



Delivery Hero

Global Procurement Transformation in the New Economy

September 2020

Agenda

Speaker Introduction

Global Procurement Journey

- GPO Vision
- People Management
- Processes
- Solutions

General Learnings



Speaker Introduction



Shaleen Heinzl 

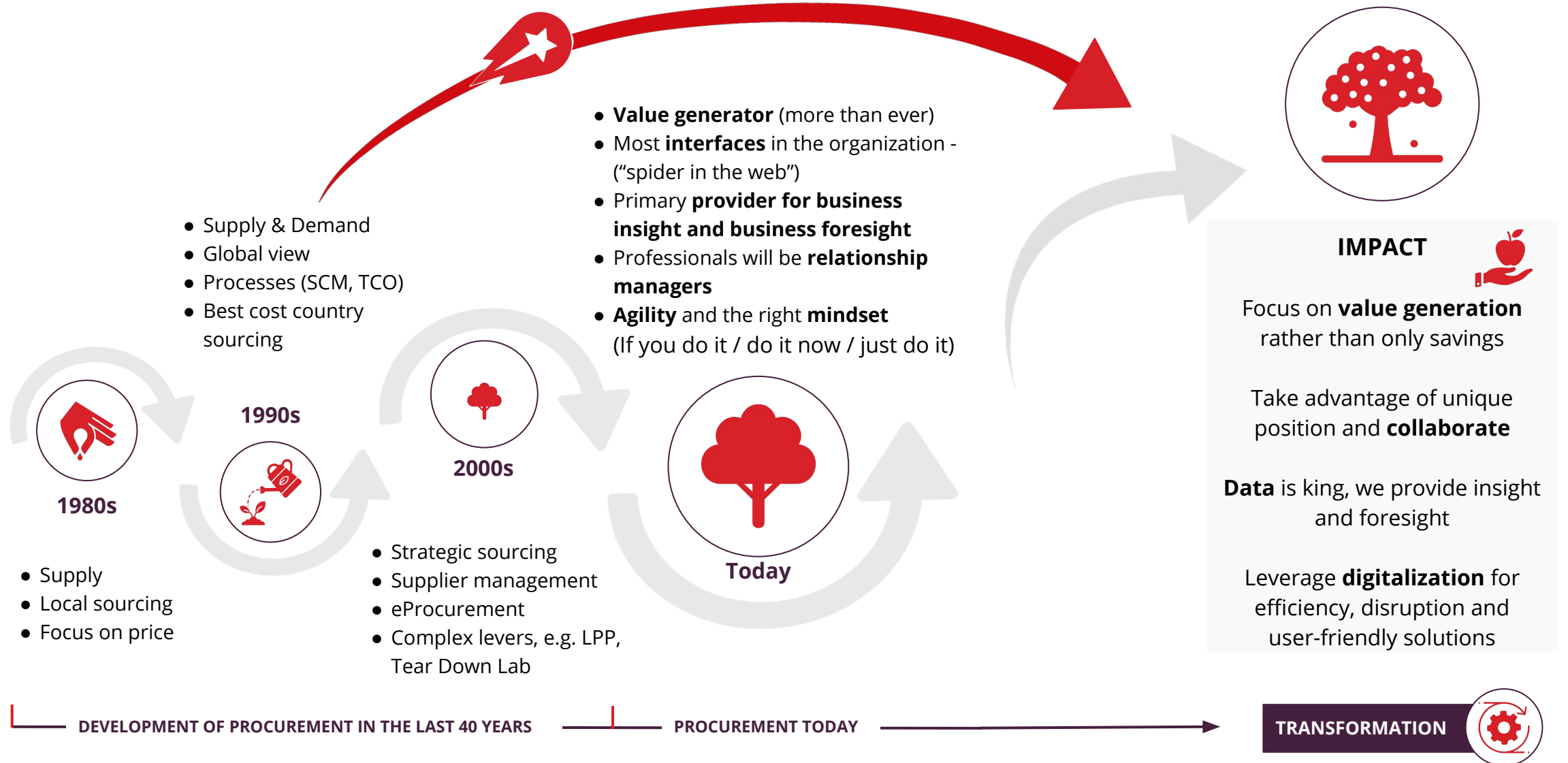
*Global Category Manager
Professional Services & HR Software*



