



# Developing End-to-End Insights in Global Prestige Beauty

September 13, 2024

ESTÉE LAUDER COMPANIES  
**ONESOURCE**

Your Process and Operations Business Partners



1 Introductions

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2 Organizational Needs

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3 Use Case

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4 Conclusions



# Introductions



# | Self-Intro



## **Brian Coffin**

Manager | Estée Lauder Companies | OneSource

Transformation and Process COE Lead

- May 2021: began 6-month internship in Singapore while completing MBA program
- Feb 2022: joined OneSource full-time based in NYC

### Current Roles:

- Process COE Lead
- Project Manager on Transformation Team

# Estée Lauder Companies Intro

## *OUR FOUR PRODUCT CATEGORIES*

### *SKIN CARE*



### *MAKEUP*



### *FRAGRANCE*



### *HAIR CARE*



ESTÉE  
LAUDER  
COMPANIES



# Estée Lauder Companies Intro

## OUR ELC BRAND PILLARS

### BRAND LED



ESTÉE  
LAUDER  
COMPANIES

### CREATIVITY & INNOVATION



### PORTFOLIO OF STRONG BRANDS



# OneSource at Estée Lauder Companies

OneSource is our global business services function within ELC



## Fully Integrated

We are an ELC function, founded in 2017



## End-to-End Service Catalog

Our Services span Finance, HR, Commercial Support, Supply Chain, EM&D, Procurement, IT



## Global Network Delivery

Follow the sun operational services through four ELC sites and three partner delivery sites



## Process-led Digital Solutioning

Teams dedicated to enhancement opportunities, work migration and digitization



## Digitally Enabled Capabilities

Our shared capabilities span insights & data, digital, and master data



## Operational Excellence & Continuous Improvement

We pursue continuous improvement and operational excellence in projects, processes and services.



- |  |                     |  |                         |
|--|---------------------|--|-------------------------|
|  | Global ELC Hub      |  | Global Partner Hub      |
|  | Regional ELC Center |  | Regional Partner Center |
|  | Global Strategy     |  |                         |



# Organizational Needs



# What Were the Organizational Needs?

Operational gaps & organizational hurdles were identified as primary areas of focus as we worked on a governance model

## Identified Gaps

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Maps stored in various channels.



Static content (roles, tech, etc.) not able to be differentiated easily



Inconsistent mapping standards across business functions and affiliates



Difficult to identify inefficiencies or areas for improvement



Uncertainty over process ownership



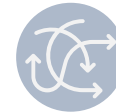
Changes to process may not have reflected in maps in a timely manner

## Known Hurdles

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With so many teams involved, there would be many points of view on standards



Many layers of involved groups



Any existing maps would likely need to be redone to meet new standards

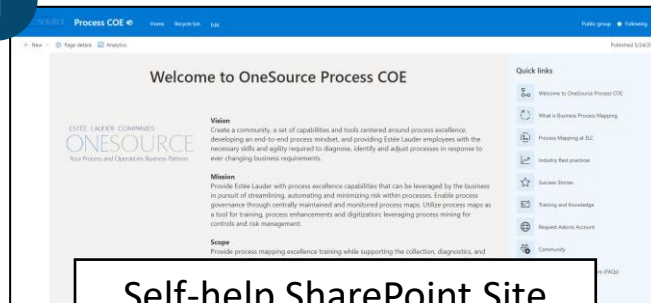


Mapping would need to take into consideration third party users (i.e. consultants)

# Phase 1: Build Governance and Standards

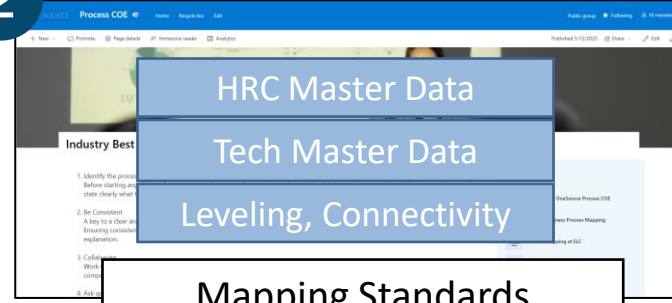
The Process COE started with building resources and developing standards prior to being available to OneSource. A strong foundation was crucial for teams to become more process minded

