

WELCOME TO THE

# Process Days 2025

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The World's #1 Event for  
AI-Powered Business Transformation

# Agenda of the Process Days 2025 (Part 1)

**Scott Leddy**  
Vice President, North  
America at GBTEC



**Michael Schank**  
Keynote Speaker



**Marc Stromberg**  
Co-Founder bei  
GBTEC



Break

**Sebastian  
Pommerin**  
Head of Sales DACH at  
GBTEC



**Marc Stromberg  
Sebastian  
Pommerin**



**Graeme Henley**  
Process Transformation  
and Change Mgt  
Leader at Datacom



**Andrea Gonzalez**  
Business Analysis  
Manager at Le  
Groupe Master



CEST	2.00 – 2.30 pm	2.30 – 3.00 pm	3.00 – 3.25 pm	10 Min	3.35 – 3.55 pm	3.55 – 4.05 pm	4.05 – 4.25 pm	4.25 – 4.45 pm
EST	8.00 – 8.30 am	8.30 – 9.00 am	9.00 – 9.25 am	10 Min	9.35 – 9.55 am	9.55 – 10.05 am	10.05 – 10.25 am	10.25 – 10.45 am
	Innovation Fuels Transformation: When Processes, IT Architecture, and AI Pave the Way for Business Excellence	Spotlight on Process: Creating Organizational Alignment for Effective Transformation	Spotlight on BIC Process Design: Intelligent Process Management Driving Business Growth and Operational Excellence		The New Champion in Enterprise Architecture Management: BIC EAM Empowers Smart Architecture Planning and Fast IT Transformation	Engage with Our Tech Experts: Your Questions, Their Answers	Mindset Shift - Unlocking Growth: From Process as a Roadblock to Process as Your Secret Advantage	Shaping the Future: The Master Group's Live Transformation Toward ERP Success

# Agenda of the Process Days 2025 (Part2)

**Devin Helmig**  
Enterprise Account  
Executive at GBTEC



**Shelbey Bale**  
Senior Manager,  
Delivery Operations at  
Argano



**Jerrit Springmann**  
Business Transformation  
Manager at Dr. Wolff  
Group



**Jerrit Springmann**  
**Devin Helmig**



**Scott Leddy**  
Vice President,  
North America at  
GBTEC



Break

Break

CEST	5 Min	4.55 – 5.20 pm	5.20 – 5.35 pm	10 Min	5.45 – 6.05 pm	6.05 – 6.25 pm	6.25 – 6.30 pm
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EST	5 Min	10.55 – 11.20 pm	11.20 – 11.35 pm		11.45 – 12.05 pm	12.05 – 12.25 pm	12.25 – 12.30 pm
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The Easiest Way to  
Automate Processes:  
Unlock the Full  
Potential of Efficiency  
and Innovation with  
BIC Process  
Execution

Unlock Efficiency: How  
Argano transformed  
process management  
with BIC Process  
Execution

In perfect flow: Reduce  
error costs with digital  
workflows and  
establish a scalable go-  
to-market process

Panel Discussion –  
Process Excellence  
and Automation live:  
Insights, Answers,  
and Inspiration from  
Our Experts

Closing Remarks on  
the Process Days 2025



# From Bochum to your screen – with real success stories from around the globe



- New Zealand
- Canada
- Colorado (US)
- Germany





**Scott Leddy**

*Vice President North America  
at GBTEC*



Innovation Fuels Transformation: When  
Processes, IT Architecture, and AI Pave the Way  
for Business Excellence

# GBTEC | Data and Facts

## The #1

AI-Powered  
Business  
Transformation &  
Process Excellence  
Platform



20



years of  
success in  
the market

Backed by  
Carlyle –  
**leading U.S.  
investor**



**2.000+**  
customers, incl.  
Fortune 500  
and mid-sized  
companies



Top customer  
satisfaction with  
an NPS of  
**90+**



**350+**  
employees across  
7 locations worldwide







**175%**  
ROI after one  
year

**75%**  
productivity  
increase

**30%**  
cost reduction

**50%**  
risk reduction

Leader	Easiest To Use	Easiest Setup	Easiest To Do Business With
FALL 2024	FALL 2022	WINTER 2023	WINTER 2023



# The Call for Transformation Is Louder Than Ever

## Technological Advancement



Use of cutting-edge technologies for automation and digitalization

## Efficiency Gain, Lower Costs



Faster, more dynamic processes with optimized cost structures

## Regulatory Requirements

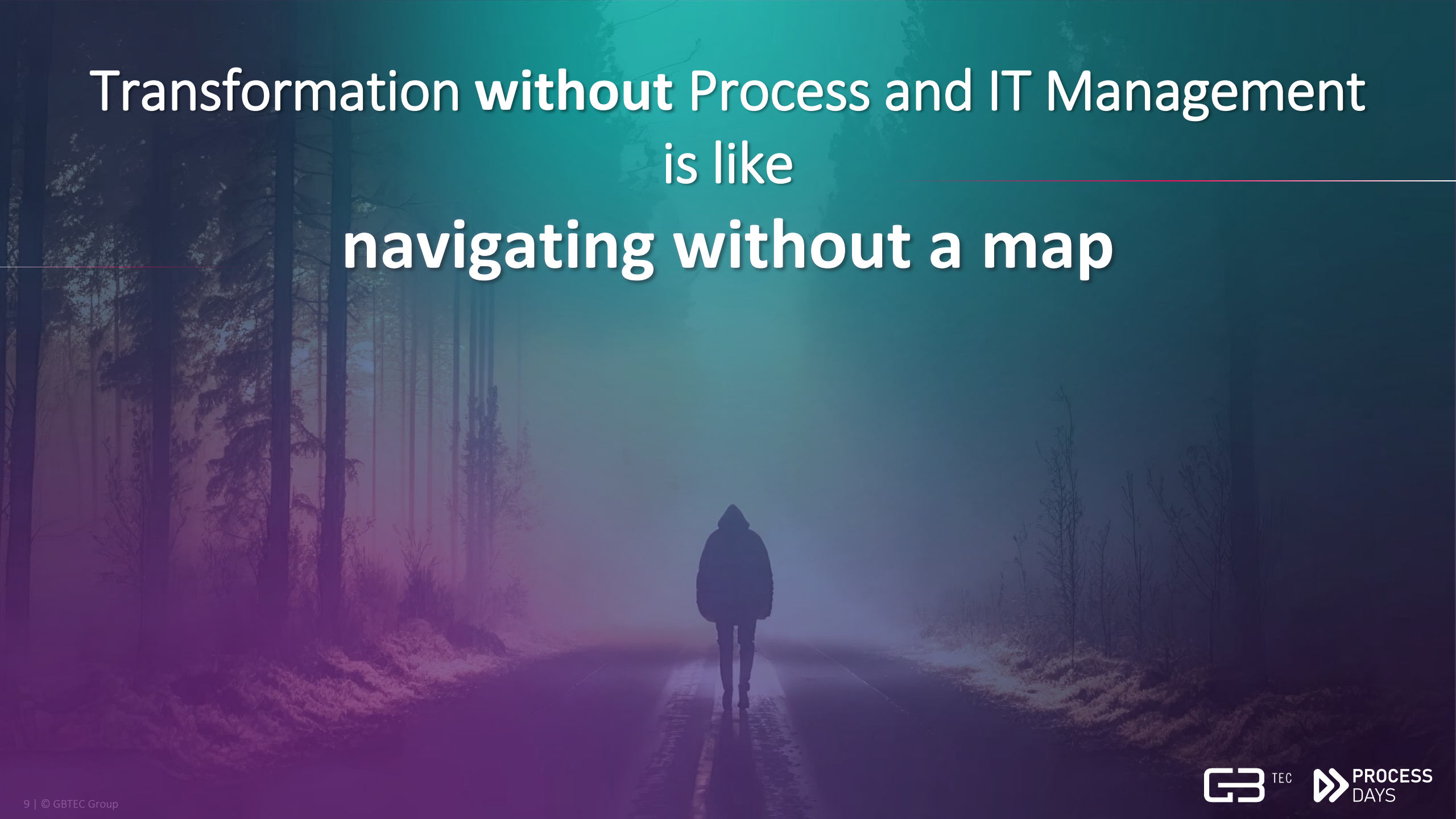


Adapting to new regulations while effectively guarding against rising attacks

## Increased Expectations



Fewer errors, faster response times, and improved customer communication

A person in a dark jacket is walking away from the viewer down a narrow, misty path in a forest. The path is flanked by tall, thin trees and the ground is covered in a light layer of snow or frost. The overall atmosphere is mysterious and somewhat somber, with a teal-to-purple color gradient overlaying the image.

Transformation without Process and IT Management  
is like  
**navigating without a map**



# Processes light the way to your goal – just like a navigation system



**A goal without a plan is just a wish.**

- Antoine de Saint-Exupéry

A well-defined process...

- turns goals into concrete steps
- creates orientation and clarity in daily operations
- ensures quality and efficiency
- makes progress measurable
- enables scalability and growth







But Processes Don't Operate in a Vacuum!

Even the best route plan fails if the  
infrastructure isn't solid.



# IT architecture creates a stable network for powerful processes

Why Enterprise Architecture Management (EAM) is essential – not just for your processes:

- Avoid uncontrolled IT growth
- Create transparency over structures
- Reduce costs and complexity
- Ensure scalability
- Drive innovation

BPM is your compass –  
EAM lays the foundation to move forward.



**Successful transformation needs both:  
direction and loadability**





# AI delivers comfort and efficiency on autopilot – effortlessly, like a self-driving car

## Why AI is a gamechanger



Relieves with routine automation



Enables foresight instead of reactivity



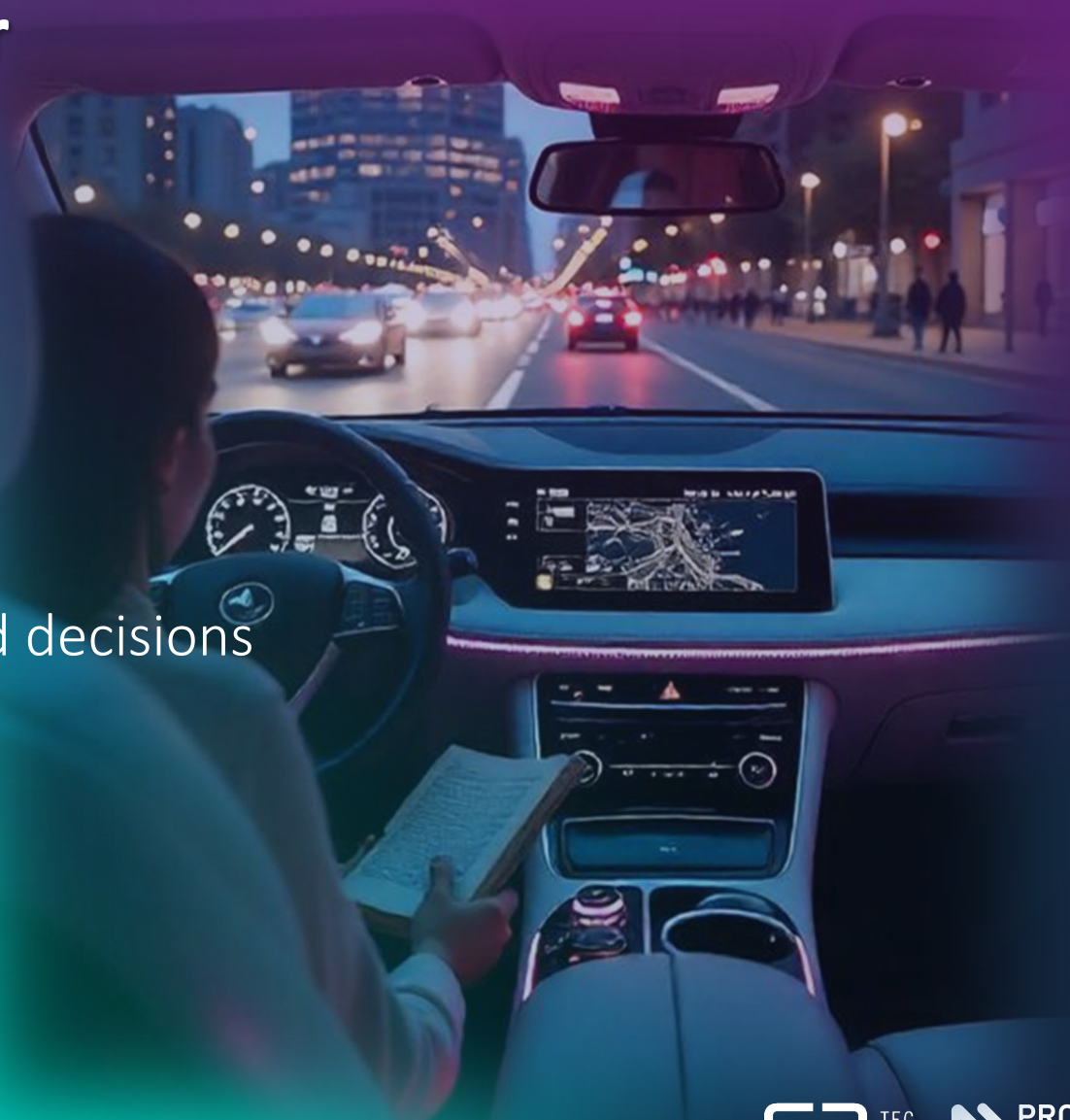
Provides automated recommendations and decisions



Navigates through complexity



Enables intelligent planning and simulation



**You define the goal – AI navigates the fastest,  
smartest route!**

**Like autonomous driving – just without the safety risk.**

**Less manual work, more strategic focus, faster goal  
achievement.**



# Processes, IT Architecture, and AI – the three musketeers of process excellence

True process excellence requires...

clear guidance

stable infrastructure

and strategic focus



# From Insight to Impact

## – unlock operational power with smart analytics



Process Level Analysis ➤ Process Interface Analysis ➤ System Dependency Analysis ➤ Application Cost Analysis ➤ Risk Analysis  
Process Heatmap ➤ Process & Object Portfolio Analysis ➤ Process & IT Roadmap ➤ Business-IT-Alignment ➤ Redundancy Analysis



# GBTEC unlocks the power in processes to build better businesses



At **GBTEC** we enable people to drive better business outcomes through **process excellence**.



We deliver a single, AI-powered platform to map, automate, and monitor business processes, IT architecture, and risks.

We're **easy to start with and built to grow** – from BPM to EAM, GRC, and Automation.

