celonis

The Insider's Guide to Intelligent Enterprise Modernization

We've spent more than 15 years helping IT make modernizations actually work. Here's what we've learned.

TABLE OF CONTENTS

INTRODUCTION

For IT, modernization has never been a one-and-done project.

In decades past, modernization efforts came every few years, and that cadence could keep an organization competitive. Now, though, organizations have become increasingly — or even totally — dependent on technology. The technology doesn't just help the business; in many cases, **the technology *is* the business**.

That has consequences. As both the world around us and our technology change more rapidly, so too must the enterprise.

At the vanguard of it all? IT, of course. And you're up against a lot: The pace of change is getting faster, tech stacks are getting more complex, and the business need for quick, demonstrable ROI on tech is getting more urgent. **So how can you succeed?**

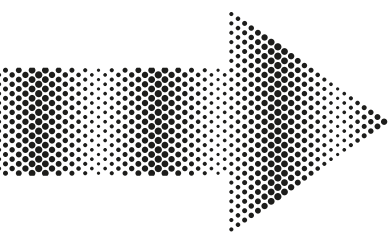
There's only one answer: **continuous, intelligent enterprise modernization.**

But what does that actually *mean*? We're glad you asked.

For nearly 15 years, leaders and changemakers in IT and across the business have relied on Celonis as a key player in their enterprise modernization strategies. And we think it's important to share what we've learned. So we wrote an eBook!

What to expect from this guide

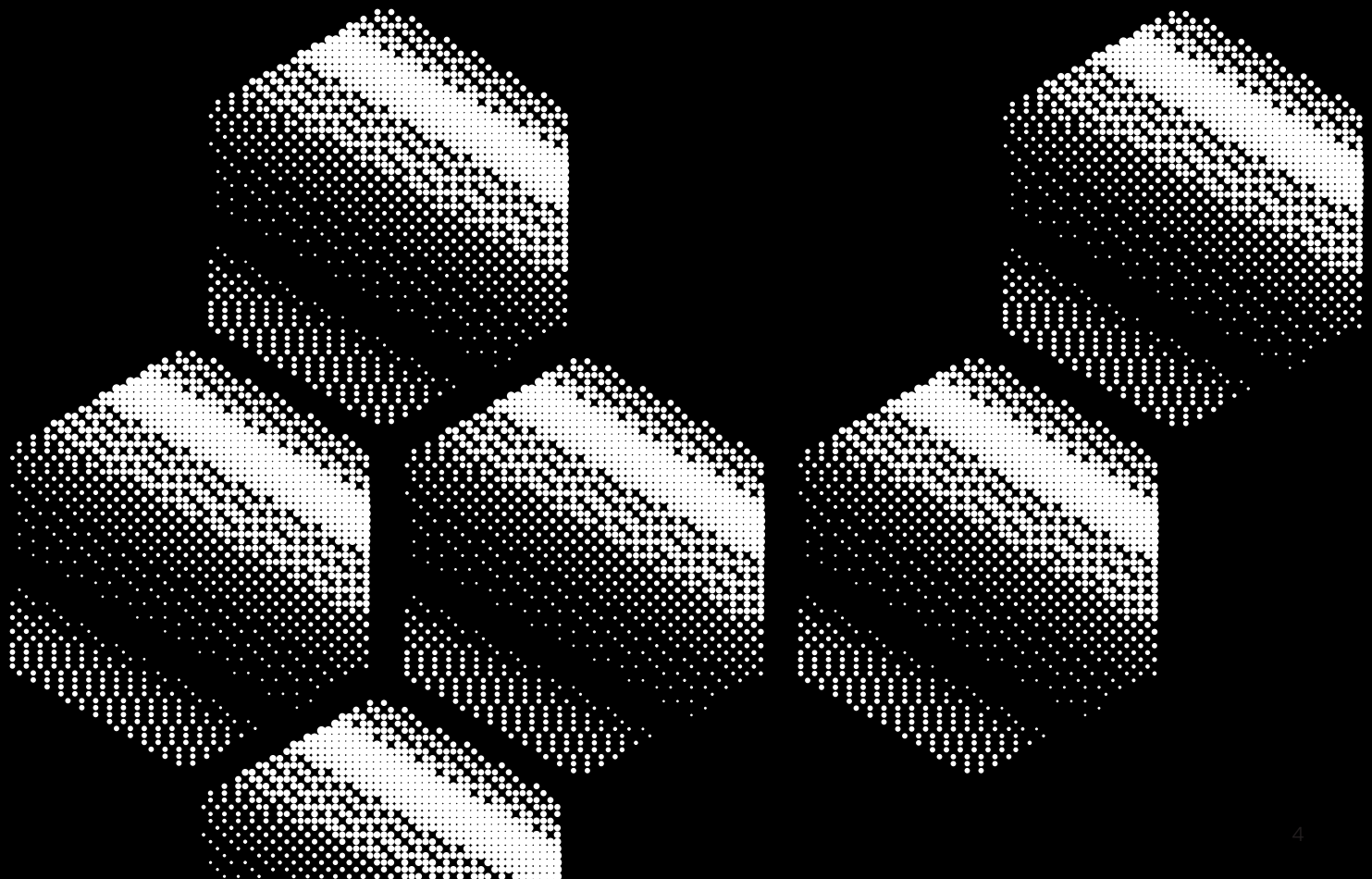
- It will reveal why modernization isn't working, and what it takes to fix it.
- It will discuss the frameworks that have helped businesses succesfully make continuous enterprise modernization part of their DNA.
- It will show you how and why process mining and Process Intelligence are crucial for the future of the modern enterprise.



In a rush? Too many words? Look for the TL;DR summary at the bottom of some of the book's *particularly* dense pages for a high-level overview.

Part 1

THE PROBLEM WITH ENTERPRISE MODERNIZATION



HOW DID WE GET HERE?

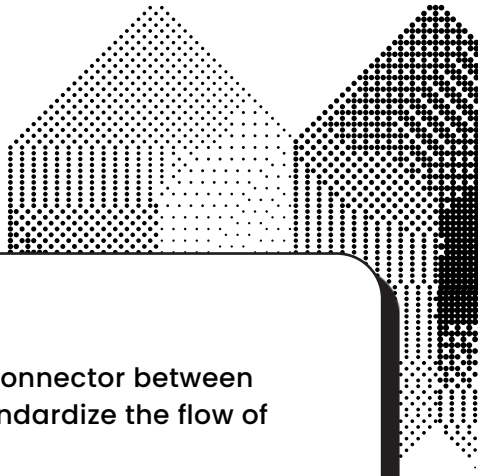
To understand where we are, let's look backwards.

Pre-1980s: Everything in plain view

Before the advent of digital systems for managing business operations, everything in an enterprise was, in many industries and sectors, actually visible. For example, in manufacturing, you could walk a factory floor and literally see where machines were running slow, or where materials were piling up. When processes were right in front of you, it was easier to spot inefficiencies, and often easier to fix them.

1980s-1990s: Systems fit to business

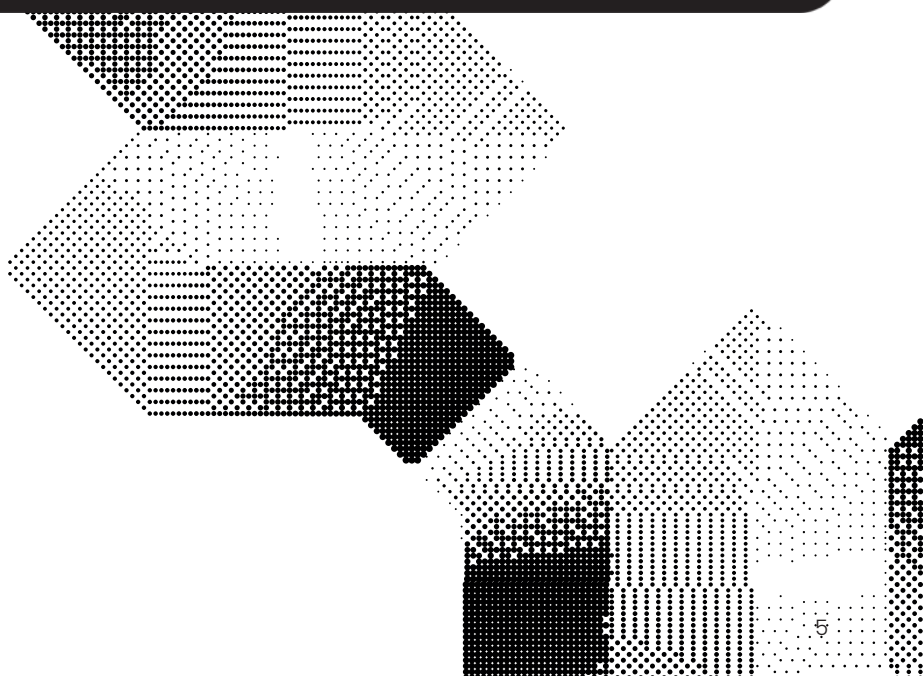
In the 1980s, and especially in the 90s, widespread adoption of enterprise resource planning (ERP) systems happened across workplaces and industries, moving beyond manufacturing, where the technology had its origins.

