

Streamline P2P with Automation, Cost Savings and Efficiency

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Molly Dausch

Global Process Owner Procure to Pay, Zimmer Biomet

1 | *Introduction & Vision*

2 | *Automation*

3 | *Efficiency*

4 | *Cost Savings*

Introduction | Molly Dausch



- 19 years in supply chain, finance & global business services in numerous F500 manufacturers
- Expertise standing up new GBS organizations & separating mature GBS teams
- Various sourcing leadership roles from tactical oversight to large scale commodity ownership
- Consulting experience in strategy and operations
- **My passion, in GBS, is process agility and simplicity**

Current Role

- ✓ Global Process Owner, Procure to Pay
- ✓ Zimmer Biomet

Prior Roles

- ✓ GPO PTP, GPO ITC
- ✓ Global Director, Financial Shared Services
- ✓ Global Sourcing Director
- ✓ Global Sourcing Manager
- ✓ Strategy Operations Consulting
- ✓ Supply Chain Analyst

Expertise

- ✓ GBS leadership across multiple functions
- ✓ Process improvement
- ✓ Sourcing leadership + savings achievement
- ✓ PTP toolset implementations
- ✓ Organization redesign
- ✓ Collaborative people leader

About Me

- ✓ Lives in Pittsburgh PA with 3 sons, husband & labrador retriever
- ✓ Enjoys skiing, cooking new foods, traveling with family



ZIMMER BIOMET



ARCONIC
Innovation, engineered.



HOWMET
AEROSPACE



Alcoa



Procure to Pay | The Vision

Winning Themes



Top-tier performance in Paid on Time, Cycle Time and Customer Satisfaction



Powerful technologies paired with policy to drive high levels of **touchless processing**

