



SAP
Innovation
Awards 2019



SAP Innovation Awards 2019 Entry Pitch Deck

Scaling the world's largest online food-delivery service
with automated capital deployment workflow

Delivery Hero

THE BEST RUN



VIDEO: Delivery Hero Achieves Enormous Scale in Just 5 Years



This video tells the Delivery Hero story so you can understand the enormous scale SAP has helped deliver in a very rapid timeframe. Click the image below to start the video (2:40 minutes).



In case the image link does not work, please use this web address: <https://youtu.be/wTEvcFSX8Pw>

Project: Scaling the world's largest online food-delivery service with automated capital deployment workflow

Company: Delivery Hero



"Quote"

Our SAP landscape has to be exceptionally flexible to enable the company to scale rapidly. SAP S/4 HANA coupled with [SAP Cloud Platform](#) supports our innovation effort with new features by allowing us to automate business processes more quickly and develop new revenue streams.

Johannes Langguth,
Senior Director of
Finance Systems,
Delivery Hero

Challenge

To become the global online food-delivery leader, Delivery Hero needed fast and effective deployment of capital to support massive growth. The company needed a way to capture capital requests from around the globe, review them, approve projects that make sense, and then deploy funds to maintain growth speed and scale.

Solution

This project is a capital approval automated workflow that supports funding for 1,000+ employees working on development and marketing projects across the company and around the globe. The solution provides speedy and effective capital reviews and deployment. It is critical to Delivery Hero's ability to scale and become the largest, global online food-delivery platform.

Outcome

The automated workflows from this project enable approvals of multiple business cases / development projects a month which keeps the business innovating, running, and growing. There is now demand for more such SAP-enabled automation workflows across the company.



On average 30 more business cases approved every month to enable fast growth across the globe. It allows an exceptionally flexible direction for capital spend.

Average time of approval reduced from 20+ days to 2 days.

Easy to learn and easy to use solution that enables to customized workflows as necessary without any training required.



Business Challenge & Objectives

Business Challenge

To become the market leader in the new online food-ordering industry, Delivery Hero knew we needed to grow fast. We knew we had to grow organically and through acquisitions around the world. To do so, we have a cloud first strategy and have a strong bias to use the newest technologies to maintain a competitive advantage. Our challenge was to execute our strategy, deploy cutting edge technologies without fail, and devise processes to enable this complex and rapid growth.

Project Objective

To automate the capital approval process which will enable the effective and quick deployment of capital to support our many development projects. These projects drive the company's growth. 1,000+ employees across the company are involved in development projects that support over 20,000 company employees. To keep their work moving forward, when funds are required, we need to support them in a fast and efficient manner. Our objective with this program is to do just that. By introducing the capitalization and investment workflow, we drastically reduced inefficiencies in communication and idle times. As a consequence we were able to reduce the mean time of the process by a double digit percent.



Project / Use Case Details

Capitalization approvals used to be very time-consuming due to missing standardization of the process and due to missing visualization of the status of workflow instances. There was a significant number of emails to various stakeholders. Due to email approvals, it was very non-transparent on whether or not the request was approved already. At the same time, documentation of the results was very time consuming and inefficient. Therefore, we decided to utilize the SCP and, in particular, the Workflow Service in combination with the Business Rules Service and Document Service to setup a generic workflow framework.

By having implemented standard actions as **re-usable global** script items, the framework can **quickly be adapted** to other workflow scenarios. For instance, we are already also utilizing it for project and further approvals. Further workflow types are in the pipeline for the forthcoming months.

The Business Rules Service allows us to give the **configuration of approval steps, assignment of users/groups to specific steps and adaption of threshold values back into the hand of the responsible functional teams**. This way we drastically **reduce the time of applying changes** to the configuration and can utilize internal development capacities to further value-add tasks

Additionally, we have introduced workflow status apps for the initiators and approvers of workflow instances. These apps provide an overview of the current status of all of their instances and whom to contact for further processing. An overview workflow status app is made available for the administrator of the workflow. A slack integration gives a user-a-state of art notification service. A Co-Pilot integration is on the roadmap.

Last but not least, the **workflow framework will serve as a central entry point for all company workflows across all applications**, specifically concur, S/4HANA embedded workflows, ARIBA as well as master data governance.





Benefits and Outcomes

Business / Social

Delivery Hero grew from zero to 1+ million **daily** orders in 8 years, across **42 countries**, with the support of several hundred thousand restaurant, with a workforce of + **21,000**.

This project has enabled the approval of **dozens of business cases** every month to enable this fast growth across the globe.

IT

Powered by a digital core, automation and the ability to dynamically build new business models are helping Delivery Hero achieve its business goals and put its customers first.

Much of the software Delivery Hero uses to achieve process **automation comes from SAP**.

Now, what customers perceive as a simple and convenient process relies on having **highly automated and connected business processes running in the background** – including our capital approval process.

