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Met SAP Signavio op weg naar S/4

Piet-Jan van Egdom

Nikon Europe B.V.

Agenda

- Introduction
- Nikon & Nikon Europe BV
- Why SAP Signavio?
- Current status SAP Signavio Project
- SAP S/4 HANA Roadmap
- Q&A

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Introductie

- Piet-Jan van Egdom
- 48 jaar
- Geboren en getogen in regio Haarlem
- Sinds 2004 werkzaam bij Nikon Europe BV
- In huidige rol verantwoordelijk voor het Enterprise Systems (ES) Team

- Harm-Jan Bech
- 36 jaar
- Sinds 2018 bij McCoy
- Verantwoordelijk voor het Business Process Management team

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Nikon Corporation – Acquisition of RED

Nikon Corporation

Unlock the future with the power of light

Unleashing the limitless possibilities of light. Striving to brighten the human experience. Focused, with purpose, on a better future of all.

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Nikon Corporation

- Imaging Products

- Precision Equipment Business

- Healthcare Business

- Components Business

- Digital Manufacturing Business

Nikon Corporation

COMPANY PROFILE

Corporate Name	NIKON CORPORATION
Head Office	Shinagawa Intercity Tower C, 2-15-3, Konan, Minato-ku, Tokyo 1086290, Japan Tel: +81-3-6433-3600
Representative Director President	Toshikazu Umatate
Date of Establishment	July 25, 1917

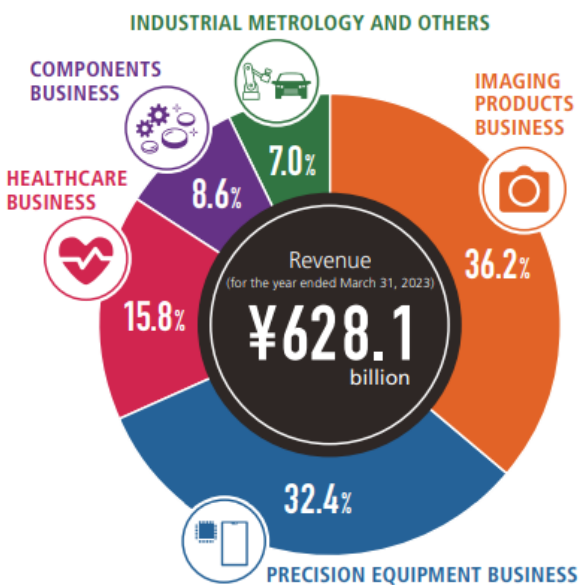|	
Outline of Business	Manufacture and sales of optical instruments
Capital	¥65.5 billion (as of March 31, 2023)
Revenue (consolidated)	¥628.1 billion (as of March 31, 2023)
Number of Employees (consolidated)	18,790 (as of March 31, 2023)
Plants (Nikon Corp.)	Oi, Yokohama, Sagamihara, Kumagaya, Mito and Yokosuka

Nikon maintains a global presence with approximately 100 offices around the world, including in Japan, the United States, Europe, and Asia.

Ratio of Revenue by Segment
(for the year ended March 31, 2023)

INDUSTRIAL METROLOGY AND OTHERS

COMPONENTS BUSINESS

IMAGING PRODUCTS BUSINESS

HEALTHCARE BUSINESS

Revenue (for the year ended March 31, 2023)
¥628.1 billion

- 7.0%
- 8.6%
- 36.2%
- 15.8%
- 32.4%

PRECISION EQUIPMENT BUSINESS

Ratio of Revenue by Region
(for the year ended March 31, 2023)

