

## GBS End-2-End Process Transformation. What are the prerequisites to have an organization evolving towards an End2End Process Organization?



**Moving to an end-to-end (E2E) Process Model requires clear process ownership, standardized global processes, enabling technology, data readiness, and change capability.**

### Key considerations before you start:

1. Scope: which E2E value streams (e.g., Order-to-Cash, Procure-to-Pay, Hire-to-Retire) to prioritize.
2. Data & systems: are event logs, master data and integrations available?
3. Governance appetite: will business units cede authority to Global Process Owners?
4. Change readiness: leadership sponsorship, talent and change management capacity.

### Prerequisites to evolve to an E2E process model

- Executive sponsorship and mandate. Strong C-suite backing to remove functional silos and enforce global standards.
- Global Process Owners (GPOs) with authority. Single accountable owners for each E2E process who can set standards, KPIs and exceptions policy.

- Standardized process design and documentation. Harmonized SOPs and a common process taxonomy to make comparisons and automation feasible.
- Integrated technology stack. Workflow orchestration, process mining, RPA and a unified analytics layer to enable visibility and automation.
- High-quality master data and event logs. Clean data to feed process mining and orchestration tools so insights are accurate and automations reliable.
- Performance measurement & governance. E2E KPIs, SLAs/OLAs and regular performance reviews tied to business outcomes.
- Change, capability and CoE structure. CoEs for automation, analytics and process excellence plus training and stakeholder engagement programs.