

ng

# 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."

"Born in the Swiss Alps,  
On is hitting the trails."

"OMG!!!  
I can wear my Ons  
to work now!"



2010  
CloudTec™



2013  
Speedboard™



2014  
Zero-Gravity Cloud



2015  
Performance Apparel



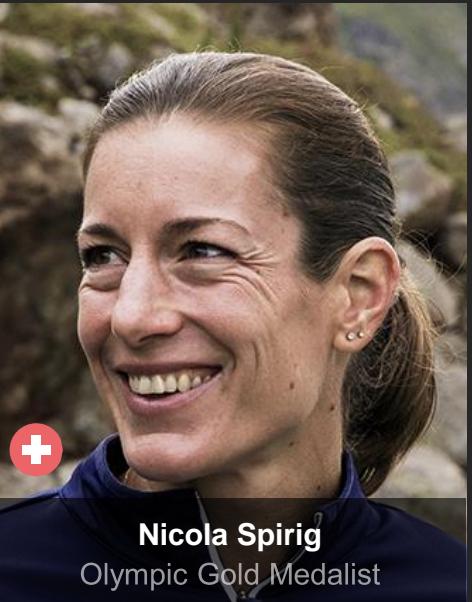
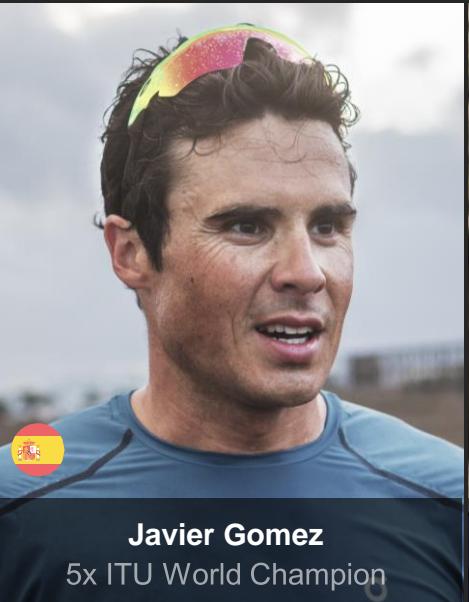
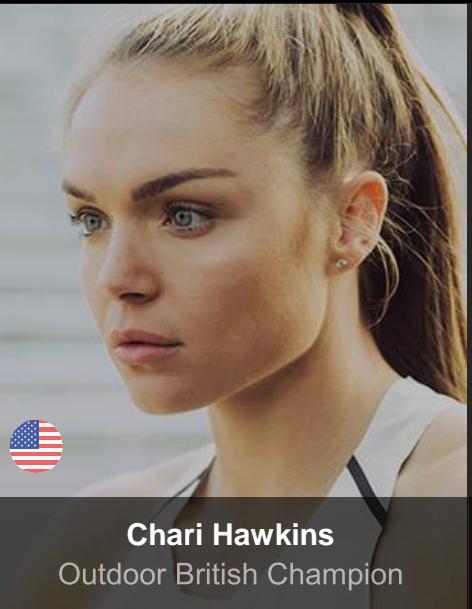
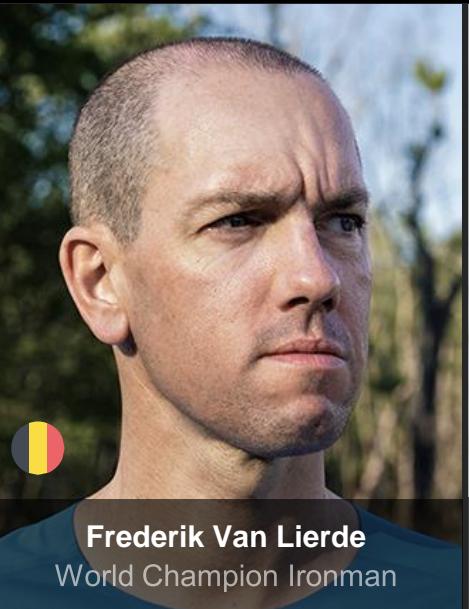
2016  
Trail Missiongrip™



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		



# A growing community of more than 7 million fans are highly engaged

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LAUFEN WIE  
AUF WOLKEN.



