



DSM's Digital Procurement Transformation

How we won the Digital Procurement Cup

The captains of today's match



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20+ years experience in Procurement



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Today we bring to the stadium a...

DSM Client Case



Key & Figures

- Global leader in Health, Nutrition & Bioscience
- Founded in 1902 in The Netherlands
- Operating in over 63 sites across 50 countries
- Approximately 15k suppliers & 23k end-users for indirect procurement
- Currently in merger discussions with Firmenich, a leader in flavours and fragrances, and also a SAP Ariba user



NUTRITION • HEALTH • SUSTAINABLE LIVING



The 6 goals to win the Digital procurement Cup!

01 Season strategy

04 Check the pitch

02 Season Schedule

05 Fan shop

03 Player selection

06 Fan engagement



1. Season strategy

“Where do we want to be at the end of the season, how does success look like?”



1. Season strategy

Together with DSM a set of four program objectives and business case outcomes were define

Program Objectives



Improve employee satisfaction



Improve supplier engagement & limit supply risk



Improve end-to-end procurement capabilities



Develop end-to-end processes and system functionality

Business case outcomes

8/10

User satisfaction

>90%

Increase Spend Under Contract

10%

Reduce Maverick Buying

>80%

Touchless transactions

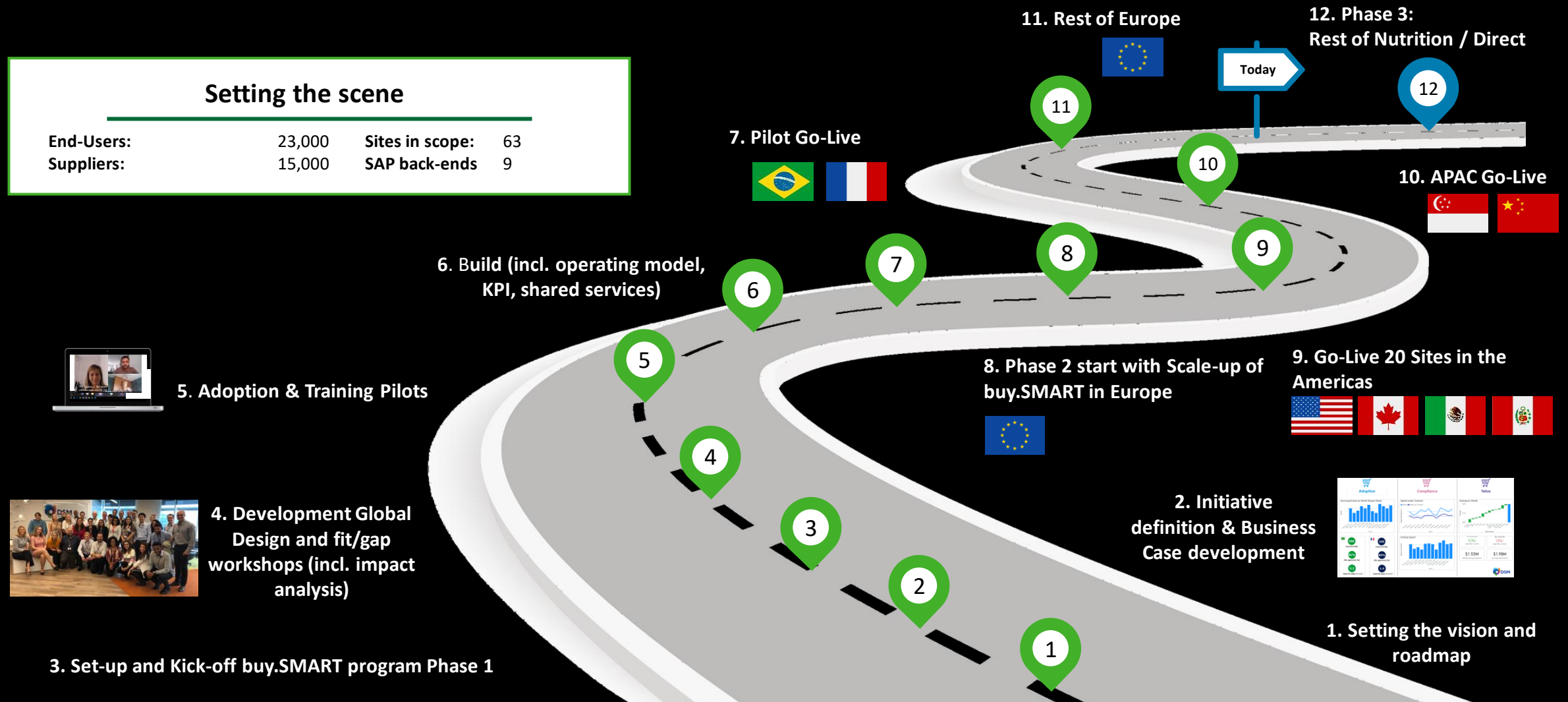
2. Season schedule

*“How do we **prepare** for the **busy season** schedule?”*



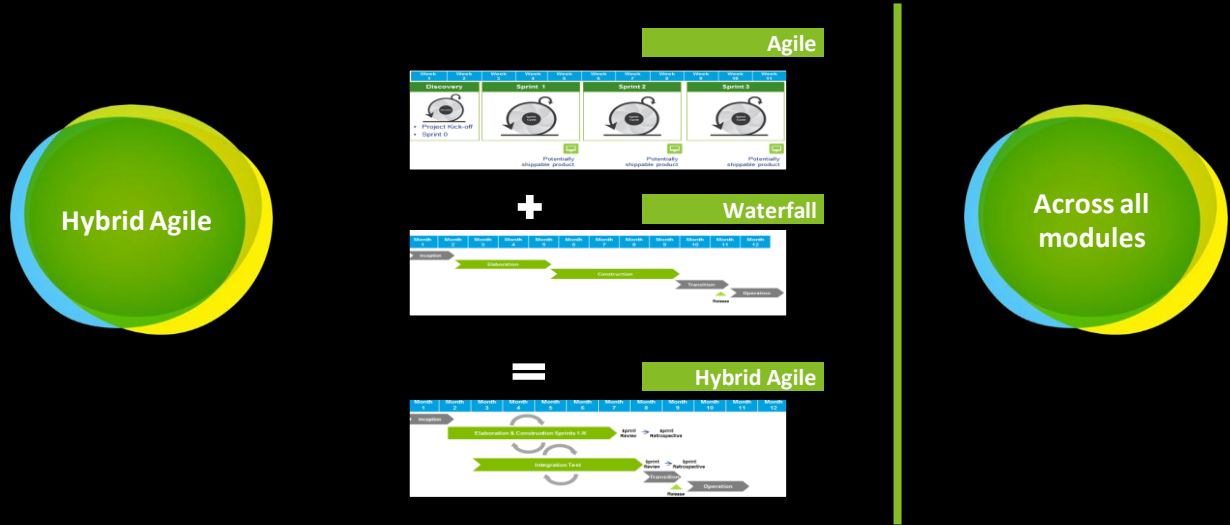
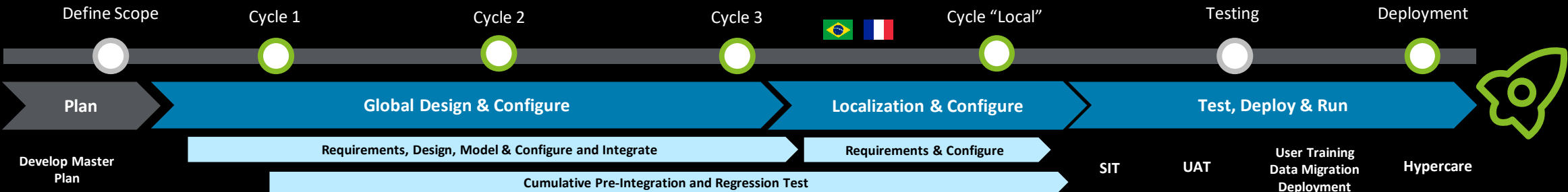
2. Season schedule

Don't try to do everything at once. Phase your programs - Going too quickly without a defined roll-out strategy will create delivery challenges



2. Season schedule – the design phase

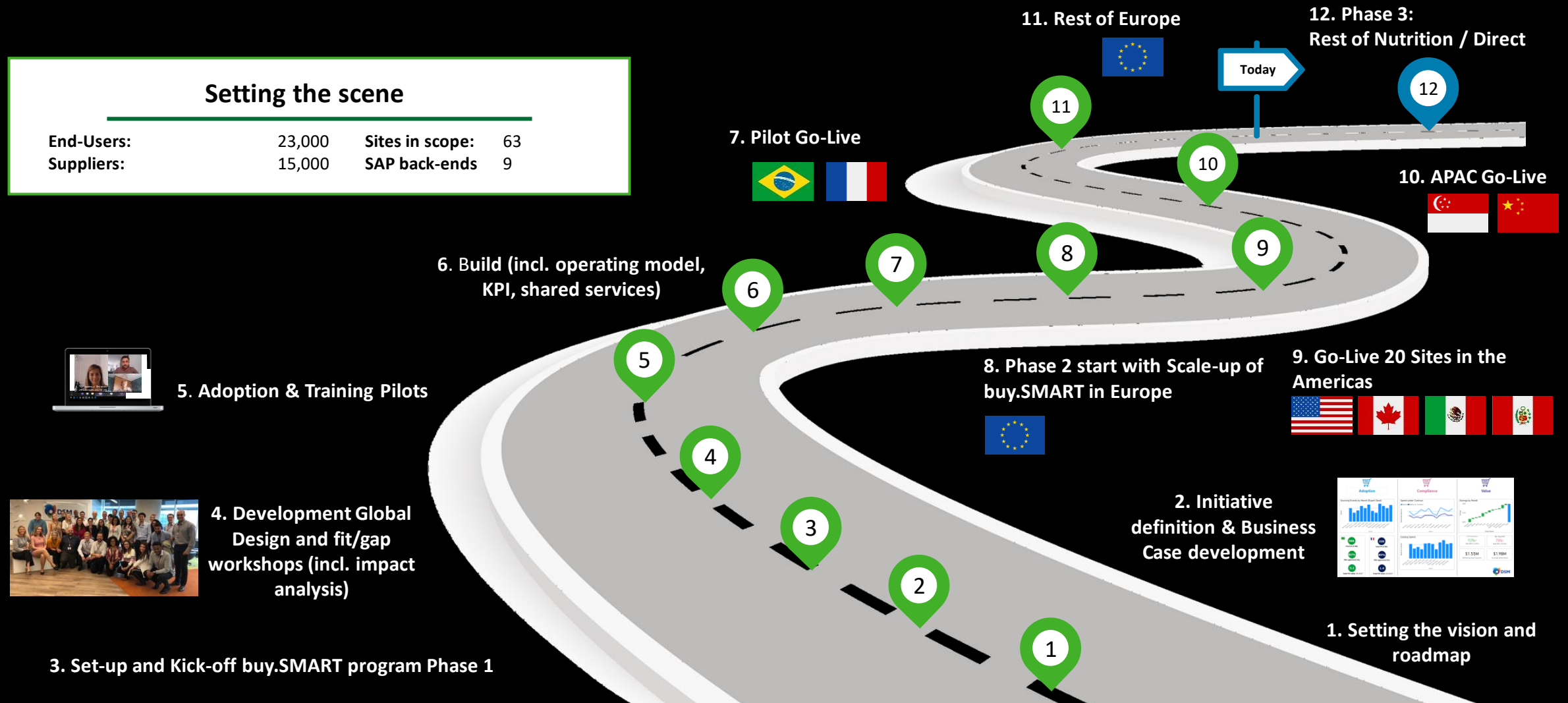
During three cycles of global design workshops, various DSM stakeholders are involved to ensure a solid global process design and ARIBA configuration. Following the Global Design, localizations were designs where strictly required



