

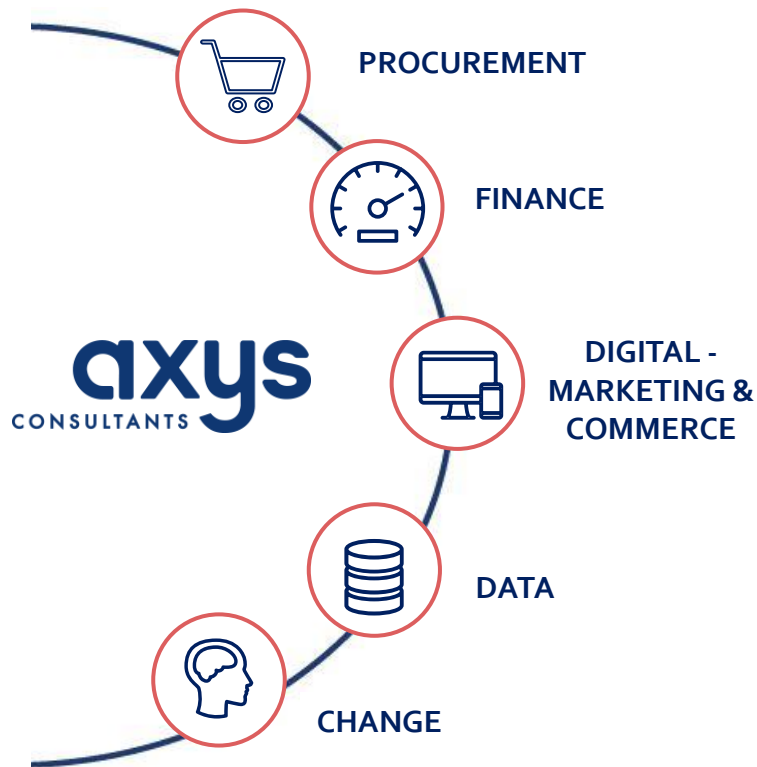


# Procurement Digital Transformation

Creating value through procurement transformation

JANUARY 2022

**axys**  
CONSULTANTS



### OUR DNA



**200** consultants



**26 M€** Turnover



Paris



### OUR SUBSIDIARIES



### OUR ASSETS



# OUR CLIENTS

## PORTFOLIO OF LARGE SIZE COMPANIES



Administration



Insurance



Bank



Retail



Energy & Utilities



Manufacturing



Luxury & Health



Media & Leisure



Services



Transport



# PROCUREMENT ROADMAP

SAVINGS, OPERATIONNAL EXCELLENCE & INNOVATION SOURCING



Globalization



Strategy



Mobility



Organization



Processes



**~ 100**  
Projects



**~ 25**  
Countries



**50**  
Consultants

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Spend



Savings



Data



BPO



IT

# PROCUREMENT PERFORMANCE

## TRANSFORMATION & DIGITIZATION

#1

### Develop the agility of the Procurement department

- Procurement department maturity
- Organization & Category management
- KPIs, Savings & Procurement performance



#2

### Professionalize the procurement department

- Procurement strategy & Spend analysis
  - Professionalization & Training
- Risk Management & anti-corruption politic



#3

### Improve process efficiency

- Process reengineering
- Process mining
- Robotic Process Automation & AI



#4

### Aligning IT on procurement strategy

- Digitization strategy
- Selection assistance
- Design, Build & Roll out



# PROCUREMENT TRANSFORMATION

## ASSESS YOUR MATURITY & YOUR PROCUREMENT PERFORMANCE

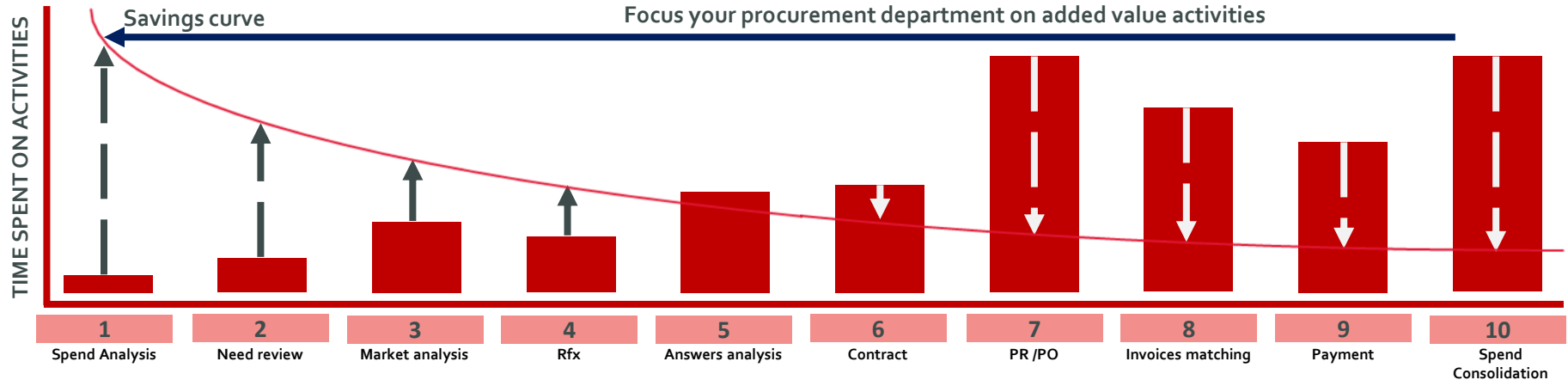
#1

Cost  
Killer



#2

Business  
Partner



# PROCUREMENT TRANSFORMATION

## MATURITY DIAGNOSIS & PERFORMANCE PLAN

#1

ASSESS

#2

TARGET

#3

OPTIMIZE

MATURITY

























KPIs

SAVINGS

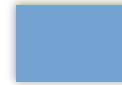
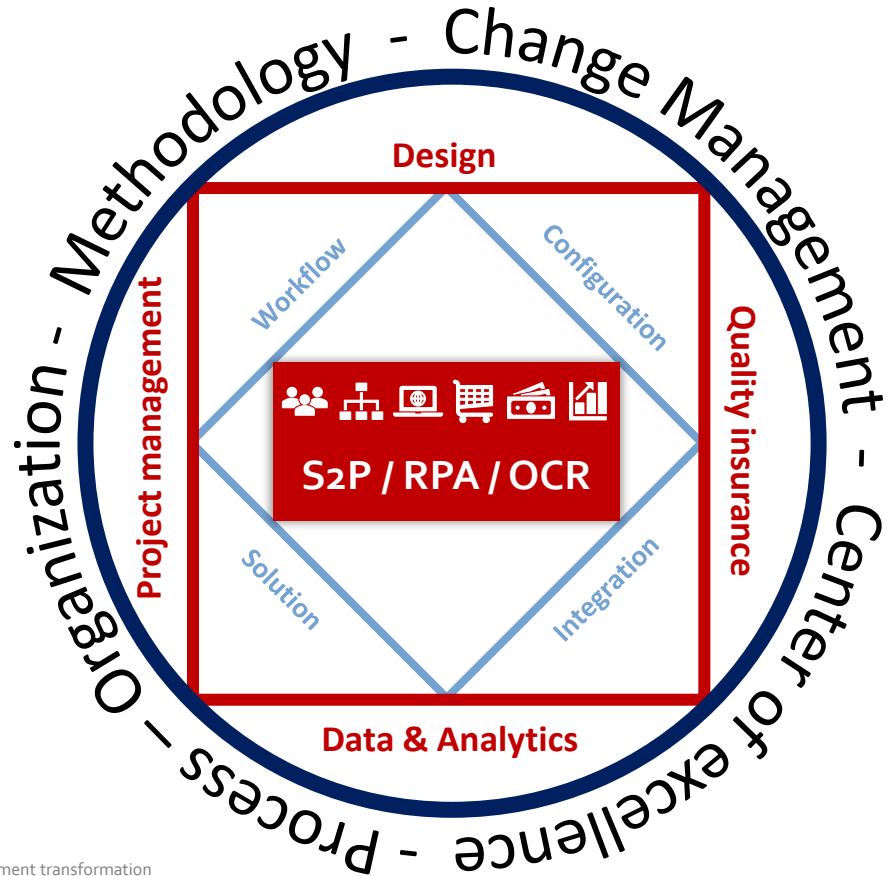
YOUR MATURITY



