

A person is shown from the waist down, running. They are wearing blue leggings with a small white 'on' logo on the upper thigh and white and blue running shoes. The background is a vibrant, abstract composition of purple, blue, and pinkish-red wavy lines. Several brown, dry leaves are scattered throughout the scene, appearing to be falling or floating. The overall mood is dynamic and energetic.

Global Business Impact Summit 2021

Hosted by BOC

On AG

Felix Bindschedler, BPM





What if you could wear
your favorite running
shoes every day, all day,
everywhere?

“Run more and
more often.”

“Loved for their
lightness, comfort,
and performance.”

“OMG!!!
I can wear my Ons
to work now!”

“Born in the Swiss Alps,
On is hitting the trails.”

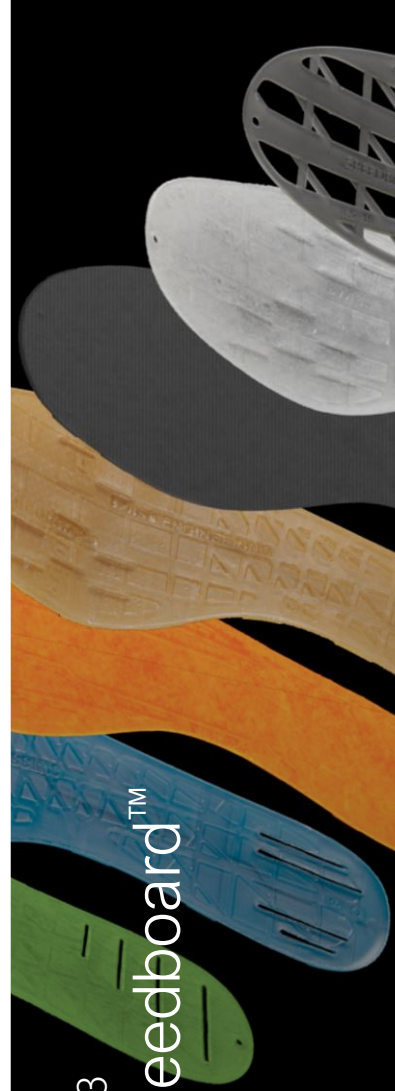
2010

CloudTec™



2013

Speedboard™



2014

Zero-Gravity Cloud



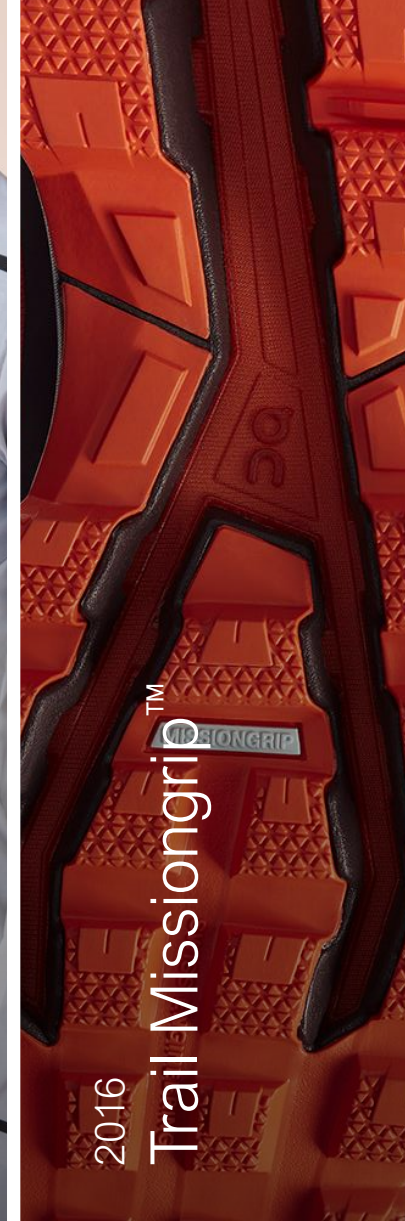
2015

Performance Apparel



2016

Trail Missiongrip™



2019

Helion™ Superfoam



Cloudsurfer 5	Cloudflash	Cloudboom	Cloudflow	Cloudnova Wrap	Cloudaway Kanazawa	Cloud Hi Waterproof	Cloud Hi Monochrome	Cloudflow	The Roger Advantage
Cloudstratus	Cloudventure Waterproof	Cloudswift Edge Prism	Cloud Dip	Cloud Nexus	Cloudace	Cloudsurfer Redux	Cloudultra Nite	The Roger Clubhouse	Cloudnova
Cloud Hi	Cloud Terry	Cloudventure	Cloudventure Peak	Cloud Hi Edge Defy	Cloud Hi Edge Stone Pine	Cloud X	Cloudflyer	Cloudnova Z5	Cloudswift
Cloudboom Echo	Cloud	Cloud Waterproof	Cloudflyer Waterproof	Cloudstratus	Cloudsurfer 6	Cloud X Shift	Cloudaway	The Roger Centre Court	
Cloudridge	Cloudrock Edge Raw	Cloud Monochrome	Cloud Hi Edge	Cloudrock Waterproof	Cloudultra	Cloudventure	Cloudventure Waterproof		



