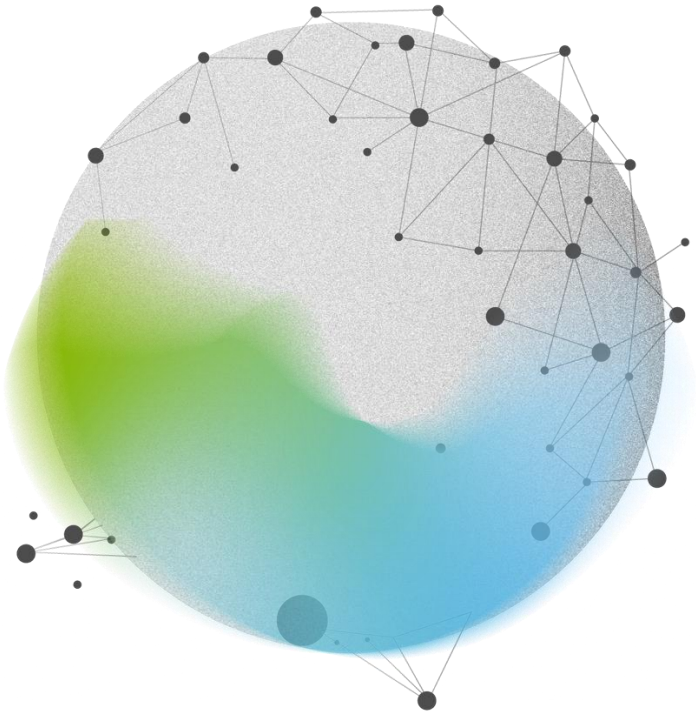
Deloitte.



Deloitte and Coupa enable large-scale procurement transformation at a US insurance company

Deloitte transformed the procurement operations for a US-based insurance company by leveraging Coupa's business spend management solutions to standardize processes, optimize the technology landscape, and mature spend management capability.

It began by defining an aspirational procurement vision and future-state operating model based on concrete, data-driven recommendations, and rooted in industry expertise and leading procurement practices. The result was an end-to-end, next- generation source-to-pay (S2P) capability, built to sustain the organization's goals for top-line growth.

THE CHALLENGE:

Adapting the procurement operating model across varying business units to enable value

The company came to Deloitte after recognizing that their ERP and S2P systems needed to be modernized, as the existing infrastructure impeded long-term growth and was reaching end-of-life functionality. Additionally, their procurement operations were complicated by disparate processes and based on an outdated operating model that varied by business unit and was supported by a highly customized technology landscape.

THE SOLUTION:

Next-generation enterprise procurement capability enabled by Deloitte and Coupa

Together, Deloitte and the company's key functional stakeholders worked to standardize and optimize the common source-to-pay processes to which each business would consistently adhere, balancing that with the need to enable a few unique requirements for specific businesses. To ensure the long-term achievement of objectives and manage risk, Deloitte also designed and implemented a governance model aligned with leading practices.

With insufficient and aging S2P systems, the company looked for a solution that would improve user experience, streamline and enable the newly standardized processes, optimize supplier on-boarding, and manage supplier risk. After an assessment of leading solutions, it was clear Coupa's world-class Business Spend Management platform was the right fit.

In addition to the S2P transformation, Deloitte also helped the company develop a cohesive vision and coordinated deployment approach with the ERP modernization program. The result was a smoother and more effective deployment of interdependent systems and client resources with minimized disruption to the broader user community.

Third-party management

When improvements were needed to engage and manage suppliers more effectively, the team worked to update the supplier enablement cycle time and provide increased visibility into the inherent and residual risk of doing business with their suppliers. Leveraging the Coupa Risk module, Deloitte designed a standardized risk assessment model across multiple risk domains, as well as a procurement governance model that streamlined processes while allowing for unique, cross-business requirements.

Pre-configured platform for the insurance sector

Procurement transformation can be challenging, especially when it involves the implementation of new enabling technology solutions. With user adoption being one of the most important measures of a successful implementation, having the right design is critical. Designing and configuring the platform based on your end-user communities drives higher user adoption.

That's why Deloitte has developed a pre-configured P2P platform that incorporates design criteria specific to our insurance clients. This allows us to help you build a vision for your procurement organization while guiding the decision process based on leading practices and tried and tested implementations from your industry peers.

Get in touch today to learn more

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