Revenue (for the year ended March 31, 2023)
¥628.1 billion

- 17.4% OTHER AREAS
- 19.6% JAPAN
- 20.6% CHINA
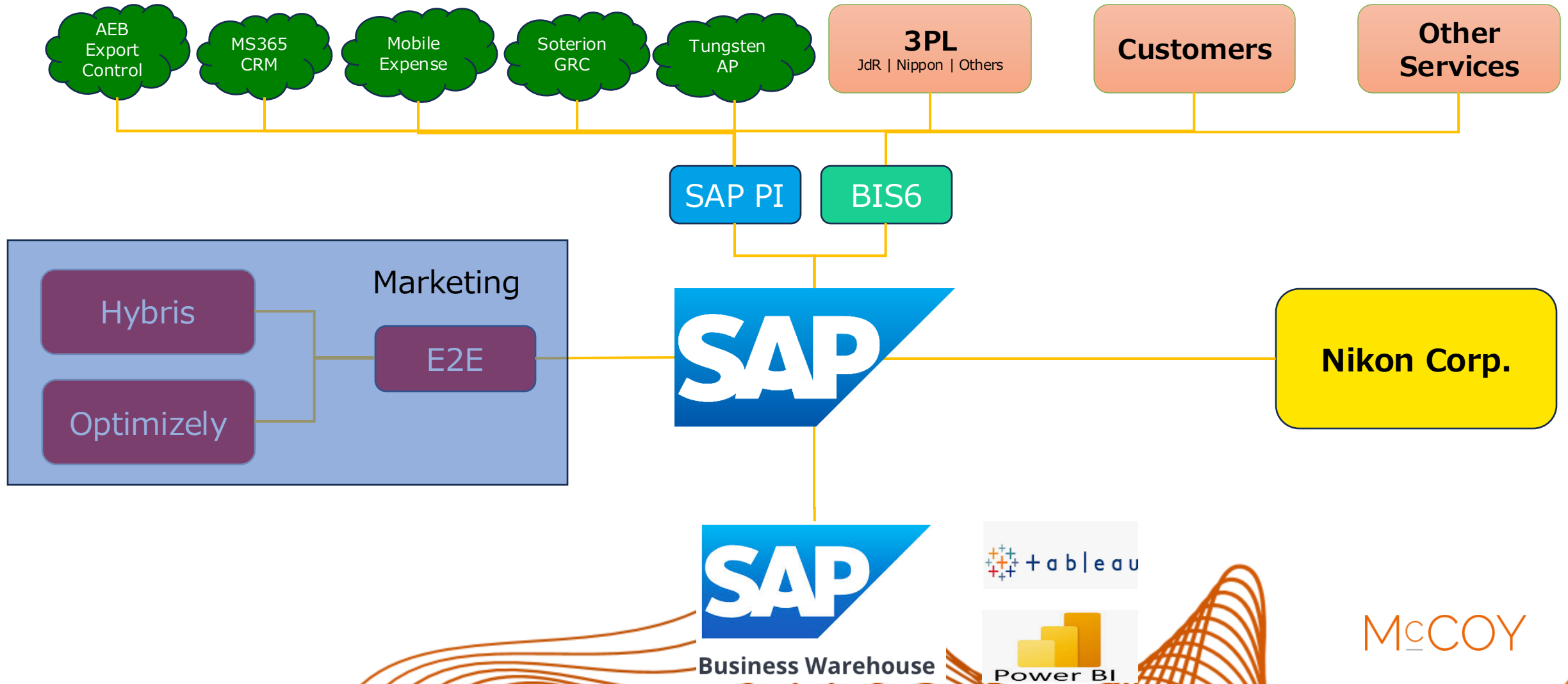- 25.4% UNITED STATES
- 17.0% EUROPE
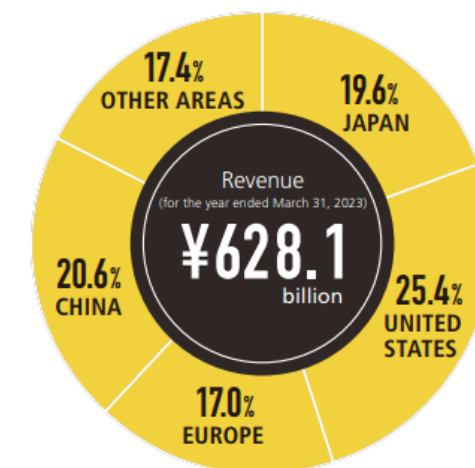
Nikon Europe BV