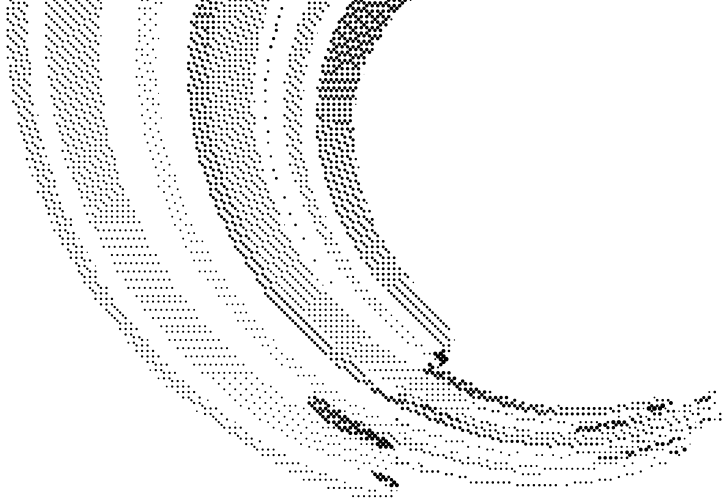


What's an ERP?

An ERP is a **software system that businesses use as a central connector between various functions and processes, helping to facilitate and standardize the flow of information**.

ERPs are meant to be a source of truth for users across the business. They collect and store transactional data from functions across the business in a shared location.





For many organizations, ERPs were groundbreaking. For the first time, employees across functions could access a unified database of information, using it to help with planning, reporting, decisionmaking, and more.

But early ERPs had limitations: though they were meant to digitize and centralize operations, and to streamline processes, they were very difficult to change once set up.

And the shift from physically-observable processes to digital ones came with a trade-off: though businesses gained more centralized control and scalability with the shift to ERPs, they lost the real-time, quite literal visibility they'd had before.

TL;DR Organizations deployed ERPs to centralize and digitalize previously-IRL operations. ERPs were built to specifications that departments and teams were then bound to — so, even as things changed over the years, processes were still forced to conform to the rigid design of the now-outdated ERP.

1990s-2000s: Business fit to systems

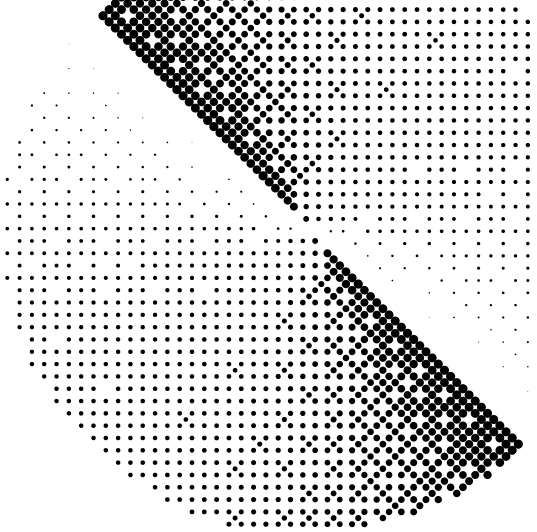
By the late 90s and 2000s, system rigidity began to ease — but complexity increased.

ERPs started shifting to internet-powered cloud systems, which freed businesses from the heavier cost and resource demands of on-premises systems and made implementations somewhat simpler.

And something new emerged that Gartner began to call ERP II: systems for different functions that extended the traditional ERP beyond just the back office.

ERP II included now-familiar players like:

- Customer relationship management (CRM) systems
- Human capital management (HCM) systems
- Marketing automation systems



- Ecommerce systems
- Supply chain management (SCM) systems

This period also saw the advent of IT service management and of cloud software.

But as each new software or system was tacked onto the existing landscape, the processes for getting things done often became even longer and more convoluted.

People were forced to work in ways that suited the business's software, rather than the business's goals.

TL;DR As rigidity decreased, more systems and software entered the scene, making the tech landscape more complex. This then drove more complex processes for workers, who had to do things in the manner that each system or software program specified.

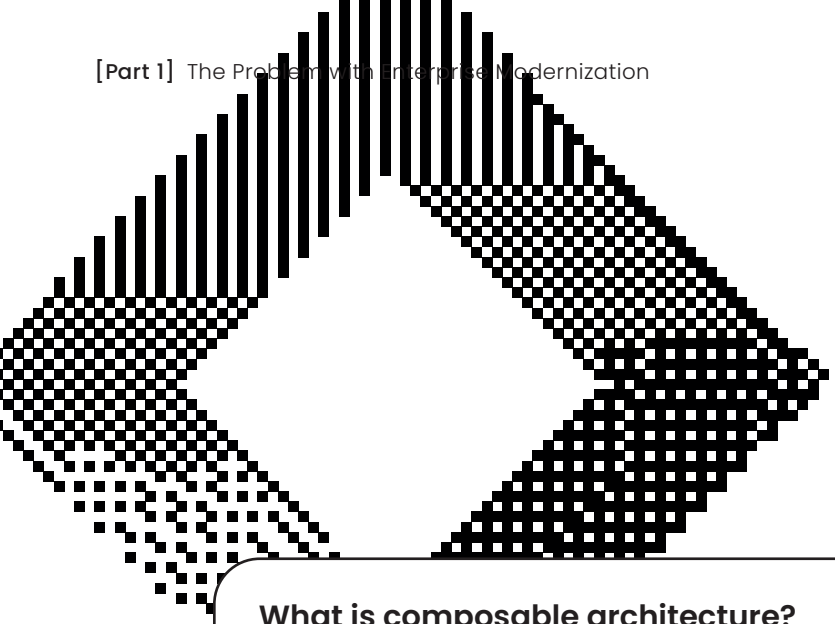
Present: The modern enterprise

CIOs today recognize that organizations are held back by the lingering rigidity and complexity of past ERP eras. ~ ⅓ of IT leaders say legacy technology and tech stack complexity get in the way of process understanding at their organization. (Celonis, 2025)

The modern ideal is **composable architectures**: modular systems that can be more easily adapted to what the business needs.

- 89% of CIOs said composable architectures are key to achieving modernization goals. (Gartner, 2023)

Composable architectures help IT teams create value faster, integrate AI where it will drive the most impact, and deliver measurable results — all without disrupting core systems.



What is composable architecture?

In this book, composable architecture refers to a way of **building a company's tech landscape so that all of the various components of it — like applications, services, and features — can communicate via standardized application programming interfaces (APIs).**

Because their APIs are standardized, all of the disparate pieces of the tech stack can be more easily integrated into (or tweaked, or taken out of) it.

The standardized API helps each component slot in and work alongside other pieces.

Composable architecture allows businesses to be more flexible with their technologies, tailoring and scaling them in response to changing conditions and business needs.

Some CIOs are already making the shift to composable architecture — and seeing the benefits.

- 63% of CIOs at organizations with high composability reported superior business performance compared to peers or competitors. (Gartner, 2022)
- CIOs and execs at high-composability enterprises expect their revenue and IT budgets to grow at nearly double the rate of those at low-composability enterprises. (Gartner, 2022)

TL;DR Old approaches to managing technology at the enterprise level aren't keeping up with modern needs. CIOs understand that a less rigid, more modular strategy will help the tech landscape deal with continual change and spiraling complexity.

WHAT'S BEHIND THE NEED TO MODERNIZE?

To get a better idea of what CIOs want, Celonis spoke to 70 of them about their goals for 2025 and beyond.