Marian Stewowitsch 

Head of Global Procurement Operations

At Delivery Hero, we catch up decades of procurement development and “transform” into procurement of the future right away



Our Global Procurement Organization structures along regional Hubs - of which LATAM, APAC and Korea have already joined our journey



| | | |
|---|--|---|
| Vision, Governance 1 <ul style="list-style-type: none"> • Vision/Mission • Global Procurement Policy • Aligned approval chains | Processes & controls 2 <ul style="list-style-type: none"> • S2C & P2P • Category mgmt. • Supplier mgmt. | Committees 3 <ul style="list-style-type: none"> • Global & local committees |
| Controlling / KPIs 4 <ul style="list-style-type: none"> • Savings reporting • Savings measurement & tracking • Procurement KPI dashboard | Category Management 5 <ul style="list-style-type: none"> • Category strategies • Category Code Standardization • Spend data aggregation & reporting | Employee Management 6 <ul style="list-style-type: none"> • Global job profiles • Training Curriculum • Shadowing |
| Organization 7 <ul style="list-style-type: none"> • Resourcing • Procurement models | Solutions 8 <ul style="list-style-type: none"> • Global & local requirements definition • Globally aligned/harmonized tools & templates | |

 **Rollout toolkit ("cornerstones")**
ready and tested

Wave 0 ✓

DH SE + Austria

- Creating the foundation
- Developing the rollout toolkit

Wave 1 ✓

- LATAM
- Korea

Wave 2 (✓)

- APAC
- MENA

Wave 3

- Nordics
- Turkey

Wave 4

- Rest Europe

To develop Procurement towards a true value generator we are systematically working on 8 major areas




Vision & Governance 1




- Vision/Mission
- Global Procurement Policy
- Aligned approval chains

Processes & controls 2




- Globally harmonized
- Documenting and approving in Signavio
- Focus: S2C, P2P, Category mgmt, Supplier mgmt.

Category Management 3




- Category strategies
- Category Code Standardization
- Spend data aggregation

Organization 4



- Org structure
- Resourcing
- Procurement models

Controlling & KPIs 5



- Savings reporting
- Savings measurement & tracking
- Procurement & spend dashboard

Employee Management 6



- Global job profiles
- Training Curriculum
- Job family
- Career progression matrix

Committee 7



- Global & local committees

Solutions 8



- Global & local requirements definition
- Globally aligned/harmonized tools & templates