Cycles	Activities
Cycle 1	Cycle 1 workshop: Define Processes, Policies and Business Requirements
	Work with the inputs from DSM to prepare next cycle
	Follow up meetings on Actions
Cycle 2	Cycle 2 Workshop: Provide Requirements
	Lead Demonstration of Ariba Product Functionality
	Hold Requirements Gathering/Confirmation Workbooks
	Requirements Workshops Complete.
	Hold follow up meetings & close all the open Actions
Cycle 3	Finalize business requirements
	Hold walkthrough of Business Requirements with DSM
	Doc. requirements Document answers all question in Business Requirements Workbook (BRW)
	DSM reviews documents and requests any necessary changes
	Deloitte updates documents to reflect DSM changes
	Review DSM requirements documented in the BRW
	Documents Signed off

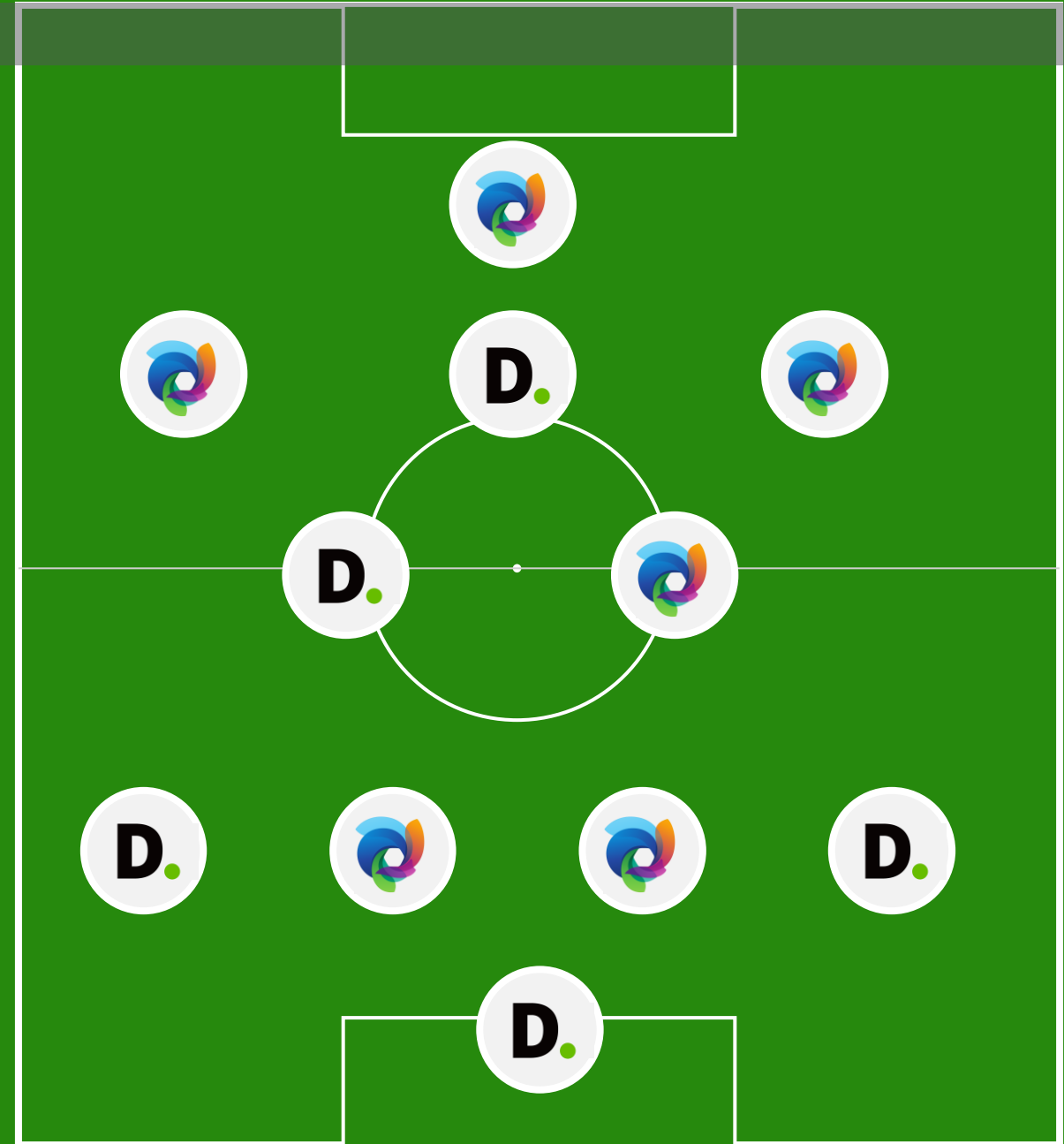
2. Season schedule

Don't try to do everything at once. Phase your programs - Going too quickly without a defined roll-out strategy will create delivery challenges