DIGITIZATION

Reference	Scope	Spend	Maturity diagnosis	Professionalization	Performance plan	Category
	Evaluation of <b>procurement maturity</b> . Mapping of expenses. Definition of an <b>optimization plan</b> for class B & C classes.	225 M€				C-Class
	Mapping of overheads. <b>Redesign</b> of the expenditure <b>commitment process</b> . <b>Business Case</b> P-Cards / Fleet / Telephony / Fees.	2 960 M€				OPEX & CAPEX
	Mapping of IT services under management. Improved process. Structuring into <b>service centers</b> and <b>prevention</b> of the crime of <b>bargaining</b> .	100 M€				IT services
	Mapping of insurance claims expertise purchases. Review of <b>purchasing practices</b> . <b>Performance plan</b> and national referencing.	100 M€				Insurance
	<b>Transformation plan</b> for the Purchasing function. Assessment of maturity. Diagnosis of <b>operating model</b> and of the <b>service catalog</b> .	900 M€				Direct & Indirect
	Development of the <b>professionalization plan</b> . Skills assessment. Establishment of a university and definition of <b>training courses</b> .	2 500 M€				Direct & Indirect





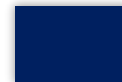
Digital transformation

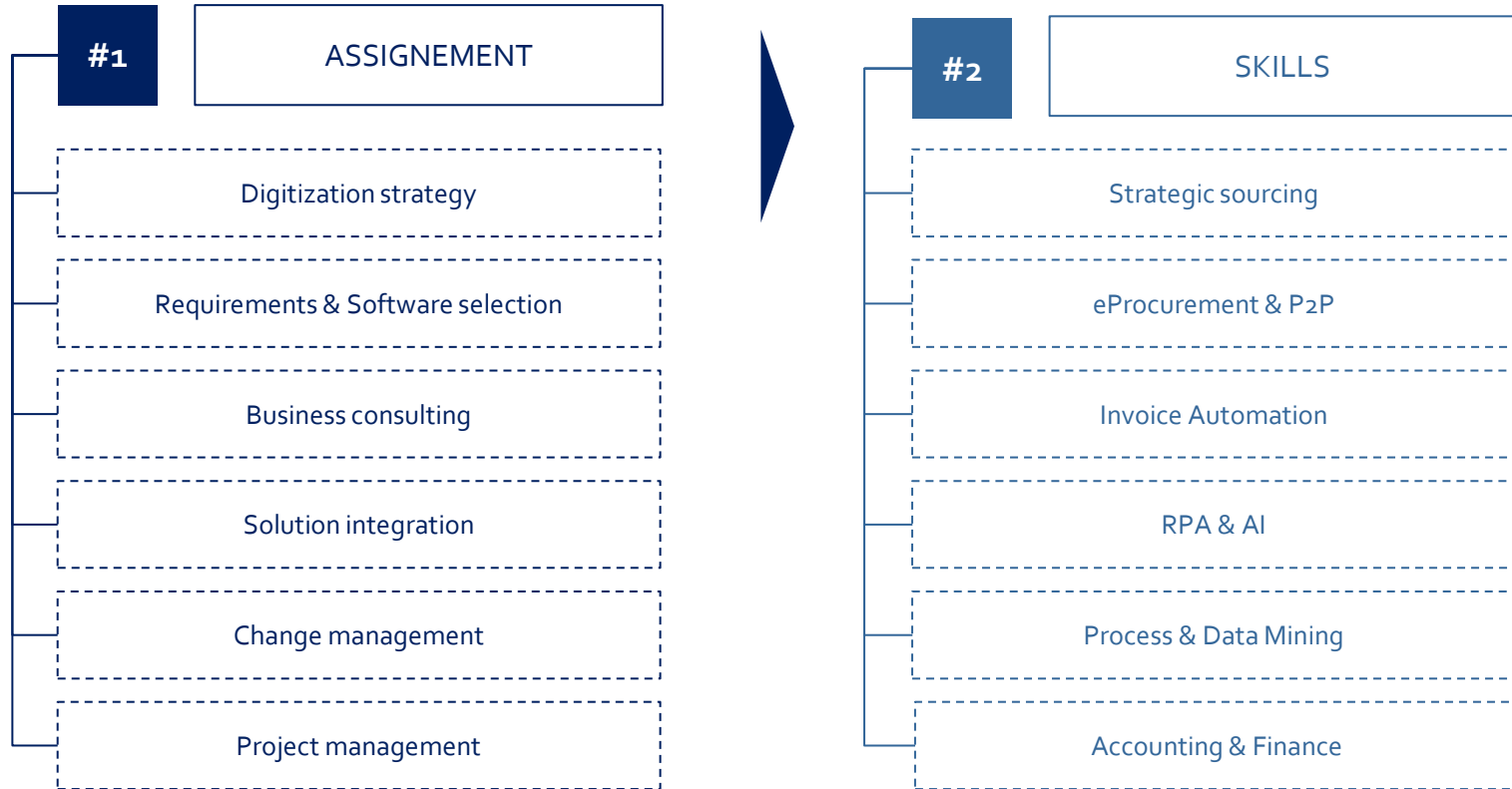


Business consulting



Axys Consultants

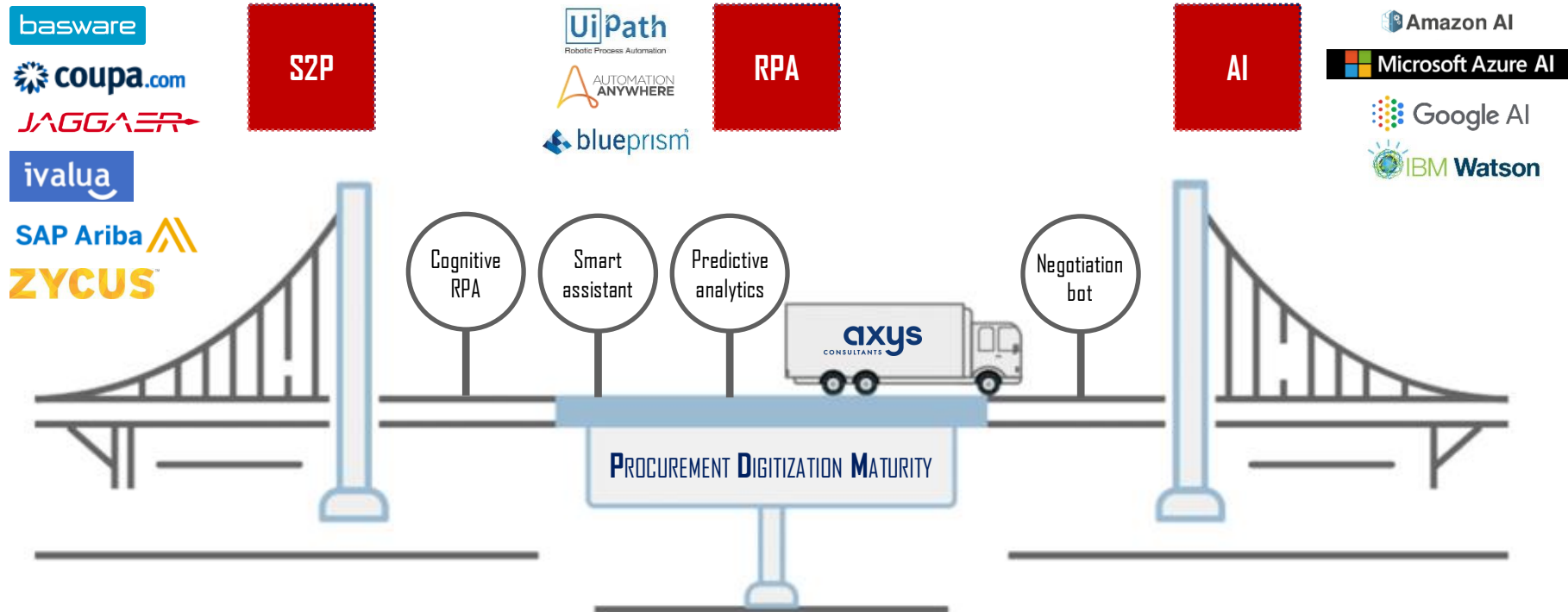




# PROCUREMENT DIGITIZATION

## ASSESS YOUR MATURITY & YOUR DIGITAL PERFORMANCE

From S2P to AI, talk to our experts for an evaluation of your digital maturity :



