Transform Procurement with SAP

The Business Value for Procurement with SAP S/4HANA, Cloud/ Line-of-Business Applications and SAP Leonardo
Ariba Supply Chain Collaboration and SAP Integrated Business Planning (SAP IBP) live at Microsoft Corporation

Hear from Microsoft executives why they selected both solutions to improve supplier onboarding times, achieve tremendous reductions in inventory and working capital, and gain complete supply chain visibility through multi-tiered orchestration into inventory status and location.
White Paper Background and Key Definitions

The information outlined below will help you understand the contents of this value proposition white paper. It gives details on the objectives and scope of the paper. Key definitions are also provided.

DELIVERABLE OBJECTIVE
Provides information on the value in moving from an ERP on a traditional database to SAP S/4HANA, Cloud/ Line-of-Business (LoB) applications and SAP Leonardo solutions.

KEY DEFINITIONS
Within the process and subprocess deep dives, there is detailed content in table format articulating the following:

Typical Pain Points
Major customer business and IT challenges.

Current State with ERP on Traditional Database
ERP capabilities that are available on a traditional database.

SAP S/4HANA (including standard SAP Leonardo capabilities)
Capabilities shipped with the latest release of SAP S/4HANA, including apps that are optimized for SAP Leonardo, such as an app for contract consumption. All Leonardo capabilities are highlighted in bold.

Cloud/ LoB and SAP Leonardo Solution Capabilities
Solutions that can be integrated with SAP S/4HANA and provide business value – for example, SAP Integrated Business Planning solution or SAP Connected Goods software. These solutions are not embedded in SAP S/4HANA but they can be integrated.

2018: Planned Innovations*
New functionalities planned for the 2018 release of SAP S/4HANA, Cloud/ LoB applications and SAP Leonardo solutions.

Business Benefits
Key value drivers that are impacted by the adoption of SAP S/4HANA, Cloud/ LoB applications, and SAP Leonardo solutions.

With the value proposition section, all quantified benefits are conservative, estimated improvement ranges tied to the top value drivers. They are based on early adopters or new developments and enhancements of SAP S/4HANA, Cloud/ LoB applications, and SAP Leonardo solutions that can drive value. Keep in mind that these benefits should be used as a guide. We recommend working together to assess your current maturity and the value of moving to SAP S/4HANA, Cloud/ LoB applications, and SAP Leonardo solutions to develop a personalized business case.

Last Update
SAP S/4HANA 1709 release.

*Detailed road map available on SAP.com (customer login required)
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## Agenda

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procurement Overview</td>
<td>5</td>
</tr>
<tr>
<td>End-to-End Business Scenarios</td>
<td>8</td>
</tr>
<tr>
<td>Process Deep-Dive</td>
<td>13</td>
</tr>
<tr>
<td>Digital Priorities</td>
<td>23</td>
</tr>
<tr>
<td>Value Proposition Summary</td>
<td>24</td>
</tr>
<tr>
<td>Customer References</td>
<td>25</td>
</tr>
<tr>
<td>Appendix</td>
<td>27</td>
</tr>
</tbody>
</table>
Procurement in a Digital Economy

TRANSFORM PROCUREMENT WITH SAP

The procurement organization is evolving from a support function to a strategic advisor. Beyond negotiating lower rates and managing suppliers, it plays an important role in driving innovation, and managing risks across the supply chain and to the brand. Procurement is becoming more actively involved in delivering value to the end-customer by working more closely with other LoBs, including R&D and HR, and more collaboratively with suppliers.

Our industry-leading portfolio of solutions is uniquely positioned to enable our customers’ digital transformation across all key aspects of their business value chain by offering total spend management. SAP S/4HANA covers operational procurement processes such as purchase requisitioning, order processing, invoice processing, order confirmation, and operational contract management. These core processes are enhanced by real-time embedded analytics across all spend categories, thereby improving performance and visibility. SAP Ariba solutions extend these core processes with guided buying, collaborative sourcing and contracting, and networked-based, end-to-end supplier collaboration to deliver a new, guided, simplified user experience that meets the expectations of millennial users. SAP Fieldglass solutions provide access to external skills by supporting the entire process from sourcing to managing the contingent workforce, enabling the organization to be nimble and competitive. SAP Concur solutions help streamline business travel expense processing and connect employee-paid spending data for complete visibility and proactive management. SAP Leonardo capabilities add intelligence to make processes autonomous and unbiased. Together, these provide a comprehensive solution to help organizations meet the diverse spend needs of the enterprise for a total spend management, providing scalability, agility, and choice.

Sabre Corporation

Adopting a cloud-first approach to enable faster response to changing market dynamics and business needs by integrating its core ERP system on SAP S/4HANA with SAP Ariba, SAP Fieldglass, SAP SuccessFactors, and SAP BusinessObjects BI solutions.

“It’s been exciting to see how we can better access data and reporting, which is changing how we think about our products and business. SAP S/4HANA is a significant part of this huge cultural transformation.”

Steve Strout, Senior Vice President of Strategy and Operation, Sabre Corporation

Avery Dennison Corporation

Redefining procurement for the digital age with SAP Ariba solutions by centralizing, standardizing, and automating processes.

“With SAP Ariba solutions, we have completely transformed procurement at Avery Dennison. Previously, paper invoices and purchase orders would be sent back and forth between offices for approval and payment. Now, everything is done digitally, saving us considerable time, money, and effort.”

Maarten Eddes, Global Business Process and Systems Manager, Avery Dennison Corporation
SAP PROCUREMENT VALUE PROPOSITION SUMMARY

SAP solutions enable companies to substantially enhance, simplify, and visualize the entire procurement process from sourcing to purchasing to settlement.

Lower average unit price
Rationalize the supply base through spend visibility and centralized sourcing, and negotiate better pricing based on consumption history and contract visibility. Save on ad hoc purchases through demand management and spot buying.

Reduce noncompliant spend and leakage
Control maverick spending by guiding employees to the appropriate buying channel using a consumer-like interface. Ensure supplier compliance to preferred terms by reconciling invoice, PO, receipt, and contract.

Maximize revenue from products and services
Reduce sourcing cycle time, and manage fulfilment risks associated with stock-outs, supply chain incidents, and non-compliant materials.