Their top priorities:

① **Generating business value** through:

- Delivering innovation to support evolving business needs at speed
- Deploying AI effectively to increase and accelerate business value

② **Paying down technical debt** through:

- Monitoring, migrating, retiring, and reducing IT cost and risk
- ncreasing ROI on technologies across the entire stack

IT pros often see driving innovation and managing technical debt as competing priorities. But the two don't have to be.

For both of these overarching goals — and for the initiatives that support them, across both running the business and driving transformation — modernization is **required**.

By modernizing the IT stack, IT teams can reduce technical debt and lay the foundation for faster innovation.

Rather than hindering progress, modernization can actually speed it up, allowing IT to deal with technical debt while simultaneously embracing and enabling innovations like AI. Taken together, these actions help IT create a more agile, future-ready tech landscape.

TL;DR IT leaders want to enable innovation and manage technical debt. They can tackle both through modernizing the IT stack, setting up the business for more successful long-term growth.

MORE MODERNIZATION MOTIVATORS

With the rapid rise of AI, embracing the cutting edge is no longer an easily-deprioritized "nice-to-have." Businesses must make the best use of all the advances at their disposal in order to stay competitive.

99% **of IT leaders say their organizations already use AI in some capacity, and 44% say implementing AI and automation is the top way to create value in the next two years.** (Celonis, 2025)

IT leaders know that their organization will fall behind if they don't find ways to make AI work to its potential.

On top of that, IT's increasingly expected to do more with flat (or even shrinking) budgets.

Less than half of IT leaders reported year-over-year budget increases in 2024. (TechTarget, 2024)

78% of organizations say cost pressures are driving modernization efforts. (McKinsey, 2023)

More than ⅔ of IT leaders say process optimization efforts are driven by the need to reduce costs. (Celonis, 2024)

If the past few years have taught us anything, it's that more disruption is inevitable, and businesses will need to use technology to adapt.

The baseline for any future adaptation: modern, composable systems allowing for greater agility.

TL;DR For IT to achieve its goals, adapt with agility, and drive the business forward, modernization is a must.

WHY AREN'T MODERNIZATIONS WORKING?

Though IT leaders know modernization is needed, they also told us that **modernization initiatives are continually failing to meet expectations.**

The sentiment is so common across the sector that it's almost become cliche. Here's a snapshot of some recent findings:

Manifold modernization issues

Organizations are struggling to stay on the cutting edge.

Less than ⅓ of IT leaders say their organizations are leading when it comes to modernization and using innovative tech to drive business outcomes.

(Kyndryl, 2025)

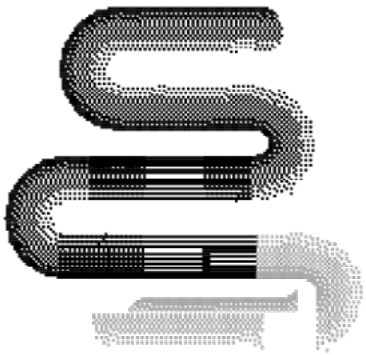
Only **29%** of IT leaders say their organizations are at the forefront of data, analytics, and machine learning.

(Deloitte, 2024)

¾ of IT leaders say their tech stacks are **not** fully connected and working seamlessly.

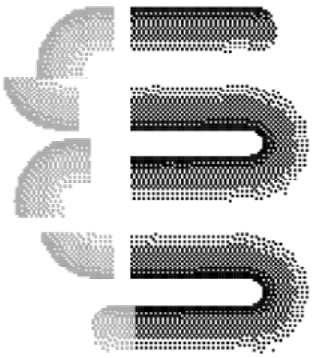
(Celonis, 2025)

Migrations are consistently too long, too expensive, and too hard to get ROI from.



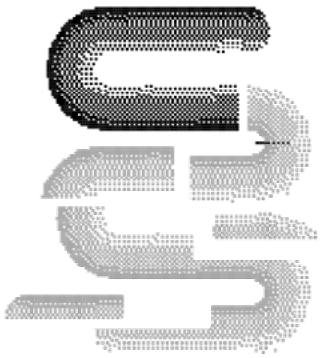
75% of cloud migrations run over budget, and **38%** run over time.

(McKinsey, 2021)



72% of IT leaders say system migration projects always take longer than expected.

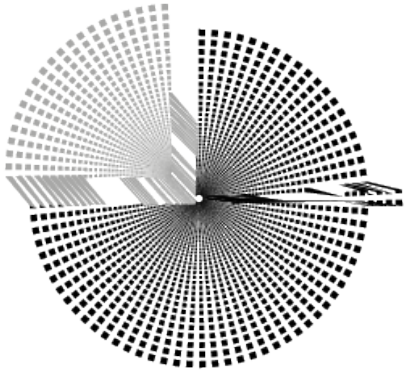
(Celonis, 2025)



While ⅔ of organizations have made strategic investments in the cloud, **fewer than ⅓** are actually realizing their ambitions for these investments.

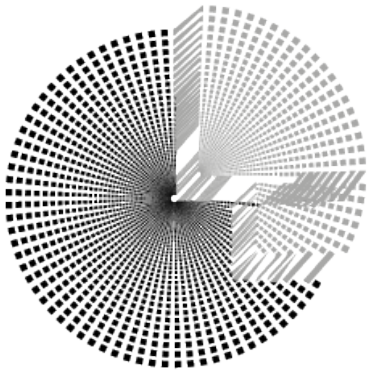
(HFS, 2023)

Paltry AI ROI is triggering reexaminations of organizations' digital landscapes.



AI has caused **93%** of organizations to reevaluate their digital organization, but it's not driving desired ROI — only **25%** of employees say that AI is actually helping them work more efficiently.

(Walkme, 2025)



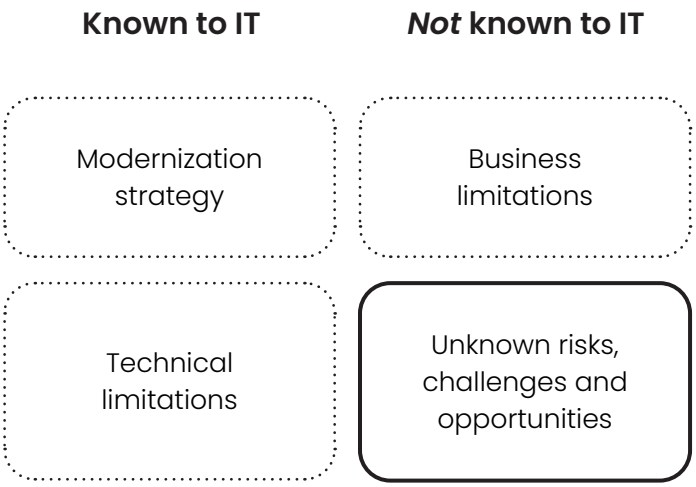
When it comes to enterprise AI use, **nearly one in three** IT leaders say they're concerned about data availability and quality, time spent managing application sprawl and complexity, and unrealistic expectations about what's possible.

(Celonis, 2025)

TL;DR Modernization is sorely needed, especially as AI becomes intertwined with how we work — but modernization projects aren't going well, nor are they giving the results they should. Clearly, something is amiss. And we can pinpoint what that is … ⟶

THERE'S A DISCONNECT BETWEEN WHAT THE BUSINESS KNOWS AND WHAT IT KNOWS.

Effective modernization projects require seamless collaboration between the business and IT. But seamless collaboration is easier said than done — because there are knowledge gaps on both sides.



These knowledge gaps lead to misunderstandings for everyone:

- IT doesn't have real-time insight into the business impact of technical debt.
- The business thinks managing technical debt is IT's problem.
- Neither the business nor IT have a complete, objective understanding of how things REALLY run, leading to problems neither can predict — and missed opportunities neither can identify.

For modernization projects that are purposeful, strategic, and aligned on goals that drive meaningful outcomes, IT and the business need to be working from the same baseline information. Knowledge gaps are a huge contributor to modernizations going awry.

TL;DR When IT and the business don't have the same frames of reference, modernization initiatives often miss crucial information that can make or break a project.

RIGID FRAMEWORKS ARE WREAKING HAVOC.

Another part of the problem? Relying on modernization approaches dictated by application vendors.

As your organization grows and evolves, your systems don't always grow and evolve gracefully alongside you. When it's time to modernize, many enterprises choose approaches that align with the needs of their vendor, rather than themselves — and that often leads to issues.

