DIGITAL BRIDGE

From CHAOS to STRUCTURE

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Jadwiga Mizera, Head of Process Automation
Ammega BSC

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30 MINUTES OF YOUR TIME

What's in it for you?

You can **learn**

from AMMEGA BSC **journey**

and... from the mistakes

on the way to **Excellence**

Note:

AMMEGA BSC
efficiency in Finance Team

STARTING POINT

~50%*

**of the avg efficiency in Finance Service Centers (based on KPIs for number of documents processed by AP on average per person monthly) in 2022*

Why?

NON-GREENFIELD START-UP

SILOS

SYSTEM LANDSCAPE

STAFF TURNOVER

DIGITAL BRIDGE

The beginning

„Shoot for the moon. Even if you miss, you'll land among the stars.”

~ Les Brown

Note:

AMMEGA Group
basic facts

WE MAKE YOUR BUSINESS MOVE

- Company created in **2018** from **acquisition of 130+** business entities worldwide
- **Conveying** Solutions
  Power Transmission Solutions
  Fluid Power Solutions
- Around **6000** employees in **6** continents
- Business Service Center in Poland (**BSC**) created in **2021,** currently 170 employees
- **27 legal entities** in the scope of Finance & Procurement BSC until the end of Q1 2025
- **50+ ERP systems** & some entities without ERP
- **300 k+ procurement suppliers** registered globally

Driving in extreme conditions CHALLENGE!

Journey to Excellence

Milestones on the timeline

1	2	3	4	5	6	7
2023	Q3 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2025
Problem definition & objectives setting	First Automation Experiments	Ideas Collection & Process improvement	One Stop Shop	Digital Bridge Awards & Gamification	Excellence Academy	**Digital Bridge Program**

Note:

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DIGITAL BRIDGE

Journey? GREAT!
Where will we go?

AMMEGA BSC

The problem definition

AMMEGA Group Leadership

We go to **Center of Excellence**

Too early

I want RPA!*

Too early

IT Leadership

We need **Macros** in our **Excels**

Too late

AMMEGA BSC employees

* *RPA = Robotics Process Automation*

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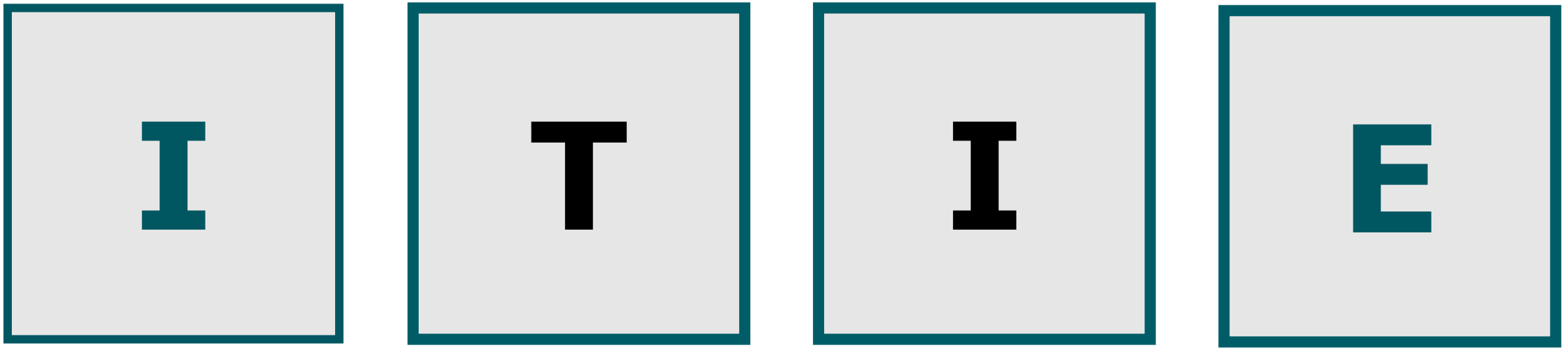
From CHAOS to STRUCTURE