# GBTEC | The #1 AI-powered Process Excellence Platform

## All-in-One Platform

Integration of BPM, EAM, process automation, and GRC on a single, modular platform

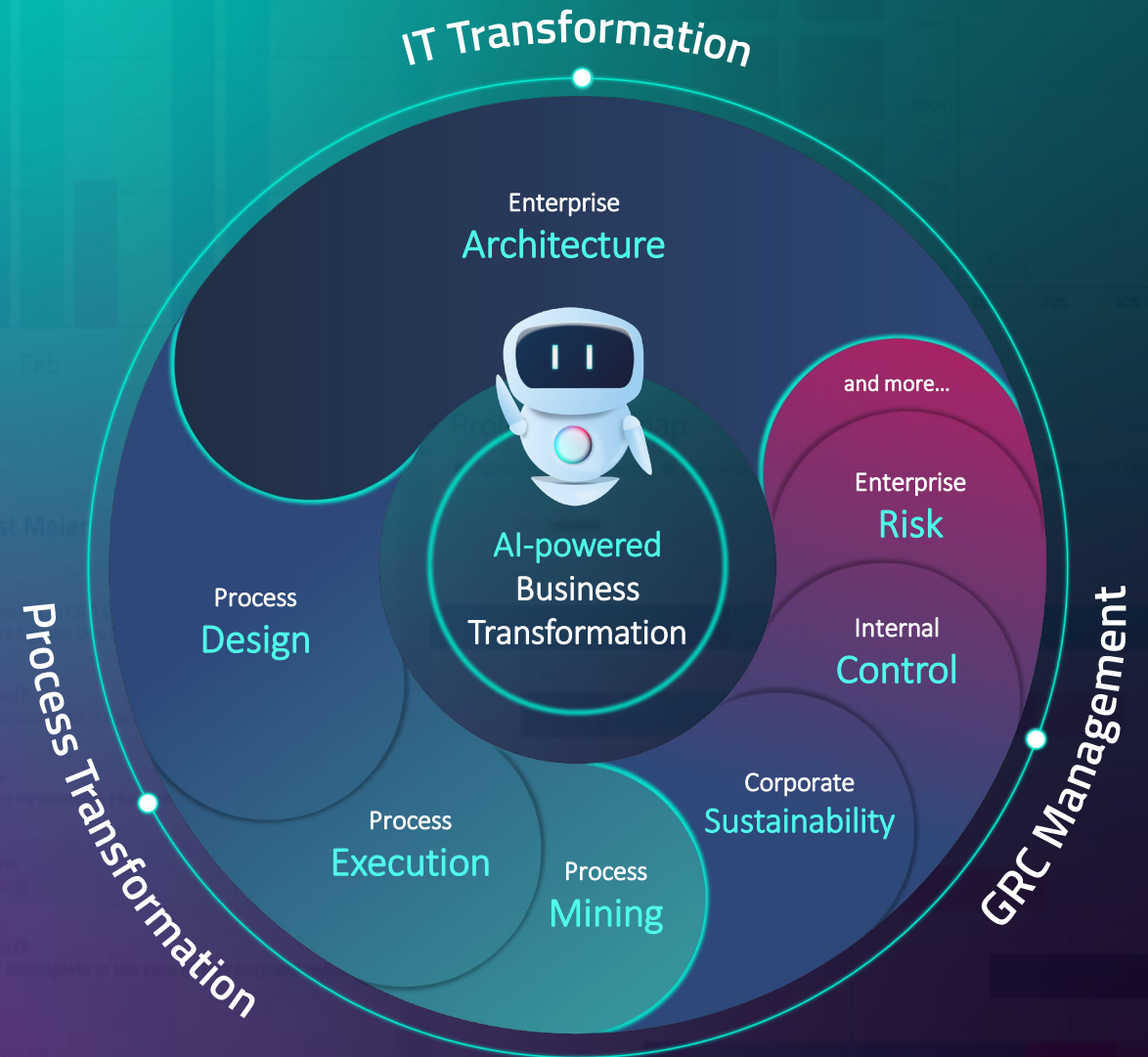
## Powered by AI

The native use of GenAI drives efficiency, speed, and quality

## Outstanding Usability

The solution with the best usability in the market

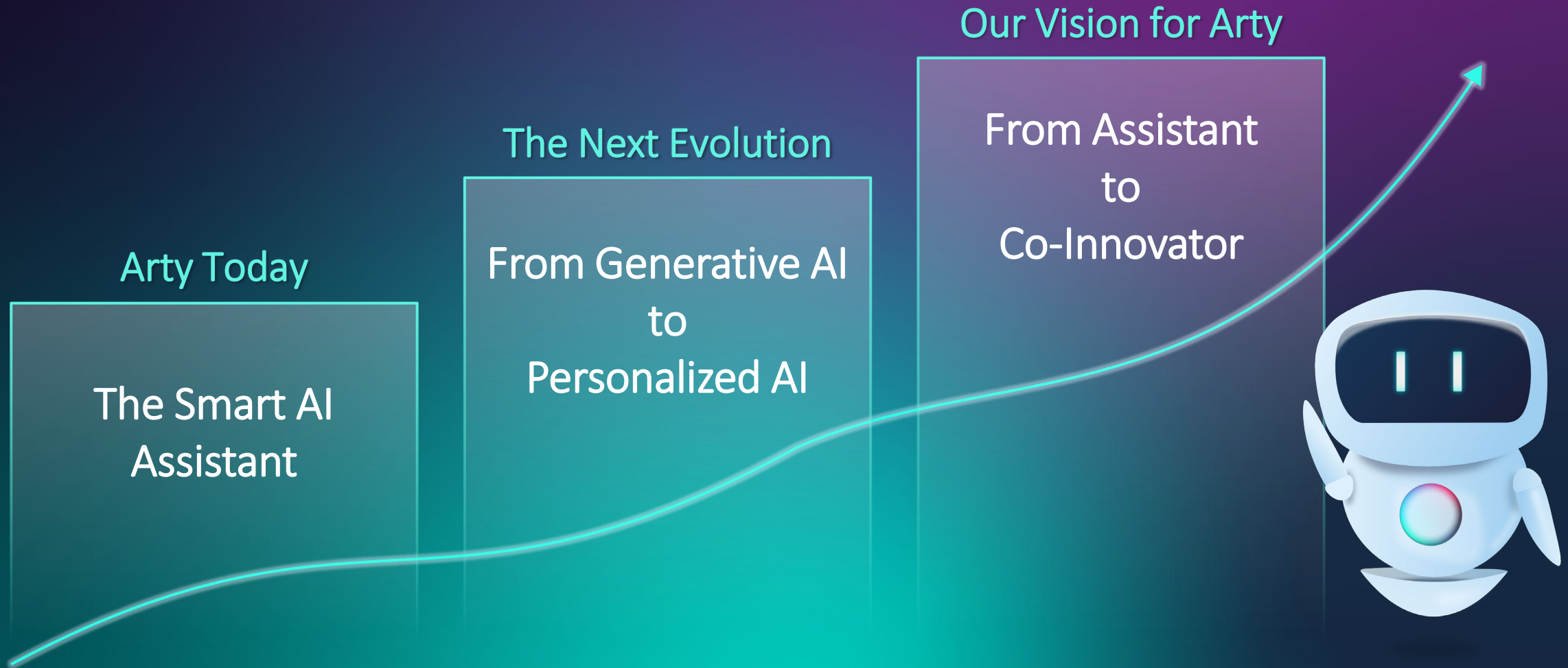
**The world's only platform  
powering integrated  
transformation at scale**





# Groundbreaking AI Features

Experience a New Era of Process Excellence with *Arty*



# Groundbreaking AI Features

## Experience a New Era of Process Excellence with *Arty*

### Arty Today

#### The Smart AI Assistant

- ✓ Creates diagrams from names, descriptions, or documents
- ✓ Automatically describes processes, activities, and resources
- ✓ Translates content into other languages
- ✓ Automatically generates forms for user tasks
- ✓ Generates catalog objects
- ✓ Answers questions about processes and the software
- ✓ Executes tasks using agentic PromptTasks





# Groundbreaking AI Features

## Experience a New Era of Process Excellence with *Arty*

### The Next Evolution

From Generative  
AI to  
Personalized AI

- ✓ Creates personalized process maps, descriptions, and catalog objects – tailored to your industry and naming conventions
- ✓ Automatically generates context-based forms
- ✓ Delivers value-oriented, precise answers to complex questions
- ✓ Builds entire ProcessApps and transforms low-code into a fully no-code experience



# Groundbreaking AI Features

## Experience a New Era of Process Excellence with *Arty*

### Our Vision for Arty

From Assistant  
to  
Co-Innovator

- ✓ Evolves into a proactive co-innovator, independently suggesting improvements for simplification, standardization, automation, and efficiency
- ✓ Checks processes for compliance with internal and external regulations and identifies compliance risks





My Call to Action:

**The future doesn't wait – and neither should you. It belongs to the bold who shape change, not those who stand by.**

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*Use the power of modern technologies, build resilient IT architecture, and let AI become your co-innovator.*



**Thank you**  
for your attention!







**Michael Schank**

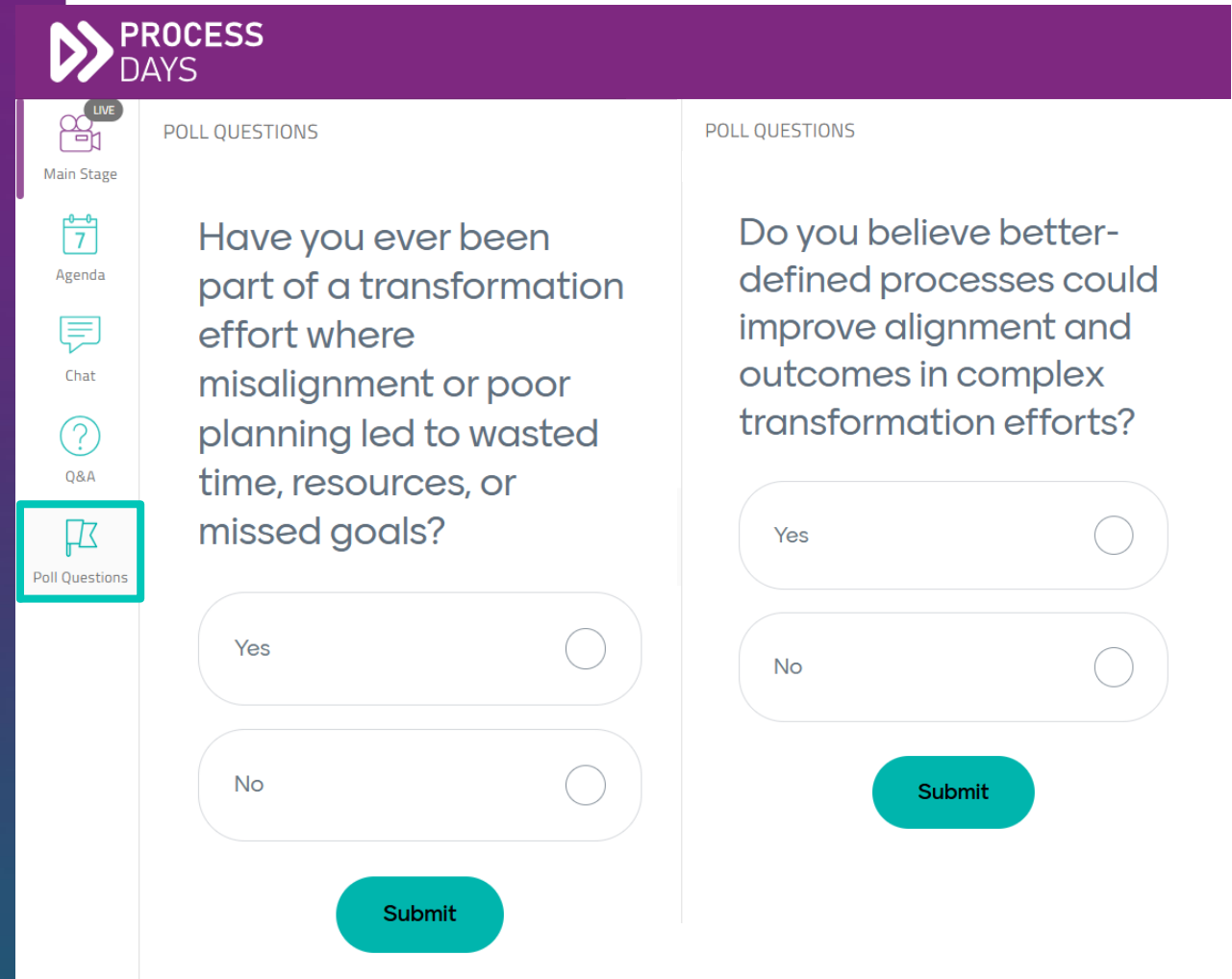
*Founder of  
Process Inventory Advisors*



Spotlight on Process:  
Creating Organizational Alignment for Effective  
Transformation

# Let's start with a poll

1. Have you ever been part of a transformation effort where misalignment or poor planning led to wasted time, resources, or missed goals?
  2. Do you believe better-defined processes could improve alignment and outcomes in complex transformation efforts?
- To participate, click on the **flag icon** in the navigation bar.
  - Select one of the answer options.
  - Click **“Submit”** to log your response.



The screenshot displays the PROCESS DAYS interface. On the left is a vertical navigation bar with icons for 'Main Stage', 'Agenda', 'Chat', 'Q&A', and 'Poll Questions'. The 'Poll Questions' icon, which is a flag, is highlighted with a red box and a red arrow pointing from the text 'flag icon' in the instructions. The main content area is titled 'POLL QUESTIONS' and contains the question: 'Have you ever been part of a transformation effort where misalignment or poor planning led to wasted time, resources, or missed goals?'. Below the question are two radio button options: 'Yes' and 'No'. A red 'Submit' button is located at the bottom of the poll form. To the right of the main content area, there is a preview of the poll question and its options.





- ✓ Over 25 years consulting and in the financial services industry
  - EY – Head of Process Excellence
  - Citi – Head of Process Excellence for US Retail Bank
- ✓ Extensive transformation background
- ✓ Board Member Association of Business Process Management
- ✓ Founder and Managing Director of Process Inventory Advisors



[ProcessInventory.com](https://ProcessInventory.com)



## Digital Transformation Success

The transformative power of the **Process Inventory Framework** to drive Digital Transformation success by aligning resources, organizational goals, and efforts, leading to unparalleled agility.

# Transformation Fail at an Alarming Rate

A transformation is a fundamental change in how a business operates or delivers value to their customers and is typically triggered by a change in the market environment.

- They require profound changes to the people, process, and technology environments
- Are typically multi-year, multi-project programs that require significant budget and focus
- Key Elements of transformations include:
  - Strategic Alignment
  - Process and Operational Changes
  - Technology Upgrades
  - Cultural Shifts

## 70% of Transformations Fail

### Risk to Organizations Embarking on a Transformation

Lost Investment



Frustrated Stakeholders



Unsatisfied Customers



Lost Ground to Competitors

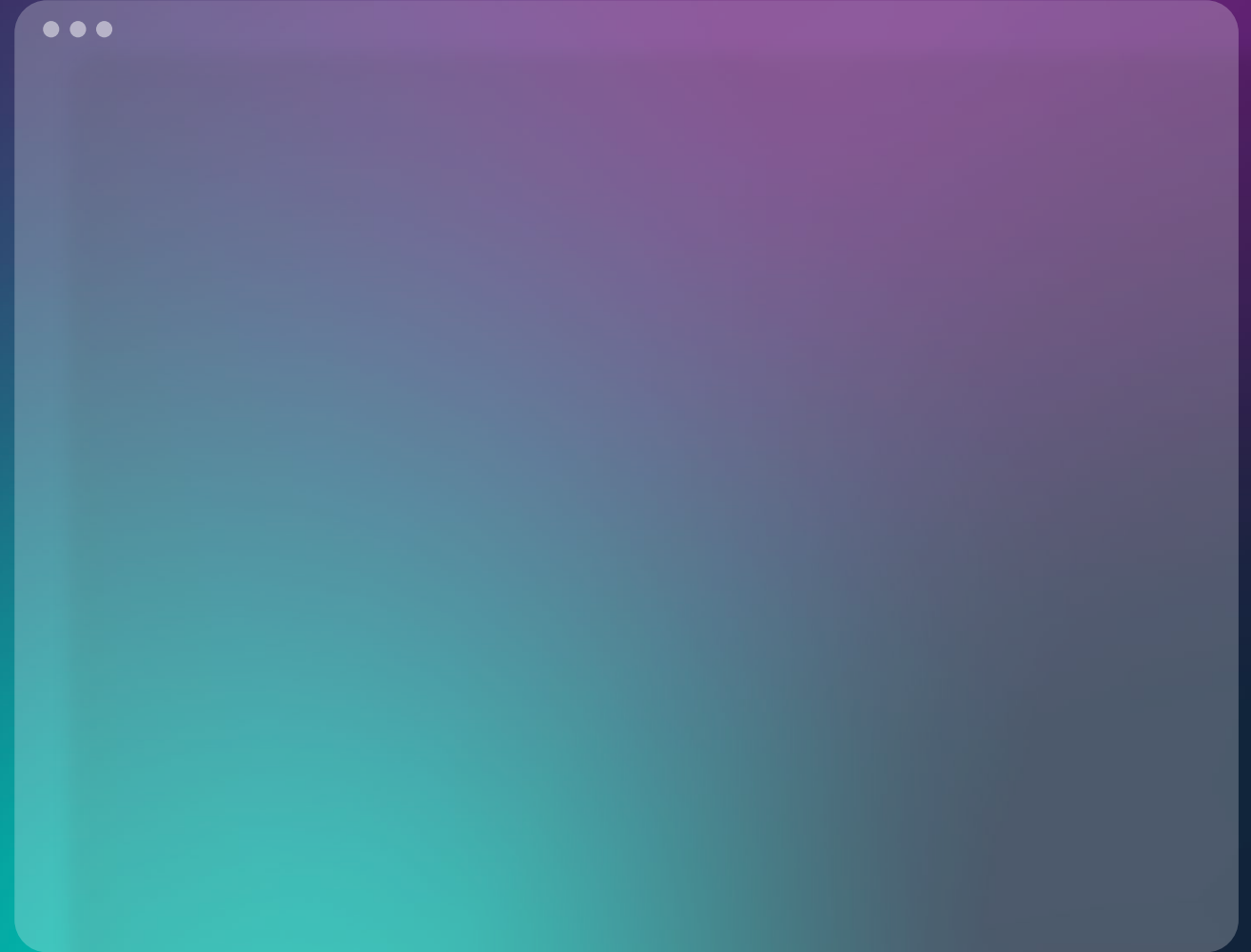


# Achieving Operational Excellence

Operational Excellence is an organization's ability to achieve the highest levels of performance, fully aligned with its mission and vision. This entails delivering consistent execution free from waste and inefficiency.