Here are a few examples that made the news:

A grocer's $580M ERP cancellation

A major European grocer based its inventory on purchase prices, but their ERP used retail prices. Fearing the loss of a competitive edge, the grocer declined to change, deciding to customize the ERP instead. But this meant more and more other changes had to be made, which caused costs to rise and performance to fall. Eventually, the grocer cancelled the entire ERP program after sinking hundreds of millions into it.

A cosmetics giant's post-system-migration stock hit

A massive international cosmetics manufacturer took a nearly 7% stock hit due to alleged issues with their system migration. After migrating to the cloud, one of the manufacturer's production facilities experienced major SLA disruptions that impacted its ability to finish goods and fulfill shipments — eventually leading to an investor lawsuit.

A British city's aborted automation plans

A large English city invested tens of millions of pounds in Oracle Fusion to help manage the city's £3.2 billion budget, switching from their aging SAP system. But the Oracle implementation went awry, encountering a reported 8,000 issues within 6 months and leading to unreliable financial data and delays in publishing. This required an emergency bookkeeping team to perform tasks that were meant to be automated. Nearly two and half years later, their ERP system still isn't safe and compliant, and has "effectively crippled the council's ability to manage and report on finances."

WHAT CAN WE LEARN FROM THESE STORIES?

Enterprises must be able to modernize on their own terms.

And **the need for an unbiased, data-driven, continuous modernization strategy has never been more critical.**

Both individual anecdotes and large-scale, long-term data show that enterprise modernization journeys are almost never straightforward. Take high-stakes system migrations to SAP S/4HANA or Oracle Fusion — a pressing reality for many CIOs — as prime examples. While system migrations offer the potential for transformative value, they're also *incredibly* risky.

A 2025 Horvath survey on migrations to S/4HANA was full of sobering findings on the state of modernization projects, supporting the newsworthy migration anecdotes on page 14.

- Only 8% of companies complete migrations to S/4HANA on schedule.
- More than 60% of migrations are "significantly" over budget.
- 65% of companies said they experienced "severe to very severe quality deficiencies" after the project's completion.

Without proper planning and insights, migrations can result in millions in wasted spending, failed implementations, revenue losses, or even lawsuits.

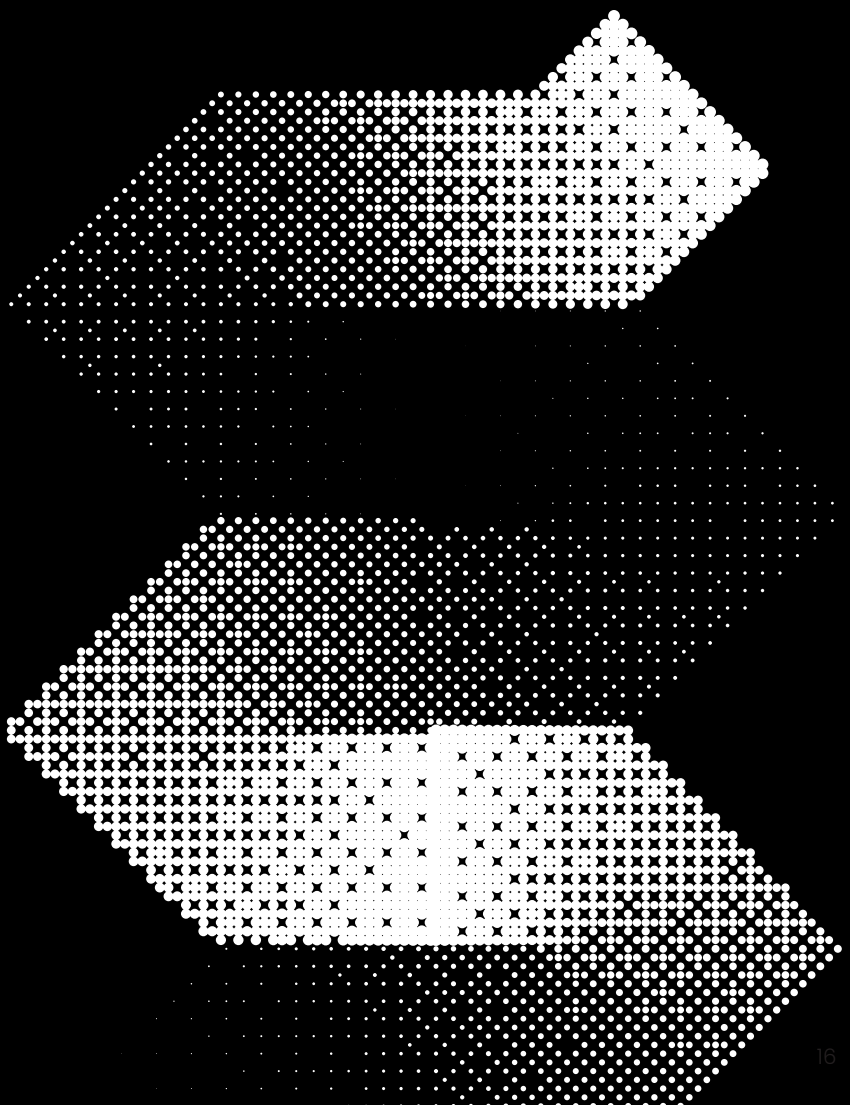
To navigate these challenges, **it's essential to begin any modernization initiative with an unbiased, fact-driven diagnosis**. Per the Horvath study above, modernization issues stem from the lack of an accurate, objective baseline: complexity and required resources are often underestimated, and organizational competence is often overestimated, leading to "enormous discrepancies between the plan and results."

Taking a more data-driven approach instead can reduce risk, enhance outcomes, and help unlock the full potential of your modernization.

TL;DR Modernization projects are time-consuming and tricky to get right. To head off many common issues, it's crucial to rely on data-driven analysis.

Part 2

HOW TO MAKE ENTERPRISE MODERNIZATION WORK



WHY SHOULD MODERNIZATION GO BEYOND JUST MIGRATION?

When we discuss modernization, it's easy to assume it's simply a euphemism for system migration. The deadline for migrating to SAP S4/HANA is approaching, and organizations that haven't already moved to the cloud — or to another system entirely — will likely be doing so soon.

But the conversation about modernization needs to move beyond migration alone.

There are lots of modernization paths an organization can take, and migrating your ERP system is just one among them. Yet many modernization strategies still rely almost solely on the success of ERP migrations, which is a mistake.

Modernization is **not** a one-size-fits-all journey. We've learned from decades of experience that a more successful modernization strategy is actually ongoing and three-fold:

Process Optimization

You can optimize your processes to make your existing systems work more efficiently — streamlining workflows, automating tasks, and reducing any other inefficiencies. This can generate millions in value within a short period of time with minimal disruption to the business. See later sections of this book for more detail on how.

Application Modernization

You can also modernize your application portfolio by rationalizing and enhancing your collection of software applications, ensuring your technology investments are aligned with strategic goals and that they collectively enable faster, smarter decisionmaking.

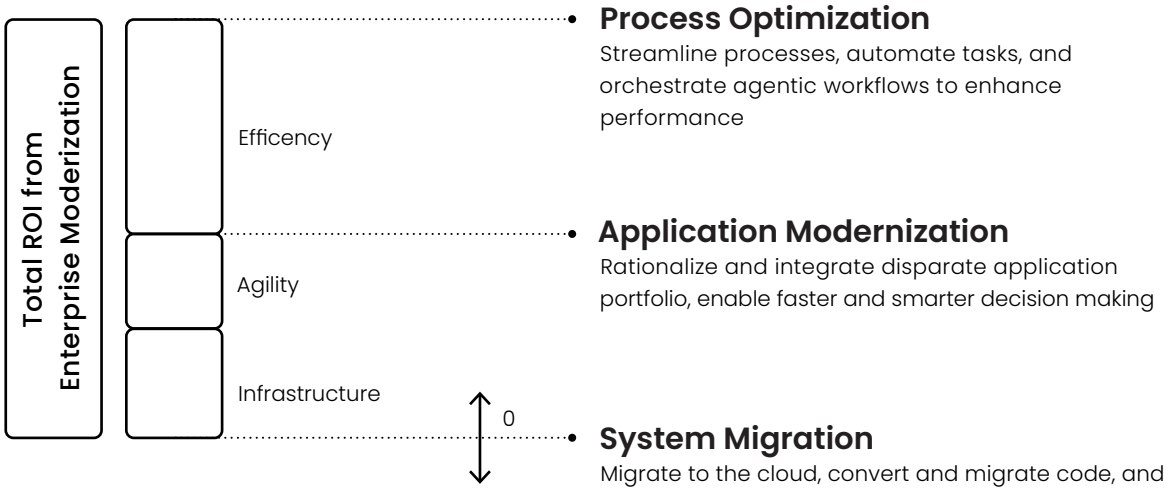
System Migration

Finally, you can migrate systems to reap the benefits of greater flexibility, lower costs, and better performance, whether you're moving from on prem to the cloud or changing vendors.

