



Buyers, suppliers and The Intelligent Spend Group

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THE BEST RUN 

Agenda

- How the first EMEA North customer on Ariba Snap preforms
- Why are more and more suppliers adding The Ariba Network
- The new Intelligent Spend Group

Haldor Topsøe **First Snap customer**



Haldor Topsoe

In brief

Market leader in heterogeneous catalysis for the refining and chemical industries for more than 75 years.

2,200 employees in 13 countries.

Headquarters in Copenhagen, Denmark.

Production in Frederikssund, Denmark, and Houston, US.

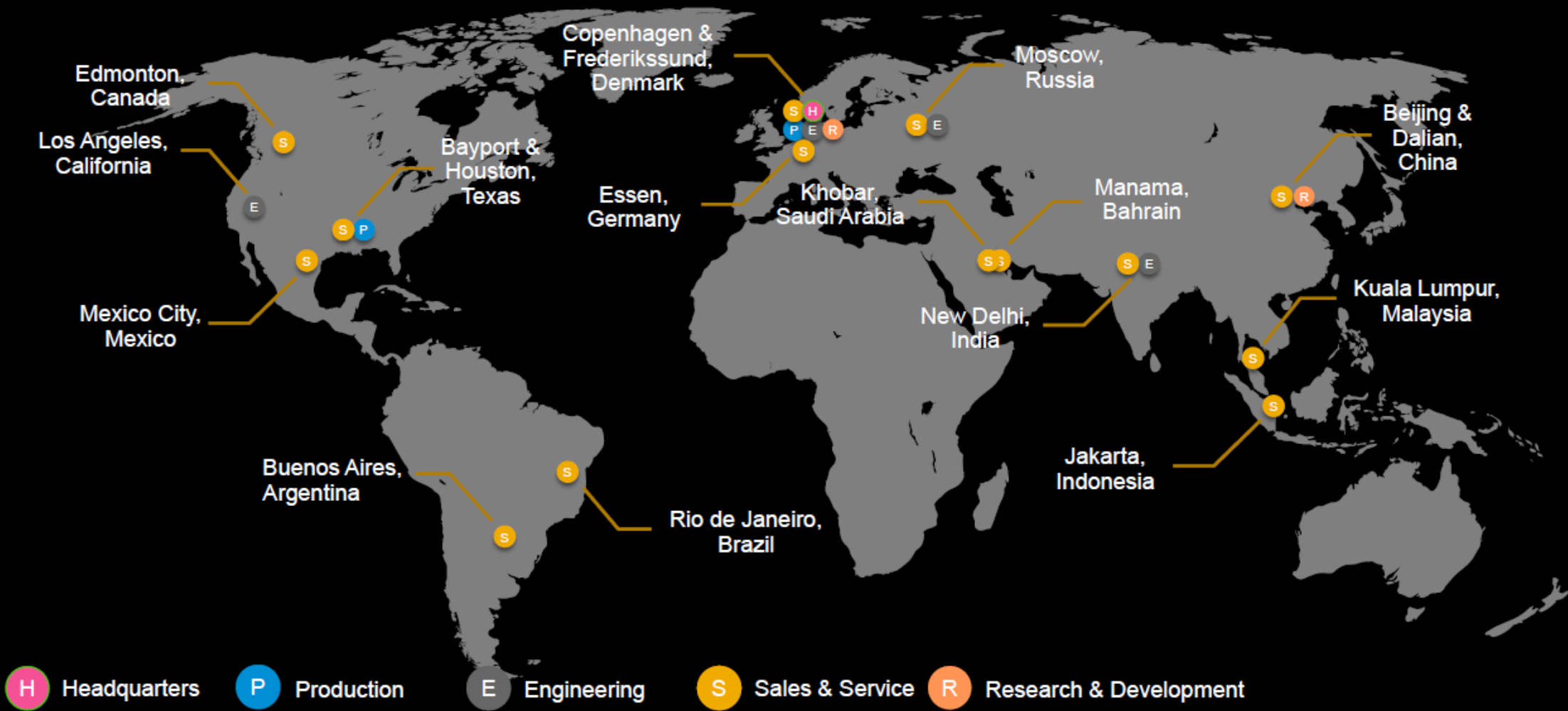
Spends around 9% of revenue on R&D.

