can hit the ground running. A few relevant case examples include:

- **Philips Domestic Appliance:** We supported Philips in an end-to-end process definition programme as part of their S/4HANA digital transformation. Through detailed process mapping, we helped Philips DA enhance operational efficiencies and drive innovation in their healthcare operations. Our work contributed to Philips’ positioning as a leader in digital healthcare, with streamlined processes enabling better use of technology and data.
- **Leading toy manufacturer:** We helped establish a BPM practice that linked strategy with day-to-day processes. By creating a platform for process knowledge and collaboration, and optimising key value streams, they were able to significantly improve its operations. Our involvement included setting up a process governance structure and training internal “process champions,” leading to a sustainable culture of continuous improvement. We then documented ~1700 As-Is processes in SAP Signavio to support with the S/4HANA programme, derisking the transformation and preventing downstream change requests, overruns or issues at go-live.

These case studies illustrate our capability to deliver results. We would be happy to provide more details or references upon request. The common thread in our experience is realising tangible business value through process change, whether it's cost savings, faster turnaround, better service quality, or enabling new strategic initiatives. We understand that procurement managers need evidence of success, and we offer proven examples to give you confidence in our service. Further case studies are available on our website – www.bpm-d.com

Why Choose Our BPM Support Service?

Choosing the right partner for process discovery and transformation is critical to the success of your programme. Here are the key reasons to choose our Business Process Management Support service:

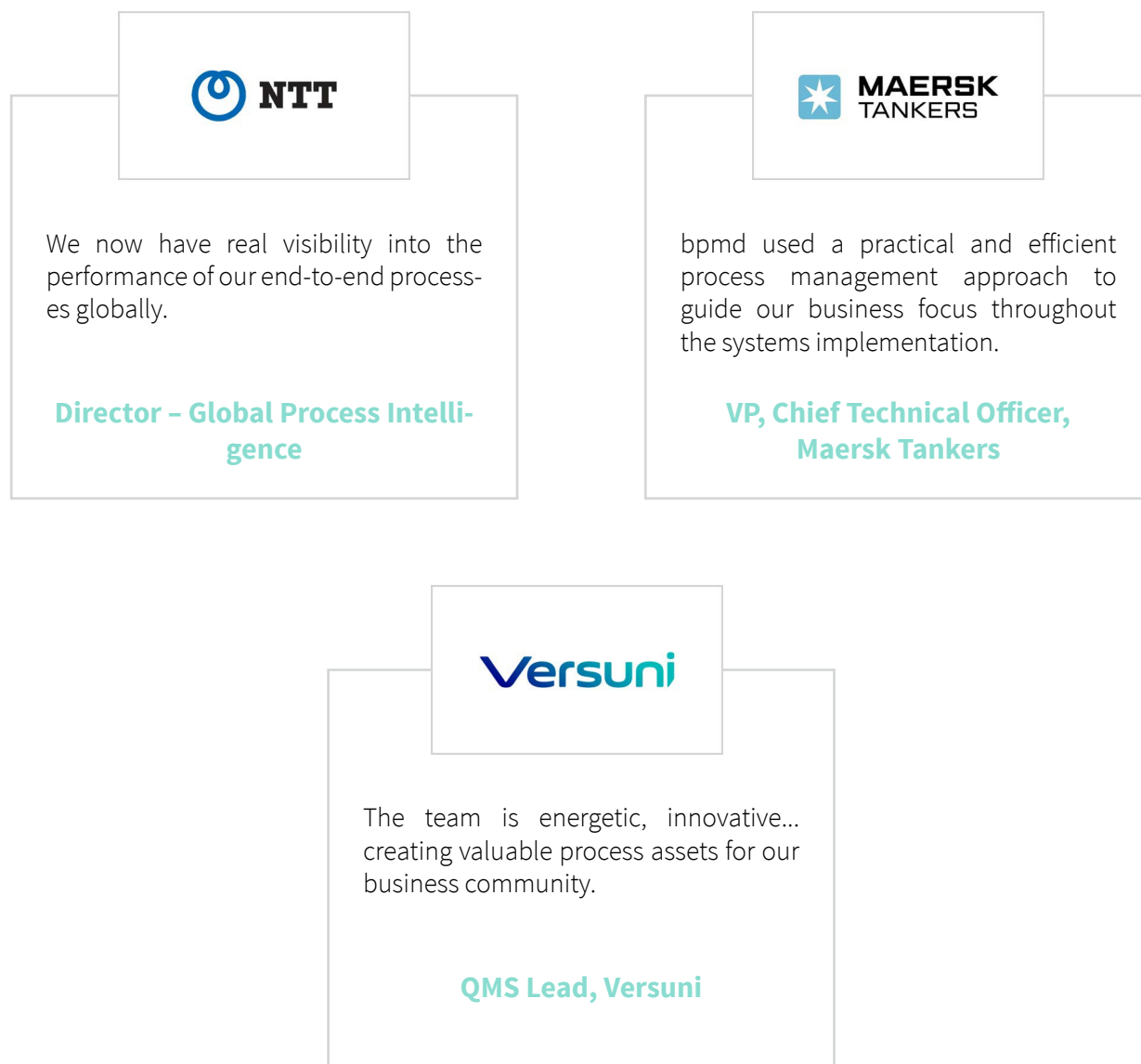
- **Public Sector Focus and Understanding:** We speak the language of government and public sector organisations. Our team is versed in public sector standards, governance requirements, and the need for transparency and fairness in processes. We align our work with frameworks like the Government Service Standard and organisational values, ensuring that our solutions not only improve efficiency but also uphold public service principles.
- **Deep SAP and Signavio Expertise:** Our consultants are experts in SAP S/4HANA and the SAP Signavio Process Transformation Suite. This means the advice we provide and the designs we create are grounded in knowledge of how the technology actually works. We know the specific capabilities of SAP Signavio (process mining, modelling, journey modelling, governance, etc.) and how they can accelerate S/4HANA adoption. This expertise reduces rework and ensures you leverage your tools to the fullest.
- **Proprietary BPMD Framework:** We bring a proprietary Business Process Management & Design (BPMD) framework, developed from academic research and industry best practices, which underpins our approach. This framework provides a structured, repeatable methodology for delivering value-driven process improvements (we can provide details in the appendix). It ensures no aspect of process management is overlooked (from strategy alignment down to task-level analysis) and lends credibility to our methods.
- **Outcome-Oriented and Measurable Results:** From the start, we focus on the outcomes that matter to you, defining key performance indicators (KPIs) and success criteria. We ensure that by the end of the engagement, there are clear metrics and evidence of improvement. This could be time saved in a process, reduction in backlog, improved user satisfaction scores, or financial savings. We align our deliverables with your desired outcomes and provide tools to track benefits realisation.
- **Collaborative and Transparent Delivery:** We pride ourselves on working with you, not just for you. Throughout the engagement, we maintain open communication, regular progress updates, and involve your team in decision-making. For procurement managers, this means fewer surprises and full visibility of what's happening. Our transparency builds trust and makes it easy for you to justify the work to internal stakeholders, you will have documentation of approach, options considered, and decisions made at each step.
- **Flexibility and Knowledge Transfer:** We tailor our service to fit your environment and constraints. Need us to integrate with your internal project team or adapt to changing project timelines? We are flexible. Importantly, we focus on upskilling your people so that after our engagement, your organisation is self-sufficient in managing and improving the new processes. This reduces dependency on external support going forward and is a cost-effective approach in the long run.
- **Proven Value in Similar Projects:** As highlighted in our case studies, we have a strong track record. Our past clients have achieved faster digital transformation and lasting improvements by using our service. We bring lessons learned and best practices from successful digital transformation journeys of organisations like Philips DA, BBC, Sony and many others to benefit your project. This cross-industry insight means we can introduce innovative ideas that have been tested elsewhere, giving you an edge while avoiding common pitfalls.
- **Risk Mitigation:** We understand that large transformation projects come with risks, from project delays to change resistance. Our approach inherently mitigates many of these risks: early stakeholder engagement reduces resistance, detailed As-Is understanding prevents missed requirements, and continuous improvement ensures adaptability. We also identify and log risks throughout the project and work with your risk management processes to actively manage and mitigate them. For example, if there's a risk of an SAP capability not meeting a need, we flag it early and find process or policy alternatives to avoid a deadlock. For procurement, this risk-aware

ideas that have been tested elsewhere, giving you an edge while avoiding common pitfalls.