Decrease inventory carrying costs
Achieve optimal inventory requirements through seamless transparency, effective collaboration, and enablement of processes like supplier-managed inventory.

Optimize total cost of ownership
Rationalize ongoing source-to-settle system costs associated with software maintenance, application management, upgrades, help desk, and supplier connectivity by adopting a modern platform to deliver innovations at a rapid pace.

Increase process efficiency
Drive sourcing productivity through deep spend analytics and seamless access to supplier and external information. Reduce cycle times and increase procurement and productivity in accounts payable (AP) through invoice process automation and supplier collaboration.

Improve cash management
Avoid unintended cash flow constraints with a formalized payment-terms strategy. Realize early-payment discounts or take advantage of supply chain finance margin-sharing by reducing duration of invoice processing cycle.

Improve control over services budgets
Roll up all aspects of a service engagement into an overall budget and implement budget controls at the project level and individual level.

Effectively manage external workers
Enhance visibility of and control over an external workforce through onboarding, offboarding, and worker tracking, to increase success rate of achieving goals.
SAP’s Digital Business Framework for Procurement

SAP solutions enable organizations to drive business value across their end-to-end digital value chain.

SUPPLIER COLLABORATION

- SAP Ariba
  - Ariba Network
  - Integrated Business Planning
  - Freight Order Management

- SAP Concur
  - Concur Travel & Expense

WORKFORCE ENGAGEMENT AND SERVICES MANAGEMENT

- SAP Fieldglass
  - External Workforce Management
  - Services Procurement
  - Integration with SAP Ariba
  - Integration with SAP SuccessFactors

- SAP Ariba
  - Operational Purchasing
  - Collaborative Sourcing and Contract Management
  - Supplier Management
  - Procurement Analytics

S/4HANA DIGITAL CORE

- SAP
  - Supply Chain Collaboration
  - Inventory Search & Reservation
  - Receiving
  - Supply Chain Finance

ASSETS AND SUPPLY CHAIN

- SAP Ariba
  - Integrated Business Planning
  - Freight Order Management

CUSTOMER EXPERIENCE

- SAP Ariba
  - External collaboration (supply-side) with SAP IBP integrated to Ariba Network

- SAP Ariba
  - Ariba Network for Sellers
    - Ariba Discovery
    - Ariba Sourcing
    - Ariba Contracts
    - Ariba Receivables Financing
End-to-End Business Scenarios

Some organizations measure value by the impact to their end-to-end processes. Outlined below are the primary end-to-end processes that are important to the procurement organization.

<table>
<thead>
<tr>
<th>END-TO-END SCENARIO</th>
<th>DESCRIPTION</th>
<th>RELEVANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRATEGIC PROCUREMENT</td>
<td>Strategic procurement involves determining the sources of supply that deliver the most savings and manage supply risks. It includes analyzing the marketplace, defining sourcing strategies, identifying suppliers, putting a contract in place, and managing supplier performance and risk.</td>
<td>To meet their objectives, procurement organizations require capabilities to analyze spend in great detail, gain timely visibility into supply market and supplier information, predict demand variances and contract exhaustion, negotiate better prices and terms, and monitor continuously and engage collaboratively with suppliers.</td>
</tr>
<tr>
<td>OPERATIONAL PROCUREMENT</td>
<td>The objective of operational procurement is to execute and deliver on purchase requisitions in the most efficient and compliant manner. It encompasses managing requests and creating orders in compliance with policies, procuring from suppliers, verifying delivery, matching invoices, and settling payments.</td>
<td>To meet their objectives, procurement organizations require capabilities to enable consumer-grade user experiences, faster and compliant purchasing, error-free processing, a transparent and collaborative platform with trading partners, and timely settlements.</td>
</tr>
<tr>
<td>FLEXIBLE SKILLS MANAGEMENT</td>
<td>Flexible skills management covers activities associated with the hiring-to-retiring lifecycle of an external workforce to ensure their gainful and risk-free engagement.</td>
<td>To meet their objectives, procurement organizations require proper controls at every step of the process, complete visibility into the work and effort of external workforce, and support for efficient selection and onboarding practices.</td>
</tr>
<tr>
<td>EMPLOYEE-PAID SPENDING</td>
<td>Organizations must manage employee-paid spending across various expense categories and payment methods. It extends beyond processing business travel and expense to include managing such employee-paid spend and ensuring compliance with policies.</td>
<td>To ensure that money spent is put to the best use possible, technology should connect travel, expenses and settlement processes in a manner that gives the organization more control over compliance and costs.</td>
</tr>
</tbody>
</table>
Reimagine Strategic Procurement

Gain spend insights, accelerate savings, and ensure compliance through a closed-loop strategic sourcing application suite.

Traditional Procurement
- Multiple disconnected data sources
- Disparate and disconnected data sources, and inability to extract meaningful insights
- Manual identification of sources of supply
- Manual and time-intensive supplier discovery and qualification process
- E-mail-based collaboration and manual evaluation of supplier responses
- Inefficient bid management with RFx coordination through e-mails; limited buyer-supplier collaboration; and manual processing and analysis of supplier responses
- Mismanaged and misplaced paper-based contracts
- Manual authoring, longer cycle times, and high legal costs

The New World with SAP
- Increased visibility into internal and external data
  - 360-degree view of spend and supplier and market data through business network integration
- Automated supplier evaluation and qualification
  - Access to global supplier pool with ready visibility into preferred and qualified sources of supply
  - Embedded capabilities to view additional supplier data for a better informed decision
- Streamlined, tool-based bid management process
  - Comprehensive RFx management with reverse- and forward-auction capabilities that enables value-optimized cost savings and faster sourcing cycle
- Automated contract collaboration and compliance
  - Contract lifecycle management capabilities including authoring, negotiation, execution and digital signature

TOP VALUE DRIVERS

<table>
<thead>
<tr>
<th>Increase spend under management</th>
<th>Reduce procurement function cost</th>
<th>Accelerate cycle for sourcing and contracting</th>
</tr>
</thead>
</table>
Reimagine Operational Procurement

The procurement business network enables effective buyer-supplier collaboration and compliant and efficient processes by connecting trading partners electronically.