### State of the Art

- The eProcurement solutions market is changing rapidly with among the players involved:
  - Transactional ERPs** that invest to strengthen their offer around procurement sourcing (acquisition of Ariba by SAP, Oracle Fusion Procurement),
  - Specialized procurement solutions** that extend their functional coverage by integrating invoice automation (Ivalua, Ariba, Coupa, Tradeshift, ...) or a full suite dimension by merge operations (Jaggaer, Corcentric, Proactis, ...),
  - New entrants** coming from other functional domains who try to break through procurement processes (Kimoce, Salesforce.com, ...) or from other geographical areas (Coupa, Zycus, GEP, ...).



Forrester : eProcurement, Q4 2019



Forrester : Supplier Risk & Performance Management, Q1 2018



Gartner : P2P Suites, Q3 2019



Gartner : Strategic Sourcing, Q3 2018



### State of the Art

- Axys Consultants has entered into partnership agreements with major **ERP, eProcurement solutions and business intelligence** providers, the multiplicity of which guarantees our independence.
- The Axys **Center of Excellence** allows us to comparatively understand the **best solutions on the market** and rapidly disseminate **best practices** among our worldwide consultants.
- Our new **AI and Machine Learning Lab** provides us a leading edge environment for creating and testing technologies before they are released and approved for client use.





# PROCUREMENT DIGITIZATION

## BENCHMARKS



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**S2P**

Reference	Scope	Solution	Roadmap	Business consulting Change Management	S2P	ERP Legacy
	Development of the <b>digital purchasing roadmap</b> . Recommendation on the generalization of P2P. Drafting of <b>specifications</b> for the S2C Group.		●	○	●	
	<b>Business Consulting</b> & Advisory for the selection of the integrator of the Group S2P project.		●	●	●	  PEOPLESOFT
	<b>Center of excellence</b> & Business consulting on the multi-year program for the <b>generalization of S2P</b> to the Group's businesses and geographies.		●	Centre de services	●	
	Advisory for the <b>software selection</b> of the Group's eProcurement solution. <b>Change management</b> .		●	●	P2P	 JD EDWARDS
	Construction of the <b>Business Case</b> , selection assistance & Business consulting on the <b>Group P2P digitization</b> project.		●	●	P2P	
	Construction of the <b>roadmap</b> and <b>business case</b> for digitizing the Procurement department.		●	○	S2C	

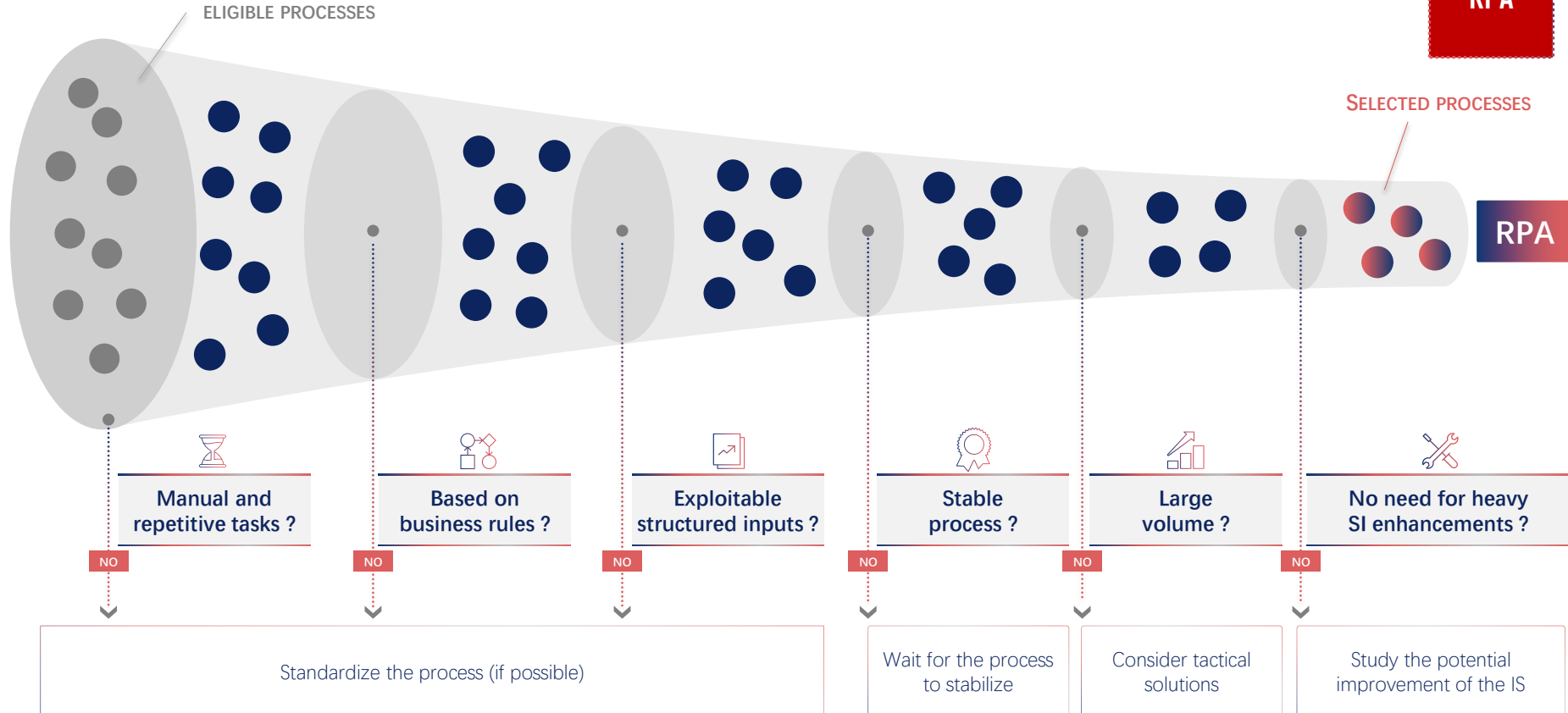
# PROCUREMENT PROCESSES ROBOTIZATION

## USE CASE DEFINITION & EXPERIMENTATION



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RPA



















# PROCUREMENT PROCESSES ROBOTIZATION

## BENCHMARKS



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**RPA**

Reference	Scope	Solution	Business Case	Process reengineering	Procurement use case	ERP Legacy
	POC RPA Invoice control as part of the development of the <b>Procurement/Finance transformation plan</b> for the "Simple & Digital" program.		●	●	●	
	<b>Robotization of</b> customer pre-invoicing <b>processes</b> , definition of the <b>RPA 2020 automation plan</b> and help set up the <b>target organization</b> .		●	●	Finance	
	<b>Automation of the supplier payment cycle</b> to increase the productivity of the AP process.		●	●	●	
	Launch of a study to <b>identify opportunities for robotization</b> in the areas of Account Receivable and Payable.	NA	●	●	●	
	Robotization of the customer reimbursement process and studies of the <b>P2P process &amp; supplier accounting</b> .		●	●	●	○
	Support for <b>process automation</b> within the Procurement & Human Resources department.		●	●	●	



- **Spend categorization** based on invoice lines and items



- **Prevention of supplier risks** from weak signals



- **White Paper** on Artificial Intelligence for Procurement



**SPEECH  
RECOGNITION**



**COMPUTER  
VISION**



**MACHINE  
LEARNING**



**NATURAL  
LANGUAGE  
PROCESSING**



**OPTIMIZATION**



**PLANNING &  
SCHEDULING**



**ROBOTICS**



**RULES-BASED  
SYSTEMS**



The **eInvoicing solution market** is **changing rapidly** with among the competitors :

- **Pure Players**, providers specialized in the processing of paper and electronic invoices which can go as far as invoice control.