Digital Bridge

Components of Success



Innovation

Innovative Ideas collection in BSC & Process Improvement

Technology

Process Automation & AI

Inclusiveness

Incentive Program for BSC change management & communication

Education

Digital Bridge Academy &

Let's meet

@ Digital Bridge

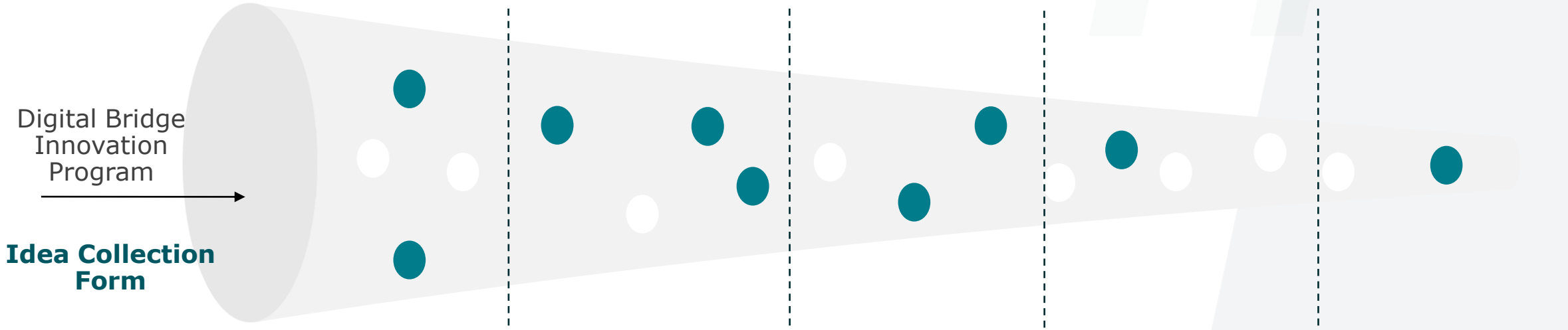
I Innovative Ideas collection & Process Improvement

Idea Collection & Decision Gates

1 2 **3** 4 5 6 7

Journey stage: Continuous Improvement Q1 2024

Idea Generation → **General Concept** → **Concept & Design** → **POC/POV**



FILTER GATE 1	FILTER GATE 2	FILTER GATE 3	FILTER GATE 4
Line Manager	Business Feasibility	Technical Feasibility	Final Go/No Go
	Business Coordinator	Process Automation Team	AMMEGA BSC Digitalization Governance

Feedback

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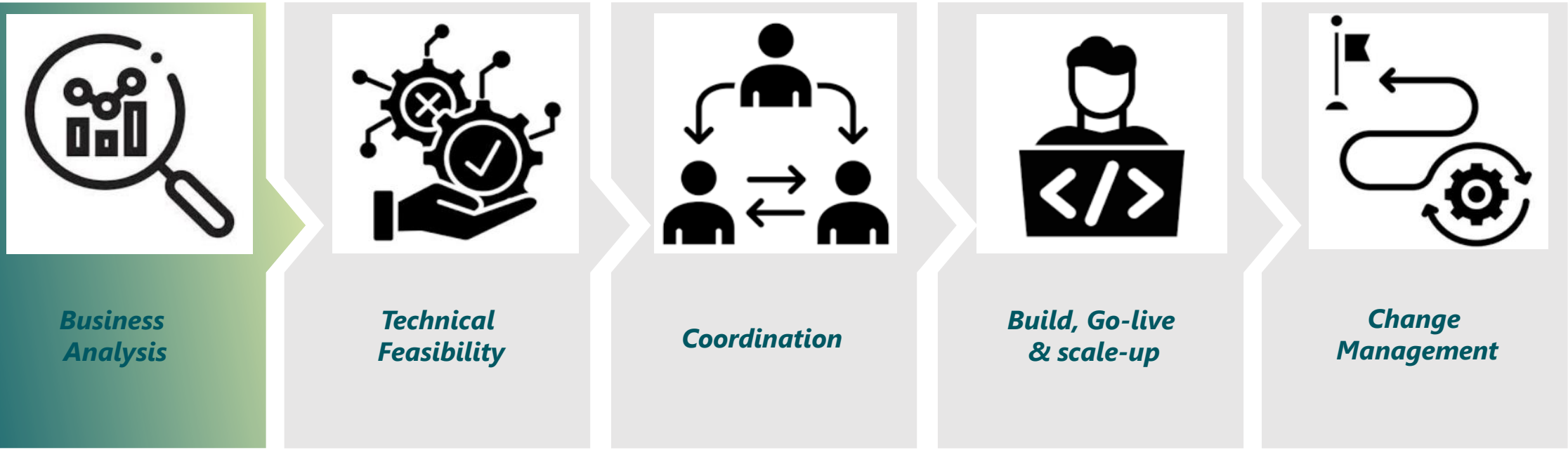
Process Automation & AI