Blake Lively



Roger Federer



Herbie Hancock



## Triple Crown

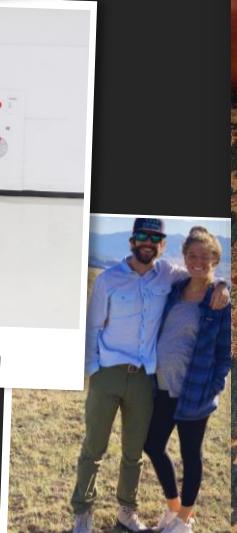
With 'The Revenant', Emmanuel 'Chivo' Lubezki becomes the first cinematographer to win three Oscars in a row  
By Jenelle Riley p.12



John Malkovich



Hugh Jackman



Thomas Rhett



Jonathan Anderson



Emily Blunt



Serafina  
Jennifer Garner's & Ben Affleck's daughter



Sergey Brin



Australian Ninja Warriors



Kevin Bacon



Will Smith



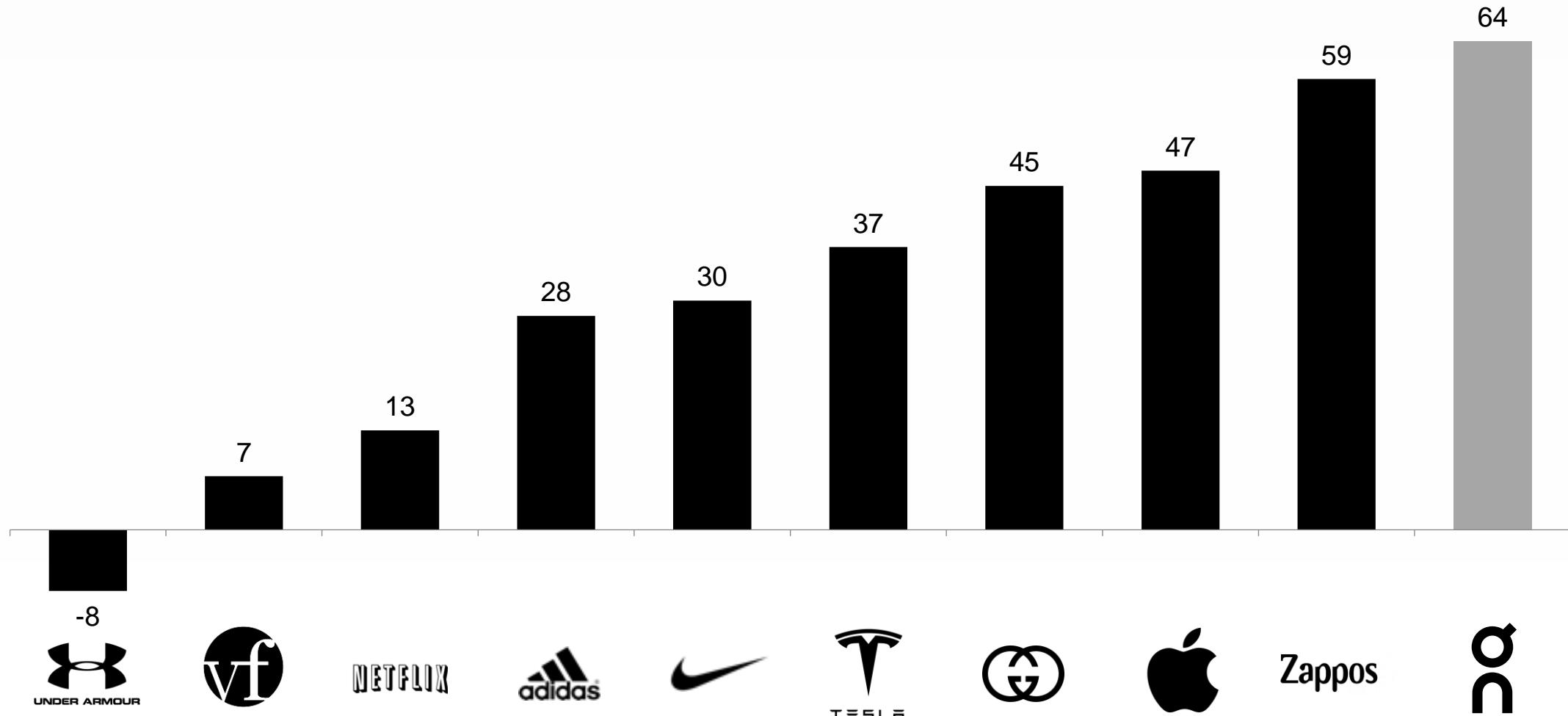