Traditional Procurement

Significant effort needed to search for items
No guidance to preferred suppliers, resulting in lost savings opportunities
Manual creation and updates to catalogs by e-mail or telephone

Paper- and e-mail-based approval workflow and supplier communication, resulting in slow, error-prone processes
Inability to easily consult buying policies, leading to poor compliance
Manual PO processing

Manual and error-prone receiving and matching processes
Inefficiencies caused by paper and e-mail invoices, resulting in delays or missed discounts

Proliferation of different payment terms and low acceptance of discount offers
Check-based payments with low visibility, and ad hoc and cumbersome payments process, leading to reconciliation issues and administrative redundancies

The New World with SAP

Access to an online marketplace that provides a consumer-grade experience
Guided buying that navigates users through proper buying channels to leverage preferred suppliers, negotiated pricing, and in-context policies

Simple and streamlined policy-based approvals from any device
Relevant purchasing documents that are automatically created and integrated into the relevant systems
Automated, faster, and consistent supplier connections

Electronic tracking of all purchasing-related documents for greater compliance
Automated three-way match for efficient, error-free processing
Invoice exception handling through policy-based approval process

Small set of standard payment terms for seamless settlement
Electronic payments for complete visibility into related invoices and POs
Holistic working capital strategy for terms extension, static and dynamic discounts, supply chain finance and payment channels

TOP VALUE DRIVERS

| Reduce procurement function cost | Improve compliance on supplier and price policies, taxation, and regulations | Improve cash flow with faster invoice approvals and payments |

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Reimagine Flexible Skills Management

Streamline the process of identifying, procuring, and managing the contingent workforce, thereby enhancing organizational agility.

Traditional Procurement

- Resource requests by e-mail and phone without formal sourcing strategy
- Manual, time-intensive candidate review and selection
- Manual and ad hoc onboarding and offboarding processes, at hiring manager’s discretion
- Manual time entry, limited visibility into work completed, and paper-based invoicing
- Spreadsheet-based reporting for external workforce and limited visibility into data

The New World with SAP

- Standardized templates, pre-approvals, and routing to preferred suppliers
- Streamlined candidate comparison, interview scheduling, and worker selection with in-platform hiring
- Systems-driven onboarding and offboarding processes to ensure compliance, clarity, and control
- Web-based time and expense management, visibility into work completed, and automated invoicing
- Powerful reporting and analytics for better workforce planning and optimization of opportunities

**TOP VALUE DRIVERS**

<table>
<thead>
<tr>
<th>Increase compliance savings across external workforce</th>
<th>Lower cost of external workforce</th>
<th>Improve quality of external workforce</th>
</tr>
</thead>
</table>

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Reimagine Employee-Paid Spending

Connect all employee-paid spending data, for complete visibility and proactive management.

Traditional Procurement

Manual and disparate systems cannot provide a consolidated view of employee spending. Invoice capture and processing are slow and not integrated. Out-of-program travel spending is hidden and unmanageable, while many expenses are incorrectly categorized.

The New World with SAP

SAP Concur solutions automate key parts of the spending process and key categories of spending, such as T&E and Receipts-based expenses, making the process simpler for your employees. As a result, companies can capture and manage more of what they are buying. In addition, SAP Concur solutions automatically connect employee-paid spending through different systems and directly with suppliers, enabling business to see and manage all spending.

TOP VALUE DRIVERS

| Increase compliance with internal report and travel rules | Reduce time on expense reports |

in program travel
| out of program travel
| other ways to pay (ghost cards, virtual cards, checks, cash, and p-card)
| invoices

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## PROCUREMENT CAPABILITIES

Outlined below are the primary capabilities for procurement where value can be achieved through SAP S/4HANA, SAP Ariba, SAP Fieldglass, SAP Concur, and SAP Leonardo solutions.

### Guided Buying
- Guided services and materials requisitioning
- Policy configuration
- Category buying channel management

### Strategic Sourcing and Contract Management
- Sourcing pipeline management
- Sourcing strategy planning and execution
- Savings pipeline tracking
- Contract lifecycle management
- Supplier discovery
- Bill of materials, workflow, and syndication

### Operational Procurement
- Self-service requisitioning
- Purchase order processing
- Purchase order collaboration
- Managed catalogs (internal and external)
- Price validation, and content enrichment
- Requirements processing

### Supplier Management
- Supplier discovery
- Classification and segmentation
- Third-party risk and data augmentation
- Supplier evaluation

### Procurement Analytics
- Spend visibility
- Real-time reporting and monitoring
- Supplier data enrichment

### Invoice and Payables Management
- Invoice workflow and exception management
- Invoice collaboration
- Invoice processing
- Contract invoicing
- Dynamic discounting and supply chain finance
- Accounts payable

### Services Procurement
- Sourcing and bid management
- Collaboration and contracts
- Services management and evaluation
- Time and expense tracking
- Analytics and reporting
- Invoice, discount, and taxation
- Worker profile management

### External Workforce Management
- Guided work sourcing
- Rate management and automation
- Worker onboarding, management, and offboarding
- Time and expense tracking
- Invoice, discount, and taxation
- Analytics and live insights

### Supply Chain Collaboration
- Collaboration with trading partners
- Real-time supply chain visibility
- Inventory optimization
- Actionable intelligence
# Guided Buying

## TYPICAL PAIN POINTS
- Low business user satisfaction due to lack of a consumer-grade ordering and order tracking experience
- Significant procurement spend occurring outside of established contract terms and procurement policies

## Current State with ERP on Traditional Database
- Self-service requisitioning through an open catalog interface in purchase requisitions or purchase orders, or through a separate SRM implementation or single-client deployment
- Native integration to SAP Ariba solutions for spot buying

## SAP S/4HANA (including standard SAP Leonardo capabilities)
- Self-service requisitioning using SAP Fiori apps with cross-content and catalog search, type-ahead for free-text items, and review and confirmation of goods and services

## Cloud/ LoB and SAP Leonardo Solution Capabilities
- Portal for consumer-grade buying experience
- Single interface for all spend types
- Policy-based end-user sourcing and guidance for contract and supplier risk requests in one place
- Configurable workflow and approvals
- Spot buy capability to manage long-tail and ad hoc spend
- “Three bids and buy” functionality available to users, with recommendation for preferred suppliers
- Functionality for distributed policy, category, and supplier management
- Supplier performance management for broader user and supplier participation

