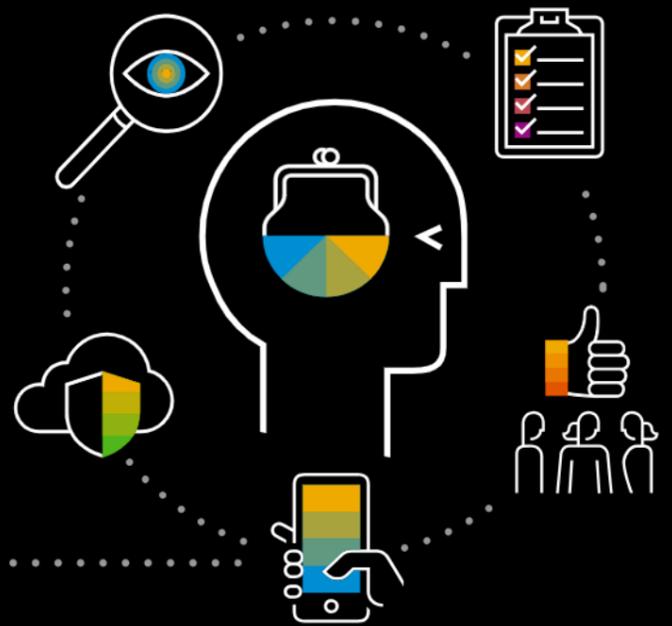


How Can Finance Leaders Deliver Intelligence Across the Business?



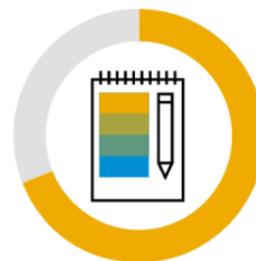
In companies big and small, the role of the finance leader is changing.

Today's finance leaders have to deliver new levels of business acumen across their organizations. But many of them lack the visibility and control to engage employees and improve processes



81%

Of finance leaders lack total visibility into expense, travel, and invoices¹



69%

Report cumbersome, manual spending processes²



77%

Are not confident their business can quickly locate employees in an emergency³



68%

Are not confident employees comply with travel and expense (T&E) policies⁴

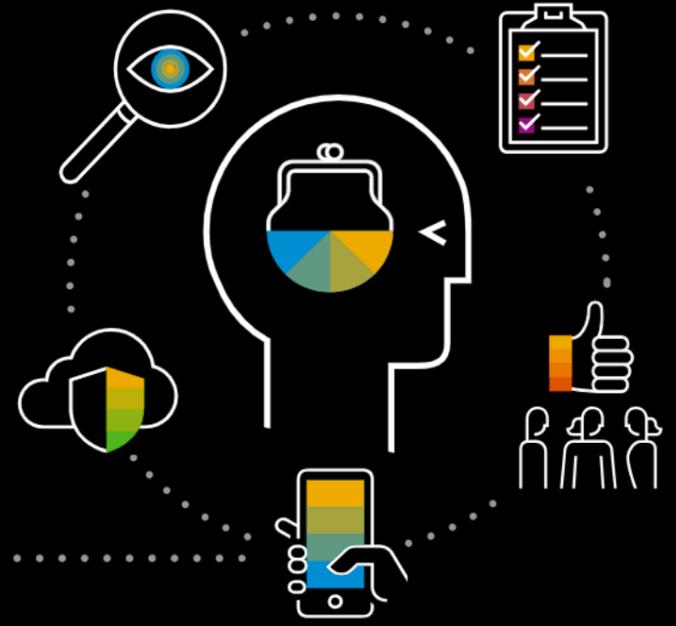
How do you achieve intelligent finance? Follow these five steps:



1., 3., 4. "Connecting the Dots on Travel, Expense, and Invoice Spend," SAP with research by Vanson Bourne, 2017.
2. "Elevate Business Performance and Better Manage Spend with Automation," AMI Partners, 2018.

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How do you achieve intelligent finance? **Follow these five steps:**

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- 3. Optimize the employee experience >
- 4. Provide flexible, scalable tools >
- 5. Protect employees while traveling >

1. Unify spending views



Simplify expense, travel, and invoice management with total visibility and greater control.