Crownprince Frederik



Sweden's Princess Sofia

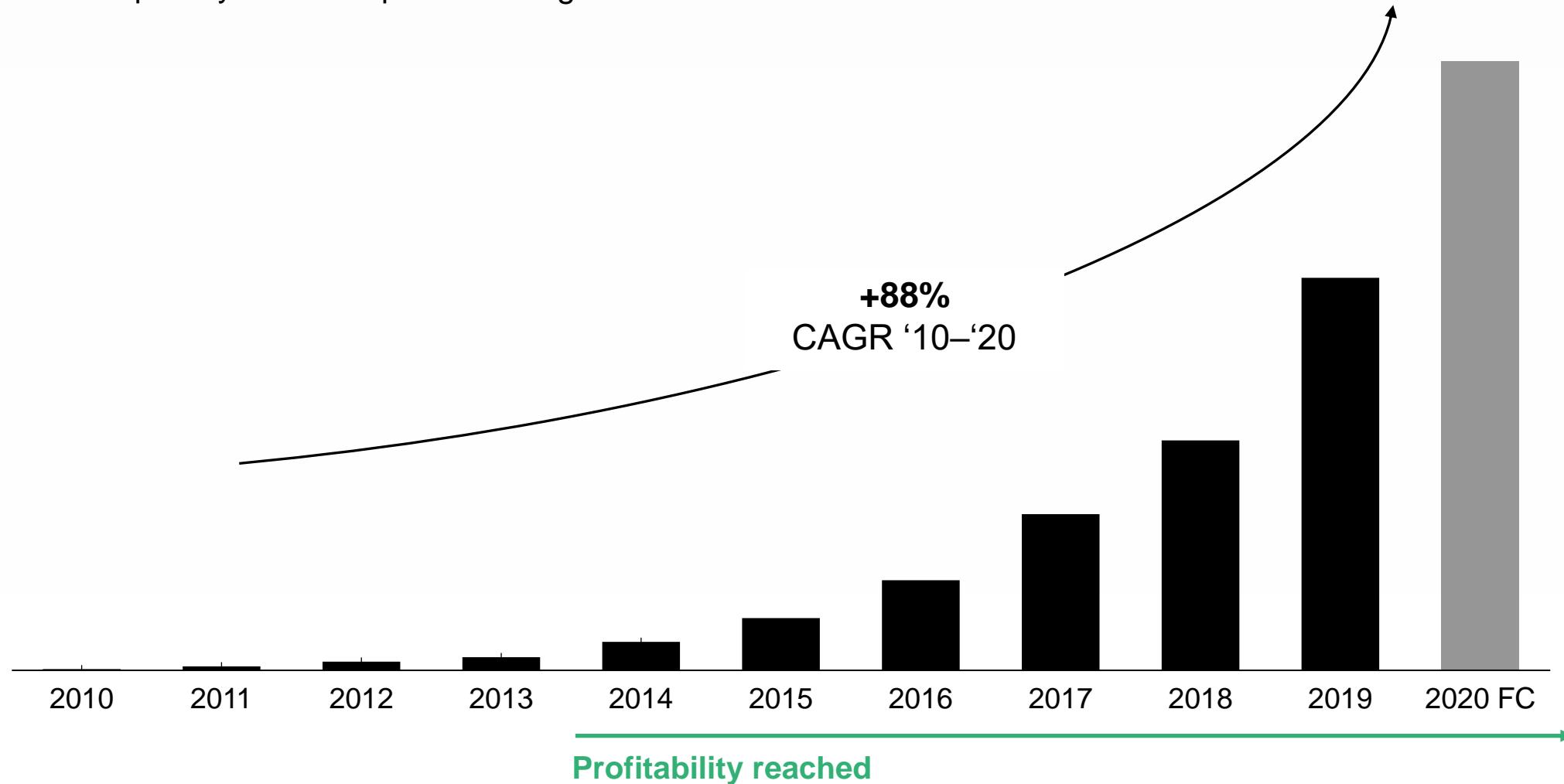


**On's Net Promoter Score (NPS) is highest in the sports industry and beyond**





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)



Our New Colleague Roger Federer pushes our sneaker development further

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



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# Prozessmanagement bei On – unsere Reise





