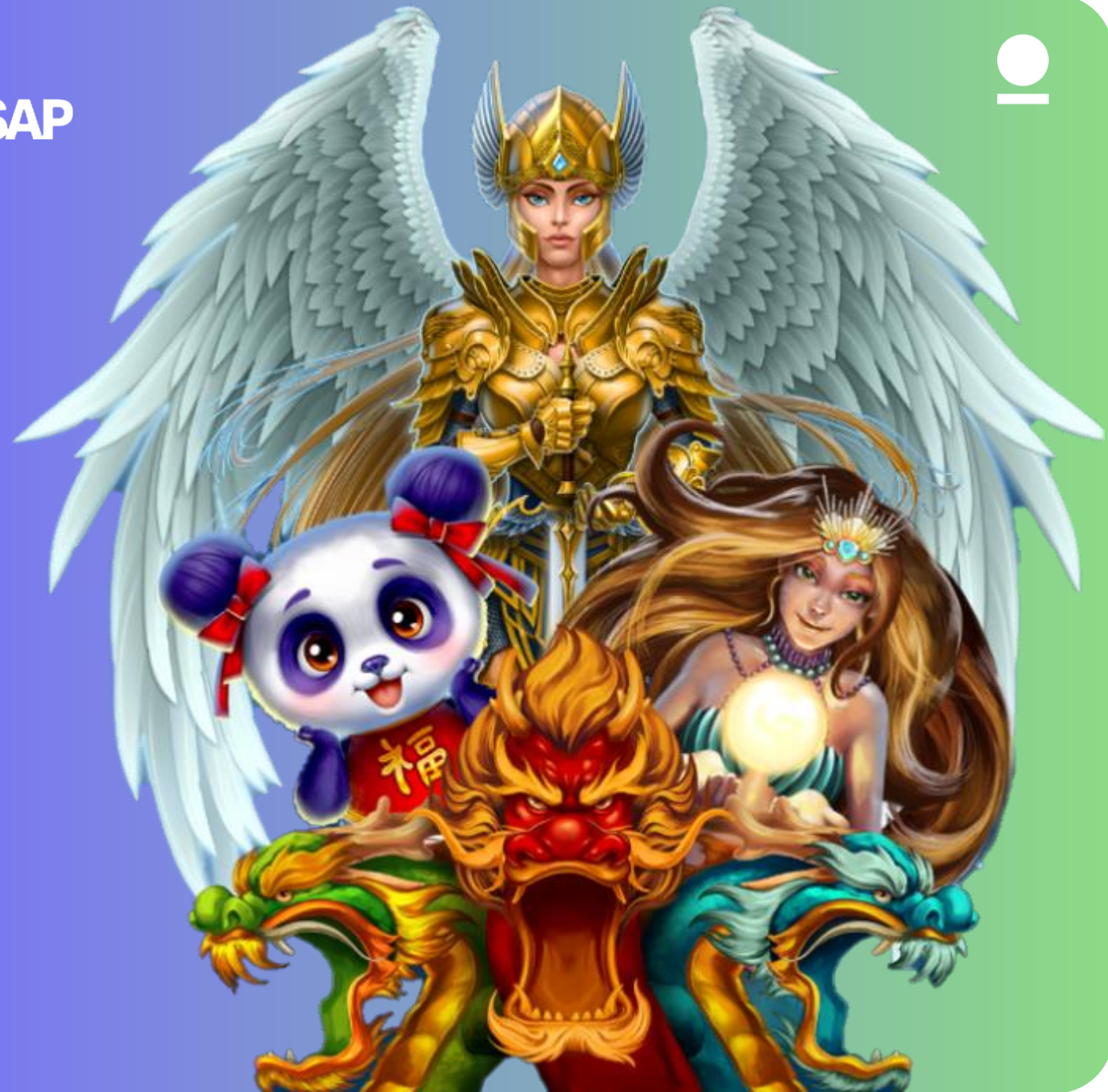ARISTOCRAT MASTERING**SAP**
An SAPinsider Company

Implementing SAP Signavio to Accelerate Adoption & Realize Your Target Value

7 – 8 June, 2023

Crown Promenade, Melbourne

Speaker Profile

- Leading **BPM Center of Excellence** at Aristocrat Technologies to support enterprise strategy and execution

- Initiated **BPM capability** initiative as one of the pillars in **transformation** disciplines

- Over 18 years extensive experience in **project management and change management**, implementing large, complex technology projects within multinationals and government agencies

- **PhD in Empirical Software Engineering**, focusing on capability maturity model in software organizations