- Responsible for Sales, Service and Marketing activities for the Imaging and Healthcare Business Units
- Approx. 500 FTE working for NEBV
- Net Sales approx. €500M （FY 2023)
- NEBV supports Nikon Precision Europe for some shared services (e.g. IT, SAP)
- NEBV HQ located in Amstelveen, the Netherlands
- Offices in 11 European countries

Mid-size company with the complexity of a multinational

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Enterprise Systems - System Landscape

Why SAP Signavio? – A brief history

1999 Current SAP System implemented in 1999 and rolled out to various locations within Europe until 2009.

2010 Only after 2010, more focus on 'European' solutions instead of local solutions.

2021 In 2021, a new SAP organizational structure was implemented (Legal Entity Merge project).

2023 In 2023, the transition from local finance departments to the European Finance Center (Poland) was completed.

Lift & Shift of local processes to the FCOE team in Poland.

2023 In 2023, NC decided SAP S/4 HANA willl be implemented globally.

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Why SAP Signavio? – How to move forward

- In 2023, the ES team proposed migrating to S/4 HANA using a Brownfield approach.
  - After the LEM project, there were doubts whether the business was ready for a new major 'IT' project.
  - Post S/4 migration, implement targeted improvements based on S/4 functionality.
- At the request of NEBV Management, PWC assessed the 'Brownfield' scenario through a Pre-Discovery study with the following key outcomes:
  - The business wants to be involved in the S/4 project.
  - Support from the business for 'Greenfield' or 'Bluefield' approach.
  - PWC recommended Signavio for further investigation into S/4 migration scenarios.
- With the support of NC (pilot), approval for the purchase of Signavio licenses.
- Strong preference for a local implementation partner (McCoy).

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Why SAP Signavio? - 3

We believe in a process-oriented approach for S/4HANA

Moving to **SAP S/4HANA** is a **great** idea.

But looking at it from a **business process perspective**, several questions might arise…

How are all of our processes currently executed?

What are the process bottlenecks to be removed? And how do we increase our effeciency?

Is the master and configuration data in the system still up to date? Is there a obsolete data?

What is SAP's intended way of working? And which innovations are relevant for me?

I'm sure we have several process variants in place. Which one performs best?

How can we identify and prioritize the best-performing processes four our new SAP S/4HANA template?

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Using today's possibilities

Qualitative
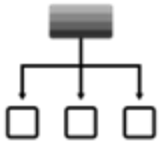
Process Documentation:
Visualizing our as-is processes