## **Excellence looks like:**

- Consistent Execution Aligned to Purpose
- Culture of Continuous Improvement
- Cross Functional Collaboration
- Agility in the Face of Change
- Effective use of Technology





# Complexity and Confusion the Root Cause of Failure

## Organizational Complexity is the Root of Failure

- Complex people, process, and technology environments
- Composed of diverse teams that have unique languages and perspectives.
- Complexity hinders communication and collaboration

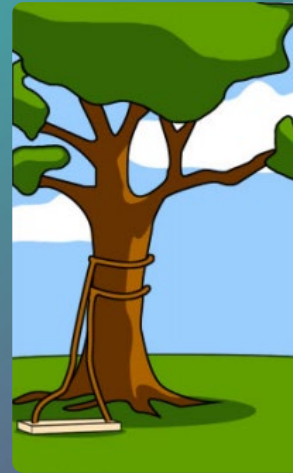
Famous Tree Swing Cartoon



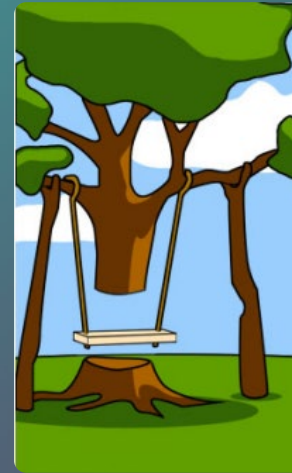
What marketing suggested



What the business defined



What technology designed



What was delivered



What the customer needed

# Systems Thinking Enables Transformation Success

Organizations are complex, and a transformation is a complex challenge. Systems thinking solves this challenge by viewing the organization through its connected parts, the relationships among those parts, and how they collectively impact performance.

## Process is the ground truth for Systems Thinking

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Process Management can:

- ✓ Unlock all organizational knowledge
- ✓ Provide a common language to facilitate alignment
- ✓ Enables clear accountability
- ✓ Break organizational silos
- ✓ Enables AI and Data-Driven decision making

# Alignment is the Key Success

The key to success is bringing your organization into alignment.

There are two critical dimensions to alignment.

- **Vertical alignment:** harmonizing strategies, goals, knowledge, and activities from the C-suite down to individual contributors.
- **Horizontal Alignment:** emphasizing effective collaboration and coordination across disparate business and functional areas.

To achieve alignment, and I mean in a real tangible way, a common language is needed.





# Process Inventory is the Foundation

A comprehensive inventory of your processes is foundational to getting to systems thinking.

This has the following characteristics:

- **Comprehensive**  
Captures every process an organization performs.
- **Organizationally Constructed**  
Starting top down, interview stakeholders by the org hierarchy to capture “what” they do.
- **Formal Attestation**  
Requires stakeholder sign-off at each level.
- **Ownership**  
Assigns clear process ownership within organizational units.
- **Semantic Structure for Data Alignment**  
Process Inventory becomes the structure for alignment of all organizational knowledge.

# Constructing the Process Inventory

AI and automated techniques can assist in capturing your Process Inventory, but to ensure full coverage and accuracy, a structured interview approach is essential for stakeholder validation.

The interview approach must be constructed via:

- **Top-down Interviews:** Start with leadership to establish context, then move into detailed discussions.
  - What do you do?
  - Convert into verb + noun process names
  - Structure in an org aligned taxonomy
- **Bottom-up Attestations:** Stakeholders must formally attest to the completeness and accuracy of the process representation.

# Establish a Unified Model of Your Organization

To drive system thinking and alignment a unified model of your organization is needed.

- Multiple model types are needed to cover different aspects of your organization, but they need to connect in a coherent way.
- Enable strategic decisions made by senior leadership to be traced directly to practitioners on the ground level.
- Enhance cross-functional collaboration by providing a shared understanding of processes and their interdependencies.
- Position the integration of AI into operational analysis through Digital Twins.

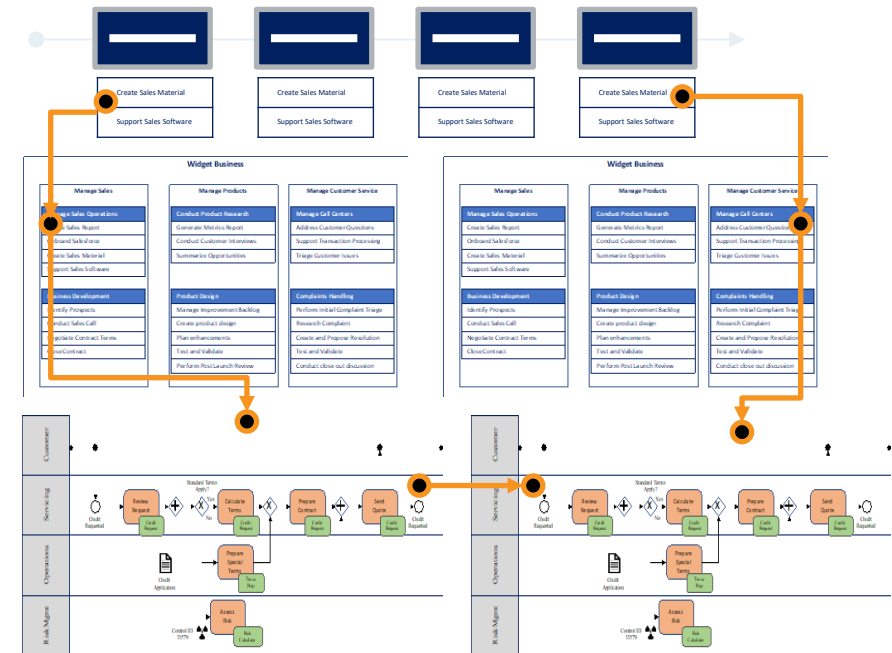
 Business Strategy

 Value Streams

 Process Inventory

 Process Models

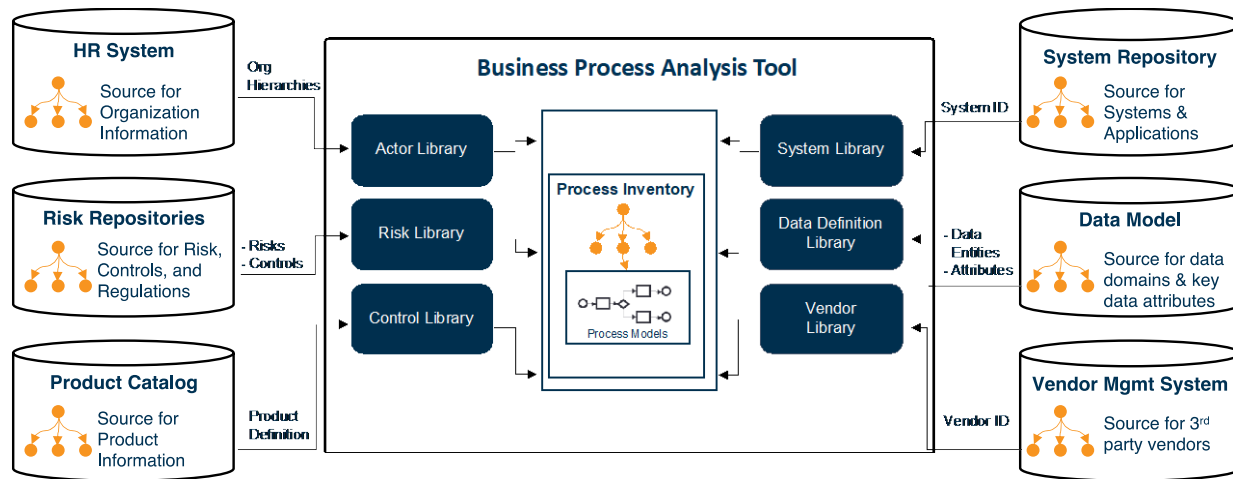
## One Unified Model of Your Organization





# Digitizing Organizational Knowledge

## Data Integration is Key to Harnessing Organizational Knowledge



To deliver on the promise of this framework data from numerous sources need to be aligned to the common language of process.

- Link key data from **authoritative operational repositories to create libraries** within BIC Process Design from GBTEC
- Leverage the libraries map data to the process that is aligned with operational data.
- This will result in a comprehensive repository for all **Operating Intelligence**.

# Process Inventory Decomposition

## Sample Process Information

### Process Owner

- John Doe

### Regulatory Risk

- **Regulatory Obligations**— EEOC Reg B, Evaluate creditworthiness without discrimination based on protected classes
- **Control**— Implement standardized credit evaluation process

### Technology

- **Platform**— Loan Origination System

### Performance Monitoring Metrics

- Application to Approval Time: Target 3–7 days
- Approval Rate: Target 60–80%
- Error Rate: Target <2–5%
- Member Satisfaction Score: Target 80–90%

### Opportunities

- Provide digital first experience for seamless experience
- Increase automation to lower cost and increase quality

### Aligned Knowledge

- Standard Operating Procedures
- Requirements
- Test Scripts
- Performance Monitoring Plan

Organizational  
Unit

Lending Operations

Department

Loan Originations

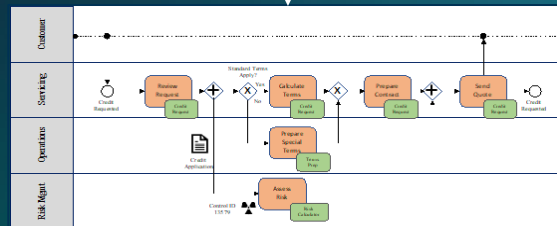
Process Area

Underwriting

Process

Perform Credit Analysis

Process  
Model



Process  
Metadata

- Process Owner
- Technology
- Products
- Procedures
- Risk / Controls
- More...

# Process Alignment Value Cases

Alignment, through Process Inventory, provides significant value to how you Operate and Transform your organization.

## Strategy to Impact

Provides strategic leaders with a framework to evaluate process areas, enabling them to allocate funds objectively.

- Assessment Heatmaps
- Strategy to Impacts
- Portfolio Planning

## Enterprise Architecture

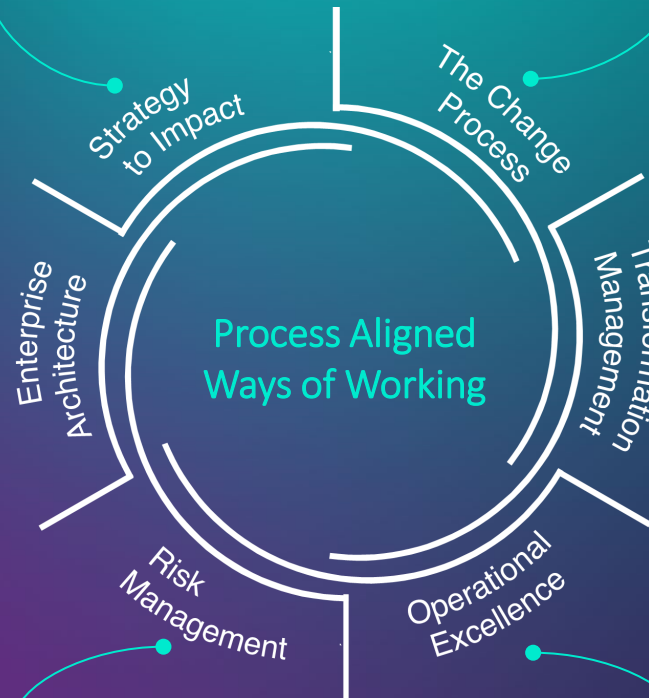
Addresses technology complexity by providing IT teams with a comprehensive understanding of the business enabling aligned strategy and governance.

- IT Governance
- Application Portfolio Management
- Intelligent Process Automation

## Risk Management

Improve risk management through business alignment and integration across all efforts to a single framework.

- Improved Risk Data
- Accurate Reporting
- Integrated Operating Model



## The Change Process

Provides precision in scoping projects, identifying impacted resources, and maintains alignment across teams.

- Clear Scope
- Better Requirements
- Aligned Testing
- Effective Org Change Mgmt

## Transformation Management

A transparent map of the organization enables clarity of impacts and plans for large, multi-year efforts.

- Transformation Strategy
- Roadmap Development
- Journey Management

## Operational Excellence

Promotes optimal performance by identifying waste, inefficiencies, overlapping responsibilities, redundant technologies, and improvement opportunities.

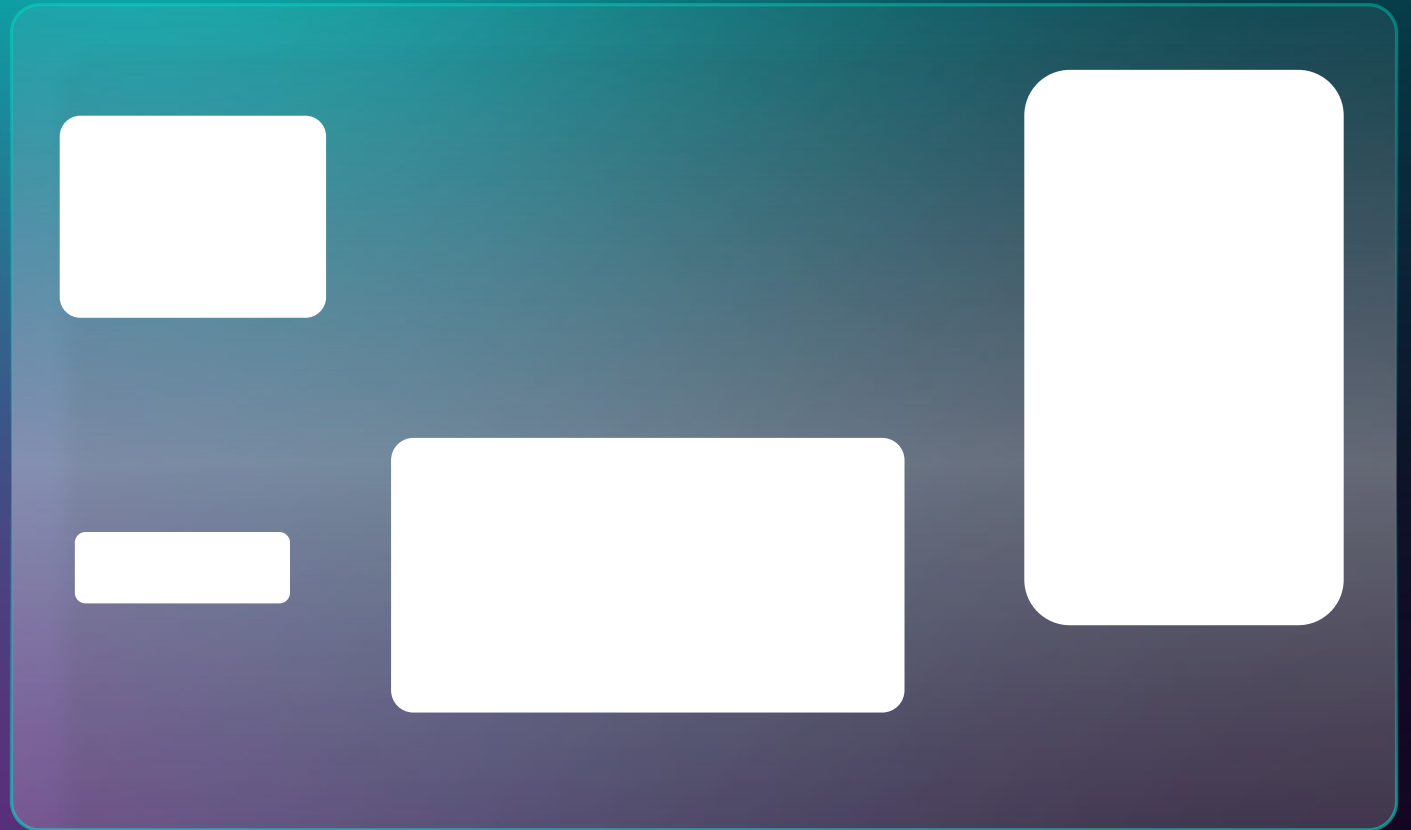
- Improve Customer Experience
- Optimize Resources
- Improve Quality



# Digital Twin of an Organization with Process Inventory

DTO is a virtual representation of an organizations, which can only be modeled and scaled through Process Inventory. Each process has resources and leaves a digital footprint from which AI can continuously monitor to identify efficiencies.