Established in 1940 by Dr. Haldor Topsøe.

2018 revenue DKK
5,617m (~USD
890m)

2018 operating profit
DKK 708m
(~USD 110m)

Global presence



eProcurement – driving digitalization

– Corporate Strategy, Must-Win Battles

Project objectives

- To automate the indirect procurement process, ensure compliance and free up resources
- Enable end-users to procure directly via catalogues and smart forms and thereby achieve more efficiency
- Increase compliance to contracts
- Reduce maverick buying
- Spent less time on operational activities
- Achieve higher user satisfaction and time used for ordering
- Increase invoice match

How to work to Obtain the Objectives

- The mindset – we do not design an eProcurement tool, we adapt ready made standard software.
- Ariba has made the implementation for a number of companies, we follow their lead and use best practice.
- **Time is the critical parameter**, we must think in solutions and not in questions.
- As delivery on time is must-do, our **prioritization of the work** is key to success.

Haldor Topsoe – before, during and after Ariba SNAP implementation

Resource allocation

Change Management

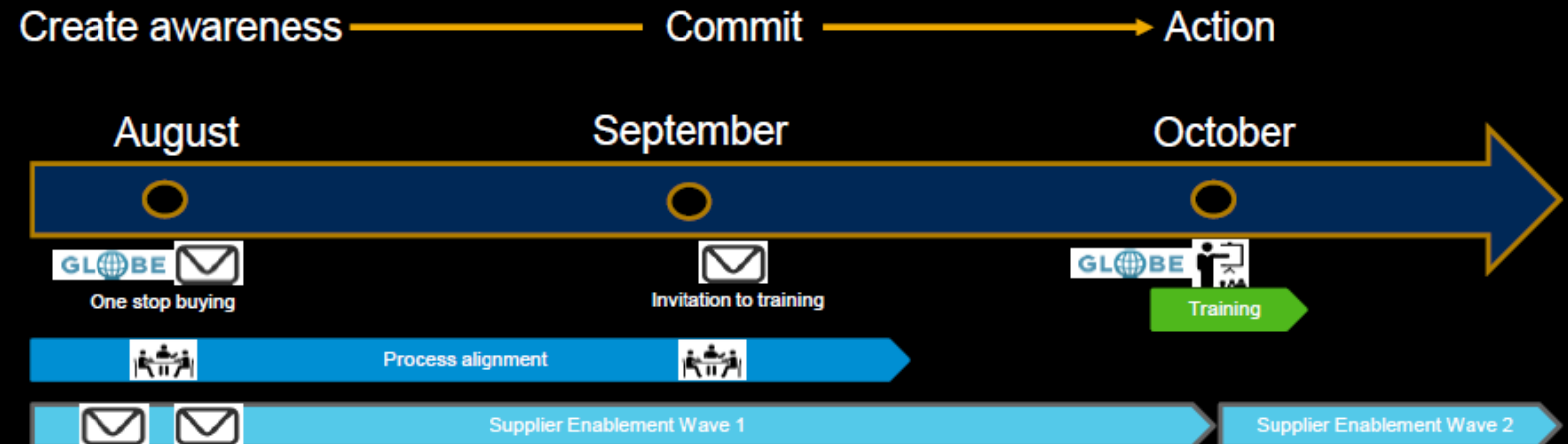
Supplier Enablement

User Acceptance Test

Training

User Adoption

Timing



Resource Allocation

Project members from Haldor Topsoe

- Core team: 3 FTE
 - 2 from Group Procurement and 1 IT
- Support team: 4 PTE
 - Ambassadors
 - Took part in: kick-off, testing, training
- UAT Test team: 8
 - core team 2
 - Support team 4
 - + additional 2