Guiding principles

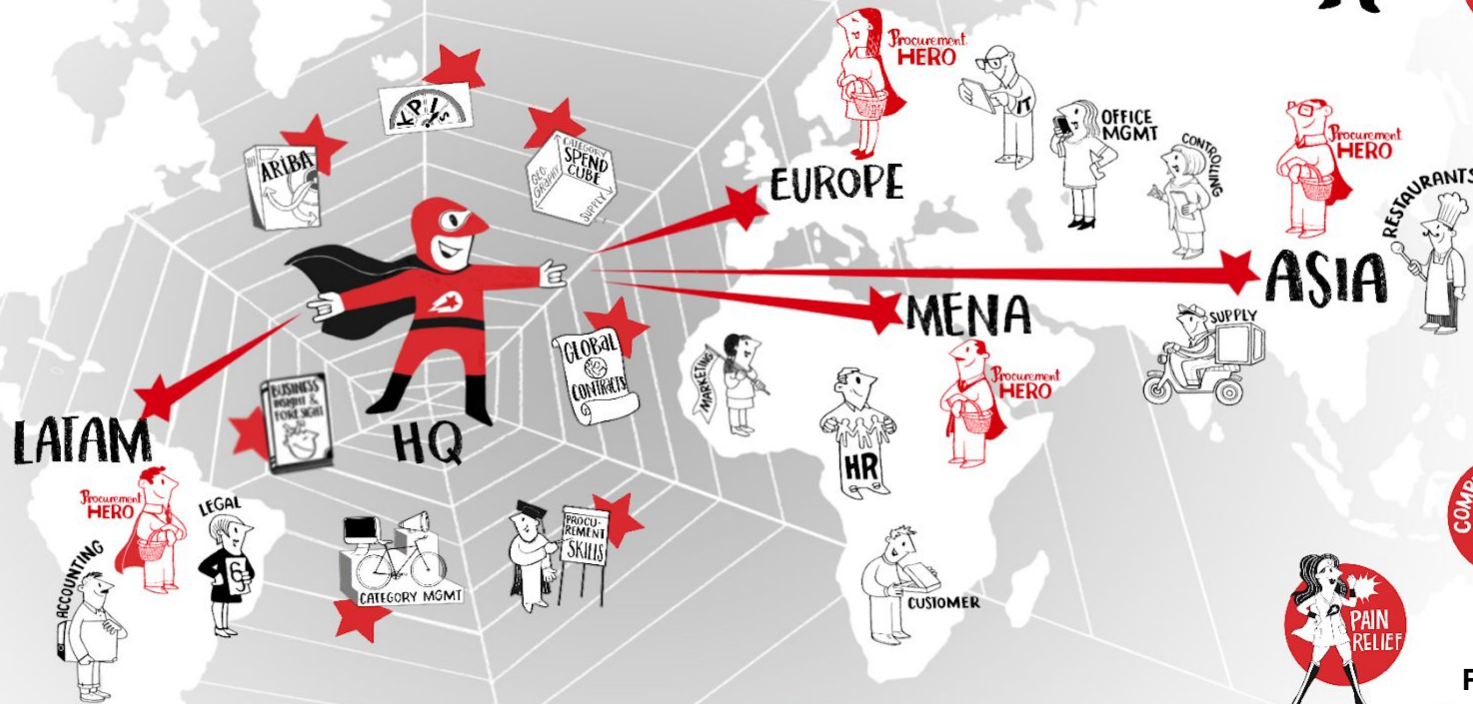
- Compelling **value**
- **Global scale & scope**
- **Harmonization** over standardization
- **Ease of use**
- **Collaborative**
- **Ethical** purchasing
- **Risk & Compliance**

Vision and Value-Add provide direction and ensure the team is aligned in communication and actions



Our vision: We deliver procurement-as-a-service on a global level for the DH Group and potential external customers

GLOBAL PROCUREMENT



Create transparency on **external spend and supplier landscape** – Reveal potential



Make direct **impact on profitable growth** reflected in Delivery Hero's P&L



Support DH's growth agenda – Directly through **faster availability**, indirectly through freed cash for investments



Pay into DH's DNA as leading business model innovator with **business intelligence** support for stakeholder



Safeguard the business from (commercial) risks and ensure that Heroes adhere to **compliant buying processes**



Fix pain points to allow business more time to drive DH's growth agenda and do the "ugly" part of all documentation

BEYOND EXPECTATIONS

A people/customer-centric mindset facilitates the Procurement Transformation through concrete actions and strategies



We deliver **Procurement-as-a-service** to generate value on a global level



We apply a **people/ stakeholder-focused** approach in all procurement areas



We have become a very **diverse Team** to serve our individual stakeholders best



We believe in the right **“Mindset over Experience”**



We **know our stakeholders** and **connect** with them



We conduct regular **Customer satisfaction surveys**



We **socialize** with the team and with Stakeholder
(e.g. Coffee Dates, Lunch or Team Events)



“Treat the people like you would want to be treated.”

We collaborate along four key processes to create the highest value possible



*"Alone we can do so little;
together we can do so much."*



Strategic (Category Management)

Together, we define an overall **purchasing strategy**, analyse the demand, needs & supply market



Tactical (Source-to-Contract)

In the collaboration, we find the right supplier, carry out the **tender** & negotiate the **contract & price**



Operational (Procure-to Pay)

Support in **ordering** goods/services, if already available via our e-procurement solution **Ariba**



Supplier Management

All activities required to create and maintain a lean, compliant, global and value-creating **supplier portfolio**

We optimize the performance and efficiency of the business by thinking end-to-end and involving all key stakeholders while developing and mapping our processes.