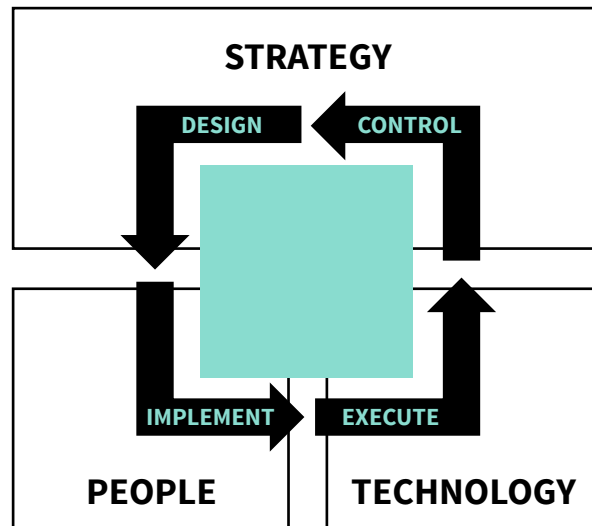
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- **Alignment with Procurement and Compliance Needs:** Lastly, we recognise that procurement managers require suppliers who comply with frameworks and make their job easier. We are familiar with G-Cloud call-off processes and will support you in meeting all compliance requirements. Our service definition is clear on scope, making it straightforward to evaluate against your requirements. We adhere to all relevant standards (we maintain Cyber Essentials certification, as an example). You can be confident that engaging us will fulfil both the letter and spirit of public procurement policies.

In summary, our Business Process Management Support service is comprehensive, well-proven, and tailored to drive successful transformation in a public sector context. We combine the right tools (like SAP Signavio), expert knowledge, and a collaborative approach to ensure you get the best value and outcomes. Our focus is on making your SAP S/4HANA transformation (and future initiatives) a resounding success by building a strong process foundation. We look forward to the opportunity to partner with you and deliver lasting improvements for your organisation.

For further details on our methodology or to see our BPMD framework in detail, please refer to the Appendix or contact us for a full methodology breakdown.

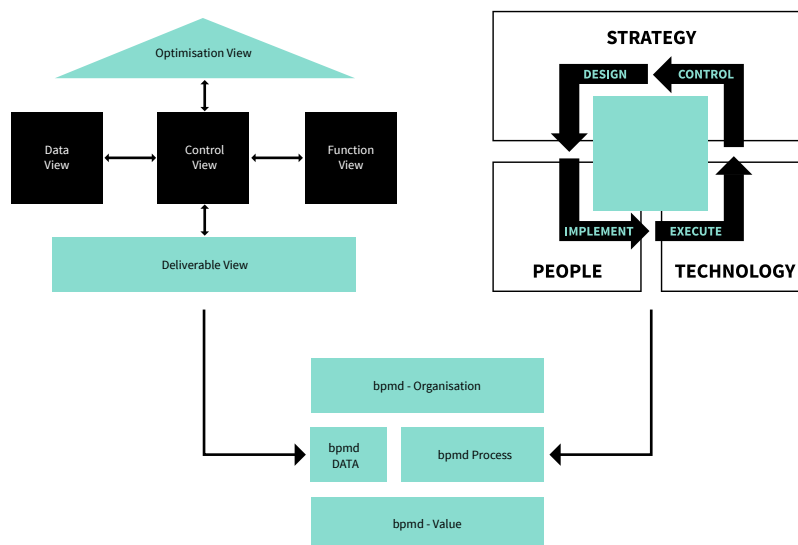


Framework



As with any other function in a Business, organisations recognise the need to establish a more robust Business Process Management (BPM) discipline. They do this to scale up their performance, or as we put it: “to enable the journey to the next generation enterprise”. BPM transforms strategy into execution – getting those good ideas into consistent execution, at pace, with certainty.

