Scaling Travel, Expense, and Invoice Management for Growth

How CFO-CIO Collaboration Can Bring Intelligence to Spend Management

SAP Concur

THE BEST RUN SAP

© 2019 SAP SE or an SAP affiliate company. All rights reserved.

3 Introduction

5 CFOs Coach and Advise Using Data-Driven Insights

7 CIOs Scale Growth by Reshaping Work with Digital Technologies

8 Teaming Up to Transform Travel, Expense, and Invoice Management

10 The Costs of Legacy Systems and Processes Are Significant

12 Success Requires Automated, Intelligent, Integrated Processes

14 Delivering on Finance Priorities That Drive Growth

16 Simplifying IT While Laying the Foundation for Growth

18 Learn More

© 2019 SAP SE or an SAP affiliate company. All rights reserved.

As CEOs Define Their Priorities, Growth Takes the Lead

Whether companies are expanding to sell into new markets or working with overseas suppliers, today's CEOs are focused on driving profitable growth. But growth – whether it's expanding across borders and into new markets or launching new business models – makes everything more complex.

Growth remains CEOs' first priority, but capacity limits are causing a shift in how it will be achieved.[1]

1. "2018 CEO Survey: CIOs Should Guide Business: Leaders Toward Deep-Discipline Digital Business," Gartner, April 2018.

© 2019 SAP SE or an SAP affiliate company. All rights reserved.

Complexity manifests in many forms such as new industry and country regulations, ever-evolving tax requirements, and language differences. But not every organization is well positioned to address these challenges.

Finance and IT leaders play critical roles in helping CEOs overcome barriers and grow the business. Together, they create the capacity for growth by driving continuous innovation, enabling greater business visibility and scalability, and using insights to run an intelligent enterprise, improve operations company-wide, and drive efficiency – all while optimizing risk and compliance management.

"We had to choose the best possible solution that meets our scale and complexity being a global company."

Chris Hood, Director, Global Travel and Expense Strategy Operations, IBM

© 2019 SAP SE or an SAP affiliate company. All rights reserved.

© 2019 SAP SE or an SAP affiliate company. All rights reserved.

CFOs Coach and Advise Using Data-Driven Insights

To enable growth, CEOs and boards look to heads of finance to:

- Provide real-time visibility and insight-driven decision support
- Coach and advise heads of business units on budgets and where to invest to achieve growth goals
- Proactively manage and forecast cash flows and spending
- Free finance staff to pivot to the most pressing business issues hindering growth
- Empower their finance team to efficiently handle more work as spending grows – with increases in supplier invoices, expense reports, and compliance tasks, for example – without adding costly headcount

But to do this, most CFOs need intelligent, global-ready systems and processes that are built to support growth, automate manual work, and equip the finance department to be a trusted source of real-time insight. Most finance departments have a long way to go on these fronts.

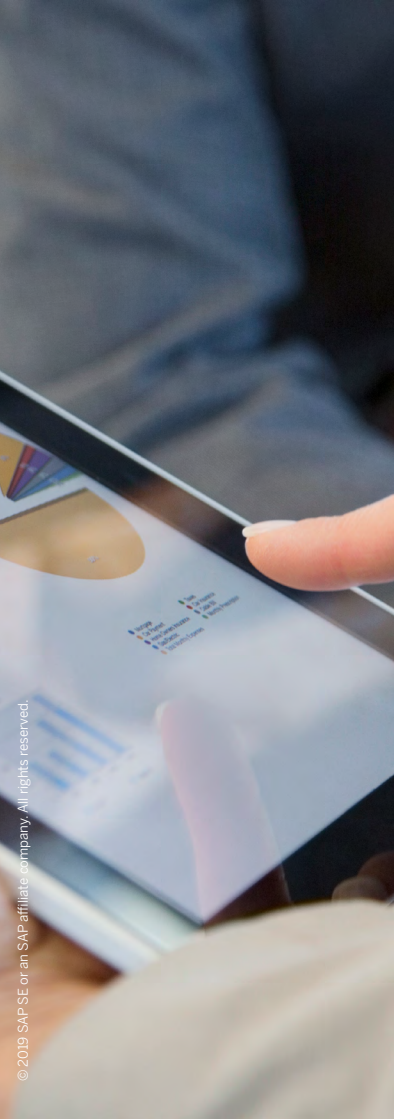
Companies spend **60% to 70%** of their time manually getting consistent information analysis and insight before business decisions can be made.[2]

64%

Of CFOs have digitalized less than a quarter of the finance function in the past 12 months.[3]

2. Shawn Fitzgerald, "CFO Digital Transformation Is a Mandate for Overall Business Success," IDC Perspective, June 2018.
3. "New Technology, New Rules: Reimagining the Modern Finance Workforce," McKinsey & Company, November 2018.