SOURCE TO CONTRACT

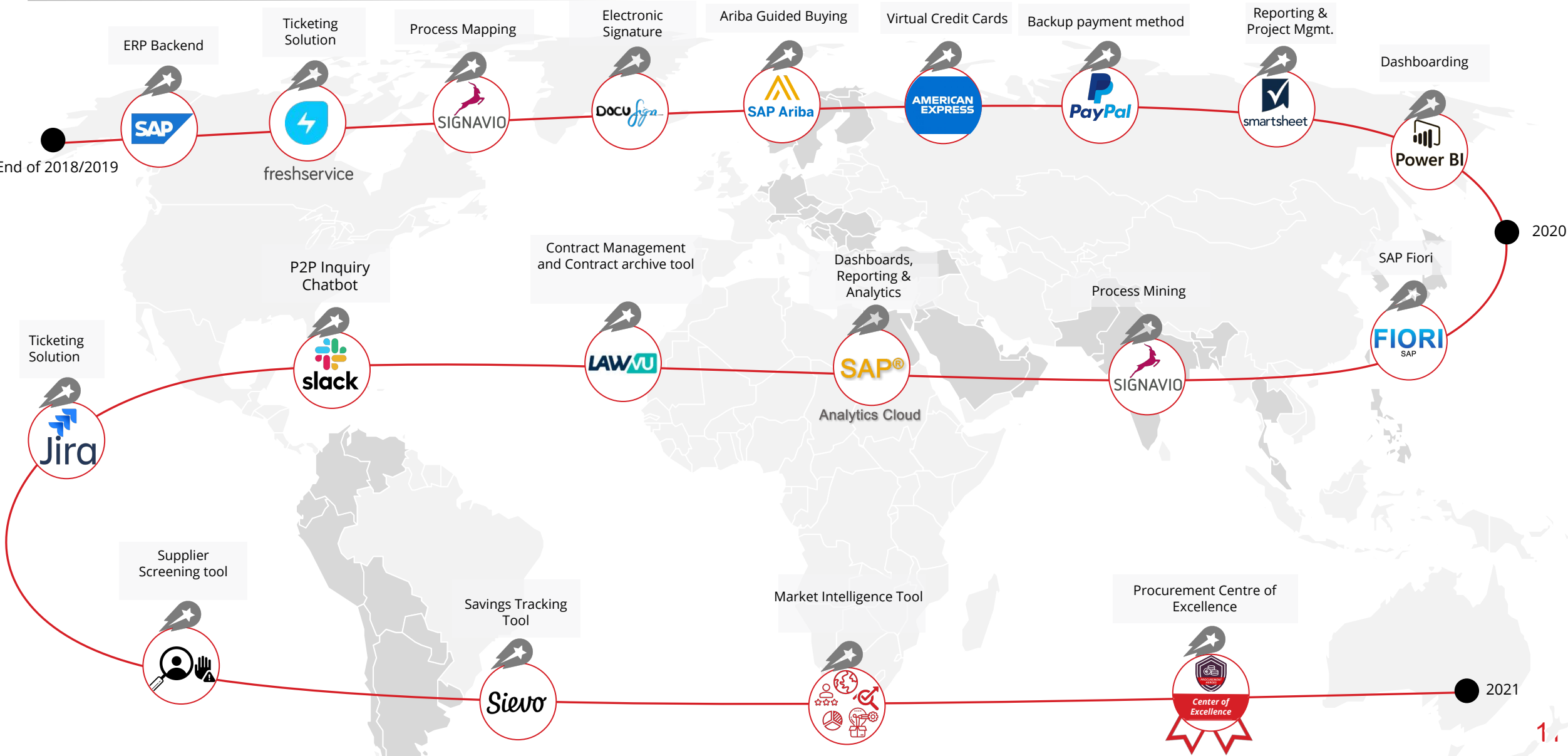
PROCURE TO INVOICE

INVOICE TO PAY

SUPPLIER MANAGEMENT



We have already assembled a presentable procurement solutions portfolio on our journey to create a fully digitalized Procurement experience