## 2018 Planned Innovations
- Contract and project tracking for project-based spend
- Automatic commodity classification based on description of ad hoc requests
- Invoice, service entry sheet, and user profile approval (native experience)
- In-application capture of net promoter score
- Policy support for mobile devices
- Sourcing collaboration and quoting status
- Integration with shared-services application
- Product reviews and ratings
- Live chat
- Web analytics to track user behavior
- Workflow to display approved questions from users

## Business Benefits
- Higher business user satisfaction
- Improved spend compliance
- Increased tactical sourcing savings (on non-contracted spend)
- Increased collaborative sourcing savings (services spend)
- Continuous improvement in spend under e-procurement
## Strategic Sourcing and Contract Management

<table>
<thead>
<tr>
<th>TYPICAL PAIN POINTS</th>
<th>Current State with ERP on Traditional Database</th>
<th>SAP S/4HANA (including standard SAP Leonardo capabilities)</th>
<th>Cloud/LoB and SAP Leonardo Solution Capabilities</th>
<th>2018 Planned Innovations</th>
<th>Business Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manual, repetitive tasks and multiple requests that extend cycle times</td>
<td>One-time search for contract documents, but change of search parameter requires user to go back from contract list to search screen every time</td>
<td>New SAP Fiori apps to manage and perform mass updates on sourcing documents</td>
<td>RFx and sourcing event creation, management, collaboration, and analysis</td>
<td>Central contract management in SAP S/4HANA Sourcing and Procurement connected to multiple back-end systems</td>
<td>Higher sourcing savings from unit-price reduction</td>
</tr>
<tr>
<td>Difficulty in identifying the best sources of supply with data spread across disparate sources</td>
<td>No possibility of quick action, such as validity extension, out of search result list</td>
<td>Management of RFQ and supplier quotation, and direct execution of simpler requests</td>
<td>Supplier collaboration for contract creation, signing, management, and syndications</td>
<td>Situation handling for contract consumption</td>
<td>Improved supplier compliance</td>
</tr>
<tr>
<td>Lack of robust sourcing execution process that reduces realized savings</td>
<td>No visibility into or information about contract utilization</td>
<td>Native integration to SAP Ariba Sourcing solution to initiate sourcing events out of SAP S/4HANA and receive back sourcing award with follow-on documents updated or created automatically</td>
<td>Supplier and end-user collaborative workspaces and workflow</td>
<td>Commodity price escalation based workflows</td>
<td>Enhanced supply chain planning productivity</td>
</tr>
<tr>
<td>Difficulty in getting data to plan and forecast spend, and to manage supply chain events proactively</td>
<td>Separate searches by user in purchase information records (PIR), contracts, scheduling agreements, and info records to identify source of supply</td>
<td>Ability to simulate source of supply assignment for checking which sources of supply are valid for a certain material, plant, and date</td>
<td>Material master, services, and bill of material (BOM) integration support for sourcing and contract</td>
<td>Artificial intelligence and machine learning for smarter contract authoring</td>
<td>More flexible pricing (rebates), enabling more targeted business models</td>
</tr>
<tr>
<td>Poor contract management resulting in negotiated savings leakages and compliance issues</td>
<td>Availability of data for analysis on a single system but impossible to get an aggregated and enriched view of the spend data across multiple systems</td>
<td>Configuration of scheduling agreement releases at header and item level, and notification of expiration</td>
<td>Sourcing award and contract integration using material master data to create PO and outline agreements (OA)</td>
<td>Low-touch or No-touch operational sourcing and contracts execution interface through the SAP Ariba guided buying capability</td>
<td>New sourcing and contract user experience interface for category buyer persona</td>
</tr>
<tr>
<td>Disintegration and poor traceability between legal documentation and procurement transaction</td>
<td>Embedded and predictive analytics for contract consumption</td>
<td>Visibility about preferred and qualified suppliers</td>
<td>BOM upload and integration in PDX format</td>
<td>BOM versioning and comparison</td>
<td>BOM versioning and comparison</td>
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<tr>
<td></td>
<td>Management of legal content with integration of contract-related legal transactions and RFQ into the core application</td>
<td>BOM upload and integration in PDX format</td>
<td>Enhanced BOM costing and rollup</td>
<td>360-degree material view: price trend, contracts, PIRs, events</td>
<td>360-degree material view: price trend, contracts, PIRs, events</td>
</tr>
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<td>Placeholder for parts management</td>
<td>Integration of PIR and OA in strategic sourcing with complex price conditions related to time</td>
<td>Integration of PIR and OA in strategic sourcing with complex price conditions related to time</td>
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<tr>
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<td></td>
<td>Price by time in strategic sourcing and contracts</td>
<td>Support for commodity index-based pricing</td>
<td>Support for commodity index-based pricing</td>
</tr>
<tr>
<td></td>
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<td>PIR integration for contracts and sourcing award</td>
<td>Legal content assembly to generate, process, and archive legal content based on pre-approved clauses &amp; templates</td>
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</tr>
</tbody>
</table>
Operational Procurement

**TYPICAL PAIN POINTS**

- Time-consuming and complex process for buyers and suppliers to collaborate on purchase order
- Cumbersome manual processes that extend transaction cycle
- Inconsistent application of contract compliance
- Decentralized operations that result in non-standard practices and redundancies

**Current State with ERP on Traditional Database**

- Time-consuming search for existing purchase orders with limited pre-filled content and provisioning of existing documents
- Required implementation of separate add-on on top of ERP to exchange messages with the Ariba Network
- Manual, separate checks by user of existing sources of supply, information records, and agreements with back-and-forth changing of search parameters
- Setting of rules and limits only at a category level without being varied

**SAP S/4HANA (including standard SAP Leonardo capabilities)**

- Integration with the Ariba Network for sending purchase orders and receiving confirmation and other standard output documents
- Faster execution with approval notifications enabled, and with the ability to redistribute workload after simulation
- View follow-on documents and collectively apply changes or copy attributes to purchase requisitions
- Easy setup of flexible approval workflow with dynamic rules, and separately configured at header and item level
- Setting of overall value limits for procurement of unplanned services
- Ability of requisitioning process to run on a centralized hub connected to multiple back-end systems
- Integration of freight order management with SAP Purchase Order Execution for SAP S/4HANA