View spend holistically with a solution that integrates with ERP and financial systems.



Capture and connect more travel and spend data from virtually any purchase.



Empower all budget owners with a complete, real-time view of employee spend.



73%

Of finance leaders say integration with other software is a key benefit of effective T&E and invoicing⁵



US\$672,000

Average savings on business travel per organization using SAP Concur solutions⁶

5. "Elevate Business Performance and Better Manage Spend with Automation," AMI Partners, 2018.

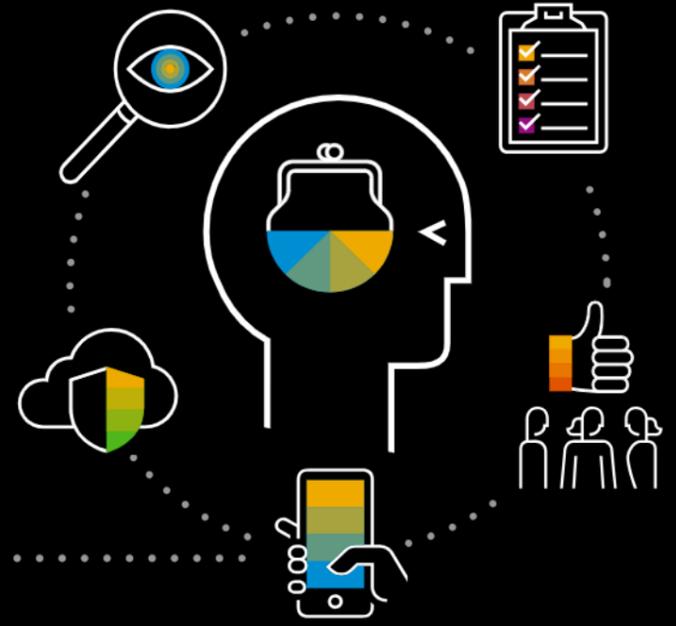
6. "SAP Concur Empowers Organizations to Digitally Transform Their Expense, Travel, and Invoicing Processes," IDC, 2018.

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THE BEST RUN



How Can Finance Leaders Deliver Intelligence Across the Business?



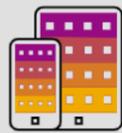
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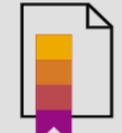
2. Improve compliance



Impose payment controls, reduce mistakes, and speed audits with smart automation.



Use intelligent, integrated applications to automate processes and increase efficiency.



Create and deploy clear, fully vetted T&E policies and procedures.



Foster a culture of compliance with user-friendly tools that help employees follow policy.



133%

Increase in employee compliance with expense-reporting rules⁷



28%

Increase in auditing-staff efficiency using SAP Concur solutions⁸

7,8. "SAP Concur Empowers Organizations to Digitally Transform Their Expense, Travel, and Invoicing Processes," IDC, 2018.

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3. Optimize employee experience



Let employees spend and travel how they prefer, while you stay in control.



Prioritize employee experiences to increase satisfaction, adoption, and compliance.



Let employees buy their way and use the brands they love anytime, anywhere.



Use top-rated, consumer-focused apps that capture travel plans and spend no matter where it happens.



