

Navigating Change

Effective Management Strategies for
Technology Deployment in Large
Enterprises

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The better the question. The better the answer. The better the world works.



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Meet your presenters

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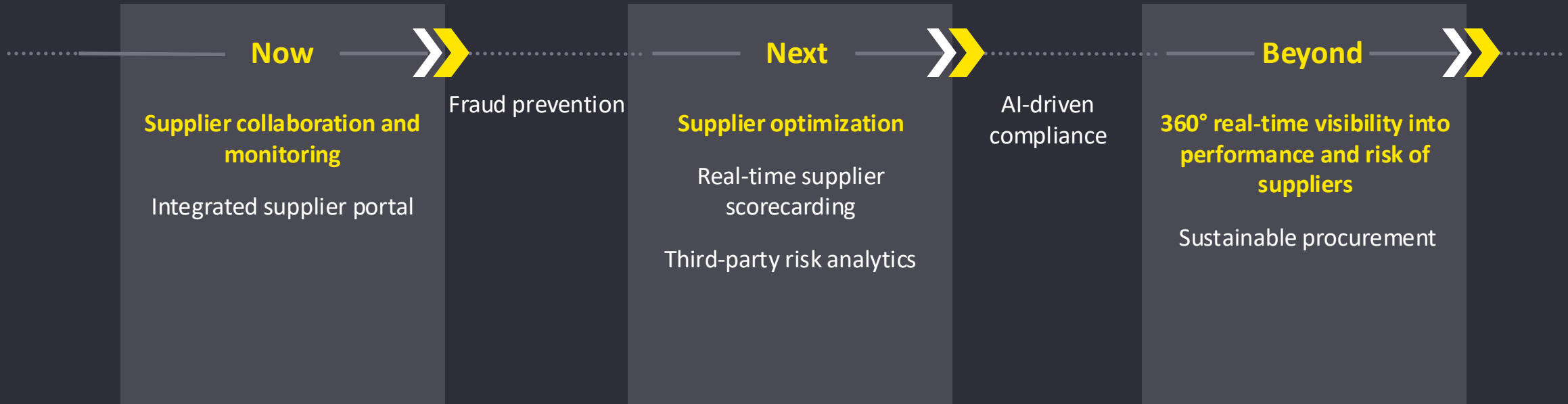
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The importance of supplier management in the future of procurement

Supplier management is the next frontier for procurement organizations — moving beyond continuous strategic sourcing cycles and elevating the role of strategic suppliers.



Contract, supplier management and payments

90%

Companies have adopted procurement technologies based on IoT (Internet of Things), big data or blockchain