- **Comprehensive Model:** Process Inventory provides the ground truth, modeling all processes and resources to train AI on organizational operations.
- **Digital Footprint:** Every process generates a digital footprint across sources, enabling AI to analyze data for insights.
- **Named Structure:** The inventory's taxonomy aligns diverse data with unique process identifiers, preventing silos for a unified DTO.
- **Scalability:** Organizationally constructed, Process Inventory scales across units and regions for a unified, enterprise-wide DTO.
- **DTO Capabilities:** DTOs use process data for predictive analytics, real-time monitoring, simulations, and data-driven decisions.
- **AI-Enabled Automation:** DTOs provide business context, empowering AI tools to automate critical processes efficiently.



# Build a Process Capability to Maintain Process Assets

The environment is under constant change – a Process Capability is needed to create and maintain Process Assets.

- **Roles:** Identify Roles that are needed, these can be full time or part time depending on the size and scope of your ambitions.
- **Timeline:** This can be done in parallel with other efforts (such as acquiring a tool) but to scales clear frameworks, standards, and roles are needed.
- **Model types:** This can be a centralized Capability or Federated with various org units. Certain aspects like standards and governance should remain with a centralized team.
- **Value:** Maintain focus on the value that the organization will get, maintain metrics and continually tell the story.

## Process Capability



# Process Capability Playbook

To power this approach at scale, a Process Capability is needed to create and maintain the completeness and accuracy of these models, ensuring they deliver on the organization's priorities over the long term.





# Q&A



✉ Email: [michaelschank@processinventoryadvisors.com](mailto:michaelschank@processinventoryadvisors.com)  
🌐 Website: [processinventory.com](https://www.processinventory.com)  
🌐 LinkedIn: <https://www.linkedin.com/in/michael-schank/>





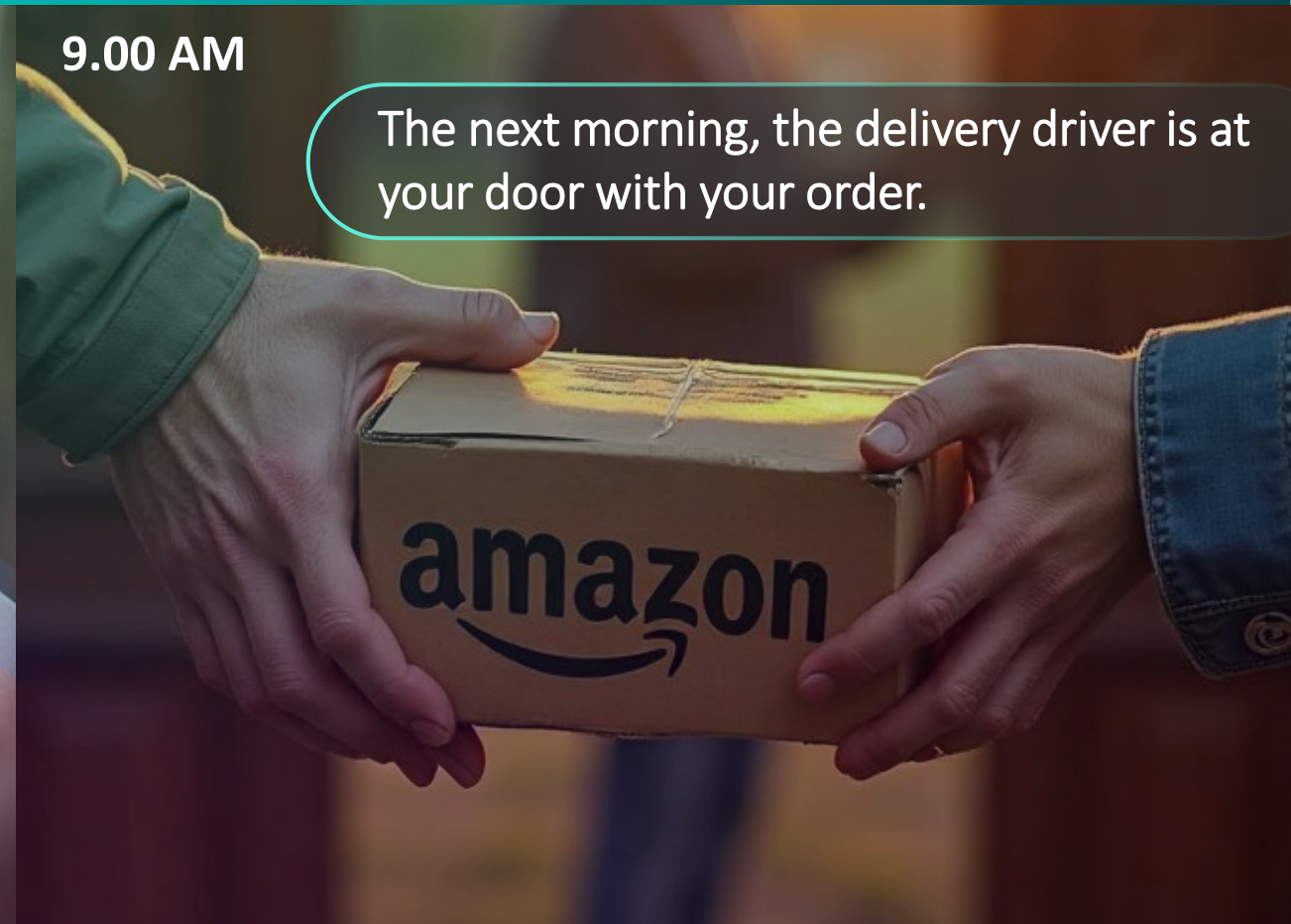
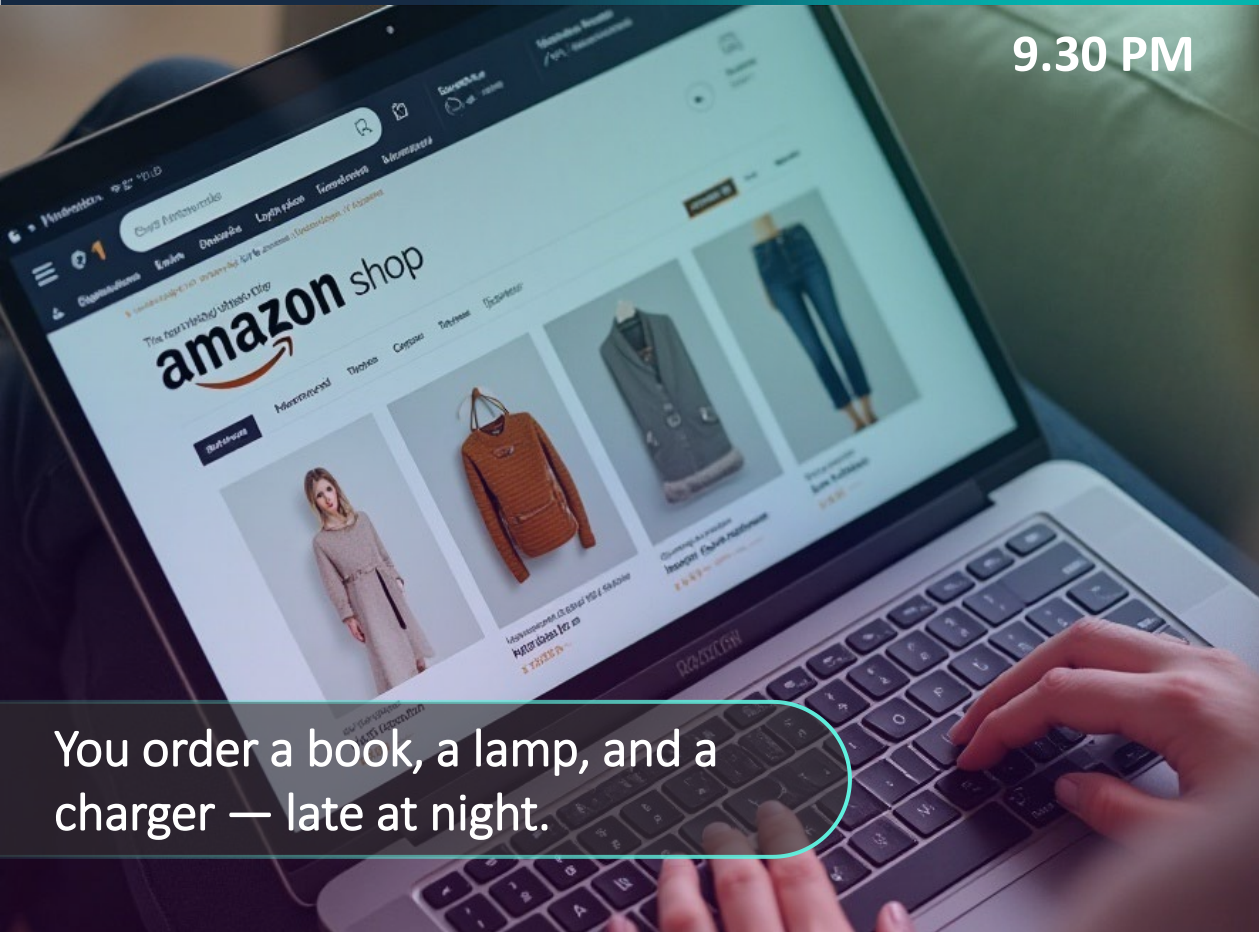
**Marc Stromberg**

*Co-Founder &  
Key Account Manager*



Spotlight on BIC Process Design: Intelligent  
Process Management Driving Business  
Growth and Operational Excellence

# Imagine the following...





# But how is that possible?

9.30 PM

9.00 AM

## The Amazon-Moment

What seems like magic is, in fact, the result of perfectly designed processes.

# Processes as a precision machine and catalyst for growth



Fully automated warehouse logistics



Just-in-time order picking



Every move scanned, every step optimized



Algorithms determine the most efficient path



Millions of processes, daily, in real-time



Annual revenue in trillion US dollars

Source: Amazon



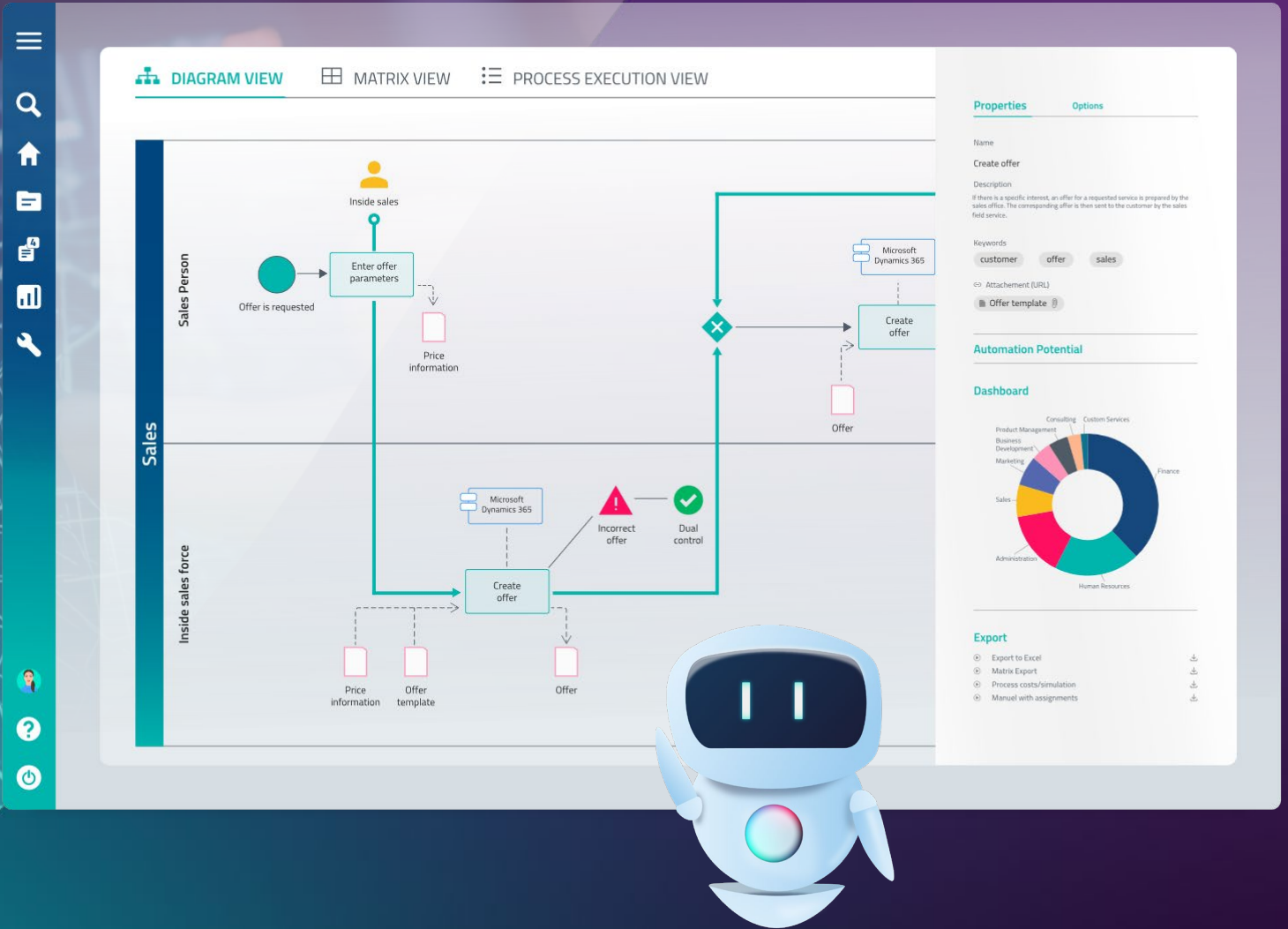
# What do we learn from this?

