



# Simplified source-to-pay built for the future

Case study.



KPMG Powered Enterprise | Procurement



## Introduction — Our client

# Fragmented systems feeling the pressure

**Zurich Insurance Group (Zurich) is a leading multi-line insurer that serves its customers in global and local markets. With about 55,000 employees, it provides a wide range of property and casualty, and life insurance products and services in more than 215 countries and territories. Zurich's fragmented source-to-pay landscape could no longer meet the current needs of the business, and it was far from fit for the future.**

- Zurich had been using fragmented systems and processes for 10 years
- They weren't user friendly for colleagues in the wider business
- Inefficient and error-prone manual processes were slowing teams down
- The lack of visibility and reporting made it impossible to track or predict spend
- The whole system was complex and expensive to maintain

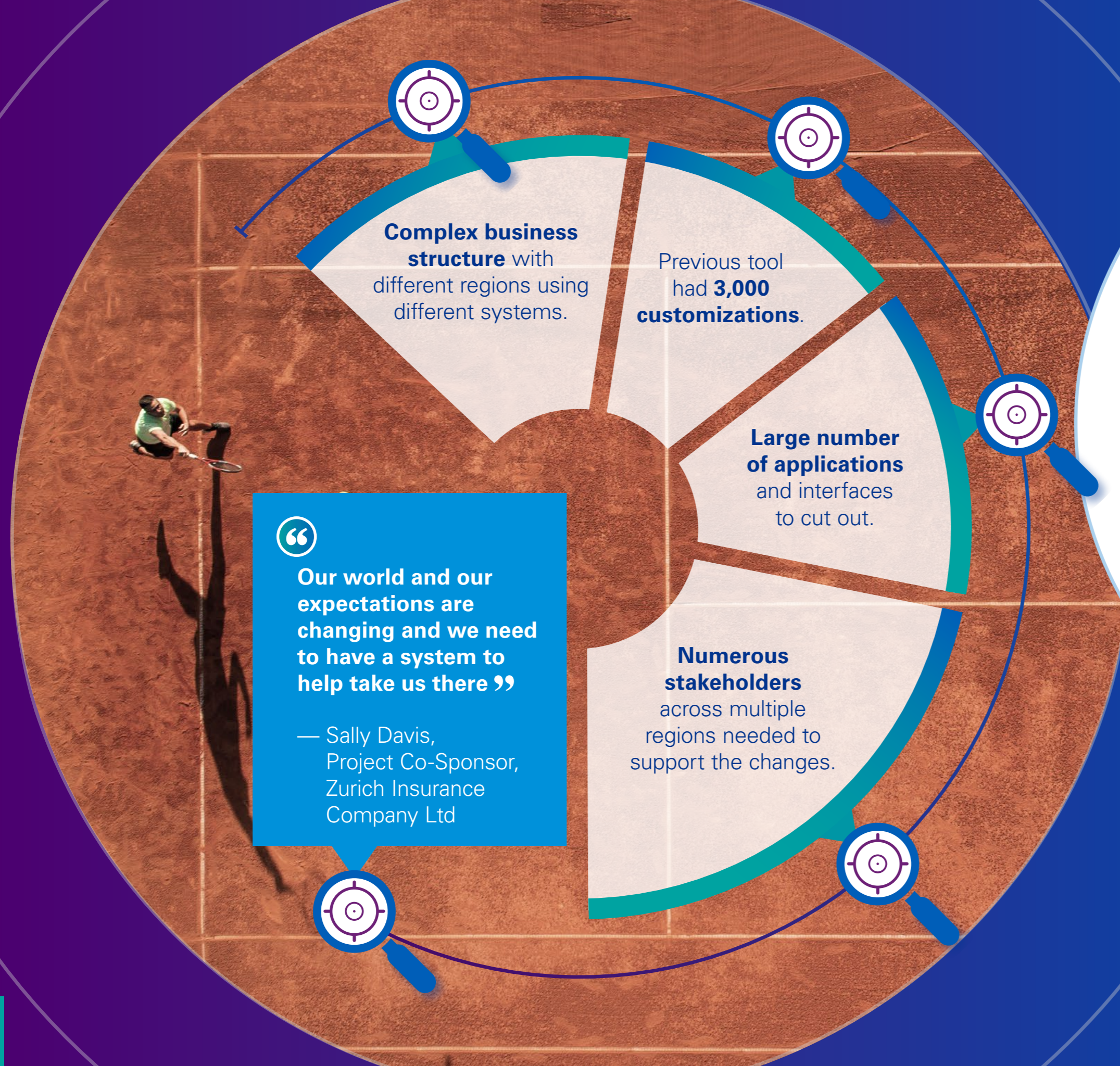


Zurich's previous spend management tool was fragile and ill-equipped to move into a future world. »

— Sally Davis, Project Co-Sponsor,  
Zurich Insurance Company Ltd

Follow the **magnifying glass** icon to dive deeper and discover more.





**The challenge**

# Cutting out complexity

Zurich needed to simplify its systems and processes to reach a standardized approach that would work for everybody. But there was a lot of complexity to overcome.