78%

Less time to book a business trip using SAP Concur solutions⁹



60%

Less time to fill out an expense report using SAP Concur solutions¹⁰

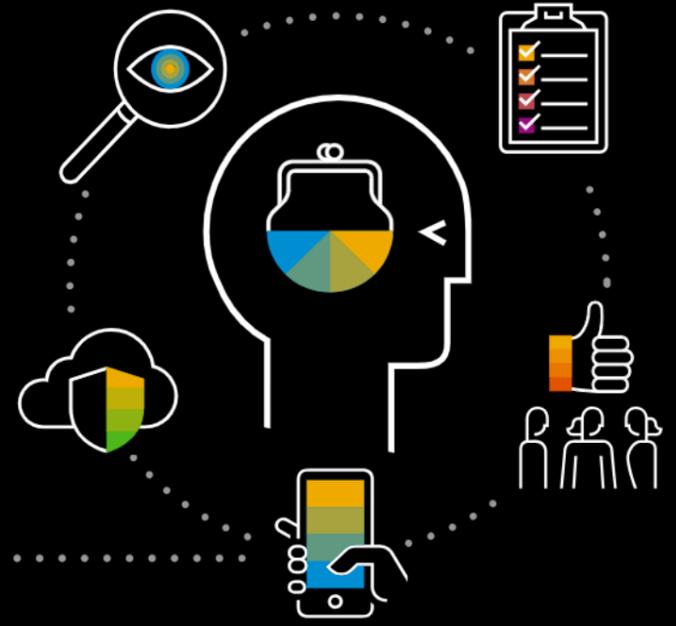
9.,10. "SAP Concur Empowers Organizations to Digitally Transform Their Expense, Travel, and Invoicing Processes," IDC, 2018.

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4. Provide flexible, scalable tools



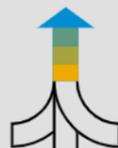
Use integrated solutions to adapt more easily as your needs change, and scale quickly as your business grows.



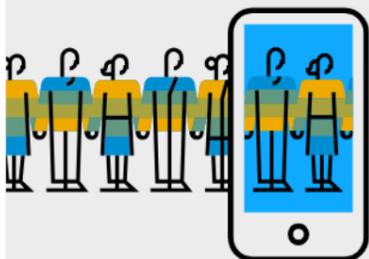
Promote consistent best practices across all locations with a single spend management solution.



Support employees everywhere with 24x7 assistance services in multiple languages.



Simplify travel, expense, and invoice management with one integrated solution to maximize visibility, control, and return on IT investment.

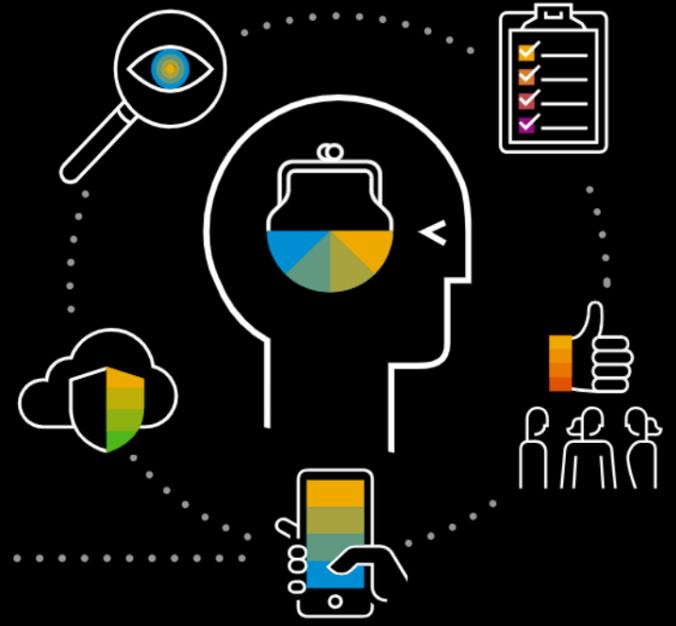


“As we continued to grow, the system just absorbed new employees. The accounting team has remained stable as the company has grown over the last three years.”¹¹
– Key decision-maker in a large technology firm

11. "Elevate Business Performance and Better Manage Spend with Automation," AMI Partners, 2018.

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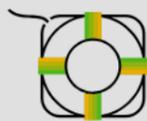
Fulfill your duty of care by monitoring all risks and staying connected to every traveler.



Get visibility into travel plans, no matter how employee travel is booked.



Support travelers with a team of experts who monitor, alert, and assist employees in need.



Assess risk and stay in two-way communication with employees until they reach safety.



60%

Increase in travel manager time spent on traveler safety and duty of care compared to five years ago¹²



70%

Plan to improve communication to mitigate the risk of a mobile workforce¹³

12. "Lost in Translation: Changing Landscape, Familiar Challenges," GBTA, 2018.

