



# Smart spend happens



## Client story

### Client

A global leader in risk management, insurance and reinsurance brokerage

### Sector

Financial services

### Project

Procure-to-pay (P2P) transformation

Our client's global P2P platform had grown over time into a complex landscape of fragmented systems and disjointed processes that were not well defined or user friendly. KPMG supported an enterprise-wide P2P transformation, helping to design and build a single, streamlined, and user-friendly P2P process that will be deployed across 120 countries.



### Client challenge

The global P2P platform needed world-class enhancements. Each business and region was pursuing its own purchase order process, with lack of standardization causing delays in approvals and order fulfillments. A lack of systems and disjointed front-end processes created a strong reliance on manual interventions and workarounds. Users had to navigate uncertainty, thereby increasing exception behaviors, and limiting adoption of agreed processes. In addition, the lack of automation was leading to surprises, unexpected spend, and an inability to accrue accurately. Approvals were based on manual processes

and often gathered after the spend occurred. This hindered the client's ability to gain spend visibility and achieve sourcing efficiencies.



### Client results

The KPMG team implemented an integrated Coupa P2P technology platform to enhance the client's ability to automate and report on procurement processes across the organization. Simplicity and ease of use by internal customers were key objectives in the design of the new system. Team members reduced unnecessary complexities in the requisition and invoicing processes to limit exception behaviors. They also leveraged a more streamlined process to reduce manual interventions and drive out inefficiencies within the P2P organization. Buying channels were simplified through a consolidated approach, purchasing options were rationalized, and effective approval workflows were embedded into the new system, all of which limit spend leakage and increase procurement's ability to influence and control spend.

Based on a pilot implementation of Coupa, spend under management has increased 40 percent; user adoption reached 57 percent the first month; catalog spend has increased 50 percent; and e-invoicing has gone from zero to 45 percent.



## KPMG advisor insights

### Plan for great

Even before the first stage of implementation, think in terms of a step change in the procurement process, not just incremental improvements in operations. Be sure to identify benchmarks for success in terms of customer usage, overall business value, and long-term growth of the system. Mind the details but keep your eye on the big picture. You can't get to great unless you know what great looks like.

### Match global projects to global teams

Global implementation projects need in-house resources across multiple countries. In addition, third-party consulting firms should have a strong international presence and a deep familiarity with local markets, cultures, tax regimes, regulations, and legal structures.

### Teach the client how to fish

As the saying goes, give a man a fish and you feed him for a day; teach a man to fish and you feed him for a lifetime. Even a complex, enterprise-level software platform should be implemented with tools and methodologies that client resources can use in the future to modify the system themselves.



## The project

KPMG completed a comprehensive planning phase for the Coupa P2P implementation that included assistance in selecting a P2P technology solution and the establishment of a global PMO. The KPMG team also developed an implementation plan for the Global Core Model design phase and UK deployment; established the scope of the change management efforts; and established workstreams and ownership of critical implementation requirements.

The Global Core Model design phase included standardizing P2P process design and developing application configurations from input captured across all key global geographies and key stakeholder groups. KPMG professionals also implemented the Coupa P2P system in the UK as a pilot deployment and established the baseline for future go-lives. In Phase II, the Coupa solution was rolled out for the US and Canada as well.

Finally, the team developed and executed the Supplier Enablement Strategy to onboard approximately 2,000 suppliers. Efforts included onboarding suppliers on the Coupa Supplier Network (CSN), integration of PunchOut Supplier Catalogs, and integration of cXML suppliers for electronic document exchange to support the processing of purchase orders, invoices, and payment status.

**If you are interested in learning more about this case study, or if you are experiencing similar issues, please contact us.**

### Bhargavi Kosaraju

bkosaraju@kpmg.com  
215-982-0704

### Dipan Karumsi

dkarumsi@kpmg.com  
614-249-2384

For more information about KPMG's procurement capabilities, go to: [www.kpmg.com/us/procurement](http://www.kpmg.com/us/procurement).

### [kpmg.com/socialmedia](http://kpmg.com/socialmedia)



Some or all of the services described herein may not be permissible for KPMG audit clients and their affiliates.

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavor to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act upon such information without appropriate professional advice after a thorough examination of the particular situation.

© 2017 KPMG LLP, a Delaware limited liability partnership and the U.S. member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. All rights reserved. 665116

The KPMG name and logo are registered trademarks or trademarks of KPMG International.