**Excellence** is no coincidence.  
It is the result of **well-functioning processes**.



# BIC Process Design

The intelligent navigation system for excellent processes



# Spotlight on Process Design

## Leading AI-powered BPM-Software

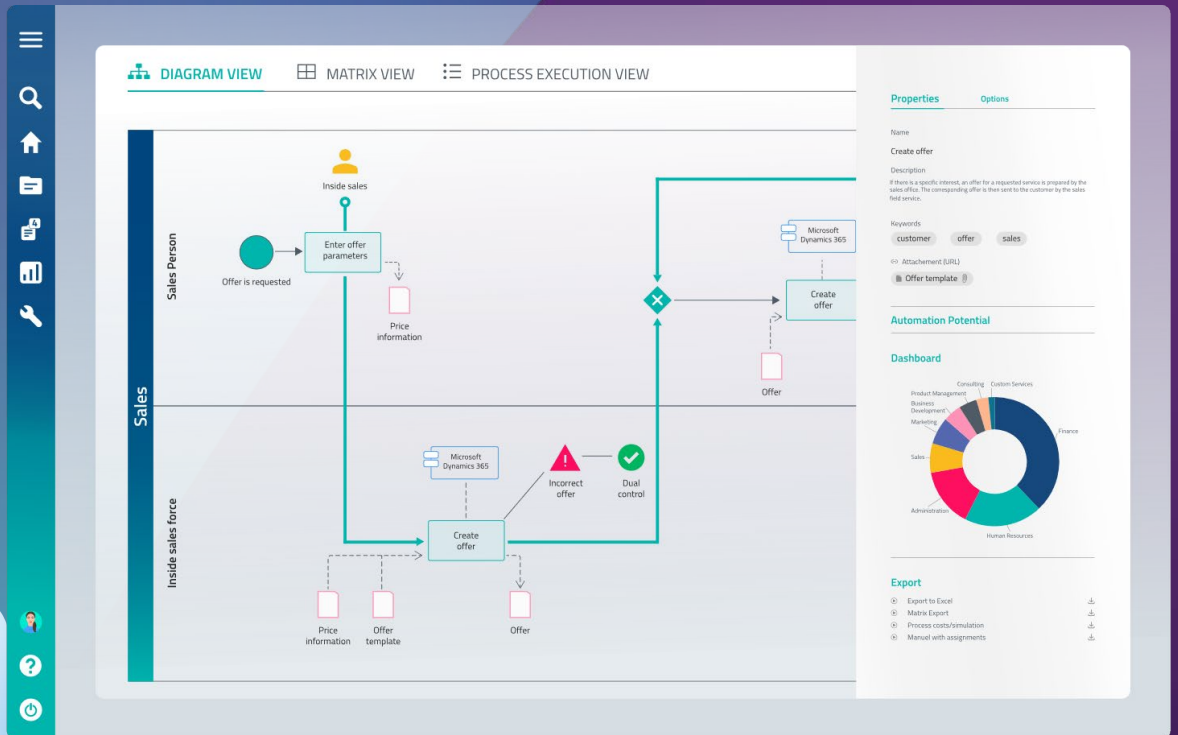
### Process Design

#### Process Mapping & Analysis

- AI-driven Process Mapping and Re-engineering
- Analysis & Simulation
- Process and Collaboration Portal
- Governance Workflows
- Document Management
- Third-party Integration

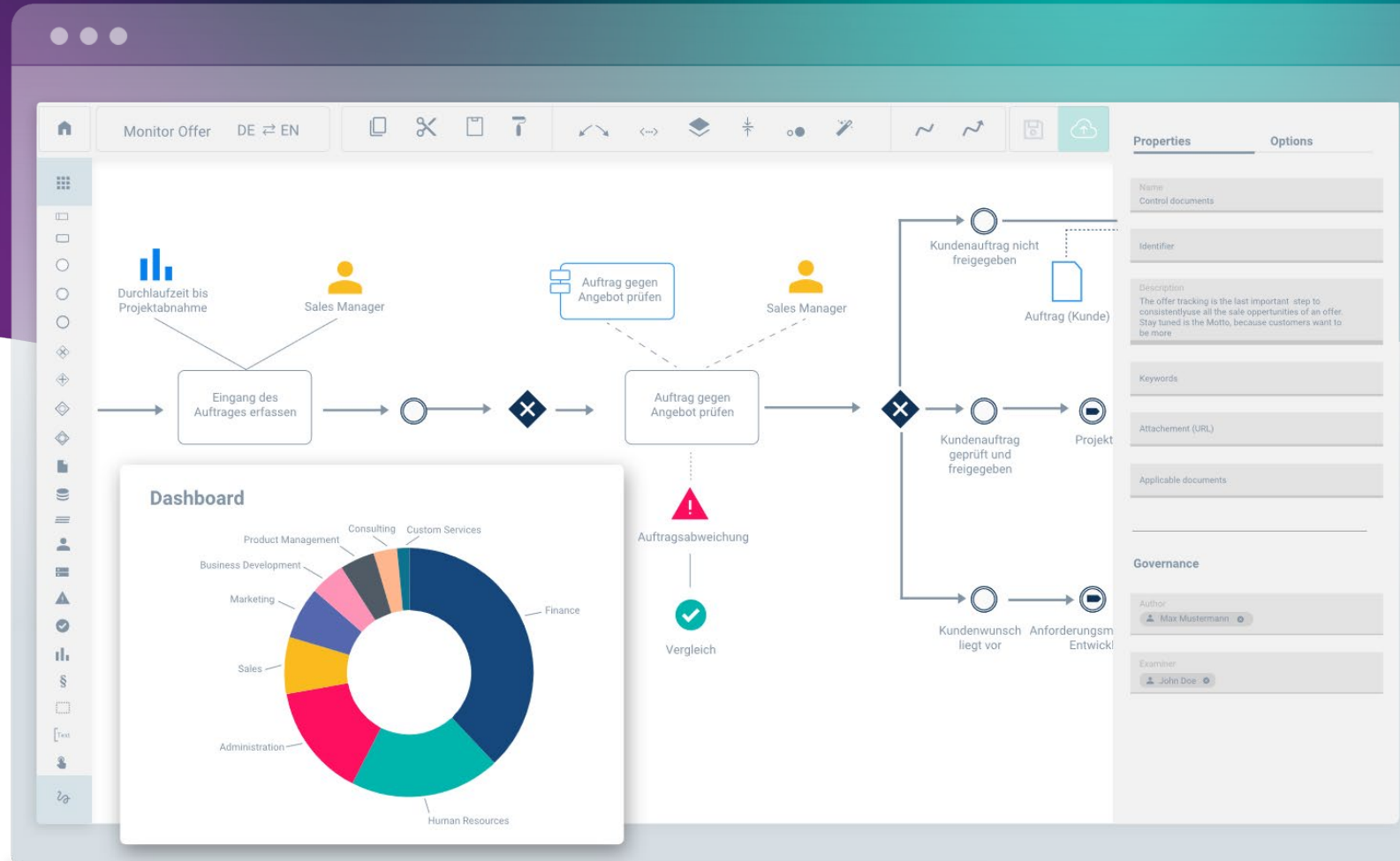


Unleash efficiency and speed with our AI assistant Arty!



- ✓ **AI Modeler®** | Automatic process creation
- ✓ **AI Copilot** | AI-powered process optimization
- ✓ **AI Chatbot** | Interactive guides
- ✓ **AI Editor** | Automated data maintenance
- ✓ **AI Translator** | Automatic translations
- ✓ **AI Analytics** | AI-driven process analysis

# Live Demo: BIC Process Design in Action





**Thank you**  
for your attention!





**Sebastian Pommerin**

*Head of Sales BPM DACH*



The New Champion in Enterprise Architecture  
Management: BIC EAM Empowers Smart  
Architecture Planning and Fast IT Transformation

# When IT operates without architecture — it costs billions.

The UK healthcare system paid  
**£12 billion** — for a system that never worked.

- A project to modernize the UK healthcare system
- Goal: Centralized patient record system for > 50 million patients

»» Result: Billions in losses, implementation abandoned — project buried.



# Why did the project fail?

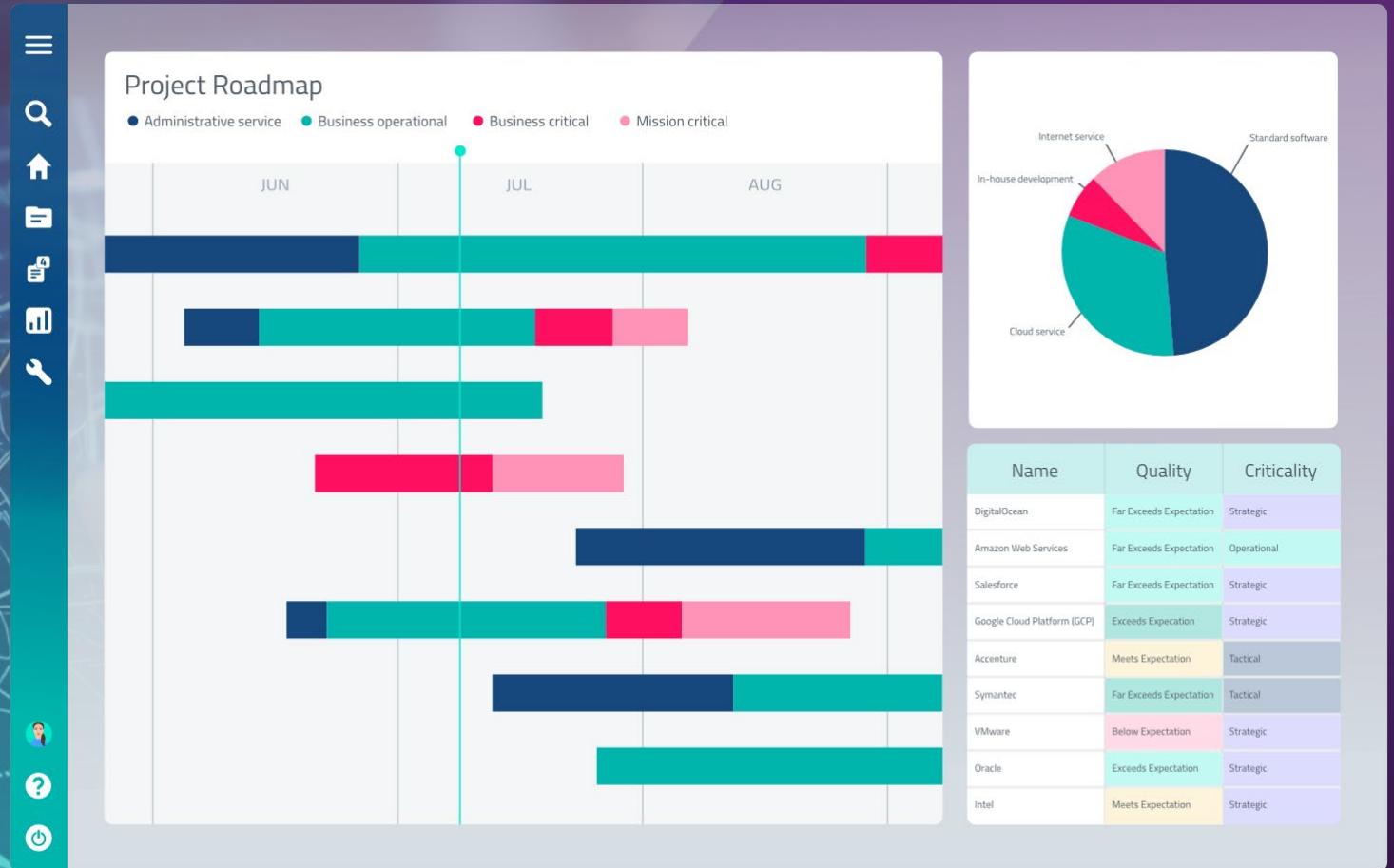
**No plan. No overview. No alignment.**



Without enterprise architecture, the big picture is missing  
— and so is the path to the goal.

# BIC EAM

The intelligent navigation  
system for your IT



# Turn complexity into clarity

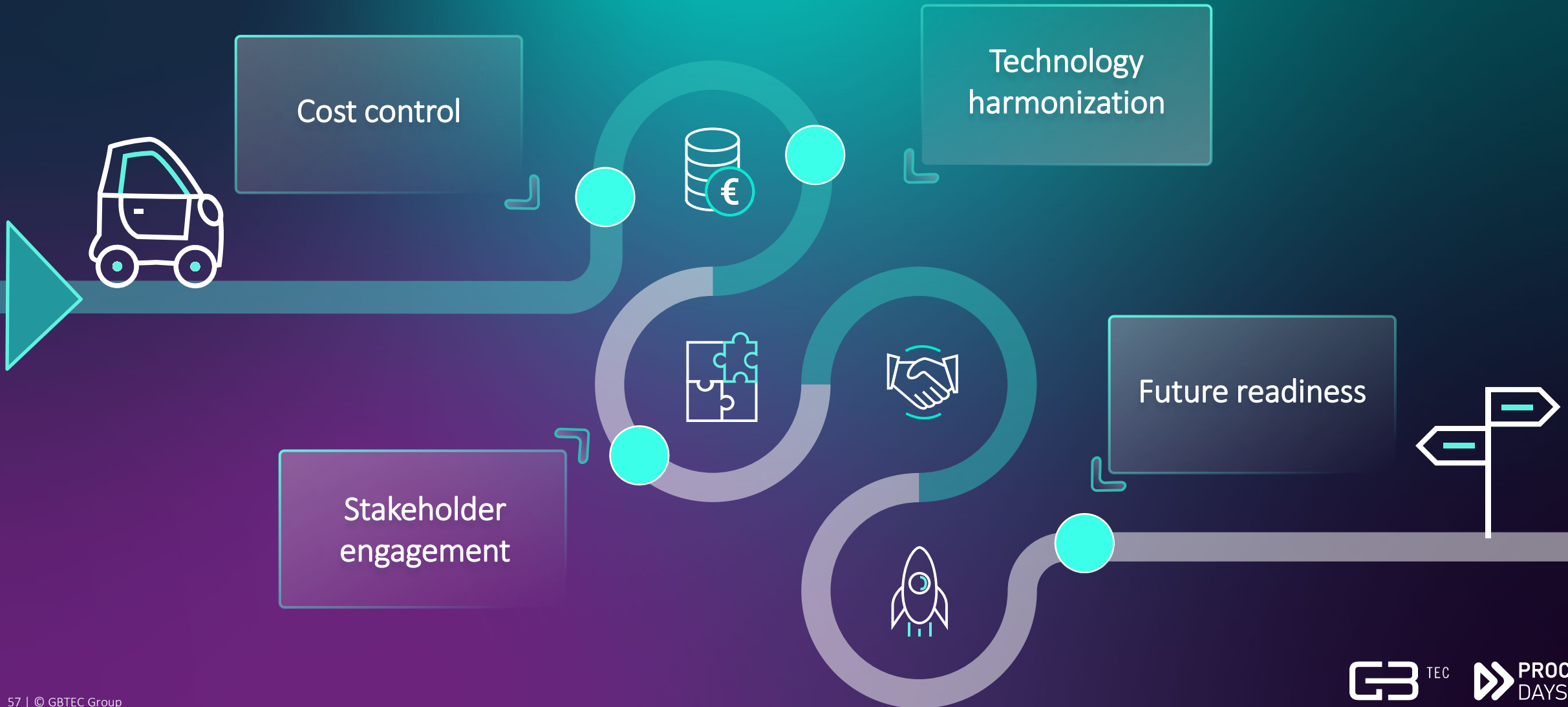
**BIC EAM** is your guide to goals such as:

Cost control

Technology  
harmonization

Future readiness

Stakeholder  
engagement





# Spotlight on EAM

## Leading AI-powered EAM-Software

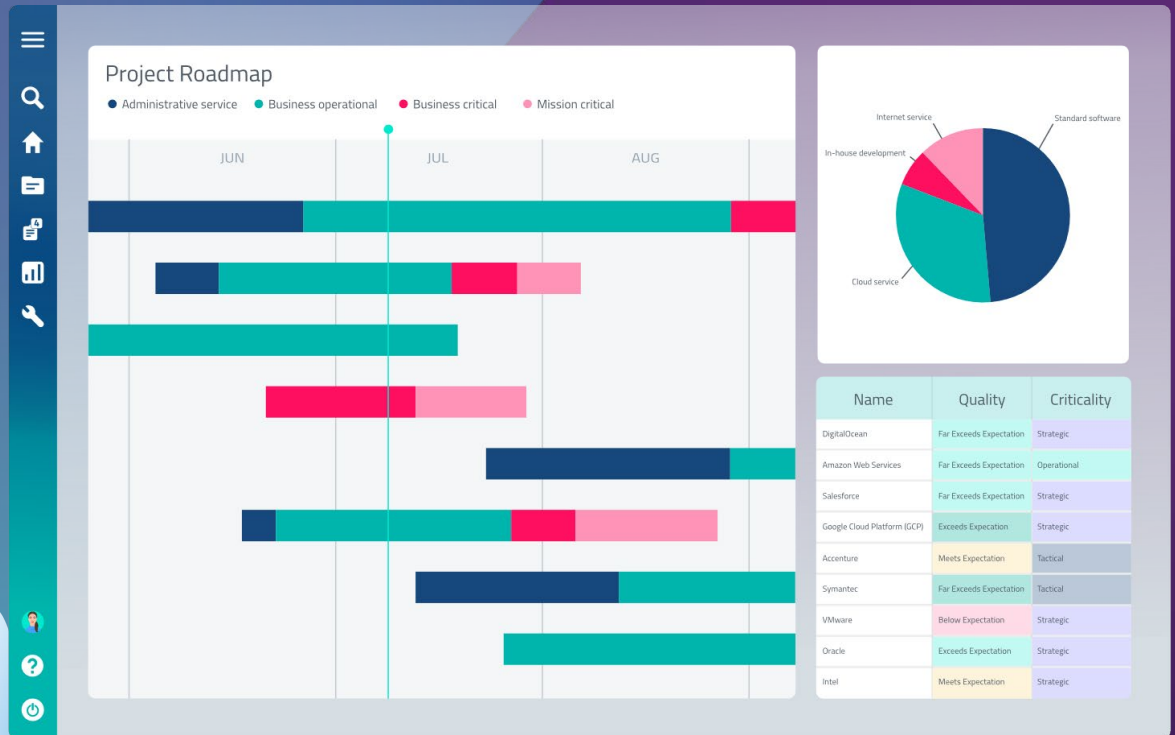
### EAM

#### Integrated Enterprise Architecture Management

- AI-powered Enterprise Architecture Mapping
- Business Capability Mapping
- EA Governance
- Technology Risk Management
- Roadmap Planning
- IT & Portfolio Transformation
- IT Rationalization