13. "Internal Communication and Education on Travel Risks Are Top Priorities for 2017," International SOS, February 15, 2017.

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THE BEST RUN





In Times Of Crisis, CFOs Help Turn Adversity Into Advantage



When 2020 started, no one could have anticipated how the world would change, including unprecedented shifts in the way we work. **To gain a better understanding of the impact, Gartner surveyed enterprise CFOs and reported these three key findings¹:**

- Focus has shifted from growth, efficiency, and partnerships to business continuity.
- Increasing cash positions, reducing functional costs, and enabling remote work have become top priorities.
- Finance leaders are uncertain about what to do next.

While the crisis has created unprecedented challenges and uncertainty, it also presents an opportunity to pause, reassess, and develop strategies to help the organization not only survive, but become more resilient against future uncertain conditions.

Each business must take a unique path that goes beyond simple recovery to instead drive reinvention. But whichever path makes the most sense for your business, technology can – and must – play a pivotal role.

“When you encounter a difficult time, like the COVID crisis, it really helps you to **see what’s important and recalibrate**. You learn about some of the areas of your business that, perhaps, needed to be corrected all along, and it affords you the opportunity to focus on that.”

–Tom Lavin, SAP Concur CFO

CFOs Look to Technology to Help Address Unprecedented Change

Digital transformation, already a priority, is now seen as an essential strategy to manage cash and costs more effectively, during both poor economic times and the brighter future.

While the term is tossed around perhaps too casually sometimes, digital transformation is more than just a trendy catchphrase. It truly is a way to improve and build continuity into business processes and profits.

Digital tools can support enterprises' top priorities. For example, Gartner notes that artificial intelligence (AI) tools with predictive analytics capabilities can provide finance with greater visibility into cash flow and help create better working capital and cash scenarios upon which CFOs can make critical decisions.²

In addition, now is the time for organizations to redirect projects to focus on AR and AP policies, as well as data and invoice standardization, to reduce errors in invoicing, collections, and cash.³

Ron Walker, U.S. leader, finance transformation, at KPMG, notes in recent research, "...many finance executives are finding their existing tools, processes, and capabilities inadequate for the task....They simply aren't set up to rapidly account for the many new external factors and data points that must be factored into their forecasts."⁴

The Gartner research finds that companies that continue to invest while keeping cost management at the forefront outperform peers as markets stabilize, and digital transformation must remain part of this investment.⁵

Three core focus areas can help you develop the right strategy for your organization.

Lessons Learned

"You realize in times like these that if you want to survive, you need to have that **flexibility and agility to respond to quickly changing business conditions**, and you need to have the right technology to do that."