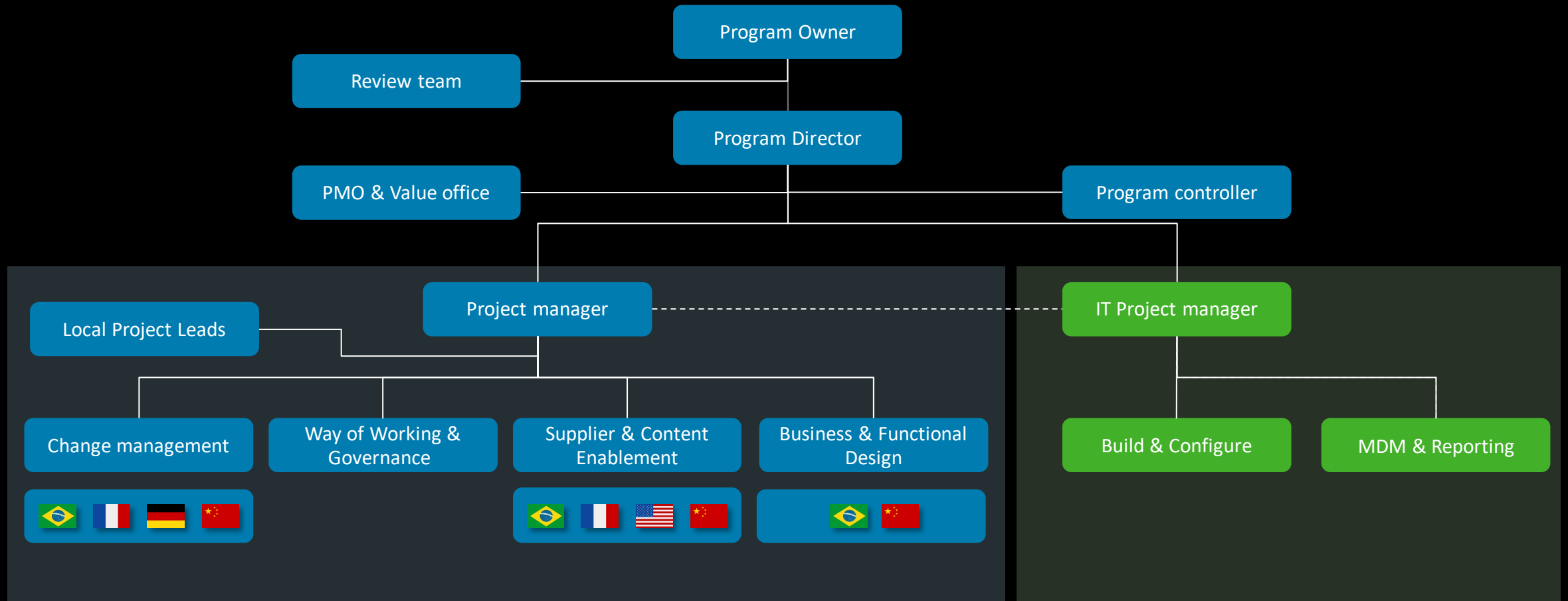
3. Player selection

*“Ensure the right **players** are in the field, on the right **position**, at the right **time**!”*