Project members from partners

- Itelligence and eS2P

Change Management

Purpose of Communication

The purpose of the communication and change management is to support implementation and ensure the adoption of eProcurement in Topsøe and by suppliers by:

- Raise awareness of eProcurement in Topsøe amongst all **stakeholder** groups
- To inform and engage suppliers in the **supplier enablement**
- Ensure that selected stakeholder groups are ready to **make decisions** regarding process alignment
- Inform all stakeholder groups to **changes in policies or procedures**
- Invite and conduct end-user **training**
- **Inform suppliers** about how to do business with us



Features
Work anywhere by accessing your TopBuy application from your mobile device and never miss a beat with your procurement operations. The TopBuy Mobile app delivers total user experience, providing secure and instant access to your procurement.

You can:

- Track, review, approve, and pin requisitions.
- Give and get a Nudge by sending and receiving gentle reminders.
- Leverage your device's TouchID to log in bile app.
- Manage tasks and complete a task with a swipe!

Important:
To activate your mobile device for use with TopBuy you have to

ATTENTION EMPLOYEES

The eProcurement system TopBuy will soon be launched in an office close to you!

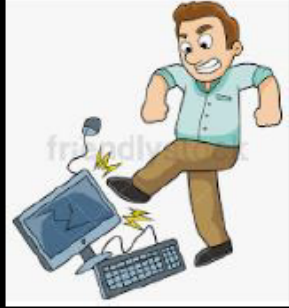


Group Procurement

-  Benefit from leverage buying with negotiated prices
-  Get more transparency and control with the spend-to-plan flow in TopBuy
-  Free up time in the buying process

User Adoption

Go-live + 4 months



- High user acceptance
- User friendly, easy to overview
- More efficient order handling process



You went live
with a test
system !

- Punch-out catalogues does not always work
- Free text handling is time consuming
- The search functionality is not good
- We, anyhow, have to approve the invoice

What have we achieved so far?

@Haldor Topsoe	Ariba Buyer Account
Number of POs 2018: 14000 2019 Q1: 5000, estimate yearly 20.000 KPI: 50% of POs from catalogues. Guided Buying (GB): Active users: 650 + 150 in DK Activities: Create/Change PR Approval using e-mail or mobile app Procure-2-Order (P2O) Active users: 5 4 PTE 1 Apprentice Activities: Receive and handle free text requisitions Upload catalogues Support end-users	Supplier enablement Full integration: 14 Light integration: 1009 Transactions: Purchase orders (new/changed/cancelled) Catalogues Order confirmations Ship Notices Invoices Volume in 6 month: > 250M DKK