Nazrina Khurshid (PhD)
Senior Director, Global Transformation

Agenda

- Session Objectives

- Company Overview

- **Why** focus on process management

- **How** to get started & gain momentum

- **What** are the key results (quick wins)
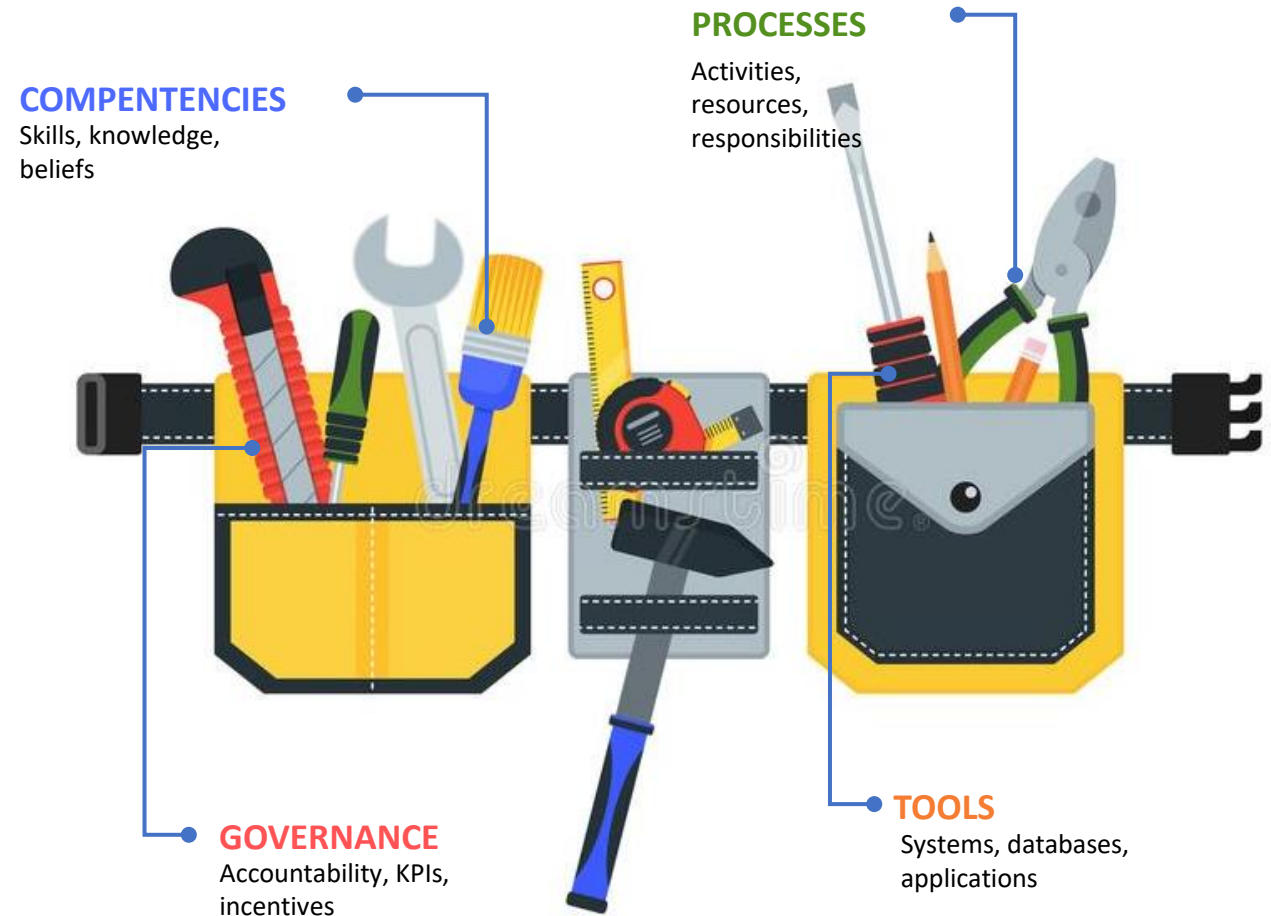
- Questions

- Contact information

Why are we here?

In this session you will:

- Consider some easy to implement **change management** strategies
- Learn how to **build and maintain momentum** quickly
- Leverage **quick wins**

...to enable transformation enterprise wide

COMPENTENCIES
Skills, knowledge, beliefs

PROCESSES
Activities, resources, responsibilities

GOVERNANCE
Accountability, KPIs, incentives

TOOLS
Systems, databases, applications

We will be touching all 4 aspects of the capability blueprint to showcase how we successfully drive adoption across the enterprise

Aristocrat Leisure Limited

- Global **gaming** content and **mobile** games publisher

- ASX 20 company with a global footprint with **7.5K employees** in **101 countries**