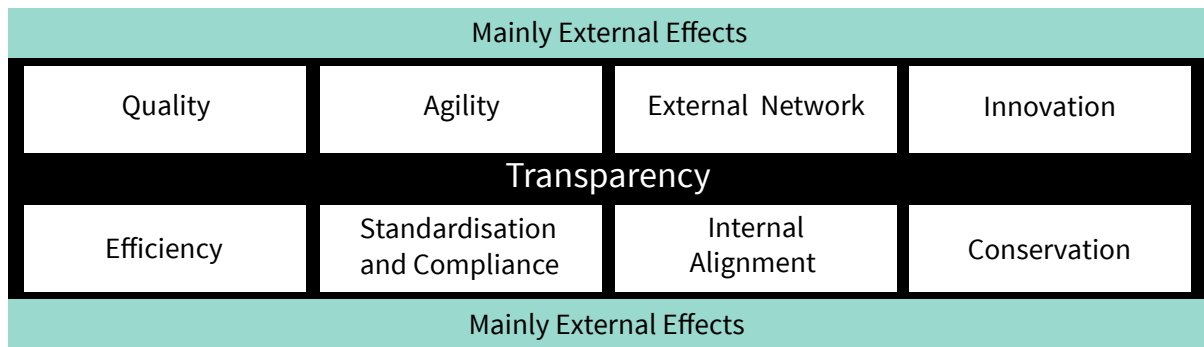
The BPM-D® Framework is a patent-pending architecture and toolset to establish the right BPM Discipline in an organisation. This sets a reference framework for the BPM discipline and is a useful guide to improving this capability regardless of the current maturity of your BPM function. Both organisations with mature BPM and those starting the journey have already benefited from this pragmatic guide. All of the hereto mentioned services are underpinned by this proven, pragmatic framework.



The bpmd Framework helps resolving current issues and preparing the way for agile innovation and growth. The bpmd Framework describes the “Process of Process Management”, as you should do of any major process, with reference to the ARIS framework. It details the major functions, who executes them (organisation and roles), what information they use (Data and Systems together necessary approaches, methods and tools), delivering best value in the specific business situation of an organisation.

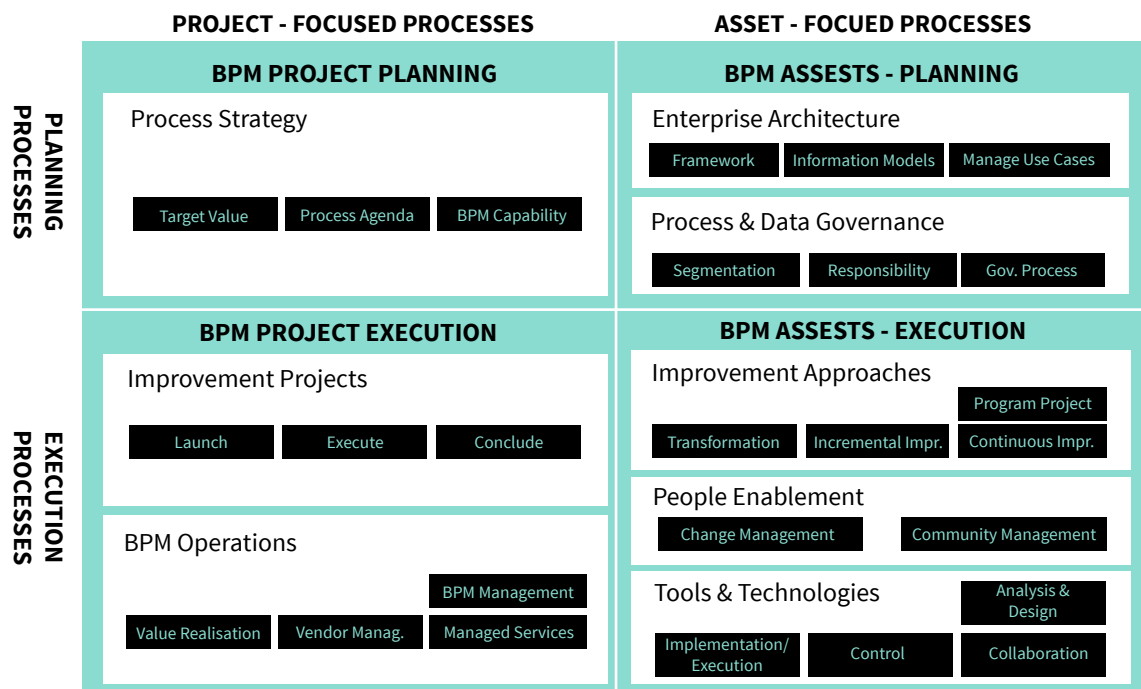
The BPM-D® Framework helps to realise the full potential of the BPM Discipline of an organisation. The 4 major components of the framework are summarised in the sections below.