- **Specialized Procurement solutions** which have extended their functional coverage to P2P and Invoice Automation.



➤ *All these S2P players invest heavily in emerging technologies (AI, RPA, Cloud, ... ), rely upstream on OCR solutions ...*



➤ *and also build partnerships with tax compliance solutions such as :*



- Players from the print industry offering **outsourcing services for invoice processing (BPO)**.


























# SUPPLIER FLOWS CAPTURE & EINVOICING

## BENCHMARKS

OCR

Reference	Scope	Solution	Opportunity study	Process reengineering	LAD / RAD	ERP Legacy
	Scoping of the implementation project of the <b>tax compliant e-invoicing/e-billing</b> as part of the <b>digital roadmap</b> .	   <b>TRADESHIFT</b>	●	○	Dématérialisation fiscale	
	Scoping study on the implementation of <b>tax compliant e-invoicing</b> as well as <b>invoice matching</b> .	NA	●	●	Dématérialisation fiscale	
	Business consulting relating to the improvement of <b>invoice processing</b> and the roll-out of <b>tax compliant e-invoicing</b> .		●	○	○	 JD EDWARDS
	Scoping study & Support for the implementation of <b>supplier flows capture</b> .	 	●	●	●	
	Reengineering of the IT systems covering <b>P2P process</b> and <b>supplier e-invoicing</b> .	 OPENTEXT	●	●	●	
	Process reengineering on the <b>P2P process</b> and the <b>supplier flows capture</b> .	 	●	●	●	



## Key references

**axys**  
CONSULTANTS

# B/C CATEGORY DIAGNOSTIC

## SAVING AND EPROCUREMENT IS IMPROVEMENT PLAN



### FINDINGS

BMW France procurement department wanted to:

- Continue the ongoing work meant to enhance their end to end procurement process. Business context is to control the company resources and assign buyers on high value projects.
- Investigating methodology and solutions improvement leads easy to implement and in line with existing tools.

Overall objective is to hasten the B&C spend processing. The outcome would be procurement savings and production efficiencies thanks to a new code of practice and adequate tools.

### OBJECTIVES

- Get production efficiencies on B&C procurement process
- Propose a secured process for B&C procurement classification
- Strengthen partnership through adequate tools
- Provide an operational action plan

### DESCRIPTION

Axbility Consulting provides strategic and operational advisory to deliver a procurement maturity audit and improvement plan for the B&C spend families

#### As Is Analysis & Diagnosis:

- Spend data processing and enrichment
- Spend analysis following Axbility methodology on Cat. A,B,C and suppliers categories (Tier 1, 2,3).
- Organizational maturity audit and solution mapping

#### Drivers assessment

- Procurement action plan identification and evaluation following 2 drivers types:
  - Business: RFQ, Quick RFQ, renegotiations, contractual relationships strengthening
  - Process optimisation: Steering tool, BtoB marketplace, e-catalogues, BPO, Procurement mapping

#### Roadmap:

- Savings evaluation and action plans
- Prioritizing actions and risk ranking

### B&C SPEND OPTIMIZATION

### ACTION PLAN AND PROCUREMENT DRIVERS IDENTIFICATION

### ORGANIZATION DIAGNOSIS ET MATURITY AUDIT

### DIGITAL ROADMAP

### KEY FIGURES

- Length : < 8 weeks
- Team : 1 Manager, 1 Consultant



## BNP PARIBAS

### PROGRAM AND PROJECT STEERING

### SOLUTION DESIGN, BUILD & Q&A

### GAP ANALYSIS

### COUNTRIES / ENTITIES ROLLOUT

### CHANGE MANAGEMENT

### KEY FIGURES

- 1 Ivalua core solution
- 100 000 targeted users
- 15 entities
- 8 to 13 consultants depending on the project phases

### FINDINGS

BNP Paribas selected Ivalua to digitize the group procurement process by 2020

After the solution design phase, Axbility Consulting formalized the group and entities needs describing one core solution

Within the first roll out wave, production deliveries have to stick to the planned schedule due to the entities needs and existing tools decommissioning

### PROJECT OUTCOMES

- Project steering and methodology set up
- Core solution design
- Core solution build and Q&A
- Iterative core solution versioning plan
- Communication plan
- Training plan
- Go Live support
- Post Go Live support
- Knowledge transfer
- Change management

### DESCRIPTION

Within the global roll out plan, gap analysis is done entity by entity in order to compare the core solution features and business rules to the entity needs. Once done, the arbitration committee sets the product plan and associated delivery schedule for the additional features required by the entities.

The iterative approach allows the entities to be rolled out right away and get regular upgrades. This approach supports the objective to match the group and entities needs into one core solution.

Within this project, Axbility Consulting demonstrated its ability to provide guidance to the BNP Paribas group on the risks associated to their goals, planning and coexisting workstreams.

This program lead to a core solution matching the group requirements but also the entities needs. Axbility Consulting demonstrated with the editor a high expertise skillset on the solution.

Following the knowledge transfer, the BNP Paribas group will continue the second wave roll out.



## UAT MANAGEMENT

## TRAINING

## KEY USER SUPPORT

## BUG REPORTING AND FOLLOW UP

### KEY INFORMATION

- Beginning of the project : May 2020
- UAT phase : since end of June 2020 (in progress)
- Team : 1 consultant sénior
- Planned go lives : Isource : 05/07/2020, lcontract : 04/09/2020, P2P : 01/10/2020 & 01/01/2021

### CONTEXT

- Cargolux decided to setup Zycus on the S2P process to support their transformation and strengthen business partnering:
  - Provide the procurement Department with a state-of-the-art solution
  - Enforce purchasing strategy application
  - Improve productivity in the end-to-end S2P process
  - Reduce invoice verification errors and improve data quality
  - Share common best practices within the whole group

### OUTCOMES

- All purchasing families fully managed within Zycus from sourcing to invoice verification
- S2C and P2P go live
- Operational integration with local S/4 HANA

### CHALLENGES

- Respect the ambitious Cargolux planning and dealing with the COVID-19 context with the different teams based in the different geographical area
- Identifying and onboarding local sponsors and stakeholders to improve further adoption
- Reconciling local requirements and global process: applying a single process within the Group

### HOW WE HELPED

- A strong partnership with Zycus team combining process & solution expertise
- A flexible and responsive project management to suit customer requirements & rhythm
- Clear communication channels and documents all along the UAT phase with Cargolux and Zycus teams





## ORGANIZATION AUDIT

## ACTION PLAN RECOMMENDATION

## ROAD MAP STEERING

### KEY FIGURES

- Duration : 11 months
- Team : 1 consultant
- Volume : 27,000 invoices / 2,500 suppliers

### FINDINGS

Carrefour's Administrative and Accounting department wanted to start a project to improve the spend process for overhead costs.

In this context, the DOPA and internal control have been designated to carry out this optimization project with strong objectives of simplification, standardization and securing of the process.

### OBJECTIVES

With its expertise in organizational auditing and action plans recommendation, Axability Consulting has provided its expertise to ensure the target diagnosis and design by identifying the drivers required to meet the project objectives: simplify, standardize and secure the spend process for overhead costs.