Root Cause Analysis:
Analyzing the pain-points in our processes

Best practice processes:
Explore the fit/gap and benefits of SAP best practices

Others…

Quantitative

Process Mining:
Discover how our processes really run

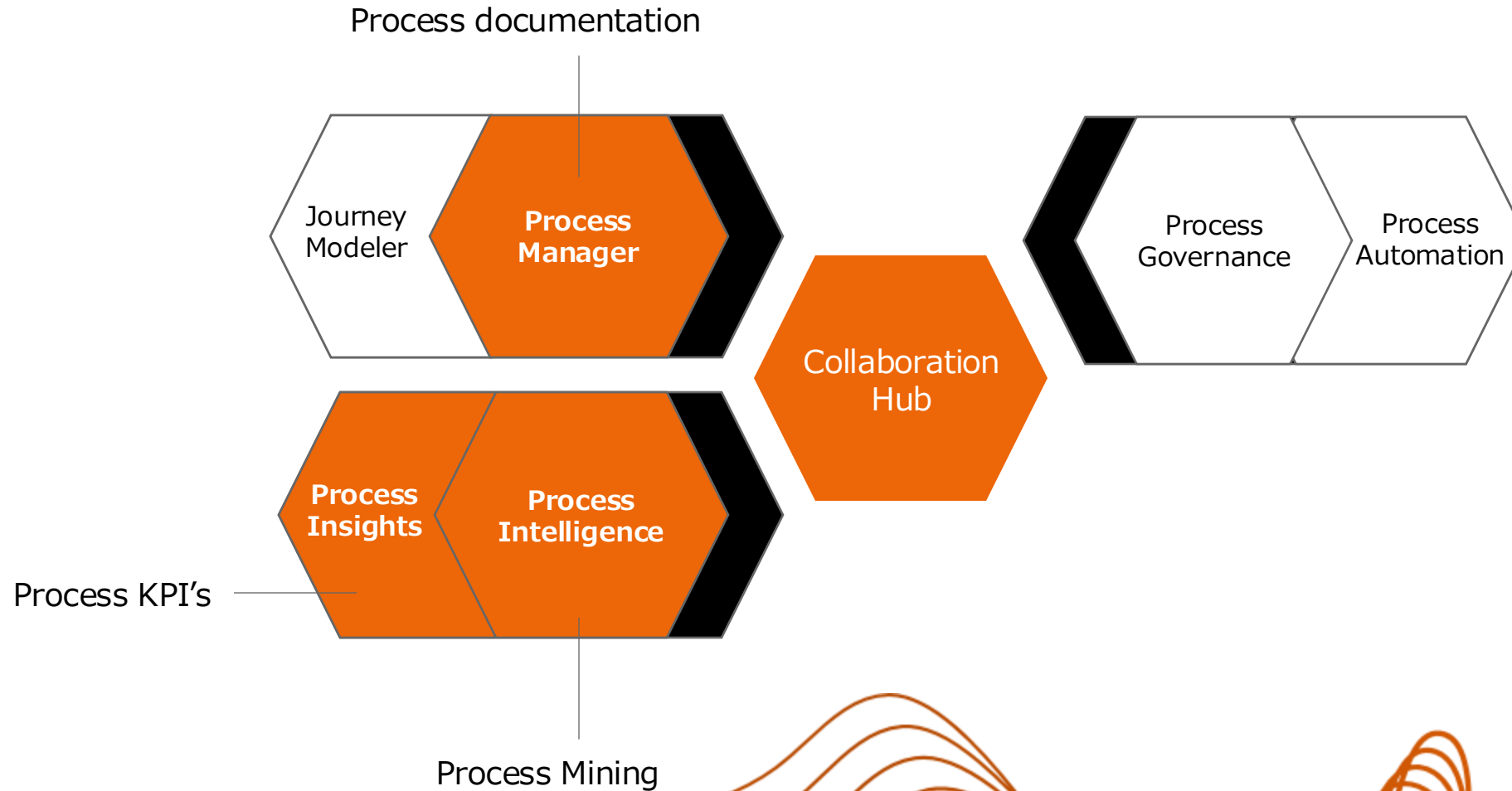**Process KPI's:**
Measure the performance of our processes

Process Blockers:
Analyze the blockers in the process

Others…

&

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Signavio Transformation Suite

Process documentation

Journey Modeler

Process Manager

Collaboration Hub

Process Governance

Process Automation

Process Insights

Process Intelligence

Process KPI's

Process Mining

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Deliverables

Insight in current processes

+

Process **Improvements**

+

Selection of **S/4 Scenarios**

Get insights in the current business processes and use of SAP ERP.

Determine business value and improvement potential in our business processes.

Input for decision on the right S/4 scenario with factual data and insights.

1. **Start improving right away**
   by prioritizing on business-critical issues and applying targeted recommendations

2. **Accelerate and de-risk the S/4 transformation**
   with transparency on our processes and fit with standard SAP

3. **Secure the adoption of change**
   through collaboration between decision-makers, business experts, and IT experts

4. **Drive continuous process excellence**
   with continuous fact-based performance transparence through the SAP Signavio toolset