Source: Bain & Company

89%

Participants in a recent survey said supplier onboarding takes too long

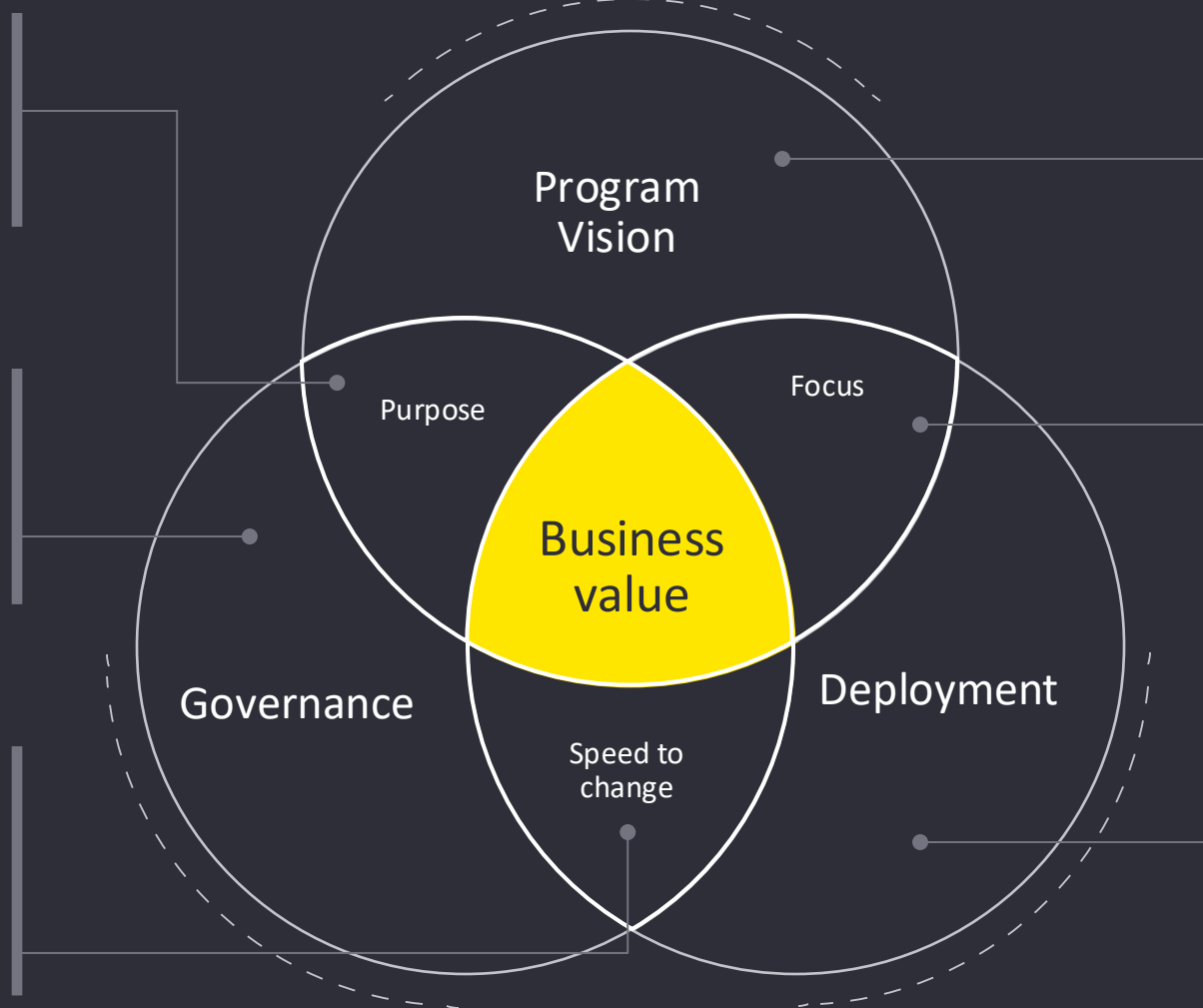
Source: EY Financial Services Source to Pay Survey

Successful programs start with a clear program vision and stay focused on delivery to drive business value

- Create a vision individuals can relate to that answers the fundamental question of “why.”
- Purposeful tech that quickly shows how to bring the vision to life

- Clearly defined framework for governance and decision- making
- Detailed roles and responsibilities to maximize accountability
- Establish and implement regular processes and policies

- Data readiness – cleansing of suppliers and master data
- Accelerate time-to-market and time-to-value financially and intangibly
- Data-driven insights with closed-loop feedback mechanism



- Provide a clear overarching view of expected benefits and outcomes
- Compel a clear case for change and the necessity for transformation

- Focus on value and major functionality needs
- Define an MVP solution that delivers against “must-have” requirements
- Manage a backlog for future enhancements

- Solutions fit and follow industry established standards
- Active and comprehensive user engagement
- Utilize a base template for consistency across global rollouts

How will your business technology provide the right user experience to keep up with employee expectations?

End-to-end change management approach provides an **integrated experience** across user groups and promotes **system adoption** through a communications program, user-specific training curriculum, and client-specific quick reference guides for post-training support.



- Build structured messaging that guides internal users on the upcoming implementation.
- Use communications program to spread awareness regarding implementation timeline and training schedule.