© 2019 SAP SE or an SAP affiliate company. All rights reserved.



CIOs Scale Growth by Reshaping Work with Digital Technologies

IT leaders are charged with leading measured technology innovation and investments that deliver results – such as higher revenue, speed and flexibility, increased employee productivity, and more sustainable and flexible business models. Collaborating closely with line-of-business leaders, they can reshape and reinvent how work gets done by making processes more scalable, intelligent, and automated.

Working with the CFO, IT leaders are supporting the move to intelligent finance by implementing next-generation digital solutions that:

- Drive a whole new level of efficiency with intelligent automation powered by machine learning, artificial intelligence (AI), cloud, and the Internet of Things
- Increase visibility into all aspects of employee spending for greater business agility and control
- Reduce costs and optimize resources and working capital across the business
- Provide a holistic, real-time view of spending, planned spending, and forecasted cash flows across the enterprise

© 2019 SAP SE or an SAP affiliate company. All rights reserved.

Teaming Up to Transform Travel, Expense, and Invoice Management

By equipping their organization with intelligent, scalable systems to manage core financial functions, finance and IT leaders can remove constraints to efficient, profitable growth and free up the finance department to tackle larger challenges. Nowhere is this more apparent – and needed – than in the area of discretionary employee spend management. Businesses need to spend more money in order to grow. But uncontrolled, poorly directed spend, as well as fraud, can hinder efficient, profitable growth.

81%

Of finance leaders lack total visibility into travel, expense, and invoices.[4]

68%

Of finance leaders are not confident employees comply with travel and expense policies.[5]

4., 5. "Connecting the Dots on Travel, Expense, and Invoice Spend," Vanson Bourne, 2017.

© 2019 SAP SE or an SAP affiliate company. All rights reserved.

That's why heads of finance and IT need to collaborate on how to enable full visibility into – and control over – **all** spend, including travel and expenses (T&E) and invoiced supplier purchases. With a global view and proper controls, CFOs can proactively manage and forecast cash flows, direct spending toward top priorities, and balance investments needed to grow.

But for most CFOs today, this is next to impossible. According to Forrester Research, the root cause is lack of alignment between IT and finance to implement better solutions.[6]

In **40%** of companies , IT and finance are not working together with a unified travel, expense, and invoice management strategy.[7]

6., 7. "Getting Better Mileage Out of Your Travel, Expense, and Invoice Solutions: When Finance and IT Collaborate on New Solutions and Processes, Companies Win," Forrester Research, January 2018.

© 2019 SAP SE or an SAP affiliate company. All rights reserved.