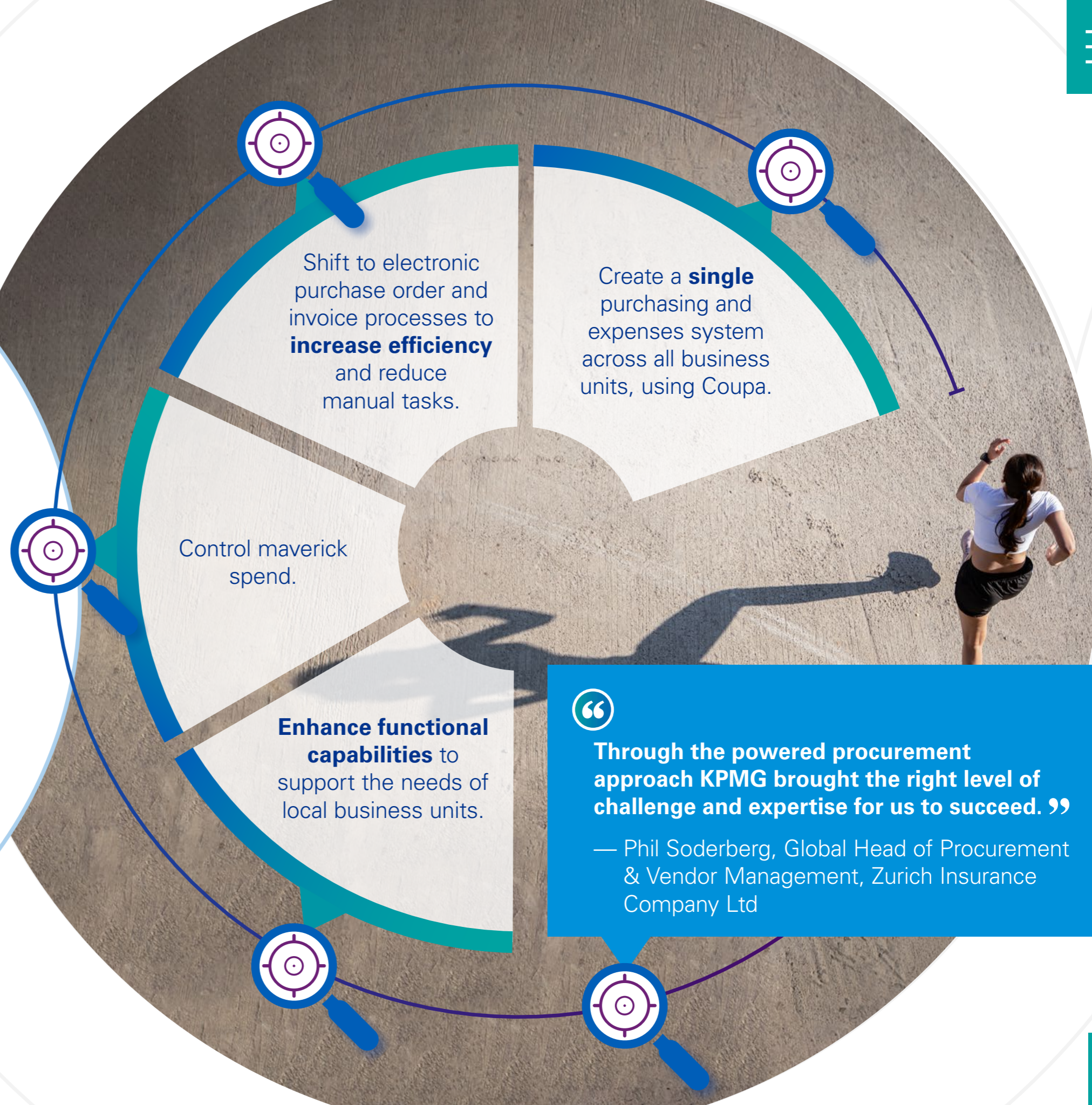




### The opportunity

# Reaching simplicity through a single solution

Using the KPMG Powered Enterprise | Procurement approach, KPMG in the UK worked with Zurich to dramatically improve its expenses and buying experience through a single technology solution.



**Through the powered procurement approach KPMG brought the right level of challenge and expertise for us to succeed.**

— Phil Soderberg, Global Head of Procurement & Vendor Management, Zurich Insurance Company Ltd



## The approach

# Embracing collaboration

To meet these challenges, Zurich and KPMG in the UK had to find the right balance between standardization and customization, at the same time as getting a wide variety of stakeholders across all regions to support the project. Here's how they did it:

A **3-day collaboration event** to align stakeholders and define the principles behind the system design.

The **KPMG Target Operating Model** helped speed up the transformation.

A **global design approach** with customizations for individual regions, where needed.