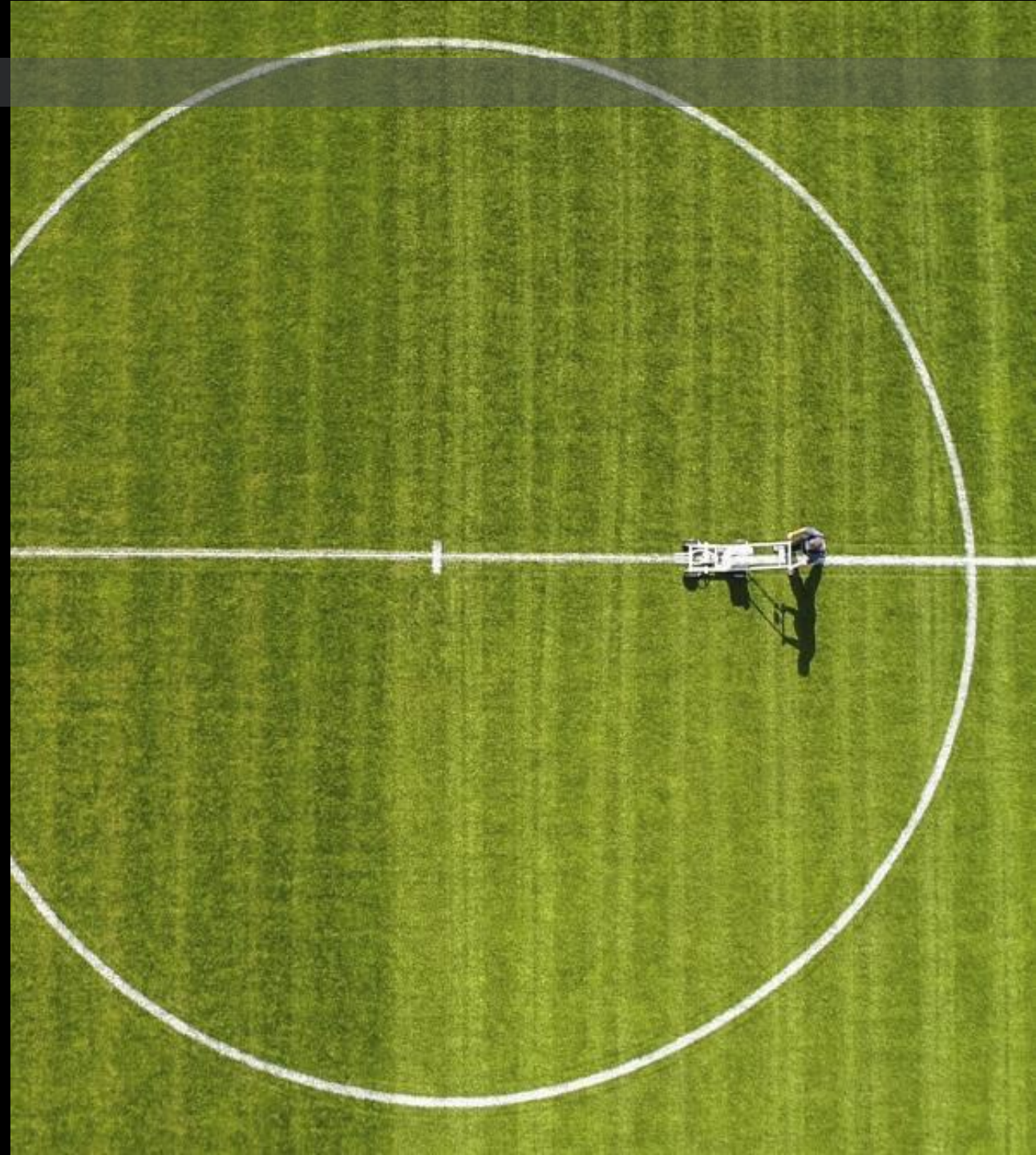
3. Player selection

To drive success different workstreams work hand-in-hand across geographies



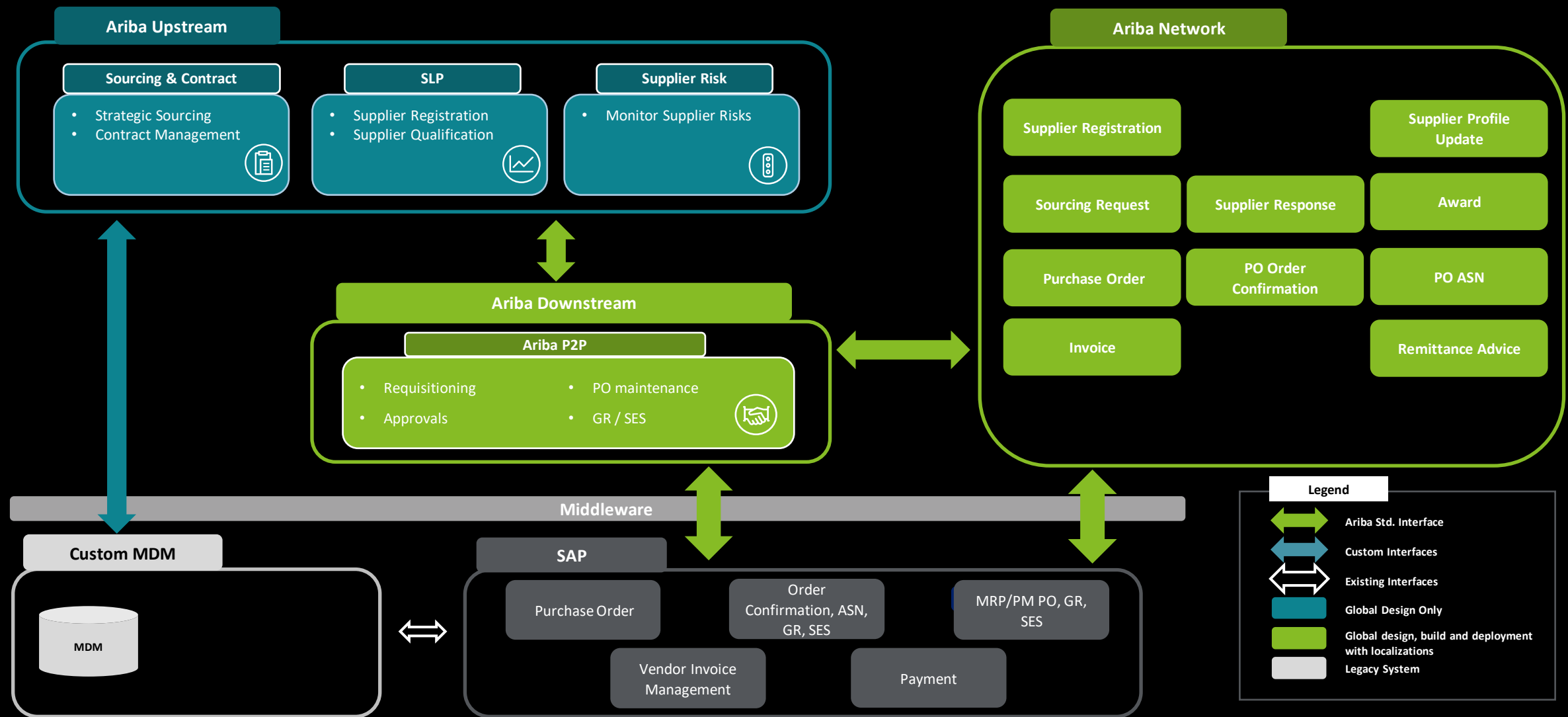
4. Check the pitch

*“Always check if the **technical conditions** are in place, such as the stadium & gras quality”*