TL;DR True modernization comes in many parts, and corresponding strategies for it must include all of them in order to succeed.

HOW DO THE THREE PARTS OF ENTERPRISE MODERNIZATION FIT TOGETHER?

More of a visual learner? Take a look at how process optimization, application modernization, and system migration work together to drive overall enterprise modernization ROI.

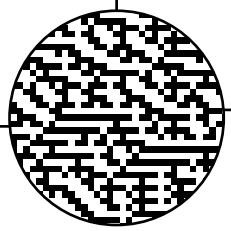


Process Optimization
Streamline processes, automate tasks, and orchestrate agentic workflows to enhance performance

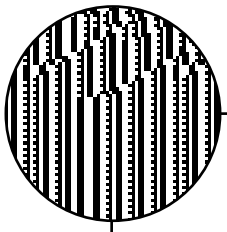
Application Modernization
Rationalize and integrate disparate application portfolio, enable faster and smarter decision making

System Migration
Migrate to the cloud, convert and migrate code, and establish modern foundation for business innovation

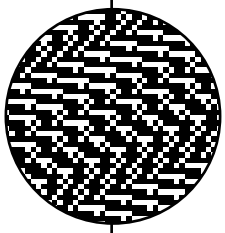
TL;DR SO FAR



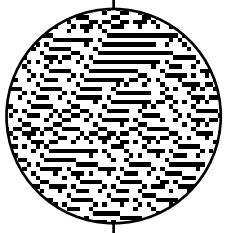
As technical demands and technologies themselves evolve, tech stacks must become more flexible in order to keep up.



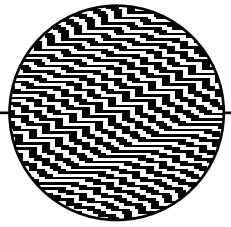
To respond to market changes and adopt new technologies to stay competitive, IT needs to shift to more modern, composable architectures.



CIOs are expected to drive greater business value and to pay down technical debt, often so they can deliver innovation and reduce cost and risk. To do any of that (and especially to do it all), modernization is necessary.



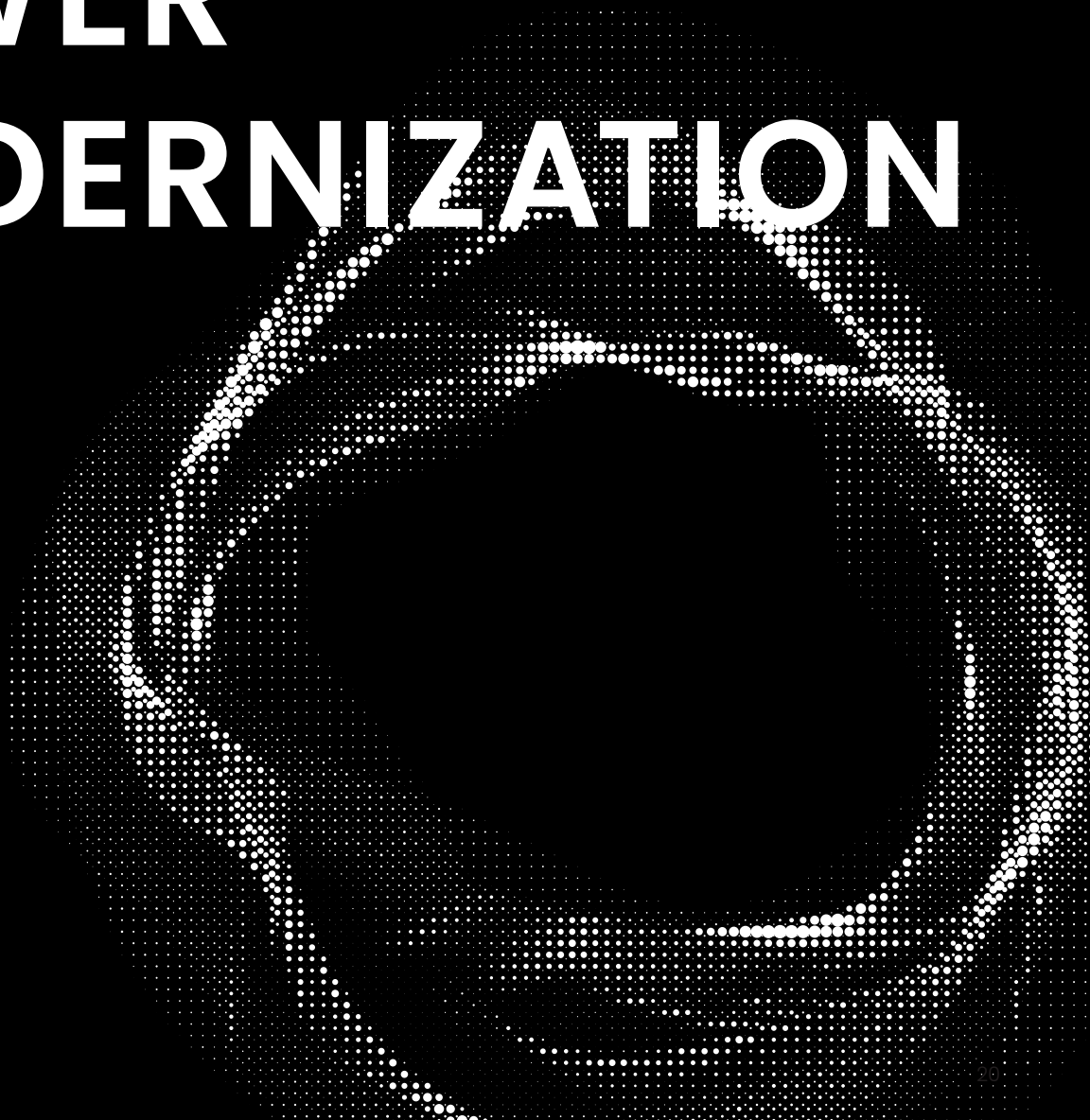
Modernization projects aren't going as smoothly or delivering as much ROI as most enterprises would hope. This is due to knowledge gaps between IT and the business, as well as to overreliance on vendor-driven modernization strategies.



To overcome these common issues, effective modernization must be multi-pronged — including modernization of processes, applications, and systems — and data-driven.

Part 3

HOW PROCESSES POWER MODERNIZATION



HOW DOES PROCESS INTELLIGENCE FIT INTO MODERNIZATION?

After 15 years, we've determined what helps enterprise modernization work — and stick. It hinges on intelligent modernization. And for that, you need Process Intelligence.

New to Process Intelligence? Get up to speed before going any further. Check out Process Intelligence 101 for a quick summary, or learn from an IT-specific lens by downloading Process Intelligence for IT: The eBook.

What is intelligent modernization? It's a modernization strategy that brings IT and the business together, taking everything into account: IT's real-time systems and processes, the business's real-time systems and processes, and the actual (and potential) impacts of any changes you may make.