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High-level overview
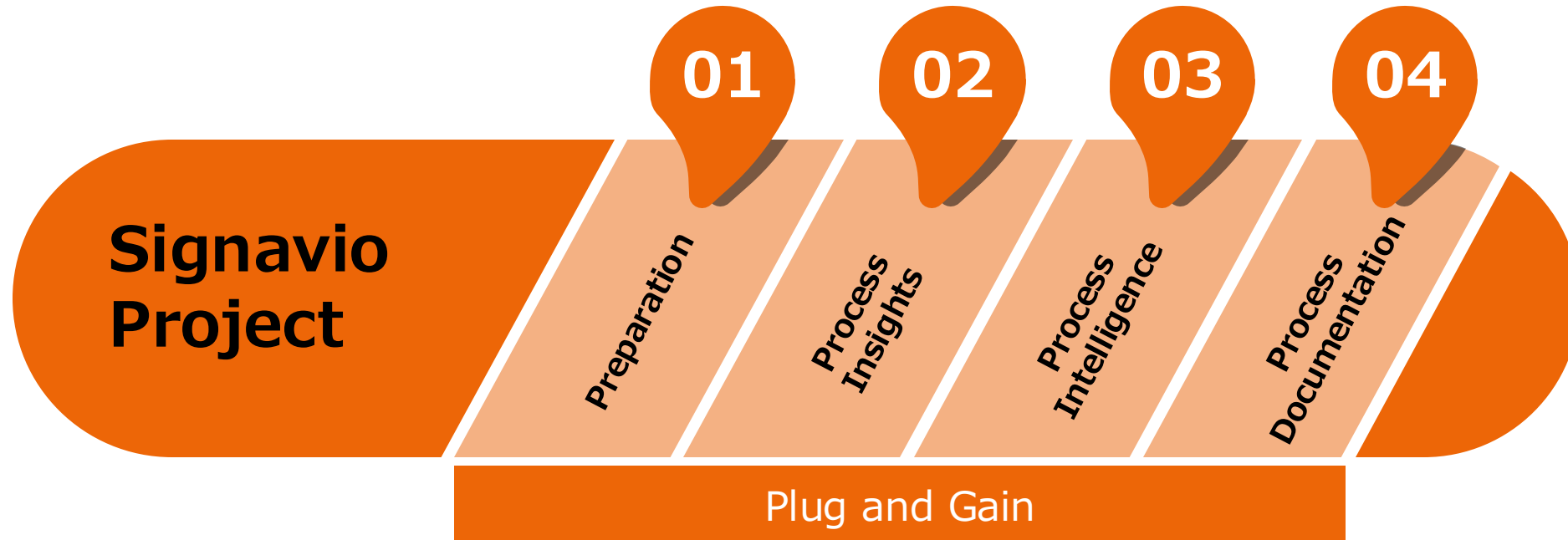
Phase 1. Preparation

1
- Project organisation
- Detailed planning
- Kick-off and training

2 Signavio environment for:
- Collaboration hub
- Process Manager
- Process Intelligence
- Process Governance
- …

3 Signavio Process Insights environment (SAP BTP platform)

4 Connect Process Insights to SAP ERP

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Phase 2. Process Insights

4 end-to-end processes

3 divisions

	Source-to-Pay	Plan-to-fulfill	Lead-to-cash	Finance
Imaging	✓	✓	✓	✓
Healthcare	✓	✓	✓	✓
NPE	✓	✓	✓	✓

15+ countries

30+ participants

▶ **45 workshops**

6 weeks

▶ **195+ conclusions**

- Insights in the current business processes and use of SAP ERP.
- Determine improvement potential in our business processes.

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Phase 2. Examples of insights gained

Process

- 6 processes to be assessed / redesigned

- Get in control by actively managing/steering on 5 core fields not used

System

- Possibility for harmonization and standardisation in configuration and master data
- Various custom transactions identified with potential to bring to standard
- 3 Processes with potential for automation potential
- 3 potential integration identified to increase efficiency
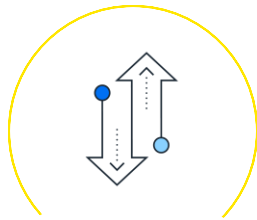- 4 core activities that would benefit from having better insights

Backlog

- 4 Master data elements which require cleaning up
- 7 Transactional data elements which require cleaning up
- 2 Improvements to master data setup
- Stock with last movement date >x years.