4. Check the pitch

Solution Architecture



5. Fan shop

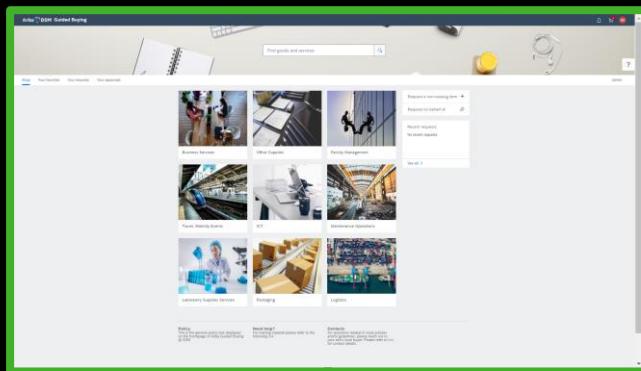
*“If your fans have **trouble finding** the food corner, they may **switch teams**...”*



5. Fan shop – content enablement

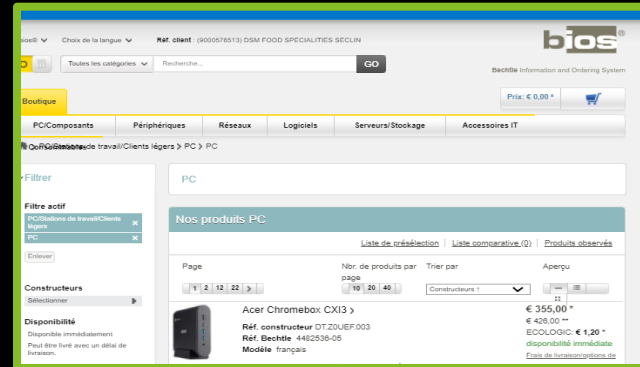
By making it easy for users to find and purchase relevant products, adoption increases and maverick buying reduces

Guided Buying Structure



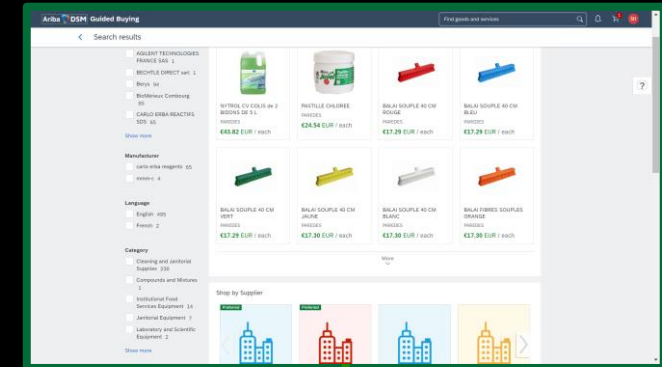
A **user-friendly** navigation path to **guide** end-users to required **product/service**

Punch out catalogs



Requestors can “**punch out**” to an externally-hosted catalog (supplier shop)

Internal catalogs



Requestors can **order directly** in guided buying environment with a couple of mouse clicks (and minimal training)