ab 2019

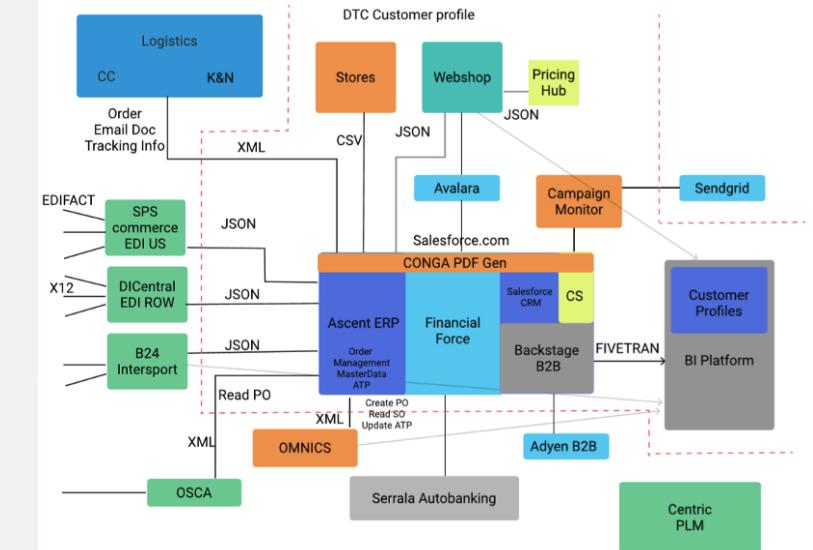
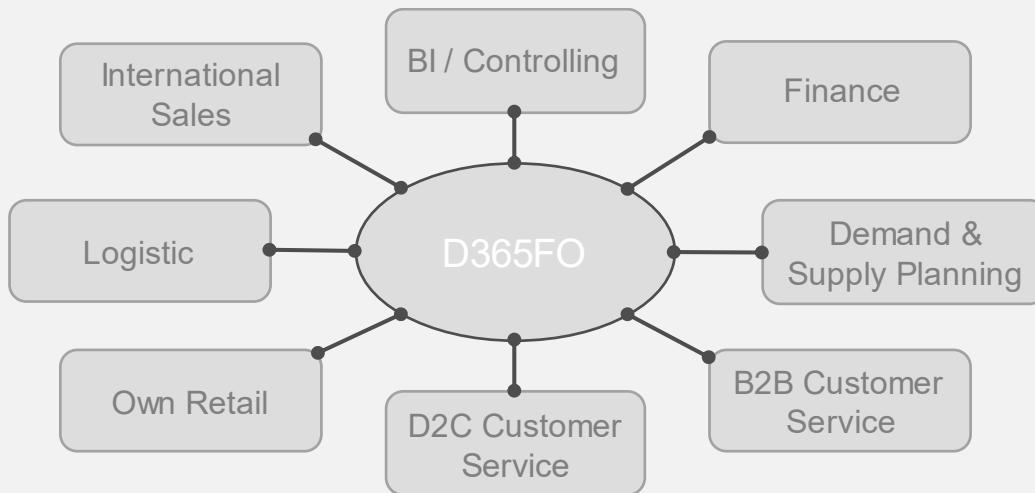
- Wachstum Kundendienst
- Wer macht was und wie/wo
- Globale Harmonisierung/Abstimmung Kundendienst-Prozesse
- Nutzen von Synergien, Effizienzsteigerung & Wissensaustausch