Rachel Cliff

National marathon record-holder



Frederik Van Lierde

World Champion Ironman



Chari Hawkins

Outdoor British Champion



Tim Don

Triathlon World Champ



Athlete Refugee Team

Rio 2016 Olympics



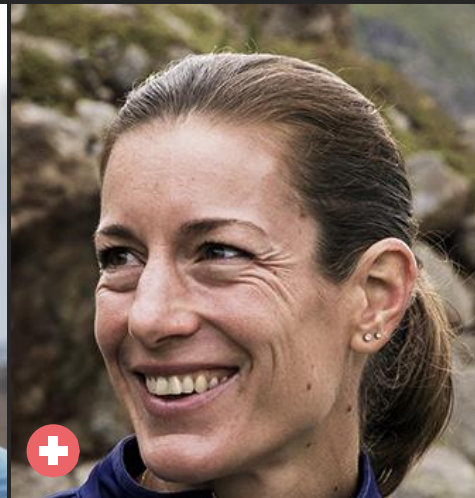
Katie Schide

90k Mont-Blanc 1st place



Javier Gomez

5x ITU World Champion



Nicola Spirig

Olympic Gold Medalist



Mammoth Track Club

14 Olympians



On Zap Team

Olympics Trials Training Center







Blake Lively



Roger Federer



Herbie Hancock



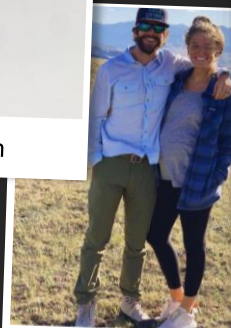
John Malkovich



Hugh Jackman



Sweden's Princess Sofia



Thomas Rhett



Jonathan Anderson



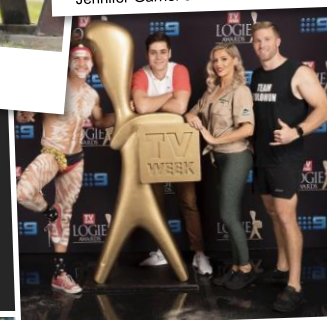
Emily Blunt



Serafina
