

# Enabling The eCity Modernization Strategy

## A Collaborative Point-of-View

January 2016

Confidential to City of Toronto



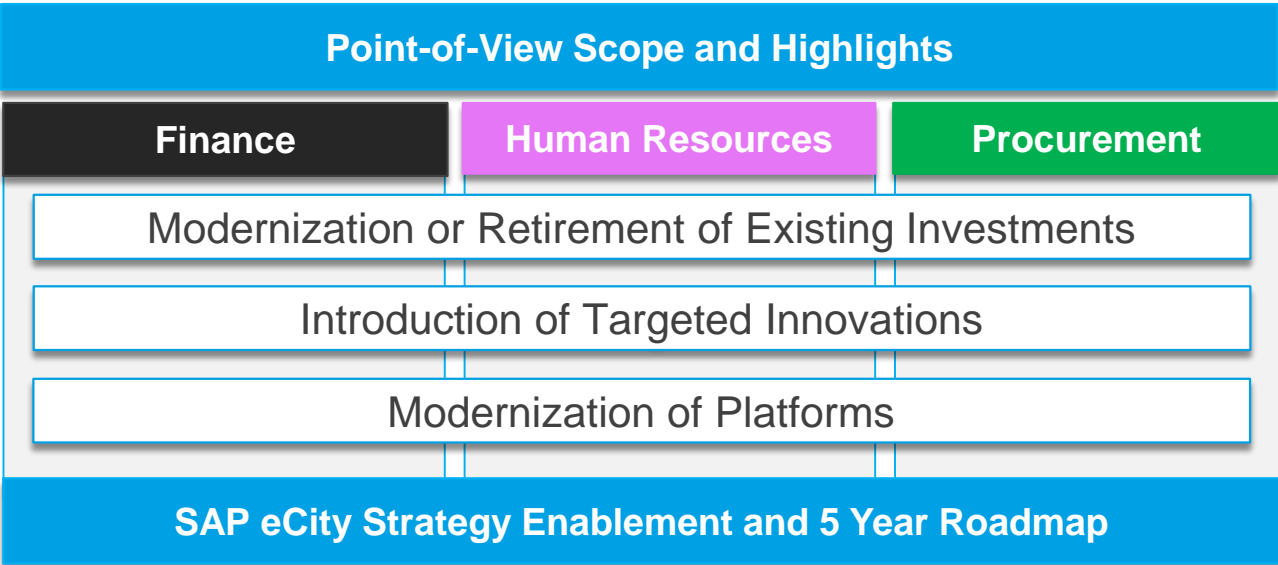
# Executive Summary

## Objective

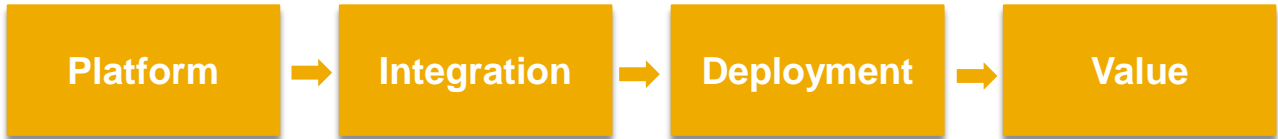


City of Toronto and SAP collaborated on a directional business strategy that reflects the modernization of the existing SAP solutions as well as targeted focus areas where SAP innovations can provide value and benefit to the business.

## Direction



## Key Decisions



# Summary of Engagement Approach



# City of Toronto Participants During Our Collaboration with SAP

## City of Toronto Team

Abid Ali	Diana Pushi	Keith McDonald	Roy Moniz
Adam Contois	Don Altman	Lan Nguyen	Ryan Manuel
Akram Awad	Edward (Facilities) Lee	Lily Jiao	S Shine Viswambharan
Alex Schuler	Ellie Babadi	Louis Olivera	Salvatore Laverde
Allan Mak	Elwy El-Gazzar	Maha Abu Ghoush	Sandro Magnone
Alrick Grange	Fabio Biancolin	Malake Abou Hmaid	Sarina (Qiu Ying) Cao
Ann Carino	Fazal Husain	Marco Cuoco	Shairoz Murji
Arthur Terashita	Gertie D'Silva	Meenakshi Jha	Sherri Andjelic
Ashmeed Ali	Haran Vinayagalingam	Melissa Armstrong	Shing Trinh
Barbara Shulman	Iqbal Ali	Michael Ben	Stella So
Bea Harrison	Iqbal Syedmohammad	Michael Moreira	Steve Pollard
Betsy Yeung	Irene Gutnikov	Michael Wiseman	Suhas Kumar
Bill Taylor	Ishan Dasgupta	Mike St. Amant	Surya Pratap
Brian Varner	Jacquie Breen	Mohamed Khamis	Susan Lin
Bruce Shintani	Jameel Sumar	Mona Najafi	Tasse Karakolis
Carlos Duran	Jeff Lecky	Muhammad Waseem	Terry Stadnyk
Carol (PPFA) Moore	Jenny Yang	Nick Simos	Tharshan Sundaramoorthy
Chris Cowell	Jesse Coleman	Pavlina Stockova	Tim Park
Christine Dunkley	Joanna Swietlik	Raymond Lu	Tina Natividad
Craig Mavin	Joanne Greene	Rhonda Britton	Tina Skinner
Daniel LoPolito	Jo-Ellen Beck	Rich Bowler	Tony Catalano
Daran Somas	Josie Lavita	Richard Cao	Troy Boag Munro
Daryll Ramos	Joy (Zhuo) Wang	Rino Pasqua	Usha Surrao
David Metcalfe	Julene Harris	Rob Bezaire	Wayne Duong
Debbie Chan	Karthi Bala	Rose Carino	Yazzad Rabadi
Dev Mukherjee	Katarina Brunner	Rosie Chiang	



