celonis

Meet the Execution Management System

Maximize execution capacity and unlock your company's full potential
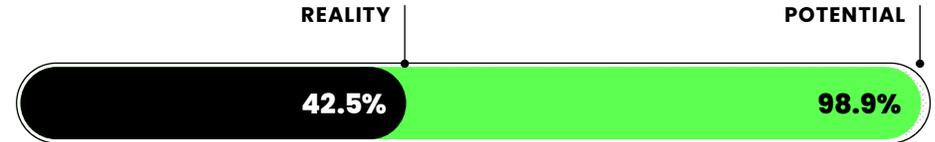
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A new era of business execution

Let's face it, most companies simply aren't running at their full potential.

The evidence is everywhere, across every primary business area.

REALITY | POTENTIAL

31 **97**

Customer Services: The average net promoter score is only 31, compared to leading performers hitting scores as high as 97.

REALITY | POTENTIAL

42.5% **98.9%**

Supply & Delivery: The average on-time delivery rate is only 42.5%, as opposed to 98.9% for best performers.

REALITY | POTENTIAL

27% **85%**

Finance & Administration: The average touchless invoice rate is only 27%, whereas fully optimized companies can achieve more than 85%.

POTENTIAL | REALITY

15 months **22 months**

Product & Services: The average time-to-market for consumer products is only 22 months, in contrast to 15 months for best-in-class.

COVID-19 has made this clearer than ever, showing up the gap between where we are and where we need to be.

It's demanded adaptability, ingenuity, endurance from both companies and individuals. And it has effectively accelerated business transformation on an unprecedented scale, as companies rethink how they do business to survive.
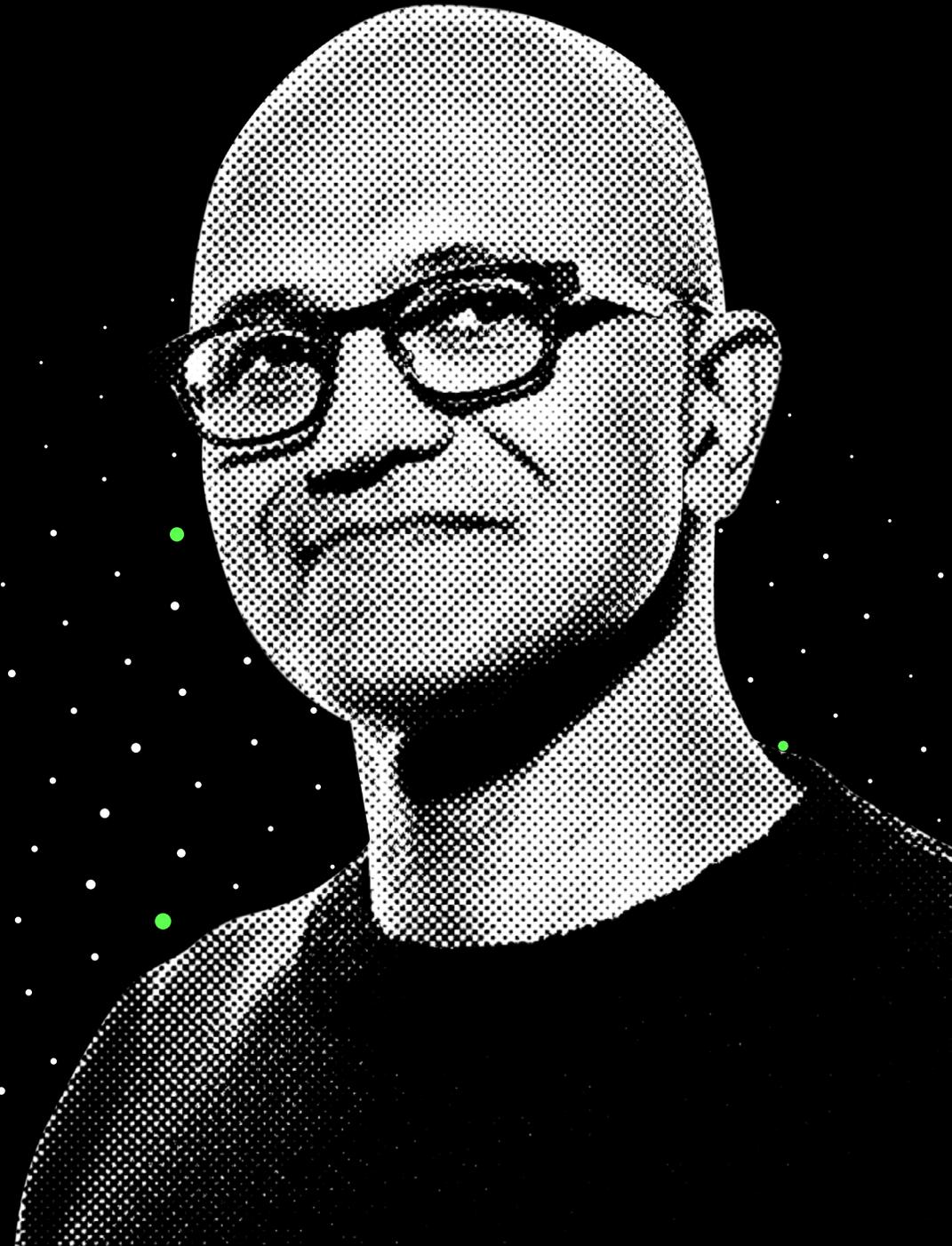
And while some of these changes have created hardships — others have opened windows of innovation that perhaps could not have been made in any other circumstances.