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Phase 3. Plug and Gain

Data Provisioning

Out-of-the-box standard data
analysis and content for
core E2E process

Process Deep Dives

Extended process analysis
(incl. **Best-Run Score**) through
direct transfer of Insight data

Link Analysis and Design

Standard Business Execution
Models with Live Insights of
deep process analysis

L1 | L2 | L3

30+ Process Flows

60+ Process Variants

One Process House

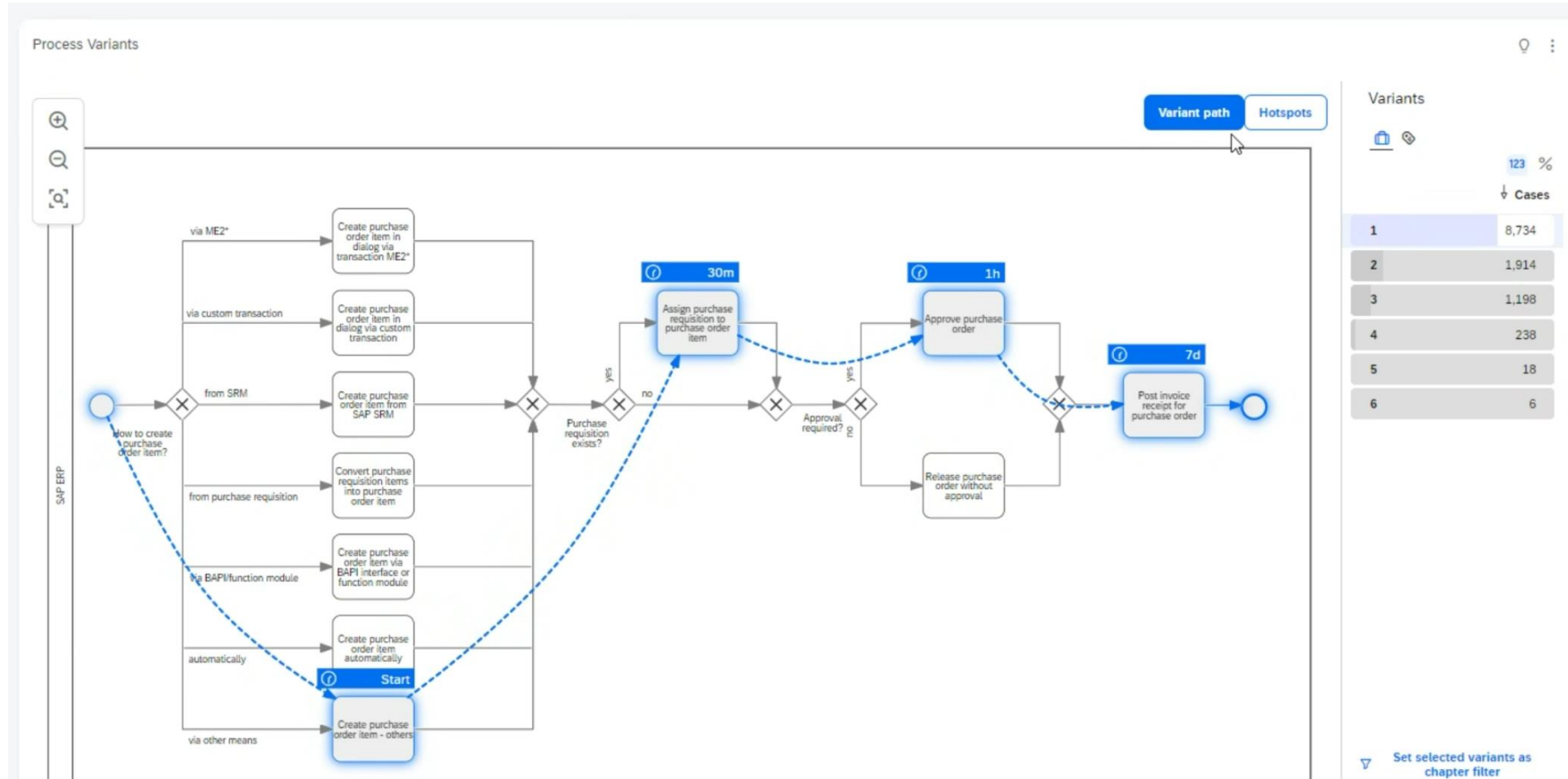| Plug		Gain

SAP Signavio Process Insights

SAP Signavio Process Intelligence

SAP Signavio Process Manager
SAP Signavio Collaboration Hub