### DESCRIPTION

The DOPA (Organization and Administrative Project Department) as pilot of the project provided Axability Consulting with the mandated to ensure the project steering, from defining the scope to building the road map

- As Is Audit
  - Stakeholders interviews (needs, issues...)
  - Data analysis and performance measurement/Process Control (compliance, litigation,...)
- Opportunity Studies
  - Simplification leads analysis and process securing (purchase card, budget control...)
  - Experience feedback creation (good practices,...)
  - Real life demonstrations on specific critical process
- Target and recommendation synthesis
  - Recommendations framing
  - Building and validation of the target process (procurement requests,...)
- Road Map building and animation
  - Road map definition
  - Action plan facilitation



## OPPORTUNITY STUDY ILLEGAL SUBCONTRACTING SERVICE CENTER

### KEY FIGURES

- Duration: 6 months
- Team: 1 manager

### FINDINGS

Leader on the property and liability insurance market in France and a significant player in personal insurance, the COVEA group has three brands allowing to develop synergies and economies of scale:

- MAAF - Personal and professional general insurance
- MMA - Multi-specialist insurer for general public and small business
- GMF – leader for public service insurance

### OBJECTIVES

The Management and Resources Department for the MMA Information Systems Central Directorate (CSCD) wanted to study new sourcing options and build its organization around solutions, services and skills centers allowing to manage the risk of illegal subcontracting for long-term IT services

### DESCRIPTION

The CSCD MMA wanted to be structured around three types of operational framework

- Solution centers in charge of tools
- Service centers offering services to the solution centers
- Skill centers gathering skills available to solution and service centers

With a significant share of the activities being provided by external suppliers, sourcing or improving the internal/external mix is a key driver. Focusing on service centers instead of external technical assistance requires a change of the procurement process which lead to 2 objectives:

- Securing the use of technical assistance services
- New sourcing methods implementation

Securing the use of technical assistance services can be done via :

- Improving existing use of technical assistance
- Comprehensive mapping of technical assistance services of the Information System Central Department



## SPEND MAPPING

## SAVINGS IDENTIFICATION

## PROGRESS PLAN

## KEY FIGURES

- Duration: 4 months
- Team: 1 senior consultant

## FINDINGS

Following the Mornay and D&O groups merging, KLESIA is a new social care actor with a highly recognised know-how: pension, health, foresight, dependency, savings and social welfare

KLESIA launched the project "financial Performance – Procurement optimisation" in order to initiate a cost reduction plan on three procurement categories:

- Professional services
- Real estate
- Spend under 5 K€

## OBJECTIVES

Axibility consulting provided a comprehensive spend mapping, savings drivers identification and a cost reduction plan definition:

- Markets scope
- Need analysis
- Spend analysis
- Benchmark
- Potential savings
- Cost reduction plan

## DESCRIPTION

The work carried out included the following activities:

- Provide a mapping of the following spend categories
  - Professional services (Advisory, IT services)
  - Real estate
  - Spend under 5K€ (60% of total orders for 2% total spend).
- Gather needs from stakeholders
- Define the procurement strategy for:
  - RFx process
  - Contract terms (Technical assistance, fixed price, services center,...)
  - Mitigate risk on illegal subcontracting
- Identify savings drivers and provide a 3 years savings plan
- Provide a support tool to measure savings realization over time with unbiased KPIs
- Steer the progress plan implementation and launch the first professional services RFx

This audit has led to the creation of a spend optimization plan in line with the AGIRC ARRCO recommendation which calls for a massive 32 M€ reduction of the overhead costs base over 3 years



## FINDINGS

The Legrand group is one of the world leaders of products and systems for electrical installations and information networks.

The Legrand group operated in 80 countries and realizes almost 80% of its turnover outside of France with a catalogue of more than 215 000 product references

## OBJECTIVES

In order to develop synergies at group level, the Group Procurement Department is launching a project to digitize the procurement processes in order to strengthen control on supplier risks and to optimize the procurement performance steering.

## DESCRIPTION

Within the procurement process digitizing project, Axbility Consulting focused on the preparation of the project roadmap and the investment business case:

- Legrand Group strategy
- Procurement department stakes
- State of current limitations
- Project objectives definition
- Project scope review
- Functional target definition
- Current state of information systems
- Implementation strategy definition
- Recovery strategy definition
- Targeted overall processes design
- Impact analysis on current organization
- Subdivision strategy definition
- Roll out strategy definition
- Project organization strategy
- Project governance strategy
- Project sizing
- Internal actors identification and participation evaluation
- Financial statement creation and ROI calculation

BLUEPRINT

FINANCIAL STATEMENT

ROI CALCULATION

INFORMATION SYSTEM

## KEY FIGURES

- Duration: 1 month
- Team : 1 VP, 1 director



## SPECIFICATIONS

## POC

## SOFTWARE SELECTION ASSISTANCE REPORT

## FINDINGS

MBDA Missile Systems has decided to modernize their procurement information systems with a full integration suite for the upstream and downstream processes

This is the first major project in 10 years for the group and the first one to involve a saas solution. 3 countries are part of the initial scope.

## OBJECTIVES

The project has successfully addressed the following points:

- Build the functional and technical requirements to validate the need definition internally and initiate the external bidding (specifications, internal data, POC scenarios)
- Provide an in-depth analysis to support the decision-making process: Editors benchmark, responses counting, user feedback evaluation and consolidation
- Produce a 360 vision of the business case including the project stakes, scope, expected benefits from the selected suite, team sizing and a first project risks analysis

## DESCRIPTION

The project was structured around three methodological phases:

- Specifications production supported by workshops done in 3 countries (France, UK, Italy) facilitated by Axbility Consulting and the internal project team
- Proof of Concept – scenarios were built taking into account specifics related to the MBDA business. Some data samples were consolidated and provided to the editors. User feedback were analysed to highlight the strengths and weaknesses of each tool
- Decision making report provided by consolidating the first two steps into a risk matrix explaining risks associated to each system (implementation, roll out, maturity and user adoption)

## KEY FIGURES

- Duration: 6 months
- team: 1 Director, 1 Manager, 1 Consultant





## IMPLEMENTATION

## CHANGE MANAGEMENT

## KEY FIGURES

- 1 Director, 1 procurement consultant, 1 training consultant
- + 50,000 invoices
- Stocked / Non-stocked items procurement
- 1,700 employees impacted
- JDE et IteSoft solutions

## FINDINGS

Pernod and Ricard companies objective is to unify the processes and associated tools for supporting departments (Finance, Procurement, IS, HR...) of both companies in France.

The project aims at rolling out the two companies best practices while guaranteeing an independent marketing and business management towards the customers of the two networks in France.

The Finance department selected Axbility Consulting to:

- Define the P2P target process, a convergence path, lead the Q&A phase and ensure post go live user support
- Lead the change management for targeted users with training and communication

## RESULTS

- Definition of a pragmatic trajectory for rolling out the targeted procurement processes in both companies
- Ability to define with IT department a solution in line with the global targeted process set up planning in the two companies
- Aligning the end to end procurement process on the best practices of the two companies
- User adoption on the targeted processes

## DESCRIPTION

Axbility Consulting has provided the following services:

### 1. IS implementation

- Procurement process as is analysis
- Gap analysis and best practices identification
- Target process definition for stocked/non-stocked items procurement
- Review of the approval matrix and budget delegation
- Q&A steering with key users from both companies
- Post go live support

### 2. Training and communication

- Need scoping and training plan definition for 500 employees
- Training materials creation including :
  - Procurement process stocked/non-stocked items
  - Orders management
  - Account plan evolution
- Running a MOOC training solution (self evaluation, eLearning, chat, virtual classroom)
- Onsite training
- Communication plan for targeted users in both companies



## BLUEPRINT

### SOFTWARE SELECTION ASSISTANCE REPORT



## KEY FIGURES

- Duration : 6 months
- Team : 1 director, 1 senior consultant + 2 other senior consultants for workshops facilitation
- 32 workshops/interviews

## FINDINGS

Following successive takeovers, the group owns a set of subsidiaries and brands which lead to an extremely heterogeneous IT landscape.