They've highlighted the potential that businesses have and the heights they can rise to when they unlock their ability to execute.

"We've seen two years' worth of digital transformation in **two months**."

Satya Nadella, CEO at Microsoft

Why optimizing processes is no longer the end game

Processes are the drivers of execution. They're at the heart of a company's ability to get things done.

In the last 10 years, businesses have been chasing business transformation by focusing on optimizing processes to deliver better performance. Pioneers in the space of process improvement have made huge strides, leveraging technologies like Process Mining to unlock tremendous value.
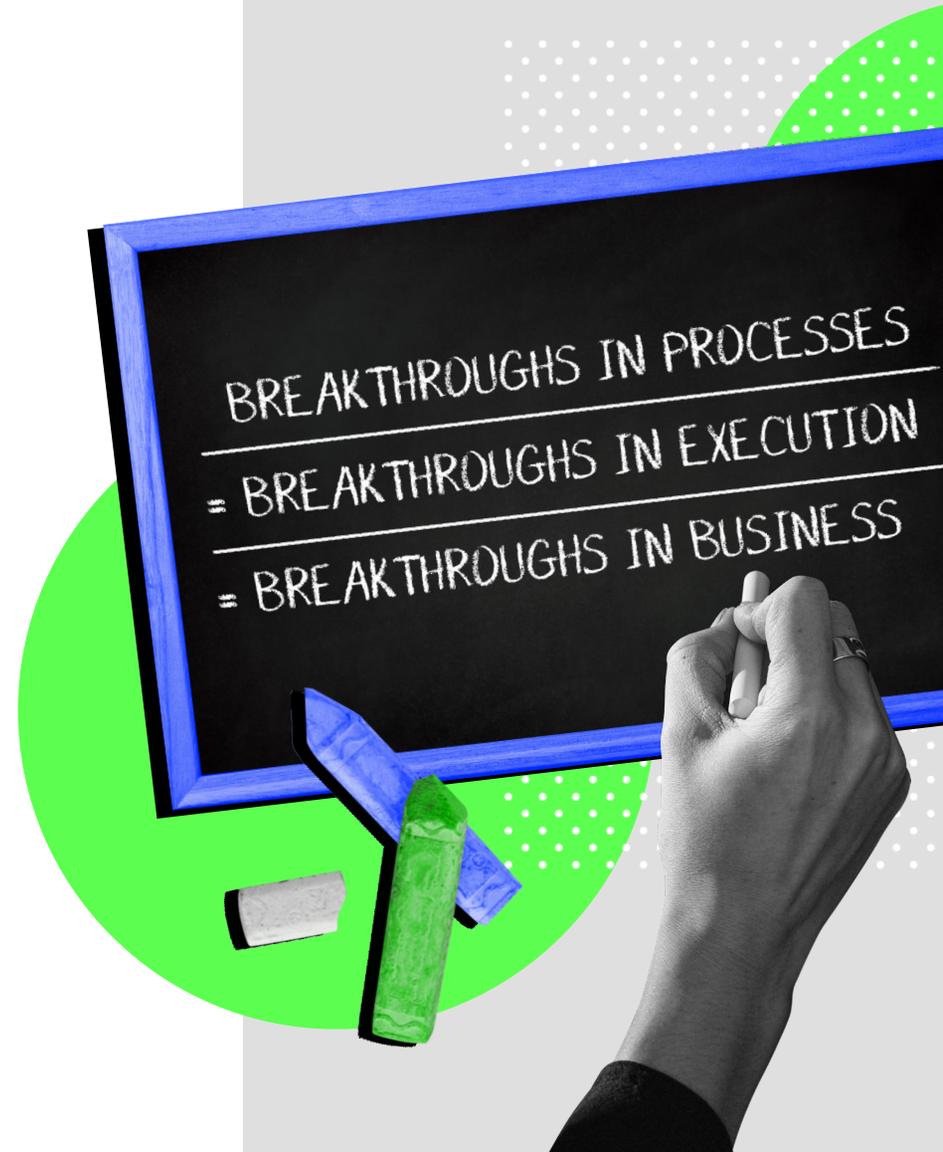
But improving and optimizing processes is actually just the start of a much bigger opportunity.