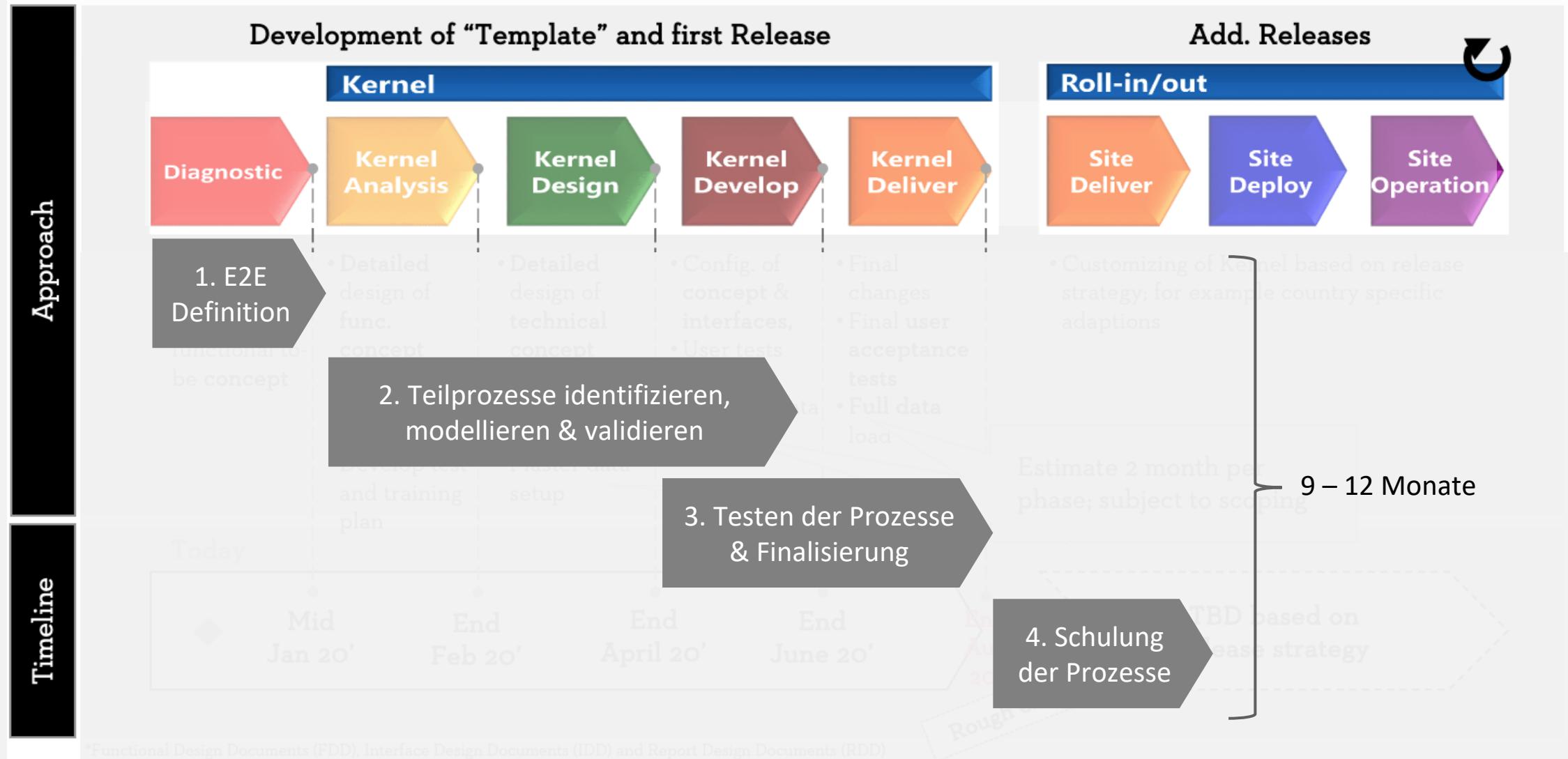


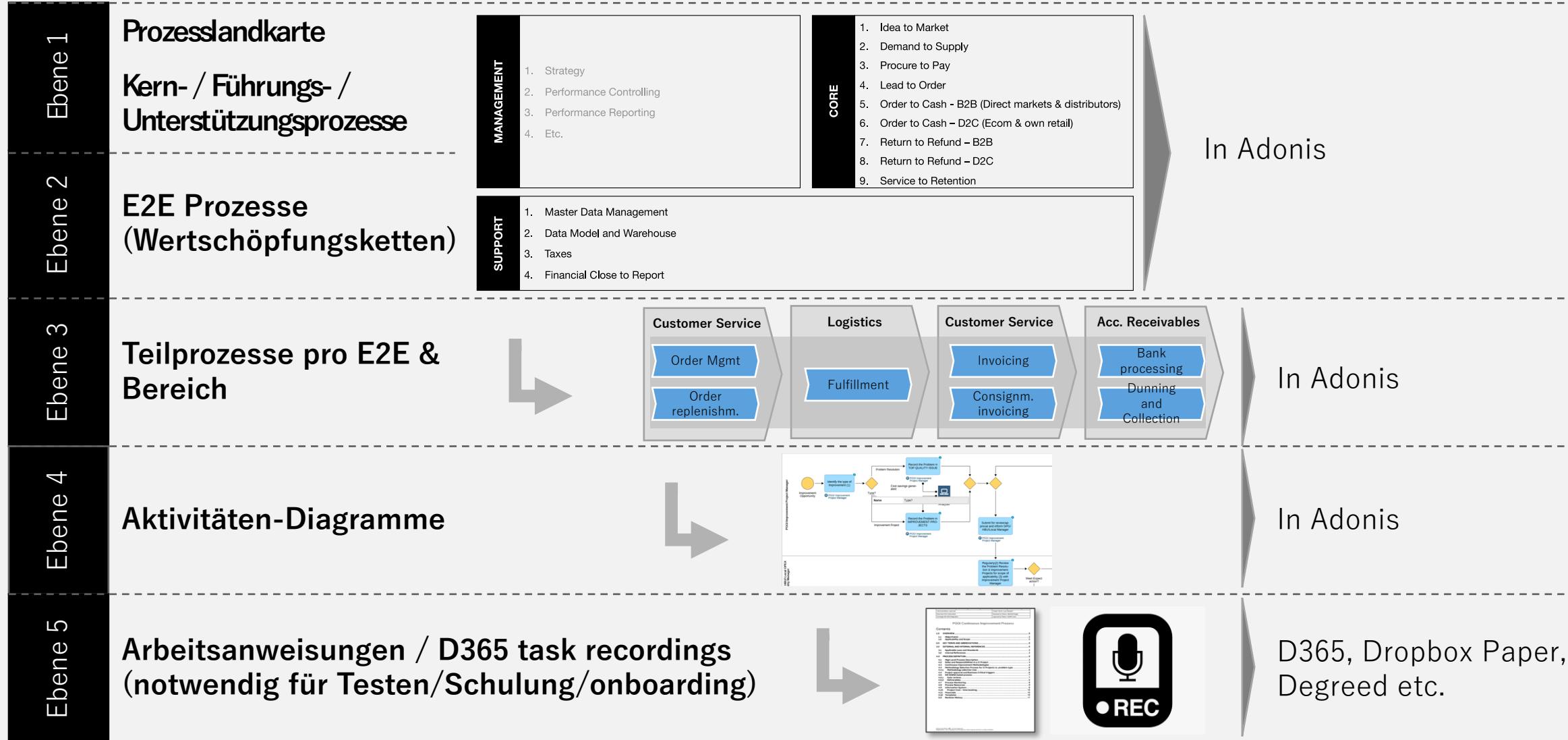


2020 - 2021

- 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)

Taxes & Customs (TAX)

Master Data Management (MDM)

Data Model and Warehouse (DWH)

Hire-to-Retire (HTR)

*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 overall process tracker*