- Help deliver a training library specific to the client's portal requirements and stakeholder impact assessment.
- Training should explain the process and importance of good third-party management practices to the organization.



- Help establish the right support structure to empower high levels of compliance and adoption.
- The team can update materials if future system changes arise.
- Trainers defined in train-the-trainer will be upskilled to handle additional support.

How can a frictionless experience for your suppliers help drive efficiency and create value for your business?

EY methodology and guidance facilitates a **streamlined supplier experience, empowering suppliers** through a communications program, support channels and easy adoption.



- The communications with suppliers are focused on building awareness and connecting internal supplier contacts with external stakeholders.
- Contact suppliers regularly to share updates and timeline to expect training materials and onboarding.



- The training materials are easy to access via a supplier page from the general website.
- Suppliers can communicate with an internal contact through the portal for additional support.
- The easy-to-understand FAQs and policy materials are shared with suppliers.

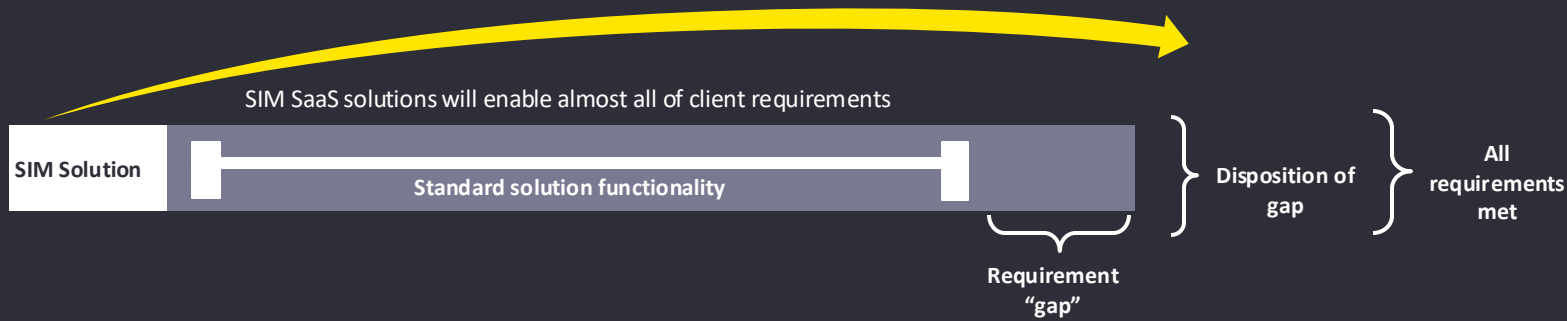


- Leading companies are establishing a support organization for suppliers to offer a frictionless onboarding and enablement experience.
- Provide suppliers with preliminary information to understand what's to come.

When planning for your deployment, standardization can reduce long-term cost to operate

We use a **fit-to-standard** design approach and look “future-back” to manage the gap between what the software can do, and the functionality required (and needed) to enable the end state. During project delivery you will benefit from the deep industry experience of our firm and SIM SaaS solutions team to manage and enable your future state vision.

Any requirements that are defined as a “gap” will follow a development disposition process in which you will make the decision of **priority** and need to produce an approved customization and development object list prior to the build phase



How to disposition gaps

Priority

1	Robust design	<ul style="list-style-type: none"> In the context of what the tool can do How do we configure the tool to move the bar to the right and close the gap?
2	Process/behavior change — e.g., approvals rules, payment terms, stop doing something	
3	Robotic process automation — to automate manual workarounds	
4	Customize the solution based on local requirements — sometimes required, but never a good idea	
5	Customize the ERP system to meet new operating model	

Future state considerations

1	New operating model, new processes and PO compliance policies
2	Business objectives and value
3	Leading practices
4	Affiliate, Brands, Functions, Suppliers
5	“Current state” legal statutory and what is required to continue business operation