Jennifer Garner's & Ben Affleck's daughter



Sergey Brin



Australian Ninja Warriors



Kevin Bacon



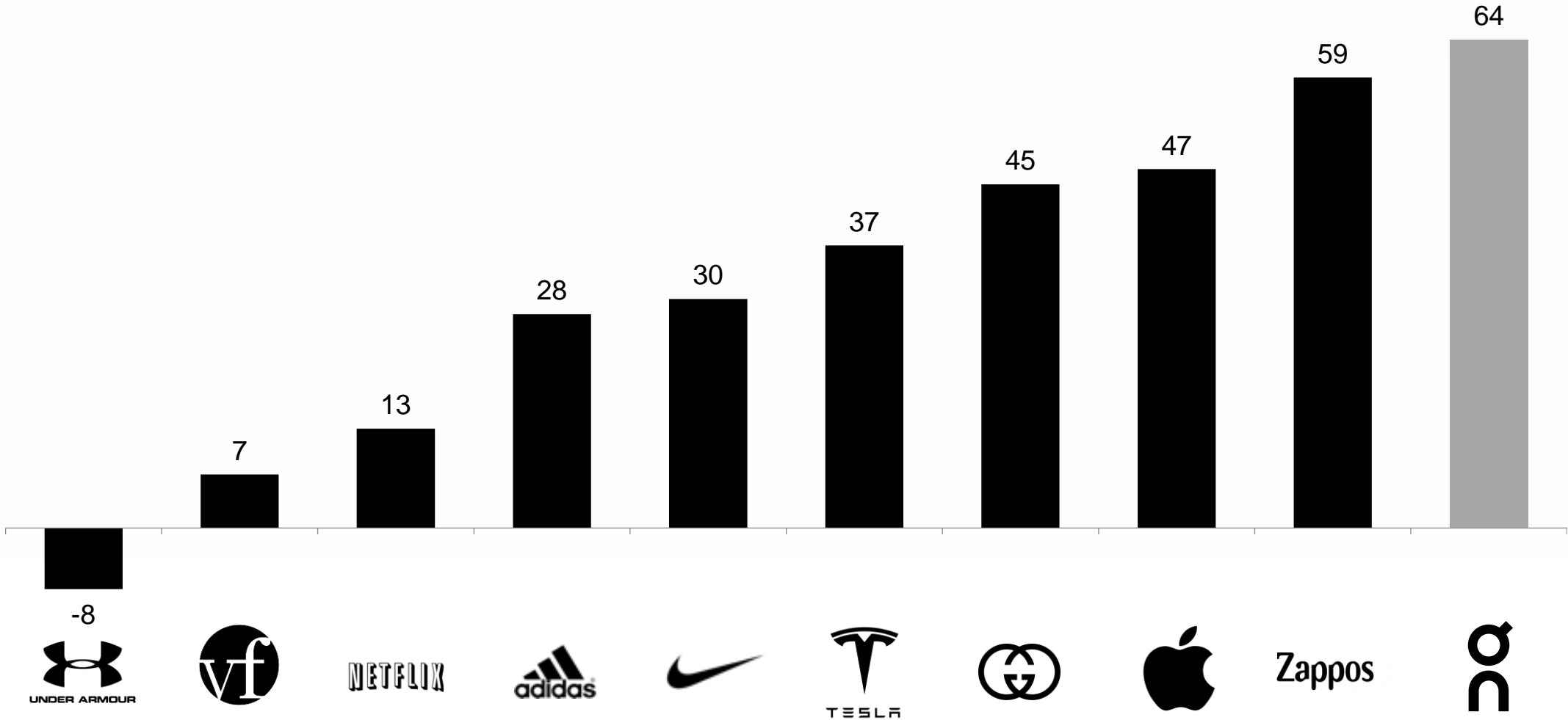
Will Smith



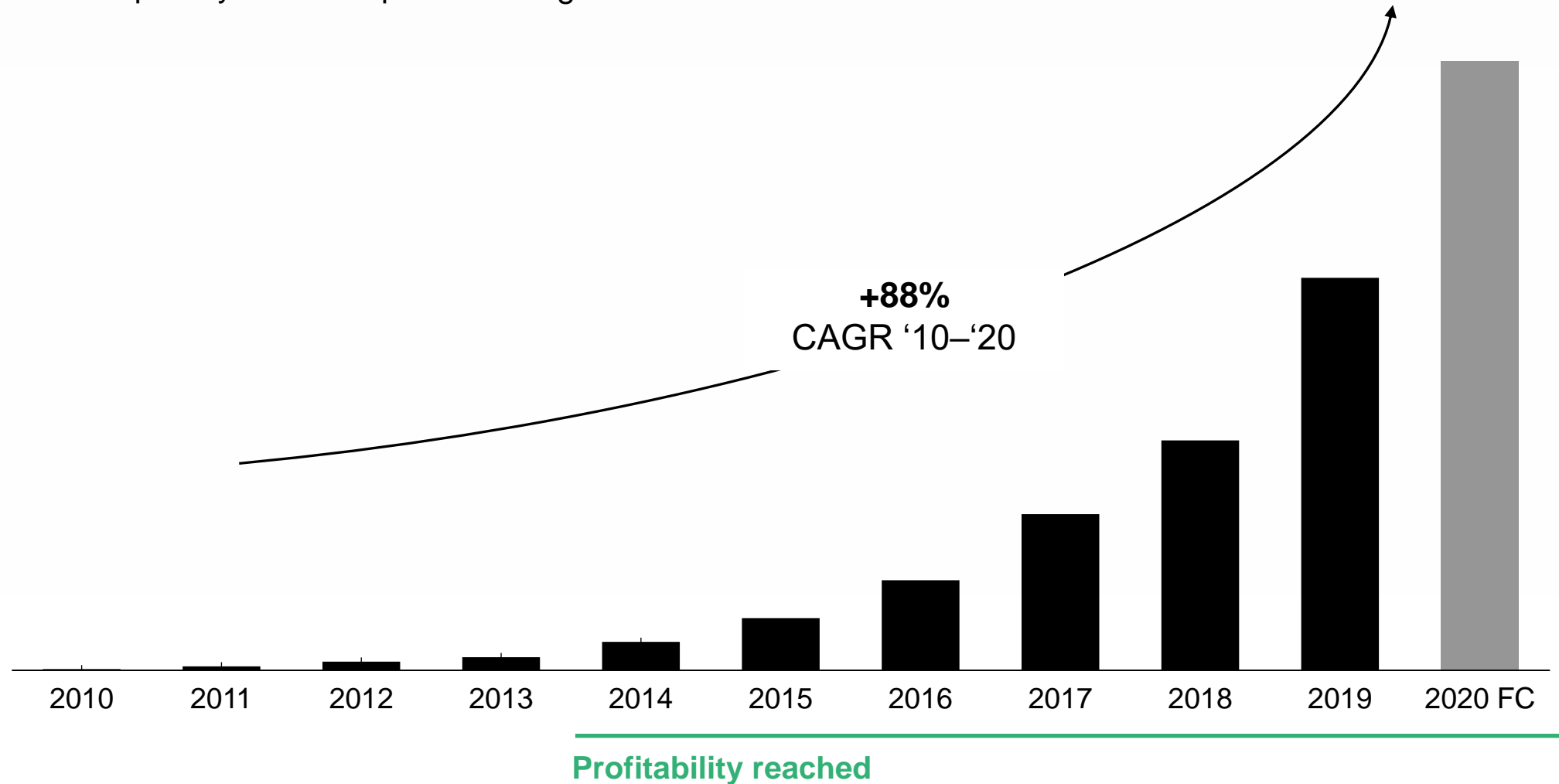
Crownprince Frederik



On's Net Promoter Score (NPS) is highest in the sports industry and beyond








Packed quantity across all product categories



On is available in 50+ countries at 8'000 premium retail doors;
plus has its own strong DTC network with Ecom and own stores



Ranking in specialty running channel

-  SUI #1
-  DEU #4
-  AUT #3
-  USA #6
-  JAP #6

-  On offices in: Zurich (HQ)
- Portland, OR (US HQ)
- Berlin (Germany)
- Yokohama (Japan)
- Melbourne (Australia)
- Sao Paulo (Brazil)
- Shanghai (China)
- Ho Chi Min (Vietnam)







