

Case Study
**Performance
through integrated
management and
governance processes**

Integrated governance for alignment and agility

Summary

A global mining organization undergoing significant expansion sought to improve alignment and execution of strategic initiatives by embedding process-centric approach into its governance model. Partnering with Scheer Americas, the company implemented a value-driven Business Process Management (BPM) and governance organization that integrates the Strategic Management Office (SMO), Project Management Office (PMO), and Business Process Management Office (BPMO) as collaborative units within a unified operating model.

This organization-wide approach ensures that strategy, project delivery, and process excellence are orchestrated to deliver maximum value. The developed Integrated Value Delivery Framework institutionalized

governance, accelerated time-to-value, and embedded strategic agility into the enterprise. This framework was supported by SAP Signavio as the central process repository for consistency and traceability.

Organization Background

Operating dozens of sites across multiple countries and following a recent merger, the company faced rapid growth and integration challenges. The absence of a cohesive governance model hindered alignment between leadership priorities, project execution, and business process transformation. To scale effectively, leadership recognized the need for an integrated process management and governance organization that would harmonize strategic, project, and process domains under a common value-driven approach.



Overview

Business Challenge

Strategic initiatives suffered from unclear ownership, inconsistent intake and prioritization, and poor cross-functional coordination. The lack of centralized governance and process alignment caused inefficiencies, delays, and reduced value realization. Structural changes following the acquisition exacerbated misalignments between business priorities, project delivery, and process transformation.

The Solution

Scheer Americas designed the Integrated Value Delivery Framework—an operating model that connects SMO, PMO, and BPMO to deliver enterprise value. Rather than isolating functions, the model aligns them through shared processes, roles, and governance structures to ensure consistent intake, planning, execution, monitoring, and value realization. The framework is anchored by four end-to-end processes:

1. **Strategy Intake** – Unified intake model combining executive direction with business-driven improvements, evaluated through standardized alignment for and value criteria.
2. **Strategy Planning** – Joint definition of objectives, KPIs, business drivers, and capabilities, with enterprise alignment checks and risk reviews before approval.
3. **Strategy Execution** – PMO-led delivery with BPMO and business team support, monitored by SMO for progress, risks, and roadmap updates.
4. **Monitoring & Value Realization** – Post-implementation tracking using process mining and performance analysis, with lessons learned feeding into continuous improvement cycles.

The Value

Scheer Americas' developed integrated governance and process management model delivered:

- Greater transparency in planning, execution, and value realization.
- Improved strategic agility via continuous process feedback.
- Accelerated time-to-value for strategic initiatives.
- Institutionalized governance embedded in a BPM playbook and process repository.

Beyond the framework itself, Scheer Americas helped establish foundational governance structures, including:

- Clearly defined, interconnected roles for SMO, PMO, and BPMO.
- Operable Intake form and scoring model
- Standardized strategy intake, planning, execution, and monitoring processes.
- Business Process Center of Excellence to drive continuous improvement.
- Process of Process Management and Process Change Request models in SAP Signavio.