## **SAP Today: Overview**

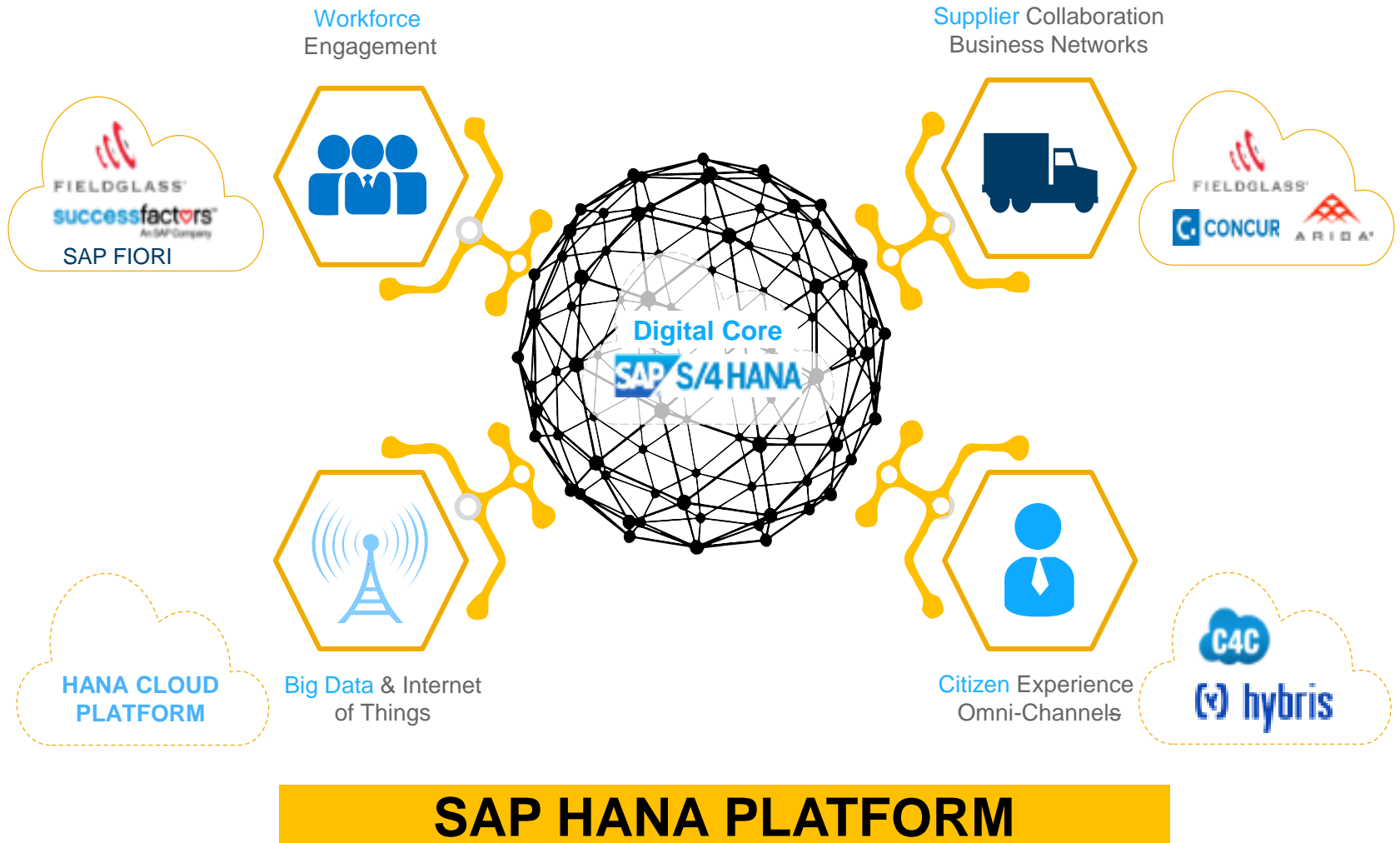
# RUN SIMPLE



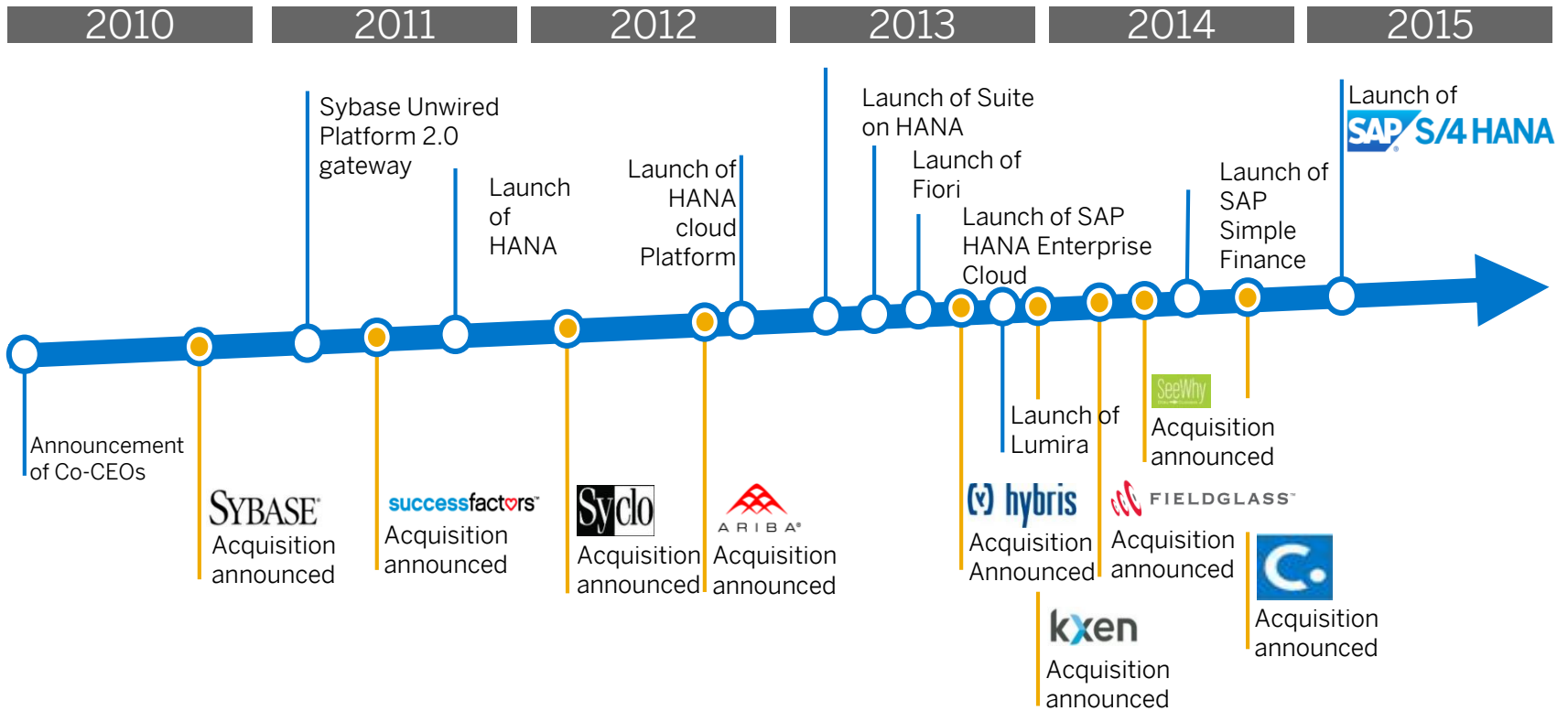
**Key Theme for Modernization of SAP at City of Toronto**

# SAP Framework for a Digital City

Adapting to the Digital Economy Requires a Simple and Powerful Strategy Framework



# SAP Acquisition Roadmap





# How We Began - Executive Innovation Day, April 2015

AGENDA – Simplify & Innovate with SAP
Welcome & Opening Liz Hanson, Ian Amos
Introduction from City of Toronto Rob Meikle
Global Direction of SAP Bob Elliott
SAP's New User Experience Patrick Colucci
Simple Finance & Finance Roadmap Chantal Rivard
Human Capital Management Roadmap Mohammed Yusuf
Break
Business Analytics and Direction (HANA) Alp Kaya, Anthony Robinson
Simplify To Innovate With SAP & Next Steps Lance Blalas
SAP Enterprise Support Michael Untersberger
Closing Remarks Liz Hanson

Useful Link for SAP Product Availability Matrix – to find out details about SAP product versions/availability/maintenance dates/upgrade paths: [www.service.sap.com/sap/support/pam](http://www.service.sap.com/sap/support/pam)



**SAP Canada Account Team**

**Bob Elliott – Managing Director, SAP Canada**  
**Liz Hanson – Account Executive**  
**Lance Blalas – Principal, Value Engineering**  
**Ian Amos – Customer Solution Director**  
**Tyler Felber – Account Executive, SuccessFactors**  
**Russell Less – Account Executive, Analytics**  
**Ryan Wires – Account Executive, DB & Technology**  
**Sarah Corkery – Testing Tools**  
**Simi Kumar – Learning**  
**Megan Liu – Client Partner, Services**  
**Michael Untersberger – Enterprise Support**

**SAP Canada Solutions Team**

**Patrick Colucci**  
**Chantal Rivard**  
**Mohammed Yusuf**  
**Alp Kaya**  
**Anthony Robinson**

**City of Toronto**

Executive Roadmap Session with SAP

Agenda  
April 2015

Contact SAP Canada: [Liz.Hanson@SAP.com](mailto:Liz.Hanson@SAP.com)

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# SAP Account Team for The City of Toronto

## Core Team and Extended Team That Engaged on the Collaborative Value Assessment

### SAP Team

Name	Title
<b>Executives Involved</b>	
John Graham	Managing Director, SAP Canada
Leagh Turner	Chief Operating Officer, SAP Canada
Arthur Gitjan	Chief Financial Officer, SAP Canada
Randy Lenaghan	Senior Vice President Sales, SAP Canada
Susan Cook	VP, Public Sector, Canada
<b>Core Account Team</b>	
Liz Hanson	Senior Account Executive
Ian Amos	Customer Solution Director, Presales
Lance Bialas	Principal, Value Engineering, SAP Canada
Mario Caron	Client Partner, SAP Services
Graham Stott	Delivery Executive, SAP Services
Michael Untersburger	Delivery Support Executive
<b>Line of Business Sales Team</b>	
Colin Maguire	Senior Account Executive, SAP Procurement
Tyler Felber	Human Capital Management Account Executive
Ryan Wires	Account Executive, Database & Technology
Simi Kumar	Enablement Executive
Jordan Buck	Quality Assurance Services
<b>Solution Experts</b>	
Anthony Robinson	Director, Platform & Technology Solutions
Scott Dillon	Director, SAP Architecture
Pierre Lamarre	Senior Director, Presales
Robert Nielson	Procurement Consultant
Chantal Rivard	Financial Solutions Engineering Consultant
Alp Kaya	Database and Technology
Norman Soley	Enterprise Architect
Mohamed Yusuf	Human Capital Management
Frederic Pepin	Enterprise Architect
Patrick Colucci	User Experience Specialist
Michael Marcotte	Real Estate Solution Engineering, SAP Americas

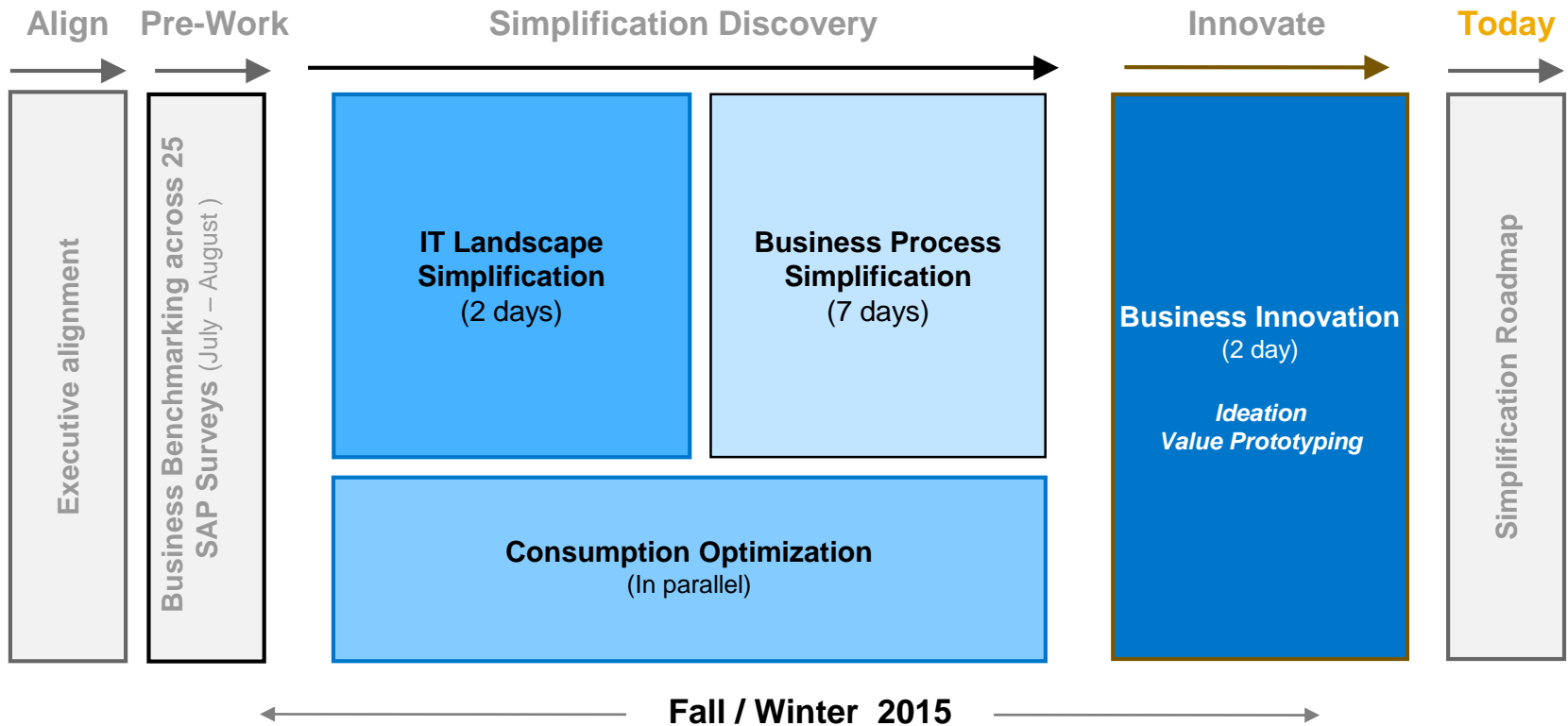
Name	Title
<b>Additional Services Team</b>	
Chris Crone	Client Partner, HANA
Francis Beausoleil	Account Executive, HANA Enterprise Cloud
Paul Smith	VP, SAP Services
Kim Cybulski	HANA Delivery Manager
Robert Hernandez Jr.	Head of North America HANA Delivery, Americas
Arif Virani	Service Quality Director
Todd Laedtke	Solution Lead, Public Sector
Haran Vinayagalingam	SAP Consultant
Fawaz Al-Nouri	SAP Consultant
Larry Labeledz	Business Transformation Services (HCM)
Daniel LoPolito	Business Transformation Services (Procurement)
Andrew Leblanc	Business Transformation Services (Procurement)
Stephen George	SAP Finance Consultant
Nils Kronenburg	Business Process Senior Consultant
<b>Additional Key Resources</b>	
Jonathan Wingerd	HANA Ambassador, SAP Americas
Paul O'Sullivan	Solution Expert, Citizen Services Industry Solutions
John Sullivan	Data Scientist, SAP Americas
Nils Kronenberg	Real Estate Developer, SAP Global Labs
Yokie Cahyadi	Finance Expert, SAP Canada
Sentayehu Belay	Developer, SAP Canada Labs
Shing Trinh	Developer, SAP Canada Labs
Mohammed Yusuf	Human Resources Solution Architect, SAP Canada
Lorna Stearns	Principal, Human Resources, Value Engineering
Nate Moon	Director, Procurement, Value Engineering
Holly Kallmeyer	Sumer Intern, Value Engineering
Ava Yazdani	SAP Academy Account Executive