We've been making gradual, incremental gains in the way we operate, eking out value from tweaking a process whose capacity is inherently limited.

To achieve the kind of breakthroughs we need in this new era, we need to shift our mindset: from simply optimizing a process to maximizing its capacity to execute.

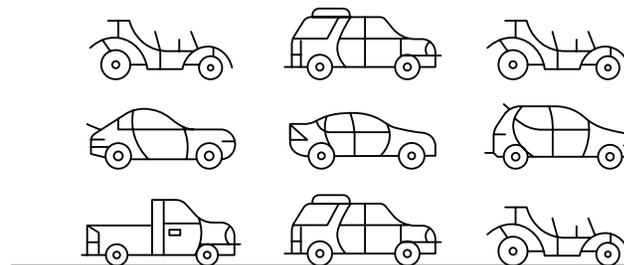**Process breakthroughs in times of global change**

History has shown us that breakthroughs in processes, lead to breakthroughs in execution, which ultimately create breakthroughs in business.

BREAKTHROUGHS IN PROCESSES
= BREAKTHROUGHS IN EXECUTION
= BREAKTHROUGHS IN BUSINESS

Deming and Ford

By applying process management changes (also known at Total Quality Management) at Ford Motor Company, W. Edwards Deming helped move the company from billions in losses to becoming the most profitable US automobile manufacturer in less than 4 years.

It's the difference between a process improvement and a process breakthrough. The equivalent of consolidating decades of marginal gains into one, massive change event. Like Gutenberg's printing press, the Industrial Revolution — or the advent of the internet.

By maximizing your execution capacity, you exponentially increase your business potential.
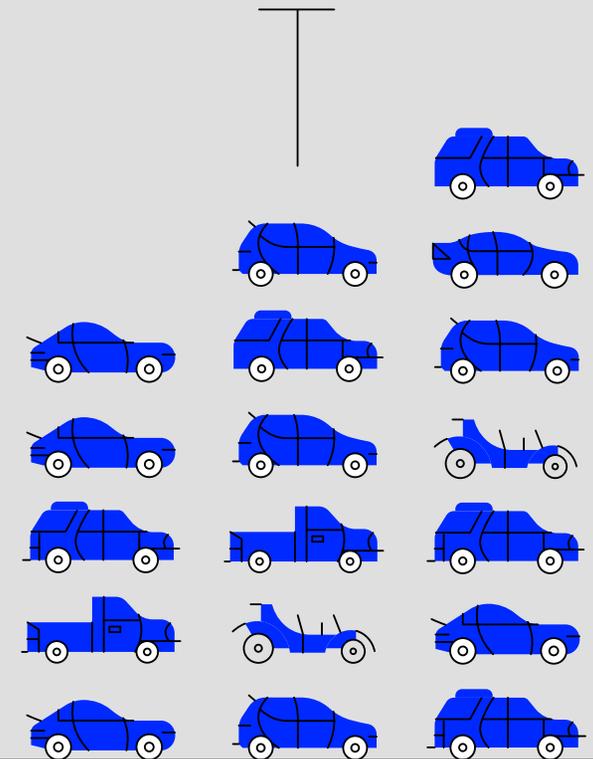
PRE-TQM
BETWEEN 1979 AND 1982 LOSING BILLIONS

POST-TQM
MOST PROFITABLE US AUTOMOBILE MANUFACTURER

Execution Capacity:
the 4-minute mile of business

So what do we mean by execution capacity?

Every company has a given execution capacity — the level of performance they can achieve with their available time and resources. But too often, our ability to achieve our goals falls short of our expectations.

Why? Because our execution capacity is limited. It's capped by outside constraints.

Think of the 4-minute mile. For decades there was an unseen barrier — physical or mental — that meant no human could break the 4-minute mark. Then along came Roger Bannister in 1954 to break that record.

Since then, more than 1,400 athletes have broken through this perceived limit to human capacity. Can't run a 4-minute mile? You can kiss your athletic career goodbye.

Business is still waiting for its 4-minute mile moment. Despite all our systems and technologies, productivity has stagnated for years. So how can we break through the limits of our execution capacity?