One Stop Shop

Journey stage: Process Automation & AI Q2 2024

1 2 3 **4** 5 6 7



Note:

I

Incentive Program Change Management Communication

Incentive Program @ BSC

Journey stage: Change Management Q3 2024

1 2 3 4 **5** 6 7

Basic Badges

Granted as per number of ideas submitted and approved (past Gate 1)

DIGITAL BRIDGE BRONZE INVENTOR

DIGITAL BRIDGE SILVER INVENTOR

DIGITAL BRIDGE GOLDEN INVENTOR

STICKERS in use

Special Badges

Granted for ambassadors & active students (Let's meet @ Digital Bridge)

DIGITAL BRIDGE ADDICT

DIGITAL BRIDGE ADDICT

DIGITAL I ♥ BRIDGE

DIGITAL BRIDGE ACADEMY

Award Badges

Awarded quarterly by BSC Digitalization Committee for the best Ideas implemented

DIGITAL BRIDGE INNOVATOR

DIGITAL BRIDGE TECH STAR

DIGITAL BRIDGE EMBRACER

GAMIFICATION

- TRANSPARENT CRITERIA
- COMMUNICATION
- SUCCESS CELEBRATION
- EXPERIENCE SHARING

DIGITAL BRIDGE

E

Excellence Academy

Let's meet @ Digital Bridge

EXCELLENCE ACADEMY

Journey Stage: People Growth

1 2 3 4 5 **6** 7

"Shoot for the moon. Even if you miss, you'll land among the stars.

~ Les Brown

WHAT?

Communities-Of-Practice*

HOW?

Tailor-made coaching and knowledge sharing program

** A Community of Practice is defined as a network of individuals working in similar fields who collaborate to share knowledge, experiences, and best practices to enhance their own learning and contribute to the advancement of their organizations.*

Getting started and scaling-up

Excellence Academy Roadmap

1 2 3 4 5 **6** 7

Back to school PILOT

Step 01
Q4 2024

Building Foundation

Step 02
Q1-Q3 2025

Methodology Practitioners

Step 03
2026

Community-Of-Practice

- ✓ *MS Excel*
- ✓ *MS Power BI*
- ✓ *Lean*
- ✓ *Agile*
- ✓ *Project Management*
- ✓ *Public Speaking*
- ✓ *Meet-ups*
- ✓ *Invited guests*
- ✓ *Moderated discussions*

Note:

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Where is the Value?

VALUE CREATION

Use Case 1 – Travel & Expense

1 2 3 4 5 6 7

Problem

Uncontrolled travel expenses

Solution

Set the **standard** - Global Travel Policy
Provide the **tool** - Power Platform application for travels & expenses approvals

Value

Real decrease of travel expenses in the first 6 months of use – **10%***

GOLDEN *Benefits!*

- ✓ ***Process*** transparency & standards
- ✓ ***Data*** for Analysis
- ✓ ***Budget*** control
- ✓ ***T&E CoE*** in Katowice (policies, coaching and transitions)

Note: * adoption level 20%

VALUE CREATION

Use Case 2 – AP end-to-end automation with OCR

1 2 3 4 5 6 7

Problem

AP invoice processing efficiency ~50% below industry standard

Solution

Step 1: Process pilot in Power Platforms & dedicated OCR licensing
Step 2: Final solution "off the shelf"

Value

Efficiency problem solved for 6 legal entities in 6 months*

GOLDEN *Benefits!*

- ✓ ***Process*** standard
- ✓ ***Master Data*** clean-up
- ✓ ***ERP*** standard
- ✓ ***AP CoE*** in Katowice (policies, knowledge and transitions)