## **City of Toronto and SAP Collaboration Overview**

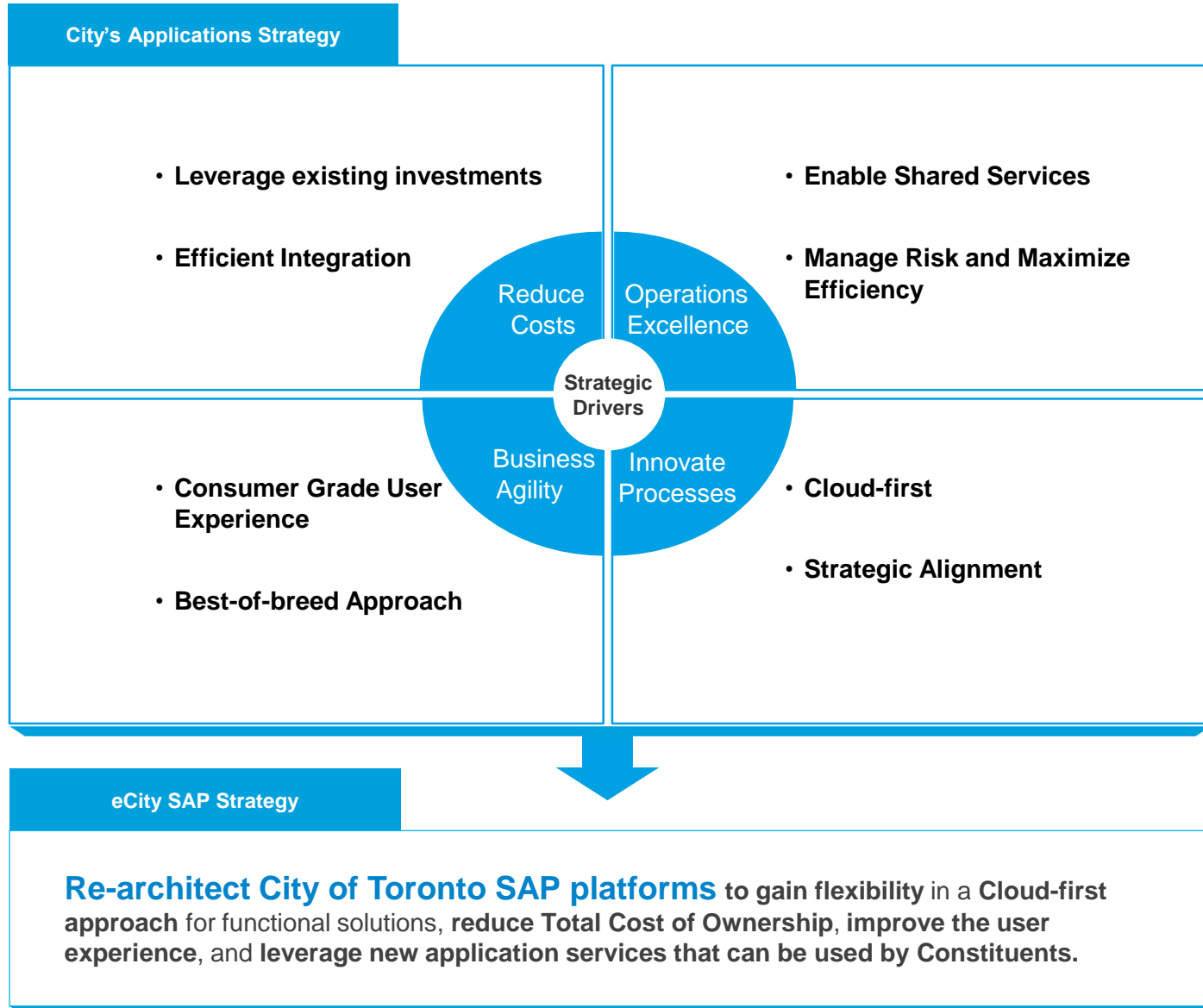
# The eCity Collaborative Value Assessment Process

Final Report Targeted for January 2016



# City of Toronto Goals and Technology Strategy

## Guiding the eCity Modernization Engagement and Future Direction of SAP



# 12 Pillars of Focus for the Discovery Workshops

Improve Access to Government Services	Improve Decision Making Support	Improve Workforce Capabilities	Improve Business Processes
<p>Online Service Delivery</p> <p>Case Management</p> <p>Open Government</p> <p>Social Networking and Collaboration</p>	<p>Information Management and Business Intelligence</p>	<p>Time, Attendance and Payroll transformation</p> <p>Human Resource Transformation</p> <p>Employee Productivity</p>	<p>Project Management</p> <p>Work and Asset Management Transformation</p> <p>Finance Transformation</p> <p>Procurement and Supply Chain</p>



## Functional Area Strategy and Roadmap

- Finance / Real Estate
- Human Resources / Payroll
- Procurement / Supply Chain
- Information Technology / Business Intelligence
- Mobile Applications / eCity Constituent