5. Fan shop – supplier enablement

Define a structured approach and wave planning to onboard your suppliers



Analysis



Buying channel



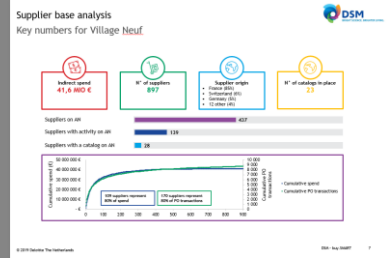
Enablement



Priority



Communication

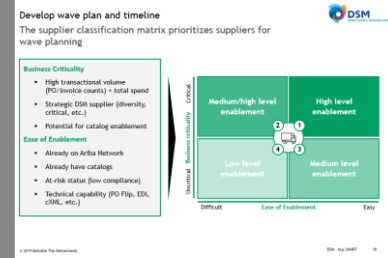


Ariba Network match

Spend and transaction analysis

Buying channel options

Ariba account types, integration and platform fees



Prioritization strategy

Escalation process

Supplier outreach and support



SUPPLIER ENABLEMENT WAVE PLAN

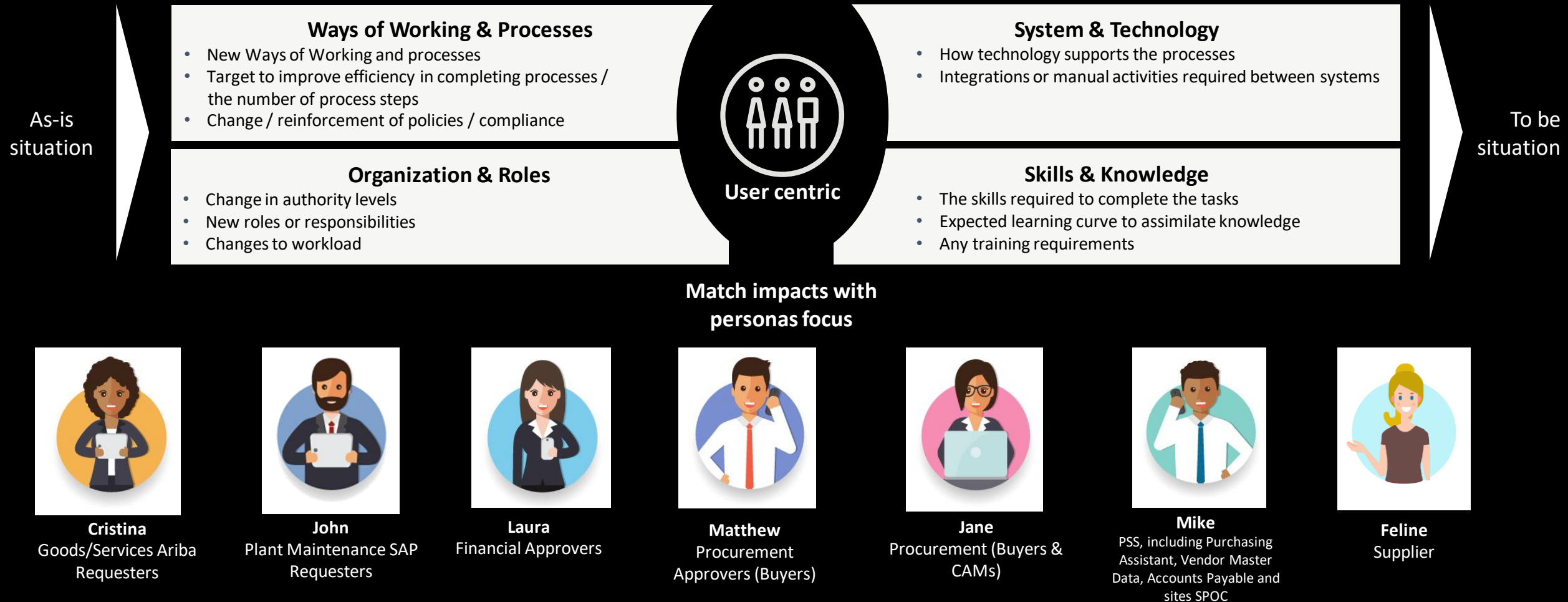
6. Fan engagement

*“Ensure your **fans** stick with you through **every game & every season**”*



6. Fan engagement – how to deal with your different type of fans

For the stakeholders that are impacted most, personas are created with a customized change journeys



6. Fan engagement

Share success, measure adoption and open up opportunities for the users to provide feedback to identify improvement areas. Adoption scores and value realized help in 'selling' the solution in future roll-outs

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SAP-ARIBA-Cloud-Lösung unterstützt in Zukunft den Beschaffungsprozess

Die bisherige Software (SRM) für den Beschaffungsprozess wird von SAP nicht weiter unterstützt. DSM führt daher die SAP-ARIBA-Cloud Lösung ein.

Diese Änderung ist mehr als nur ein Systemwechsel. Sie wird auch die Art Eurer Lieferanten verändern. Dank des neuen Layouts und der neuen Struktur von SAP Ariba wird der Einkauf von indirekten Gütern und Dienstleistungen einfacher und effizienter sein, während gleichzeitig die Einhaltung unserer Beschaffungsrichtlinien verbessert wird.

Es wurden lokale Ch... Projekt vor Ort unter ARIBA Lösung werd... (Requester, Approv... aufgrund der aktu... durchgeführt.

Go-Live ist für Mi... Projektleitung fü...

Mehr Information unter buy.SMART <https://dsm1234.shop/purchase/en/English>

Projektstart in Grenzach

buy.SMART

FOR INTERNAL USE ONLY

buy.SMART arrive sur nos sites

Seclin Mag'Enzyr n° 162

Qu'est-ce que buy.SMART ?

Le programme buy.SMART est un projet de transformation digitale des achats indirects qui vise à remplacer SRM par une nouvelle solution appelée SAP Ariba.

Cependant buy.SMART n'est pas qu'un changement de système, ce programme modifiera également votre façon d'interagir avec le département des achats et nos fournisseurs. De par sa configuration et sa structure, SAP Ariba rend l'achat de biens et de services indirects plus facile et plus efficace tout en contribuant à améliorer la conformité à notre politique Achats.

Qu'avons-nous fait jusqu'à présent ?

Le programme a débuté en 2019 avec des sites pilotes à Village-Neuf (France) et au Brésil. Aujourd'hui, le projet continue à être déployé en 2021 au sein des entités Nutrition (DNP et DFS), en commençant par la région Europe (11 sites dans 6 pays). L'équipe globale a commencé la première phase du déploiement en décembre 2020 et a collaboré avec les sites désignés sur site.

Quelles sont les prochaines étapes ?

Sur la base des informations fournies par chaque site, l'équipe projet poursuit la configuration de la solution, tout en continuant de collaborer avec les contacts locaux.

Des communications sur le projet seront régulièrement partagées jusqu'au Go-Live prévu pour la mi-mai. Une démonstration de SAP Ariba sera organisée pour les utilisateurs actuels de SRM fin février/début mars. Les champions ont également été sélectionnés sur vos sites pour contribuer au bon déroulement du projet localement et annoncer les prochaines étapes. Des sessions de formation seront programmées en avril/mai (requêtes, approbateurs financiers, acheteurs, PSS).

ons sanitaires actuelles, toutes les communications et les événements de l'équipe devront malheureusement se faire de manière virtuelle.

L'équipe projet buy.SMART est impatiente de partager avec vous des informations sur SAP Ariba.

Pour toute question, contactez François Pineau (chef de projet Seclin) ou Agathe Higelin (responsable conduite du changement).

Informations sur le programme : consultez notre intranet.

buy.SMART is now live!