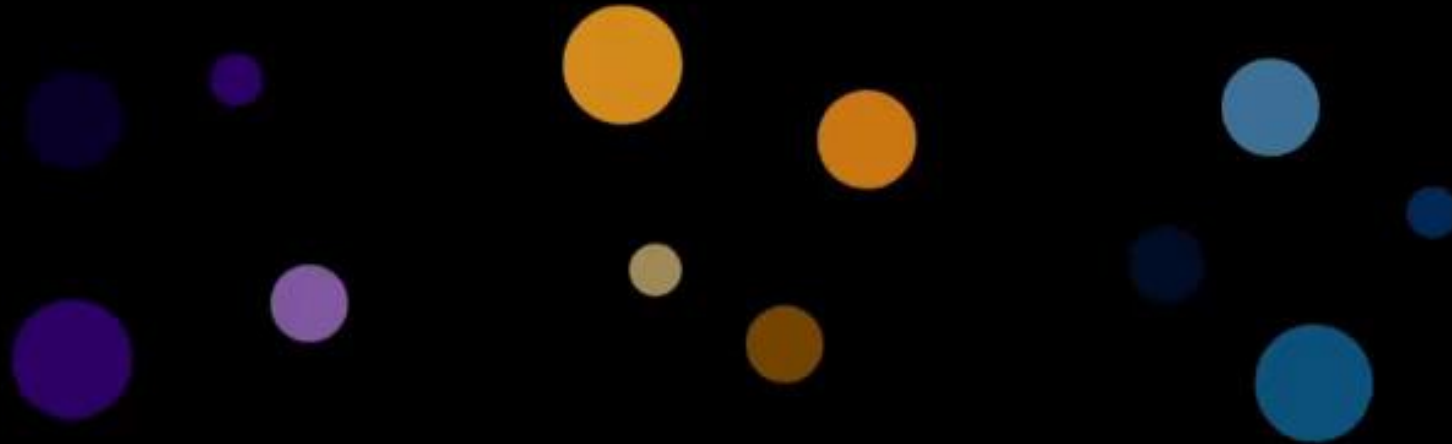
Suppliers **What drives them**



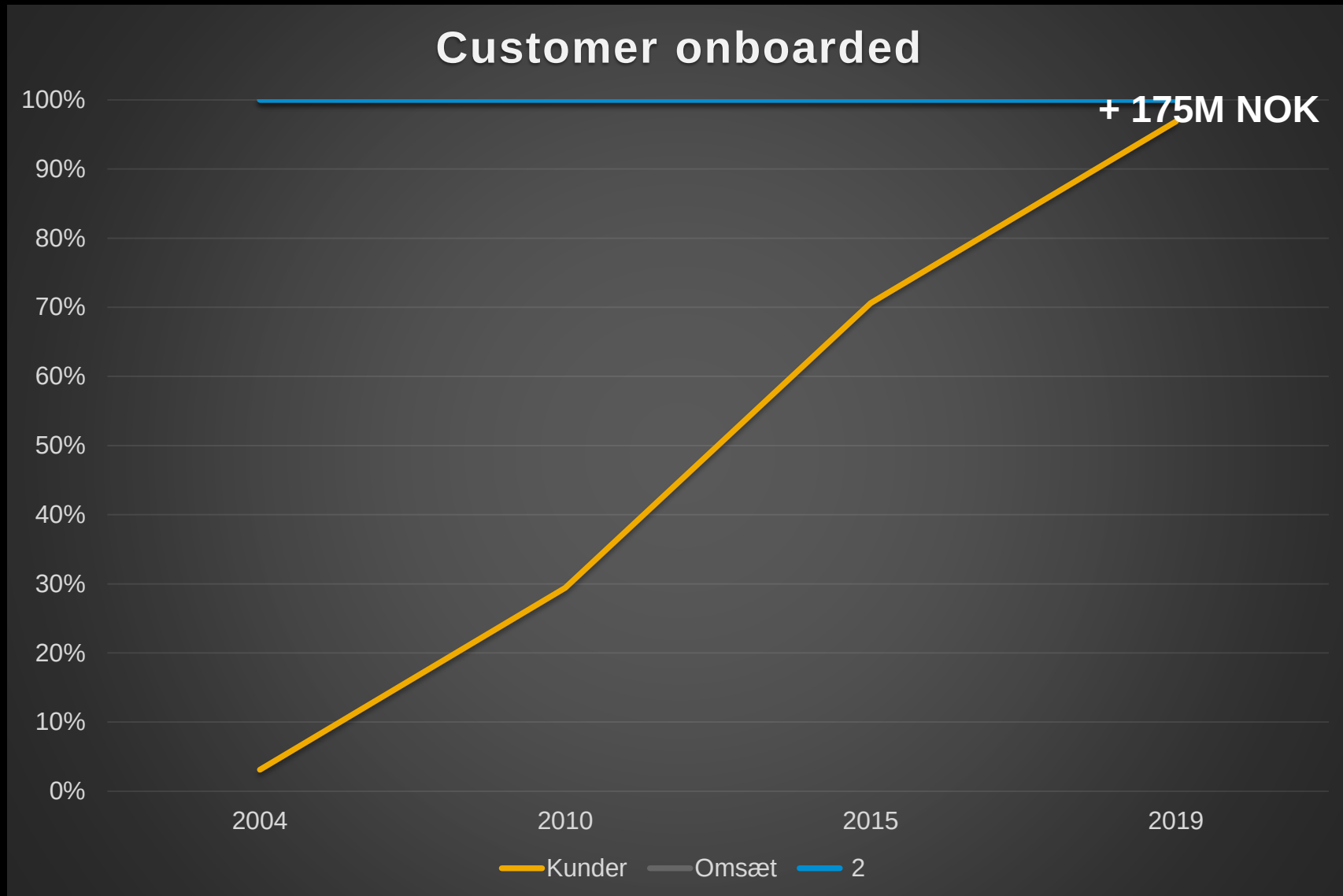
In 2004 ATEA did not know Aribes Network