## **Finance / Real Estate Strategy and Roadmap**



# Key Findings and Decisions that Guide eCity Strategy:

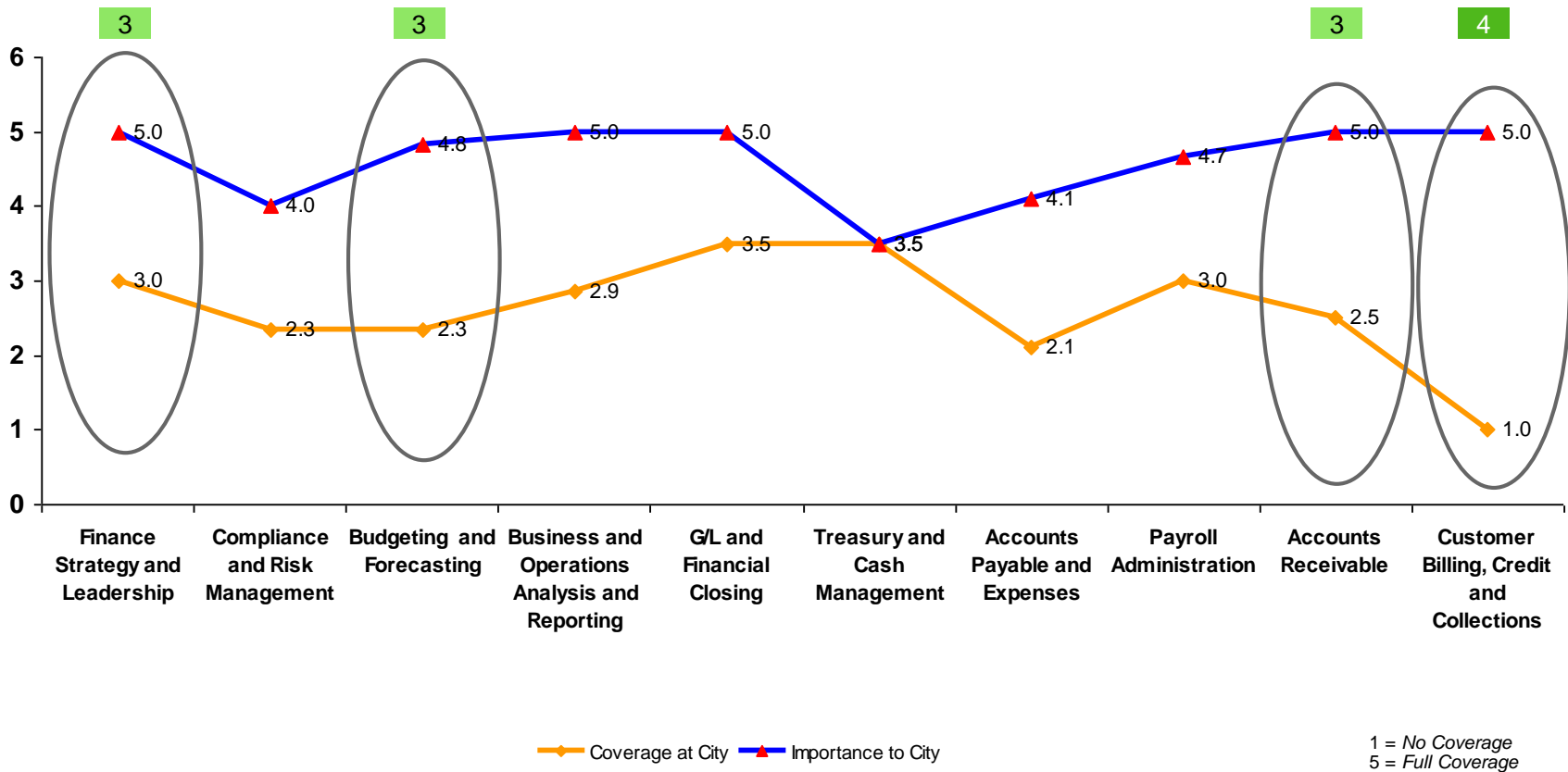


Focus Area	Key Findings	Business Process & Best Practice Gap	Recommendations						
Finance Process	<p>Overall team works in a silo approach.</p> <p>Core SAP fields and enhancements are not being leveraged.</p> <p>Numerous offline processes are in place; creating risk and manual effort. Usability challenges drive some to work around and not with the system.</p> <p>Ultimately, delays decision making and causing excessive fact findings by executives at the City: drive by dated Enterprise Performance Management technology</p>	<p><b>Business Process</b> #</p> <table border="1"> <tr> <td data-bbox="910 366 1197 466">City Billing , Credit &amp; Collections</td> <td data-bbox="1197 366 1257 466">4</td> </tr> <tr> <td data-bbox="910 478 1197 579">Accounts Receivable</td> <td data-bbox="1197 478 1257 579">3</td> </tr> <tr> <td data-bbox="910 591 1197 691">Finance, Strategy &amp; Leadership</td> <td data-bbox="1197 591 1257 691">3</td> </tr> </table> <p><i>See Appendix for best practices that have been identified as priorities.</i></p>	City Billing , Credit & Collections	4	Accounts Receivable	3	Finance, Strategy & Leadership	3	<p>Measure, monitor, control and predict City performance with full enterprise performance management SAP enabled solution.</p> <p>Begin by establishing full visibility and control of cash, treasury investments and risk functions with SAP Simple Finance upgrade.</p> <p>Standardize and automate financial operations and transactional processes through the Finance Shared Service Framework.</p> <p>Streamline financial closing and reporting processes.</p>
City Billing , Credit & Collections	4								
Accounts Receivable	3								
Finance, Strategy & Leadership	3								

# City of Toronto Self Assessment of Best Practices Coverage v. Importance For Finance



City of Toronto Best Practice Importance Compared to Coverage from I.T. Solutions



## Discovery Workshop Feedback: Finance / Real Estate

“We need SAP to be transformed to reduce key strokes and other processes that eat time when using it”

*SAP Benchmarking Survey*

“We do not have the functionality today to see digital online floorplans for our facilities...Allocating costs for common areas and department splits on floors is a difficult process today.”

*Discovery Workshop*

“We need a link to a data warehouse so that we can track none financial benefits as well as financial from development – Section 37 and 45 benefits like number of trees to be planted – need to be able to link dollars to other benefits from the same development agreement”

*SAP Benchmarking Survey*

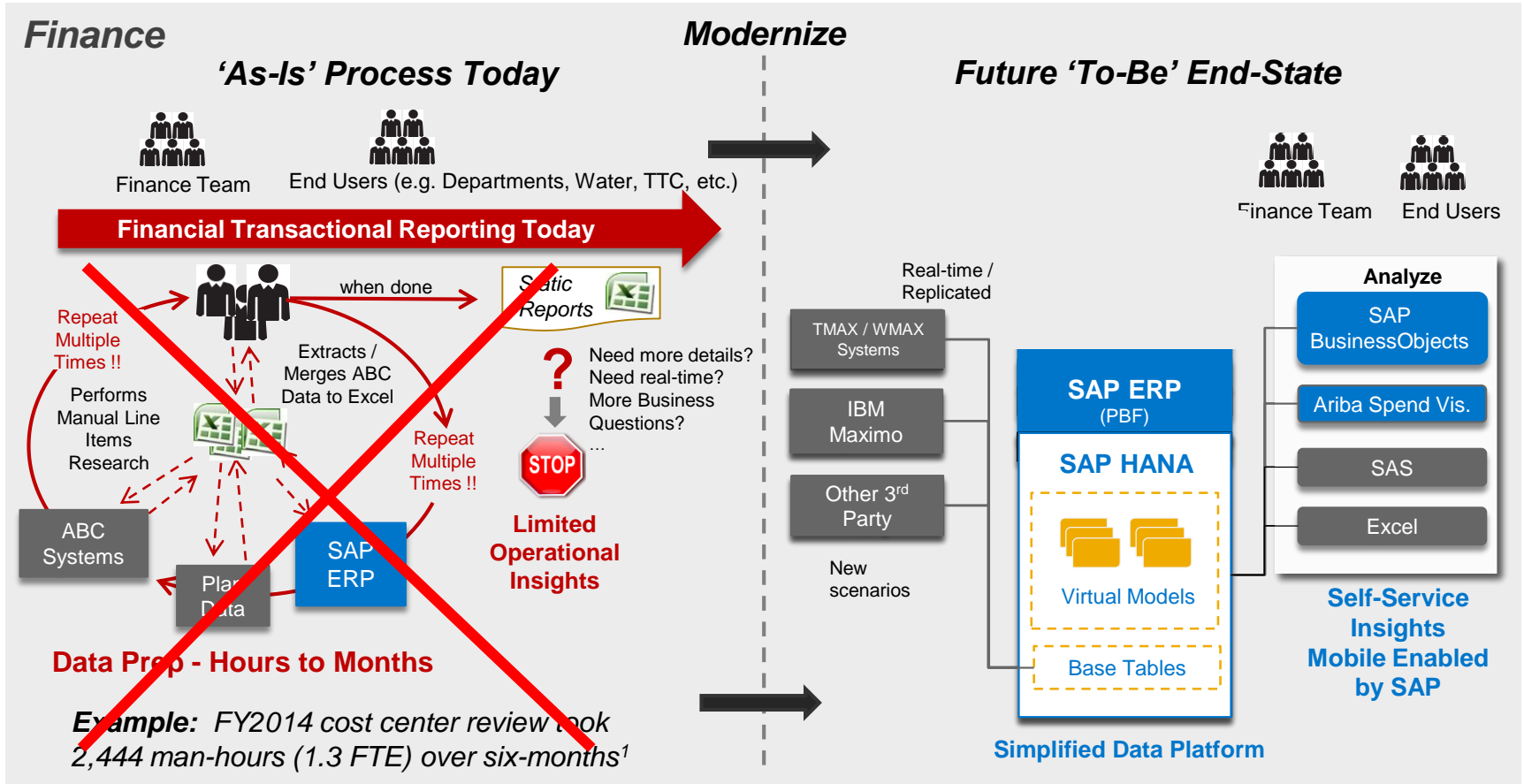
“We need to be able to encumber reserve and reserve funds so that the same monies are not spent more than once

*Discovery Workshop*

# Why did City of Toronto and SAP Collaborate on this CVA?

## Challenges Today for 'Off-line Process' and Insight Value Potential

Today ➔ Tomorrow



### Value Potential with HANA Approach

- ✓ Reduce manual data preparation and reconciliation processes
- ✓ Reduced reliance on "data garages" or additional excel sheets
- ✓ Supports SAP and non-SAP data sources (e.g. TMAX, WMAX, Kronos, etc.) reducing Total Cost of Ownership
- ✓ Aligns with broader SAP Modernization strategy

# The SAP Finance Value Map

## Creating value through the Finance organization



**“Measure, monitor, control and predict City performance”**

**“Establish full visibility and control of cash, treasury investments and risk”**

**“Standardize and automate financial operations and transactional processes”**

**“Streamline financial closing and reporting process”**

**“Assess risk with insight to support immediate remediation activities”**

Financial Planning and Analysis (PBF)