SAP Ariba is DH's global purchase-to-pay tool - Using the tool ensures adhering to our global goal- a compliant buying process



SAP Ariba

Delivery Hero Guided Buying

Searchbar → Find goods and services

Recent requests

Approvals

Buying Categories

Shop Your Favorites Your Requests Your Approvals

IT Marketing Professional Services Real Estate Workplace Event Management

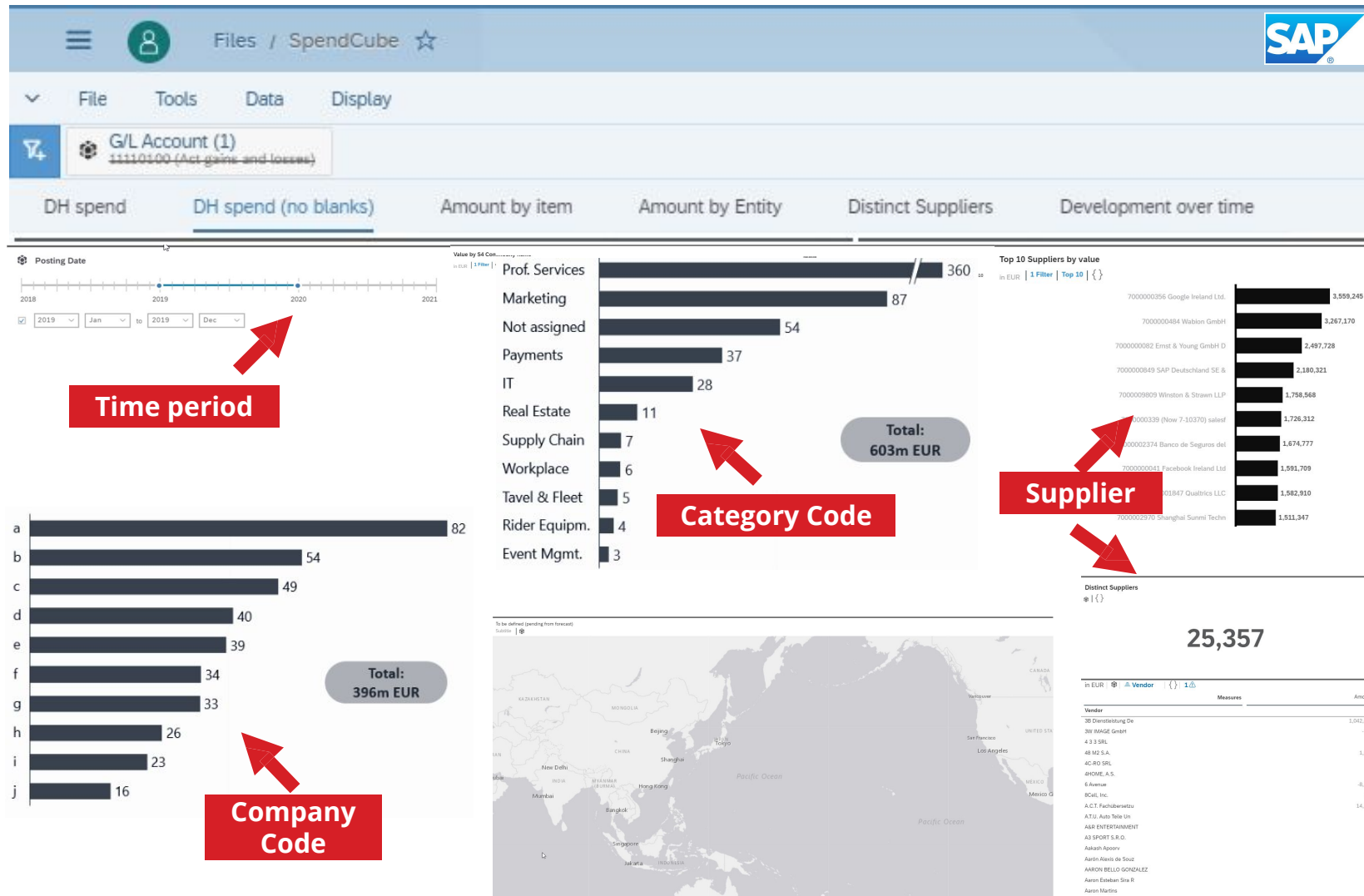
Recent requests

| | |
|------------------------------|----------------------|
| Request ad hoc item | + |
| Request on behalf of | 👤 |
| Recent requests | |
| PR4245 | Composing |
| €4.00 EUR | Requested 0 days ago |
| PR4128 | Composing |
| €27,670.80 EUR | Requested 0 days ago |
| PR3996 | Composing |
| €10.08 EUR | Requested 0 days ago |
| See all > | |