- Process landscape

  - Implemented **Lean / Six Sigma** in the past

  - **Black Belts in pockets** across the organisation

  - **2nd year** in our **BPM** roadmap
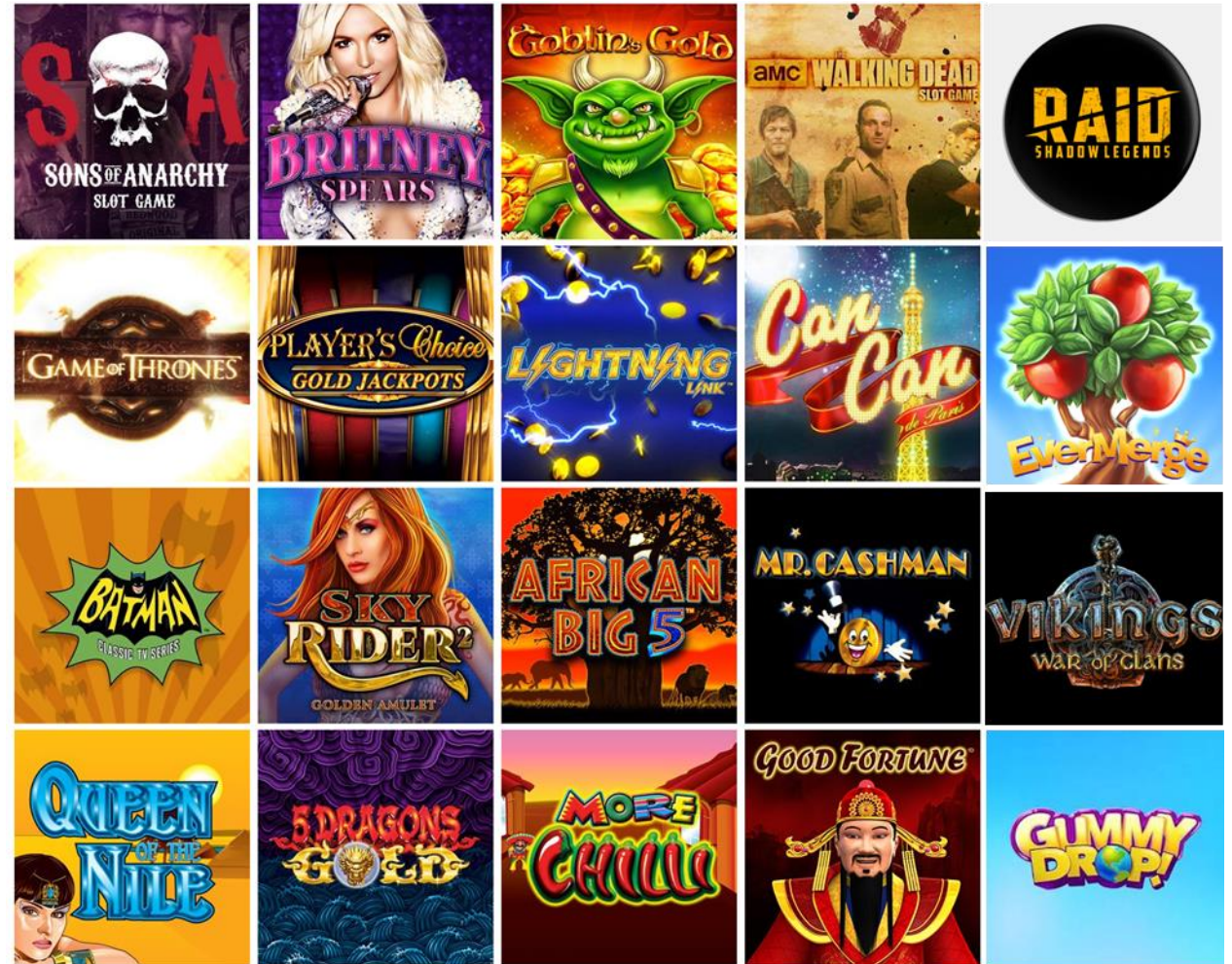
Some of Aristocrat's brand games (Gaming, Social & Mobile Games)

We are different, but the same as you...

Supply Chain	Procurement	Warehousing	Spare parts	Dispatch
Delivery	New Product Launch	Employee Experience	Customer Service	Engineering
Software Development	Product Development	Marketing	Sales	Finance
People & Culture	Information Technology	Legal & Compliance	Quality Management	Customer Experience

Why Focus on Process Management Capabilities

Our Corporate Strategy (FY20-25)

- **Transformational** strategy
- Drive growth & **productivity**
- Major **new market** entry
- Build / **scale** up 3 large global **business**
- Leverage **new technologies** (generative AI, IoT)
- Build **new capabilities** for the future (economic trends)

New Portfolio

Implement a new portfolio of enterprise strategic initiatives

Improved Support

Help infrastructure catch up to previous periods of significant growth

Future Growth

Ensure infrastructure will scale to support future growth

Capability building

Build capabilities to enable the enterprise to transform & adapt

Some of our strategy execution challenges driving the need for process management capabilities

