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TECHNOLOGIES

Why GPO Authority and AP Evolution Depend on Visibility

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Welcome



Steve Standring
Chief Revenue Officer



Dan French
CEO, Consider Solutions



Aleks Hajdas
Consultant GPO P2P



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Solutions Architect

Agenda

Visibility gives you the data to win hearts
and minds and the power to drive change.

01 **Look left: The modern role of the GPO**

02 **Deep dive: How visibility transforms the GPO role**

03 **Invoicetrack demo: Visibility in action**

04 **The platform effect**

05 **Real customer outcomes**

06 **Questions & answers**



Founded

2004

Expertise

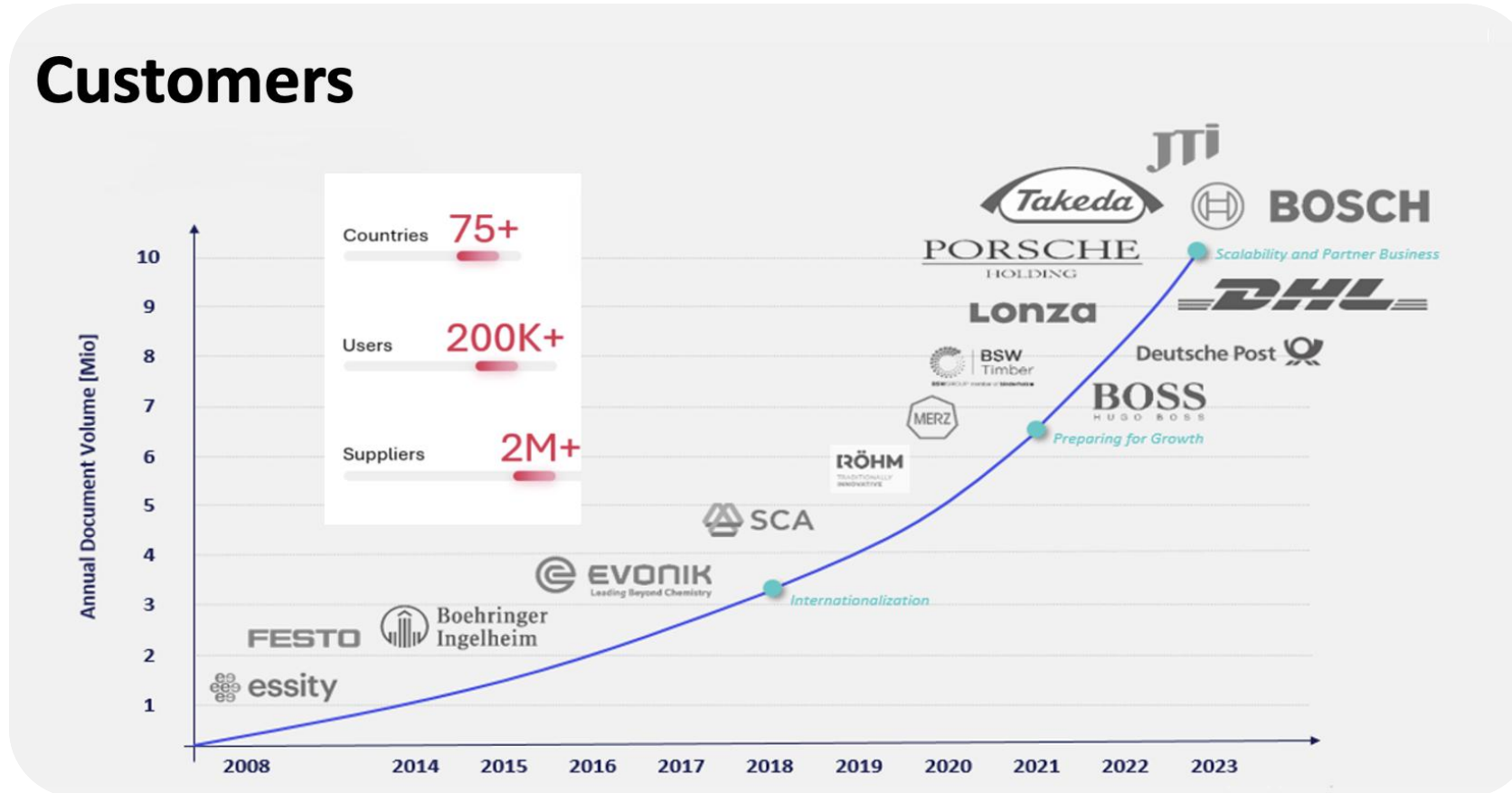
- **AI Pioneers:** Leading the future with smart, self-learning automation
- **AP Experts:** We live and breathe AP - 100% focused
- **AP Automation:** Touchless invoice processing with real-time control
- **E-Invoicing:** Fast, compliant, error-free digital invoicing

Invoicetrack

AI automation enabling visibility and control to drive AP excellence



Customers



Imagine if you could get to **90% touchless** today and total automation in the future **at no extra cost**.