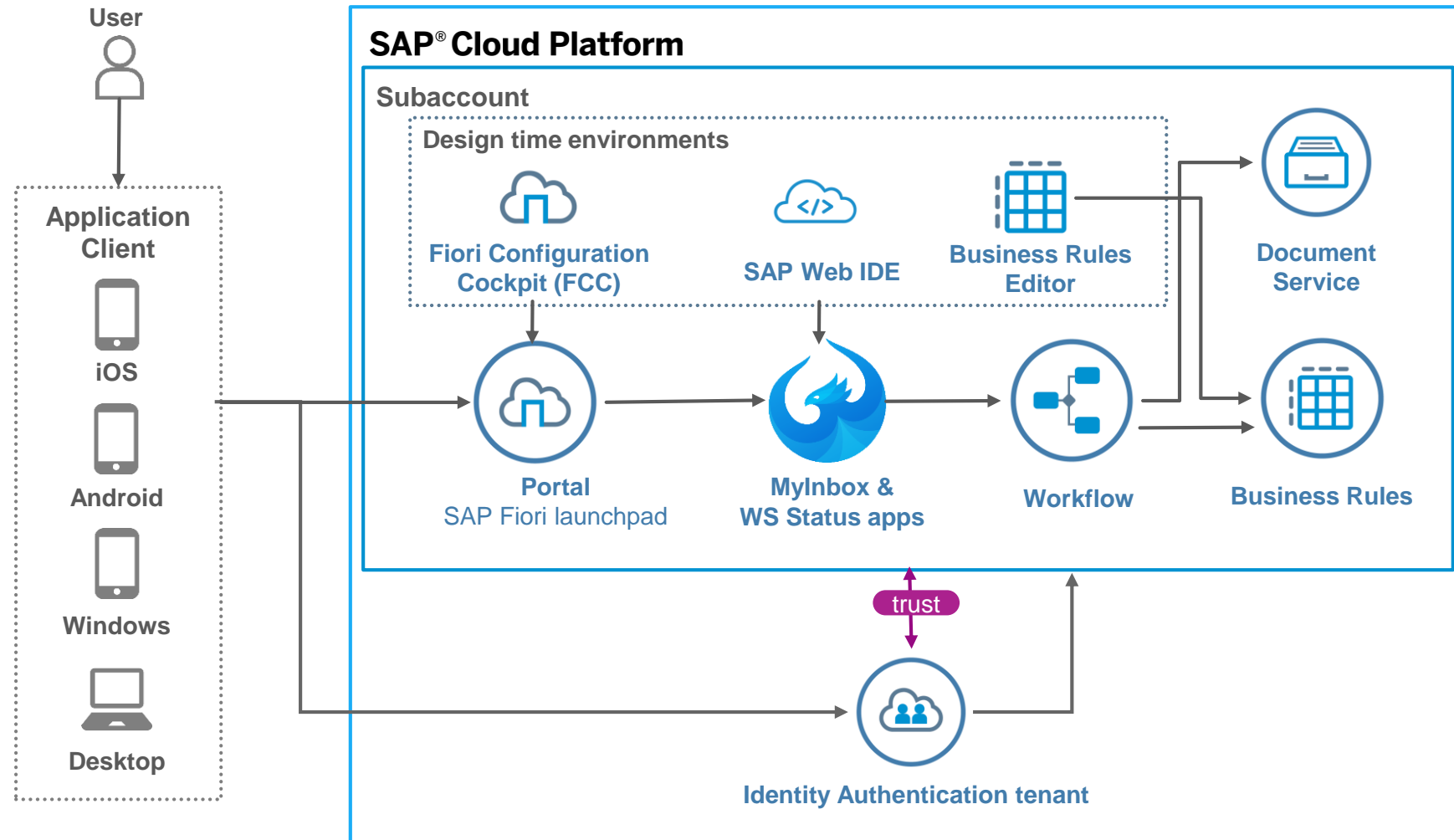
Human Empowerment

Instead of dozens of business units and thousands of employees being bottle-necked with limited capital and instead of the company making ill-informed or poor investment decisions, our capital expense automation solution now **empowers our whole delivery chain to get answers quickly** and keep the **business moving**.

Our employees love this solution and are asking for more!



Architecture





Deployment

Date of Deployment or POC: 01.12.2018

Number of live users: 100+

SAP Technologies Used:

SCP Integration	Live
S4/HANA	Live
SAP Analytics Cloud, Digital Boardroom	Live
Fiori	Live
SCP: Jam, Workflow, Business Rules, Document Service, Identity Authentication	Live
Concur	Live
ARIBA	Will be deployed in April

Server Processor: 8 Intel(R) Xeon(R) @ 3.000MHz per app server, 3 application servers

Linux Distribution: Linux GNU SLES-11 x86_64 cc4.8.5



Emerging Technologies and Use Cases

The following Emerging Technologies and use-cases are part of the project and describe the contribution

	Technology or Use Case	Yes/No	Contribution to Project
1.	Machine Learning / Artificial Intelligence	No	View 6)
2.	IoT	No	
3.	3D printing	No	
4.	Blockchain	No	
5.	API Economy / Integrate the Intelligent Enterprise	Yes	We are using SAP Cloud Platform Integration to integrate various cloud applications like Concur, Ariba and S/4 together with 3rd party cloud applications.
6.	Cloud Native / Event Based Architectures	Yes	Built native cloud applications using SAP Cloud Services. We plan to implement a machine learning based ranking of work items presented in the MyInbox app.
7.	Extending the digital core with SAP CP / ABAP in SAP CP	Yes	The CAPITAL EXPENSE approval extends features of SAP S/4 HANA (the digital core), leveraging Cloud Platform. We plan to transition all workflows currently embedded in solutions like Concur and Ariba to the SCP Workflow, so that our users have one central access point for all workflow tasks.
8.	SAP Leonardo Application (extending SAP application, using Industry Innovation Kits or result of Design Thinking workshop)	No	