600+ Über
Teammitglieder

45+ Nationalitäten

Durchschnittsalter:
32 Jahre

46% weibliche
Mitarbeitende in
Führungsebenen

Humu-Happiness-
Score von 90%

91% würden On als
einen tollen
Arbeitsplatz
empfehlen

91% sind begeistert
von ihrer Arbeit

10 MBAs von
führenden Schulen
wie Harvard oder
INSEAD

Mehr als 100
Spezialisten aus der
Praxis mit fundiertem
Branchen-Know-how

22 Talente aus der
Tech-Industrie

614 Läufer

25 Designer

188 Hundeliebhaber

86 Mountainbiker

Skier

126 Pronatoren



This is Cyclon.
**And this is the running shoe
you will never own.**



Prozessmanagement bei On – unsere Reise

on



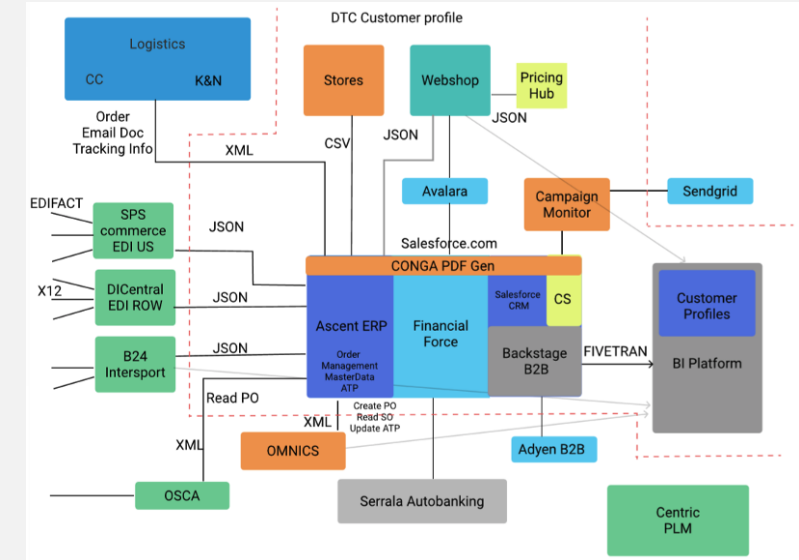
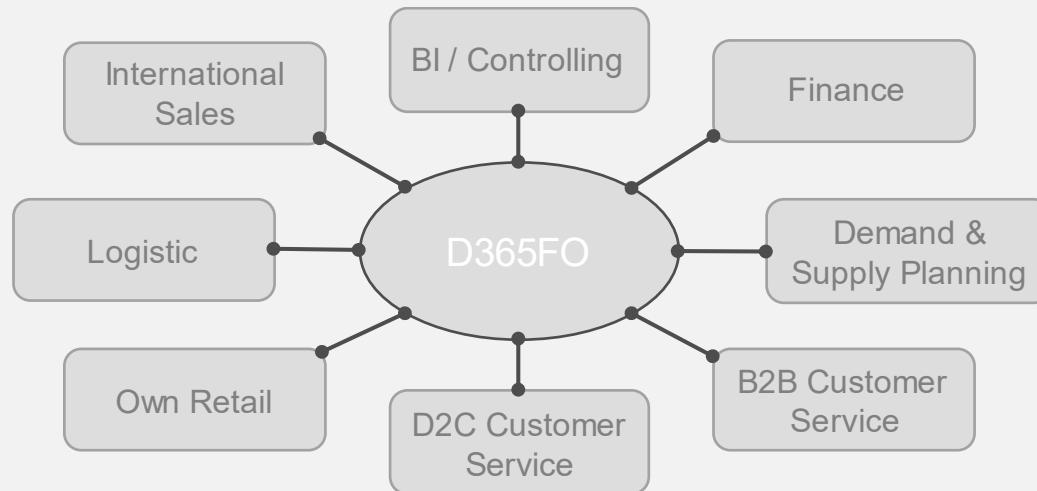
ab 2019