—Tom Lavin, SAP Concur CFO



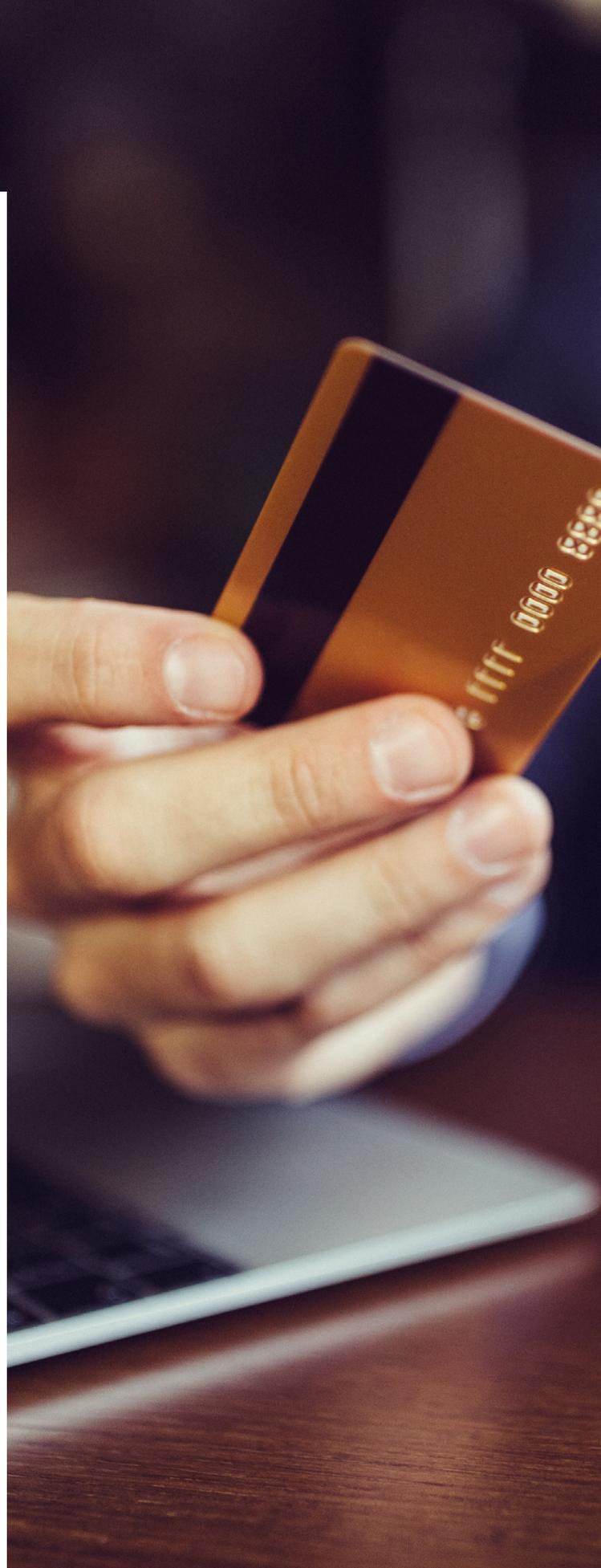
Core Focus #1:

Create Consistent and Clear Spending Policies and Processes

Employee spending is happening all over your business, from corporate cards and virtual cards to p-cards and digital payments, across invoices and expense reports. And it's your job to wrangle it all.

To take control of the situation, look for technology solutions to help you direct the right type of spending to the right payment method and through the right process, while catching out-of-policy spend. The right solution will make it simple to set up digital workflow processes that automate this control. For example, you might start by adding a simple request as a part of your digital workflow, so managers get a proactive review of spending decisions before they're made. Putting audit rules in place can help correct out-of-policy spending when employees make purchase on personal cards.

Another way to increase control is a solution that allows you to easily add new expense categories like personal protective equipment (PPE), so you can track the true costs of your work-from-home policies. Then you can use that information to identify expenses you may not need to include in next year's plan or that you may need to account for in future budgets. With a solution that allows you to set up these controls, you can bring both versatility and consistency to your spending – even as spending changes.



Core Focus #2: Get True Visibility into Spending

Among the many recent disruptions to the work environment, organizations are dealing with entirely new expense categories such as PPE, as well as increasing some other home-office expenses like office supplies, computer equipment, and internet access.

In addition, because your employees and your vendors' employees are working remotely, the use of digital payment methods – already growing in popularity – is accelerating. On the flip side, the pandemic has led to cancellation of conferences and other on-site meetings, leading to fewer travel and entertainment expenses, at least for the foreseeable future. When and how travel returns to a more normal pattern is still unknown, but there's no doubt that there will be changes.

As employee purchases shift, tracking and transparency become even more important.

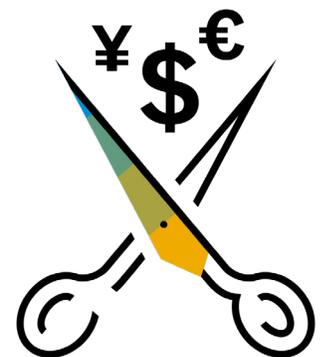
KPMG research observes, "CFOs must quickly determine whether their organizations have adequate visibility into their cash positions, determine their cash needs, and address any shortfalls."⁶ Now especially, you need to gain a complete understanding of your spending and confidence in the spending decisions your employees, managers, and finance team are making.