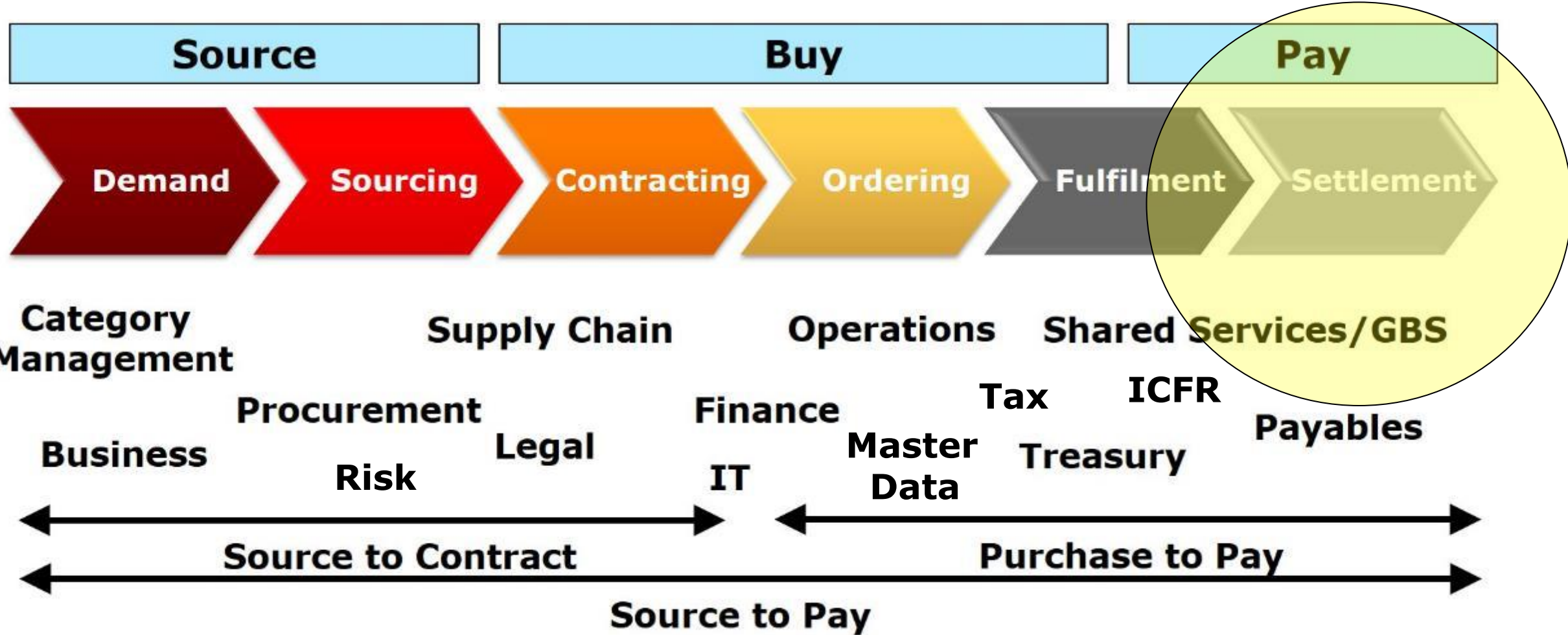


Dan French

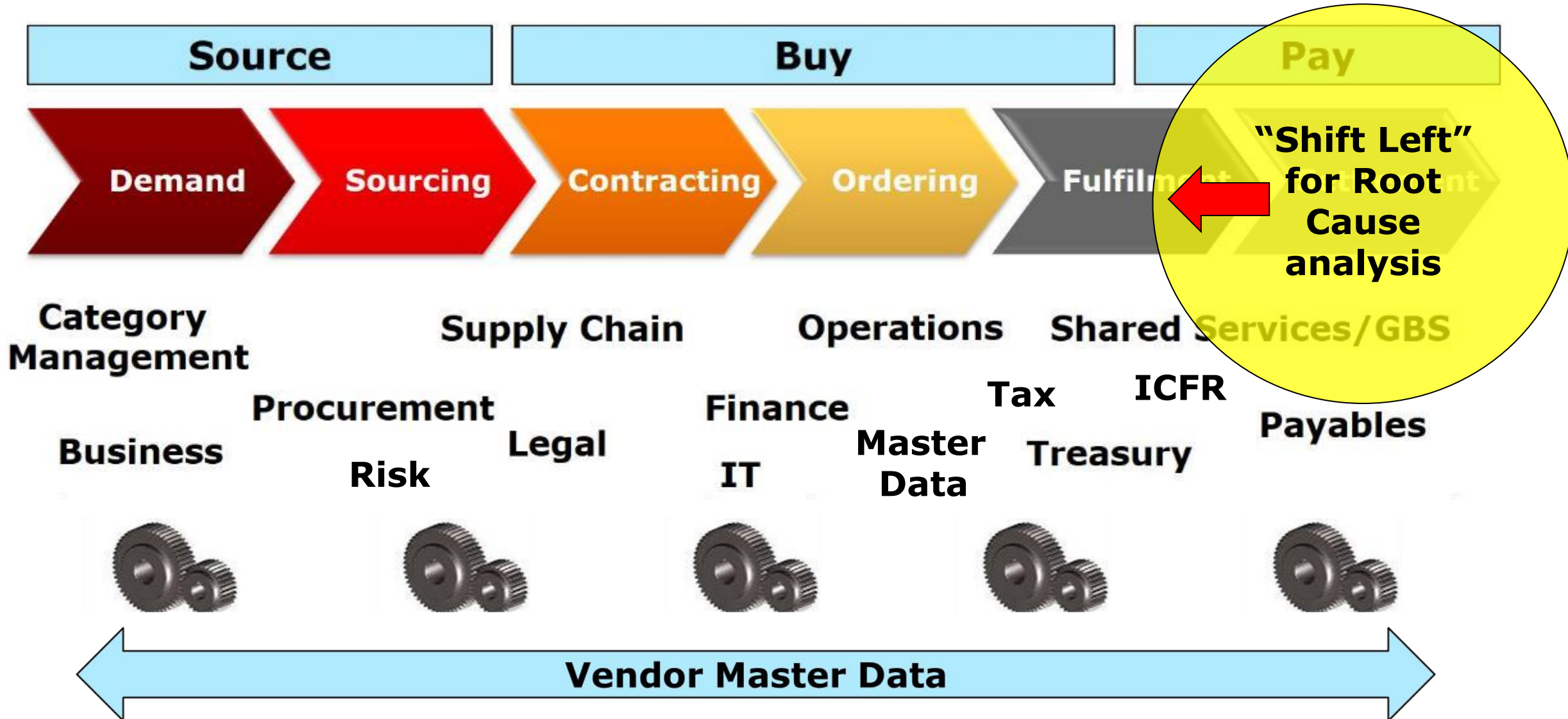
Dan is CEO at Consider Solutions, supporting global businesses with strategies, operating models and data to align, optimize and transform “end-to-end” business processes. The core focus is delivering measurable business results in P&L, Working Capital, Balance Sheet and Risk Management impact, with a significant focus on the Source to Pay (S2P) cycle. Dan has 25 years in strategy, operations, general management, business processes, technology, performance improvement, risk management & compliance.