Note: * solution rollout ongoing& efficiency growing with experience

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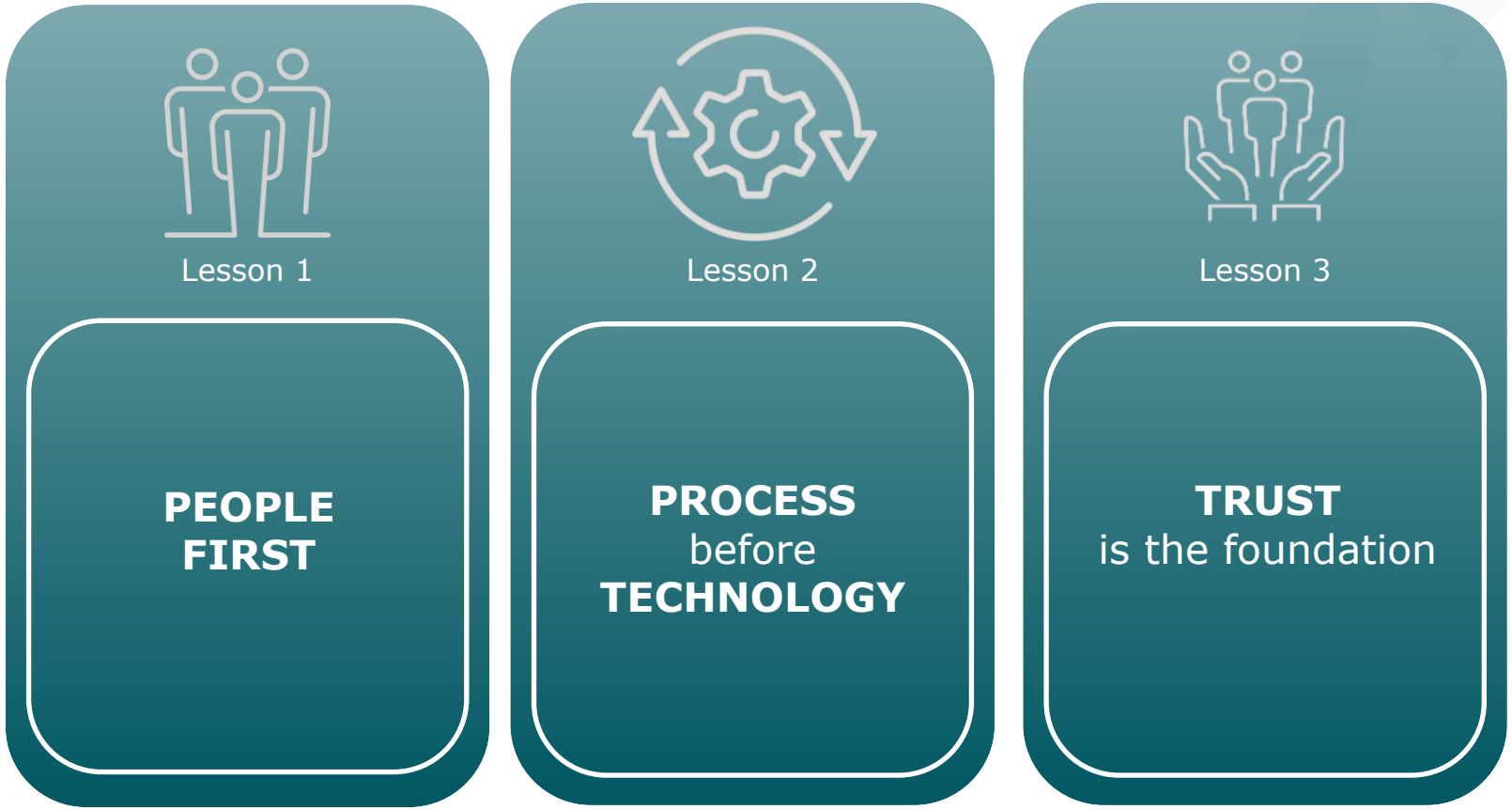
My lessons

Digital Bridge Program

3 most valuable lessons

1 2 3 4 5 6 **7**



Digital Bridge

transformation leadership

Linked in

Jadwiga

Let’s connect!

AMEGA GROUP

COURAGE

COLLABORATION

PEOPLE

DRIVING IN HEAVY RAIN AND ICE ON THE ROAD

PASSED