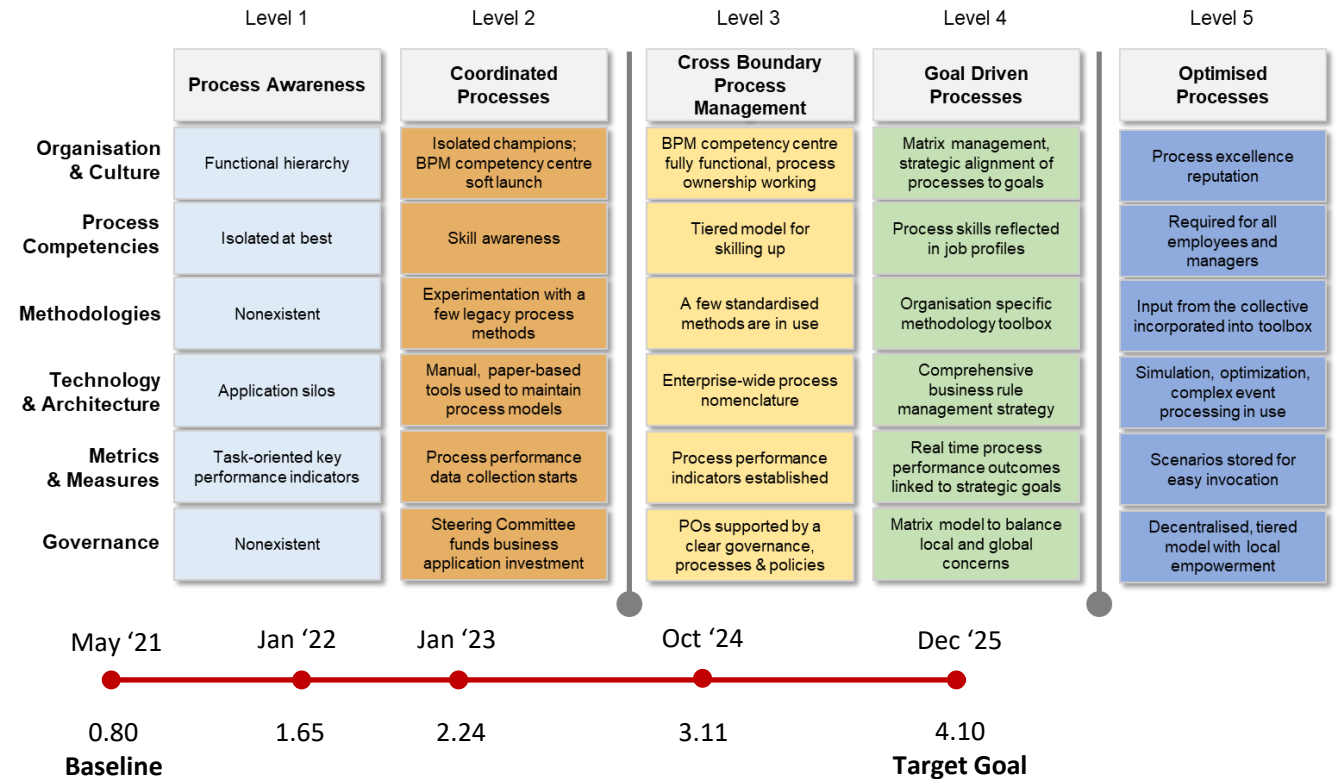# Build BPM Capability

- **Keystone change**: drive BPM maturity across the enterprise

- Earn "**permission to grow**" through:

  - Maturity assessment

  - Enabling solutions

  - Pilot & enterprise engagement

  - Showing measurable benefits (use cases)

COMPETENCIES

- Process mining
- Process ownership
- Problem solving
- Process measurement
- Process improvement
- Process analytics & insights
- Process modelling & analysis

PROCESSES

- Support model
- Integration request
- Strategic initiatives consulting
- Process intelligence intake
- Process reviews
- Performance measurement
- Process publishing
- Maturity assessment

TOOLS

- Signavio Transformation Suite
- Process hub (Sharepoint)
- CoE training development
- Learning management solutions
- Process performance dashboard (support)

GOVERNANCE

- CoE operating model
- Architecture guidelines
- Modelling guidelines
- BPM standards
- Integration guidelines
- Process council term of reference
- Process Intelligence guideline

Capability Blueprint (Source: BCG)

BPM Capability Maturity Framework

- Guide in BPM **implementation**

- Navigate **challenges** to becoming process driven

- **Scorecard** to track and pivot where necessary

- **Phased approach** targeting business that are ready

	Level 1 **Process Awareness**	Level 2 **Coordinated Processes**	Level 3 **Cross Boundary Process Management**	Level 4 **Goal Driven Processes**	Level 5 **Optimised Processes**
Organisation & Culture	Functional hierarchy	Isolated champions; BPM competency centre soft launch	BPM competency centre fully functional, process ownership working	Matrix management, strategic alignment of processes to goals	Process excellence reputation
Process Competencies	Isolated at best	Skill awareness	Tiered model for skilling up	Process skills reflected in job profiles	Required for all employees and managers
Methodologies	Nonexistent	Experimentation with a few legacy process methods	A few standardised methods are in use	Organisation specific methodology toolbox	Input from the collective incorporated into toolbox
Technology & Architecture	Application silos	Manual, paper-based tools used to maintain process models	Enterprise-wide process nomenclature	Comprehensive business rule management strategy	Simulation, optimization, complex event processing in use
Metrics & Measures	Task-oriented key performance indicators	Process performance data collection starts	Process performance indicators established	Real time process performance outcomes linked to strategic goals	Scenarios stored for easy invocation
Governance	Nonexistent	Steering Committee funds business application investment	POs supported by a clear governance, processes & policies	Matrix model to balance local and global concerns	Decentralised, tiered model with local empowerment

May '21	Jan '22	Jan '23	Oct '24	Dec '25
0.80 **Baseline**	1.65	2.24	3.11	4.10 **Target Goal**

Source: Dr. Michael Roseman (QUT) & Gartner BPM maturity model (2013)

How to Get Started & Gain Momentum

#MasteringSAP

Getting started is always the hardest...

Making a Case for Change

- Understanding **who we need** to support the change

- **Piloting** to show quick wins

- Development of **use cases** to support business

- Building **foundational elements** to support transformation


Knowledge hub
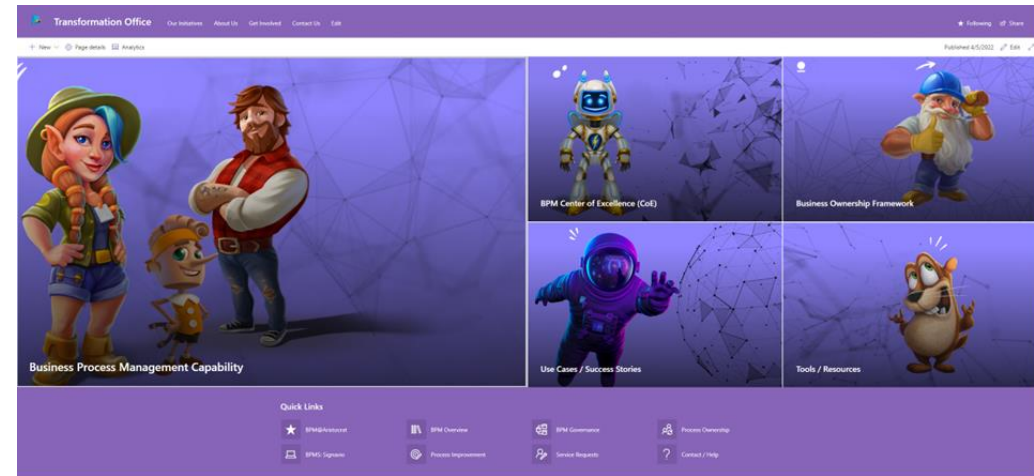
Leadership videos

Interactive Learning solutions

Some foundational infrastructure developed to support change management strategies to target different business groups