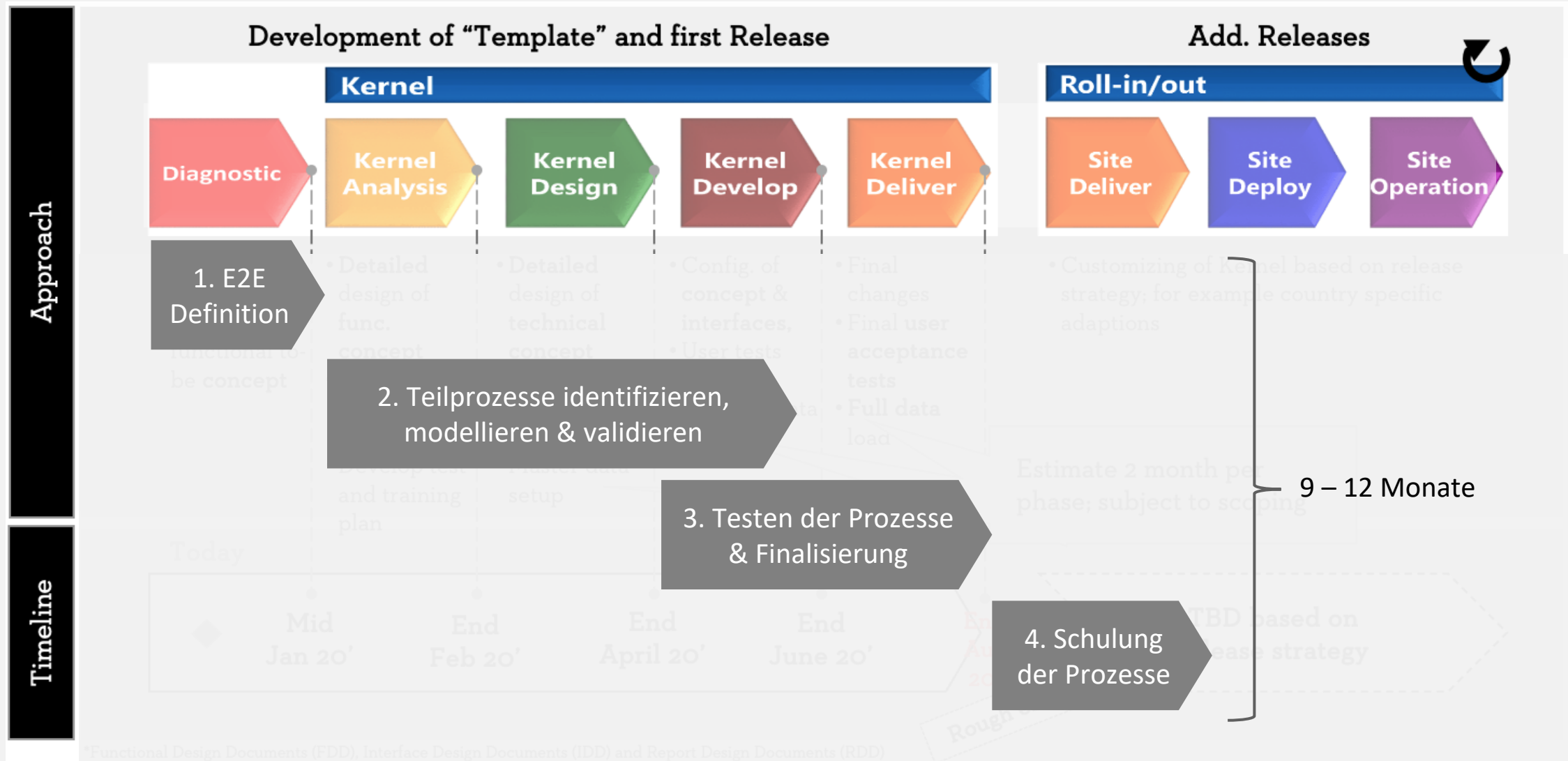
- Wachstum Kundendienst
- Wer macht was und wie/wo
- Globale Harmonisierung/Abstimmung Kundendienst-Prozesse
- Nutzen von Synergien, Effizienzsteigerung & Wissensaustausch