The external growth envisioned by the group management lead to a multi-branding organization. While reflecting the group DNA it will require an efficient and versatile information system to include newcomers.

Aiming to increase performance and ensure greater transparency with internal partners, the Group wished to support the global procurement teams through strong processes and tools as well as reliable data.

## OBJECTIVES

- Analyze the existing processes and solutions to provide an opportunity study on the group IT procurement landscape
- Provide recommendations:
  - Optimize and improve the daily lives of buyers through effective tools that will enable them to focus on value-added action
  - Obtain a reliable database to track and monitor indirect, direct and finished goods spend
- Provide a procurement digitizing roadmap

## DESCRIPTION

Axbility Consulting assisted the SEB group on first, the analysis of the as is Source-to-Pay processes and application landscape

Then, a target for an IT implementation scenarios and the associated roadmap were provided and approved.

To carry out this project, Axbility Consulting:

- Organized and facilitated interviews and workshops in order to describe the as is landscape (process and tools), identify the pain points and new needs for the following countries: USA, Colombia, Brazil, France, Germany, Hong Kong and China.
- Produced the following deliverables
  - As Is analysis and synthesis
  - IS mapping
  - Tool information sheets
  - Needs synthesis and prioritization
  - Target definition through IT implementation scenarios qualification
  - 3 years roadmap
  - Project economic statement
- Prepared and facilitated governance meeting



## PROCESS CURRENT STATE

### OPTIMIZATION IDENTIFICATION

### DRIVERS

## PROCUREMENT ROADMAP

### SPECIFICATIONS

### POC

## KEY FIGURES

- Duration : 12 months
- Team : 1 manager, 1 senior consultant
- 15 000 impacted users

## FINDINGS

The SPIE Group's procurement department aims at framing its digital strategy in order to optimize its processes and spread best procurement practices to:

- Contribute to the improvement of the competitiveness of the group's subsidiaries by reducing cost
- Reduce the financial risk of the group's P2P process
- Optimize performance steering
- professionalizing, accelerating and facilitate exchanges

## RESULTS

- Selection of the best S2P solution in line with the SPIE group needs
- Project roadmap design with a 2,5 years ROI
- Set up targeted project governance and securing resourcing for the roll out

## DESCRIPTION

Following challenges were addressed

- Defining the operational target in an heterogeneous environment (organization, process and procurement information system)
- Including the project in the global group transformation roadmap
- Securing the ROI and get the executive committee approval
- Getting the affiliates onboarding and commitment in a decentralized group

Axbility consulting was able to provide

- A structured methodological approach providing flexibility and responsiveness
- A thorough knowledge of the e-procurement solutions market and rollout projects
- Total independence from e-procurement solutions editors



## FINDINGS

Suez Environnement specialized in resource protection and sustainable development has initiated a project to improve procurement processes to streamline headquarters expenses.

The group intends through this project to set an example to generalize best practices within the group.

## OBJECTIVES

This project has the following objectives:

- Bring HQ expenses under control
- Increase visibility on HQ expenses
- Provide structure and improve P2P process
- Enforce the Group procurement governance

## DESCRIPTION

4 procurement categories account for nearly 75% of HQ expenses were analyzed: Real estate (rental and maintenance), fees & professional services, Marketing & Communication, IT procurement, temporary labor,....

Axibility Consulting provided :

- Implementation of standardized processes by expense type (catalogues, non-catalogues, contract without orders, open orders,...) Under the control of the procurement department
- Set up a process to select a dedicated eProcurement solution with ergonomics and intuitive (Amazon like) focus
- Complete redesign of the procurement classification
- Commitment of procurement, accounting and management control departments for the implementation of an efficient P2P process

### STEERING

### CHANGE MANAGEMENT

### IMPLEMENTATION

## KEY FIGURES

- Duration : 12 months
- Team : 1 manager, 1 senior consultant



## PROJECT STEERING

CORE      MODEL      FUNCTIONAL  
SPECIFICATIONS

## SOLUTION IMPLEMENTATION

## Q&A STEERING

## CHANGE MANAGEMENT

## ROLLOUT FOLLOW UP

### KEY FIGURES

- Duration : 18 months
- Team : 1 senior consultant
- Brasil pilot rollout with 250 users
- 2,000 expected users

## FINDINGS

- Swissport wished to set up a procurement IS to strengthen its position as business Partner :
  - Professionalizing external purchase of goods and services
  - Enforce use of negotiated terms
  - Reduce numbers of invoices
  - Improve invoices reconciliation process
  - Automate the P2P process to increase operational efficiency

## RESULTS

- Brazil roll out for all actors (requesters, buyers, accountants, management controllers, legal, approvers)
- Ivalua Integration with local ERP and Maximo IS for stock management
- A procurement process on all categories fully managed in Ivalua from sourcing to pay, through the management of contracts, suppliers and budgets

## CHALLENGES

- Each affiliate/country is independent: to get a shared system for all affiliates is a first for the Swissport group
- Integration of the new procurement IS to local ERP and Maximo
- Get onboarding from all countries and a sponsor in each affiliate
- Succeed in answering local requirements while keeping a common process

## ADDED VALUE

- Strong partnership with Ivalua to provide a business and tool expertise
- Flexible and responsive project steering to face internal challenges
- Continuous communication to the stakeholder and the local teams (Swiss, Brazil)
- Close support and assistance to local and group administrators / end users



## PROJECT STEERING

## SAP/IVALUA INTEGRATION

## KEY FIGURES

- Vallourec Groupe scope: Europe, Brazil, USA, China & Middle East
- 250 buyers
- 25,000 suppliers
- 10 ERP

## FINDINGS

Vallourec has decided to launch the SOURCE project in order to standardize the procurement processes for the whole group through the implementation of a single e-procurement solution

This project has the following stakes:

- Increase productivity
- Improve quality via a better supplier performance monitoring
- Data quality – specifically spend data
- Increase of the procurement performance

## RESULTS

- Integration of Ivalua core model with 10 ERP
- Participation of all stakeholders and actors : 30 design sessions, 10 user Q&A sessions, a major effort to drive change management

## DESCRIPTION

This project, planned to last 3 years, is divided into :

- Governance and decision-making:
  - Suppliers MDM connected to 10 ERPs
  - Spend analysis consolidated at group level
  - Suppliers evaluation
  - Litigations follow up and action plans
  - Savings definition and consolidation
  - Contract library set up
- Process :
  - Implementation of an e-procurement flow for PR, PO and receptions on all the non production procurement categories

Axbility Consulting with Atos Consulting has implemented :

- Global project steering
- Functional integration: design sessions facilitation, functional specifications, integration follow up with ERP and roll out support
- Communication and change management

Ivalua is in charge of the build phase





Key references on Ivalua

**axys**  
CONSULTANTS



Client	Industry	Advisory	Change management	Implementation			
				Supplier value management	P2P	S2C	Analytics & Performance
Air Liquide	Energy & Gas						
BNP Paribas	Financial services						
EPFL	Higher education						
Hydro Québec	Energy & Gas						
Intuitive Surgical	Manufacturing						
LISI Aerospace	Manufacturing						
MACIF	Financial services						
MBDA	Manufacturing						
Swissport	Airport services						
Vallourec	Manufacturing						



World leader in Industrial gas production with a revenue of EUR 21 Billions in 2017

EUR 6.5 Billions of addressable spend in 2017

5 continents to assess

### CONTEXT

Air Liquide Procurement IT landscape is **heterogeneous** as multiple solutions are used (ERP, Jaggaer, Coupa...) and the Group is facing a very “active” period in terms of projects as

- Europe is currently thinking about extending Coupa on the S2C process,
- APAC is willing to launch a P2P project,
- Airgas recently joined the group.

The **Jaggaer license ending in 2019** and the **solution suffering from a decreasing adoption rate** in the buyer's community, Air Liquide Group Procurement is willing to **build the Procurement digital roadmap**.