End-to-End Process Alignment & Visibility: "Source/Procure to Pay"

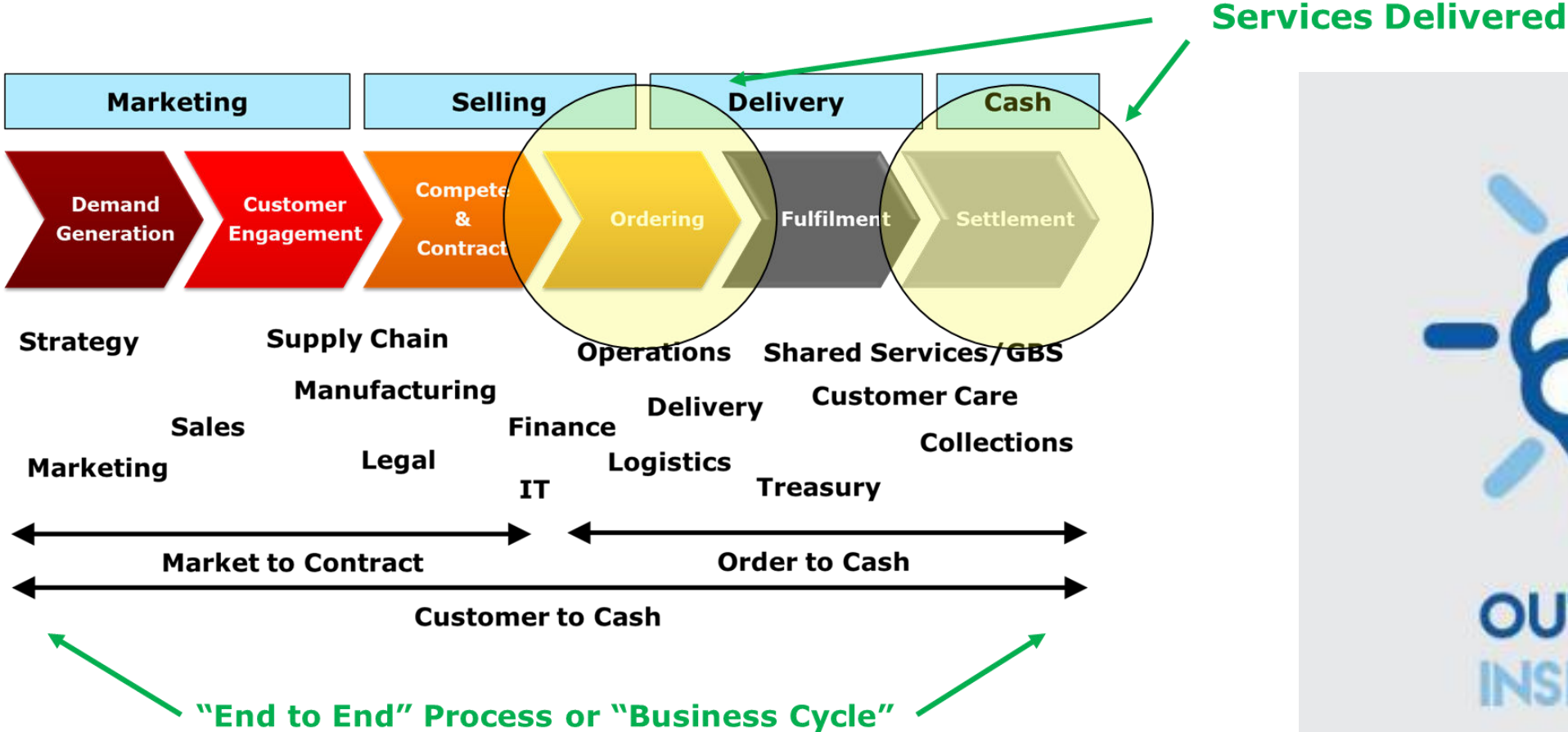


End-to-End Process Alignment & Visibility: "Source/Procure to Pay"



An Effective GPO needs a "Dual Operating Model"

Balancing GBS Service Efficiencies AND End-to-End Process Optimization



How Do We Earn The Right to "Shift Left" & Deliver "End to End"?

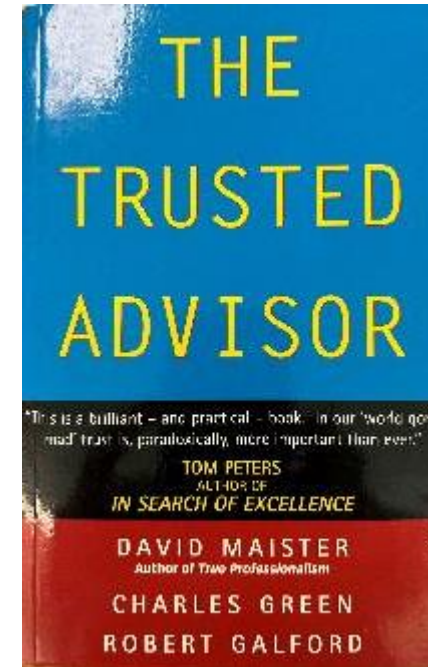
The "Trust Equation"



Trustworthiness = Credibility + Reliability + Rapport (Intimacy)

**↑
Visibility** **Self Interest**

Charles H. Green



GPO - Orchestration not "Ownership"