SAP Signavio Governance
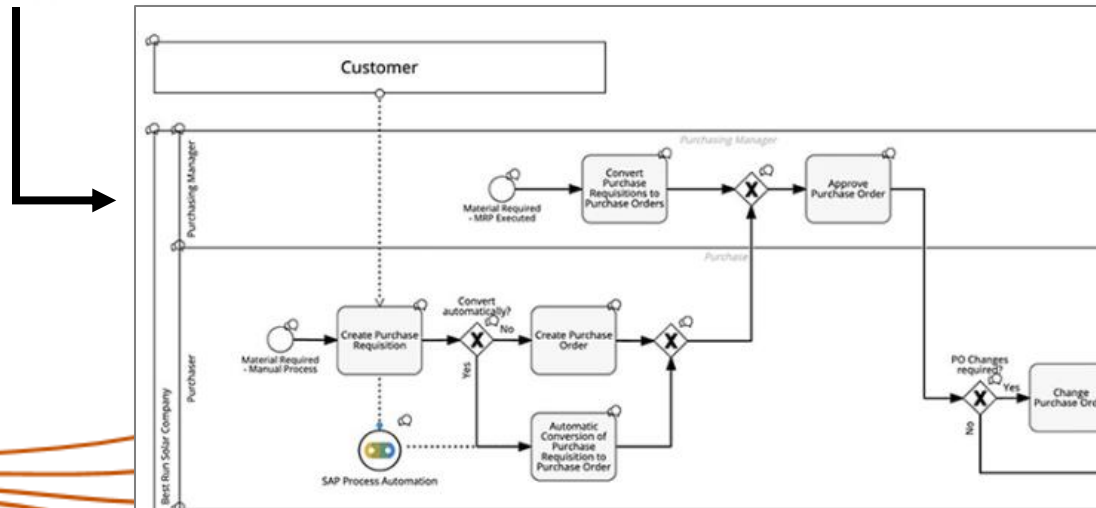
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Phase 3. Process Intelligence

Based on Plug and Gain the actual process execution in SAP was extracted and compared with SAP Best Practice processes.

Phase 4. Process Documentation

Based on the extracted processes, we are creating detailed as-is documentation of the business processes with extra focus on attention areas from insights.

Actual status

- Workshops finished with positive feedback from business

- Process house ready

- Already using output (e.g., authorizations, SAP scope, etc.)