The execution gap between 'as is' and 'should be'

The answer lies in understanding the impact of today's modern business environment.

In simple terms, execution capacity is limited because it is trapped inside of rigid and fragmented IT systems.
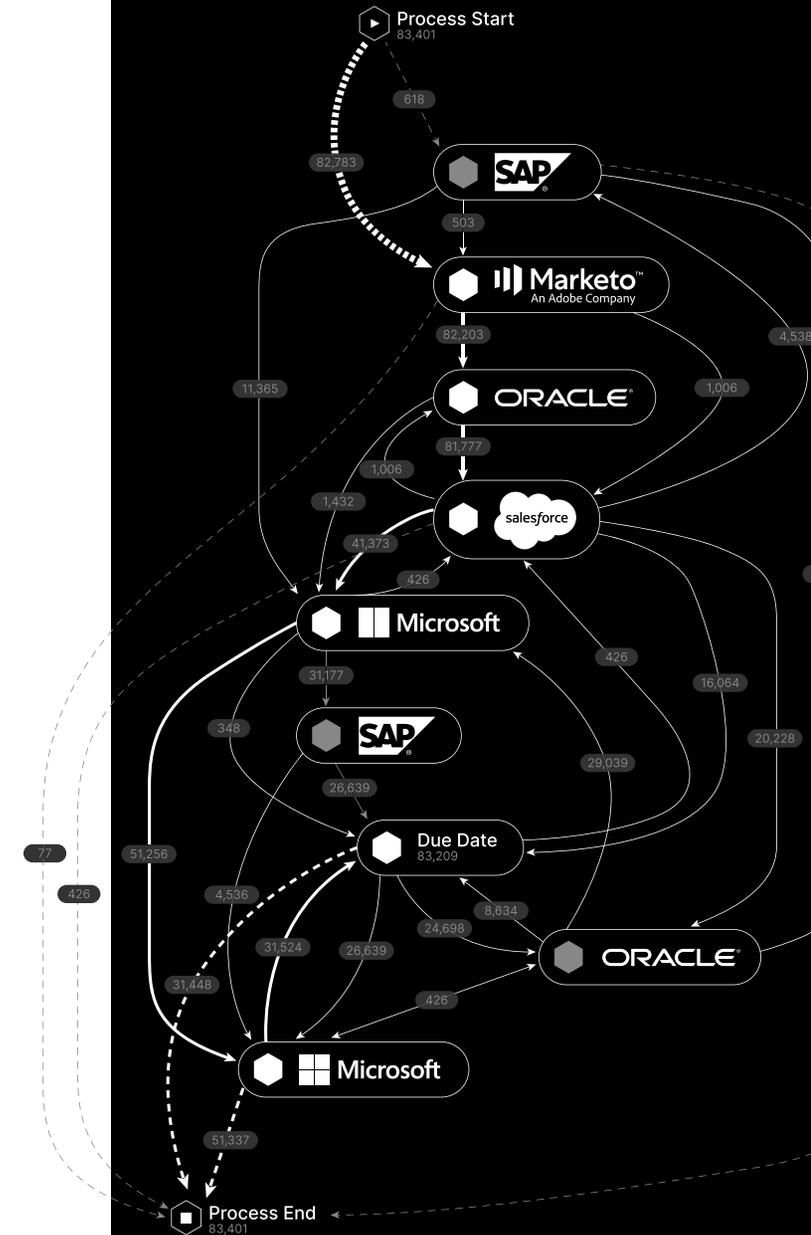
It's not the processes' fault. They just can't deliver on their desired results because of these complex constraints. This creates artificial limits on capacity, leading to what we call execution gaps.

Execution gaps are the symptoms of your systems' execution constraints. They take the form of all-too-common errors, inefficiencies and delays. Things like:

- Late payments affecting your working capital
- Unnecessary credit blocks leading to late deliveries
- Backordered inventory delaying production
- Bad master data impacting your sales forecasting

Some are visible. Most are hidden. And they are *everywhere*.

