

Case Study  
**Establishing  
value-driven business  
process management  
at a leading chemical  
manufacturer**

# Transparency to scale through process architecture

## Project Summary

A leading science company sought to establish a structured Business Process Management (BPM) framework to support its transition to SAP S/4HANA. The organization faced challenges in process documentation, standardization, and ownership, making it difficult to scale and comply with industry requirements. Through the adoption of a BPM Repository tool, Scheer Americas successfully implemented an operating model and process hierarchy, providing clarity and efficiency in the company's process landscape.

## Organization Background

The company operates in the specialty chemicals sector, producing high-purity compounds used across multiple industries. With a recent restructuring and acquisition by a private equity firm, there was an urgent need to standardize business processes and establish a clear BPM framework. The organization aimed to optimize its operational model in preparation for an enterprise-wide rollout of SAP S/4HANA.



# Overview

## Business Challenge

Prior to the engagement, the organization struggled with the following challenges:

- Lack of structured process documentation
- Incorrect use of BPMN methodologies
- Ambiguities in process levels and hierarchy
- Absence of designated process owners
- Limited knowledge and experience with BPM Repositories

These issues hindered the company's ability to achieve operational excellence, meet compliance requirements, and ensure scalability for future growth.

## The Solution

We introduced a structured BPM transformation approach, leveraging a BPM Repository tool to standardize and document processes. Key initiatives included:

- **Designing an Operating Model:** Defined end-to-end business processes (L1-L4) with clear ownership and execution.
- **Establishing Process Hierarchy:** Rebuilt processes from a review of antiquated SOPs and SME validation, then linked in the repository.
- **Enabling Core Teams with BPM Knowledge:** Delivered a comprehensive training program to equip internal teams with the necessary BPM and tool expertise.
- **Documenting End-to-End (E2E) Processes:** Mapped 11 workstreams systematically to align processes with industry best practices.
- **BPM Playbook:** Provided customized standards, guidelines, and governance frameworks to sustain process improvement efforts.

## The Value

The BPM transformation resulted in significant operational improvements, including:

- **Structured Process Hierarchy within a BPM Repository:** Well-defined process levels (L1-L4) provided clear process ownership and accountability.
- **Proper BPMN Conventions Implemented:** The organization's process documentation was standardized to align with best practices.
- **Improved Process Ownership:** Clear roles and responsibilities were assigned to ensure accountability in process execution.
- **BPM Enablement:** The internal team was fully trained, ensuring sustainable BPM adoption.
- **Readiness for S/4HANA Implementation:** With a well-structured process repository, the company is now well-positioned for a seamless transition to SAP S/4HANA.

# Visualizing the process: From high-level model to detailed execution

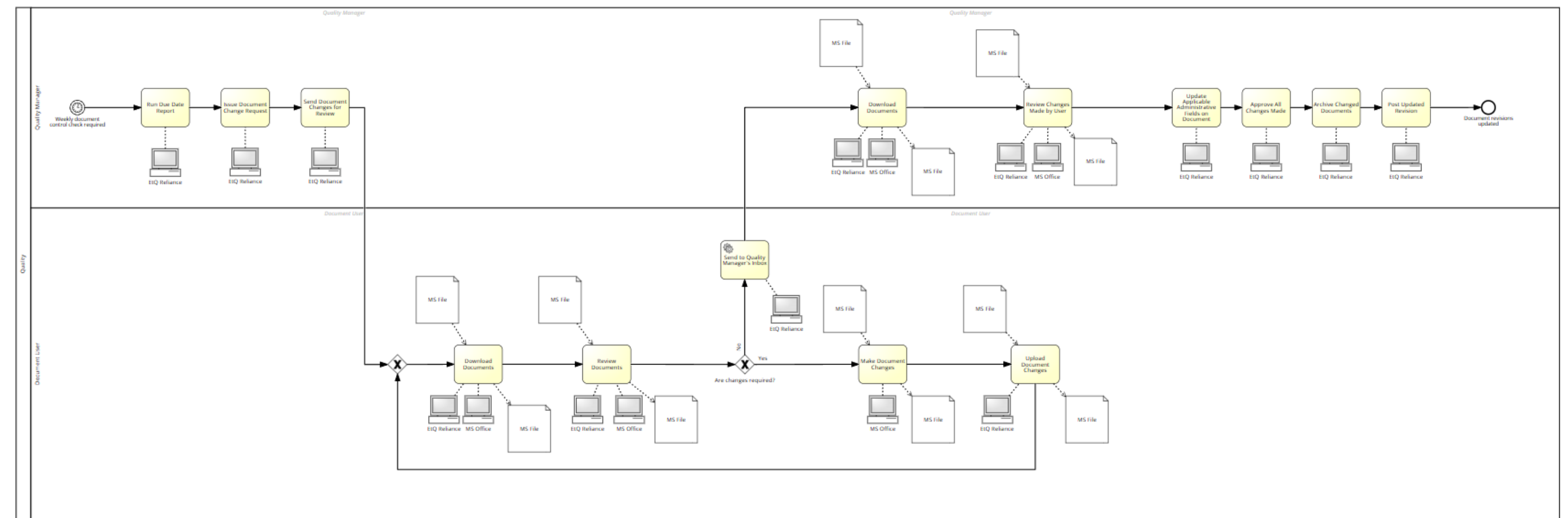


Fig. 1 Example of Operating Model (Business on a Page)

Fig. 2 Example of a BPMN Process Model

# the process experts

## Scheer Americas LLC

c/o Cogency Global Inc.  
475 Timberline Trail  
West Chester, Pennsylvania 19382

info@scheer-americas.com  
scheer-americas.com

## Scheer IDS worldwide

Germany (Saarbrücken,  
Düsseldorf, Freiburg, Munich)  
Austria (Vienna, Klagenfurt, Linz)  
Bosnia and Herzegovina (Mostar)  
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## About Scheer Americas

Scheer Americas is a consulting company that helps organizations achieve rapid, measurable business outcomes while building the business process management (BPM) capabilities needed for long-term success. We bring deep expertise in BPM to deliver results through short, high-impact improvement projects while enabling organizations to build lasting process management discipline.

This includes aligning business strategy with targeted initiatives, establishing process and data governance, and implementing supporting infrastructure such as process modeling, repositories, process mining, and enterprise architecture. Our solutions are provided through expert consulting services and tailored education programs for executives and practitioners. Scheer IDS Americas is part of the global Scheer Group, which has been delivering business process solutions for over 40 years.

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[info@scheer-americas.com](mailto:info@scheer-americas.com)