**Cloud/LoB and SAP Leonardo Solution Capabilities**

- Purchase order workflow and compliance governance
- Demand aggregation and compliance check against contract and hosted catalogs
- Consumer-grade search capability for managed and external catalogs
- Mobile shopping cart, approvals, and tracking
- More efficient shared-services operations with better collaboration between casual users and shared-services professionals
- Integration to third-party tax engines
- Item reservation and service master support for MRO catalogs
- Real-time inventory check

**2018 Planned Innovations**

- Situation handling for purchase requisition processing
- Integration of SAP Ariba Buying solution with SAP S/4HANA
- Machine learning for purchase requisition processing
- Multi-accounting in purchasing documents
- Team shopping cart
- Support for buying stocked items
- Validation and enrichment of API for goods receipt and invoice
- Support for asset management
- Specification of vendors (condition vendor) for logistics and other services
- Modelling of vendor partner functions (such as, ordering addresses, goods supplier, invoice presented by)

**Business Benefits**

- Higher transactional productivity
- Lower cycle times
- Improved spend compliance
## Supplier Management

### Typical Pain Points
- Inability to manage, segment, and classify suppliers along purchasing categories, leading to wasted effort by undermining the differences in the relative importance
- High cost of developing and maintaining multiple integration points
- Limited capability to identify and evaluate low-performing suppliers by questionnaires
- Limited or no information to determine supplier risk
- Inaccurate, incomplete, or unqualified supplier data

### Current State with ERP on Traditional Database
- Supplier management based on material groups only
- No external data enrichments for supplier master
- Display of vendor master mainly with control parameters and data
- No direct availability of supplier evaluation questionnaires
- No real-time supplier evaluation based on purchasing documents
- Limited criteria for supplier evaluation, and equal weighting to all
- Limiting of supplier risk management initiatives to a select set of suppliers only

### SAP S/4HANA (including standard SAP Leonardo capabilities)
- Addition of a purchasing category as a new business entity to streamline classification and segmentation activities
- Segment and classification of suppliers and provision of evaluation results based on purchasing categories
- Integration into Dun & Bradstreet (D&B) products to review latest reports about supplier performance
- Flexible configuration of weighting and scoring each criteria for supplier evaluation
- Addition of “quality” to the list of evaluation criteria, all of which can be manually adjusted to reflect the actual situation
- Real-time monitoring of supplier evaluation using KPI
- New SAP Fiori apps for supplier management for purchasing category and task and activity management with automatic reminder configuration

### Cloud/LoB and SAP Leonardo Solution Capabilities
- Spend visibility powered by SAP HANA with integration to D&B products to enrich data
- Supplier profiles on Ariba Network and supplier self-service-based registration capability
- Creation and maintenance of supplier master record in the cloud with new supplier data model and two-way sync with the SAP ERP application, SAP S/4HANA, and the SAP Master Data Governance application
- Matrix-based supplier qualification and segmentation
- 360-degree view of suppliers
- Real-time supplier risk insights and alerts
- Engagement risk assessment and issue tracking at engagement level
- Forced-labor risk exposure, built-in sanctions, and watch list tracking

### 2018 Planned Innovations
- Integration of SAP S/4HANA and SAP Ariba solutions for supplier performance
- Supplier audit management and phaseout capabilities
- Supplier segmentation business processes
- Upgraded supplier performance management experience
- Integration of risk assessments with contracts, sourcing, guided buying qualification, and certificate repository
- Built-in risk-domain-specific questionnaires
- APIs for financial criteria, environmental, social and governance (ESG) criteria, and diversity risk information

### Business Benefits
- Increased supplier compliance (spend management)
- Improved spend under e-procurement
- Enhanced supplier selection process based on real-time performance data
- Better supplier risk mitigation
# Procurement Analytics

## Typical Pain Points

**Current State with ERP on Traditional Database**
- Cumbersome and time-consuming process to analyze procurement information
- Delay in the ability to act due to separate systems for operational and analytical information
- Use of outdated information as basis for decision-making
- Limitation on the impact of supplier evaluation due to inability to factor in unstructured data limits
- Lack of timely visibility into contract consumption

**SAP S/4HANA (including standard SAP Leonardo capabilities)**
- Extraction of data into business warehouse to perform spend analysis
- No insight-to-action capabilities
- Live calculation of KPIs to analyze managed and non-managed spend, contracts, purchase requisitions, and supplier performance
- Instant insight-to-action capabilities by easily filtering, and navigating to other SAP Fiori apps and object pages
- Procurement overview page to monitor business-critical situations using analytical cards or worklists
- Dynamic supplier evaluation scoring based on procurement documents in real time
- **Embedded analytics in contracts and source of supply determination**
- Dynamic analysis of purchasing spend with multidimensional reporting capabilities and variance tracking, and predictions based on open purchase requisition and schedule lines
- Analytical monitoring of various purchasing documents using SAP Fiori UX for better visualization and drill-down capabilities

**Cloud/ LoB and SAP Leonardo Solution Capabilities**
- 360-degree visibility into spending, suppliers, and related market information
- Aggregation and classification of spend data across the enterprise
- Enriching and benchmarking of supplier information
- Unified view across categories and suppliers
- Supplier data enrichment through integration with D&B products
- Spend data benchmarking services
- Pre-packaged reports and ad hoc reporting
- Pre-packaged reports and ad hoc reporting

## 2018 Planned Innovations

- Analytics for scheduling agreements
- ABC classification of spend
- Analytics for services spend
- Analytics for central procurement hub with SAP S/4HANA
- Analytical reporting API
- Next-generation reporting platform
- Spend classification and supplier enrichment enhancements based on artificial intelligence and machine learning

## Business Benefits

- Continuous improvement in spend under e-procurement
- Better-informed business decisions with live analytics and real-time reporting and monitoring
# Invoice and Payables Management