Integrated value delivery model

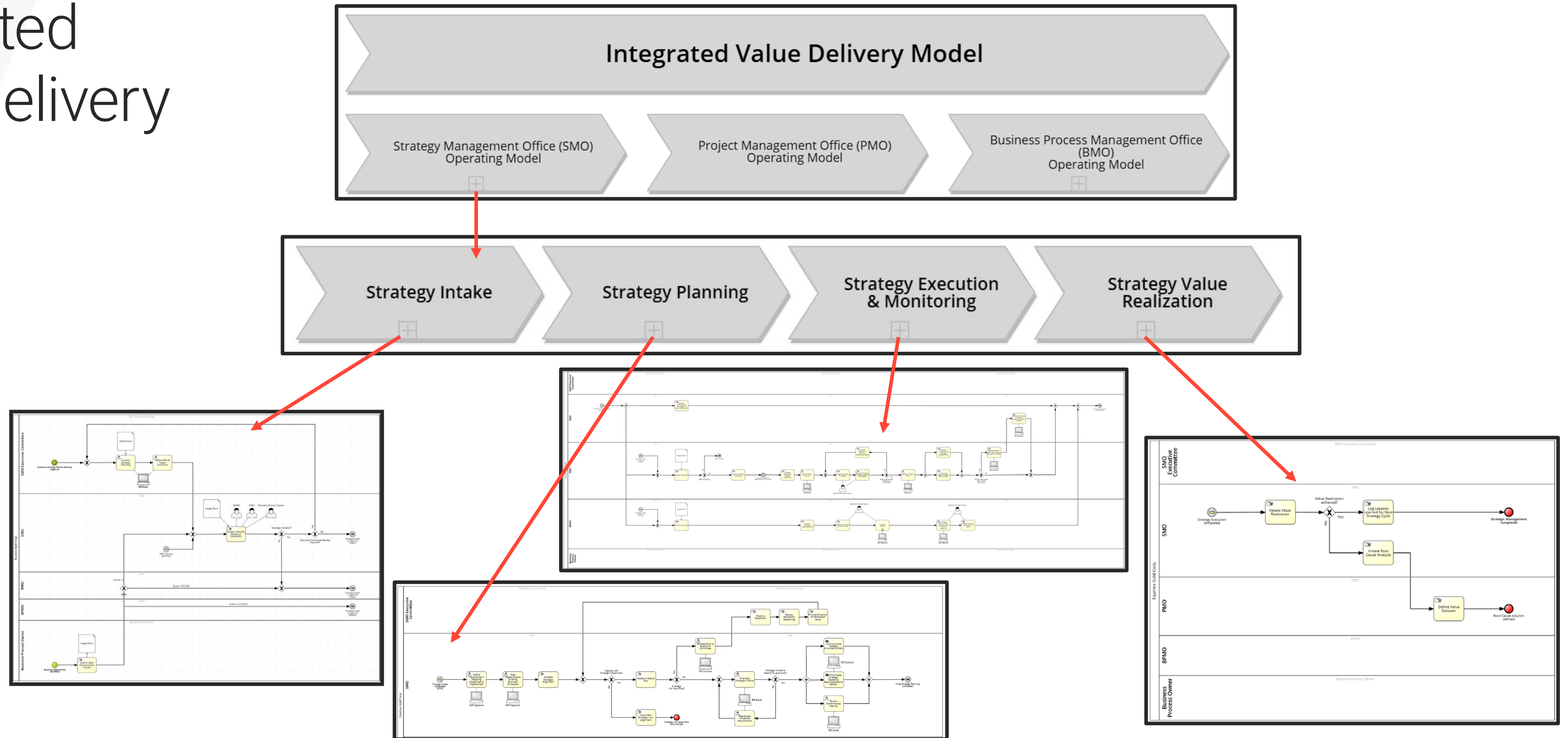


Fig. 1 Level 1 to 3 of process decomposition integrated value delivery model

Integrated value delivery framework

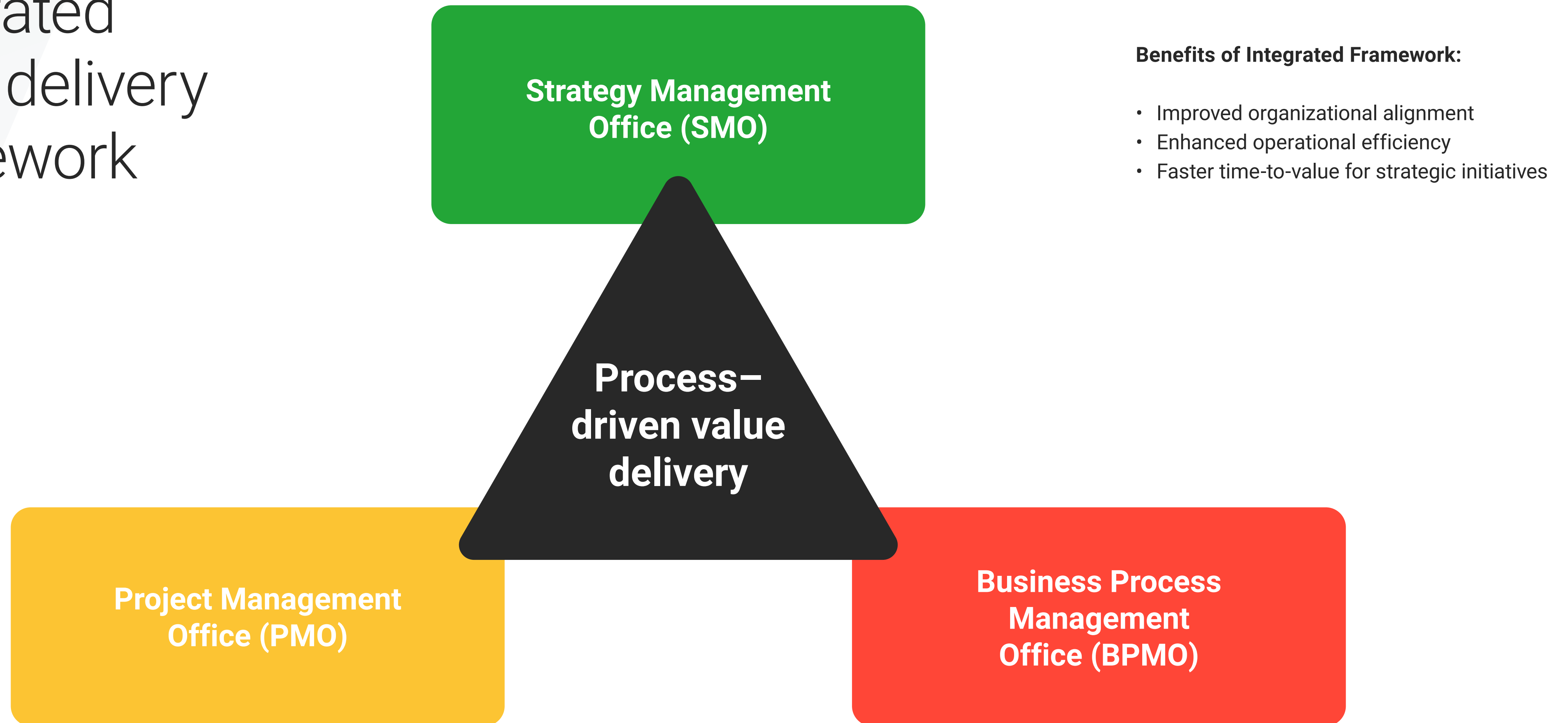


Fig. 2 Integrated value delivery framework – organization view

Integrated value delivery framework