GPO – “Think like a CFO . . . ”

Strengthen financial resilience

Improve cash flow, optimize capital, and manage risk

Drive profitable growth

Not just top-line revenue, but scalable, sustainable cash flow

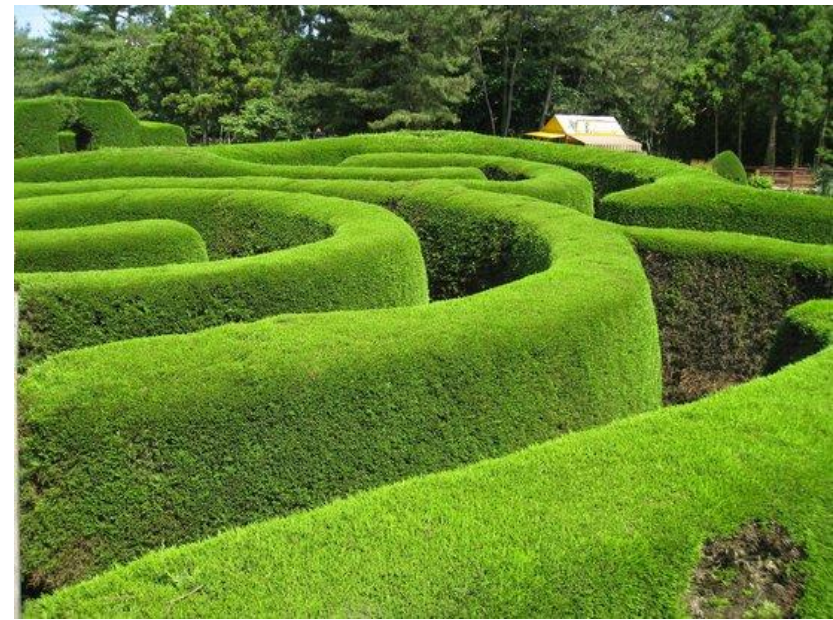
Increase operational efficiency

Cut waste, eliminate, streamline, automate to build a resilient, agile business



	For the Three Months Ended		For the Year Ended	
	December 30, 2023	December 31, 2022	December 30, 2023	December 31, 2022
Net sales	\$ 6,860	\$ 7,381	\$ 26,640	\$ 26,485
Cost of products sold	4,543	5,017	17,714	18,363
Gross profit	2,317	2,364	8,926	8,122
Selling, general and administrative expenses, excluding impairment losses	1,017	1,138	3,692	3,575
Goodwill impairment losses	—	—	510	444
Intangible asset impairment losses	—	—	152	469
Selling, general and administrative expenses	1,017	1,138	4,354	4,488
Operating income/(loss)	1,300	1,226	4,572	3,634
Interest expense	229	217	912	921
Other expense/(income)	121	(42)	27	(253)
Income/(loss) before income taxes	950	1,051	3,633	2,966
Provision for/(benefit from) income taxes	193	164	787	598
Net income/(loss)	757	887	2,846	2,368
Net income/(loss) attributable to noncontrolling interest	—	(3)	(9)	5
Net income/(loss) attributable to common shareholders	\$ 757	\$ 890	\$ 2,855	\$ 2,363

“End to End” Processes, Visibility, IQ & EQ





OBART

PRIME
YAGELSMAN

PRIME NY STEAK
YAGELSMAN

BIBEYE
YAGELSMAN

FILET
YAGELSMAN

YAGELSMAN

How visibility transforms the GPO role

02



Case study deep dive



Aleks Hajdas



Aleks Hajdas

Aleks Hajdas is a seasoned finance transformation leader with over 15 years of experience driving global process excellence and compliance in accounts payable. He has held key **Global Process Owner (GPO)** roles at high-profile companies including **JTI (Japan Tobacco International), Avon, Coty, and Oriflame**, where he led end-to-end Procure-to-Pay (P2P) transformations.

Aleks specializes in AP automation, operational efficiency, and governance frameworks that support scalable, compliant finance operations across multinational environments.

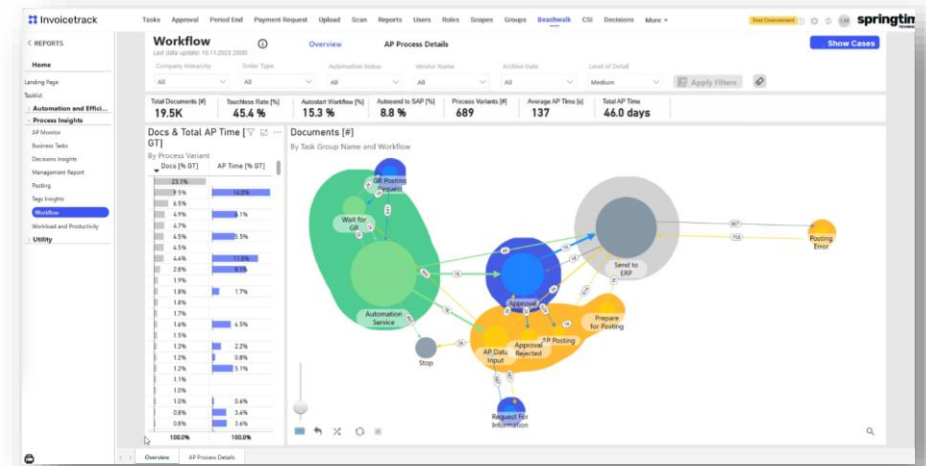
Before: Limited Visibility and Widespread Issues

Key challenges

- Fragmented systems & manual spreadsheets; blame loops
- Long cycle times; high invoice exception rate; low touchless
- Limited reporting, lack of insights
- Subjective feedback, suppliers aren't happy we don't pay on time
- Operational GBS, not perceived as a partner
- No growth opportunities for the GBS
- Reactive approach, resource heavy