In 2019 it's a **strategic tool for customer experience**



Development in Norway, Sweden, Finland & Denmark



The business model for Ariba Network

Scenario 1:

No existing EDI provider today

- Position CIG for integrated suppliers

Scenario 2:

EDI in use with 3rd party provider

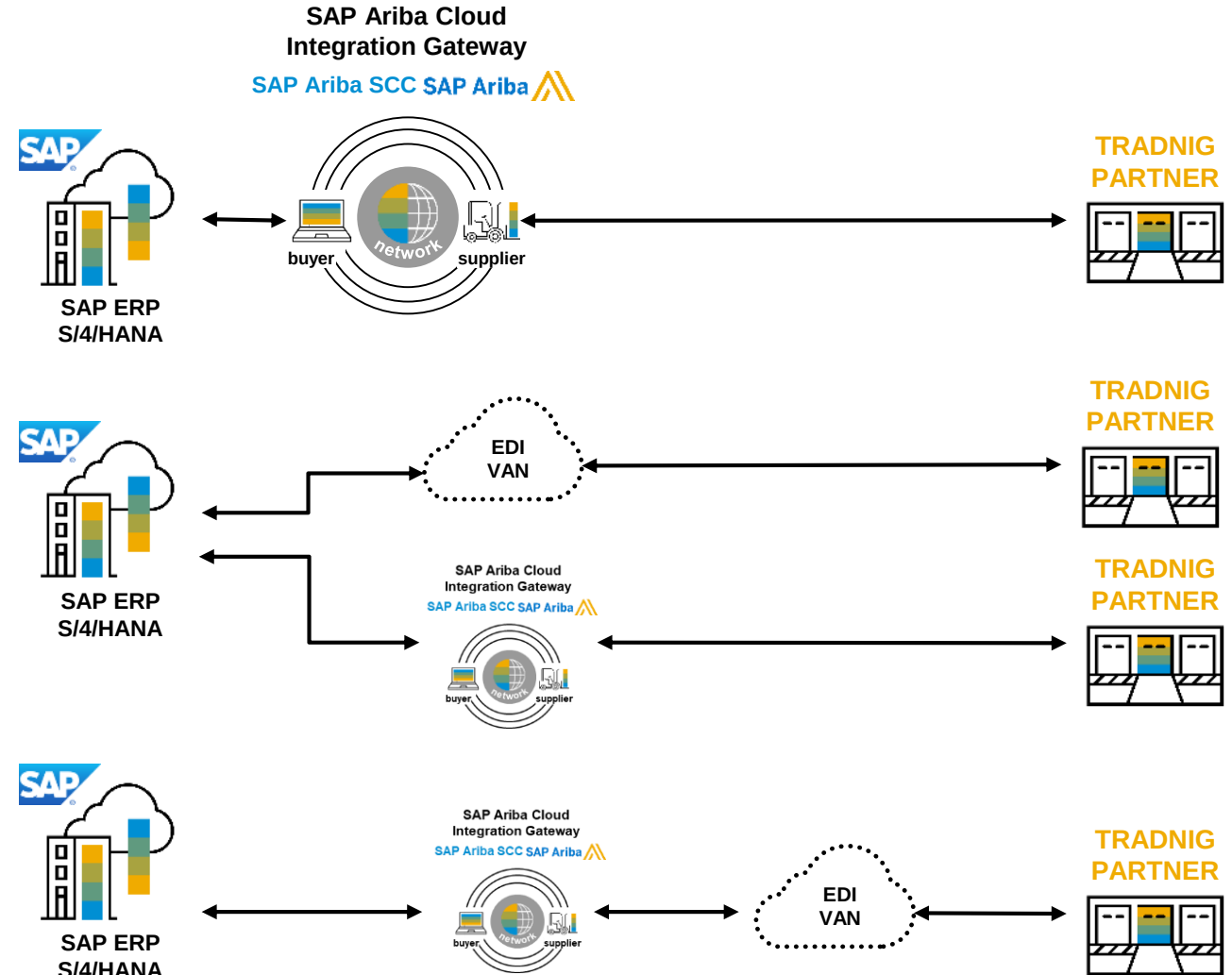
- Position CIG for new trading partners in parallel to existing EDI connections
- Document mix cross EDI and CIG not recommended
- Do not position EDI replacement (lift & shift) through CIG other than a future outlook due to high cost and poor scalability