Detailed reporting and easy-to-analyze dashboards can help pull spending hidden from basic reporting into view. They can help you see if supplier payments that should be covered by POs are winding up on expense reports, see how much spending is going on personal cards and why, and identify where your expense categories are working and where they're falling short. What's more, a solution partner with analytics experts who can help you determine key data to look for, design custom reports, and make sense of what it all means can be a tremendous asset to your finance team.

Lessons Learned

"The hit to company revenues during the pandemic **reinforces the need for transparency**. You need to understand what you can stop doing so that you can help offset some of the pain that you're feeling on the revenue side and reduce costs. Transparency shows you where you can cut costs or **limit investments** while **minimizing disruption** to the organization."

–Tom Lavin, SAP Concur CFO

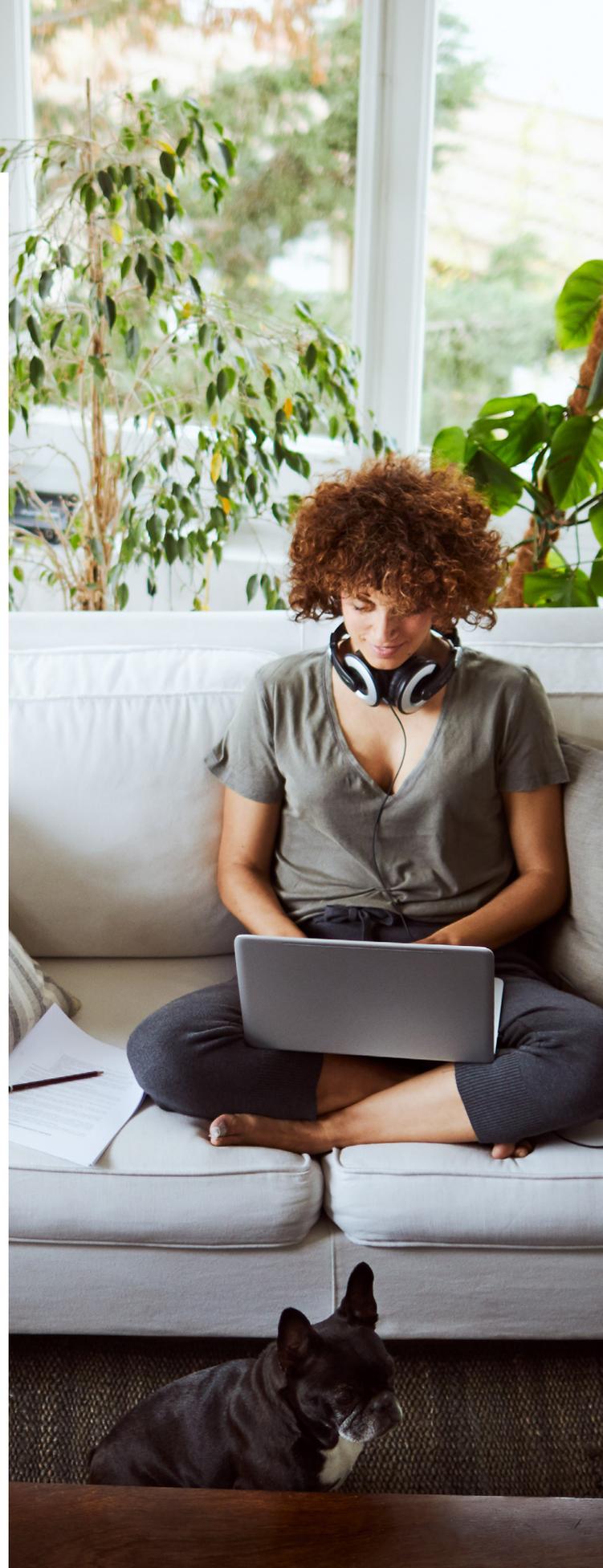


Core Focus #3: Increase Process Efficiency and Employee Productivity

While the jury is still out on how many employees will return to offices and when, it's likely that the amount of remote workers may end up higher than it was prior to the pandemic. In a recent survey, three-quarters of global office workers said they wish to continue working at home at least some of the time.⁷ This will of course vary depending on the industry, but because how and where we work remains in a state of flux, continuing to simplify processes as much as possible is critical.