Key focus

- Define minimum viable measurement model: PoT, touchless %, invoice exception rate, first-pass match rate, lead times
- Establish a single source of truth



Heavy Lifting: Data Assembly & Time-to-Insight



Key challenges

- Data extraction is manual, slow; insights become stale or quickly outdated
- Data quality issues (supplier master, PO completeness, missing GL data)
- Manual consolidation of data from different ERPs and other sources



Key focus

- Build a repeatable pipeline: regular refresh cadence, version-controlled metric definitions, a simple dashboard
- Operational glossary (what exactly is PoT? what's touchless?)
- Create “insight timeliness” SLA (e.g. no more than 10 business days lag)

Leadership Buy-in: GBS & Upstream Governance



Key challenges

- “Not my problem” attitudes; ownership concerns; incentives not aligned
- Procurement rarely sees downstream AP pain



Key focus

- Storyboard the cost of poor upstream: PR-to-PO leakage → 3-way match failures → late payments → supplier holds
- Show defect cascades: poor catalog → wrong PO → exception → late pay → supplier friction → commercial impact
- Deep dive into key metrics; breakdown of paid of time failures reasons
- Ask for executive governance sponsorship (CPO as chair)
- Align a rolling 90–180-day roadmap with 3–5 priorities

Task Force: Procurement + GBS, Hand-in-Hand



Key challenges

- Conflicting agendas; unclear RACI; missing ownership



Key focus

- Set up a cross-functional tiger team (source-to-contract, category managers, supplier onboarding, AP ops, IT)
- Establish weekly stand-ups + monthly Head of GBS + CPO reviews

Improved PoT → Mandate Expansion



Outcomes

- Establish a dashboard that everyone understands
- Shortened cycle times -> improved PoT
- Pockets of efficiencies that can be utilized for new initiatives
- Removed some barriers; Procurement is on board: understands GBS pain points and how they affect their success
- Attitude changes towards GBS
- Scaling GBS operating model maturity into Tail-end spend management



Key insights

- Take what you can measure consistently
- Understand your upstream and build a story *how helping you helps them*
- Publish before/after dashboards and achievements
- Avoiding regression; validating improvements
- Not sustainable long term because of the manual effort