Guided Buying Benefits

- **Intuitive** and **self-explanatory** buying for all Heroes
- Standard **catalog** items and **ad hoc** purchases
- **Easy** approvals - Use the app
- Purchase Orders **sent** to suppliers **automatically**
- Invoices will be received & **paid easy and fast** by our Accounting team

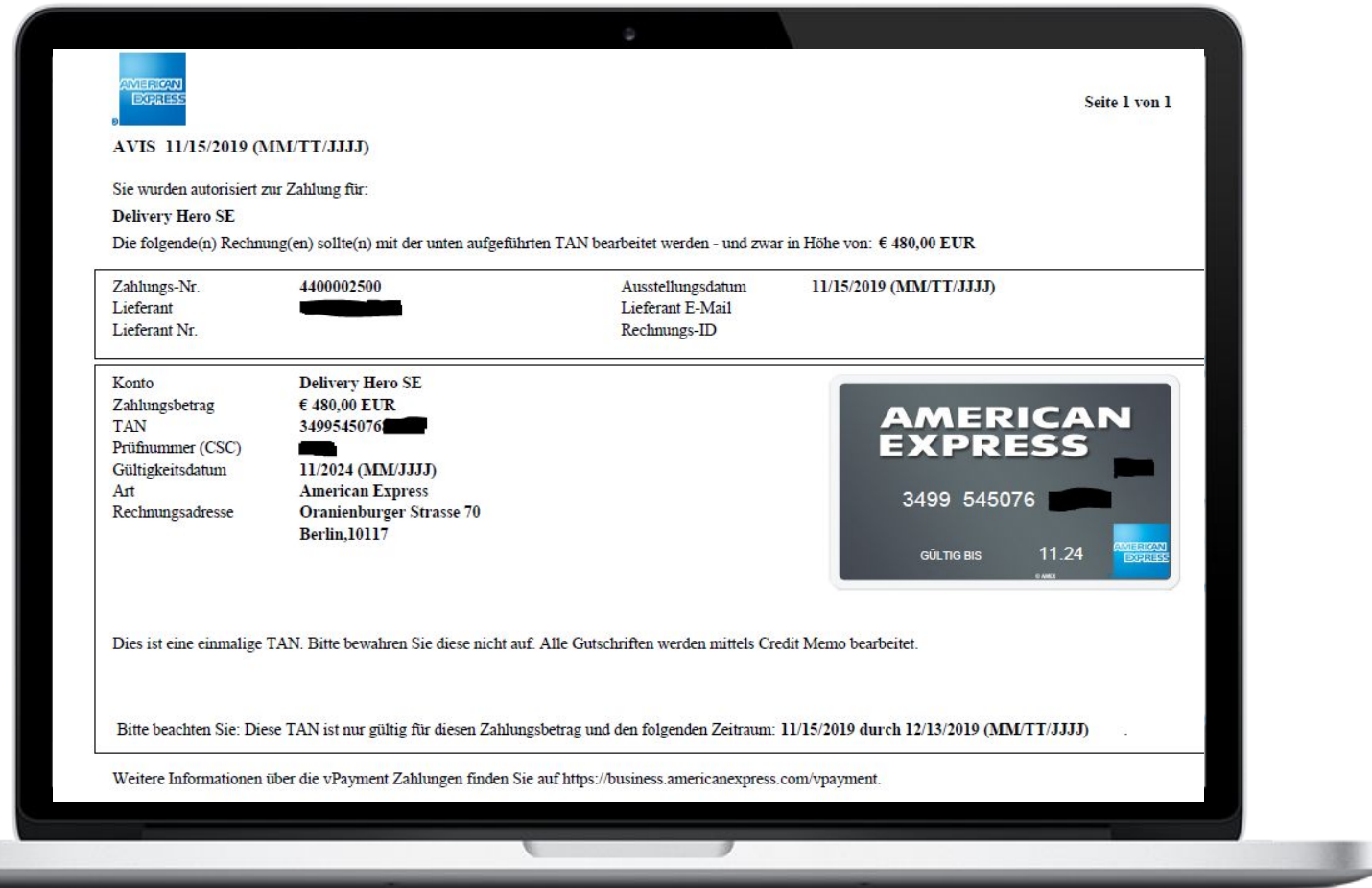
Our spend dashboard provides transparency on global spend for all buyers worldwide serving as a basis for future action planning