### MAJOR OUTCOMES

- **Common understanding** on building:
  - a single Corporate solution for all upstream functions (Supplier relationship management, Contract database, Spend analysis, Savings tracking and approval),
  - Multiple P2P solutions depending on regional priorities.
- **Business case shared with all CPO** with an agreement on project costs allocation.
- **RFP launched** at the end of the mission.

### MAJOR CHALLENGES

- **Reach a common and shared vision** across regional CPO having different contexts, solutions, priorities and agendas.
- Run **parallel assessment workshops** in Asia, Europe and North America in a limited timeframe, with heterogeneous cultures and languages.
- Design integration with **over 150 ERP** across the Group.
- Build a **5-year roadmap** along with a business case deep enough to go through Air Liquide various approval committees (procurement & IT).

### HOW WE HELPED

- An **as-is process assessment** highlighting pain points and improvement suggestions.
  - A **procurement solutions benchmark** presenting pros and cons of each solution on the market.
- A **complete business case** helping the buyout with the various branches of the Air Liquide Group, along with a **5-year roadmap** to prove savings.



## BNP PARIBAS

World 8<sup>th</sup> largest bank with a presence in 77 countries

1 single Ivalua instance for the whole Group

A target of 100,000 users for P2P once roll-out is fully completed

An implementation team composed of 10 to 15 consultants depending on project phases

### CONTEXT

The Group Purchasing Department has retained **Ivalua as the unique solution to digitize the Purchasing function** by 2021.

The project started end of 2017 and **encompasses the whole Source-to-Pay process**, including savings tracking and supplier risk management.

The approach chosen consists first in building a core solution containing all mandatory functionalities – in a Group Procurement point of view, then by enriching it with new options through the deployment within the Group entities.

Each entity is deciding on the pace and local organization of the roll-out.

### MAJOR OUTCOMES

- A **“OneProcTool” core solution** delivered on time, in 4 months, configured from entities requirements and Group Procurement constraints.
- A **thorough deployment kit** to speed up the deployment process, containing roll-out rules of the game, functional gap analysis material and specifications, training material, administration and support documentation.
- A **Group competence centre** to help entities within their roll-out.

### MAJOR CHALLENGES

- An **unrealistic preliminary planning** jeopardized trust in the project afterwards.
- A **very decentralized organization**, both in terms of procurement and solution management, and an **ongoing major organization transformation during the project**.
- 17 different entities to roll-out in parallel, with different deadlines, different cultures, different functional requirements and different internal organizations.
- A **complex integration with Finance**, very reluctant to have P2P transactions out of the ERP.

### HOW WE HELPED

- A **strong project management** to rhythm solution construction and roll-out and handle several layers of project governance and responsibilities.
- **Stakeholders onboarding started very early** in the project and maintained during the whole duration through multiple communication actions.
- A proven **solution expertise** necessary to ensure global solution consistency.



CHF 965 Millions of spend in 2016

11<sup>th</sup> best university in the world and 2<sup>nd</sup> in Europe (Shanghai rankings).

5 Colleges  
10 536 Students  
346 Teachers

353 Research labs  
5 879 Researchers and Technicians

### CONTEXT

To support and fuel the growth of the University, EPFL Procurement Department has decided to streamline processes and enhance efficiency of research operations through digital transformation, and defined the following goals:

- Improve spend visibility and coverage,
- Improve purchasing process compliance,
- Secure supplier data management and quality.

They decided to launch the Catalyse program to deliver a state-of-the art digital solution that would fit be simple, reliable and user friendly.

### MAJOR OUTCOMES

- A **progressive and successful go-live for the Life Sciences college.**
  - At first, Jaggaer RMM with legacy systems integration, including inventory management functions
  - Then an additional integration coming with the new Ivalua eProcurement solution for all categories and functional scenarios.
- A fully covered process, with **smooth integration** between all systems.

### MAJOR CHALLENGES

- Review and rationalize prolific & heterogeneous stakeholders' requirements to streamline processes across the different colleges.
- Stabilize IT landscape in on-premise mode.
- Secure a complex integration between Jaggaer ERM, ERP & eProcurement.
- Give meaning to the project to onboard all stakeholders.
- Inspire trust to users globally reluctant to process and solution changes.

### HOW WE HELPED

- A **flexible and responsive project management** to suit customer requirements & rhythm.
- The ability to overcome stumbling blocks through **negotiation and communication.**
- Clear communication channels and documents all along the project to control the message.
- A close end-user assistance during hypercare and roll-out.



The largest power utility in Canada and a major player in the global hydropower industry, Hydro-Québec also operates a vast high-voltage transmission system.

> CAD 14.310 billion in revenue 2018.

> 19,904 employees.

> 209 TWh of electricity.

### CONTEXT

In 2017 Hydro Québec launched an ambitious spend, sourcing and contract management project, with Ivalua, for all categories to:

- Support the new organization, based on category management, with reliable spend analyses,
- Digitize the whole sourcing process and setup a complete supplier portal.

2 years later, core model has been fully developed and **Hydro Québec is now willing to build a change management and roll-out strategy.**

### MAJOR OUTCOMES

- **A complete assessment** of the project and the target solution,
- **A 1-year roadmap** deployment roadmap across the organization,
- **A change management and support strategy**, with a clear focus on supplier onboarding and external communication and support.

### MAJOR CHALLENGES

- **A complex solution, with numerous specific developments**, that led to a long project and high expectations from the populations,
- A very **sensitive supplier ecosystem**, with high volumes and high diversity,
- **A large public exposure** of the company requiring to be extremely careful with external communication,
- A public sector policy, specific to Quebec, that limits possibilities in terms of communication and supplier onboarding.

### HOW WE HELPED

- The ability to overcome stumbling blocks through **negotiation and communication.**
- An **outside eye** on a stalling roll-out project
- A sound **change management strategy** relying on **local management** and placing process design, continuous communication and support organization at the heart of the project.

# INTUITIVE SURGICAL

## CASE STUDY – CONTRACT MANAGEMENT



Maker of the da Vinci surgical system & Ion endoluminal system.

5,582 da Vinci systems in 67 different countries.

A surgeon starts a da Vinci procedure every 26 seconds in the world.

7.2M+ da Vinci procedures completed worldwide through 2019.

### CONTEXT

Intuitive Surgical wanted to establish a **standardized, enterprise wide, secure and searchable repository for all contracts**. The main objectives were to :

- Increase time savings from contract searches through the use of advanced keywords and clause searching,
- Reduce money wasted from auto-renewals and expiring contracts through the use of real-time data analytics and automation provided by the CLM solution,
- Mitigate risks relating to un-approved & non-standardized contract terms, expired contracts, and lost savings due to contract not signed or renewed on time.

### MAJOR OUTCOMES

- The implementation of a **solution fitting all the minor and essential process specificities**.
- The **team flexibility and adaptability** to IS's tools (training, acceptance, etc.) and new requirements during the project.
- A **set of documentation** to help users to understand the CLM implementation, to efficiently train the trainers and administrators (user onboarding).

### MAJOR CHALLENGES

- Standardize the **different contract management processes** amongst the departments.
- **Integrate** the CLM module to a system already used for PO collaboration for direct goods – master data reuse, user management interfaces, etc.
- **Migrate all closed and on-going contracts** to the new system.
- **Anticipate and evaluate change management** since all the employees were impacted by this implementation (NDA request must be sent to all potential suppliers/individuals before any sourcing process begins).

### HOW WE HELPED

- Experienced team with resources **combining process, solution and methodology skills**.
- **Clear communication channels** and documents all along the project to control the message.
- A **proximity with the client core team**, either consultants were on-site or remotely.
- A close end-user assistance during hypercare.

# LISI AEROSPACE

## CASE STUDY – ADVISORY, CHANGE MANAGEMENT & S2C



World leader in fastener market for aerospace industry and recognized player in metal components for aircrafts

EUR 934 million revenue in 2019

7214 employees in 21 sites and 9 countries

### CONTEXT

LISI Aerospace Procurement Department launched a **digital transformation program to improve efficiency and increase savings**.