The Costs of Legacy Systems and Processes Are Significant

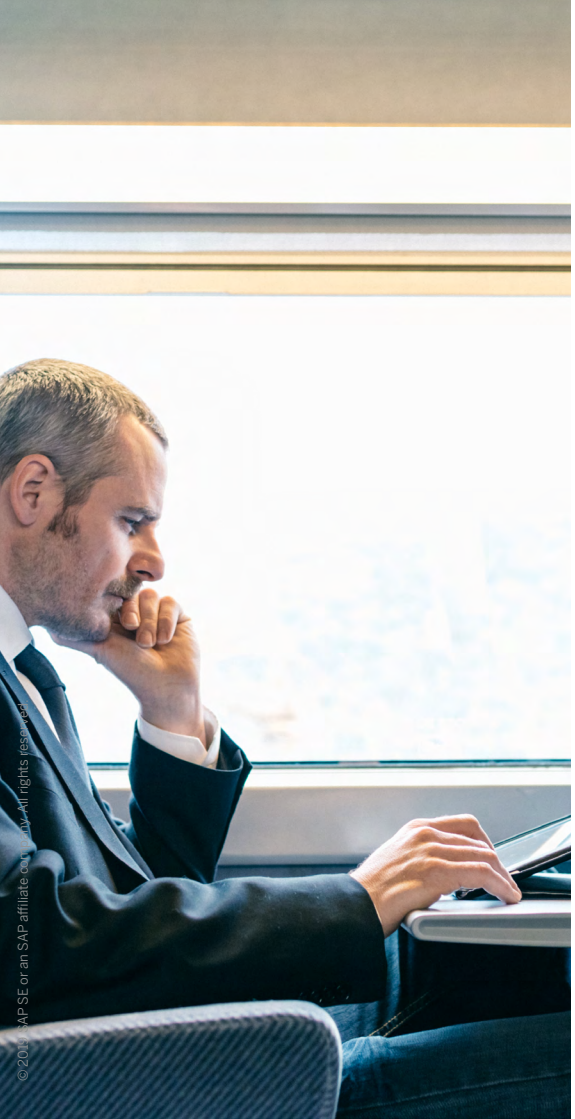
Companies relying on legacy systems face uncontrolled costs and barriers to business growth, including:

Inefficient, unscalable processes
Fragmented legacy systems and processes require staff to manually consolidate and format data to understand where money is being spent.

Exposure to potential noncompliance risks
Permit processes, violations of the Foreign Corrupt Practices Act (FCPA) or General Data Protection Regulation (GDPR), and tax fines are unpredictable at best. In addition, each country has its own tax laws, T&E policies, and other regulations that if not followed can lead to significant monetary losses, such as missed value-added tax or goods and services tax reclaims, or large fines.

Higher risk of errors and fraud
When employees accidentally violate the rules, or worse, commit outright fraud, the cost can be substantial.

© 2019 SAP SE or an SAP affiliate company. All rights reserved.



© 2019 SAP SE or an SAP affiliate company. All rights reserved.

During a period of increasing T&E spend, companies with robust monitoring programs held increases to **5%**, whereas the average company saw a **14% rise in costs** – nearly three times the increase.[8]