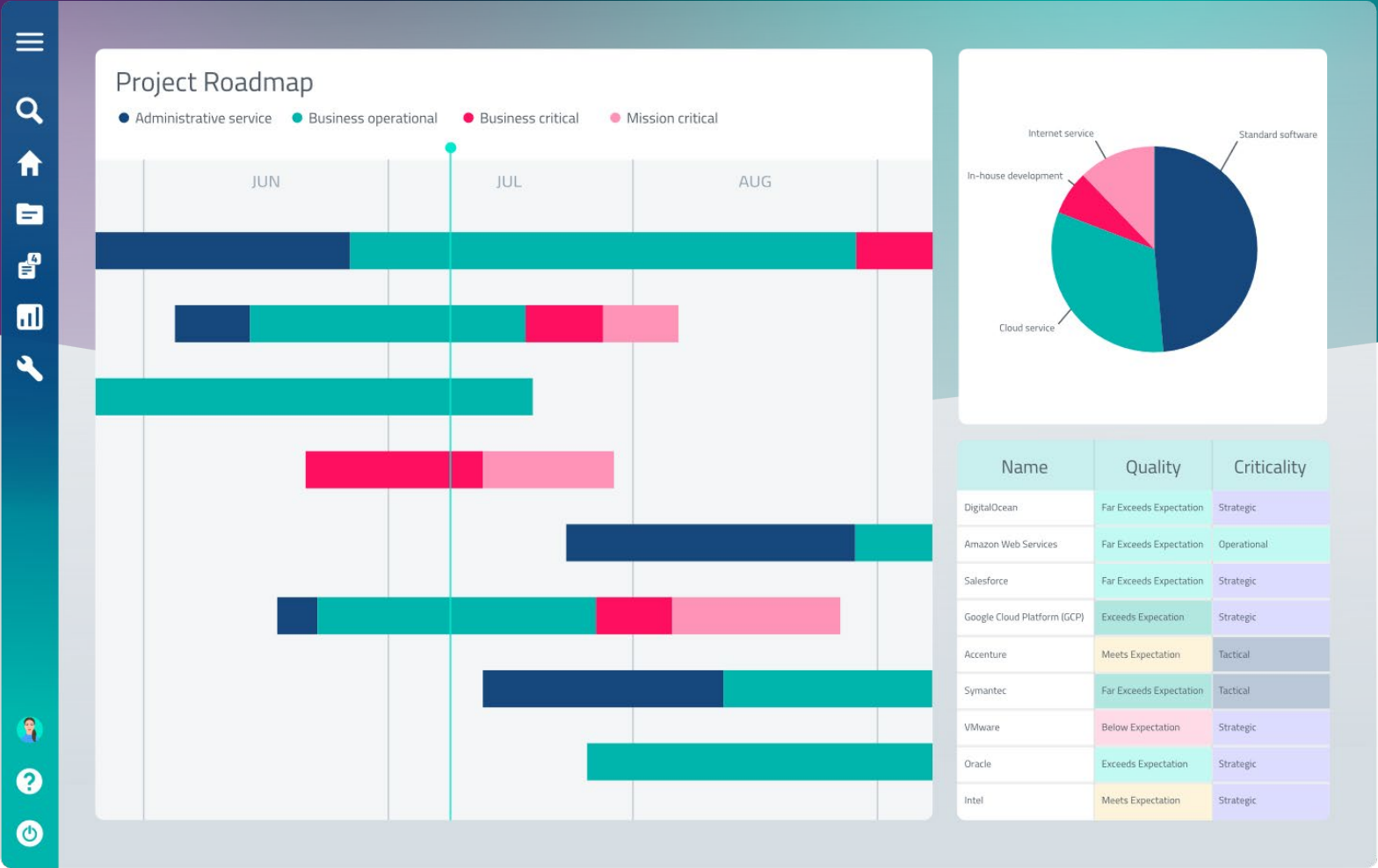


Unleash efficiency and speed with our AI assistant Arty!



- ✓ **AI Modeler®** | Automatic EA mapping
- ✓ **AI Copilot** | AI-powered IT optimization
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- ✓ **AI Editor** | Automated data maintenance
- ✓ **AI Translator** | Automatic translations
- ✓ **AI Analytics** | AI-driven IT analysis

# Live Demo: BIC EAM in Action



**Thank you**  
for your attention!







## Graeme Henley





*Process Transformation and Change  
Management Leader at Datacom*



Mindset Shift – Unlocking Growth:  
From Process as a Roadblock to  
Process as Your Secret Advantage

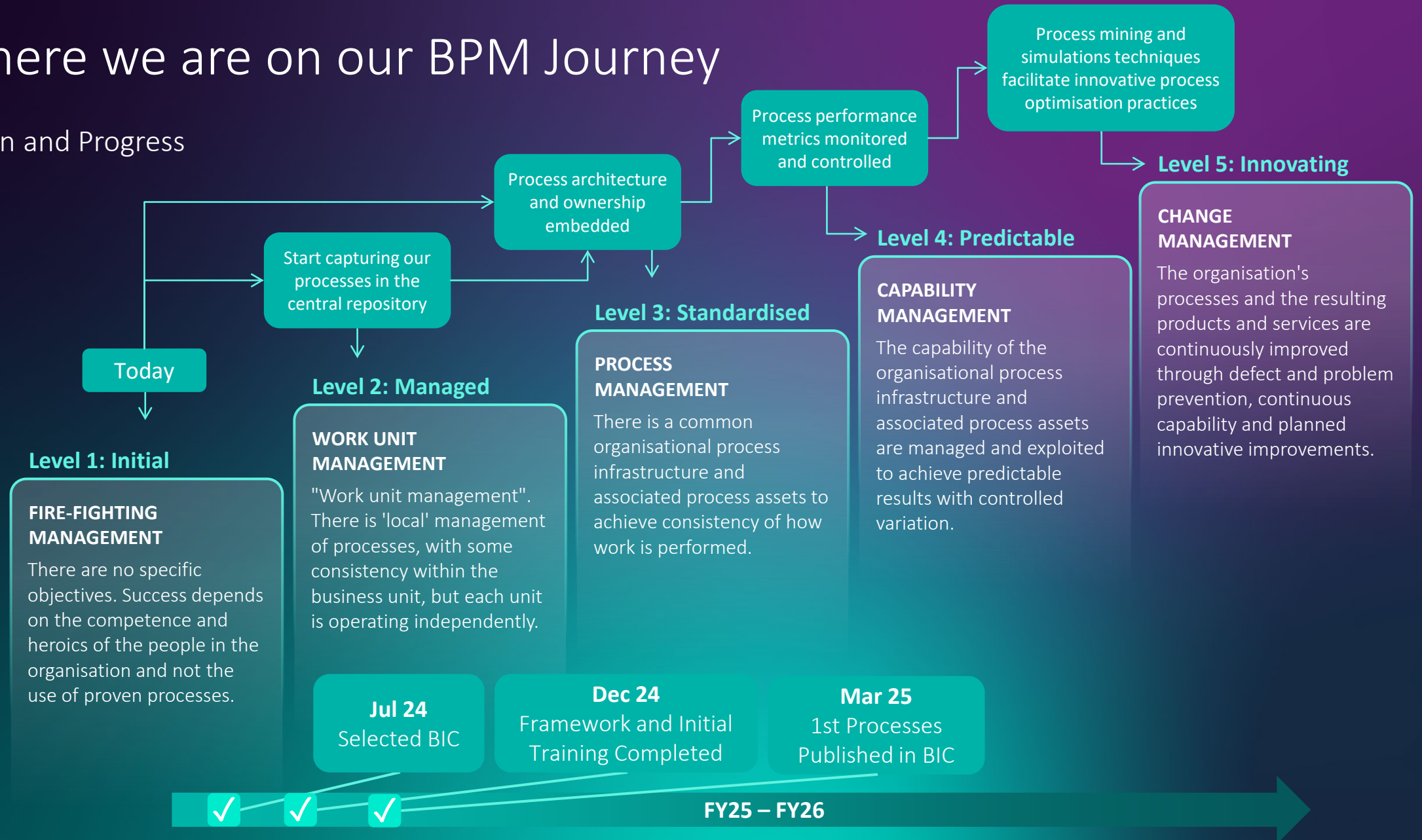
A broad view of our business

Lines of businesses

	AUSTRALIA MARKET	NEW ZEALAND MARKET	PSG AUSTRALIA & NZ
	Customer Focused: Strategy, Sentiment, Risk, Growth	Customer Focused: Strategy, Sentiment, Risk, Growth	
Professional Services	AI   Engineering & Data   Application Assurance   Business & Core Platforms   Experience   Consulting		
Managed Operations	Service Delivery   ITSM   Modern Platforms   EUX   CX Ops & Technology   Security Operations		
Infrastructure Products	<div> DATACOM Data Centres</div>   Cloud   Networks   Security		
SaaS Products	<div> Datascape Powered by Datacom</div>	<div> Datapay Powered by Datacom</div>	<div> Smartly</div>

# Where we are on our BPM Journey

Vision and Progress





# A path to growth

“Design is not just what it looks like and feels like.  
Design is how it works.” - Steve Jobs

Business Process Management is a design discipline.  
We're designing logic and structure and feedback loops to drive efficiency, which is aligned to the organisation's strategic objectives.

Efficiency means like

- Time savings
- Cost reduction
- Improved quality
- Enhanced productivity
- Better compliance
- Scalability.



# The problem

**“Corruption is government intrusion into market efficiencies in the form of regulations.”** - Milton Friedman

**Processes** often get a bad rap. They’re likened to **red tape** and seen to **suck out profit**.

**Business Process Management** is seen as an **academic** discipline with **little real-world benefit**.

*“Why do I have to get approval every time I want to spend some money? By the time my manager has got round to it, the opportunity has passed!”*

*“I’m being told to use this new system, but I have no idea how to drive it! It’s so frustrating! Why can’t I just call you?”*

*“Making me fill in this form is distracting me from my real job of generating sales.”*

*“I don’t have time to keep looking at how things are being done in my area. My team are smart and will just know what to do and who to talk to.”*

# The 'logical' response

“The great secret of education is to direct vanity to its proper objects.” - Adam Smith

- Once we've explained it, everyone will get it and it'll be fine.
- It's self-balancing. If there's a misstep by someone, the impacted person will provide feedback and the lesson will be learnt, thereby removing future missteps.

“Man is a rational animal...”

“..who always loses his temper when he is called upon to act in accordance with the dictates of reason.” - Oscar Wilde





# Disruption is your friend

“Only a crisis, actual or perceived, produces real change.” - Milton Friedman



Major disruptions are great at reducing traditional barriers to change.



This is not a recommendation to create a crisis in order to get BPM into your organisation!





# WIIFM

“It is not from the benevolence of the butcher, the brewer, or the baker that we expect our dinner, but from their regard to their own interest.

“We ... never talk to them of our own necessities but of their advantages.”

- Adam Smith

- Put yourself in the shoes of those you’re seeking to influence.
- Not everyone has the same foot size.
- If it’s not immediately obvious, it will be dismissed or argued away.

“Faced with the choice between changing one’s mind and proving that there is no need to do so, almost everyone gets busy on the proof.”

- John Kenneth Galbraith

**This is still “education”.**



# Make it easy

“I’m all for empowerment and education, but the evidence is that it doesn’t work. That’s why I say make it easy.” - Richard Thaler

- We’re all prone to inertia!
- If we can’t get our heads around it quickly, we won’t bother.

“The conventional view serves to protect us from the painful job of thinking.” - John Kenneth Galbraith

- For most, BPM is relevant as a reference to a source of truth, so we’ve focused on BIC accessibility.

# It's an elephant

“According to the experience of all but the most accomplished jugglers, it is easier to keep one ball in the air than many.” - John Kenneth Galbraith

- The elephant is eaten one bite at a time.
- Adaption and adoption take mindshare. We only have so much capacity.
- Swallow each bite – seeing is believing.

“What counts is results ...” - Paul Samuelson





# Accountability

“Liberty not only means that the individual has both the opportunity and the burden of choice; it also means that he must bear the consequences of his actions. Liberty and responsibility are **inseparable.**” - Friedrich August von Hayek

- Keep the focus on why BPM matters and then allow people to understand the role they play and choose how to fulfil it.
- BPM is not normally in their job description.

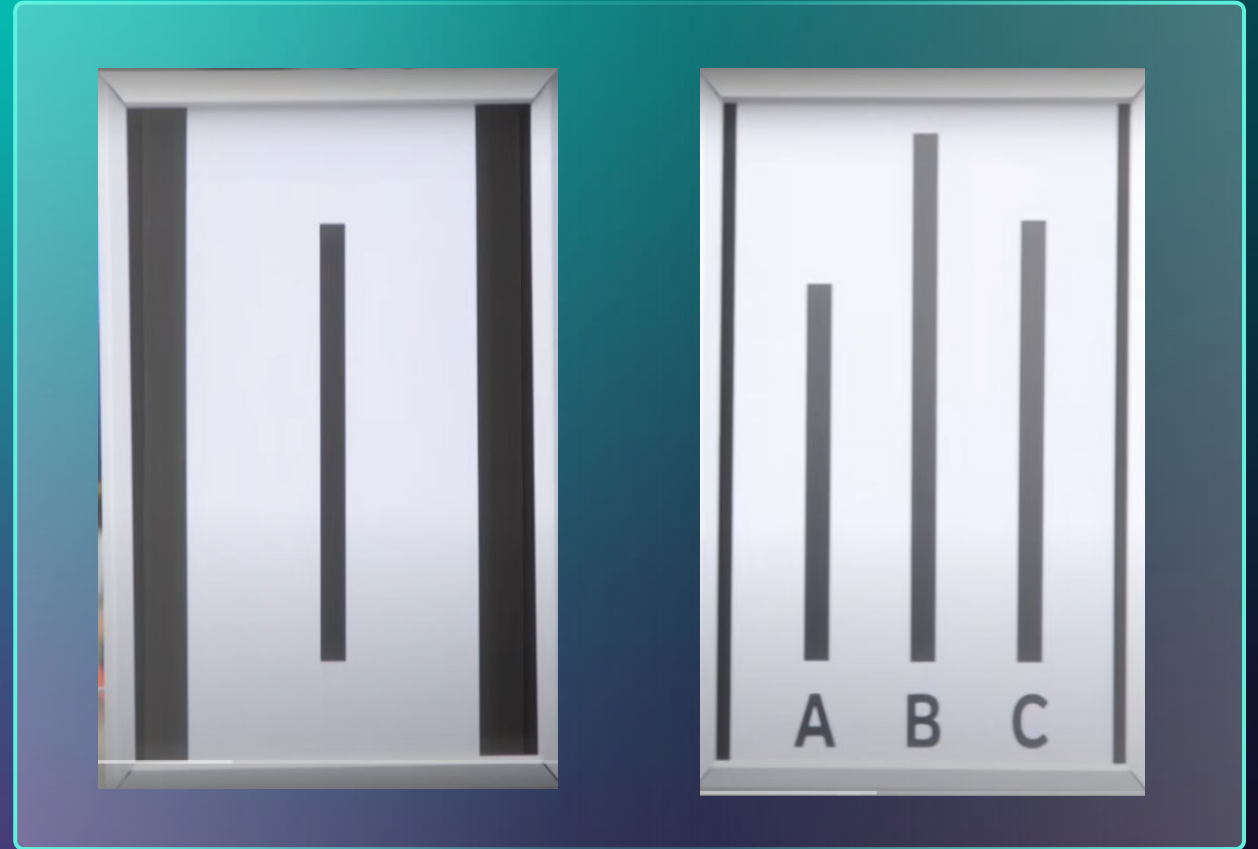


# Compliant and tribal

“In any great organisation it is far, far safer to be wrong with the majority than to be right alone.”