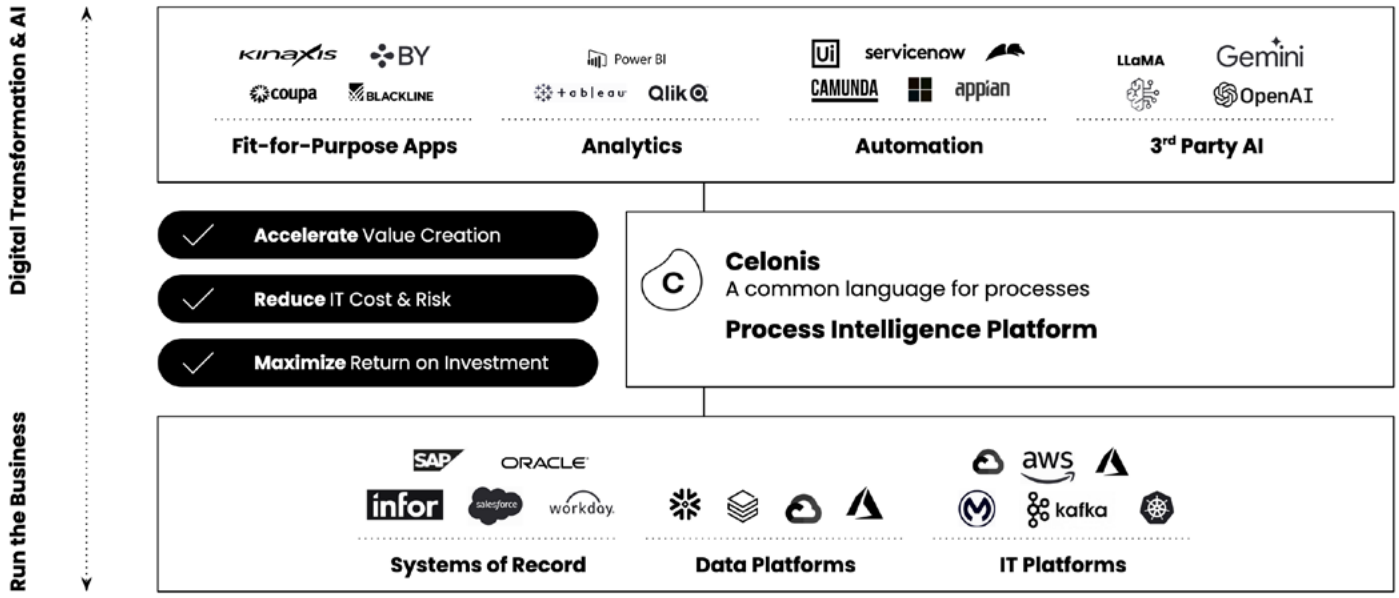
Through combining process mining, AI, and important business context, Celonis Process Intelligence gives you real-time access to both your IT systems and business processes, showing you how things really work, where things connect and intersect, and who's using what, to do what.

When you have all of this objective information on hand, you can make the smartest, most-informed choices about your modernization.

TL;DR

Rather than basing choices on anecdotes, guesses, trends, vendor decrees, internal maps and diagrams, and good intentions, **intelligent modernization allows you to leverage your organization's real-time process data, so you can guide modernization projects based on how everything actually runs.**

WHAT DOES INTELLIGENT MODERNIZATION WITH CELONIS LOOK LIKE?

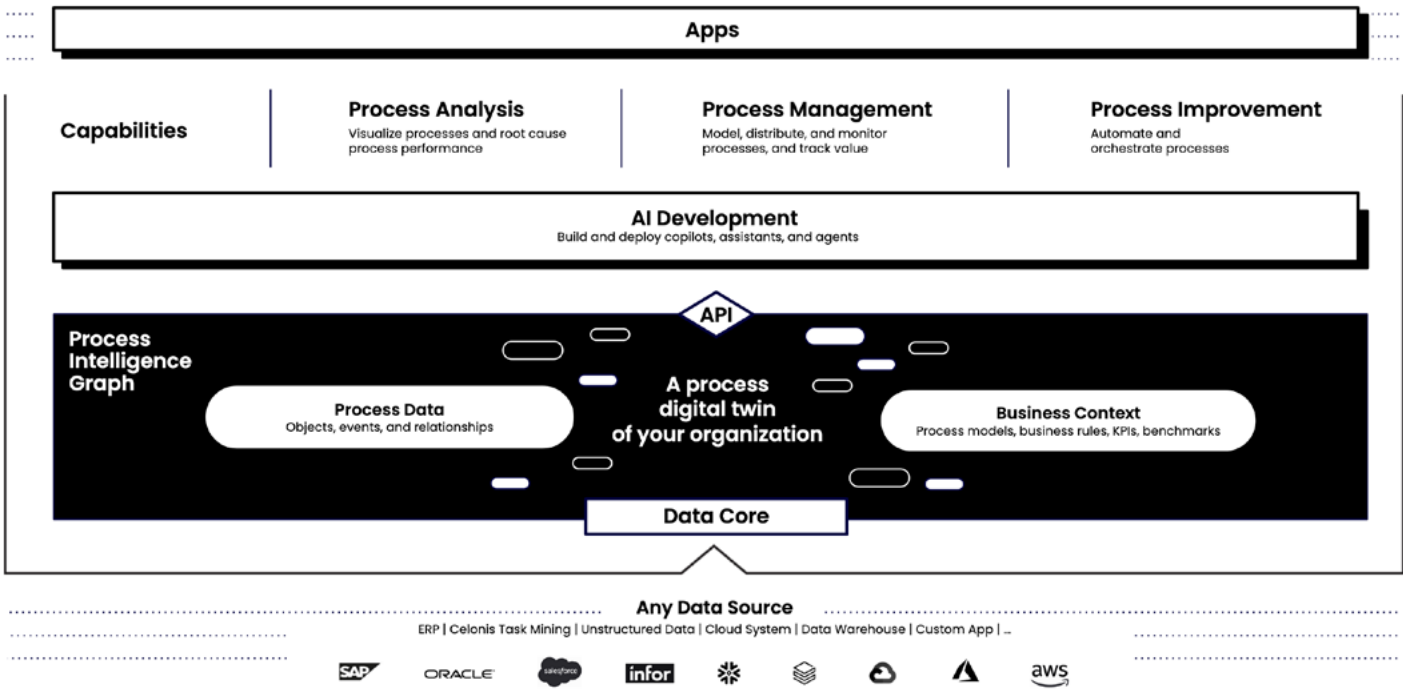


What Celonis offers
The Celonis Process Intelligence Platform is the missing piece of the modern IT tech stack. Acting as a semantic layer for your systems, it bridges IT and the business, offering a unified view into operations, actionable insights for change, and a common language across programs and platforms.

How Celonis works
Celonis creates a living digital twin of your processes using process mining and your unique business context. This digital twin provides **a real-time, end-to-end view of how processes actually run across systems, departments, and applications,** revealing complexity and uncovering opportunities for optimization. The Platform is system-agnostic and unbiased. It won't break anything — instead, it overlays your systems of record and data platforms, feeding insights to business intelligence (BI) tools, automation, cloud apps, and AI solutions. Celonis helps make your technologies smarter, orchestrates the right actions at the right times, and delivers predictive recommendations and solutions.

Want to know exactly how Celonis drives intelligent enterprise modernizations?
Keep reading ⟶

HOW DOES THE CELONIS PROCESS INTELLIGENCE PLATFORM WORK?



We safely take the data from any and all of your systems (from ERPs and CRMs to Excel) and use process mining to turn it into a digital twin of your end-to-end processes. The digital twin captures your organization's unique business rules, roles and responsibilities, and KPI definitions.

Then, we help you make sense of what you see, showing where value is hiding in your processes and helping you to prioritize opportunities with high ROI.

From there, we empower your people through easy-to-act-on insights, and help you effectively deploy technologies like AI and automation to improve your processes.

And finally, to help your organization see impact even faster, we offer pre-built apps from Celonis and from our partners, tailored for quick implementation in use cases across the business, from supply chain to finance to IT to customer experience.

TL;DR Actually, we recommend you read this page in full! It's a bit complex to explain in one sentence. :)

WHAT DOES PROCESS INTELLIGENCE SPECIFICALLY DO FOR MODERNIZATION PROJECTS?

Now that you understand what Celonis does more generally, let's get back to modernization. For organizations at any stage of modernization, Celonis Process Intelligence helps in three major ways:

1. **It helps your modernization projects get to value more quickly.**

   Use Celonis to translate modernization efforts into defined goals and measurable business outcomes. With Celonis, IT and the business can more easily get on the same page about modernization — collaborating, defining priorities, and precisely targeting initiatives to create maximum impact, fast.

2. **It helps you reduce IT costs and risks.**

   Use Celonis to overlay real-time performance with your IT landscape to identify inefficiencies, prioritize high-value investments, and phase out underperforming systems.