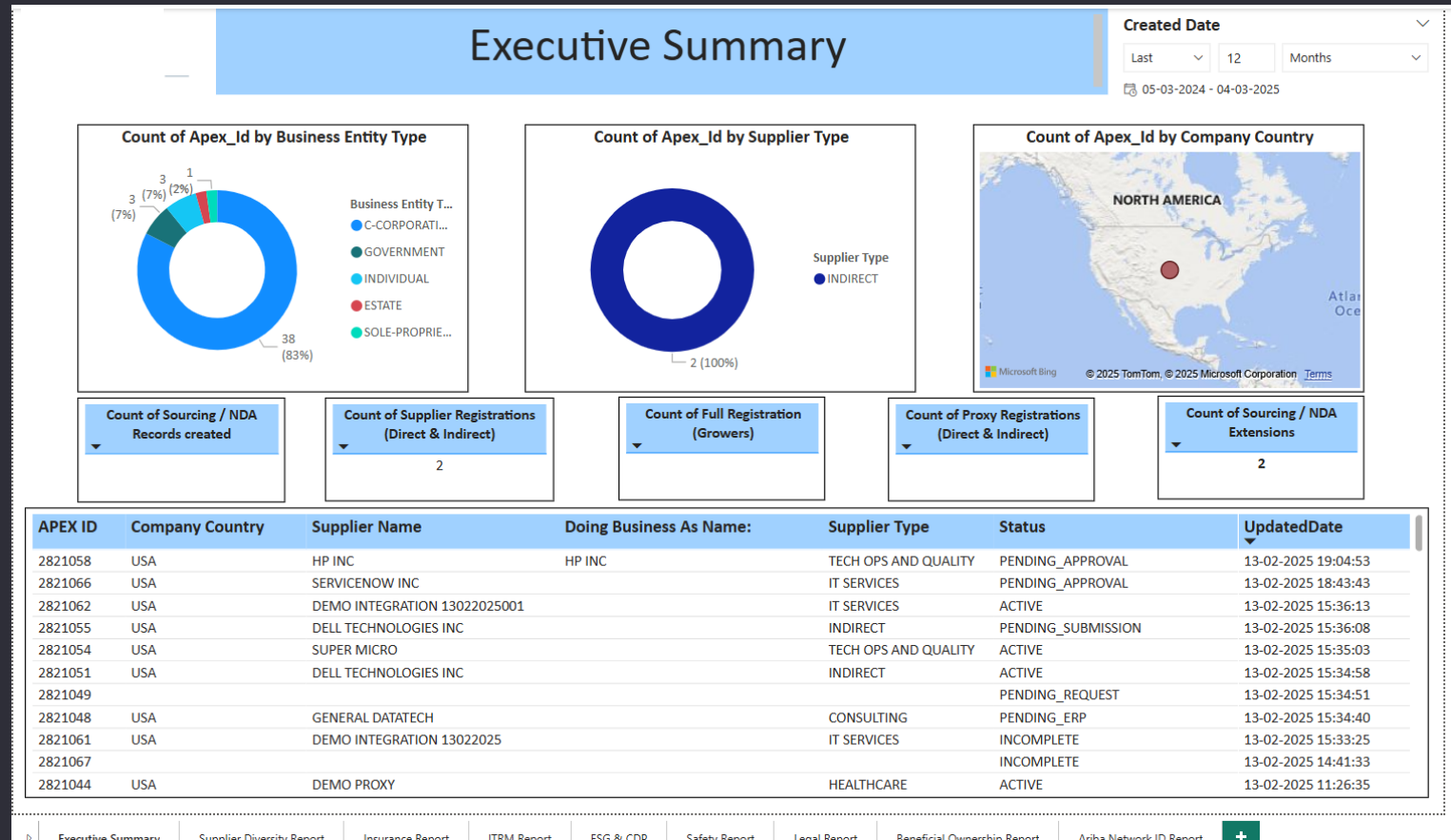
Data-driven insights that help improve strategic decision-making and measure program success

It is important not to overlook reporting during your deployment as a tool to manage and improve operations as well as deliver against your program objectives:

01 **Operational KPIs**
Metrics needed to ensure seamless day-to-day operations

02 **Continuous improvement**
Data-driven insights to help inform and improve future releases

03 **Actionable insights**
Thoughtful design that builds reporting to improve strategic decision-making



At EY, we ask the right questions

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EY Consulting is building a better working world by realizing business transformation through the power of people, technology and innovation.