Scenario 3:

Suppliers do support 3rd party outbound EDI

- Interoperability with 3rd party VAN/B2B networks
- Examples: Seeburger, mySupply

EDI = Electronic Data Interchange VAN = Value Added Network



New Intelligent Spend Group

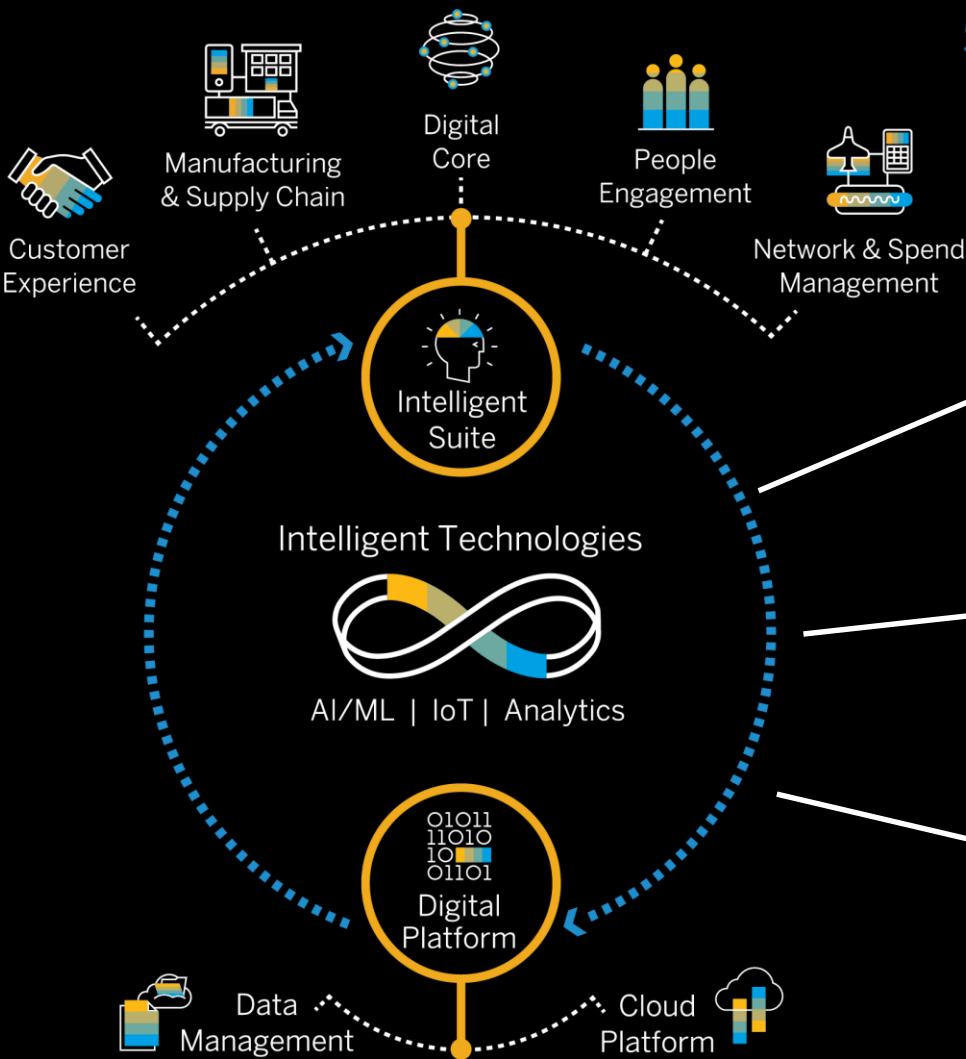


The Intelligent Spend Group

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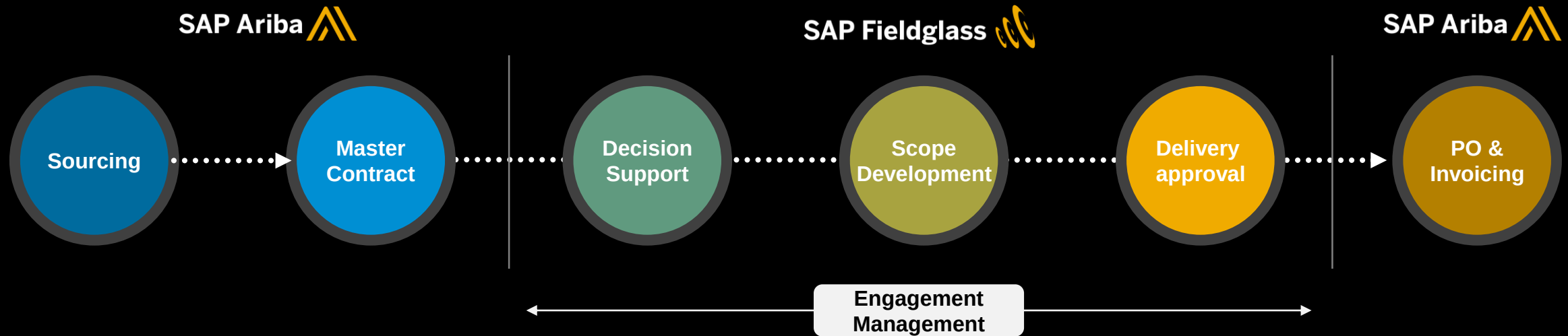
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THE INTELLIGENT ENTERPRISE
features 3 KEY COMPONENTS:

- 1 Intelligent Suite
- 2 Digital Platform
- 3 Intelligent Technologies

Total Spend Management – The Differentiator for SAP



“Active Management”
is the SAP Fieldglass
differentiator

Parameters of a Services Engagement:

- Dynamic scoping based on how, where and when work will be delivered
- Resources on/off boarding, chain of custody tracking, and tenure management
- Supplier initiated scope updates and project document collaboration
- Changing delivery team make up, including internal employees
- Task/activity level cost accounting and effort tracking
- Project SLA and performance management

Introducing **Procurement Operations Desk**



Procurement operations desk capability **solves challenges at each level**

SAP studied the workloads of procurement professionals and identified three basic roles, each with a different set of challenges.



Buyer

- Copy and paste procurement request to sourcing.
- Check category card on tool A.
- Check supplier risk on tool B, and check PO on tool C.
- Talk to requester, experts, and other teams.

Needs a unified tool instead of multiple tools and the ability to easily track all internal and external clients in one place



Manager

- Requests are assigned to buyers.
- Are buyers experiencing roadblocks?
- Are we meeting our SLAs?
- What are the priority requests?

Needs a unified tool for monitoring and load balancing workflows



Director

- Every tool has its own KPIs.
- There are no end-to-end KPIs such as full cycle time.