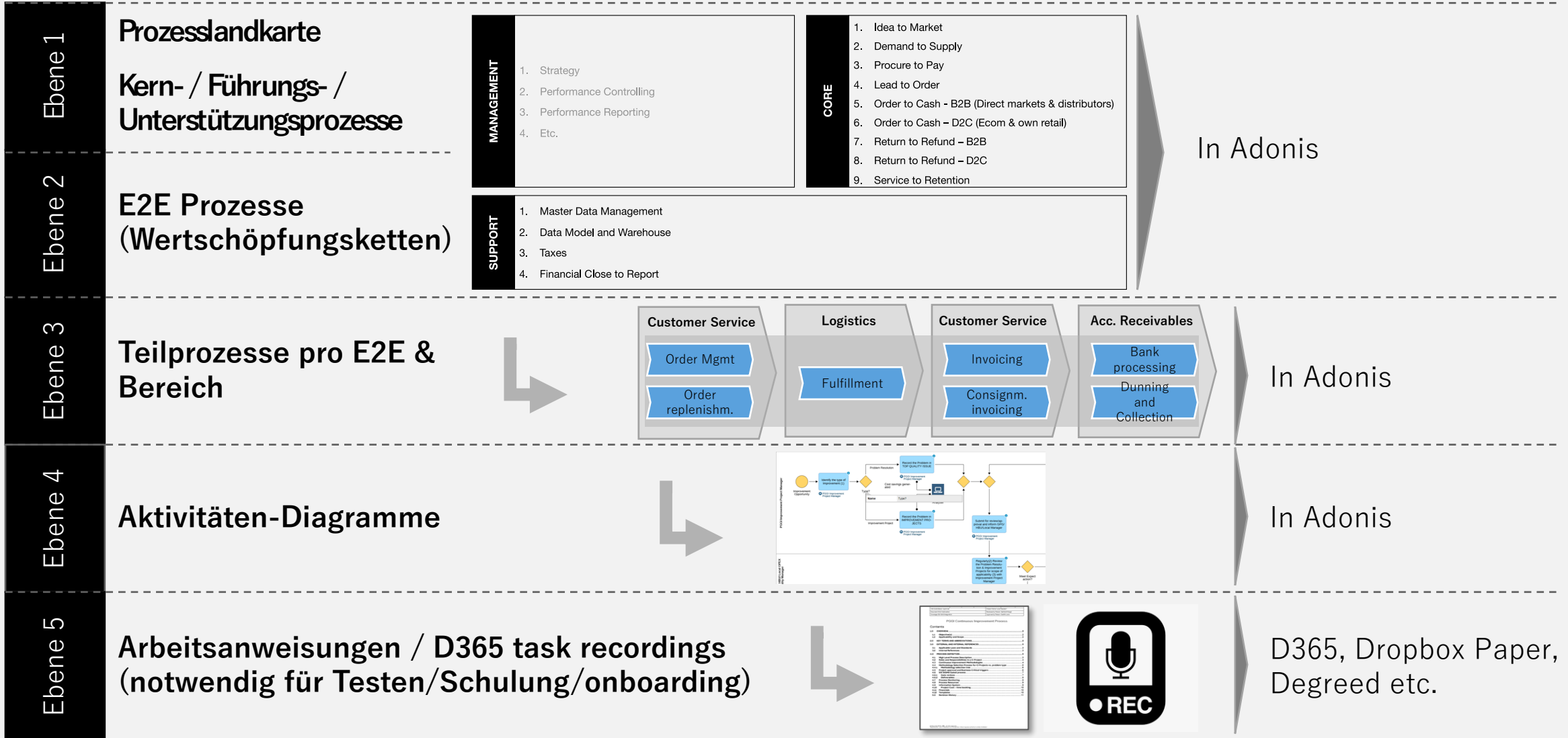


2020 - 2021

- **Einführung des neuen ERP Systems**
- Projekt-Umfang; alle Abteilungen und Prozesse, die durch das neue System betroffen sind







On AG Process Map

Management processes (level 1)

under construction

Core processes (level 1)

Idea-to-Market (ITM)

Prospect-to-Customer (PTC)

Demand-to-Supply-to-Pay (DSP)

Order-to-Cash (OTC) B2B

Order-to-Cash (OTC) D2C (Ecom/Retail)

Return-to-Refund (RTR) B2B

Return-to-Refund (RTR) D2C (Ecom & own Retail)

Service to Retention (STR) B2B+D2C

Support processes (level 1)

Financial Close to Reporting (FCR)

Master Data Management (MDM)

Hire-to-Retire (HTR)

Taxes & Customs (TAX)

Data Model and Warehouse (DWH)

work in progress...



Run on clouds.



WELCOME to On's global process repository!

This tool provides you with relevant information around our processes. Driven by the ERP project it reveals different process details through different layers. The goal is to outline what happens in each functional area; what input triggers a process (by whom; external/internal), what are the steps/tasks involved and what the expected output (to whom; external/internal). You can click your way through using the links on the objects. Further more on the level 3 sub-processes you will find links to detailed work instructions in dropbox:

Process Hierarchy:

Level 1 = Process map that shows E2E Management, Core & Support processes

Level 2 = End-to-End process map per customer segmentation

Level 3 = Required sub-processes that create value

Level 4 = Process Diagram that describes necessary steps/activities in which system to generate output

Level 5 = Work instructions describing the process in detail

Please note that some areas and sub-processes are work in progress and will be published along the way.

Happy exploring.

Legend

Out of (ERP) Scope

End-to-End process (Level 2)

Useful docs / overviews

Link to over-all process tracker

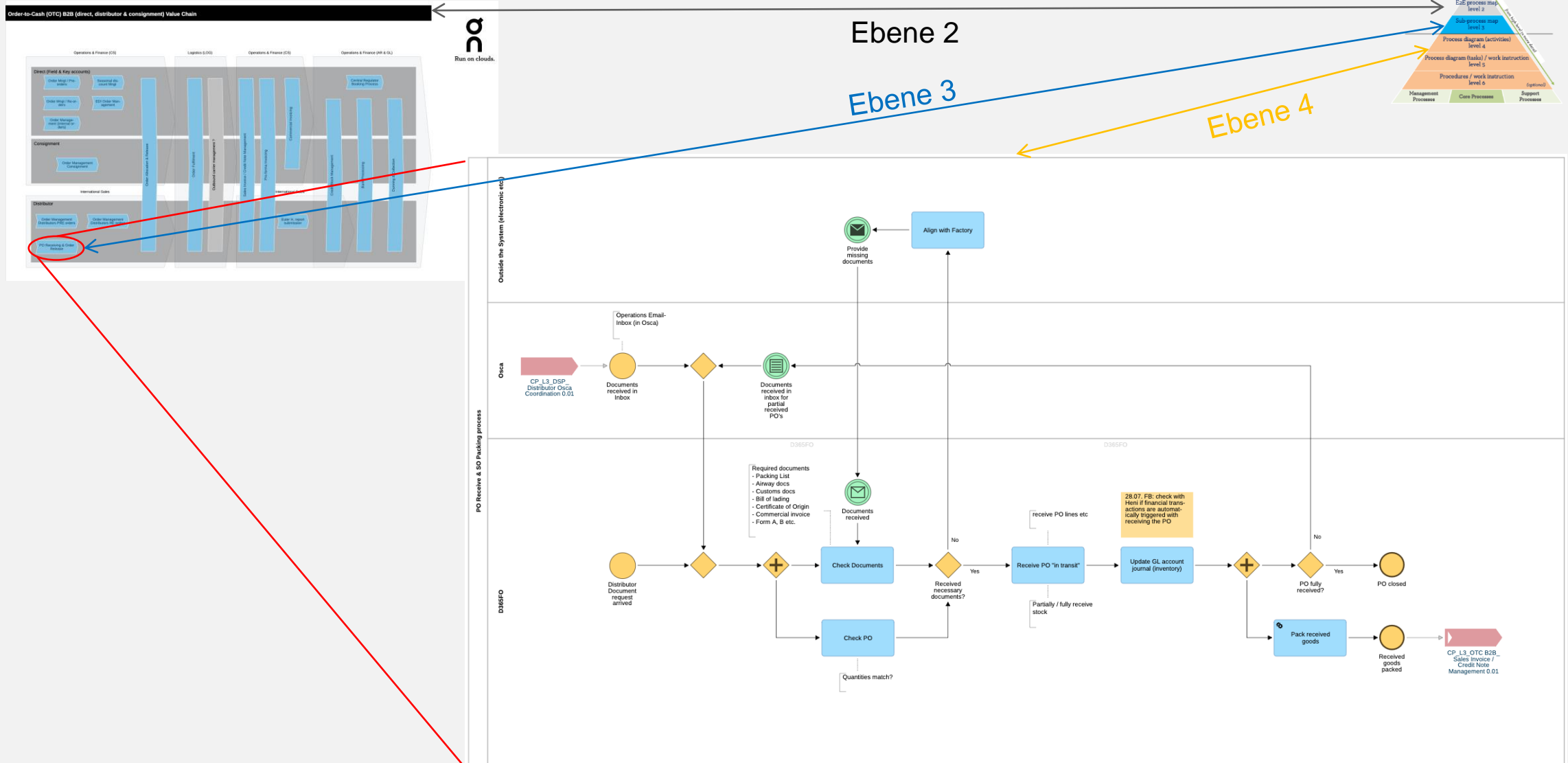
Process diagram objects & symbols full overview (BPMN 2.0)