1



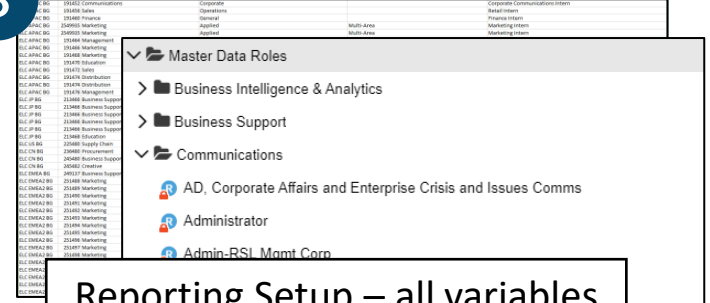
Self-help SharePoint Site

2



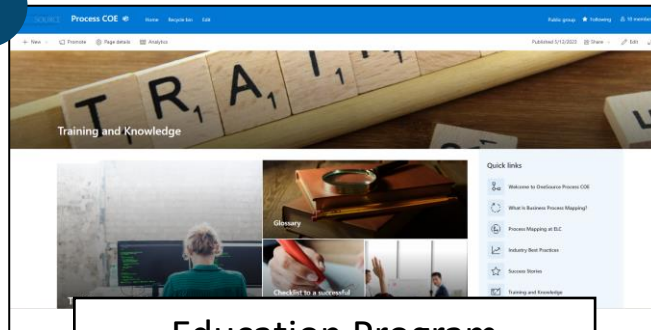
Mapping Standards  
& Process Requirements

3



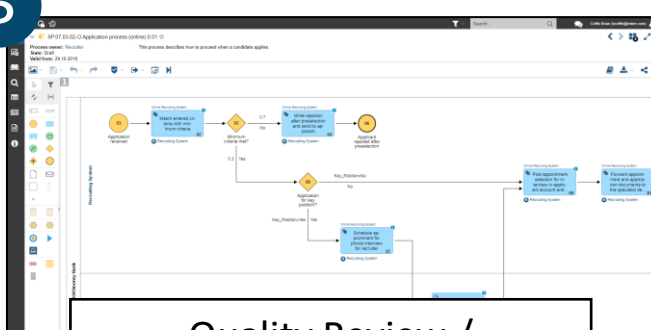
Reporting Setup – all variables  
are reportable

4



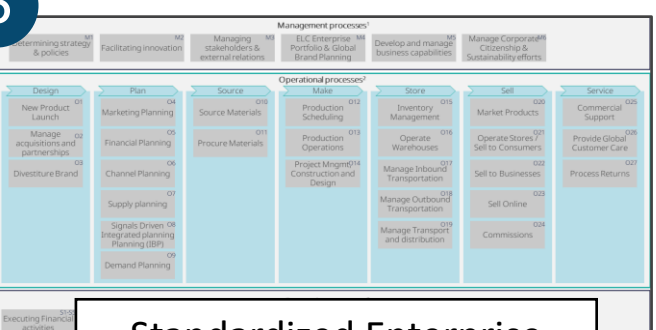
Education Program

5



Quality Review /  
Monitoring

6

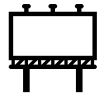


Standardized Enterprise  
Framework

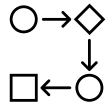
# Step 2: Process Mindset Training

Spreading knowledge was paramount, we developed an internal marketing campaign to accelerate sign ups for our “Process 101” training