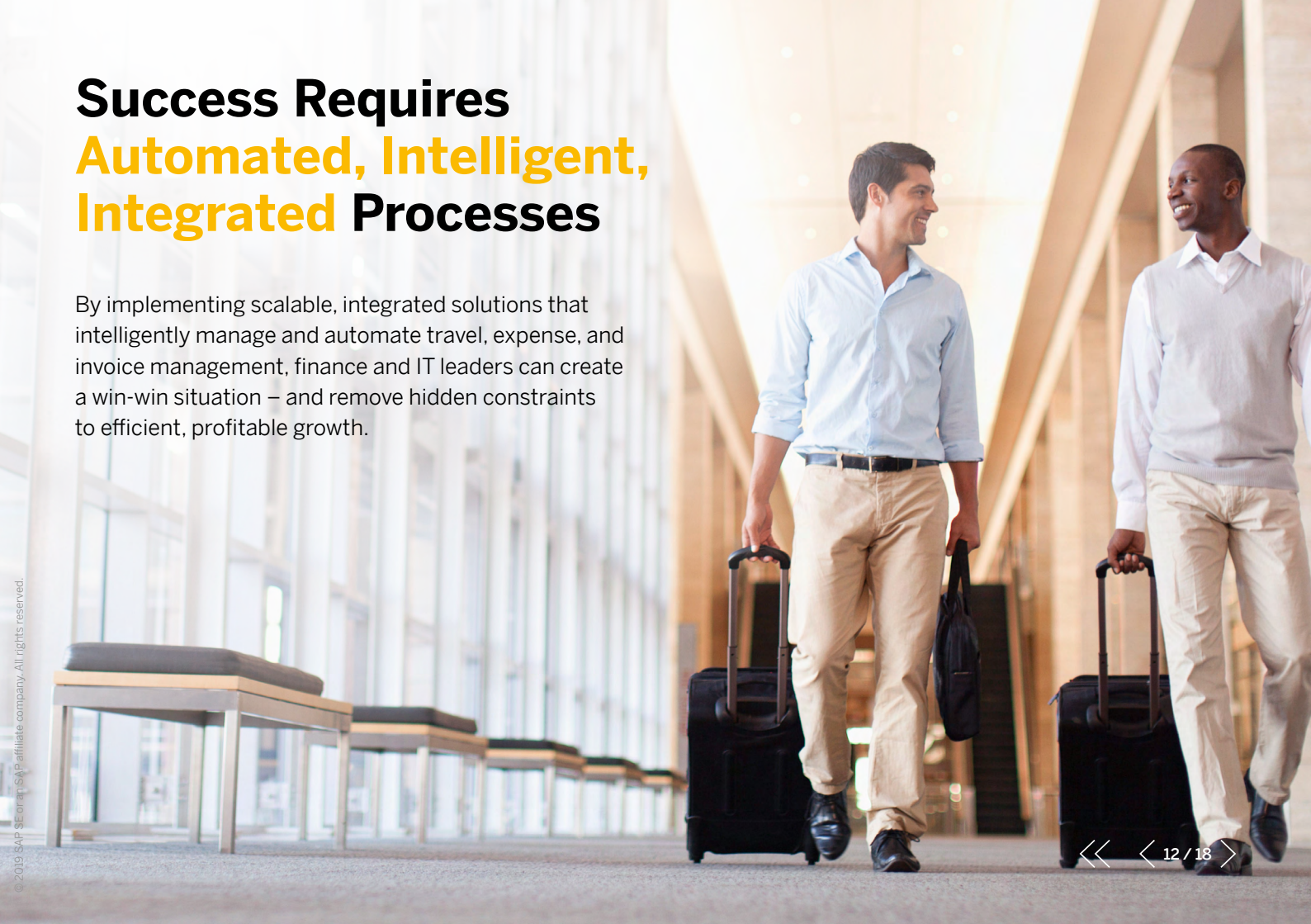
5%

Of annual revenues are lost to fraud each year by the typical organization.[9]

8. "Spend Analysis Report, Vol. 3," Oversight Systems Inc., 2017.
9. "2018 Report to the Nations Global Study Occupational Fraud and Abuse," Association of Certified Fraud Examiners (ACFE), 2018.

Success Requires Automated, Intelligent, Integrated Processes

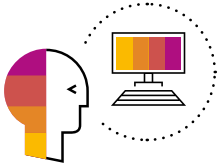
By implementing scalable, integrated solutions that intelligently manage and automate travel, expense, and invoice management, finance and IT leaders can create a win-win situation – and remove hidden constraints to efficient, profitable growth.



© 2019 SAP SE or an SAP affiliate company. All rights reserved.

Finance leaders can:

- Stay ahead of unique regulatory and compliance requirements in new markets
- Create a consistent process for booking travel, managing invoices, and submitting and auditing expenses
- Capture and centralize spending data from any purchase and then use intelligent technology such as AI and machine learning to deliver near-real-time insights into expenses
- Anticipate, predict, and control spending across the enterprise



IT leaders can:

- Automate travel, expense, and invoice processes and directly integrate them with ERPs
- Provide a user experience people love by choosing a solution with effortless navigation, task lists, and easy access to features on any device, anytime
- Choose scalable solutions with built-in AI and machine learning to crunch data, eliminate blind spots, and remove inefficiencies that slow processes
- Ensure a smooth, low-effort implementation by leveraging expert resources from a trusted solution provider

© 2019 SAP SE or an SAP affiliate company. All rights reserved.

Delivering on Finance Priorities That Drive Growth

By implementing an intelligent solution that integrates, manages, and automates travel, expense, and invoice management, CFOs can digitally transform spend management and support business growth.