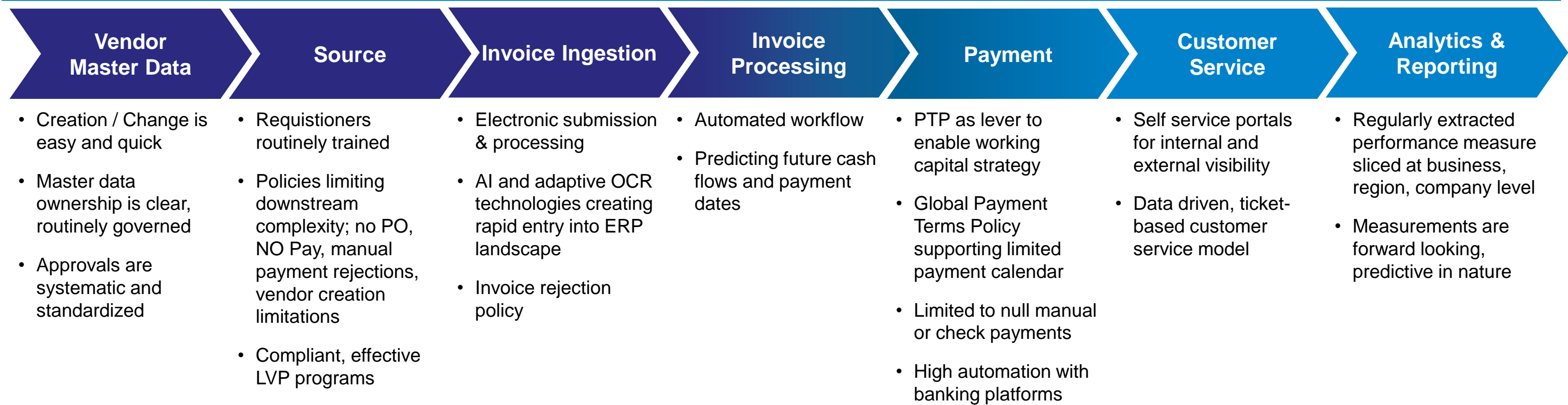


Rule based, predictive, environment anchored by **master data**



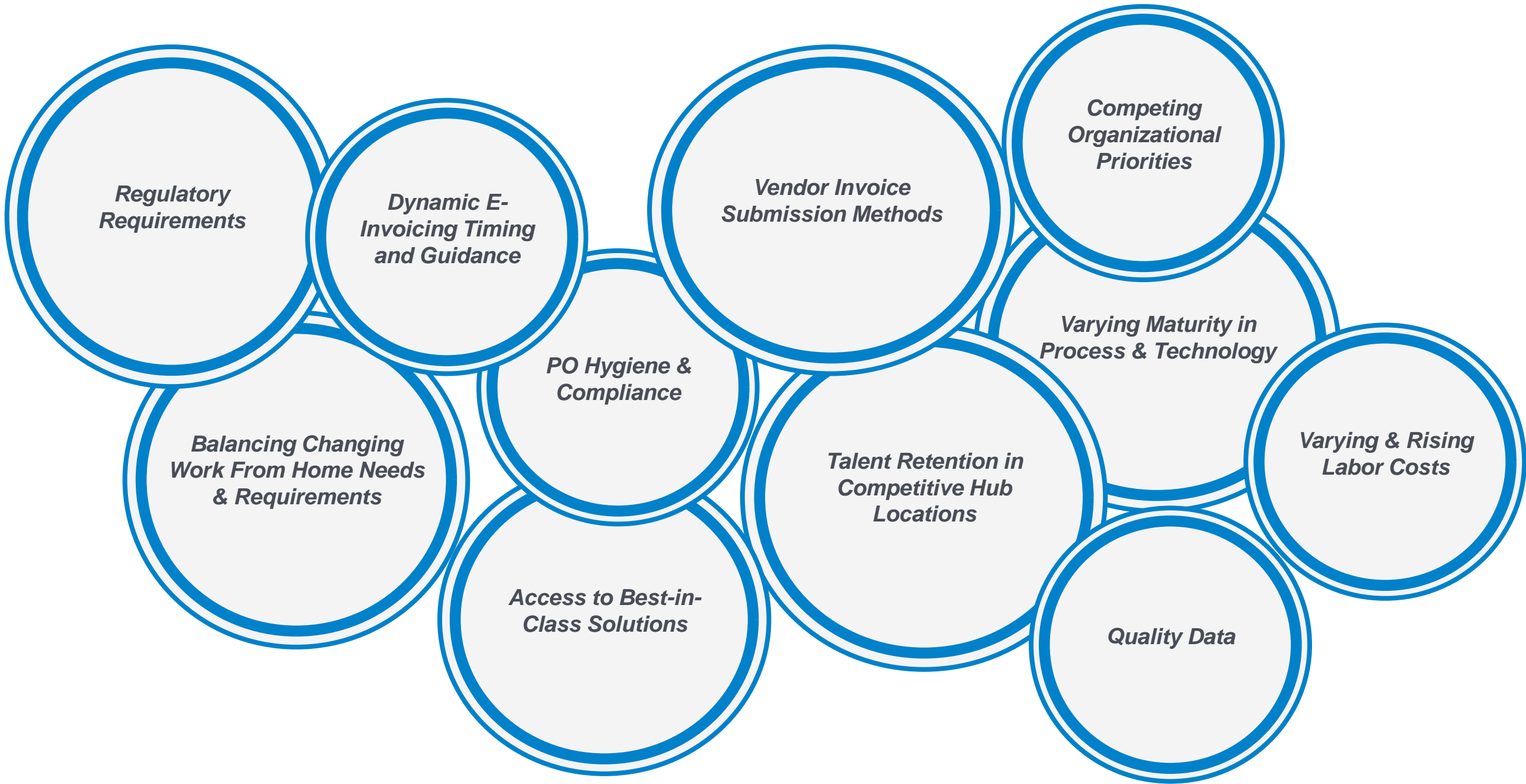
Detailed **performance monitoring** using **tailored metrics**

Gold Standard Characteristics



The Balancing Act | Dynamics at Play

The PTP leader is challenged by a landscape of obstacles



Automation | Success in Everyday Opportunities



Challenges:

- **People**
 - Culture
 - Automation mindset
 - Expectations versus reality
- **Process**
 - Getting started
 - Maintenance
 - Lack of standardization
- **Technology**
 - Initial cost & ROI realization



Opportunities:

- **People**
 - Culture!
 - Agility driver
- **Process**
 - Start small, plentiful use cases
 - Scale after stability
- **Technology**
 - Growing toolset available
 - AI powered OCR
 - Chatbot use cases



Efficiency | What is Tracked, is Improved



Challenges:

- **People**
 - Adoption of self service
 - Mindset shift efficiency = reduction
- **Process**
 - Baselining and definitional alignment
 - Globalization versus local customization
 - High risk / high fraud sub processes
- **Technology**
 - Disparate systems & data
 - Challenging baseline measures
 - Data security



Opportunities:

- **People**
 - Efficiency as the sustainer
- **Process**
 - Constant quest for standardization, barring compliance or regulatory
 - Transactional method alignment
- **Technology**
 - Invoice ingestion improvements
 - True electronic buying / invoicing
 - Growing sophistication of end-to-end platforms
 - VMD opportunities



Cost Savings | Automation + Efficiency



Challenges:

- **People**
 - Internal / external relationships (vendor)
- **Process**
 - Manual processes
 - Overgrown controls
 - Lack of standardization
- **Technology**
 - Unrealized technology
 - Lack of cohesive data



Opportunities:

- **People**
 - Focus on Cost to Serve
 - Vendor negotiations + aggregation
 - Workforce evolution
- **Process**
 - Policy development & systematic enforcement
- **Technology**
 - Process mining
 - Proving out AI



Streamlining Process Efficiency *Every Day*

Change is Constant

Hire for attitude and change orientation.
Organizational and technology progression is constant

Proven Efficiency by Data

What is tracked is improved.
Know your numbers

Relationships Win

PTP flow paths require strict governance and strong relationships

Automation Culture

Gains in automation come when everyone sees & celebrates these wins

Scale after Stability

Automation should start small.
Stabilize, maintain, then grow