So how can we remove these gaps and lift the limits on our execution capacity? Blow through that 4-minute mile mark?
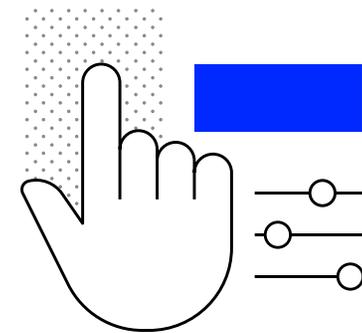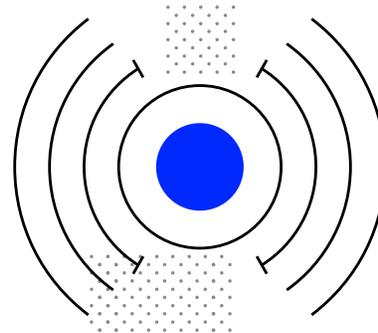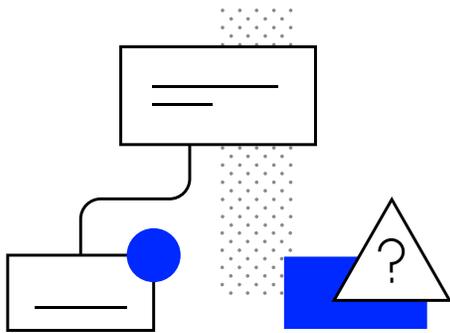
Complex processes create artificial constraints on capacity, leading to what we call execution gaps.

Meet the Execution Management System

Maximizing execution capacity requires a different kind of system. A system that liberates teams and entire businesses from these artificial constraints.

We call it the Execution Management System — a new class of technology built to achieve execution capacity breakthroughs.

An execution management system...

01 | Measures execution capacity in real time, identifying execution gaps
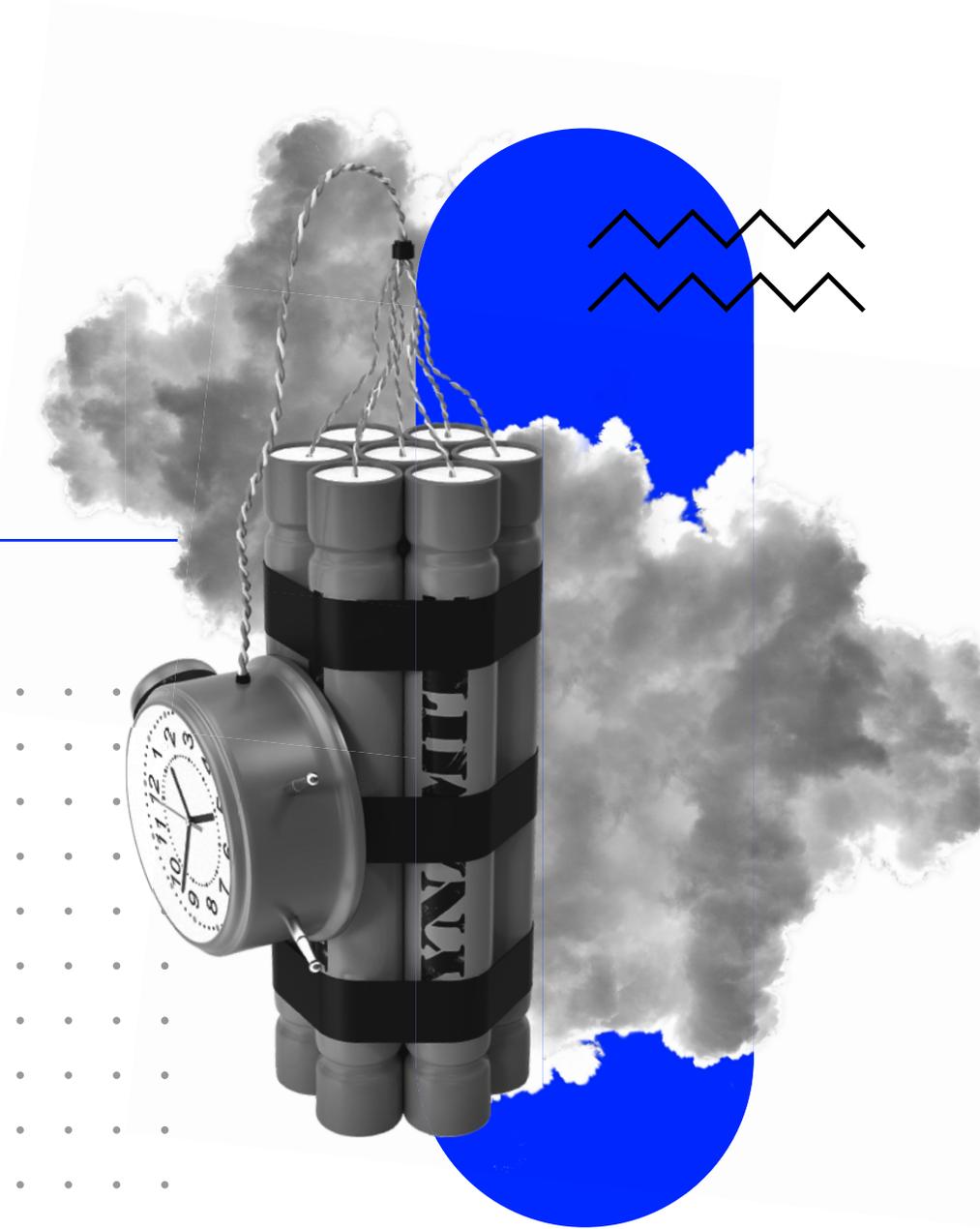
02 | Knows the best course of action to close those gaps

03 | Takes automatic, intelligent action to immediately remove them

The right Execution Management System — or EMS — unlocks processes from the constraints of underlying business systems. It lifts the artificial cap on performance that's been getting in the way of a real breakthrough all this time.