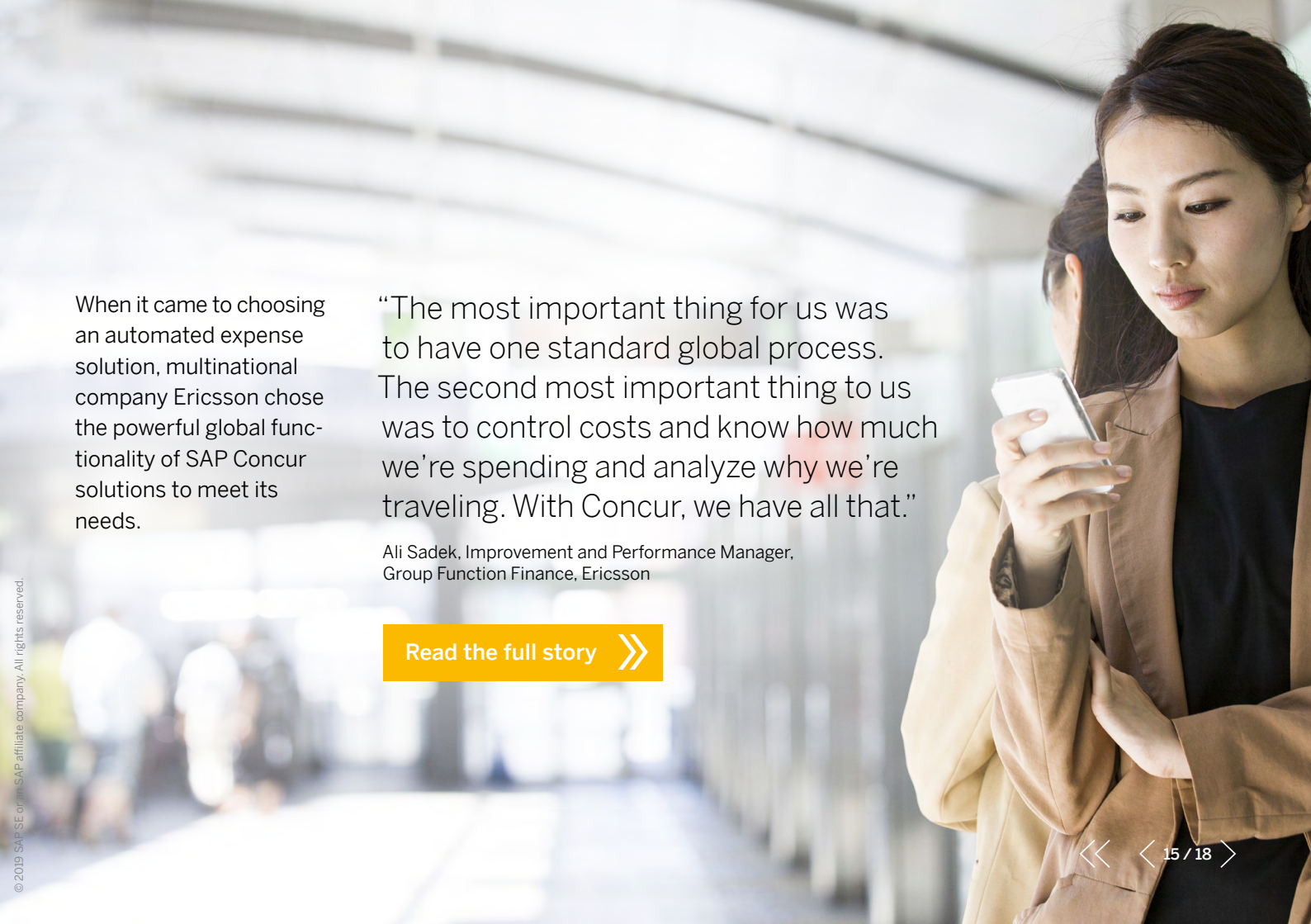
Deliver a consistent, scalable infrastructure: Provide specialized support for a growing base of users, eliminate redundant or disconnected systems, and integrate new systems and teams as the business expands.

Direct spending to top priorities: Have a single, near-real-time view into expenses globally, by team, and more, as well as predict and proactively manage spending. This ensures that every bit of budget is directed exactly where it will have the biggest impact.

Create global consistency and compliance: Reduce risk and cost, stay compliant with evolving, market-specific tax and regulatory requirements, and implement consistent processes for the entire business.

Simplify day-to-day tasks across the company: Give employees engaging, mobile apps for booking travel and help them save time on expense reports – while you free finance staff from time-consuming tasks using intelligent automation.

© 2019 SAP SE or an SAP affiliate company. All rights reserved.



When it came to choosing an automated expense solution, multinational company Ericsson chose the powerful global functionality of SAP Concur solutions to meet its needs.

"The most important thing for us was to have one standard global process. The second most important thing to us was to control costs and know how much we're spending and analyze why we're traveling. With Concur, we have all that."