bpmd Value



The BPM discipline is only as good as the value that it generates. The BPM-D® Framework Value Model details the major potential areas where value can be found and outlines pragmatic approaches to identify and then focus all BPM development efforts (projects) on delivering this value.

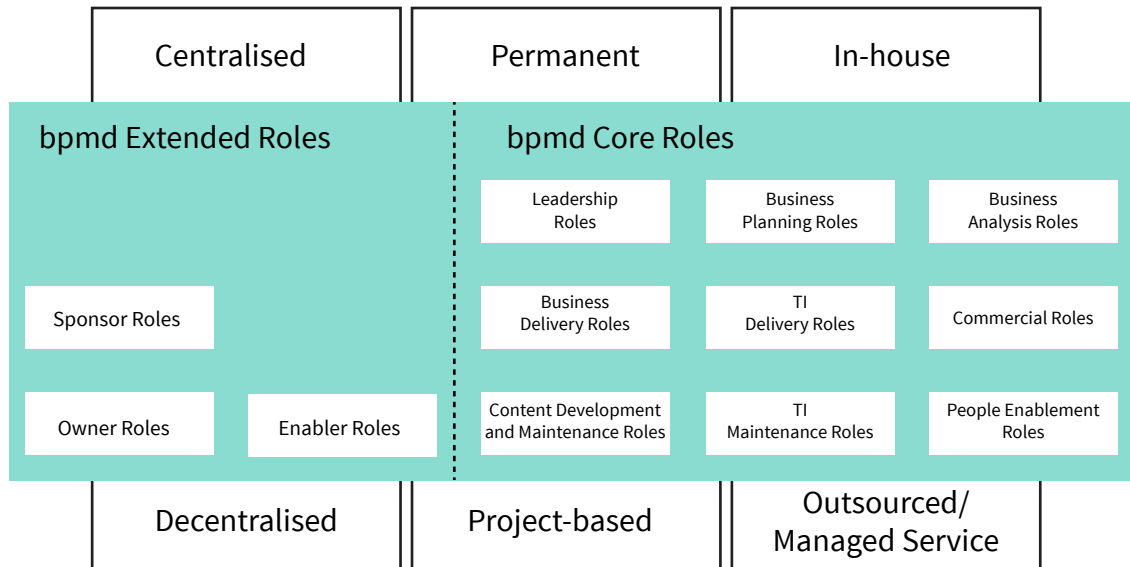
bpmd Process



At the core is the “Process of Process Management”, the BPM-D® Framework Process Model. This is a reference model of the project-based and asset-based processes you would expect to find in a effective BPM discipline. As with any good reference process model, it is detailed through 4 layers of decomposition with descriptions, reference methods, and best-practice examples.