BPM Center of Excellence

- Structure: 2 FTE, 1 external consultant and 2 x contractor (process modeller/analyst)

- Approach: grass root movement with a small business marketing method to "lead generation"
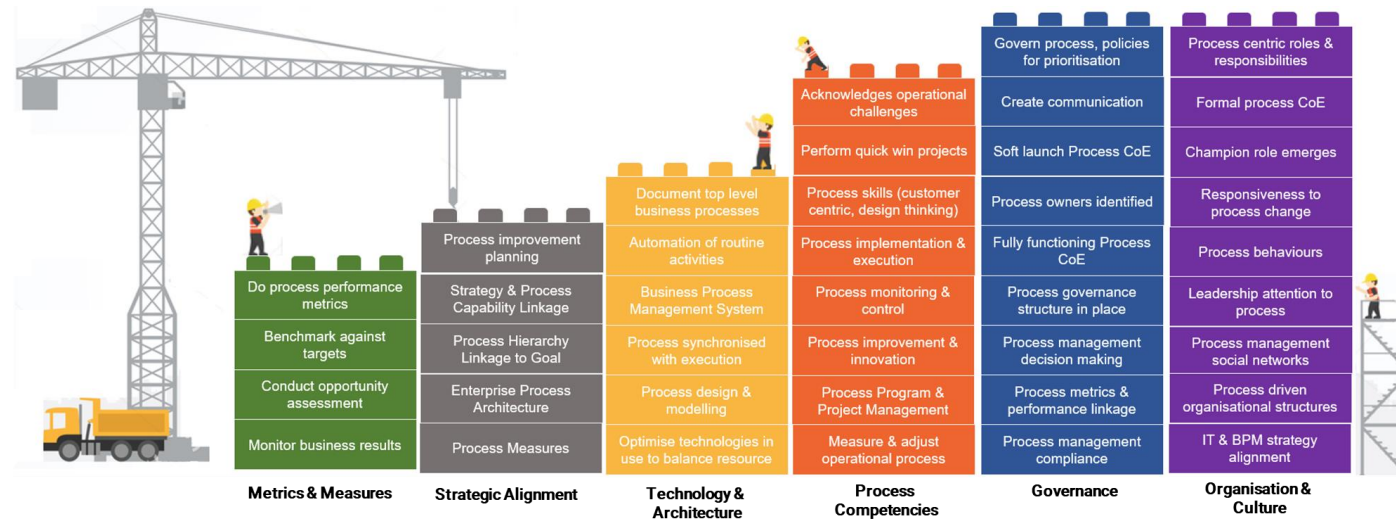
How the CoE contributes toward enterprise BPM maturity by providing the frameworks, governance and methodologies within the maturity dimensions

Piloting to drive quick wins

- Focused on **process practitioners** & early adopters

- Selection of **pilot use cases** to evaluate SAP Signavio's functionality
  - Modelling
  - Workflow
  - Process mining

- Underlying **framework** readiness

Tool	Analytics	Ownership	Op Model	Governance
Shared platform for managing business processes	Process mining uses cases	Business ownership framework	Centre of Excellence & services	Architecture, standards & guidelines
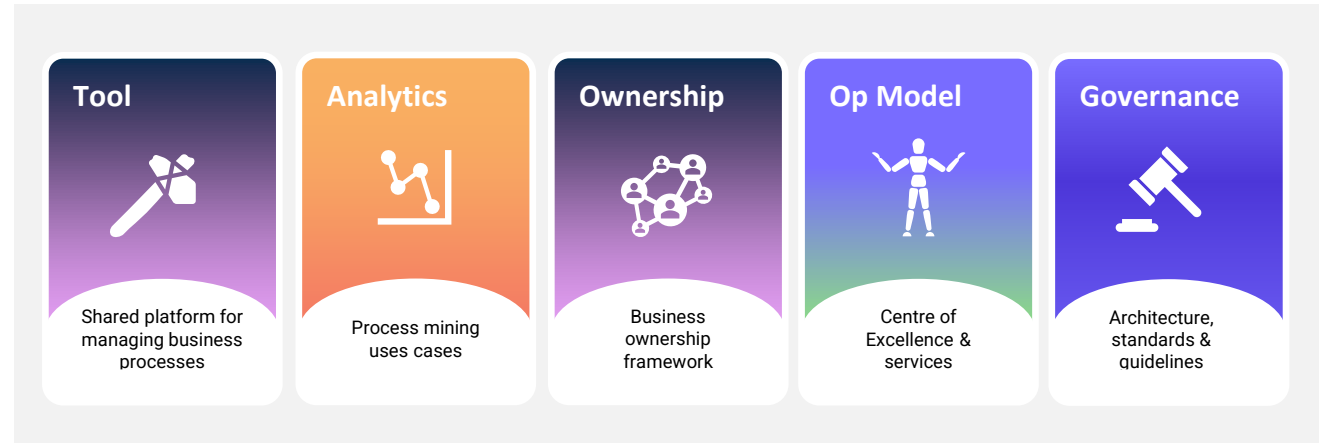
Foundation building blocks developed during pilot to kick start enterprise-wide launch

