# Meeting Agenda:

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Introductions:

Working Council Leadership Team

Philip Wood
Microsoft

Snehal Sindhvad
SIG – Member Services

Amy Fong
The Hackett Group

Matt Shocklee
SIG - Ambassador

Dr. Beena George
Univ. of St. Thomas
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Our Charter:

The Charter or Purpose of this Working Council is:

- Ensure that SIG Members have a resource to turn to when they have questions concerning the use of advanced tools and technologies in sourcing and governance in Global Business Services (GBS – i.e. procurement, outsourcing, shared services and digital services);

- Provide an environment for SIG Members to network and develop relationships with subject-matter experts, thought leaders and practitioners in this business area;

- Assist SIG Members in understanding how enterprises use sourcing and governance tools and technologies to drive value throughout the entire sourcing and relationship governance life-cycle (i.e. Procure-to-Pay, Transition to Delivery, Relationship Optimization Risk & Compliance etc.);

- Enable SIG Members to stay apprised of how transformational technologies can either simplify and/or add complexity to the sourcing and governance environment, especially with the proliferation of advanced technologies and platforms.
Working Council Leadership Team

- Working Councils are open to all SIG Members
- Buy-Side participation is the core of our success!
- Philip Wood and Amy Fong are our Council Leaders
- Dr. Beena George is our Academic Co-Chair
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Polling Question

Please select the statement below that best describes the maturity of your organization’s use of advanced data/analytics in your sourcing strategy and operations:

1. We are actively embracing advanced data/analytics in the design, development and implementation of our enterprise sourcing strategies and operations

2. We are just beginning to explore how advanced data/analytics can have a positive impact on our enterprise sourcing strategies and operations

3. We currently do not have plans to explore how advanced data/analytics can impact our enterprise sourcing strategies and operations
Polling Question

Please select the statement below that best describes the maturity of your organization’s use of artificial intelligence (AI) in your sourcing strategy and operations:

1. We are actively embracing the use of AI in the design, development and implementation of our enterprise sourcing strategies and operations

2. We are just beginning to explore how the use of AI can have a positive impact on our enterprise sourcing strategies and operations

3. We currently do not have plans to explore how the use of AI can impact our enterprise sourcing strategies and operations
Q2.5 For each software category, please indicate how extensively your organization is using it, the estimated level of value that it has driven and the deployment model being used.

Source: Purchase-to-Pay Key Issues Poll, The Hackett Group, 2016
Solution Provider Segments

End-to-End Source-to-Pay Platforms
- Better integration across modules (at least theoretically); can simplify Master Data
- Consistent user interface
- Single provider relationship
- Single supplier onboarding initiative
- In depth up front assessment and investment with potentially broader implementation

Niche/Best of Breed Solutions
- Best functionality for each specific job
- Support for industry-specific capabilities
- Bolt-on to ERP backbone for master source of data and financial processing
- Agility and customer centricity
- Incremental investment as needs arise
- Integration can be more difficult

ERP-Based Solutions
- Greater connectivity to back-end information (financial, HR, etc.) including facilitating Master Data Management
- Newer versions have improved front ends and shopping experience
- Often a less user-friendly interface
- ERP vendors are typically not best of breed in any one of the core components
- High level of effort for implementation and maintenance
When it comes to emerging technology in procurement, cloud based applications and advanced analytics will lead in adoption over the next 2-3 years.

Cloud based applications lead the way in current adoption

<table>
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<th>Currently 2-3 Years</th>
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<td>Cloud based</td>
<td>Advanced analytics</td>
<td>Social media /</td>
<td>Mobile computing</td>
<td>Internet of things</td>
<td>RPA</td>
<td>Cognitive computing / AI</td>
</tr>
<tr>
<td>applications / SaaS</td>
<td></td>
<td>Collaboration</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>43%</td>
<td>22%</td>
<td>12%</td>
<td>31%</td>
<td>10%</td>
<td>8%</td>
<td>26%</td>
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<td>41%</td>
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<td>35%</td>
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<td>26%</td>
<td>8%</td>
<td>10%</td>
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<td>17%</td>
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<tr>
<td>7%</td>
<td>2%</td>
<td>3%</td>
<td>4%</td>
<td>3%</td>
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Source: 2017 Key Issues Study, The Hackett Group

Mainstream adoption | Limited adoption
Some procurement organizations are also piloting advanced analytics, cognitive computing and RPA.