Spend dashboard in SAP Analytics Cloud

- Flexible combination of **different data sets**
- Provides transparency on **global external spend** from **different perspectives**
- **Easy drill down** into different data layers
- **Live data** update every 15 min
- Useable as a **self-service tool**

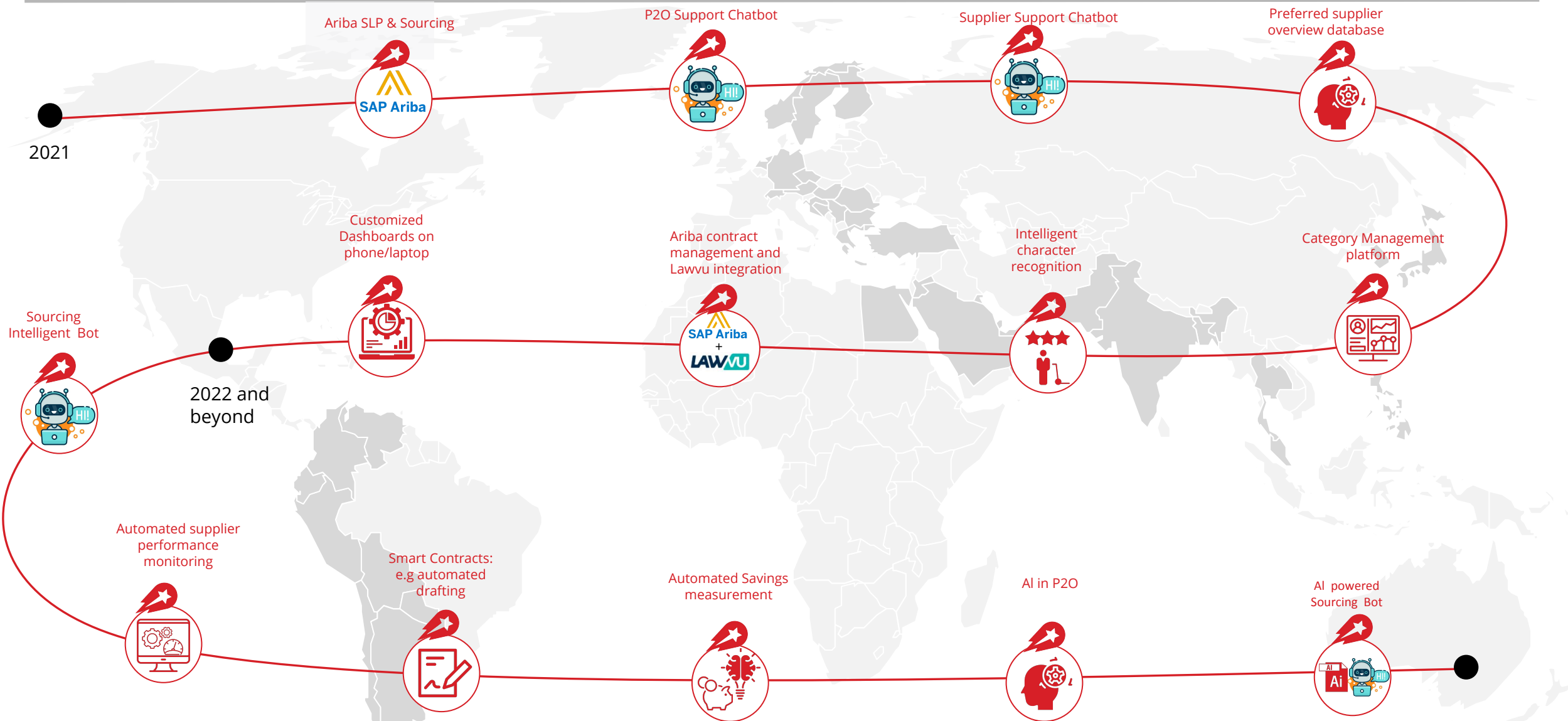
Amex Virtual Credit Cards - reduces effort, mitigates risk & brings amazing user experience