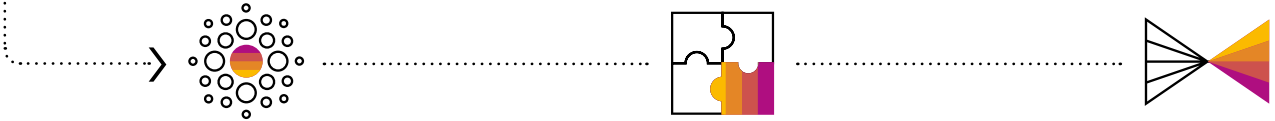
Ali Sadek, Improvement and Performance Manager, Group Function Finance, Ericsson

Read the full story

© 2019 SAP SE or an SAP affiliate company. All rights reserved.

Simplifying IT While Laying the Foundation for Growth

By unifying and automating how travel, expense, and invoices are managed, CIOs can help CFOs accelerate finance transformation – and support business growth by:

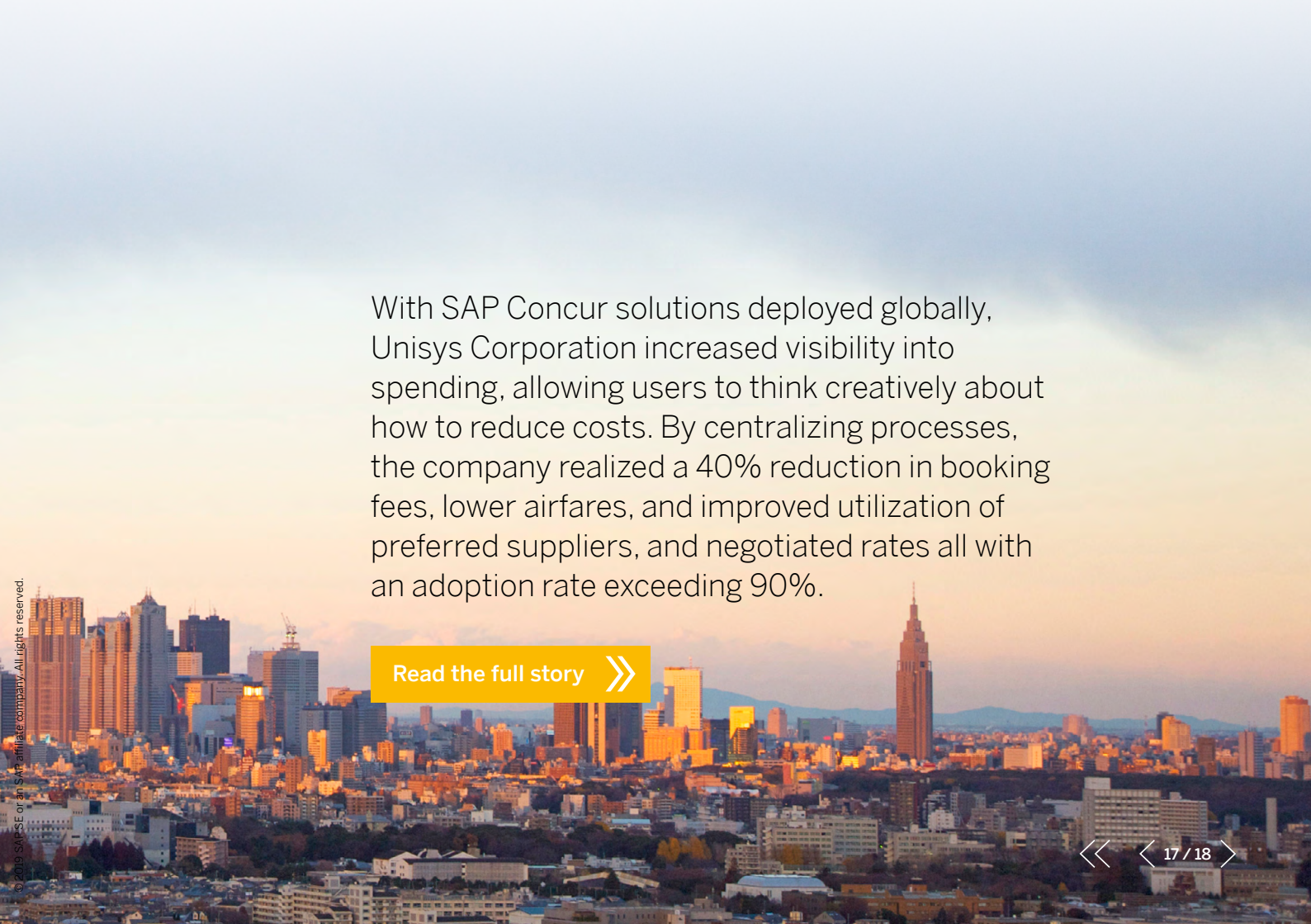


Turning spending data into impact: Centralize spending data from travel suppliers and credit card providers, and deliver intelligent technologies and interactive dashboards and reports to support better decisions and align budgets with top growth priorities. At the same time, you can equip finance to automate repetitive work involved in audits and invoice and expense matching.

Integrating processes and systems: Support travel, expense, and invoice management in one unified solution that requires less time and attention from IT, integrates with ERP systems, and empowers finance to manage global spend in one place.

Delivering dynamic user experiences: Deliver top-rated mobile apps that employees will want to use for managing spending, itineraries, expense reports, and invoices, and help the business run faster and smarter by using AI, machine learning, and natural language processing to automatically interpret and categorize expense charges from electronic or paper documents.

© 2019 SAP SE or an SAP affiliate company. All rights reserved.



With SAP Concur solutions deployed globally, Unisys Corporation increased visibility into spending, allowing users to think creatively about how to reduce costs. By centralizing processes, the company realized a 40% reduction in booking fees, lower airfares, and improved utilization of preferred suppliers, and negotiated rates all with an adoption rate exceeding 90%.

Read the full story

© 2019 SAP SE or an SAP affiliate company. All rights reserved.

Learn More

ABOUT SAP CONCUR SOLUTIONS

SAP Concur solutions simplify expense, travel, and invoice management for greater visibility and control. For more than 20 years, these leading, innovative solutions have kept customers a step ahead by delivering time-saving tools, connected spending data, and a dynamic ecosystem of diverse partners and apps. User-friendly and business ready, SAP Concur solutions unlock powerful insights that help businesses reduce complexity and see spending clearly so they can manage it proactively. For more information, visit concur.com.sg.

