

Meridian Elevator Group

Process Flows L0–L4

As-is and target process taxonomy · multi-site (Global / DE / IT) · entanglement lens

Engagement	Carve-out & separation discovery
Baseline	Locked 2026-06-05 · v1.0
Prepared by	Noema · Niya Consulting
Classification	Sample — confidential, for discussion

Every node in this document traces to a discovery item and the interview moment that evidences it. The same model is navigable live in Noema — L0 to L4, per site, as-is and target.

L0 · Enterprise process landscape

Eight mega-processes in the separation perimeter · separation exposure assessed per process

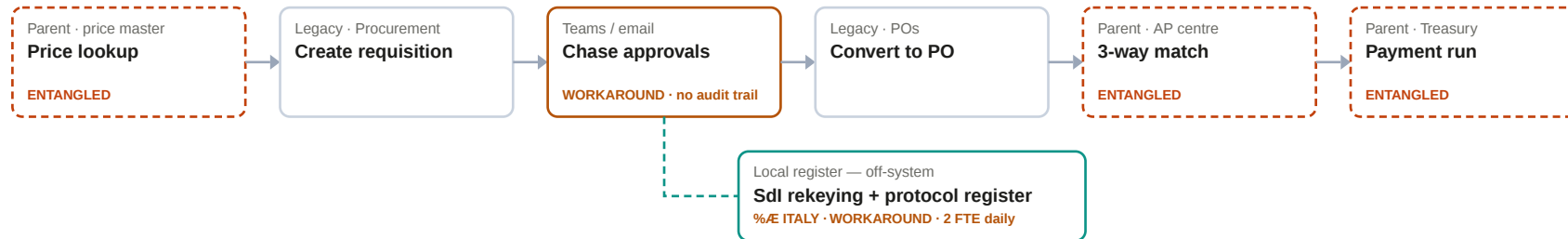
L0	Mega-process	Owner	Primary as-is system(s)	Sites	# L1	Exposure
L0-01	Procure-to-Pay	CPO · K. Maurer (int.)	Legacy ERP + parent AP service centre	GLB·DE·IT	6	High
L0-02	Order-to-Cash	Sales ops · L. Conti	Legacy ERP + parent credit bureau feed	GLB·DE·IT	7	High
L0-03	Record-to-Report	CFO · K. Maurer	Parent consolidation platform	GLB	5	High
L0-04	Plan-to-Produce	Plant managers DE/IT	Site MES + legacy ERP	DE·IT	6	Medium
L0-05	Hire-to-Retire	HR · external advisor	Parent HCM suite	GLB·DE·IT	4	High
L0-06	Acquire-to-Dispose	Finance · J. Weiss	Legacy ERP fixed assets	GLB	3	Low
L0-07	Service-to-Cash	Service ops · P. Lang	Field tool + parent billing	DE·IT	5	Medium
L0-08	IT-Run (estate)	IT · A. Vogel	Parent-hosted estate, 60+ apps	GLB	4	High

Exposure = density of parent entanglements requiring severance, TSA, or redesign before day one. Full L1 breakdown (18 groups) in the companion workbook.

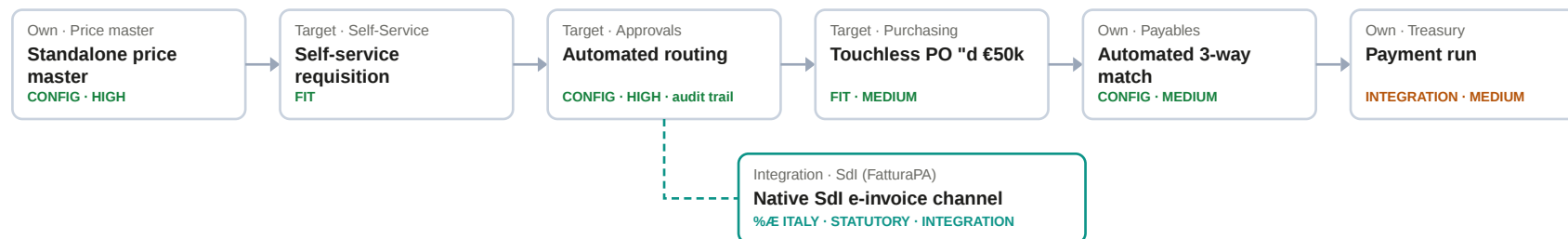
L2 · Procure-to-Pay — as-is vs target

Dashed red = entangled with parent · amber = workaround · teal = statutory site variant

As-is · entangled



Target · stand-alone



The as-is lane carries three parent entanglements (price master, AP centre, treasury) — all severed in the target lane. The Italian statutory variant survives by design: Sdl moves from a 2-FTE daily workaround to a native integration. L3/L4 decomposition of approvals and invoice capture in the companion workbook.

Site variant register

Variants survive only with a documented statutory basis — habits fold into the core

ID	Site	Process	Variant	Basis	Class	Disposition	Evidence
V-01	IT	P2P-L2-70	SdI / FatturaPA e-invoicing	Legge 205/2017 — statutory	Justified	Native integration	INT-04 · 14:31
V-02	IT	P2P-L2-60	Protocol register	DPR 600/1973 — statutory	Justified	System-generated	INT-04 · 14:38
V-03	DE	P2P-L2-40	Works-council review	BetrVG §87 — statutory	Justified	Workflow hold step	INT-02 · 09:55
V-04	IT	O2C-L2-50	Bollo stamp duty	Statutory	Justified	Billing config	INT-06 · 11:20
V-05	DE	P2P-L2-10	Paper requisition pad	Habit — predates 2014 system	To harmonize	Fold into core	INT-02 · 10:12
V-06	IT	P2P-L2-40	Verbal approval, consumables	Habit	To harmonize	Fold into core	INT-04 · 14:50

Classification per the harmonization rule: a variant earns its place with a legal or regulatory basis; everything else is a candidate to fold. Each row links to its discovery item and interview moment in Noema.