Solution Elements



E-Invoice / EDI



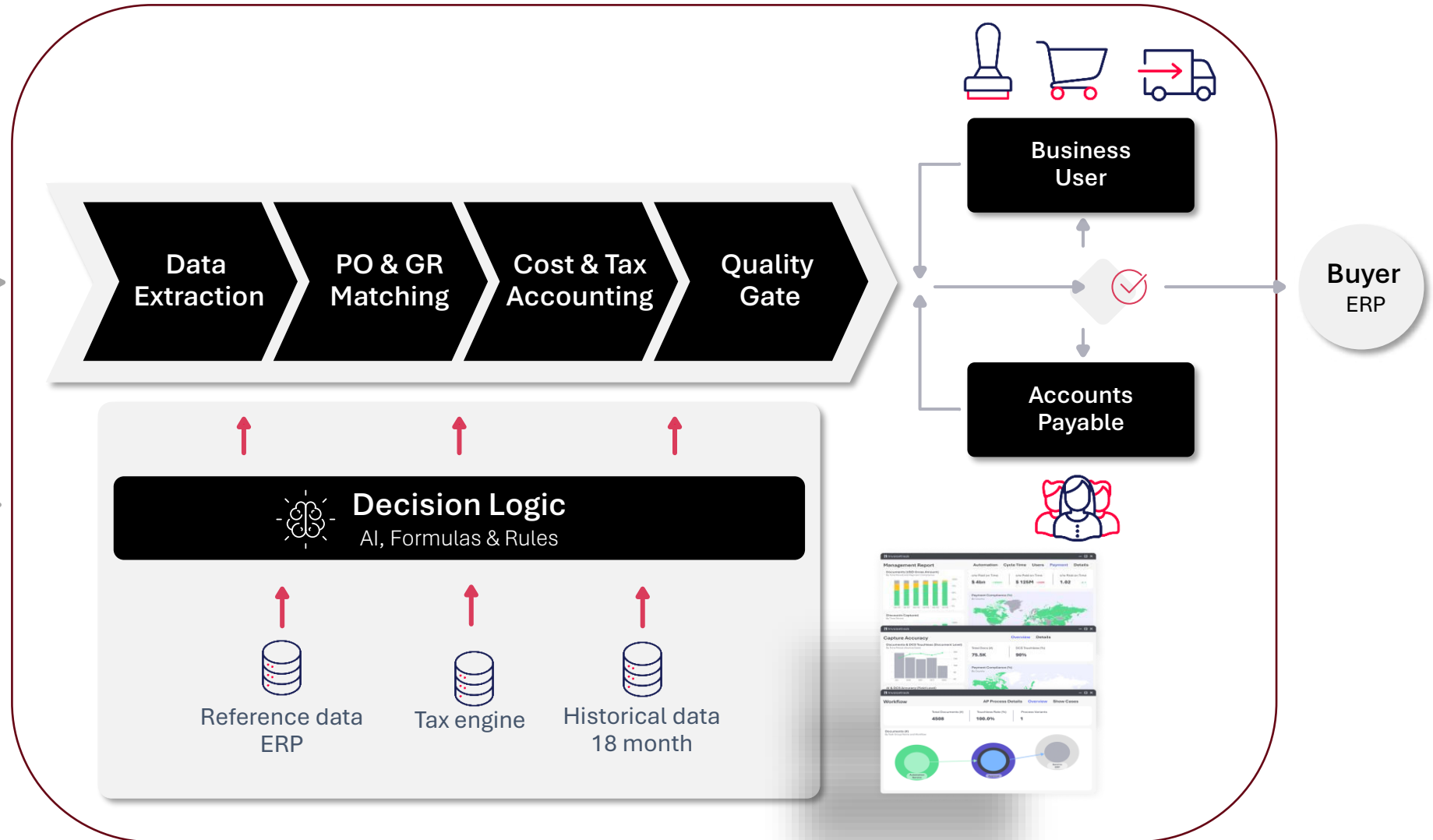
Mandate portals



Scan / Paper

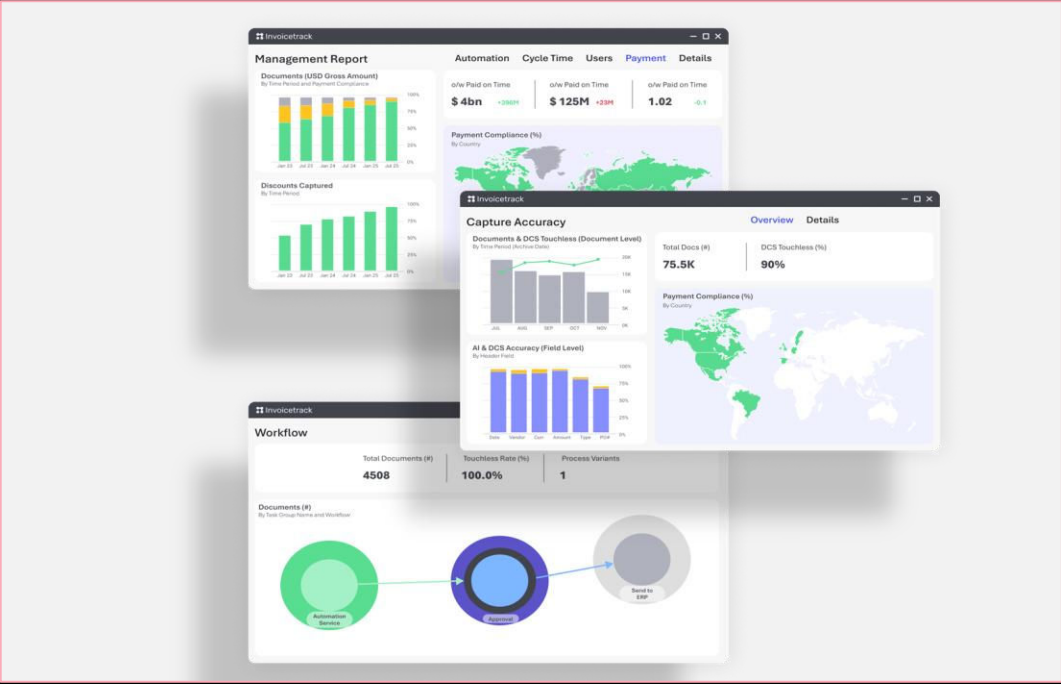


Email / PDF



The Platform Effect

03



The screenshot displays the Invoicetrack dashboard with three main sections:

- Management Report:** Includes a bar chart for 'Documents (USD Gross Amount) By Year Period and Percent Complete', a bar chart for 'Discounts Captured By Time Period', and a world map for 'Payment Compliance (%) By Country'. Summary metrics show 'o/w Paid on Time' at \$4bn, \$125M, and 1.02.
- Capture Accuracy:** Features a bar chart for 'Documents & DCS Touchless (Document Level) By Year Period and Percent Complete', a bar chart for 'AI & DCS Accuracy (Field Level) By Year Period', and a world map for 'Payment Compliance (%) By Country'. Summary metrics show 'Total Docs (#)' at 75.5K and 'DCS Touchless (%)' at 90%.
- Workflow:** Shows 'Total Documents (#)' as 4508, 'Touchless Rate (%)' as 100.0%, and 'Process Variants' as 1. A circular diagram below illustrates the workflow from 'Automated Invoicing' to 'Review' to 'Send to ERP'.

One platform for AP Automation ↘

Steve Standring

The Platform Effect

Adopting a dedicated software platform for AP automation will lead to more effective management of processes, increased operational efficiency, and ultimately better financial performance.

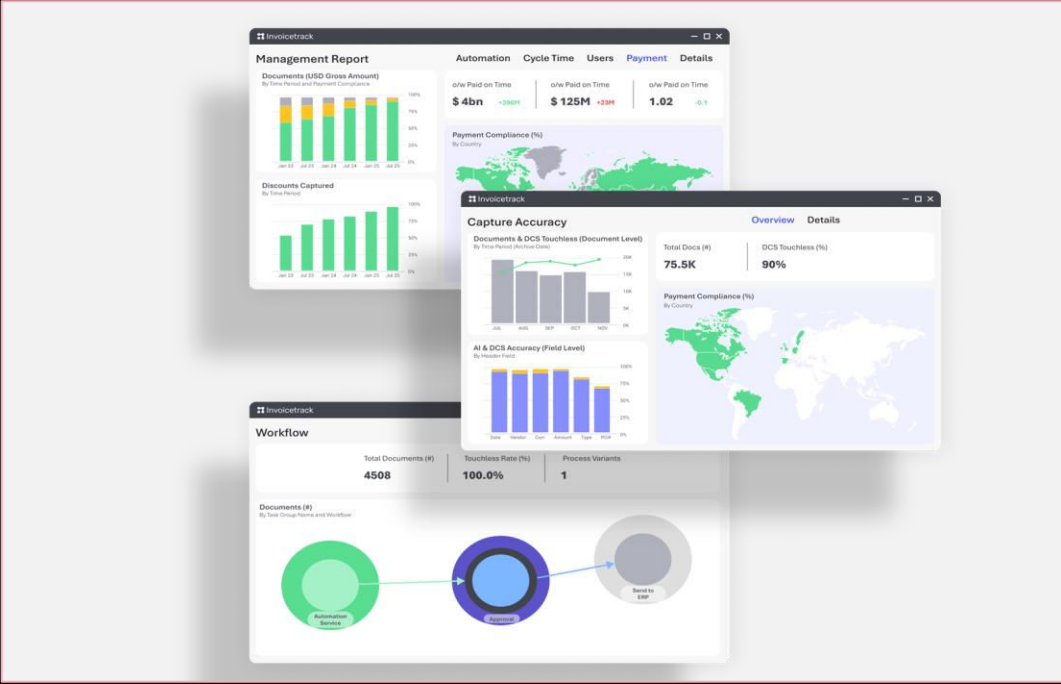
- 1 Automation done in one place so any changes in context are easy to manage**
- 2 Streamlined consistent processes and view**
- 3 Automation first, process improvement second?**
- 4 Faster implementation of new features**