Order-to-Cash (OTC) B2B (direct, distributor & consignment) Value Chain



no
Run on clouds.

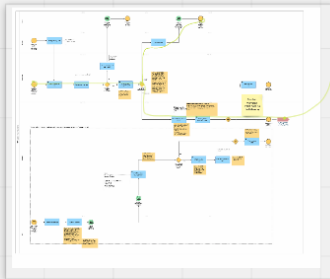




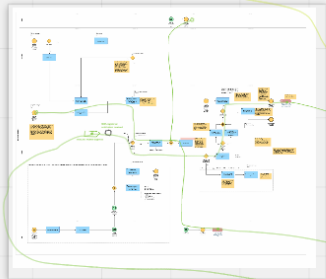
Was, wenn physische Treffen nicht möglich sind?

Ist das “das Ende” für jeden Prozessmanager? Nein!

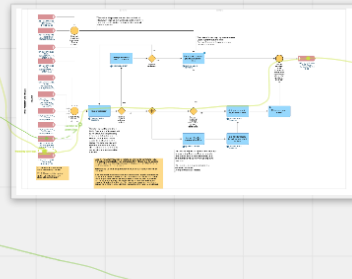
D2C Warranty Case Management



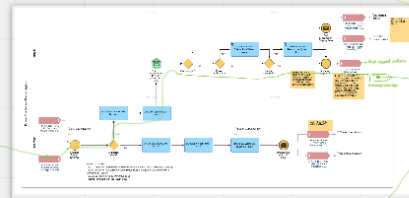
Exchange Case Management



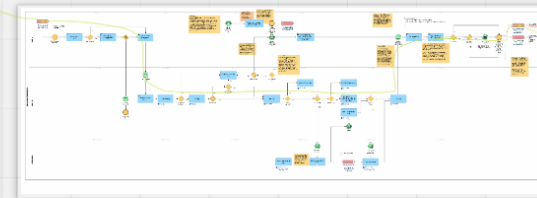
Order Allocation & Release (Exchange order)



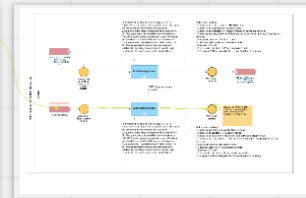
Inbound Reverse Logistics



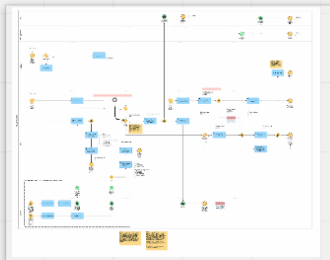
Order Fulfilment (exchanges)



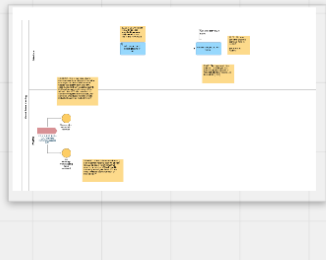
Sales Invoice / Credit Note Management D2C