## 60-minute Process Mapping 101 Hands-on Training:



Introduction to process mapping levels, standards, and use cases



Training on how to process map – icon meanings and usage



How to ask the right questions while designing process maps

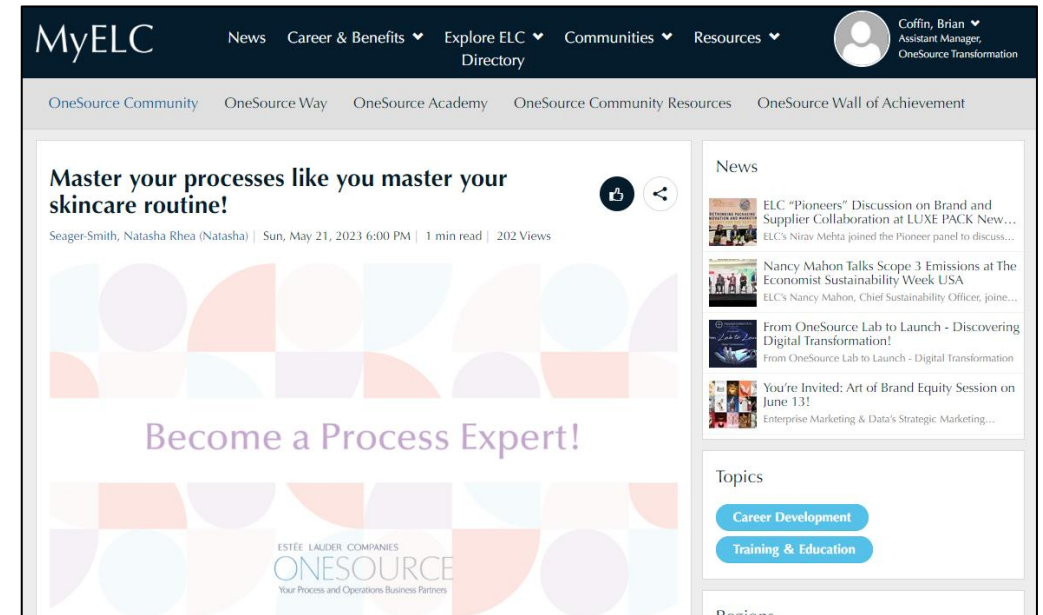


Hands on training in ADONIS to build maps during training Session

## 30-minute Process Owner Training:



Special review training with flow approvers



Intranet Article to Increase Visibility

### Mini “Marketing” Campaign Results:







## Use Case: Enhanced End-to-End Process Mapping

# Project Horizon Overview

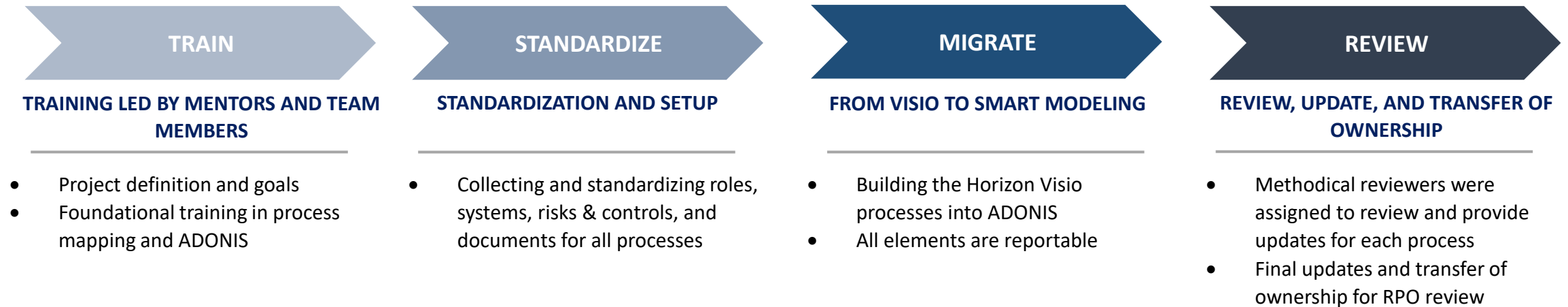
Horizon was the first major project to leverage the newly developed frameworks

## Program

- The program was intended to elevate ELC governance and compliance by taking a process first view; collecting and cataloging flows across ELC globally storing roles, technologies and document elements