- Report-out preparation

Lessons learned

1

Investment

This is not a side project but a serious project with corresponding investment (time and costs)
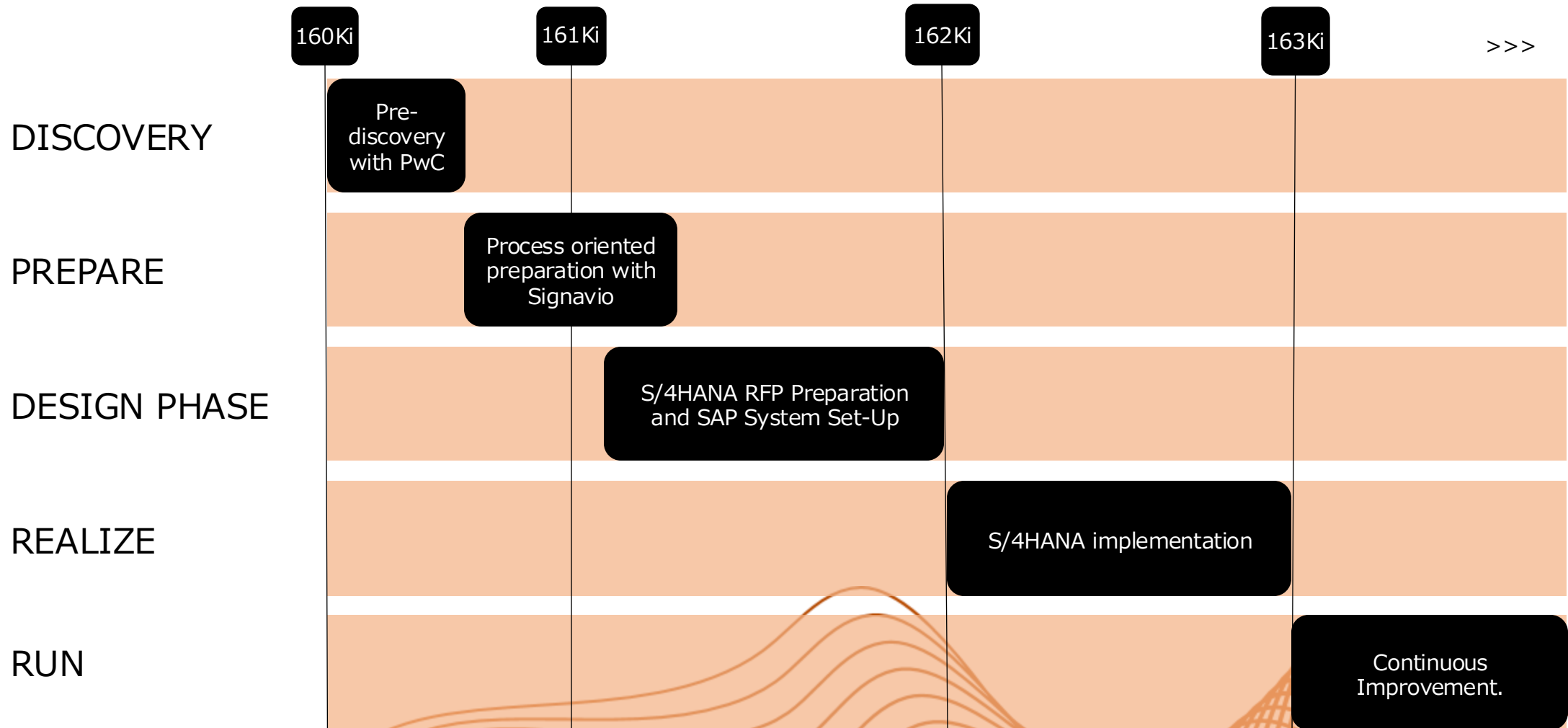
2

Involvement

= key
= pre-requisite
= result

3

Decisions

Output from Signavio is very strong enabler for fact-based decisions.

However, this does not absolve us from making decisions.

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High-level roadmap S/4HANA

| | 160Ki | 161Ki | 162Ki | 163Ki | >>> |

DISCOVERY
- Pre-discovery with PwC

PREPARE
- Process oriented preparation with Signavio

DESIGN PHASE
- S/4HANA RFP Preparation and SAP System Set-Up

REALIZE
- S/4HANA implementation

RUN
- Continuous Improvement.

Thank you for your attention!

Questions?

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Thank you for your attention!

The next session starts at **4pm**

Session	Room
SAP & GenAI - **SAP**	1 = Paterskerk
Ervaringen SAP Public Cloud - **Basic-Fit**	2 = August
SAP Datasphere - **Lumileds**	3 = Louis
Signavio en toekomst S/4 - **Nikon**	4 = Walter
Integratie nieuwe stijl - **McCoy**	5 = Jos
Hyperautomatisering & SAP - **Google**	6 = Kapel

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But first.. a short break at the bar!