*Process diagram objects & symbols full overview (BPMN 2.0)*

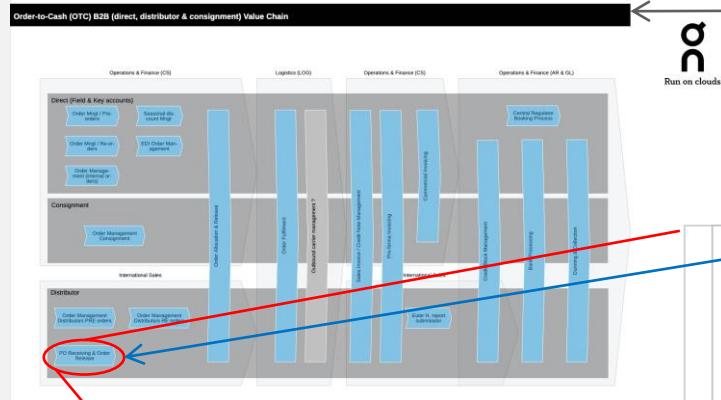
## 2. Teilprozesse pro E2E-Szenario identifizieren: Ebene 2 + 3 in Adonis

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



**DQ**  
Run on clouds.

## 2. Teilprozesse modellieren: Ebene 4 in Adonis

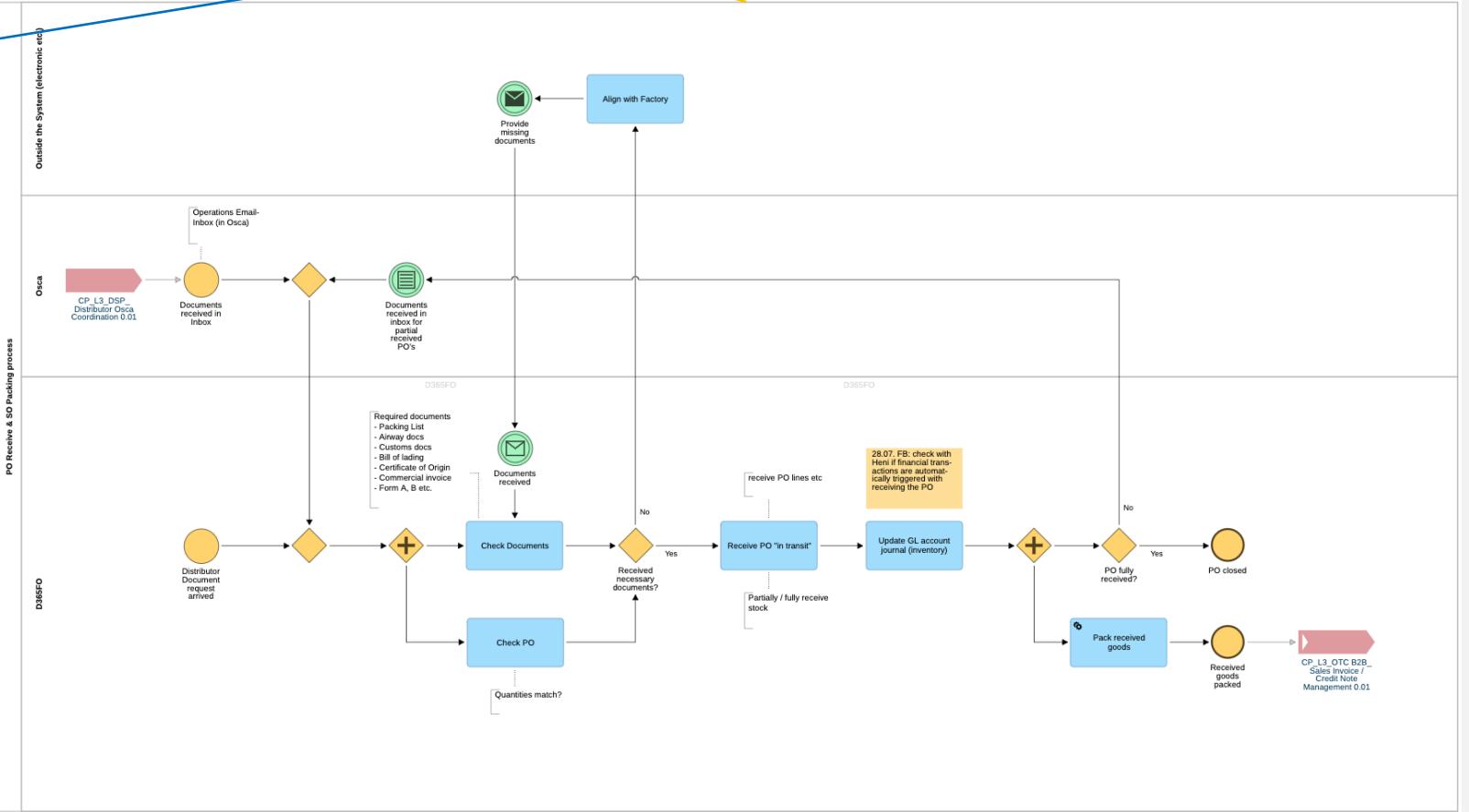
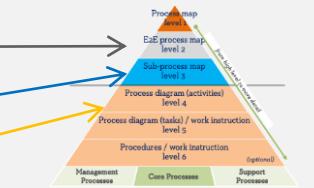