Treasury and Financial Risk Management

Collaborative Finance Operations

Accounting and Financial Close

Manage Risk and Compliance and Audit

**Business Insights and Prediction**

Develop and Translate Strategy\* 2

Planning, Budgeting and Forecasting 2

Profitability and Cost Analysis\* 0

Capital Budgeting 2

Revenue Budgeting 1

Payments and Bank Communications 3

Cash and Liquidity Management 1

Debt and Investments Strategies\* 1

Financial Risk Management 1

Commodity Risk Management\* NA

Receivables Management 3

Real Estate Management 1

Finance Shared Services\* 1

Travel Management 0

Collaborative Invoice to Pay\* 4

Accounting 3

Entity Close\* 2

Corporate Close 2

Disclosure\* 0

Financial Close Governance\* 0

Enterprise Risk Management\* 1

Controls, Compliance, and Access Management 3

International Trade Management\* NA

Fraud Management\* 0

Audit Management\* 2



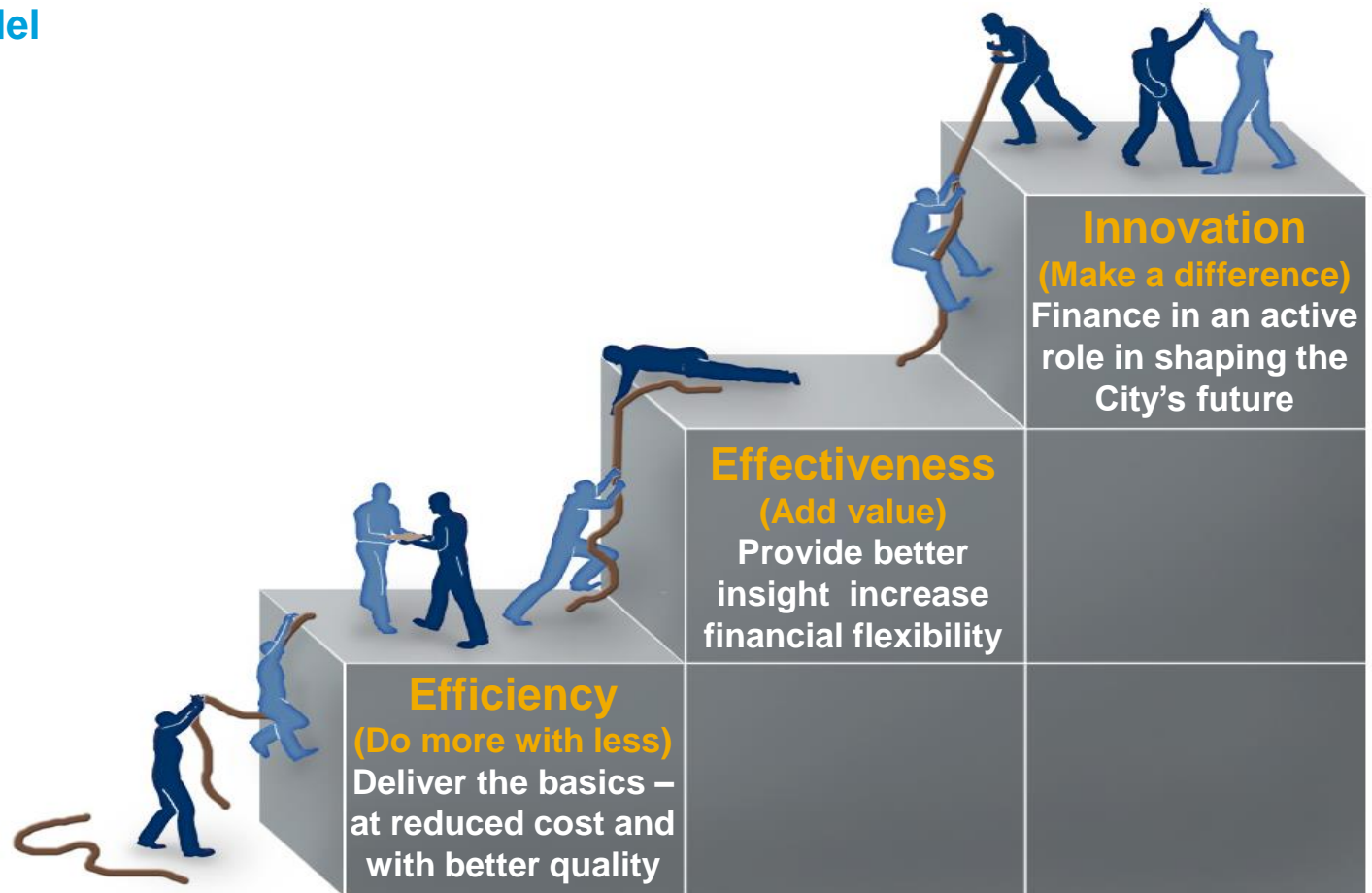
**SAP Platform**



\* City does not hold SAP Solution License

# Finance as an eCity Business Partner – Strategies for Finance excellence

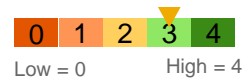
## Finance Transformation 3-phased Model





## **Human Resources / Payroll Strategy and Roadmap**

# Key Findings and Decisions that Guide eCity Strategy:



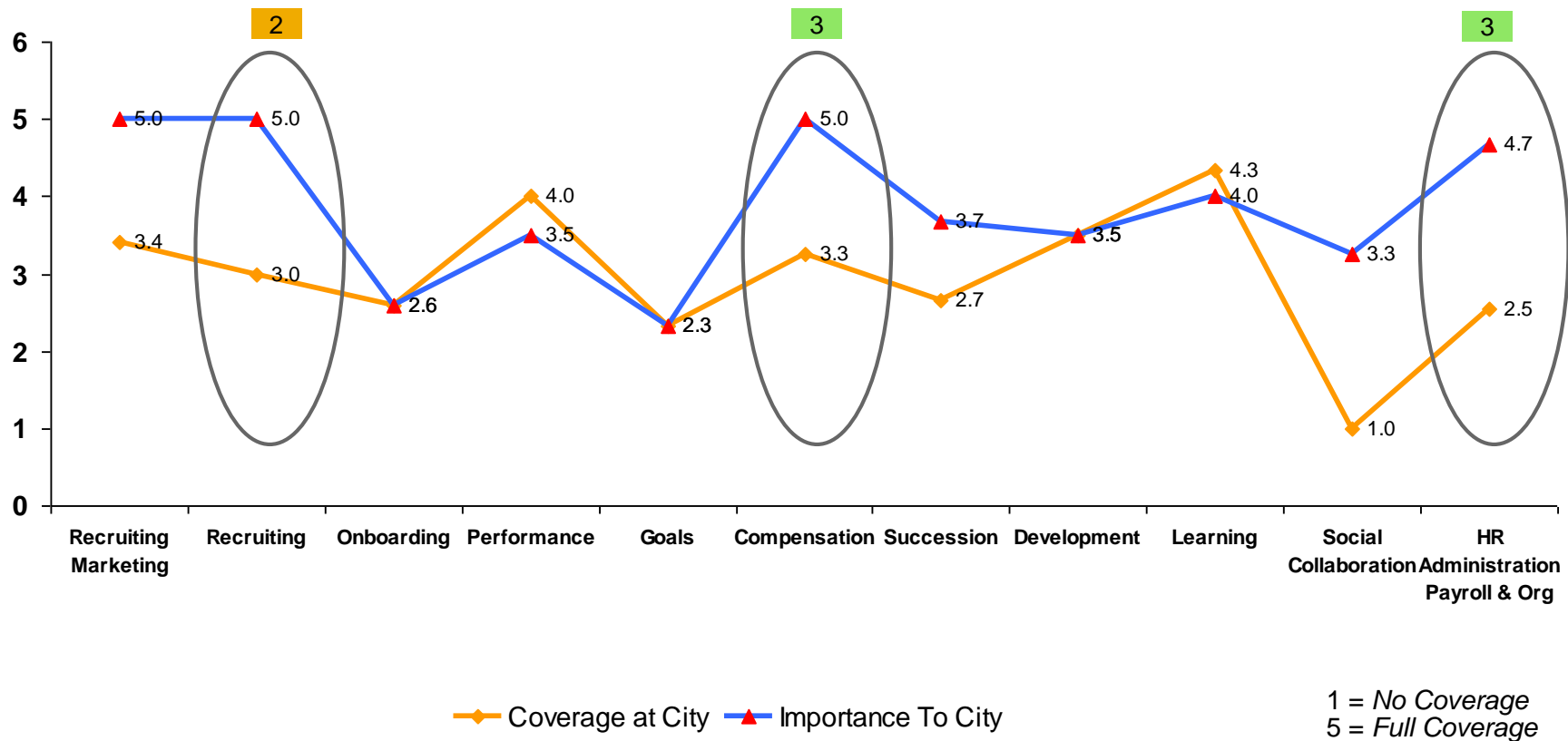
Focus Area	Key Findings	Business Process & Best Practice Rank	Recommendations
<p><b>Human Resources &amp; Payroll Processes</b></p>	<p>50% projected workforce will retire over next decade. No end-to-end integrated centralized process for HR enabled by technology.</p> <ul style="list-style-type: none"> <li>• Org Management →</li> <li>• Recruitment →</li> <li>• Talent Management →</li> <li>• Performance Mgmt. →</li> <li>• Succession Planning</li> </ul> <p>The City owns much of the Human Capital Management (HCM) solutions from SAP that are being duplicated/enhanced with 8 non-SAP HCM software solutions.</p> <p>A centrally enabled HCM solution could enable in excess of \$15 Million in annual savings; 44 divisions maintain their own core HR data at The City today.</p>	<div style="display: flex; flex-direction: column; align-items: center;"> <div style="display: flex; align-items: center; margin-bottom: 5px;"> <div style="background-color: #0056b3; color: white; padding: 5px 10px; border-radius: 3px;">Social Collaboration</div> <div style="margin-left: 10px; background-color: #90ee90; padding: 2px 5px; border-radius: 3px;">3</div> </div> <div style="display: flex; align-items: center; margin-bottom: 5px;"> <div style="background-color: #0056b3; color: white; padding: 5px 10px; border-radius: 3px;">HR Administration &amp; Payroll</div> <div style="margin-left: 10px; background-color: #90ee90; padding: 2px 5px; border-radius: 3px;">3</div> </div> <div style="display: flex; align-items: center; margin-bottom: 5px;"> <div style="background-color: #0056b3; color: white; padding: 5px 10px; border-radius: 3px;">Recruiting</div> <div style="margin-left: 10px; background-color: #90ee90; padding: 2px 5px; border-radius: 3px;">3</div> </div> <div style="display: flex; align-items: center;"> <div style="background-color: #0056b3; color: white; padding: 5px 10px; border-radius: 3px;">Succession</div> <div style="margin-left: 10px; background-color: #ffd700; padding: 2px 5px; border-radius: 3px;">2</div> </div> </div> <p style="margin-top: 20px;"><i>See Appendix for best practices that have been identified as priorities.</i></p>	<p>The City of Toronto should implement more standard SAP functionality to eliminate labour intensive, paper based processes.</p> <p>The City of Toronto should invest heavily into customization and extension of the 8 non-SAP HCM software solutions or evaluate using SAP HCM/ Success Factors functionality (being used by TTC).</p> <p>Explore 'SAP HR Shared Services framework' solution to support an eCity process transformation.</p>



# City of Toronto Self Assessment of Best Practice Coverage v. Importance For Human Resources / Payroll

Human Resources / Payroll

City of Toronto Best Practice Importance Compared to Coverage from I.T. Solutions



## Discovery Workshop Feedback: Human Resources / Payroll

“Managing the recruiting process with the existing solution driven by off-line templates is a time intensive, manual process. Departments like Parks & Recreation drive the hiring process with their internal team. ”

*Discovery Workshop*

“The payroll calculation is complex as it has concurrent employment, multiple union agreements and is therefore a special case used in public sector. ”

*Discovery Workshop*

“Demographics: average age is 53 for managers. 50% are reaching vested pension in the next few years. We need to focus on Succession Planning for management.”