## Typical Pain Points

<table>
<thead>
<tr>
<th>Current State with ERP on Traditional Database</th>
<th>SAP S/4HANA (including standard SAP Leonardo capabilities)</th>
<th>Cloud/ LoB and SAP Leonardo Solution Capabilities</th>
<th>2018 Planned Innovations</th>
<th>Business Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Manual processes that extend transaction cycle times and inhibit the ability to take advantage of opportunities for discounts</td>
<td>• Ability of business user to view draft invoices coming from Ariba Network, create the supplier invoice directly using the available data, and correct inaccurate e-supplier invoices directly</td>
<td>• Reimagined persona-specific process flows for accounts payable users</td>
<td>• Approval for supplier invoices not based on purchase orders</td>
<td>• Increased discount capture – net-new discounts</td>
</tr>
<tr>
<td>• Paper-based supplier invoices and delayed invoice updates, leading to limited visibility of in-transit material in back-end planning systems</td>
<td>• Invoice collaboration enhancements to send messages to and from Ariba Network, including carbon copy invoice, payment advice, payment proposal, and update</td>
<td>• Native integration with the Ariba Network for supplier invoices, status, and payments</td>
<td>• Multi-accounting in purchasing documents</td>
<td>• Reduced procurement function costs</td>
</tr>
<tr>
<td>• Absence of a flexible rules-based framework, causing end-user dissatisfaction and policy non-compliance</td>
<td>• Invoice processing enhancements such as invoice reduction, output management adoption, and creation of supplier invoices or draft invoices from uploaded paper-based invoices</td>
<td>• Network-based rules engine for price, tax, tolerance, and process compliance</td>
<td>• Material limit check in supplier invoice</td>
<td>• Improved invoice processing efficiency</td>
</tr>
<tr>
<td>• To identify erroneous invoices, user must go back and forth to change search parameters, and an administrator is needed to resolve business issues with suppliers</td>
<td>• Standard integration to SAP Fieldglass solutions for receiving invoices and sending invoice status update back to the supplier</td>
<td>• Global e-invoice validation and e-archiving</td>
<td>• Increased invoice automation with machine learning and efficient invoice monitoring for exception handling in SAP S/4HANA</td>
<td>•</td>
</tr>
<tr>
<td>• A separate add-on has to be implemented on top of ERP to exchange messages with the Ariba Network</td>
<td>• Ability to set up flexible and dynamic workflow rules for supplier invoice</td>
<td>• Demand aggregation, evaluated receipt settlement and recurring payments, and real-time budget check</td>
<td>• Good-receipt-based invoicing</td>
<td>•</td>
</tr>
<tr>
<td>• Invoices in any form are captured and uploaded manually</td>
<td>• Integration with asset systems by creating supplier invoices against assets</td>
<td>• Collaboration between buyers and sellers for Invoice reconciliation</td>
<td>• Form-agnostic (paper or electronic) capture of T&amp;E invoices</td>
<td>•</td>
</tr>
</tbody>
</table>

## Business Benefits

- Increased discount capture – net-new discounts
- Reduced procurement function costs
- Improved invoice processing efficiency
# Services Procurement

## Typical Pain Points

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<th>2018 Planned Innovations</th>
<th>Business Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Lack of control over sourcing process</td>
<td>• Simplified service entry and invoice reconciliation process</td>
<td>• Streamlined sourcing and bid management processes for services providers</td>
<td>• Granular rate management for SOW</td>
<td>• Improved control over services spend with rate management</td>
</tr>
<tr>
<td>• Siloed processes for building and negotiating contracts with service providers</td>
<td>• Complicated user interface and structures to define the type of services needed</td>
<td>• In-platform collaboration on contracts with service providers</td>
<td>• Enhanced multi-vendor SOW that allows in-platform negotiation and collaboration</td>
<td>• Higher number of SOW-based projects meeting milestones and completed on time</td>
</tr>
<tr>
<td>• Inability to manage worker deliverables and performance based on statement of work (SOW)</td>
<td>• Ownership of the service is not managed in ERP</td>
<td>• Category-specific SOW management and evaluations</td>
<td>• Integration of SAP Ariba Contracts solution</td>
<td>• Greater control over program budgets</td>
</tr>
<tr>
<td>• No integration of time sheets to accounts payable system, and to invoice based on them</td>
<td>• Complex service entry and invoice reconciliation process</td>
<td>• Web-based time and expense sheet functions such as workflow, time entry, expense entry, and budgetary controls</td>
<td>• Support for service hierarchies</td>
<td>• Fewer services invoice errors</td>
</tr>
<tr>
<td>• Complex taxation especially when services are rendered across multiple roles and geographies</td>
<td>• Complicated user interface and structures to define the type of services needed</td>
<td>• Automated invoicing, taxation, and discounts based on location of services delivered</td>
<td>• More-specific category-based SOWs</td>
<td>• Better process to manage services spend efficiently</td>
</tr>
<tr>
<td>• Lack of visibility across all services spend, historic and current</td>
<td>• Ownership of the service is not managed in ERP</td>
<td>• Robust analytics and reporting tools that help identify program trends and anomalies</td>
<td>• Addition of KPIs to analytics dashboards in SAP Fieldglass solutions</td>
<td></td>
</tr>
</tbody>
</table>

## Business Benefits

- Improved control over services spend with rate management
- Higher number of SOW-based projects meeting milestones and completed on time
- Greater control over program budgets
- Fewer services invoice errors
- Better process to manage services spend efficiently
## External Workforce Management

### TYPICAL PAIN POINTS

- Cumbersome requisitioning process and deviation from sourcing strategy
- Inefficient candidate comparison
- Lack of visibility into market rates and options
- Inability to effectively manage rate, tenure, and worker performance
- Inefficient invoice reconciliation
- Complex taxation, especially when services are rendered across multiple roles and geographies

### Current State with ERP on Traditional Database

- Temporary labor processes that are managed outside ERP
- No logon options for external workers in ERP to report working hours for services

### SAP S/4HANA (including standard SAP Leonardo capabilities)

- Simplified service entry and consolidation of service and material master
- Integration of invoices from SAP Fieldglass solutions with SAP S/4HANA
- Procurement of unplanned services (limits)
- SAP Fiori-based “Service Entry Sheet” application