Virtual Credit Cards Benefits

- **No physical** Credit Cards anymore
- Ensure compliance - **No PO no pay!**
- **Customizable** approvals
- Customer first! Fast virtual credit card **via Mail**
- Full **transparency**
- **Reduced effort**

We continue to enhance our Procurement Solutions Landscape to pave our way to a “best in class”-Procurement



Lesson Learned 1: Communication and Change Management are key for success



Email Communication
To inform about the upcoming change & provide more details



Hola a todos:
Queremos presentarles nuestra nueva herramienta de gestión de compras: Ariba. El equipo de Procurement será el owner de la plataforma y quienes brindarán los accesos, las autorizaciones y las capacitaciones previo y durante el lanzamiento.

Ariba permitirá el tracking de la aprobación; el armado de inventario; oportunidades de ahorro; así como tanto hacia adentro de la compañía.

Además, te vamos a mostrar algunos beneficios de realizar compras en Ariba:

- Alquiler de oficinas, servicios
- Alquiler de salones, catering
- Comisiones de pago online
- Computadoras, licencias de software
- Consultorías, entrenamientos
- Elementos de papelería, toners
- Heladeras, cocinas y equip. de cocina
- Minutos en TV, radio, Internet
- Mochilas y equipamientos
- Seguros, servicios de auditoría
- Servicio de agencia de viajes

What
'아리바'가 무엇인가요?
SAP에서 제공하는 웹 구매 솔루션 (인사내외 소통채널 간헐적 업무에 필요한 물품과 자산을 쉽게 구매할 수 있는 시스템)

Why
왜 '아리바'를 써야 하나요?
Gmail 아이디로 간편한 로그인, 프로세스의 자동화로 효율성, 비용 감소 및 최적의 가격 제공, 편의성이 높아진 UI/UX, 한 눈에 확인 가능한 구매 과정, 비용의 투명한 관리, 문서에 대한 체크리스트 공유, 발주 절차 간소화

When
'아리바'를 언제부터 사용할 수 있나요?
2020년 5월 마지막 주 또는 7월 중 공지 예정

How
'아리바'의 프로세스는 어떻게 되나요?
아리바 로그인, 물품 및 서비스 선택, 카트에 추가, 물품 수령

-아리바 프로세스에 대한 상세한 가이드는 인트라넷에서 사용자를 위한 페이지에 있습니다.
-관련 궁금하신 사항은 해당부 Business Controlling Team으로 문의 부탁드립니다.



Stickers
To build up "brand" awareness in a fun way & to start a conversation about Ariba & Procurement in the daily work



Ariba Promotion Video
To inform about the upcoming change & to show the benefits of Ariba



Go-Live Social Media Post
To inform about the Go-Live



Requirements

- **Communicate early** on about the change
- **Show the benefits** of the change
- **Inform clearly** and in an interesting way
- Communicate on the right channel to **reach all relevant stakeholders**

Lesson Learned 2: DH's culture facilitates and challenges the development of a procurement function at the same time



Facilitation

- „We always aim higher“ mindset
- Always put yourself in your **customer's** shoes
- Live a strong feedback culture
- Default to **transparency** on spending, suppliers, risks, etc.



Challenges

- Dedicated **ownership** – e.g. sharing budget
- Solve **something that matters**
- Be **available**. Be **flexible**. Act **fast**



Delivery Hero

THANK YOU



www.deliveryhero.com