+6 Business teams involved

2x Increase in maturity score

49% Reduction in case response breach

≈ $153k annual productivity gain
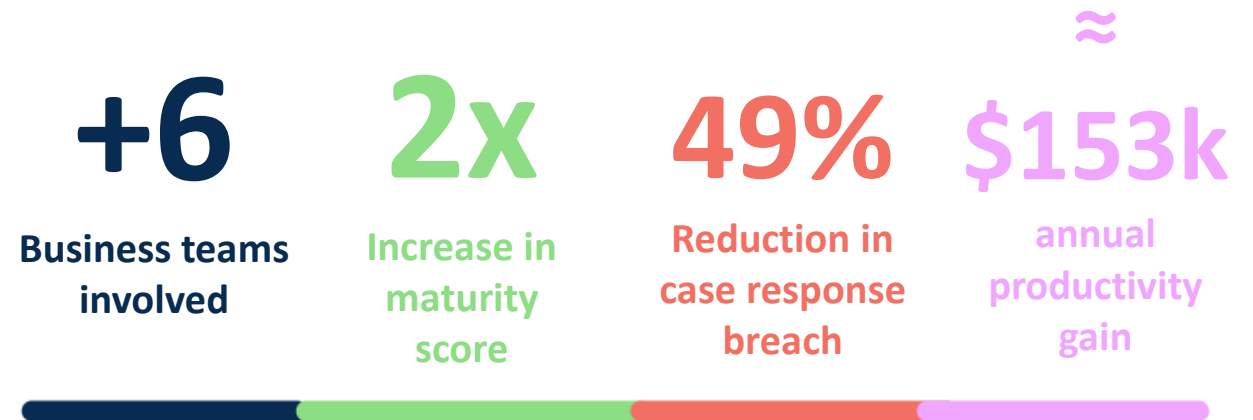
Pilot user profile & initial estimated results

Enabling the business

- Teaching **"how to fish"** principle

- Avoid modelling for modelling sake

- Keeping a pulse on **projects** implementation

- Introduction of **new education & training** programs to upskill

- Long term: alignment to APQC **benchmark** goals

Example dashboards to track enablement & improvement progress
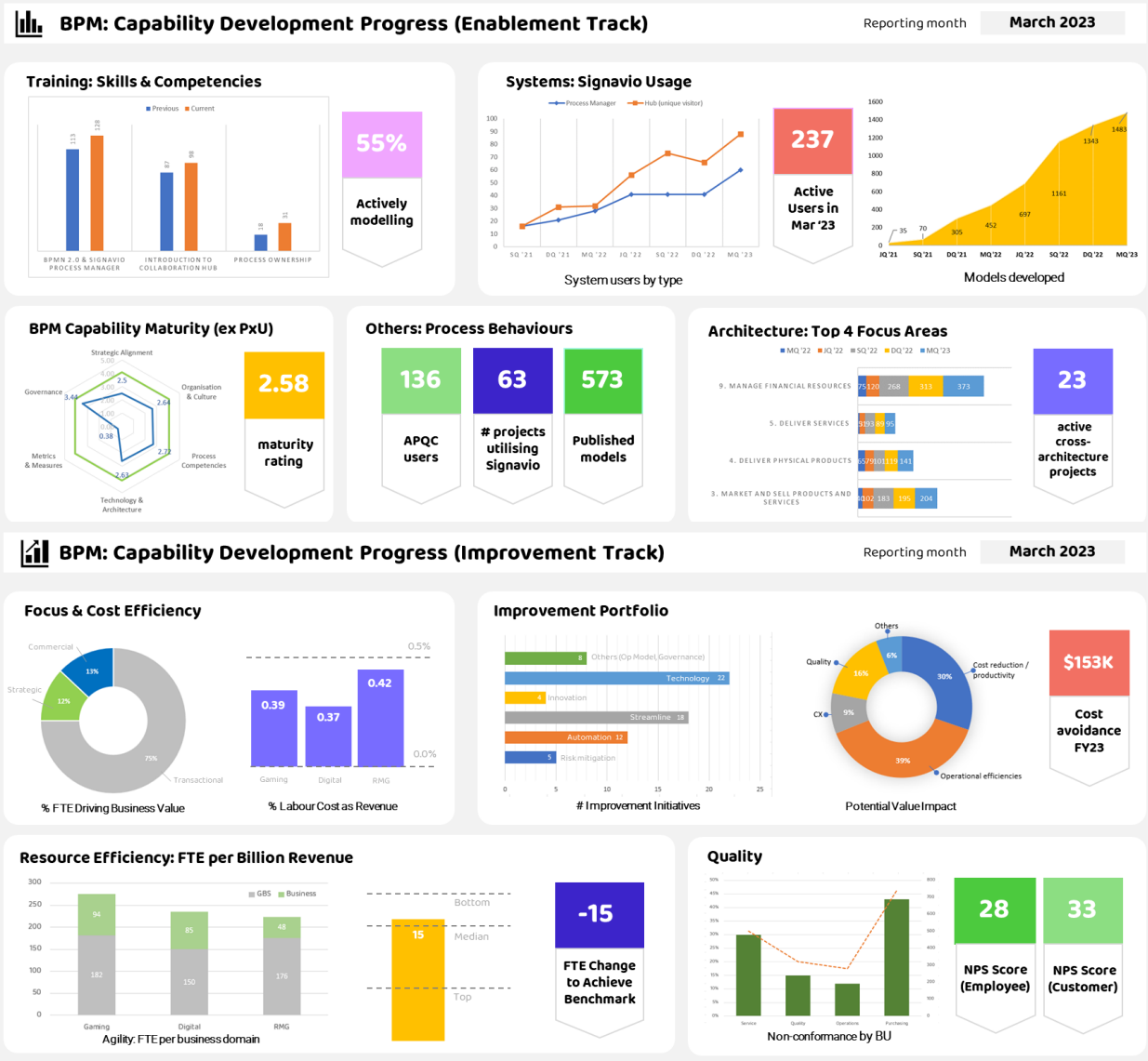
Improvement Partners