### Cloud/LoB and SAP Leonardo Solution Capabilities

- Guided work sourcing
- Segmented and tiered supplier distribution rules engine
- Rate management and automation
- SAP Fieldglass Live Insights service for market benchmarks powered by machine learning
- Robust analytics and reporting tools that help identify program trends and anomalies
- Worker onboarding, management, and offboarding
- Web-based time and expense sheet functions such as workflow, time entry, expense entry, and budgetary controls
- Automated invoicing, taxation, and discounts based on location of services delivered
- Integration of SAP Fieldglass solutions with SAP SuccessFactors solutions for total workforce management

### 2018 Planned Innovations

- Flexible workflow for service entry sheet
- Talent engagement across multiple channels through platform
- Machine learning-based resume matching and candidate ranking
- Combination of tenure and rate management
- Simplification of time tracking and invoicing for workers on multiple concurrent assignments

### Business Benefits

- Lower non-compliant spend for external workforce
- Greater control over external workforce spend with rate management
- Higher goal achievement success rate by temporary workers
- Fewer errors on invoices for external workers
# Supply Chain Collaboration

<table>
<thead>
<tr>
<th>TYPICAL PAIN POINTS</th>
<th>Current State with ERP on Traditional Database</th>
<th>SAP S/4HANA (including standard SAP Leonardo capabilities)</th>
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<th>2018 Planned Innovations</th>
<th>Business Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Lack of supply chain visibility and collaboration, leading to stock-outs, missed shipments, and inflated inventory</td>
<td>• No system to capture all the documents and data needed for collaboration</td>
<td>• Availability of good receipts, including for stock-in-transit and blocked stock</td>
<td>• Integrated collaboration with open, comprehensive and intelligent B2B network</td>
<td>• Enhancements for collaborative order response, quality control, and inventory management, including supplier-managed inventory (SMI)</td>
<td>• Faster time to market</td>
</tr>
<tr>
<td>• Interactions using e-mails and spreadsheets, resulting in longer cycle times</td>
<td>• No platform for efficient collaboration</td>
<td>• Process transparency and collaboration with partners to identify and address issues with in-transit tracking</td>
<td>• Integration with ERP and supply chain planning systems</td>
<td>• Supply chain intelligence, reports, alerts and exception management</td>
<td>• Less revenue loss due to fulfillment issues</td>
</tr>
<tr>
<td>• Multiple communication channels, leading to delivery errors, quality errors, and supply chain complexity</td>
<td>• Multiple communication channels, ranging from electronic data interchange (EDI) and Web portals to e-mail and fax</td>
<td>• Collaboration with trading partners for forecast, advanced supply chain procurement, quality control, and inventory management</td>
<td>• Supplier onboarding services</td>
<td>• Replenishment order enhancement and approval process for inventory optimization</td>
<td>• Fewer days in inventory</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Real-time status information on orders, shipments, and commits with the SAP Ariba Supply Chain mobile application</td>
<td>• Collaboration with trading partners for forecast, advanced supply chain procurement, quality control, and inventory management</td>
<td>• Advanced packaging with handling units</td>
<td>• Higher supply chain planning efficiency</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Network intelligence, data, and insights associated with supply chain</td>
<td></td>
<td>• Platform, scalability, and performance improvements</td>
<td>• Improved supply chain risk mitigation</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Advanced logistics collaboration</td>
</tr>
</tbody>
</table>
Digital Priorities in Procurement

Emerging digital technologies are helping companies reimagine the way they create their business models, run operations, and execute work. Below are several digital priorities that will help procurement lead the organization’s evolution and enable its transformation.

Cognitive Procurement

Cognitive technologies and market dynamics are setting the stage for more intelligent procurement enabled by tighter connections between people, markets, systems, data, and context. This will set the stage for autonomous procurement processes.

SAP and IBM are collaborating on leading-edge source-to-pay applications, with an initial focus in two areas:

- Transformation of sourcing events with a digital procurement assistant enabled by machine learning
- A more comprehensive and smarter contracting process

This will help drive higher savings, greater efficiency, and better decision-making based on the total relationship value.

Intelligent and Transparent Supply Chain

“Smart contracts” based on distributed ledger or blockchain technology can drive significant efficiency, transparency, and risk mitigation in the movement of goods and services. This level of trust will enable procurement to drive sustainability and corporate social responsibility goals of the organization.

SAP has announced a partnership with Everledger Ltd. to leverage blockchain across its cloud-based applications and business network to upend the way goods and services are traded. Amongst first applications of blockchain, SAP sees potential in the tracking and tracing of goods. This will provide buyers and sellers with increased visibility and control from sourcing to settlement, which reduces risk of fraud, aids faster and smarter supply chains, and enables procurement with a purpose.

Predictive Analytics for Contract Consumption

Predictive capabilities are empowering business users with insights that are relevant to the present as well as the future, instead of based only on the past. This enables proactive decision-making and timing actions at the most opportune moment for the organization.

SAP S/4HANA software already analyzes actual contract consumption for quantity and value contracts. Together with SAP Predictive service, part of SAP Leonardo Analytics capabilities, it further enhances negotiations with new insights on contract consumption dates. With the ability to forecast contract exhaustion, organizations can improve contract (re)negotiation, reduce overall costs, and enhance vendor management.

Machine Learning Drives a Faster, Smarter Procurement Function

Machine learning (ML) is enabling a new era of automation and analytics allowing people to work faster and make smarter decisions.

SAP Fieldglass Live Insights service leverages ML algorithms to enable organizations to benchmark and simulate external workforce scenarios. ML algorithms will also be applied to analyze user’s actions when engaging service providers to help accelerate the Statement of Work creation process. These capabilities will help reduce cycle times and make processes agile.

A digital procurement bot, or a digital assistant, offers a next-generation experience by enabling buyers and suppliers to interact naturally with SAP Ariba applications. Leveraging ML algorithms, the bot will process POs and invoices based on its “training” on policies, user preferences, and transactions, to help ensure compliant and error-free execution.
## SAP’s Value Proposition for Procurement

### STRATEGY ENABLEMENT
- All spend categories, including invisible spending, across all regions and departments
- Live business-to-business collaboration
- Deeper insight into supplier performance and identification of new sources of supply
- Open ecosystems to connect buying channels and allow policy to be applied to direct sourcing
- A total spend management portfolio (SAP Ariba, SAP Fieldglass, and SAP Concur solutions) providing scalability, agility, and choice.