It helps businesses increase execution capacity in the four primary business areas of their enterprise:
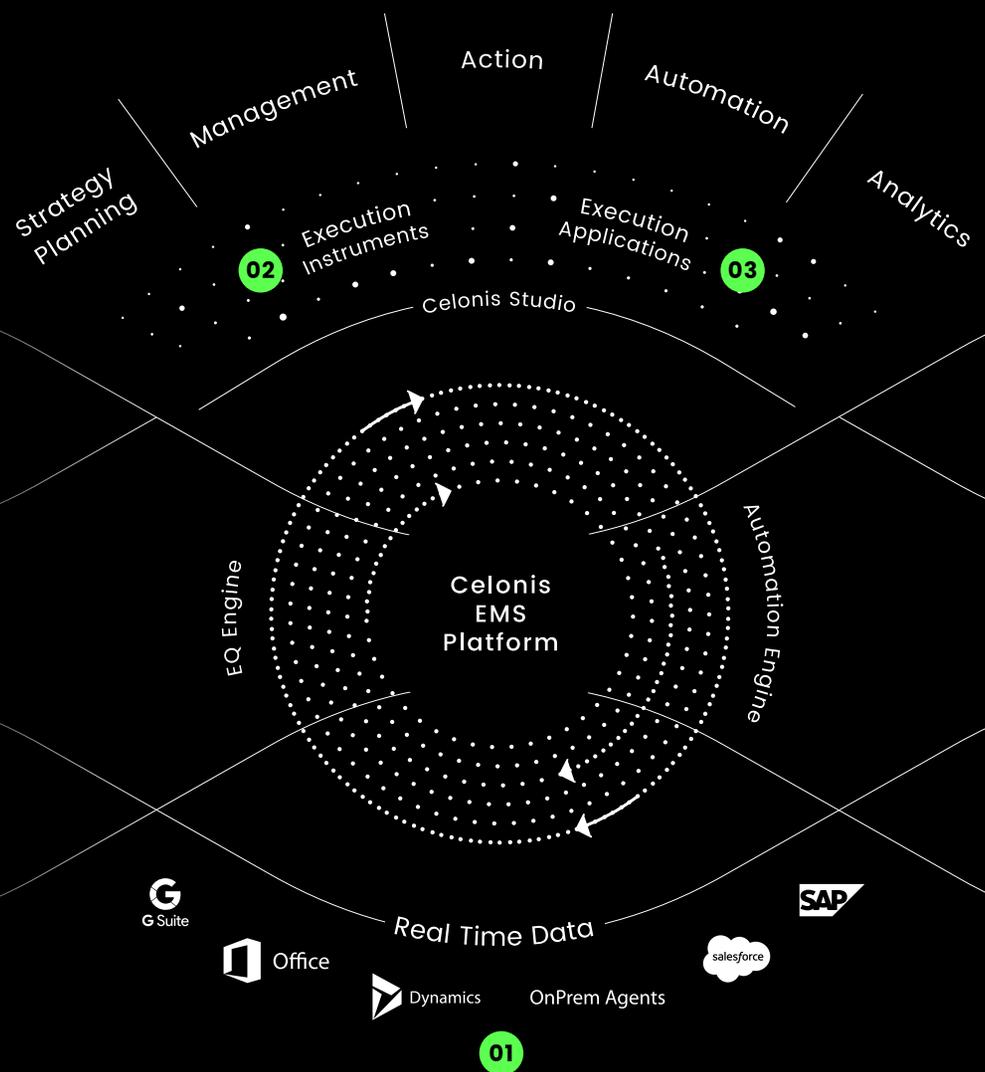
- Customers
- Finance & Administration
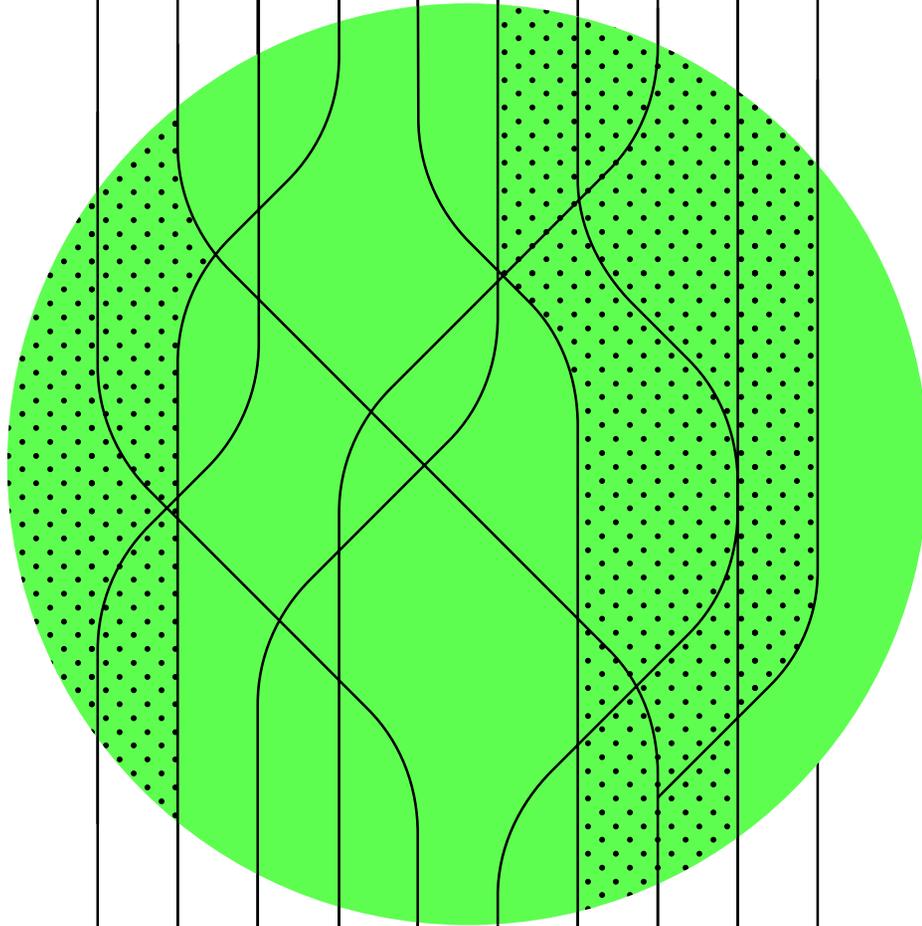- Supply & Distribution
- Products & Services