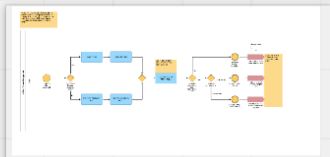
Refund & Case Management



Manual Return Handling



In-store Return Management



Warranty
Warranty /
Exchange

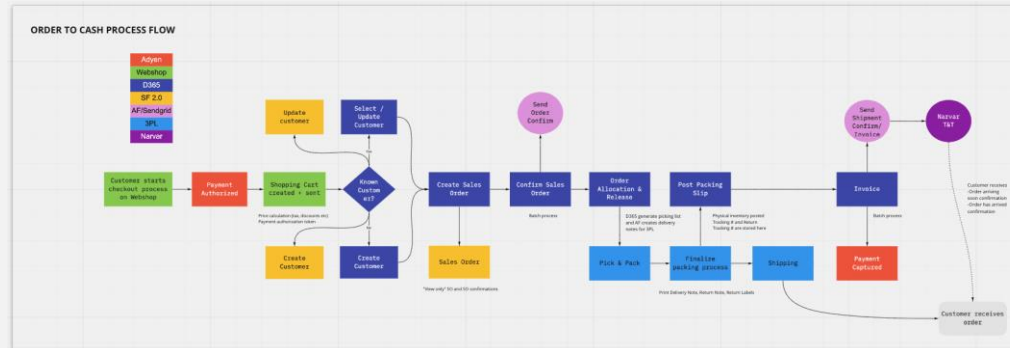
Warranty
Return

On CC
Return

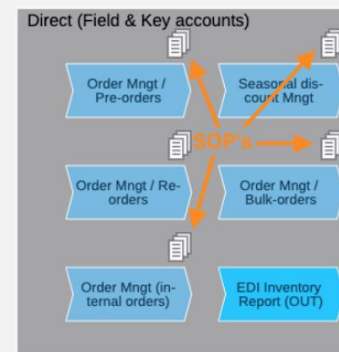
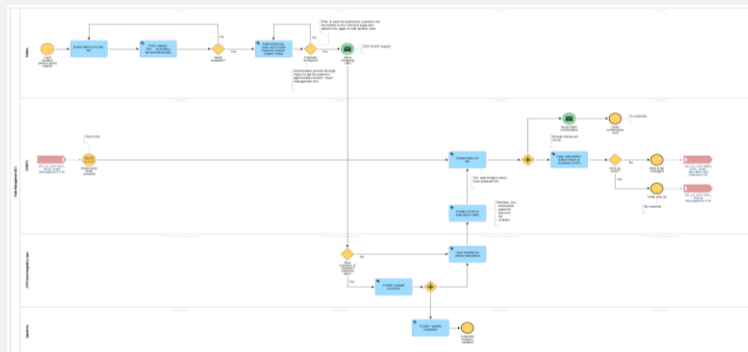
In-Store
Returns

- Essenzieller Teil ist das Testen der modellierten Prozesse im ERP + Umsysteme
- Erfassen der Testfälle und deren Resultate
- Rückmeldung von abweichenden Prozessschritten, Ergebnisse, Empfänger etc.
 - Retrospektives anpassen der Diagramme

- Prozess und Schulungsunterlagen müssen Empfängergerecht sein
- Keine Zeit um Modellierungsnotationen im Detail zu erläutern (kann rasch überfordern)
- Zu Schulungszwecken haben wir 2 Ansätze gewählt:
 - die Prozesse stark vereinfacht (Miro) – Ziel: Big Picture zu erklären



- Schritt für Schritt Prozessklärung (Adonis) & Verknüpfung von Arbeitsanweisungen (dropbox-links)



Distributor re-order

Order confirmation journal created

Email

Order confirmation PDF generated with batch job

Order confirmation downloadable in **BACKSTAGE**

Order and any update visible in SF2.0 (within 5 min / view only)

Allocation
Based on account priority

Credit limit automatic check
If no hold or hold removed >> process continues

Release to warehouse
Email to warehouse to send weight and dimension and hold older for further instructions

Invoice generated
via batch and automatically sent

Bill of delivery posted
Printed at warehouse

Tracking info available
In D365, Backstage, sent via email to distributor

Product received
happy distributor

BACKSTAGE

A

Can edit order even if submitted (until document status in D365 is "picked", it means that the order started to be released to the warehouse)

All updates made in D365 will be reflected in Backstage for

B

Can edit open lines of an order even if it started to get released

Not standard steps

Cancel?

Order status = "Cancelled"

Place order on hold?

Discount update needed?

Mai 2020 – April 2021

- 8 E2E Prozessketten definiert
- 110 Teilprozesse modelliert & validiert
- 131 Prozessmanagement bezogene Workshops/TelCos (5. Mai 2020 – 20. April 2021)
- 2-5 Iterationen pro Prozess bis zur finalen Version notwendig

Vorteile im Kontext vom ERP-Projekt

- Gemeinsames Verständnis schaffen & Missverständnisse eliminieren
- Sicherstellen das bisherige Leistungen gewahrt bleiben oder verbessert werden
- Ableiten von Test-Fällen für das ERP (+ Umsysteme)
- Unterstützen die Endanwender-Schulungen

Chancen für uns als Unternehmen

- Ermöglicht effizienteres On-Boarding von neuen Mitarbeitenden
- Globale Prozesstransparenz für alle einsehbar
- Grundlage zum Aufbau eines internen Kontroll-Systems (IKS)
- Schnelleres umsetzen von Prozessautomatisierungs-Vorhaben (RPA @ On)

Nächste Entwicklungsschritte

- Aufbau einer Prozessorganisation (Prozesseigner, Prozess-Champions)
- Definieren von Prozesskennzahlen (KPI)
- Erweiterung der Führungs- und Unterstützungsprozesse
- Überprüfung der Prozesse seit ERP Go-Live

The journey has only just begun