### BUSINESS BENEFITS*
- 15%–20% reduction in procurement function costs
- Early payment discount option on 90% of invoices and/or 25% payment term extension
- 60% improvement in worker quality
- 1.5%–2.5% reduction in external workforce cost
- 1.0%–1.5% compliance savings across external workforce
- Improved compliance delivering between 5%–10% contracted savings
- Sourcing event price and total cost of ownership savings averaging 10%–15%
- 5%–6% reduction in accounts payable errors
- 2 to 5 day improvement in days payable outstanding (DPO) on targeted spend
- 15%–20% improvement in supply chain planning productivity
- 68% less time processing invoices*

### RISK MANAGEMENT
- Live calculation of KPIs to analyze managed and non-managed spend, contracts, and suppliers
- Dynamic, in-the-moment supplier evaluation scoring

### EMPLOYEE ENGAGEMENT
- High level of automation, leading to more capacity for strategic tasks for purchasers
- Reduced FTE effort on reporting and analysis
- Improved employee productivity with intuitive requisitioning tools and business-to-consumer-grade shopping experiences

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* Benefits are based on early adopters of SAP or conservative outside-in benefits due to moving from a traditional ERP to enhanced SAP S/4HANA, LoB/ Cloud and SAP Leonardo solution capabilities. As each enterprise is at a different level of maturity, our recommendation is to work with you to determine the value proposition for your enterprise.

# “The Business Value of Concur Invoice,” IDC, April 2017
Customers are Achieving Value from SAP

SABRE CORPORATION

- 1.5 trillion transactions processed each year
- Real-time information for accelerated decisions
- Faster financial close cycles, from 6 days to 5 days
- 35% higher user productivity

As one of the leading technology solution providers to the travel industry, Sabre is evolving its business intelligence approach in order to accelerate response time to customer needs and innovate faster in a competitive marketplace.

With a cloud-first approach in partnership with SAP, Sabre put in place simplified data models and integrated processes providing the necessary agility.

Click here for Sabre Corporation source reference

AVERY DENNISON CORPORATION

- 87% purchase orders managed through SAP Ariba solutions in North America
- 5 days to process invoices, down from 23 days
- 400 hours estimated time saved per week by buyers and accounts payable

A global leader in labeling and packaging materials, Avery Dennison struggled with multiple systems, disparate processes, inconsistent practices, and low transparency.

To centralize, standardize, and automate procurement processes, Avery Dennison introduced a single platform based on SAP Ariba solutions, resulting in standard workflows, greater visibility, and fewer errors. Automation and paperless processes are saving considerable time, money, and effort.

Click here for Avery Dennison source reference
SIAM CITY CEMENT

- Automated, streamlined, and connected business processes
- Real-time reporting and analysis based on single source of truth
- On-time delivery

To stay ahead of the competition, innovate more quickly, and provide more value to stakeholders into the future, Siam City Cement is using a full range of SAP products, including SAP S/4HANA and SAP Ariba solutions, to power digital transformation across the enterprise. This helped the company keep its promise of timely order fulfilment of quality products and services to customers, by enabling efficient and transparent direct procurement of materials in bills of materials needed by manufacturing.

Click here for Siam City Cement source reference

SIEMENS

- $17 million cost savings due to implementing SAP Fieldglass solutions
- Gained external workforce visibility, streamlined manual processes

Headquartered in Germany, Siemens is Europe’s largest electronics and electrical engineering company as well as the world’s largest provider of environmental technologies. With a fragmented management process and multiple technologies in use, Siemens turned to SAP Fieldglass solutions to enable visibility into its workforce.

Click here for Siemens source reference
Your Path to Digital Transformation

Every enterprise is unique, with different starting points and end points. Whether you are starting a net-new implementation or undergoing a digital transformation in an existing SAP solution landscape, SAP can help. We have been working with enterprises of all sizes and in all industries. Based on the depth of our experience, we offer a robust portfolio of services.

**Customer Engagement Methodology**

No matter which path applies to your enterprise, SAP has a structured four-phase approach to ensure success – executive alignment, value discovery, validation and executive readiness, and value delivery.

For more details, please see the brochure *Driving Value in a Digital Economy*.

**SAP Value Assurance Service Packages**

Take advantage of SAP Value Assurance service packages for SAP S/4HANA to quickly and safely harness the power of next-generation software and in-memory processing.

For all value assurance packages and for the successful transition to SAP S/4HANA, please visit *Transition to SAP S/4HANA*.

**SAP S/4HANA Road Map**

With a three-year detailed road map, SAP gives customers the transparency to accelerate their transition to SAP S/4HANA. See *SAP S/4HANA Road Map*.

**Start Today with a Trial**

*SAP S/4HANA Trials*

**Key Assets for Next Steps with SAP S/4HANA**

*www.sap.com/s4next*

**Design the Future with Integrated Solutions for Total Spend Management**

Together, SAP S/4HANA, SAP Ariba solutions, and SAP Fieldglass solutions cover the global, integrated, end-to-end, source-to-pay process. Drive greater value with seamless integration to business networks.

*Integration Solutions*

*Design the Future of your Supplier Relationship Management*

**Innovate with SAP Leonardo**

SAP Leonardo is SAP’s digital innovation system that makes it easy to innovate with new technologies, integrate them into your business, and scale as your company grows.

*Get started today with SAP Leonardo*

**Explore SAP Leonardo Capabilities**

Learn more about SAP Leonardo capabilities and see how customers in a variety of industries are using the system to realize the promise of new technologies, such as the IoT and Big Data analytics.

For details, read the e-book *SAP Leonardo customer stories*.

**Get an Expert Take on Digital Transformation**

What are the benefits of blockchain, machine learning, and other transformational technologies, and how are they impacting business?

*Get answers from experts and analysts in this e-book*

**Assess your Procurement Digital Maturity**

Want to understand your Procurement digital maturity?

Click [here](#) to participate and see how you compare to peers in real time.

**Lay the Foundation for an In-depth Digital Transformation Engagement**

Get clear guidance on SAP S/4HANA-centric product map through a free self-service for customers and partners.

*www.sap.com/TransformationNavigator*