## Objective:

- Consolidate and standardize processes across the ELC value chain to easily identify core processes, ensuring central availability, & frequent updates



# Project Horizon Overview

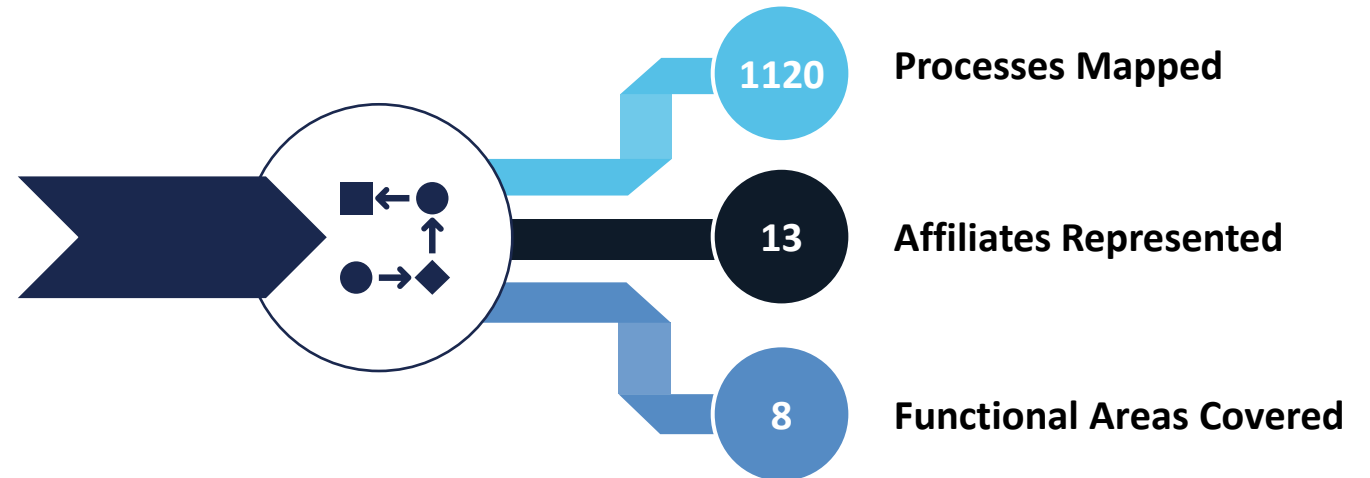
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**TRAINING LED BY MENTORS AND TEAM MEMBERS**

- Project definition and goals
- Foundational training in process mapping and ADONIS



**STANDARDIZATION AND SETUP**

- Collecting and standardizing roles, systems, risks & controls, and documents for all processes



**FROM VISIO TO SMART MODELING**

- Building the Horizon Visio processes into ADONIS
- All elements are reportable



**REVIEW, UPDATE, AND TRANSFER OF OWNERSHIP**

- Methodical reviewers were assigned to review and provide updates for each process
- Final updates and transfer of ownership for RPO review



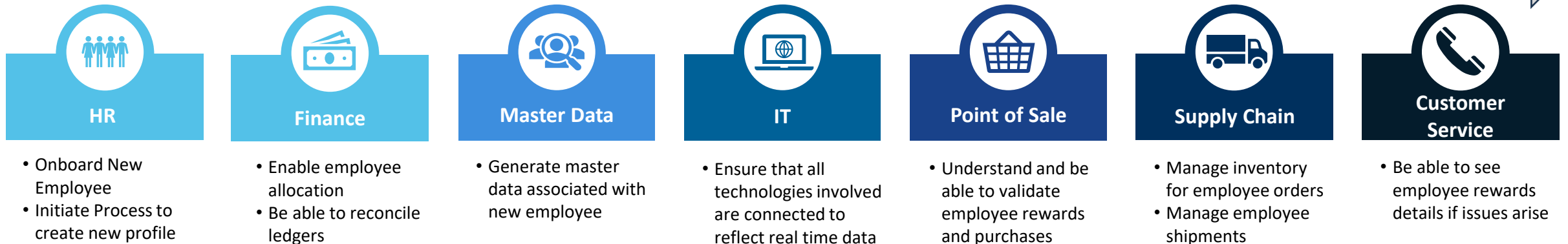
# Deep Dive Into Specific Process: Employee Rewards