How does an EMS work?

The Celonis EMS is comprised of execution instruments and execution applications, all built on top of an EMS platform.

01 The EMS Platform connects with **transactional systems in real-time** and provides all of the core capabilities that allow you to manage execution capacity.

That means real-time connectivity to any system without ripping and replacing anything.

02 **Execution Instruments** enable process professionals to measure execution capacity and identify execution gaps.

Think in-depth process analysis with 100% transparency into not only how your business is currently executing, but the execution gaps getting in your way and their root causes.

03 **Execution Applications** empower business executives to manage execution capacity.

Execution Applications know which gaps have the biggest business impact and the best-in-class approach to fix them. They act by auto-mating routine decisions and, when necessary, they activate the right people to take action.

Strategy Planning · Management · Action · Automation · Analytics

Execution Instruments · Execution Applications

Celonis Studio

EQ Engine

Celonis EMS Platform

Automation Engine

Real Time Data

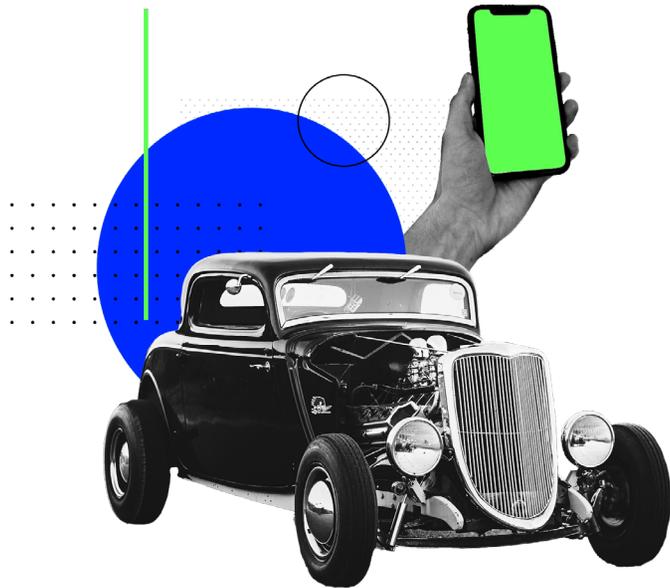G Suite · Office · Dynamics · OnPrem Agents · salesforce · SAP

The EMS brings together the analytical and the operational into one intelligent layer — so you can understand the execution gaps holding you back, and take immediate, automatic action to remove them.