DQ

Ebene 2

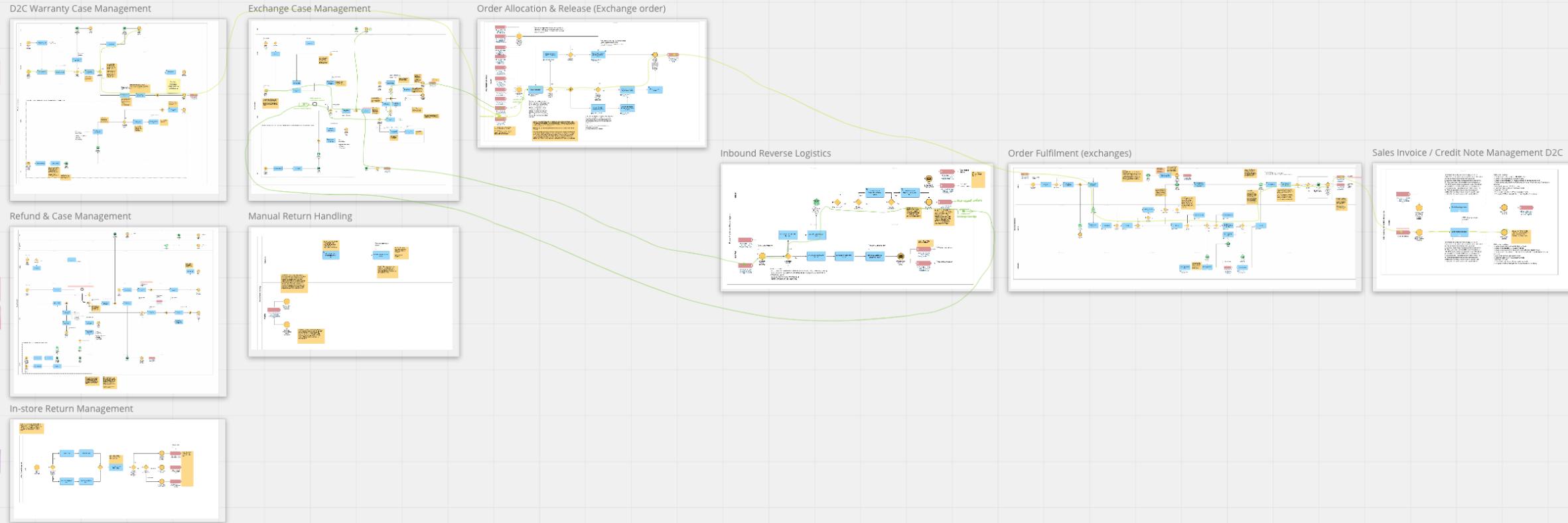
Ebene 3

Ebene 4



Was, wenn physische Treffen nicht möglich sind?