*Discovery Workshop*

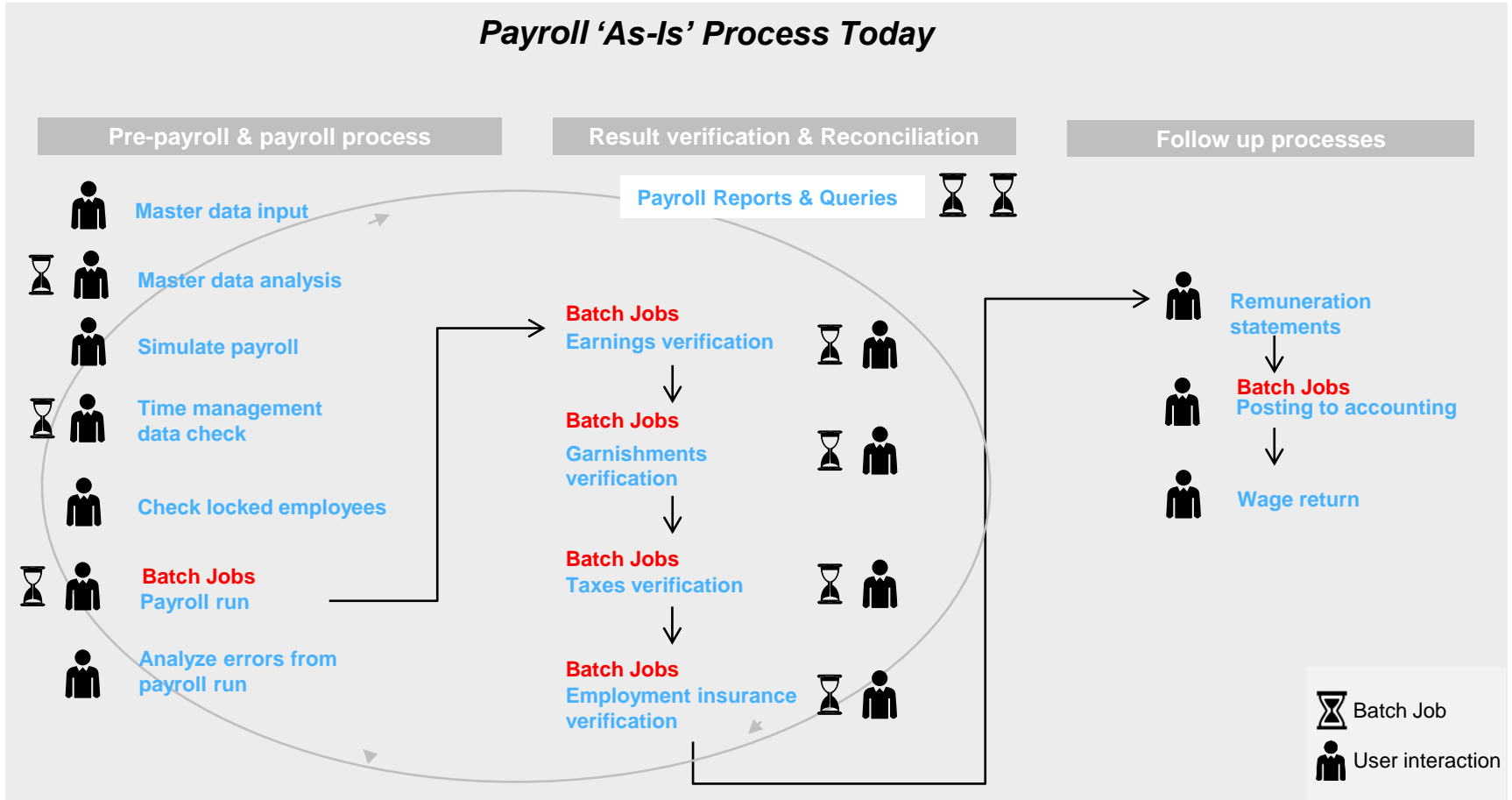
“Personnel Administration leverages manual forms used to process HR actions. Time Collection and Payroll requires multiple manual and automated disparate systems involved in time collection and leave. We have a Kronos project underway to address this”

*Discovery Workshop*


# Why did City of Toronto and SAP Focus on this process?

## Challenges Today for 'Complex Payroll Process' with Manual Intermediation

Today 



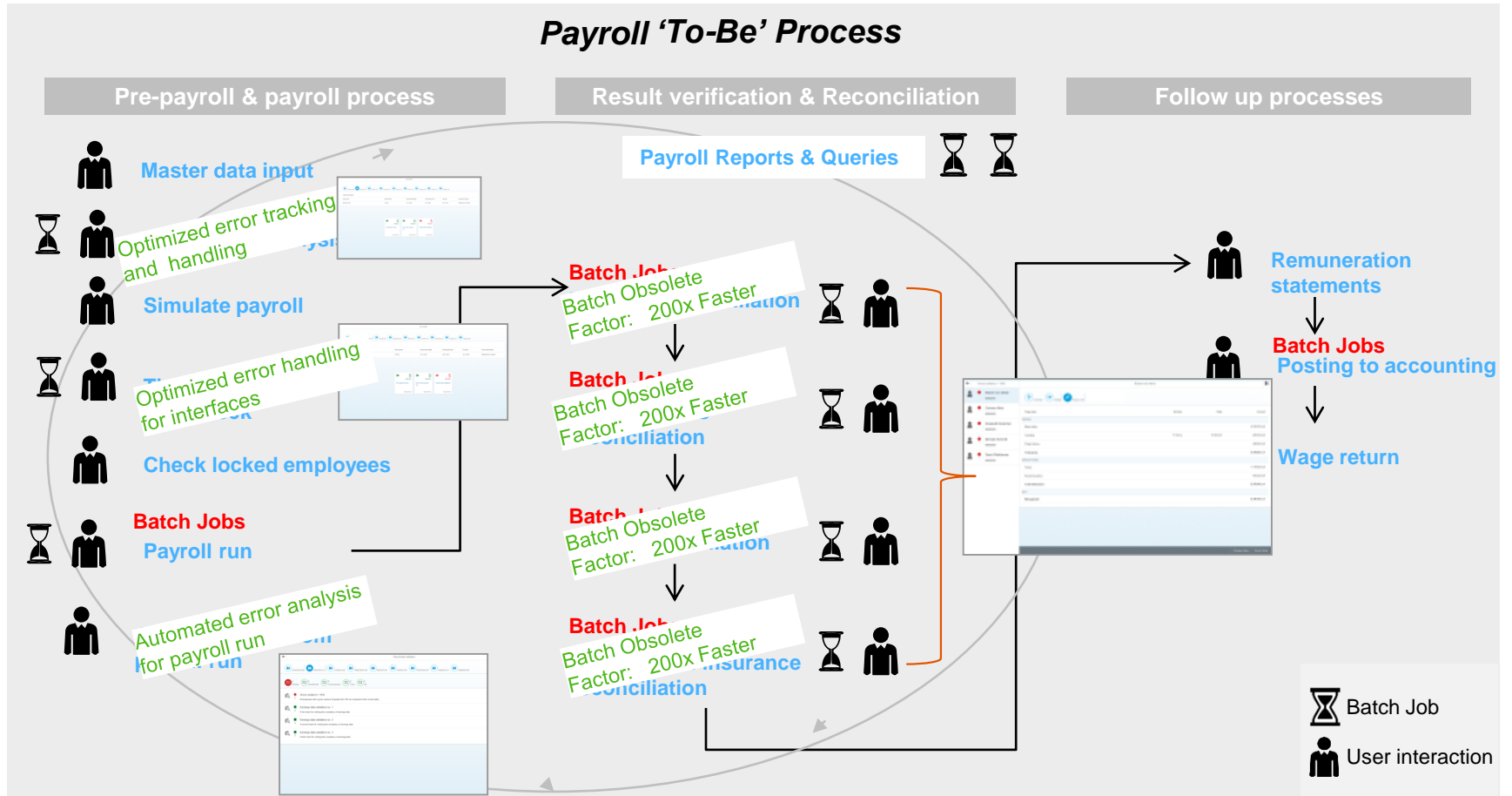
### Issues/Challenges

 Total elapsed time is many days in which most time is spent on analyzing payroll data which is scattered over different reports. Many of these reports run over-night in batch processes which increases the end-to-end payroll cycle time

# Why did City of Toronto and SAP Collaborate on this CVA?

## Value Potential to simplify the Payroll Process

Today  Tomorrow



### Value Potential with SAP Recommended Approach

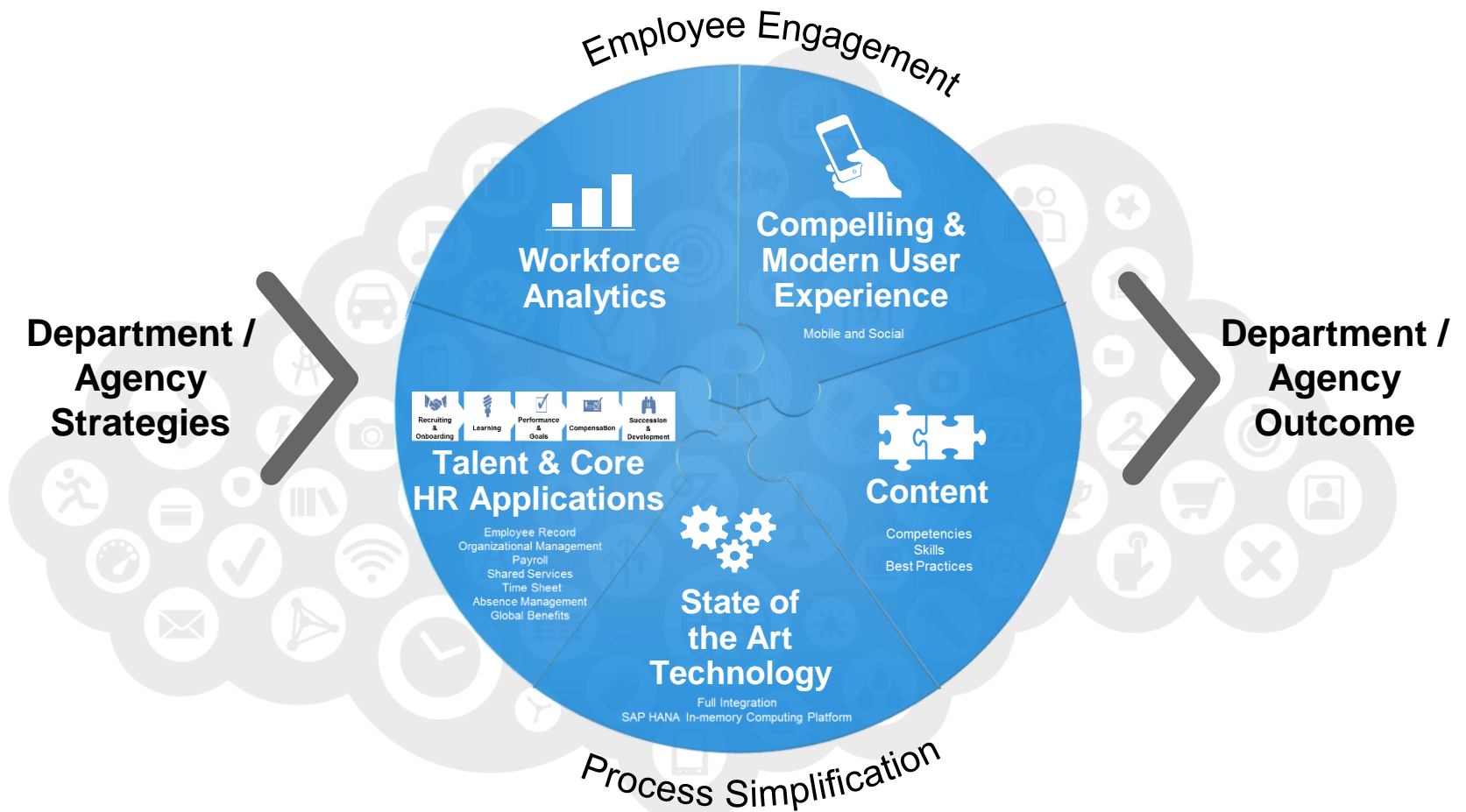
✓ Fundamentally new approach in which potential issues are pointed out in real-time by the application rather than business users digging through information and trying to find issues