What does the business need today and tomorrow?

- Engage leaders to determine the agenda.
- Understand the organization's processes and areas.
- Challenge the status quo.

Where can the process be automated?

- Reduce manual intervention and rework.
- Weigh trade-offs of going to the cloud.
- Integrate with external risk data sources.

How does the platform achieve the business case and ROI?

- Develop business case for implementation during program build phase.
- Identify key activities to drive cost savings and pre-negotiate vendor rates.
- Shorten onboarding cycle times and develop preferred vendor list.

What should the system architecture look like?

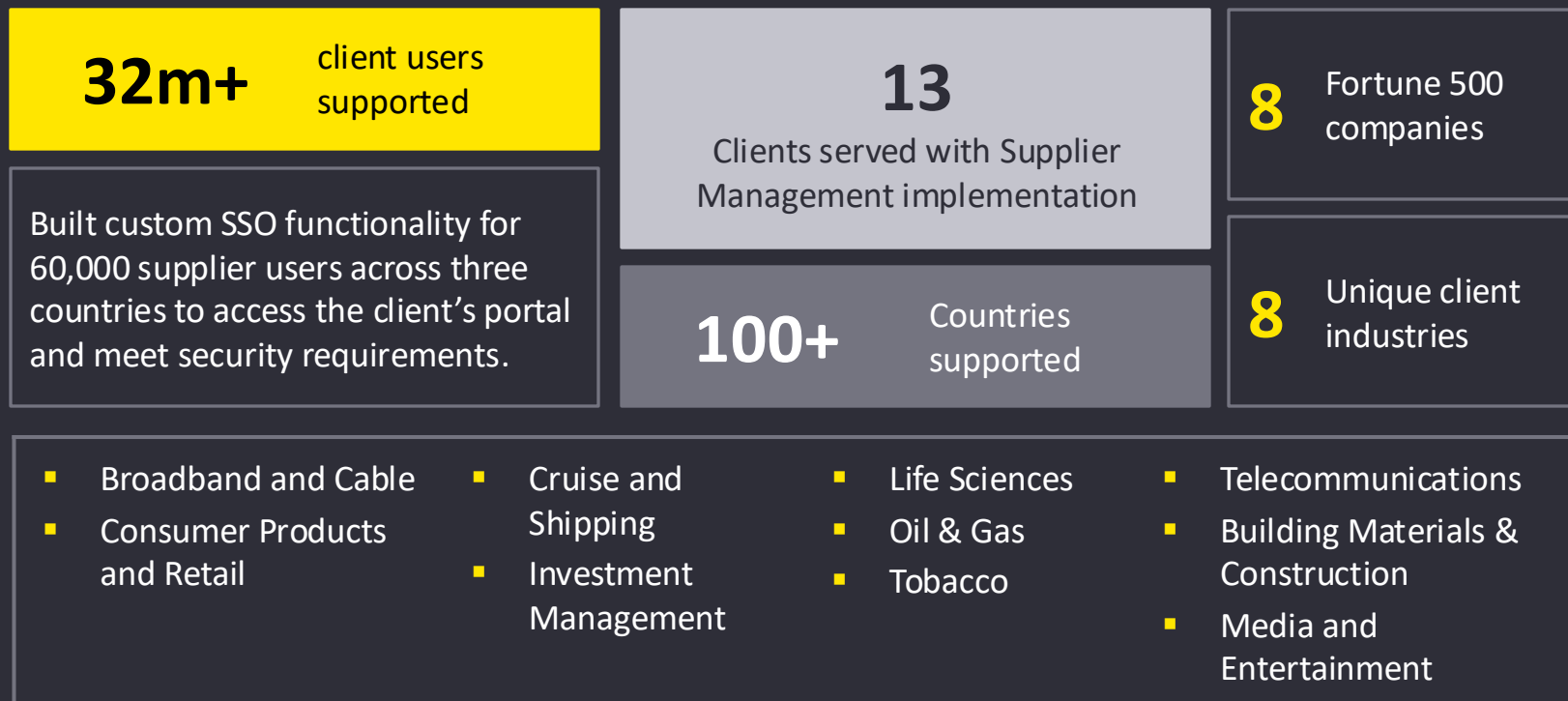
- Provide functionality and data visibility, limit interfaces and complexity, and promote a good user experience.
- Review systems that are currently in place and support structure for future maintenance.