- CoE focuses on enablement not delivering improvements

- Ideally businesses are responsible for actual improvements but... key **partnership established to quickly deliver improvements**

- Foundational improvement capabilities slowly emerging

Use of existing Black-Belts, improvement specialists and technical teams to deliver quick improvement outcomes (through digitisation, workflow management, BI insights)

Building Communities

- **Community of Practice** required to avoid the fading of shine new toy syndrome

- **Change champions** initially identified to kick start – continually growing

- Business representatives from community invited to **speak in leadership forums** and **publish use cases** on knowledge hub

Apart from Change Champions, we rely on our change influencers to advocate change for us – it's a community driven effort

Gamification to drive adoption

- Launched **enterprise-wide competition** to reward teams and individuals
- Intrinsic and extrinsic **rewards** were baked into strategy
- **Key takeaway:** You don't need to be a process specialist to start managing your process


Digital signages uploaded across all business sites to drive awareness and interest to move the change needle to adopt new ways of working

What are the Key Results (Quick wins)

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Sharing Early Results from the Business

- SAP Signavio has enabled business to quickly **visualise** their **process**

- Process models used to further **analyse business challenges** and identify **opportunity for improvements**

- Utilisation of process architecture to **re-use process content** for improvements
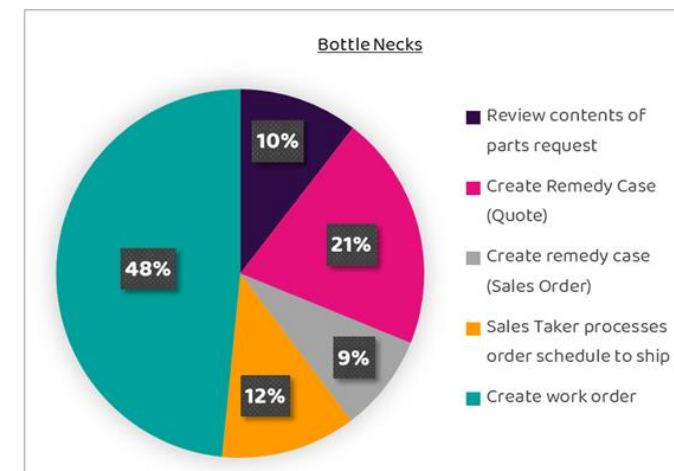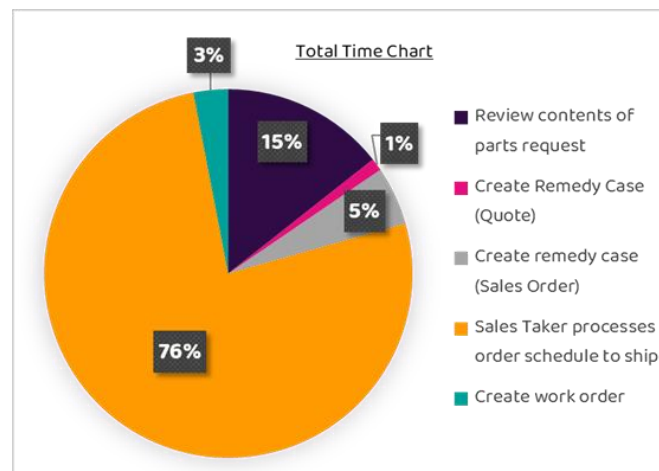
*Process execution data (through process simulation) to understand business challenges*
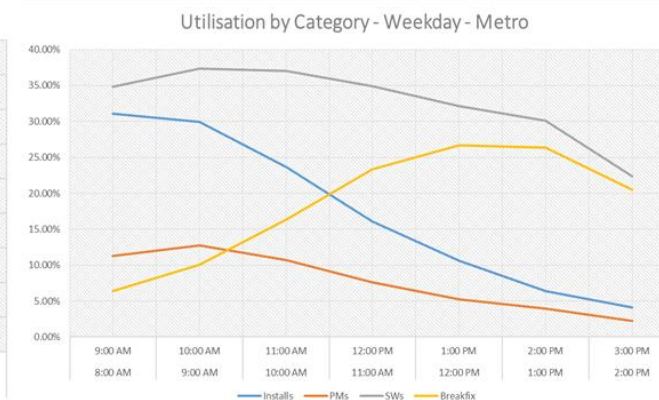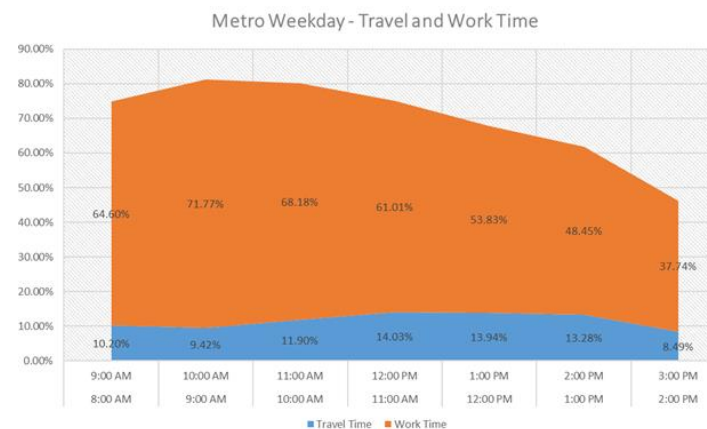
Use of simulation & process mining techniques to analyse areas to validate business understanding and look for opportunities to improve