✓ Reduce manual data preparation and reconciliation processes

**200x**

Faster data analysis on SAP HANA compared to a traditional database.

# Human Resources / Payroll as an eCity Business Partner – Strategies for People Excellence





## **Procurement / Supply Chain Strategy and Roadmap**

# Key Findings and Decisions that Guide eCity Strategy:

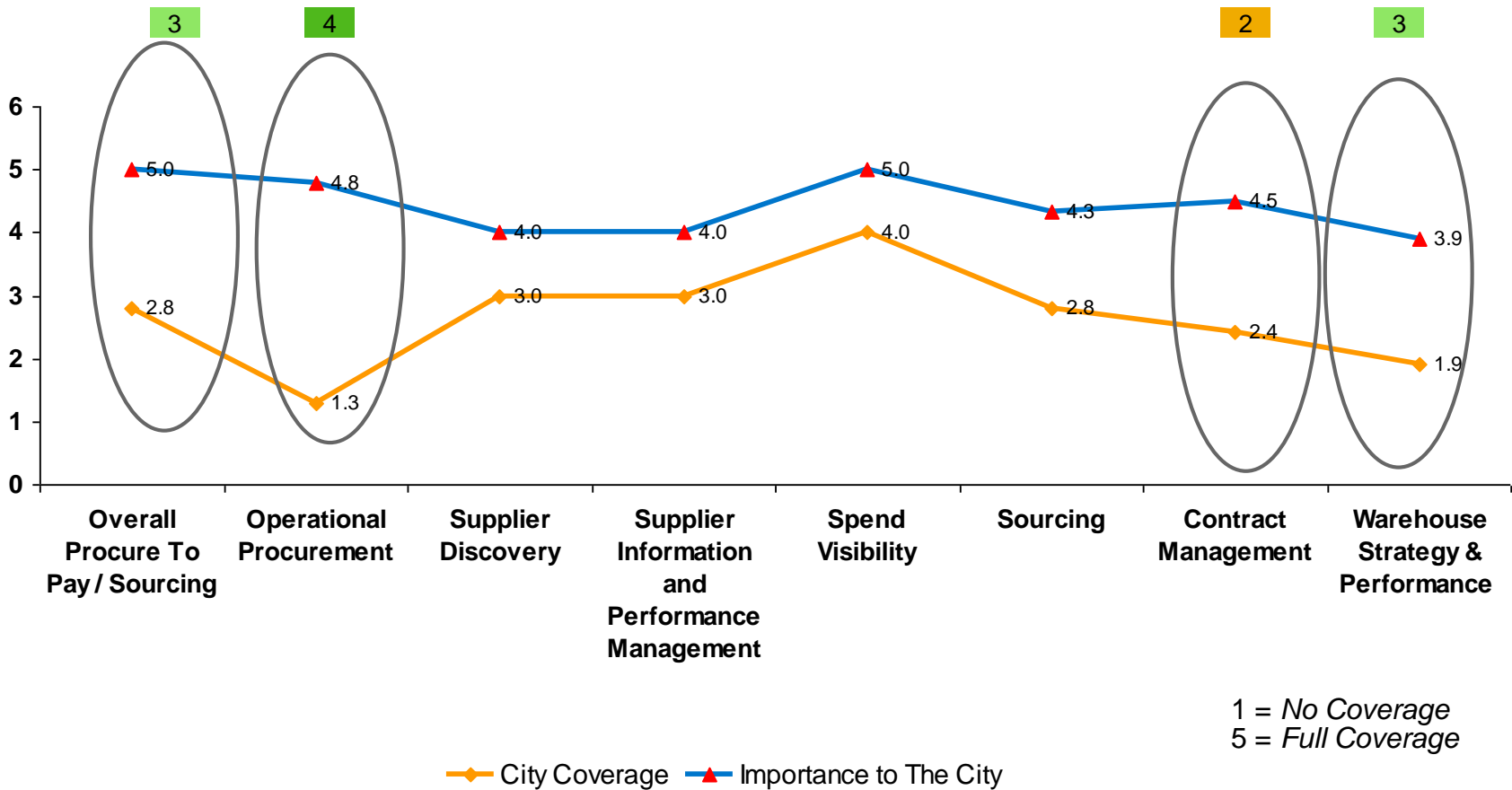


Focus Area	Key Findings	Business Process & Best Practice Rank	Recommendations								
<p><b>Procurement &amp; Supply Chain</b></p>	<p>No end-to-end integrated centralized process for Procurement enabled by technology.</p> <ul style="list-style-type: none"> <li>• Source →</li> <li>• Request to Buy →</li> <li>• Invoice &amp; Pay →</li> <li>• Allocate &amp; Reconcile →</li> <li>• Analyze &amp; Improve</li> </ul> <p>The City has already explored the SAP solutions for Procurement in great detail.</p> <p>A centrally enabled Procurement solution could enable in excess of \$25 Million in annual savings. Additional savings in excess of \$25 Million annually should be explored through consolidation and automation of warehouses (TTC, Police, City etc).</p>	<table border="1"> <tr> <td data-bbox="880 311 1190 418">Operational Procurement</td> <td data-bbox="1190 311 1324 418">4</td> </tr> <tr> <td data-bbox="880 418 1190 526">Procure To Pay</td> <td data-bbox="1190 418 1324 526">3</td> </tr> <tr> <td data-bbox="880 526 1190 634">Contract Management</td> <td data-bbox="1190 526 1324 634">2</td> </tr> <tr> <td data-bbox="880 634 1190 742">Warehouse &amp; Stores</td> <td data-bbox="1190 634 1324 742">3</td> </tr> </table> <p><i>See Appendix for best practices that have been identified as priorities.</i></p>	Operational Procurement	4	Procure To Pay	3	Contract Management	2	Warehouse & Stores	3	<p>The City of Toronto should continue on the identified path of introducing the SAP Ariba solution to standardize all procurement processes.</p> <p>Improving and automating the Procurement process will bring the largest payback to the City, so it should be the key focus area for 2016.</p> <p>Explore a Shared Services Procurement offered centrally for Agencies, Boards &amp; Commissions to support the eCity process transformation.</p>
Operational Procurement	4										
Procure To Pay	3										
Contract Management	2										
Warehouse & Stores	3										

# City of Toronto Self Assessment of Best Practice Coverage v. Importance For Procurement / Supply Chain

Procurement / Supply Chain

City of Toronto Best Practice Importance Compared to Coverage from I.T. Solutions





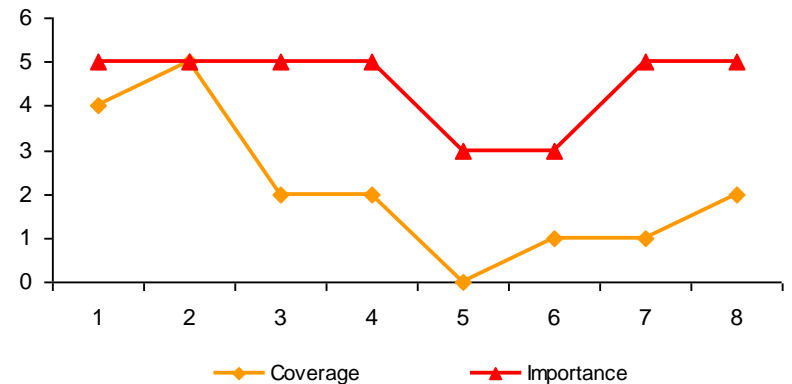
# Contract Management Best Practices

## Best Practice Listing

- |   |   |
|---|---|
| 1 | Longer term contracts are managed for strategic spend   |
| 2 | Suppliers have the ability to view contracts and complex terms and conditions for accurate contract management and negotiation        |
| 3 | System provides guided contract document authoring supported by wizard-based interface with pre-negotiated clauses and text templates |
| 4 | <b>The organization has a single, centralized electronic repository of supplier contracts</b>   |
| 5 | Contract management system is integrated with e-RFX/e-Auction system to pre-populate relevant information into the contract           |
| 6 | The organization has ability to share contracts with employees and suppliers for collaboration i.e., red-lining, versioning, etc.     |
| 7 | Contract compliance is directed, or even mandated by system controls  |
| 8 | Stakeholders have access to accurate and timely reporting of contract compliance to catch maverick activity                           |