A continuous and easy-to-use digital process across all spend functions, from preapproving spend requests to submitting expense reports to approving invoices, makes employees' work simpler, wherever they may be working. It increases the likelihood that processes will be followed, the finance team will receive accurate data, and you'll maintain more control. Efficient, location-agnostic processes can be bolstered with intelligent technology that can assist with data entry (such as photographs of receipts populating expense reports), auditing, and approval workflows.

As more up-to-date and trustworthy data flows in from these processes, budget managers should have access to a simple dashboard summary of what's spent, what's pending, and what's planned so they may direct spending to their top priorities, providing greater control.



“The one thing we’ve learned from COVID is that when you suddenly go from having everybody in the office, your salespeople out meeting customers, and your services people out doing implementations, to suddenly everyone’s at home, working in a different type of setup – sometimes with different hours with family obligations to juggle – it really **emphasizes the need for agility** so that you can adapt to new work paradigms quickly.”

–Tom Lavin, SAP Concur CFO

How to Optimize Your Digital Transformation

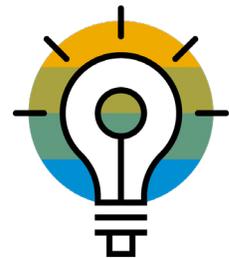
Now is the time to take a crisis situation that threatens the long-term financial health of enterprises around the world and turn it into an opportunity. The right approach to digital transformation can help you re-invent and re-imagine how you do business, building an organization that can not only withstand the storms that will surely buffet it, but steer confidently and profitably into the future. That resilient enterprise will be built on smart technology that gives you better and more control over every aspect of spending, from more efficient processes to improved data insights for better decision-making.

In these times, Gartner recommends you follow these guidelines to get the most from digital transformation of your financial processes:⁸

- Prioritize initiatives that enhance cash generation, reduce operating costs, and improve remote work conditions.
- Postpone initiatives that require major change management.
- Weigh efficiency gains against operational disruption.
- Focus on data management and process standardization initiatives.
- Review cost of new initiatives to identify areas of additional savings.
- Challenge your core assumptions about digital transformation based on the experiences of the recent crisis.

Don't lose sight of the long-term benefits that digital transformation can afford. A CFO article clearly states the imperative: "CFOs must consider what needs to change in how the company operates and what opportunities can be seized during this time."⁹ When you strengthen your business for the near-term, you'll also build a rock-solid foundation for the long term.

To learn more about how SAP Concur solutions can help you lead the digital transformation of your organization's financial processes, visit [Concur.com](https://www.concur.com).



About SAP Concur

SAP® Concur® is the world's leading brand for integrated travel, expense, and invoice management solutions, driven by a relentless pursuit to simplify and automate these everyday processes. The top-rated SAP Concur mobile app guides employees through every trip, charges are effortlessly populated into expense reports, and invoice approvals are automated. By integrating near real-time data and using AI to audit 100% of transactions, businesses can see exactly what they're spending without worrying about blind spots in the budget. SAP Concur solutions eliminate yesterday's tedious tasks, make today's work easier, and help businesses run at their best every day. Learn more at concur.com or the SAP Concur [blog](#).

¹⁻³Gartner, "Evaluating Your Finance Transformation Program During a Pandemic," April 17, 2020

⁴Ron Walker, KPMG, "COVID-19 and the CFO: Business planning and forecasting," April 17, 2020

⁵Nisha Bhandare, Gartner, "Evaluating Your Finance Transformation Program During a Pandemic," April 17, 2020

⁶KPMG, "COVID-19 and the CFO: Cash management challenges," April 2020

⁷⁻⁸Global Workplace Analytics, "Survey Reveals 76% of Global Office Workers Want to Continue Working from Home post-COVID-19," June 2, 2020

⁹Sandy Cockrell III and Ajit Kambil, CFO, "Managing Through COVID-19: Six Imperatives for CFOs," April 27, 2020