This program composed of 3 phases aimed at:

- Elaborating the digital roadmap scenarios, building the business case and selecting solution,
- Laying foundations – 1<sup>st</sup> wave: unique supplier database with risk & performance management, contract database, spend analytics and savings tracking,
- Streamlining operations – 2<sup>nd</sup> wave: Procure-to-Receipt process for both indirect and direct categories.

### MAJOR OUTCOMES

- A **complete business case** helping the buyout at Group C-level, along with a **5-year roadmap** to prove hard and soft savings.
- A **procurement solutions benchmark** to support solution selection.
- A **successful go-live** for the first wave, including a unique supplier database, and a **roll-out across 6 countries and 2 continents**.

### MAJOR CHALLENGES

- **Remote stakeholders in 6 countries** that greatly limited the design workshops and acceptance sessions duration.
- Very **ambitious initial implementation plan** that had to be reset during implementation project.
- Communication with **heterogeneous, sometimes obsolete, ERP technologies**: limited scalability and ability to integrate with the Procurement solution, lack of development resources.
- **Direct material P2P complexity**: risk for operations with MRP integration in second wave.

### HOW WE HELPED

- Complete **end-to-end services** from initial assessment & roadmap elaboration first, then implementation, change management and post go-live assistance.
- A **strong project management during implementation** first to set a realistic implementation plan, then to rhythm solution construction and integration.
- A **proximity support** during training & hypercare.





Major French Insurance company with over 10,000 employees across the country

EUR 6.2 billion in revenue

5.4 million members

> 10 000 employees

### CONTEXT

MACIF Group, a major financial services company in France – insurance and banking services - launched a program aiming at **unifying purchasing and accounting processes** for:

- More efficient purchasing governance,
- Better tail spend management,
- Faster supplier payment process.

MACIF chose Ivalua as the single solution covering all purchasing requirements and chose Axbility Consulting as their **unique partner for advisory and implementation services**.

### MAJOR OUTCOMES

- Initial **project scoping**: assessment, roadmap definition and business case elaboration.
- Full implementation, from design to delivery in production, **in line with the initial plan and budget**.
- **Progressive roll-out** to all MACIF entities to standardize processes in the whole organization and maximize project value.

### MAJOR CHALLENGES

- A low purchasing maturity in terms of processes requiring **substantial change management**, especially in terms of communication and best practices circulation.
- Different points of view between finance and purchasing Departments that required **constant negotiation and arbitration**.
- An **extended P2P process** including contract management and purchasing analytics.

### HOW WE HELPED

- A **proximity with the client core team**, all consultants being on site most of the time and having daily project discussions.
- An **interactive and prototype-based approach** during the core design.
- A **smooth interaction with Ivalua**, in charge of SAAS platform management and specific developments.
- A **close end-user assistance** during hypercare.



Leader in designing and producing missiles and missile systems for each branch of armed forces (air, sea, land).

EUR 3.2 billion in revenue 2018.

> 11,000 employees in 6 countries.

> 90 customers.

### CONTEXT

MBDA decided to streamline the Source-to-Receipt process in indirect Procurement across France, Italy and UK to:

- Deliver additional savings to the business in a measurable and sustainable way (more effective processes and industrial intelligence through use of data analysis),
- Ensure application of negotiated process and contracts (reduction of maverick spend),
- Streamline and simplify processes,
- Improve compliance and audit trail – allowing better validation, control and management of activity.

### MAJOR OUTCOMES

- A **3-year roadmap** consisting in two implementation waves, first Source-to-Contract, then Procure-to-Receipt.
- A **complete business case** helping the buyout at Group C-level.
- A **procurement solutions benchmark** to support solution analysis and leading to Ivalua selection.
- A **complete solution audit** at the end of first wave to secure solution stabilization and transfer to support organization.

### MAJOR CHALLENGES

- Reach a common and shared vision across internal and external project parties (Procurement, Finance and IT Departments, Ivalua, SAP) in an international environment (France, UK, Italy).
- Inspire trust to users globally reluctant to process and solution changes.
- Run a full solution audit after a difficult implementation phase.

### HOW WE HELPED

- A **shared project management** with all Departments and the 3 different countries (UK, France and Italy).
- A focus on **consistency** between all target processes and solution.
- A proven **solution expertise** necessary to run a thorough solution audit, with resources having many years of experience in Ivalua configuration and project management.



Aviation services company  
providing airport ground  
and cargo handling services

Source-to-Invoice process

Worldwide roll-out of a  
complex Ivalua project

2,000 users target

### CONTEXT

Swissport procurement department decided to setup Ivalua on the S2P process to support their transformation and strengthen business partnering:

- Provide the procurement Department with a **state-of-the-art solution**,
- Enforce **purchasing strategy application**,
- **Improve productivity** in the end-to-end P2P process,
- Reduce **invoice verification errors** and improve data quality.

### MAJOR OUTCOMES

- All purchasing families fully managed within Ivalua from sourcing to invoice verification.
- Successful start of Brazil pilot with all populations (requesters, approvers, buyers, account payable, financial controllers).
- Roll-out in UK, NL, CH.
- Operational integration with local ERP and Maximo.

### MAJOR CHALLENGES

- Reconciling local requirements and global process: applying a **single process within the Group** – where subsidiaries remain substantially independent – was culturally speaking entirely new: large change management effort.
- Identifying and onboarding local sponsors and stakeholders to simplify further adoption.
- A complex integration with different technologies.

### HOW WE HELPED

- A **strong partnership with Ivalua** team combining process & solution expertise.
- A **flexible and responsive project management** to suit customer requirements & rhythm.
- **Clear communication channels** and documents all along the project to control the message.
- A close **end-user assistance** during hypercare and roll-out.

# VALLOUREC

## CASE STUDY – IMPLEMENTATION, CHANGE MANAGEMENT



World leader in tubular solutions for Energy industries.

EUR 4.2 Billion in revenue in 2019.

4 regional divisions and 50 production sites.

19 000 employees in 20 countries.

### CONTEXT

Vallourec decided to launch the SOURCE project in order to **standardize and streamline the procurement processes across the group** through the implementation of a single procurement solution.

The project aims at :

- **Increasing productivity** through digitization,
- Improving process efficiency through a better supplier performance monitoring and a unique supplier and contract database shared by all regions,
- Securing data quality – specifically spend data.

### MAJOR OUTCOMES

- **Project delivered on time and on budget.**
- **Strong involvement of all stakeholders and actors** : 30 design sessions, 10 user Q&A sessions, 5 remote test cycles with over 30 participants supported by continuous communication actions.
- **Successful integration of Ivalua core model with 10 ERP, mostly SAP, all with different configurations.**

### MAJOR CHALLENGES

- **Build a unique supplier creation process across 30 subsidiaries**, including Procurement and Finance Departments and complying with audit rules.
- Run **remote design workshops** and **remote acceptance sessions** with Europe, USA, Brazil and China.
- Train participants on site, across 4 continents and with 4 languages.
- Design integration with **10 ERP** across the Group.

### HOW WE HELPED

- A sound **change management** strategy relying on **local management** and placing process design, continuous communication and support organization at the heart of the project.
- Experienced team with resources **combining process** (Procurement & Finance), **solution** (Ivalua & SAP) and **methodology skills**.
- **Worldwide multilingual assistance** for training & hypercare.



## CONTACT

Erwan CLORENNEC  
FR : +33 6 08 70 42 95  
[erwan.clorennec@axys-consultants.com](mailto:erwan.clorennec@axys-consultants.com)



157 rue Anatole France  
92300 Levallois-Perret  
[contact@axys-consultants.com](mailto:contact@axys-consultants.com)  
[www.axys-consultants.com](http://www.axys-consultants.com)

**axys**  
CONSULTANTS