© 2019 SAP SE or an SAP affiliate company. All rights reserved.

SAP Concur

Learn more at concur.com.sg

Studio SAP | 62586enUS (19/03)

© 2019 SAP SE or an SAP affiliate company. All rights reserved.

No part of this publication may be reproduced or transmitted in any form or for any purpose without the express permission of SAP SE or an SAP affiliate company.

The information contained herein may be changed without prior notice. Some software products marketed by SAP SE and its distributors contain proprietary software components of other software vendors. National product specifications may vary.

These materials are provided by SAP SE or an SAP affiliate company for informational purposes only, without representation or warranty of any kind, and SAP or its affiliated companies shall not be liable for errors or omissions with respect to the materials. The only warranties for SAP or SAP affiliate company products and services are those that are set forth in the express warranty statements accompanying such products and services, if any. Nothing herein should be construed as constituting an additional warranty.

In particular, SAP SE or its affiliated companies have no obligation to pursue any course of business outlined in this document or any related presentation, or to develop or release any functionality mentioned therein. This document, or any related presentation, and SAP SE's or its affiliated companies' strategy and possible future developments, products, and/or platforms, directions, and functionality are all subject to change and may be changed by SAP SE or its affiliated companies at any time for any reason without notice. The information in this document is not a commitment, promise, or legal obligation to deliver any material, code, or functionality. All forward-looking statements are subject to various risks and uncertainties that could cause actual results to differ materially from expectations. Readers are cautioned not to place undue reliance on these forward-looking statements, and they should not be relied upon in making purchasing decisions.

SAP and other SAP products and services mentioned herein as well as their respective logos are trademarks or registered trademarks of SAP SE (or an SAP affiliate company) in Germany and other countries. All other product and service names mentioned are the trademarks of their respective companies.

See www.sap.com/copyright for additional trademark information and notices.

THE BEST RUN SAP