- John Kenneth Galbraith

- We are very likely to do something if our leader says so.
- We generally like to be part of the crowd.
- A “movement” only requires two brave folk (Derek Sivers Ted Talk) to get started.



An example of the Asch Paradigm  
<https://youtu.be/0IJCXXTMrv8>

# Nudges

“It is possible that people need to believe they are unmanaged if they are to be managed effectively.” - John Kenneth Galbraith





**“ The solution exists;  
the problem is how to find it. ”**

Paul Samuelson

**“ Simple doesn’t mean stupid.  
Thinking that it does, does. ”**

Paul Krugman

**Thank you**  
for your attention!







**Andrea Gonzalez**

*Business Analysis Manager  
Le Groupe Master*



Shaping the Future: The Master Group's Live  
Transformation Toward ERP Success

**ERP success is not driven by technology  
— it's driven by how well we understand  
and align our processes.**

Why Process Thinking Matters Now

# The Why: Context for Transformation



- Our significant growth over the past five years presents a valuable opportunity to enhance our operational efficiency and unlock greater profitability moving forward.
- Our current technology landscape gives us the momentum to reimagine how we work, reduce complexity, and invest in scalable, modern solutions.



# From Silos to Systems

## Why End-to-End Processes Matter

### Problems of siloed process understanding:

- Duplication
- Rework
- Inconsistent data

### Benefits of a shared, global process view:

- Visibility
- Ownership
- Scalability

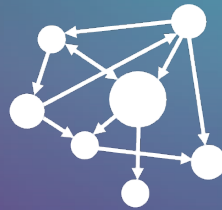
When everyone sees their role in the bigger picture, transformation becomes collaborative.

# Designing the Backbone

## Key Architectural Precepts

### Core Processes

- 01.0 Procure to Pay
- 02.0 Quote to Cash
- 03.0 After sales to Warranty



### Support Processes

- 04.0 Logistics and Transport
- 05.0 Warehouse and Inventory Management
- 06.0 Customer Experience
- 07.0 Record to Report
- 08.0 Hire to Retire
- 09.0 Plan to Investment/Return
- 10.0 IT Conception to Realization / Problem to Resolution
- 11.0 Support Activities



# Transformation Progress

## What we've done so far

- Engaged 12+ business areas through 100+ workshops to gather and validate needs
- Documented key end-to-end business processes
- Defined functional, technical, and business requirements for the future ERP and other transformation projects



## What's coming next

- Advance ERP implementation with phased deployments, data migration, and end-user training across business units
- Continue process optimization by refining end-to-end workflows and aligning cross-functional practices
- Deliver additional value creation initiatives in automation, data governance, and performance management



# Q&A





**Thank you**  
for your attention!





**Devin Helmig**

*Enterprise Account Executive*



The Easiest Way to Automate Processes:  
Unlock the Full Potential of Efficiency and  
Innovation with BIC Process Execution

# Email overload instead of efficiency

Hannah works in HR — and battles a flood of emails and unstructured tasks every day.

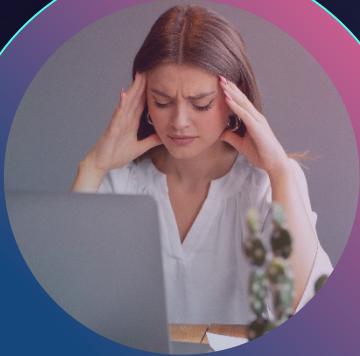
- Hannah receives an average of **121 emails** daily.
- Over **60%** of them are manual coordination, information requests, follow-ups, and forwards.
- Emails about: leave requests, training approvals, onboarding organization, parental leave registration, etc.



Source: cloudHQ Workplace Email Statistics 2025, Radicati Group, Statista, McKinsey Digital (2023)

# Hannah's not the only one facing this challenge...

Other departments also suffer from email chaos, unstructured tasks, and endless communication loops.



Hannah from HR

121 emails per day

- Leave requests
- Training approvals
- Onboarding organization
- Parental leave registration, ...



Jens from IT

142 emails per day

- Support requests
- License assignments
- Access and permission requests
- Equipment orders for new employees, ...



Maren from Purchasing

104 emails per day

- Demand notifications
- Purchase requests
- Invoice approvals
- Supplier selection
- Goods receipt inspection
- Complaints, ...



Sven from Admin

118 emails per day

- Travel bookings
- Visitor registration
- Contract approvals
- Office supply orders
- Distribution of access cards, ...



Lisa from Marketing

125 emails per day

- Document review
- Content approval
- Presentation creation
- Design support
- Website adjustments
- Event inquiries and booking approvals, ...

Source: BlogCadre: How Many Work Emails Per Day is Normal in 2024? (Stats)



# Break free from email madness and task chaos.

Create digital workflows that relieve employees, speed up processes, and foster innovation.

Turn this  into that



Slow, unstructured processes

No transparency over progress

Media disruptions & communication loops

Frustration & inefficiency



Fast, scalable workflows

Fewer errors, more compliance

Relief for employees

More time for creativity, value creation, and innovation

# BIC Process Execution

The acceleration engine for  
your processes and the  
simplest way to automate  
processes

The screenshot displays the BIC Process Execution interface. On the left is a vertical sidebar with icons for navigation (hamburger menu, search, home, list, document, calendar, key) and user management (profile, help, power). The main content area is titled "Payment request Meier" with ID "LID: 0FFBQ-4711". It shows a workflow with five steps:

1. Enter payment request in ERP system (Done on 3/2/2022 by John Doe | Accounting)
2. Order documents (Done on 3/4/2022 by John Doe | Accounting)
3. Control documents (John Doe Accounting) - This step is highlighted in light blue.
4. Order Payment (Jane Smith | Accounting)
5. Release payment (Janothan Miller | Accounting)

Below the workflow is a bar chart showing data across months from Jan to Nov. The chart has three data series: blue bars, red bars, and a yellow line with markers. The y-axis ranges from 50 to 150.

On the right side, there is a "Control documents" section with instructions: "Check the document by comparing it to the corresponding purchase order, delivery receipt, regular sales tax, and agreed-upon discounts." Below this are options for "Attachment", "Link", "Application", and "Input document". A "Form" section contains fields for "Enter payment amount\*", "Select VAT rate\*" (with a dropdown arrow), "Upload purchase order\*" (with an upload icon), and "Select payment target\*" (with a calendar icon). At the bottom is a "Comments" section with a user profile icon and a text input field labeled "Enter a comment".

# Spotlight on Process Execution

## Leading AI-powered Automation Software

### Process Execution

#### No-code/ Low-code Process Automation

- AI-driven No-code & Low-code Development
- Digital Forms
- DMN Decision Engine
- Document Processing
- Easy Integration of IT Systems with Open REST API
- Performance Monitoring



Unleash efficiency and speed with our AI assistant Arty!

A screenshot of a software interface for a payment request process. The interface is divided into several sections. On the left, there is a sidebar with icons for navigation. The main area shows a list of steps in a process, each with a status indicator (checkmark or circle) and a description. The steps are: 1. Enter payment request in ERP system (Done on 3/2/2022 by John Doe | Accounting), 2. Order documents (Done on 3/4/2022 by John Doe | Accounting), 3. Control documents (John Doe Accounting), 4. Order Payment (Jane Smith | Accounting), 5. Release payment (Janothan Miller | Accounting). Below the steps, there is a bar chart showing data for each month from Jan to Nov. On the right, there is a section for 'Control documents' with a description, a list of attachments (Attachment, Link, Application, Input document), a form with fields for 'Enter payment amount\*', 'Select VAT rate\*', 'Upload purchase order\*', and 'Select payment target\*', and a comments section with a text input field.

- ✓ **AI Forms** | Automatic form creation
- ✓ **AI Task Automation** | Task automation
- ✓ **AI Chatbot** | Interactive guides
- ✓ **AI Building Blocks** | Application creation
- ✓ **AI Translator** | Automatic translations
- ✓ **AI Analytics** | AI-powered process analysis



# Live Demo: BIC Process Execution in Action



<

Payment request Meier

LID: 0FFBQ-4711

1

✓

Enter payment request in ERP system

Done on 3/2/2022 by John Doe | Accounting

2

✓

Order documents

Done on 3/4/2022 by John Doe | Accounting

3

○

Control documents

John Doe | Accounting

4

○

Order payment

Jane Smith | Accounting

5

○

Release payment

Janothan Miller | Accounting

6

📄

Release payment run

Multi instance activity

7

⌚

Two weeks after releasing invoice

Timer event – released on 1/1/2022

8

📧

Send confirmation letter

Automated task

Form

Invoice details are correct

Currency is USD

payment-request-meier.pdf

Go to overview →

Sales

Create offer24

Cold calling5

Prepare workshop3

Prepare workshop3

Comments

JD Documents are correct

Case overview

Created Completed Canceled Open cases

Month	Created	Completed	Canceled	Open cases
Jan	40	60	20	50
Feb	80	100	30	40
Mar	110	100	40	50
Apr	150	120	50	70
May	180	150	60	90
Jun	70	70	80	80
Jul	70	70	90	70
Aug	140	90	100	120
Sep	90	100	110	100
Oct	60	70	80	90
Nov	80	80	90	80
Dec	50	30	40	120



**Thank you**  
for your attention!





**Shelby Bale**

*Senior Manager,  
Delivery Operations at Argano*



Unlock Efficiency: How Argano transformed  
process management with  
BIC Process Execution



## The digital consultancy for *high-performance* operations

Argano is the world's **first and largest digital services consultancy** focused exclusively on enabling high performance across our clients' business operations, at scale and **around the globe**.

Forged from world-class specialist consultancies with decades of **enterprise technology, data, cloud, AI and operations expertise**, Argano supports the full transformation agenda through **strategy, design, execution, and ongoing managed services**.

Our promise to clients is **maximizing their growth, profitability, commercial agility and customer satisfaction, guaranteed**.

**2,600+**  
Arganauts

**1,400+**  
Clients

**100+**  
of Fortune 500

# The Case for Change

World-class experts stewarding companies to reimagine their businesses



Fragmented process Documentation



Inconsistent onboarding and approval workflows



High cost of manual reviews and rework



Need for scalable, standardized operations across business units



# Year One - Making an Impact



Implemented NoBill Approval and Project Setup Workflows



Automated routing, escalation, and approvals in BIC



Result: **95%** weekly cost reduction since September



Teams now aligned with a shared, visible workflow

# From Initial Wins to Full Integration

End-to-End Operations Experience

## BUILD TO FUTURE 2024



### Building to Proactive state

- Implementing BIC to be used to help streamline processes and workflows
- Meet w/ Stakeholders to determine highest need
- Roll out Project setup standardization

## FUTURE 2025



### Proactive Maintenance

- Deployment of NoBill workflow
- Using BIC to elevate and standardize processes by using diagrams and workflows
- Using AIP to integrate all Argano systems to BIC

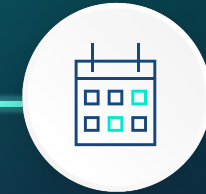
## BUILD TO ASPIRATIONAL 2026



### Building to Aspirational State

- Building to Aspirational State
- Driving internal initiative for full system integration – by using BIC
- Deploying advanced documents for all Argano's business units
- Driving compliance by using reporting and business needs by using BIC

## ASPIRATIONAL & Beyond



### Aspirational State

- Fully integrations systems
- Deployed Global processes to align and standardize all of Argano

# Lessons Learned from the First Year

## Start

Start with a high-impact use case

## Build

Build champions across departments

## Document

Document early, iterate often

## Define

Define success metrics from the beginning

## Keep

Keep communicating wins and feedback



# Thank You

Questions? Let's Connect.



Shelby Bale

Senior Manager,  
Delivery Operations at Argano





**Thank you**  
for your attention!





**Jerrit Springmann**

*Business Transformation Manager  
at Dr. Wolff Group*



In perfect flow: Reduce error costs with digital workflows and establish a scalable go-to-market process

# Introducing DRW

**1905**

Family-owned pharmaceuticals and cosmetics company (all shares in family hands)



Active in 67 markets with global offices in Chicago, Shanghai, Singapore and more



Around 875 employees worldwide



Headquarters in Bielefeld (Germany)



418 Mio. € revenue in 2024 (preliminary)



Operating in 5 distinct verticals

Our brand portfolio spans 5 distinct verticals.

Our strong brands solve real consumer problems day by day, driven by innovative "cosmeceutical" products!



FUNCTIONAL  
HAIR CARE

**Alpecin**  
**Plantur**



ORAL CARE

**KAREX**  
Dr. Wolff's  
**Bioniq**



BEAUTIFYING  
COSMETIC

**ALCINA**



GYNAECOLOGY

**Vagisan**  
**Dr. Wolff's**  
**V-san**



DERMATOLOGY

**Linola**

# Lack of structured process framework led to high losses

Misproduction of V-san caused losses of several thousand euros



Wrong tube

## Wrong label on tube

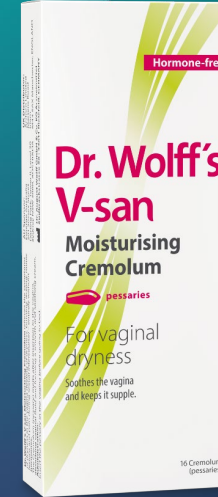
- Supplier mislabeling of the pallet
- Inspections failed to detect the issue
- Mandatory process control after two pallets uncovered the error



Incorrect GTIN



Missing BBD



Missing BBD

## Wrong GTIN & Missing BBD

- Uncoordinated change requests via verbal instructions and emails
- GTIN update for the new brand was overlooked
- Incorrect label template used, missing expiration date (BBD)

Data inconsistencies, reliance on individual expertise, lack of systematization, and process variances in the product development cycle increase coordination efforts and error risk.



# Briefing documents let to chaotic processes

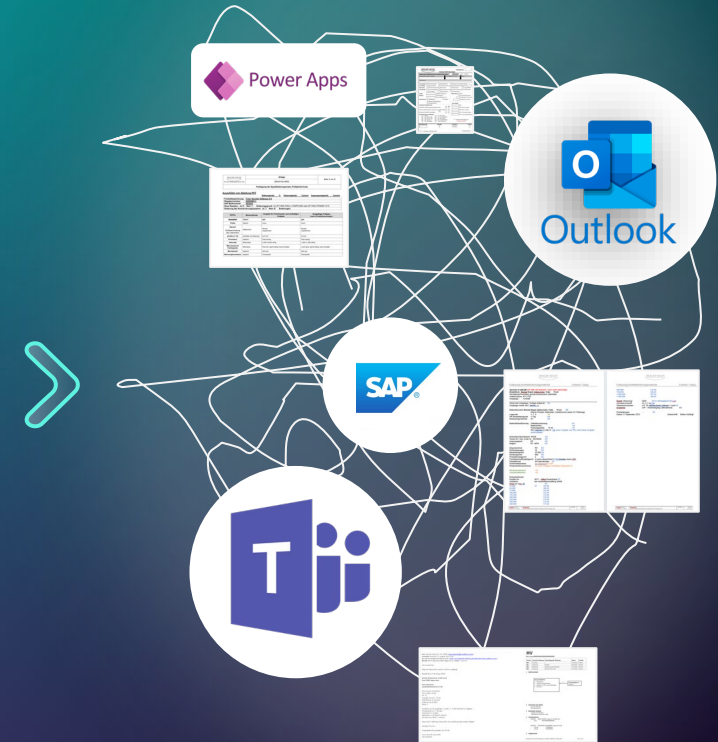
Briefing documents are not scalable, not measurable and error-prone

New products  
for new markets

Existing products  
in new markets


Product change  
(Design, Text,  
Regulatory,  
Ingredients etc.)