% of procurement organizations currently piloting the technology

- Advanced analytics: 43%
- Cognitive computing / AI: 32%
- Internet of things: 27%
- RPA: 25%
- Social media / Collaboration: 18%
- Mobile computing: 18%
- Cloud based applications / SaaS: 16%

Source: 2017 Key Issues Study, The Hackett Group
## Key Value Drivers for Source-to-Pay Technology

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<td><strong>Spend Analysis</strong></td>
<td>• Improve spend visibility, accuracy and reporting capabilities  &lt;br&gt; • Identify and reduce non-compliant or “maverick” spend  &lt;br&gt; • Identify more opportunities for strategic sourcing savings  &lt;br&gt; • Reduce financial savings leakage by driving compliance with negotiated contracts</td>
</tr>
<tr>
<td><strong>E-Sourcing</strong></td>
<td>• Significantly reduce sourcing cycle times, bidding times, etc.  &lt;br&gt; • Increase savings by executing more events more effectively  &lt;br&gt; • Streamline workflows, enhance flexibility and add transparency to sourcing process  &lt;br&gt; • Improve accuracy and availability of information on buyer/seller sides, facilitating collaboration, control and compliance  &lt;br&gt; • Free up purchasing personnel to focus on more strategic activities</td>
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<td><strong>E-Procurement</strong></td>
<td>• Increase compliance and spend visibility with guided buying from approved supplier catalogs at pre-negotiated prices  &lt;br&gt; • Reduce invoice processing cycle times, delays and errors  &lt;br&gt; • Achieve higher first-pass match rates between invoices and POs  &lt;br&gt; • Gain savings from reducing maverick buying, cycle times and cost of data maintenance</td>
</tr>
<tr>
<td><strong>E-Invoicing</strong></td>
<td>• Reduce overall invoice processing costs  &lt;br&gt; • Spend less time on supplier inquiries (e.g., payment status updates)  &lt;br&gt; • Reduce the number of paper-based invoices  &lt;br&gt; • Improve on-time payments  &lt;br&gt; • Improve first-pass match due to better invoice accuracy</td>
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# Key Value Drivers for Source-to-Pay Technology

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| Contract Lifecycle Management | • Automate contract creation processes to reduce contracting cycle times and processing costs  
                                • Reduce risk by improving contract standardization (standard Ts&Cs)  
                                • Reduce the following: time to find a contract, number of lapsed contracts, auto renewal of evergreen contracts, legal/regulatory issues, overcharges and lost discounts and penalties |
| Supplier Lifecycle Management | • Improve supplier qualification and onboarding using supplier self-service  
                                • Improve supplier master data management and ongoing maintenance  
                                • Enhance supplier risk and performance management and reporting  
                                • Bring supplier information together into one place for better compliance, reduced risk, improved analytics and intelligence, and enhanced SRM  
                                • Lower supplier management costs |
| Services Procurement   | • Effectively manage services spend life cycle, from request to pay  
                                • Ensure compliance with regulations governing the use of temporary workers or service providers  
                                • Direct employees to preferred services providers and maximize realization of negotiated savings  
                                • Capture granular detail of services received, billed, etc. to prevent overpayment |
| Supplier Portals & Networks | • Effectively exchange P2P transactional information (i.e. POs, invoices, payments) with suppliers  
                                • Enable supplier self-service for standard inquiries via web-based inquiry tools (i.e. payment status, receipt status, etc.)  
                                • Improve supplier information and master data accuracy and ongoing management through supplier self-service, workflows, notifications, etc.  
                                • Improve new supplier/alternative supply source discovery through use of supplier networks |
Example: eProcurement Evaluation & Implementation Approach