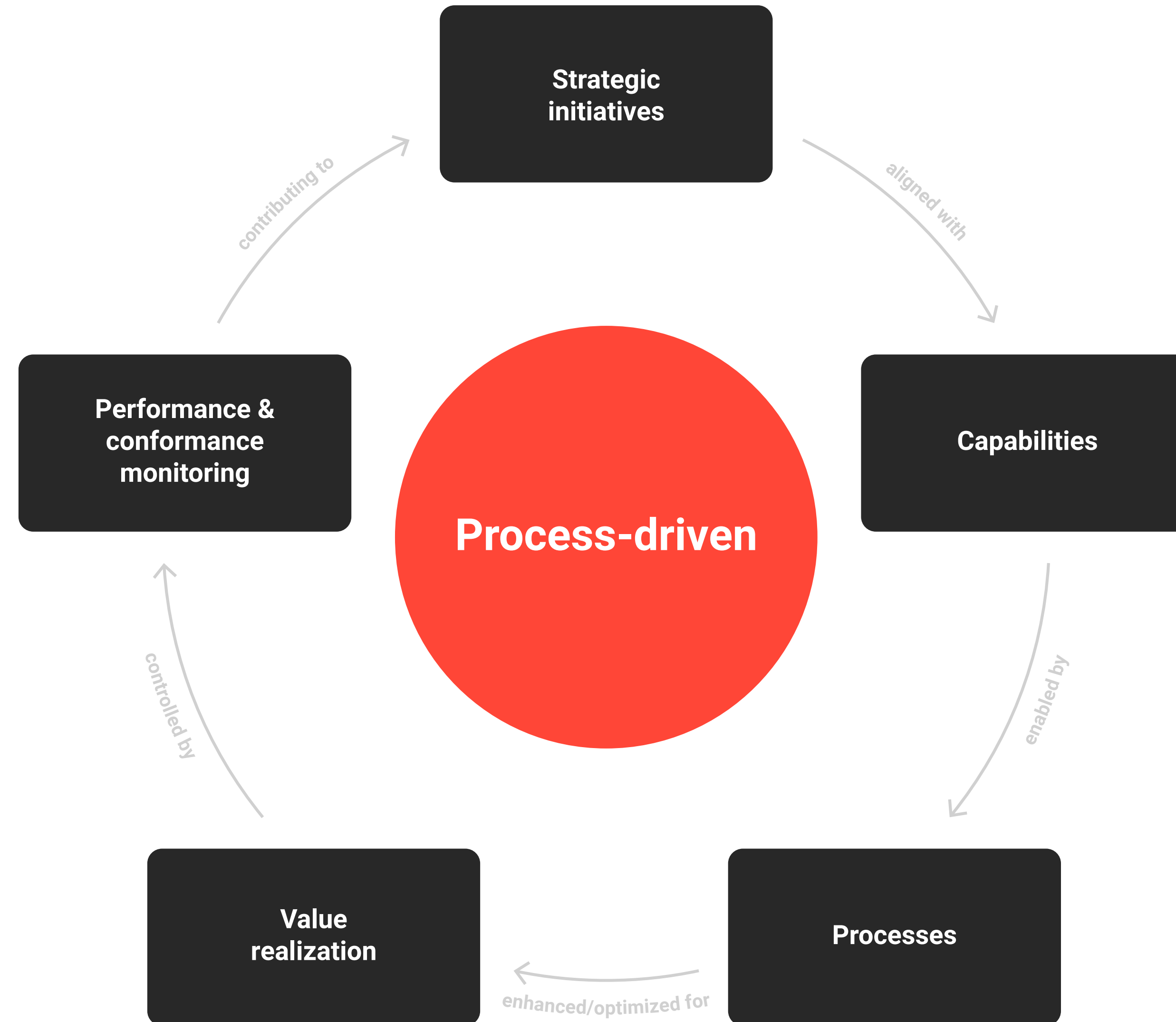


Fig. 3
Integrated value delivery framework – process view

the process experts

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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.

Ready to start your next project?

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