The image displays four briefing documents from DR-KURT-WOLFF and DR-WOLFF-GROUP. The documents are titled 'Entwicklungsbriefing', 'Länderbriefing', 'Technisches Briefing', and 'Produktbriefing'. Each document contains various sections for project information, background, and product details. The documents are arranged in a grid, with the 'Technisches Briefing' and 'Produktbriefing' documents being more prominent in the foreground.




What needs to be done:  
Structural process documentation & workflow digitalization

# Goals of Process and Automation Excellence @DRW



## Ensure flexibility for suitable activities

- Establish operating processes
- Generate a deep and documented process understanding
- Automate processes



## Form the basis for scalable growth

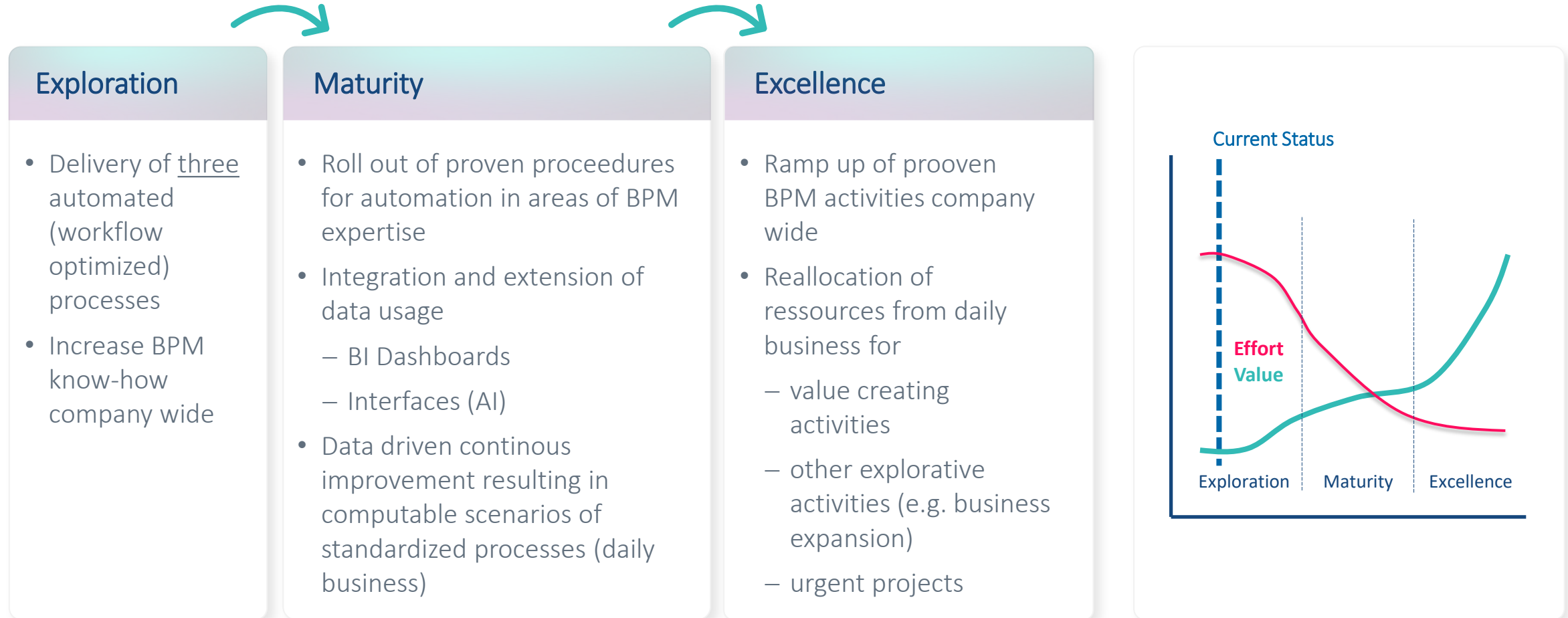
- Provide a framework in which an Owner Concept can prosper
- Conceptualize process instance BI Dashboards, derived from process data
- Develop a continuous delivery approach in Wrike methodically based on Scrum



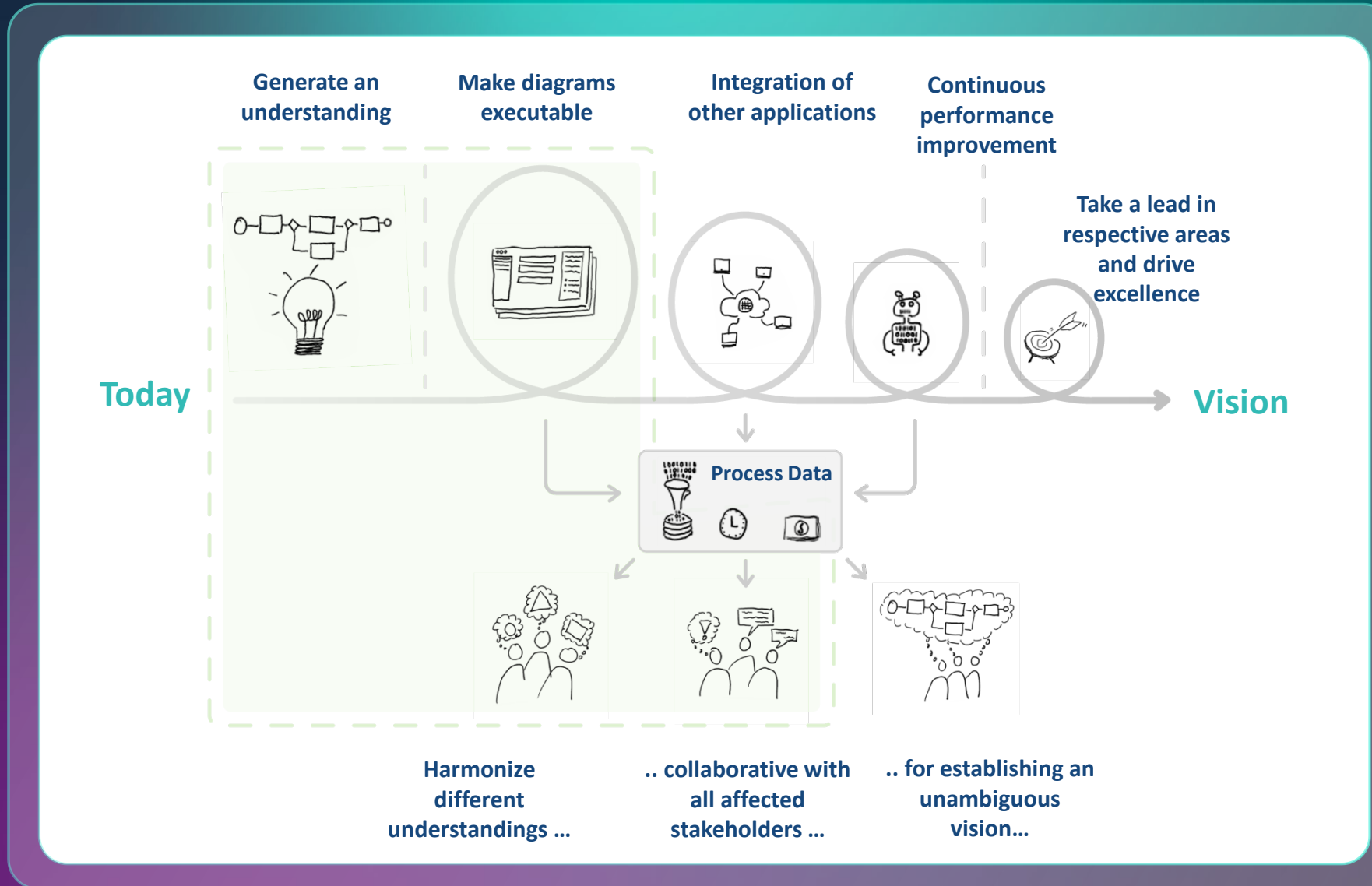
## Enable the focus on E2E value creation

- Embed an unambiguous understanding of E2E responsibility and gain support amongst chosen process owners
- Increase the Process Maturity Level successively

# Our 3-Step Strategy for Process and Automation Excellence

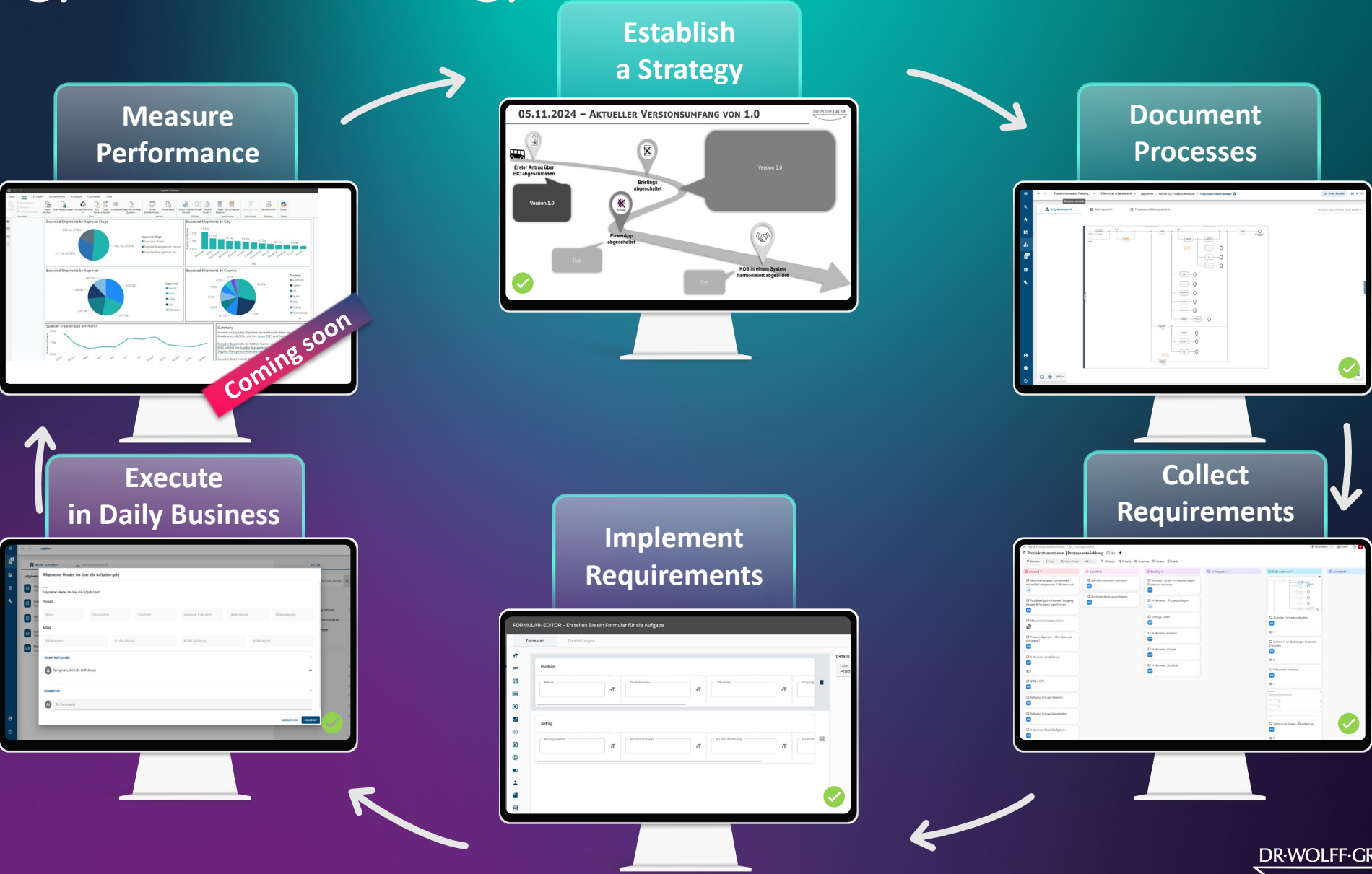


# Our Approach: Iterative Method for Continuous Improvement





# Strategy meets technology



# Key Results Achieved So Far

1

## Deep Process Understanding with Clear Documentation

Over 100 employees now have seamless access to 50+ well-documented processes, driving efficiency, consistency, and collaboration across the organization.



2

## Accelerated Growth, Precision, and Scalability with Process Automation

Over 21 processes/tasks digitized and automated with BIC Process Execution – boosting process adoption, reducing manual effort, and ensuring seamless scalability across the organization.



3

## The Snowball Effect is Driving a Swift Company-Wide Rollout

With greater accuracy and efficiency, more departments are eager to digitize their processes — fueling rapid adoption and transformation.



**Thank you**  
for your attention!





**Scott Leddy**

*Vice President, North America*



Closing Remarks on the  
Process Days 2025



# Meet us at an event near you



June, 22 - 24  
Frankfurt



June, 25 - 26  
Berlin



September, 10  
London



October, 13 - 15  
Sydney



Oktober, 21 - 23  
Amsterdam



Oktober, 28 - 30  
Amsterdam



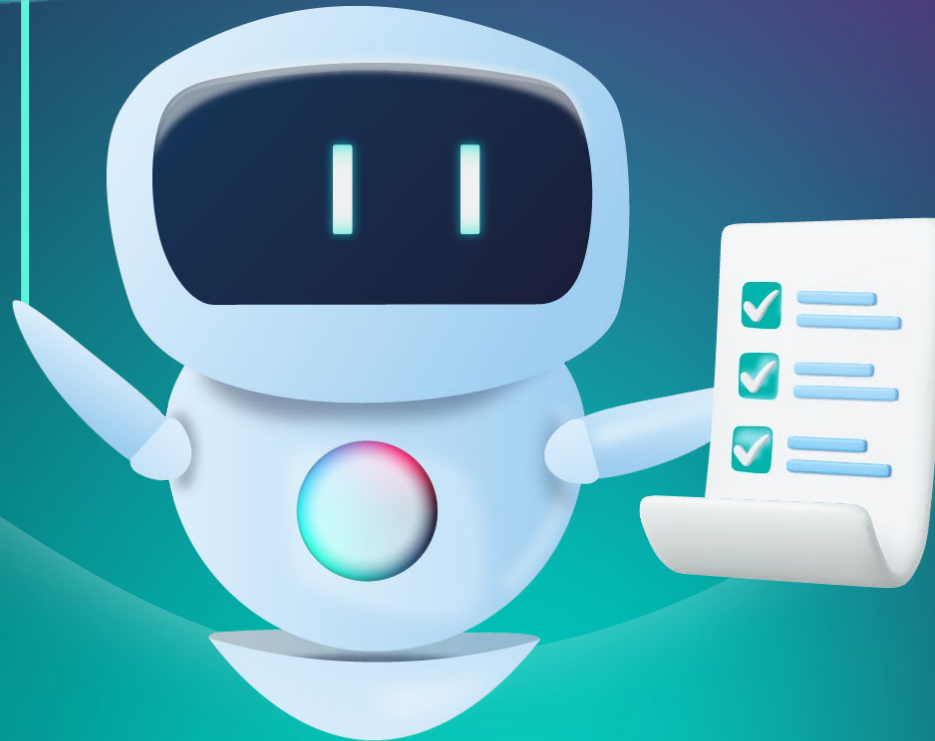
20. November  
London



Share your success  
story too!

Write to us at  
[marketing@gbtec.com](mailto:marketing@gbtec.com)

# Key Takeaways on the Process Days 2025



# Thank you for your participation in the Process Days 2025!

Please take part in our survey and provide us with your feedback on Process Days 2025.

You can access the survey via this link:  
<https://de.surveymonkey.com/r/B5STJJL>