Needs a unified tool with end-to-end KPIs, with automated alerts for performance tracking, corrective actions, reporting, and analyses

Procurement operations desk capability **provides the right tool**

Procurement operations desk capability delivers three experiences tailored to each role, designed to enable each professional to operate at maximum efficiency.



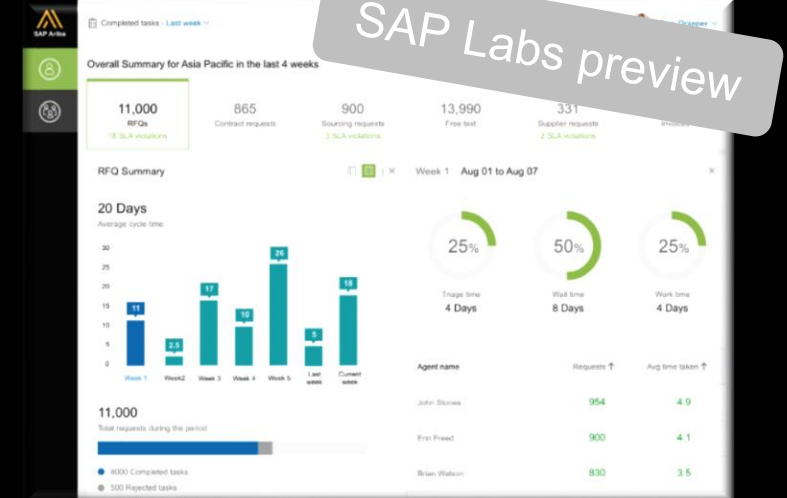
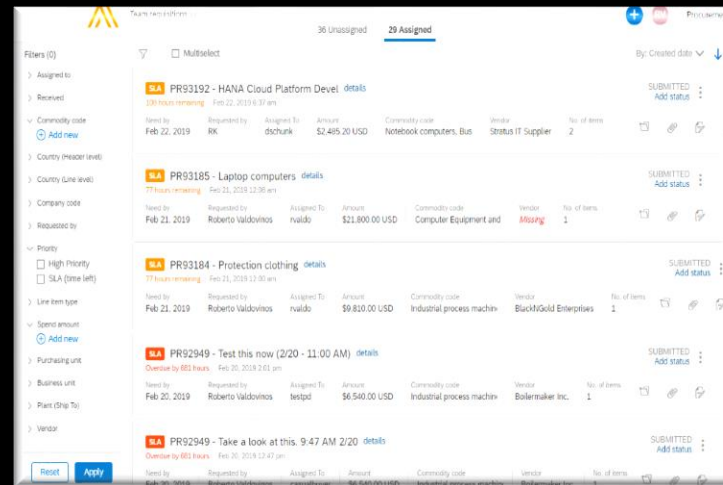
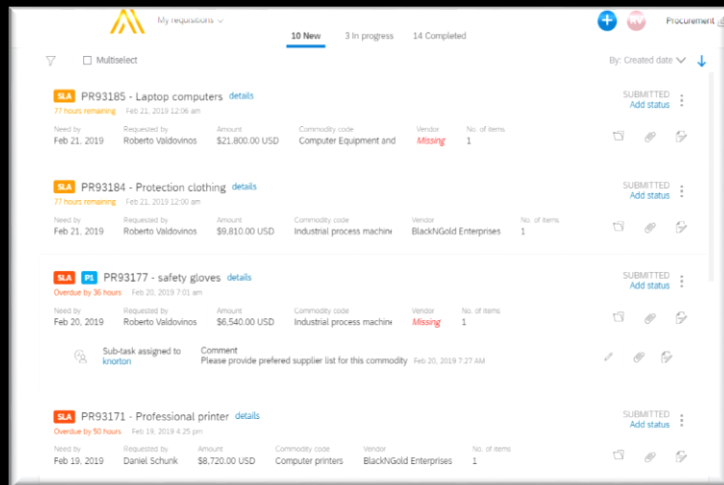
Buyer



Manager



Director



Thank you.

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