What should the end-to-end process look like?

- Define the end-to-end process and integration points.
- Review mature processes in place to incorporate and identified third-party risks during contract process.

EY teams of professionals across the globe have the right experience needed to drive success

We have serviced 13 supplier portal implementations in eight unique client industries. We have transformed clients' supplier onboarding and registration process, combining leading practices with long-time value.



Life science client results

Improved compliance controls, reduced risk through platform modernization and reduced process cycle-time churn, leading to potential savings of ~55,000 hours

Broadband and cable client results

Reduced supplier onboarding process to two to four hours, including approvals and integration to SAP ECC

Consumer products client results

Enabled over 200,000 suppliers and 2m invoices and payments across the US and Canada to have access and manage under a single cloud-managed portal

EY teams of professionals across the globe have the right experience needed to drive success

We have developed industry-specific capabilities and successfully deployed SAP Ariba for all core industries

150+

SAP Ariba deployments

\$115b+

Spend enabled by EY

5,200+

SAP Ariba professionals

We are a top four SAP Alliance Partner and Member of Partner Advisory Board



14

SAP Pinnacle Awards 2023 Winner

SAP Pinnacle awards, including 2018 and 2020 SAP Ariba Partner Pinnacle Award

We have

0

Quality escalations on a single SAP Ariba deployment

Why this matters

- ✓ Supplier and end-user adoption is at the forefront of our delivery model. We have invested in a cost-effective delivery model for this purpose.
- ✓ Rationalization and categorization of a comprehensive supplier database, significantly improved the client's risk and controls framework by conducting risk assessments for all new third-party suppliers
- ✓ We completed the largest successful full suite SAP Ariba deployment for 213,000 users, and 21,000+ suppliers enabled in 71 countries. This was integrated to two ERPs.
- ✓ We are recognized as a top-quality provider with **zero quality escalations** for a single SAP Ariba deployment.

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EY is one of SAP's premier Global Strategic Service Partners, and the firm is especially capable of delivering successful global SAP supply chain implementations for some of the most complex, blue-chip companies in the world. EY has a proven track record of delivering success for their clients across the board.

Darcy McClaren,
SAP Global SVP Digital Supply Chain

EY — a leader in the market by analysts

- IDC Market Scape: Worldwide SAP Implementation Services 2025 Vendor Assessment

100%

We have deployed SAP Ariba solutions in scope

900k+

Users enabled in SAP

EY | Building a better working world

EY is building a better working world by creating new value for clients, people, society and the planet, while building trust in capital markets.

Enabled by data, AI and advanced technology, EY teams help clients shape the future with confidence and develop answers for the most pressing issues of today and tomorrow.

EY teams work across a full spectrum of services in assurance, consulting, tax, strategy and transactions. Fueled by sector insights, a globally connected, multidisciplinary network and diverse ecosystem partners, EY teams can provide services in more than 150 countries and territories.

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