Holistic insights as 100% of process data is in one place



Visibility in Action

04



The screenshot displays the Invoicetrack dashboard with several key components:

- Management Report:** Includes a bar chart for 'Documents (USD Gross Amount) By Year Period and Payment Compliance', a 'Discounts Captured' bar chart, and a world map for 'Payment Compliance (%) By Country'.
- Automation & Cycle Time:** Shows 'o/w Paid on Time' metrics: \$4bn (-288K), \$125M (+23K), and 1.02 (-0.1).
- Capture Accuracy:** Features a bar chart for 'Documents & DCS Touchless (Document Level)', a 'Total Docs (#)' of 75.5K, a 'DCS Touchless (%)' of 90%, and a world map for 'Payment Compliance (%) By Country'.
- AI & DCS Accuracy (Field Level):** A bar chart showing accuracy by month.
- Workflow:** Displays 'Total Documents (#)' as 4508, 'Touchless Rate (%)' as 100.0%, and 'Process Variants' as 1. It includes a circular diagram with three stages: 'Administrative Services', 'Capture', and 'Send to ERP'.

Invoicetrack demo

Jasna Janjic



Customer Outcomes

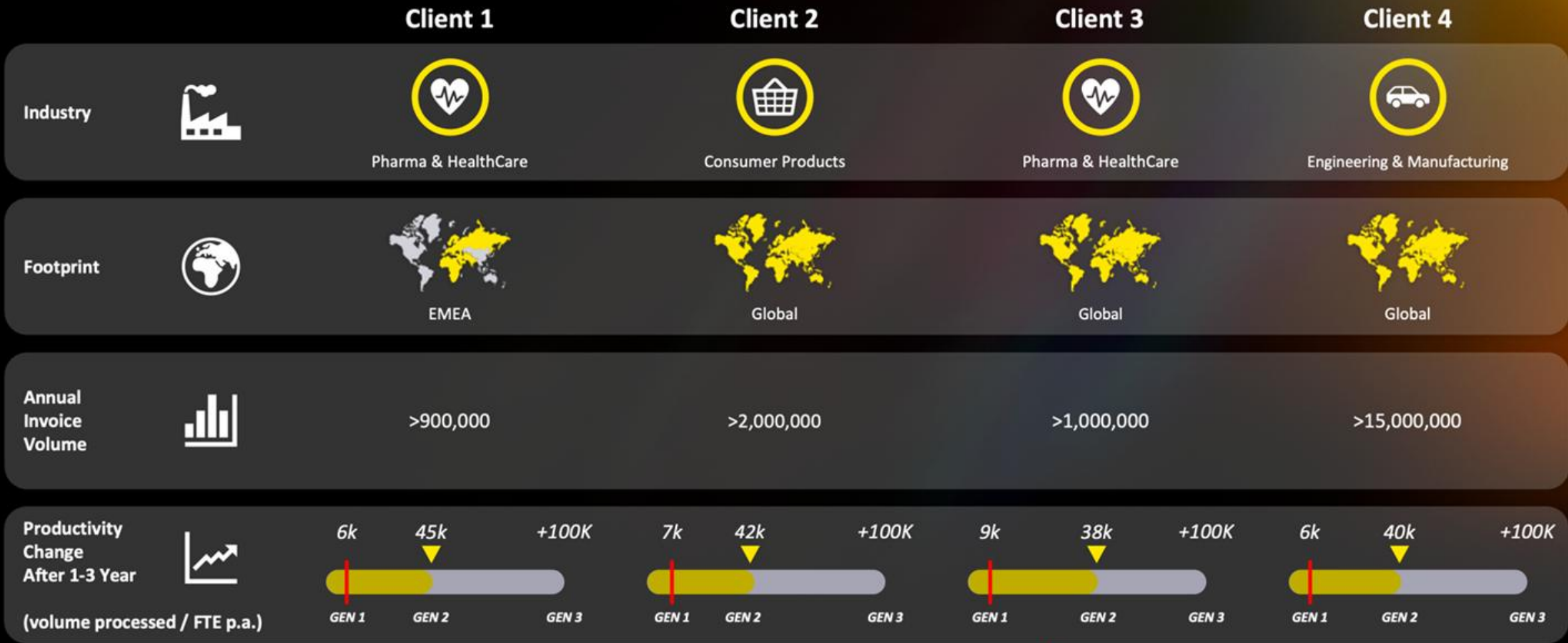
05



What success looks like



Client productivity benchmarks after implementing Gen2 I2P solution



 Client Initial productivity (Gen 1)
  Post-implementation Gen 2 Productivity (1-3 years)

Invoice-to-Pay



Summary

Adopting a dedicated software platform for AP automation will lead to more effective management of processes, increased operational efficiency, and ultimately better financial performance.

1 Automation, process mining, insight drives prioritization and focus

2 Evidence and visibility wins hearts and minds and drives change

3 You need visibility upstream and downstream



Questions?