To get perspective for the scope of impact of an EMS, just imagine optimizing execution capacity across your entire front office systems (CRM, etc.) and back office systems (ERP, SCM, etc.).

Every system, working at maximum capacity. What could you achieve then?

The future belongs to businesses ready to maximize their execution capacity

Already, the most forward-thinking companies worldwide are using EMS to maximize their execution capacity.
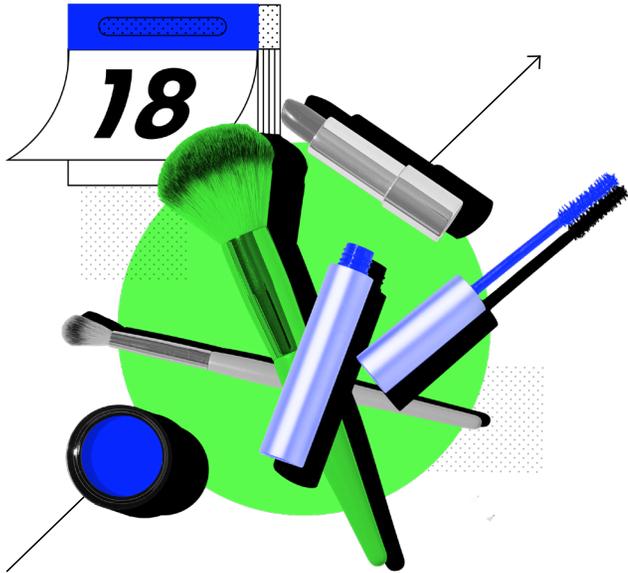
Uber

Uber discovered delays in Customer Service were affecting customer satisfaction. Maximizing their capacity to handle time improvements let them identify **$20M in efficiency gains.**

By identifying and eliminating duplicate payments and cash discount losses, Deutsche Telekom **saved their Finance department €66M.**
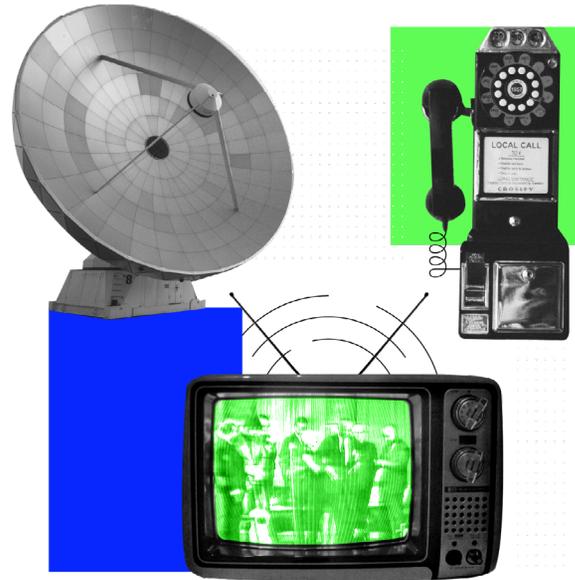
L'ORÉAL

By tackling credit and order blocks across their Supply Chain, L'Oreal increased their execution capacity and **efficiency rate by 3x** over an 18-month period.

vodafone

In Products & Services, Vodafone increased their execution capacity, **reducing time to market by 20%** and cutting procurement process costs by 11%.

Performance has never been so important. We are seeing leading companies in every industry refactoring their execution practices in across every area of their business.

So what are you waiting for?

Execute without limits

For the first time, there is a system that allows enterprises to execute without limits. To not only know how their vast and distributed businesses run, but to maximize execution capacity and drive the right actions at all times across the entire organization.

In the past, office work was driven by the need to communicate in person in order to execute basic tasks on a day-to-day basis, monitor productivity and drive coherent execution. The proliferation of enterprise applications and communication platforms, together with the Internet, have addressed part of the challenge.

The Execution Management System goes the rest of the way, by providing the execution interface that enables companies to monitor how processes run, continuously assess employee productivity, and drive seamless execution across any team, department or geography.

Lift the artificial limits on your performance. Free your execution capacity from the constraints of your underlying systems. Let your processes finally work the way they were always intended to.

Discover your Execution Management System today.

celonis

The Celonis Execution Management System helps businesses like yours achieve execution capacity breakthroughs.

Find out more at **celonis.com/ems**