**Leading processes** out of the box, which were then configured for Zurich.



**It was important for us to have access to best practices, as well as the technical expertise to help during the multi-year transition to Coupa. ”**

— Jaime Paiva, Regional Head of Procurement & Vendor Management EMEA, Zurich Insurance Company Ltd





**Improved user experience** and a mobile app used to approve spend and submit expenses.



**Enhanced reporting and automation.**



A single, standard source-to pay process which is used by **all regions.**



**Increased efficiency** with touchless electronic invoicing.



**We had the opportunity to deliver a better end user experience, that was simple, easy to use and mobile enabled. Together, we delivered just that. ”**

— Phil Soderberg, Global Head of Procurement & Vendor Management, Zurich Insurance Company Ltd

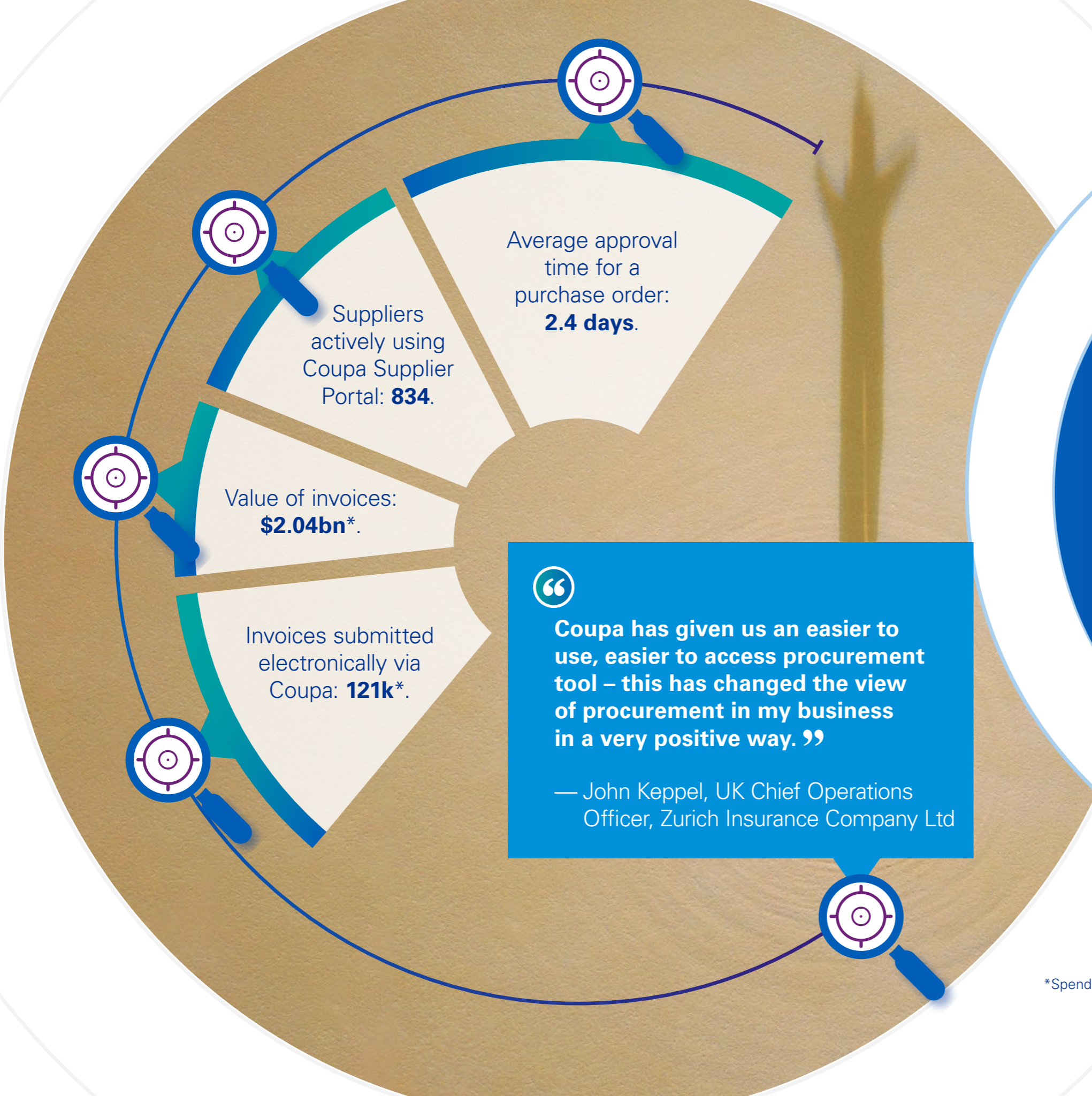


### The results

# Enabling effortless efficiency

Despite the challenges and the number of regions and stakeholders involved, the project was a success, helping to make life easier for colleagues, enable procurement teams to be more efficient and change the perception of procurement across the business.





“  
**Coupa has given us an easier to use, easier to access procurement tool – this has changed the view of procurement in my business in a very positive way.**”  
 — John Keppel, UK Chief Operations Officer, Zurich Insurance Company Ltd

**In numbers**  
**A widespread success**  
 The new system has been embraced by Zurich and is widely used across the multiple regions.

\*Spend figures based on Coupa spend data to June 2021





# Extend your influence with KPMG Powered Procurement

**Powered Procurement can give you the tools to help accelerate your procurement transformation, find better ways to connect internal departments and add more strategic value to your business.**

See how KPMG  
Powered Procurement  
can help you

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