We have further encapsulated this extensive knowledge into a capability assessment tool. This enables organisations to gauge where they are on their journey to implement BPM and to prioritise those areas of focus that will drive the most business value.

bpmd Organisation

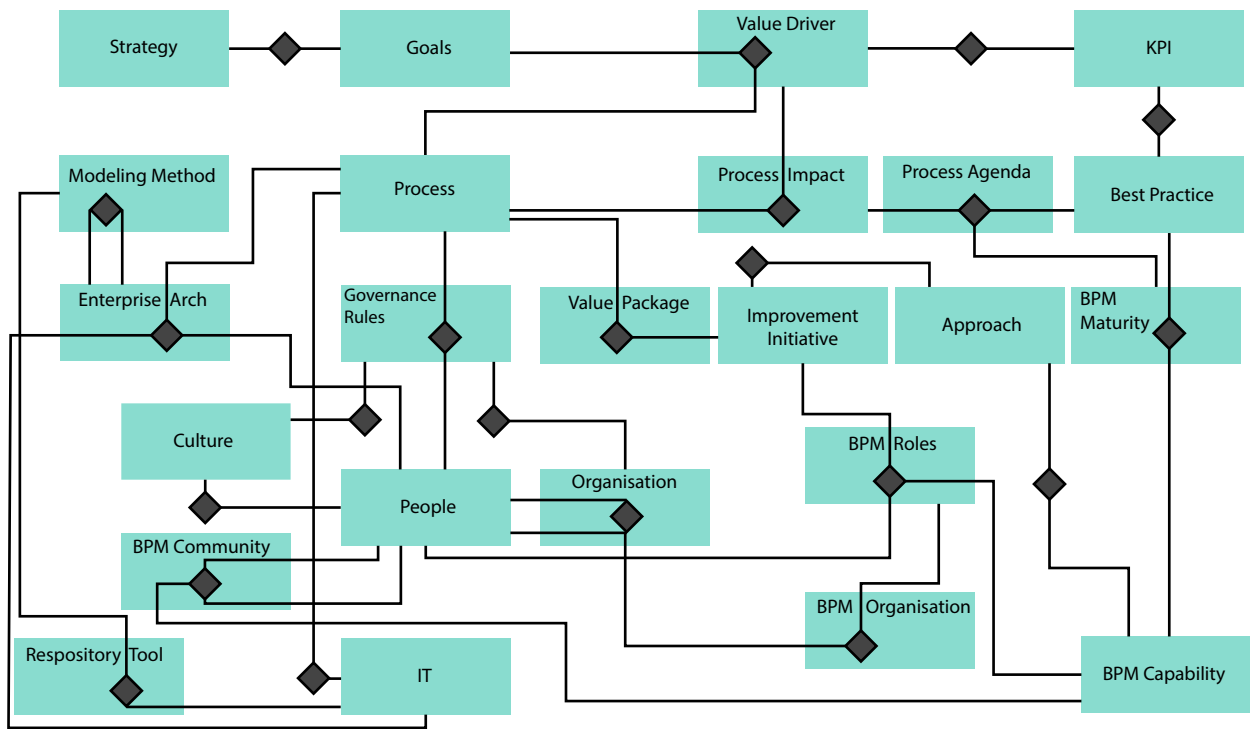


Processes are merely descriptions of “what we do” and the roles and responsibilities for executing BPM are detailed in the BPM-D® Framework Organisation Model. This is a reference model that recognises the various internal and external roles that play a part in delivering an effective BPM Discipline. It also includes a reference organisation structure together with examples of how this has been implemented in other organisations. Best practices are described and included in the BPM capability assessment (described earlier).

For most of the major roles this also includes an outline of their responsibilities and key performance metrics. Implementing BPM requires clarity of the governance. Who is allowed to design and change processes and who is responsible for their successful implementation and performance. The model includes recommended governance structures that pragmatically overlay sound process management on existing (often complex) organisations.

bpmd Data

The processes are all then mapped to the BPM-D® Framework Information Model. This is a reference model that details all the major data entities required to bring the processes to life. We have examples of the attributes of these entities and what media they would most effectively be stored in. If in a repository, guidelines of the modelling techniques to be used for each of the entities and how to represent these and bring them to life.





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Contact Us

If you would like to find out more on how we can support your needs on Business Process Management reach out to us.



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