3. **It helps you maximize ROI over the long term.**

   Use Celonis to continuously monitor both IT systems and business processes to track and quantify impact, iterate quickly, and sustain long-term value on your modernization investments.

If you're pursuing multi-pronged, continuous enterprise modernization — through modernizing apps, optimizing processes, and migrating systems — Celonis Process Intelligence can help you plan and manage it all more precisely and confidently.

You can ensure your projects deliver real, measurable, and lasting results, because Celonis gives you the visibility to understand what you have to do, and the power to actually get it done.

WHAT'S THE CELONIS ADAPT METHODOLOGY?

The Celonis ADAPT Methodology — informed by our 10+ years of experience with modernizations — brings together everything we've discussed in this book so far, helping you continually modernize by using the Celonis Platform's full suite of capabilities.

Here's how it works:

Acquire your system and desktop data to create your process digital twin, visualizing system interdependencies.

Discover your enterprise's current performance and analyze against strategic objectives, fostering IT and business alignment.

Architect your target legacy system modernization strategy and business processes.

Power your modernization initiatives with Process Intelligence to safeguard expected outcomes.

Track your progress, measure KPI improvements, and sustain modernization outcomes.

What's the arrow for? This methodology is meant to be ongoing and iterative. Once you get to the Track stage, use the information you've gained to start the process again.

ADAPT can work for any type of enterprise modernization initiative, whether you want to optimize processes, modernize application portfolios, or migrate ERPs.

WHAT SETS CELONIS APART WHEN IT COMES TO ENTERPRISE MODERNIZATION?

You're in IT, so let's get straight to the question you're probably asking: **How is Celonis different from the many other platforms or solutions marketed to me for modernization?**

Here's why Celonis works particularly well for continuous enterprise modernization, and what separates it from other offerings in the field.

The Celonis Process Intelligence Platform is:

Open

Celonis was built to work well with other technologies. Connect enterprise architecture and third-party solutions with Process Intelligence to enhance return on IT portfolio management.

System-agnostic

With the cross-system transparency Celonis provides, you can identify bottlenecks and interdependencies across end-to-end processes and systems, enabling continuous strategic decisionmaking and prioritization.

Independent

The platform is completely independent and unbiased. It's not influenced by what systems you use. Instead, you can trust it to give you a comprehensive, vendor-neutral view of your IT and business workflows, so you can make the best decisions for your organization.

Intelligent

Process Intelligence combines organizational knowledge that's unique to your specific business with AI, helping you to deliver long-term and scalable value.

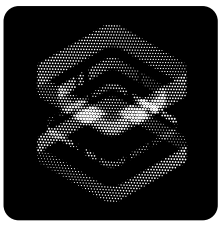
Enterprise-grade

Celonis is a proven technology with thousands of customers. It can handle the largest data volumes on the market (many of our customers have some of the largest data lakes in the world!) and offers advanced security controls with ISO and SOC 2 compliance.

Other platforms may push you to only use their products, or make it difficult to integrate solutions from other vendors. But **Celonis is focused on fostering connection between everything in your tech stack — and everyone in your organization.** We've designed our Platform to make it *easier* for everything and everyone to work together, not harder.

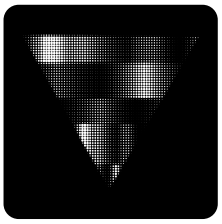
HOW HAVE OTHER ORGANIZATIONS USED CELONIS FOR ENTERPRISE MODERNIZATION?

Businesses have chosen Celonis to help them get real, measurable modernization results like:



MULTIBILLION-DOLLAR
TELECOM COMPANY

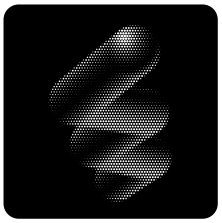
$2 million in savings from software spend rationalization



Hitachi Energy

Thousands of hours saved through post-migration process automation

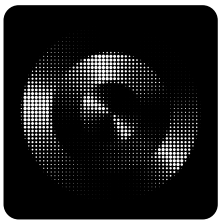
read more



FLORIDA CRYSTALS

<12 months to complete system migration

read more



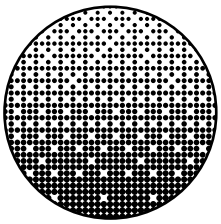
AUTODESK

$3.6 million in additional value realized post-go-live

read more

Let's explore some of the standout stories for each part of our three-pronged modernization approach: process optimization, application modernization, and system migration.

[PROCESS OPTIMIZATION SPOTLIGHT]
LEADING FOODSERVICE MANUFACTURER



80% increase in customer engagement
Resulting in greater order mix and revenue

A leading manufacturer of disposable products used by the Food Service, Janitorial/Sanitation and Hospitality industries was running manual returns and many other customer processes on IBM AS400. The company wanted to reimagine how they processed orders, returns, and their other customer processes — without completely ripping and replacing underlying systems.

The team, led by their CIO, brought in Celonis, using the Orchestration Engine to drive more flexibility, agility, and efficiency in their processes while avoiding the risk and cost of a migration. They used Celonis to set up a network of automated business rules to handle much of their returns process, creating a digital portal that improved processing time and customer satisfaction, and freed up teams for higher-value work.

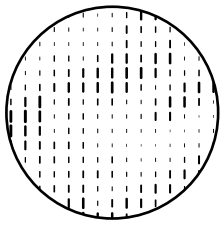
The result? **An 80% increase in customer engagement, resulting in greater order mix and revenue.**

"With our data already in Celonis, we now focus our energy on driving value for customers, personalizing solutions for them.

Through the Orchestration Engine, we get to benefit from a tool that offers a vast array of microservices, without having to build it from the ground up."

Chief Information Officer, Leading Foodservice Manufacturer

[APPLICATION MODERNIZATION SPOTLIGHT]
MAJOR ENERGY & UTILITIES CONGLOMERATE



$50 million P&L benefit
From cloud application strategy, master data consolidation, and other Celonis use cases

This global corp — a leader in its sector — was using more than 15 enterprise systems, including 6 separate instances of their ERP. When planning for the biggest modernization initiative in the company's history, their teams knew they needed to not only migrate, but to streamline and modernize the many pieces of the stack as well.

To help, they turned to Celonis, using real-time insights from the Process Intelligence Platform to guide their cloud application strategy. The company also deployed many apps from Celonis and partners throughout their Celonis Platform implementation, helping them uncover and capture value across the business.

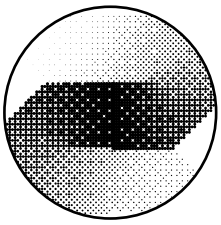
Their most jaw-dropping results: a total **$50 million P&L benefit** from cloud application strategy, master data consolidation, and the many other use cases they leveraged Celonis for, and **$1.5 billion in attainable revenue framed** by Celonis.

"One of our most important priorities is to transform our core operations to run on intelligence.

Celonis is a key piece of our digital transformation. Celonis offers us comprehensive, global, cross-process visualization and interrogation, which in turn helps us understand, identify and unlock trapped value, but more than that, sustain it going forward."

President and CEO, anonymized energy & utilities conglomerate

[SYSTEM MIGRATION SPOTLIGHT]
FLORIDA CRYSTALS



Migration delivered in 12 months
With full expected value

This leading sugarcane grower and distributor knew they had to make the move to SAP S/4HANA, but wanted to do so in a data-informed way. They chose Celonis to fully understand their processes across functions, systems, and applications before starting, using the platform to shape their migration strategy and then to manage and track the project start-to-finish.

With the information Celonis provided, Florida Crystals' IT team built an airtight business case for brownfield, and were able to clean up outdated, duplicate, and incomplete information pre-migration, majorly lowering operational risk. Aided by clear, strategic planning and insights from Celonis, the team **pulled off their migration in just 12 months and delivered the migration's full expected value.**

IT then helped implement Celonis throughout the enterprise, from Accounts Payable (where they used Celonis to cut duplicate payments by 98%) to Plant Maintenance, and beyond.