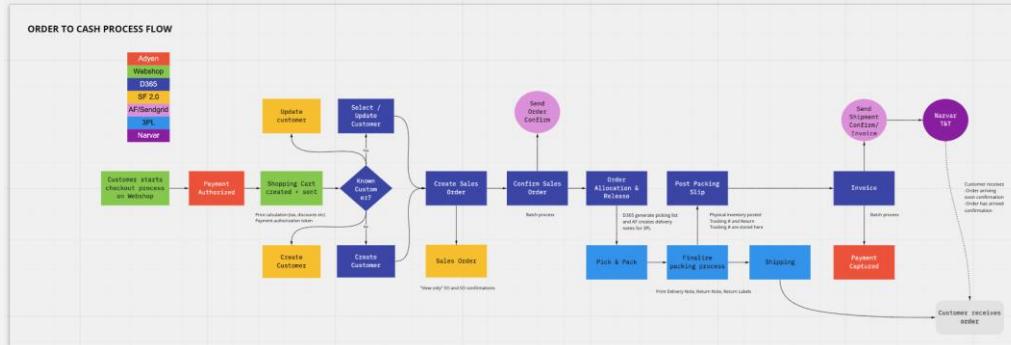
Ist das “das Ende” für jeden Prozessmanager? Nein!



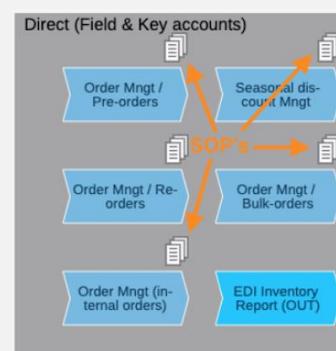
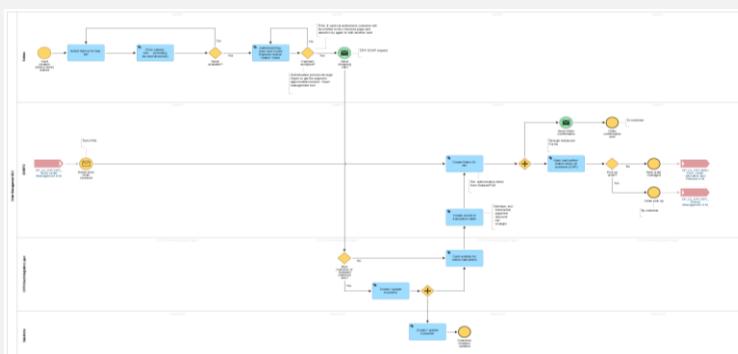


- Essenzieller Teil ist das Testen der modellierten Prozesse im ERP + Umsysteme
- Erfassen der Testfälle und deren Resultate
- Rückmeldung von abweichenden Prozessschritte, Ergebnisse, Empfänger etc.
  - Retrospektives anpassen der Diagramme

- 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

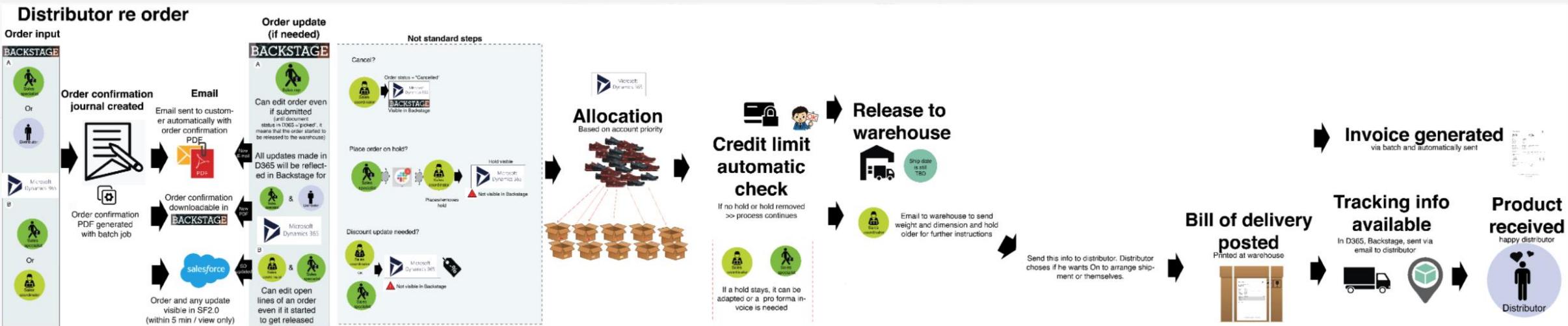


- Schritt für Schritt Prozesserklärung (Adonis) & Verknüpfung von Arbeitsanweisungen (dropbox-links)





Um Prozesse noch visueller darzustellen: die Auslöser, Aktivitäten in Systemen, Ergebnisse & Empfänger zeigen





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**