ADONIS enabled a more dynamic view of ELC processes, creating a more expansive understanding of the company's operations, especially those that cut across multiple towers

## Original view of Employee Rewards:

Most would classify it as an HR process, determined by where and when an employee is onboarded

### Employee Rewards Impacts Functions Across the Entire Business



## Process mapping has expanded our ways of working, thinking and problem solving

- How can we improve the employee rewards process?
- What technology or data improvements can we make for HR?



- Can we implement improvements that solve issues we know happen downstream?
- Are there technologies in use down stream that could solve our problems now?
- Can we improve our process which could help untangle some of the data issues identified by other functions?
- Can we reduce the steps with better up front data?





# Conclusions



# Outcomes & Conclusions

Some conclusions were foregone, but advanced process mapping has enabled ELC to develop a deeper understanding of a process's impact not only on each function, but the entire business

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Centralized Repository



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Reportable assets



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Governance model applicable to all maps



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Standardization of mapping



~~Uncertainty over process ownership~~



Assigned process owners



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Maps can be updated in real time

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## Advanced Capabilities

- See how processes cut across multiple functions
- Easily compare regional processes side by side
- Review brand processes and identify areas of improvement
- Take more holistic approach to solutioning
- Create a more nuanced and dynamic view of ELC processes
- Spread process knowledge across the enterprise
- Developed problem solving skills for teams

## Conclusion

1. Process maps are not just documents to fulfill compliance regulations
2. Be prepared for unexpected outcomes, but welcome them
3. Process Mapping is crucial to sustained growth and improvements

Thanks!







**ADONIS**

Business Transformation Suite

 **BOC Group**  
Design Your Enterprise

Thank you Brian!

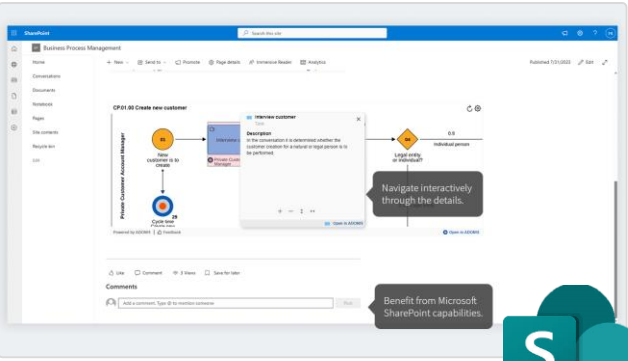
**Wrap up**

Eugenio Lobo Cruz

16/09/2024



# Choose your next steps



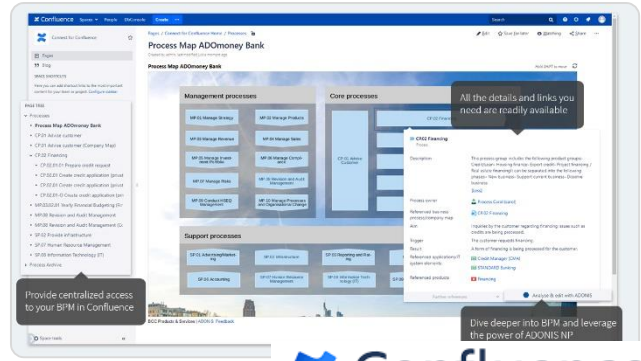
Marketplace

## ADONIS Process Manager for SharePoint

Your BPM in SharePoint and Teams. Powered by ADONIS.



Scan, to learn more about the connector



Marketplace

## ADONIS Process Manager for Confluence

Your BPM in Confluence. Redefined by ADONIS.



Scan, to learn more about the connector



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