CSK & Dalry

We are very excited to announce that Dalry and CSK sites are now **live on SAP Ariba!** To ensure you are fully prepared for this milestone, we provide you this toolkit which will help you to:

- How to access SAP Ariba and SAP Plant Maintenance
- How to get support (technical issue, PR/PO/invoice status, how-to questions)
- How to manage users access (eg new users)
- Where to find training materials
- Frequently Asked Questions

This toolkit provides support to **Requesters, Plant Maintenance Requesters, Buyers and Financial Approvers**. We would advise you to read through the toolkit carefully and make sure you capture all the information this toolkit provides. If you have any questions, please reach out to buySMART.info@dsm.com or your Site Project Lead.

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buy.SMART Important Announcement – We are live in CSK and Dalry!

English version – Dutch version Decline

buy.SMART

Let's embrace this Change! WE'RE IN THIS together

Go Live!

We are live!

buy.SMART is live in Dalry & CSK

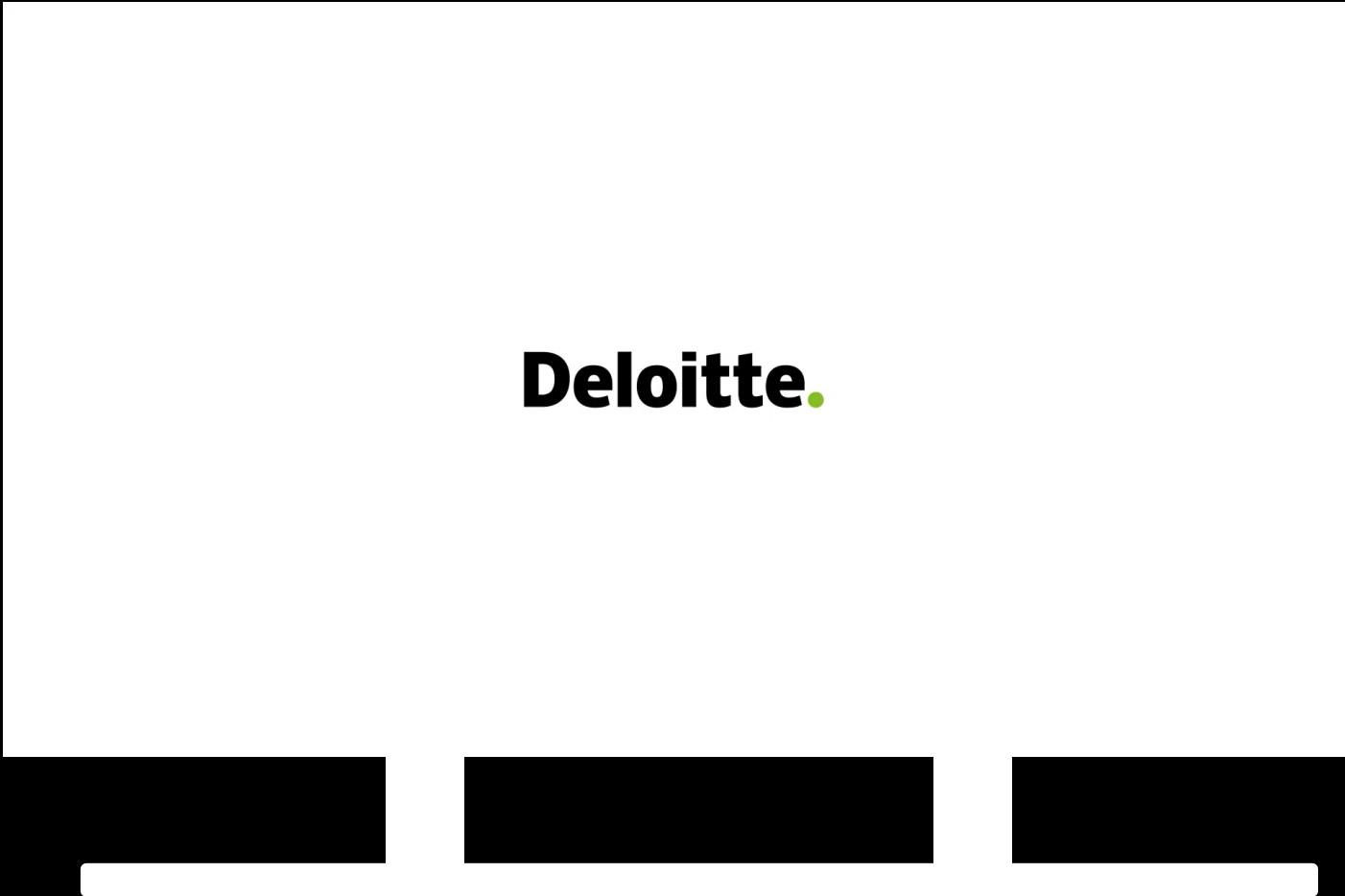
We are very proud to announce that buy.SMART is now live! From now on you can use the new SAP Ariba solution for all indirect goods and services purchases. Please click below to watch the short message from our site leadership or click [here!](#)

To start using SAP Ariba, go your **DSM portal** and click on the following tiles right now!

CSK (DFS) and Dalry (DNP) Requesters & Financial Approvers

The preparation for the Digital procurement Cup was completed, the season finalised...

Let's hear it from the **sports analysts** and **players**...



Deloitte.

We won the Digital procurement Cup!

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*“Are there **any questions** from the audience?”*



Thank you!!!

Do you want to hear more?

Feel free to connect with us or
come visit us at the stand!

Stand
G3



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