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Let's stay in touch



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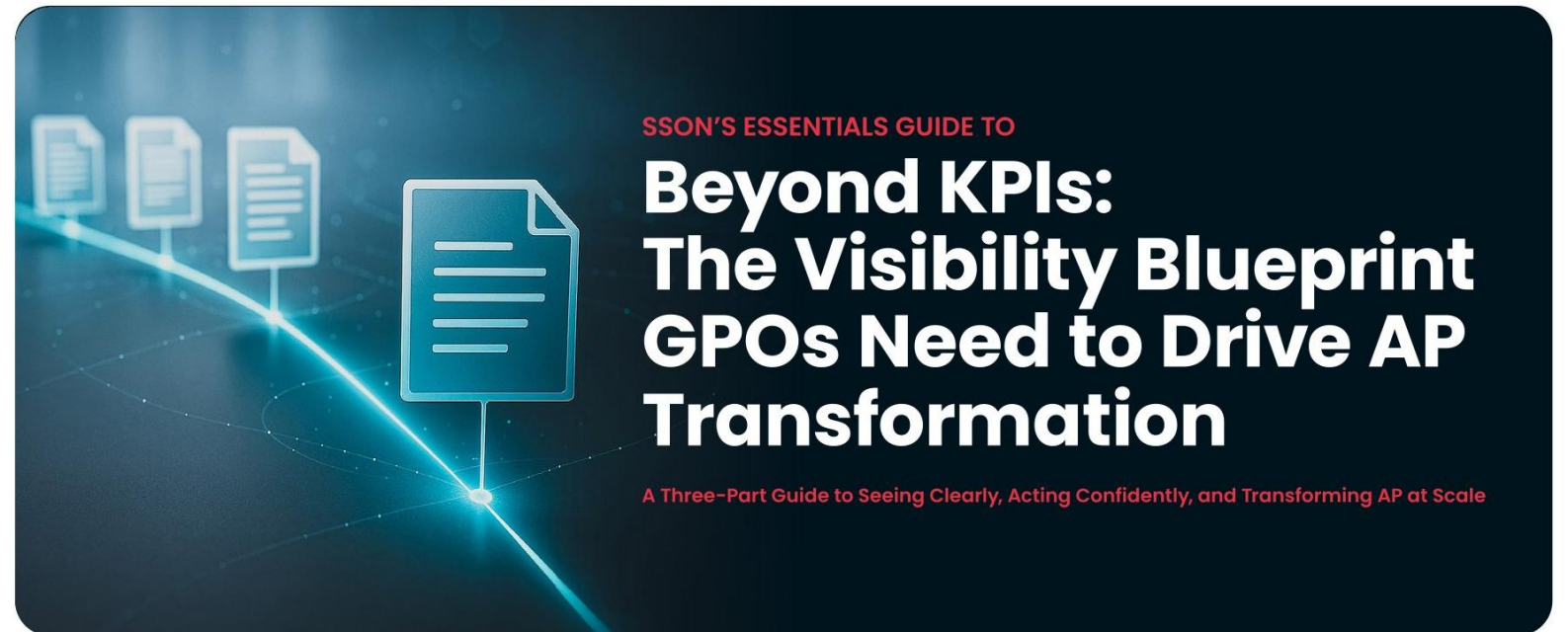
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on its way



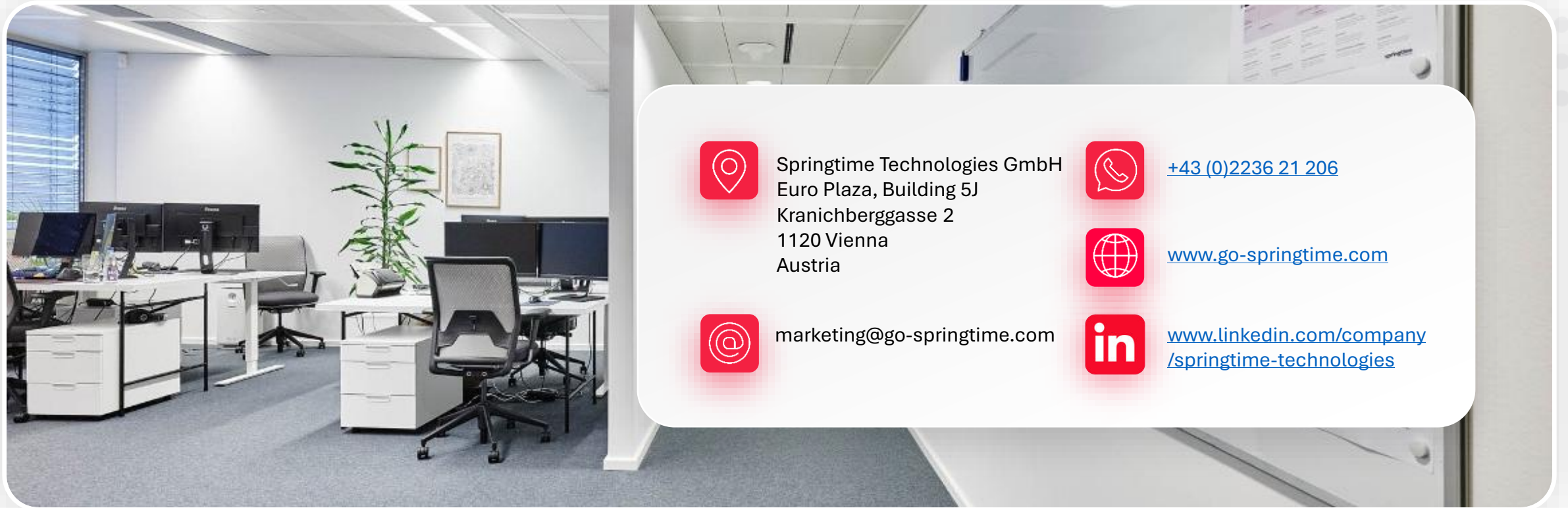
SSON'S ESSENTIALS GUIDE TO

Beyond KPIs: The Visibility Blueprint GPOs Need to Drive AP Transformation

A Three-Part Guide to Seeing Clearly, Acting Confidently, and Transforming AP at Scale

Thank you

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