Delivery of use cases to highlight impact

Process knowledge & CoE leveraged to:

- **support strategy execution** e.g., digital transformation, M&A integration

- close **audits gaps**, non-comformance & risk mitigation issues (fraud prevention & compliance)

- inform **policy** revisions

- test op models, business case investment (RPA rollout, application rationalization, what-if scenarios)
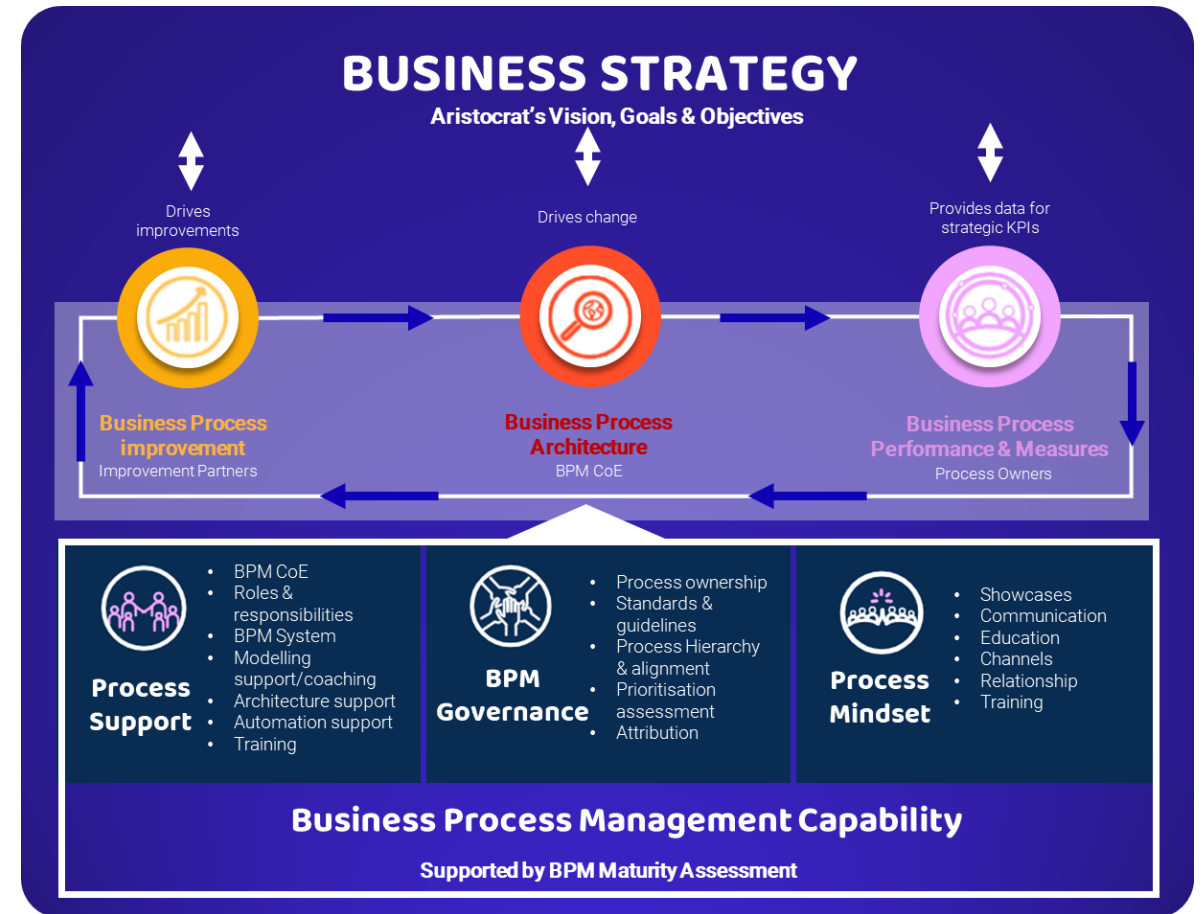
SAP Signavio is a critical enabling platform to achieve this capability as it presents a one-stop-platform for understanding, analysing and improving how we operate.

Business Ownership Framework

- Mechanism to drive **process performance** & responsibilities

- Support parallel **data governance** initiatives

- Support the awareness of **risk documentation** within operational procedures

- Elevate the importance of **compliance requirements** across the organization

THESE ROLES ARE VIRTUAL ROLES…

To support process management governance, the key governance roles are, Operational Sponsor and Process Owner. Different process management activities may not require interaction in all roles. Depending on the context, a number of other roles may be required to support the management of your process. Collaboration is key!

How are we performing?

- **Process performance management** linked to process owner's responsibilities

- Use of APQC's **benchmark data** to drive targets & goals

- Development of **BI tools** to help track

- Increase use of **process mining** to identify bottle necks & close gaps

- Future state: metrics tied to business **scorecards**

The process ownership role is key in driving performance management. The intent is to elevate the business roles in managing business process as opposed to reactively managing it when there is a need for it i.e., new project, technology deployment etc.

Operational Excellence...

- Project **prioritization** against KPIs & strategic levers

- **Collaboration** between business functions (avoid redundancy)

- Value drivers tied against **scorecards**

- Use of **measures & data** to track improvements (tangible & intangible)

For an organization to develop and sustain an operational excellence culture, it must excel in all eight of these interconnected elements.

Questions & How to Connect

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