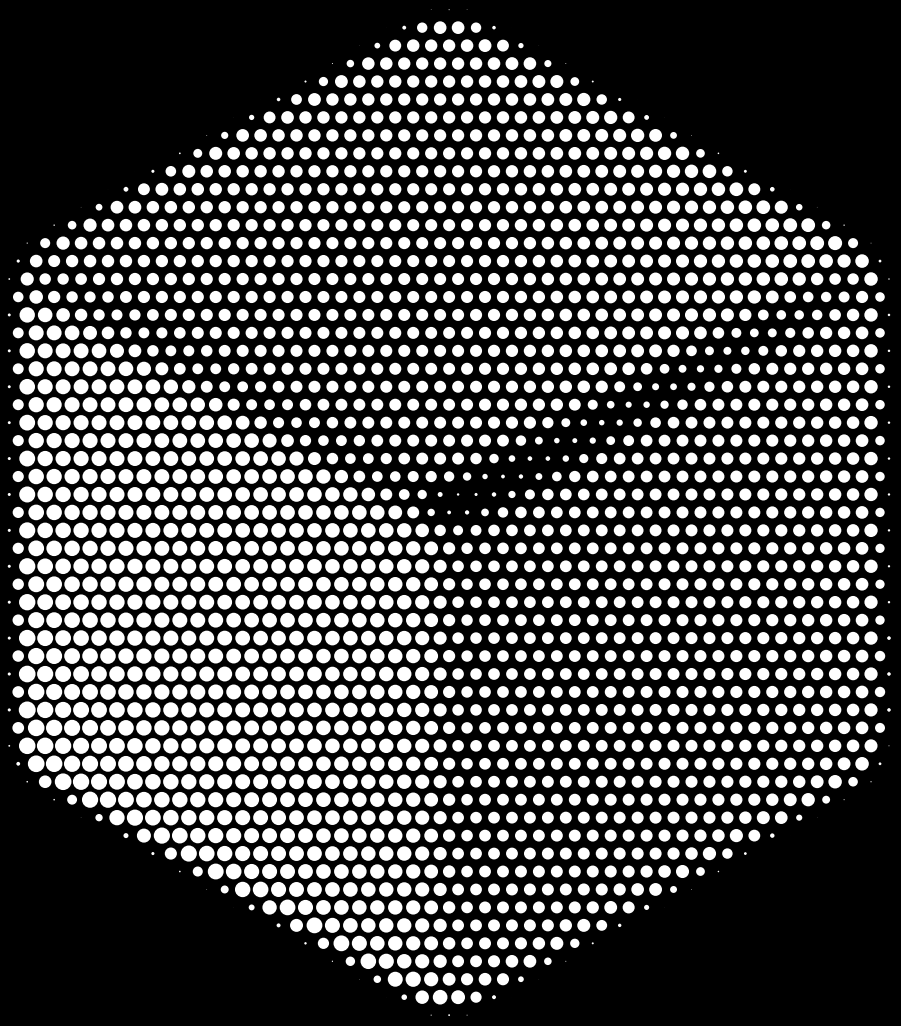
"Our discussions with SAP experts were often anecdotal. Celonis helped make the decision to go brownfield very scientifically. We've done a post-implementation review and the business case is 100% sound ...

Celonis is a rare technology that overdelivers on its promise. You don't see something that powerful and easy to implement often."

Kevin Grayling, CIO, Florida Crystals

Part 4

APPENDIX



RELATED RESOURCES

Want to learn more about what Celonis Process Intelligence can do for IT?

Check out these free resources:

eBook: **Process Intelligence for IT** — download

Learn more about why processes matter for IT, how Process Intelligence works, and what Process Intelligence can do for IT.

eBook: **Process Mining for Dummies, 2nd Edition** — download

For a deeper understanding of the fundamentals, start with our most popular eBook ever.

Datasheet: **Celonis for IT Transformation** — download

Get a summary of what Celonis can do for IT, all distilled into a 2-page PDF.

Original Research: **The 2025 Process Optimization Report, IT Edition** — download

Hear from 400+ IT leaders on their priorities, hurdles, and goals for the coming years.

Analyst Report: **2025 Gartner Magic Quadrant for Process Mining Platforms** — download

Read what Gartner thinks about Celonis, and learn why we're their top-ranked process mining platform.

Demo: **Celonis for Enterprise Modernization** — watch

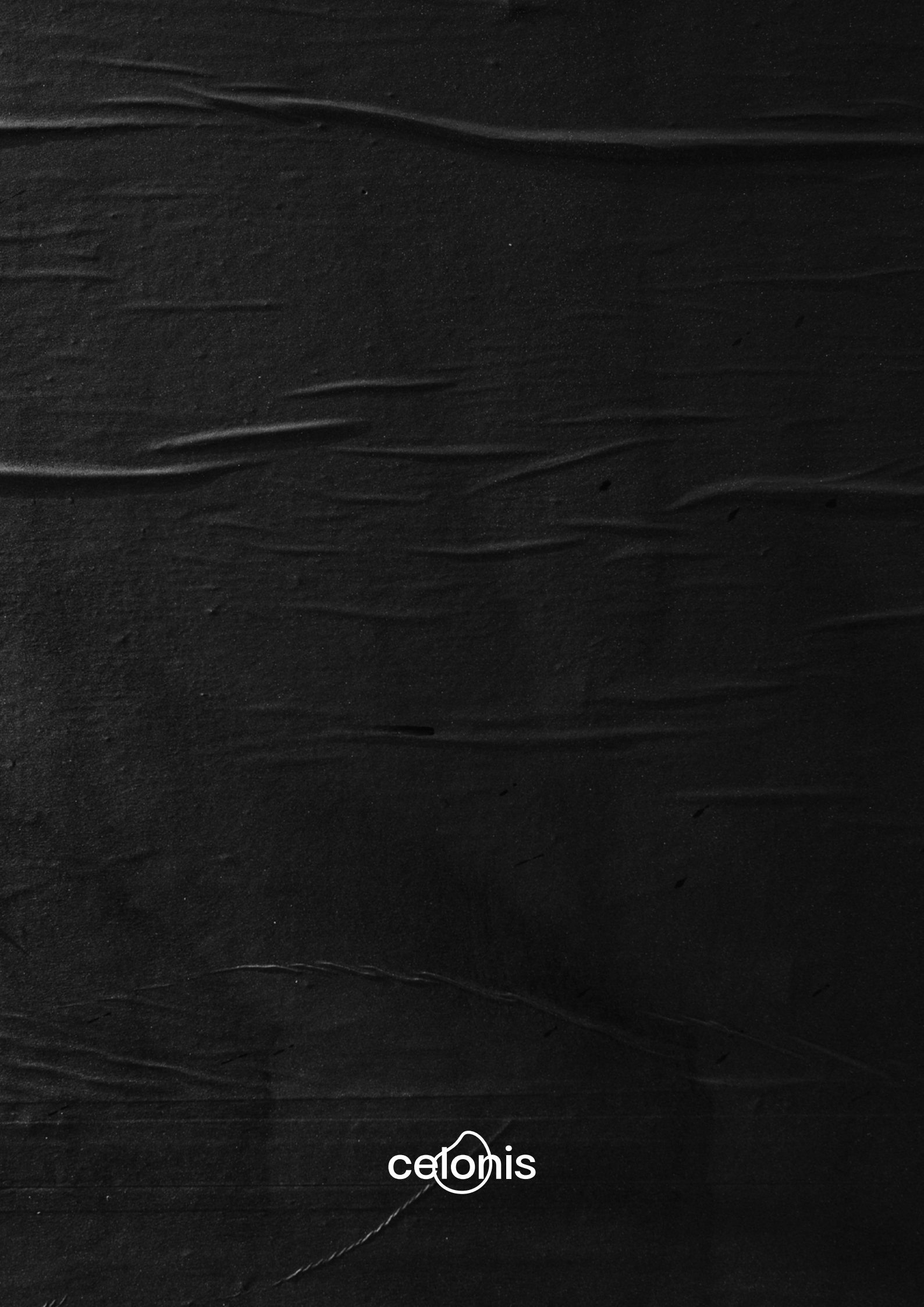
See one of our enterprise modernization experts walk you through the platform's capabilities.

ABOUT CELONIS

Celonis makes processes work for people, companies and the planet. The Celonis Process Intelligence Platform uses industry-leading process mining and AI technology and augments it with business context to give customers a living digital twin of their business operation. It's system-agnostic and without bias, and provides everyone with a common language for understanding and improving businesses. Celonis enables its customers to continuously realize significant value across the top, bottom, and green line.

Celonis is headquartered in Munich, Germany, and New York City, USA, with more than 20 offices worldwide.

Find out more at celonis.com.


celonis