**Objectives**

1. Assess Source-to-Pay (S2P) Performance
   - Understand S2P performance and identify opportunities for improvement

2. Develop S2P Service Delivery Model
   - Design future state people, process, technology, and policies

3. Develop Business Case for eProcurement
   - Calculate the financial costs and benefits of implementing an eProcurement system

4. Select eProcurement Vendor
   - Evaluate eProcurement providers and make selection

5. Implement eProcurement System
   - Implement system and rollout to organization

6. Monitor and Enhance Performance
   - Monitor system and organization performance

**Overview**

- Benchmark organizational performance against peers
- Identify gaps to industry best practices
- Develop prioritized initiatives for improvement

- Design optimal future state processes
- Develop governance structure

- Identify eProcurement Savings Levers
  - Develop Business Case Model
  - Assess Benefits of Implementing eProcurement System

- Prepare Supplier Assessment
- Execute Supplier Assessment
- Plan/Execute Negotiations and Select eProcurement Vendor

- Design configurations and integrations
- Execute Change Management
- Test and go-live on new tool

- Gather Performance Information
- Evaluate Efficiency & Effectiveness of new Processes and Technology
- Develop Improvement Plan
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Machine Learning

What is it?
A combination of Statistics and Data Science enabling computers to learn and identify patterns without being explicitly programmed.

The 4Q’s ML Can Answer
- Is it one or the other(s)?
- What will it likely be?
- How is it clustered?
- Is it an anomaly?

Detection
- Is it one or the other(s)?
- Is it an anomaly?

Program Compliance
Detect agreements that should be part of a Procurement sanctioned program.

Supplier PO Consolidation
Detect similar supplier books of work that can be consolidated.

Similar Deals Search
Detect similar deals during negotiations.

Programmatic Spend & Volume
Predict & Forecast Spend & Volumes for a Procurement program allowing for a proactive approach.

Employee Hardware Refresh
Predict & Forecast up and coming asset refreshes and which assets will be purchased.

Sourcing Pipeline
Predict & forecast up and coming sourcing events to better allocate resources.

Persona
- How is it clustered?

Supplier Persona
Identifying distinct groups of supplier segmentations.

Traveler Persona
Identifying distinct groups of MS Travelers.
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Do we have any initiatives we would like to pursue?
- Research?
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Other ideas, thoughts or suggestions?

Meeting at Fall 2017 Global Executive Summit – Carlsbad, CA, Monday 10/9

WebEx Meeting: December 2017
## Topics of Interest - Working Council Member Polling Results So Far...4-26-17

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<td>1</td>
<td>Best practices in using relationship governance, risk and compliance tools and technologies</td>
<td>0</td>
<td>4</td>
<td>8</td>
<td>2.67</td>
<td>12</td>
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<tr>
<td>2</td>
<td>How to Launch the development of a technology road-map strategy</td>
<td>0</td>
<td>6</td>
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<td>3</td>
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<td>2</td>
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<td>4</td>
<td>How tools and technologies can be used to optimize the overall health and business value obtainable from third-party supplier relationships</td>
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<td>Education and training on how to use advanced tools and technologies in P2P, relationship governance, risk and compliance</td>
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<td>2.25</td>
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<td>Procure-to-Pay Trends</td>
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Polling Question

Please select the topic you would like to see as the focus of discussion at our 2017 Summer Working Council Webinar?

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Select your 1st Choice from Options 1 thru 5
Working Council – What’s Next?

- What topics are we most interested in for our Next WebEx Meeting: Summer 2017, i.e. June/July 2017? See Poll Results
- What speakers/thought leaders do we want to involve?
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