

## SCENARIO AUTOMATION

SEA LION, a multinational manufacturing company, had a painful contract approval process. With over 60 different international entities, many different departments were involved in the signing process – and since it all took place via email, by the time it was an executive’s turn to sign, she would need to dig through the entire string of emails to uncover if the appropriate people had signed – or not. With each contract making its way to the executives via email, each leapfrog to the end would depend on a RACI model (responsibility assignment matrix) where individuals would “CC” others to create buy-in, rather than simply to inform. This further proliferated the number of involved persons and the time to turnaround. SEA LION had historically treated “approvals” and “signature” identically, but now wanted to separate the concept of approval from the signature, which is a statutory issue.

Between the RACI issue and the difficulty of tracking approvals over email, this mix of approval and signature involved too many people and created headaches. What should they do? What solution would you recommend?