## Best Practice Ranking

1 = No Coverage  
5 = Full Coverage



## Discovery Workshop Feedback: Procurement / Supply Chain

“The main problem is in our purchasing process approach, we don’t have common processes across the city”

*Discovery Workshop*

“Currently the individual departments are experiencing a manual complicated process when trying to acquire standard operational materials”

*PMMD*

“Pick, Pack and Ship - (if we don’t have stock which we don't check until we have to pick) we literally take that piece of paper, we don't have pick sheets, and take customer order and wander around the warehouse”

*Discovery Workshop*

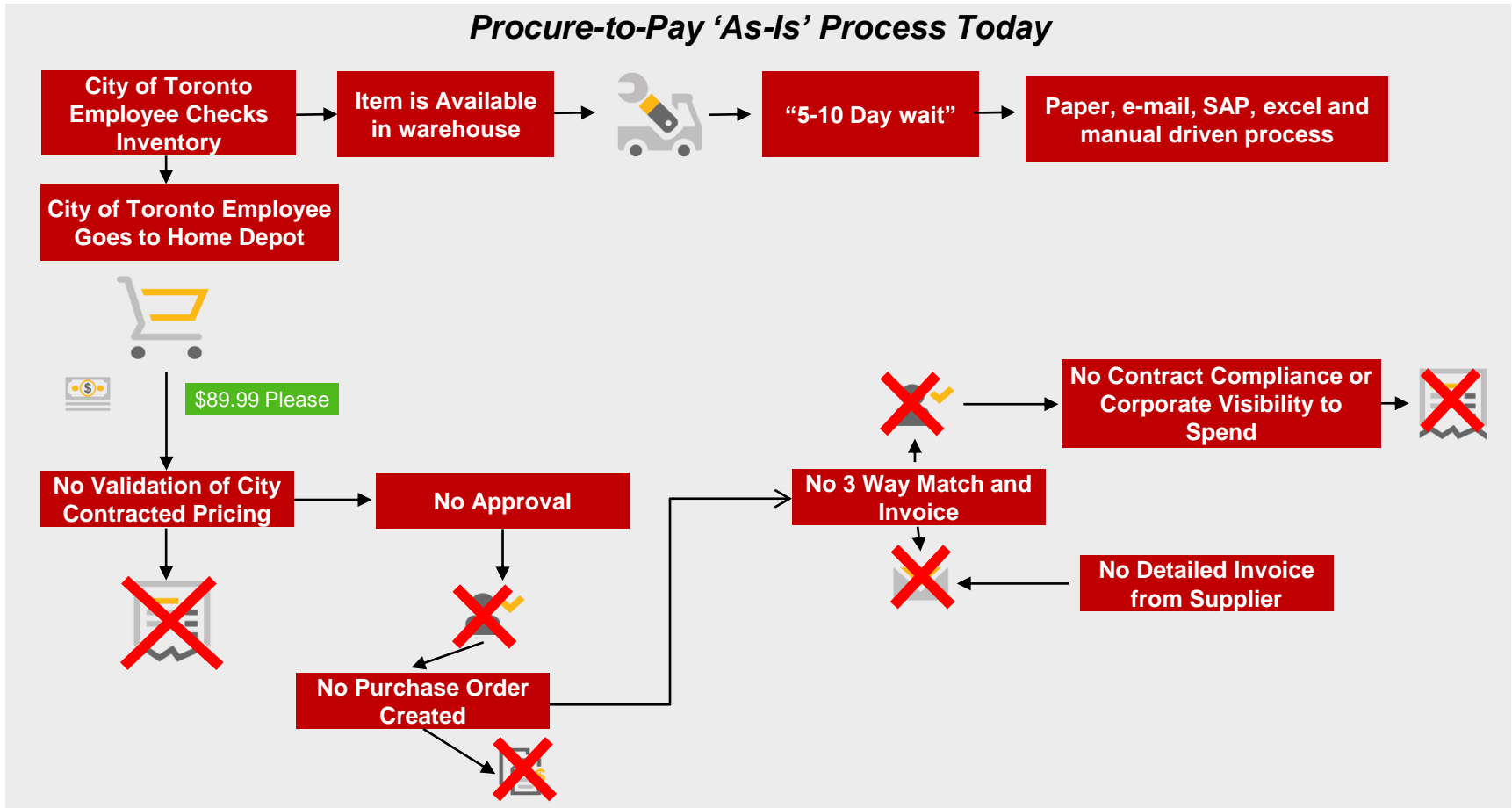
“If we don’t have a material master code and we're not tracking all activity against that then we're never going to know if we're trending by that service, and if we're trending better or not”

*Finance*


# Why did City of Toronto and SAP focus on this process?

## Challenges Today For “Off-line Procure to Pay Process”

Today 



### Issues/Challenges

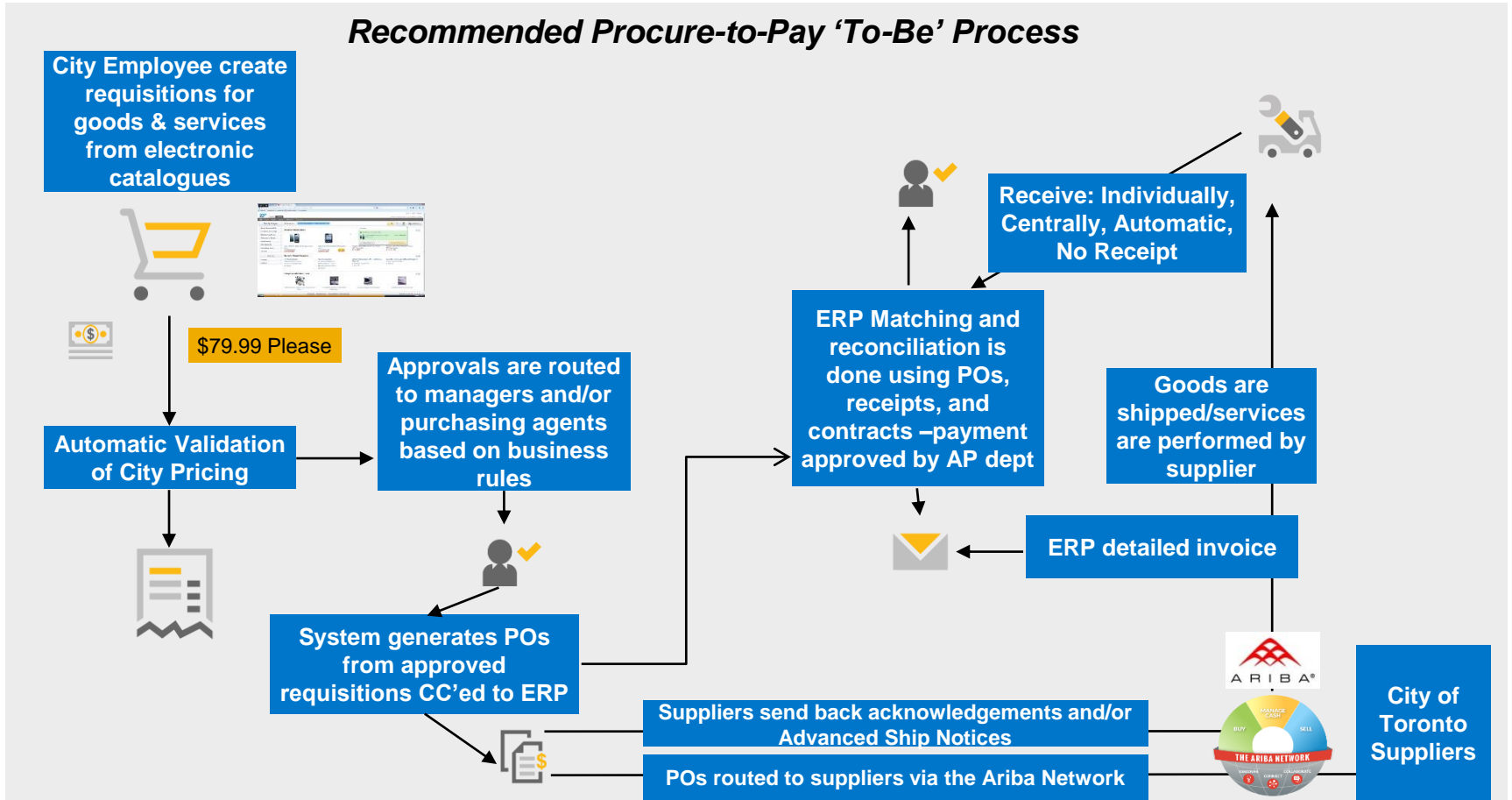
-  Results in Finance and PMMD efforts for compliance and reconciliation purposes spans weeks, in which most time is spent on analyzing paper invoices, scanned data, email trails multiple systems and memories. Field worker time spent shopping.

# Why did City of Toronto and SAP Focus on this process?

## Value Potential to Simplify The Payroll Process To Drive Value Insights



### Recommended Procure-to-Pay 'To-Be' Process



### Value Potential with SAP Recommended Approach

- ✓ Effectively deliver consistent savings, and reduce supplier risk
- ✓ Purchasing follows the City's process for compliance
- ✓ Reduce manual data preparation and reconciliation processes
- 200x** Faster data analysis on SAP HANA compared to a traditional database.

# Procurement / Supply Chain as an eCity Business Partner – Strategies for Process Excellence

Good business process is key for the success for any initiative. The following recommendations are areas where the City of Toronto indirect procurement teams can align with industry leading practices to maximize success.

Technology lays the foundation for scalable and supportable procurement practices. Through our collaboration planning process we identified the following technology recommendations.



## Experience

- Amazon.com-like user interface for requisitioning goods and services
- Self-service supplier portal for maintaining information and ongoing catalog maintenance
- Single indirect procurement platform across a Citywide supplier network
- Mobile support



## Visibility

- Agencies, Boards, and Commissions level analysis of procurement KPIs in real time
- Proactive alerts based on real-time data and procurement activity
- Visibility into inventory indirect activity to enable ongoing reduction of non-inventory items
- User and role-based dashboards with scheduled and ad hoc reports



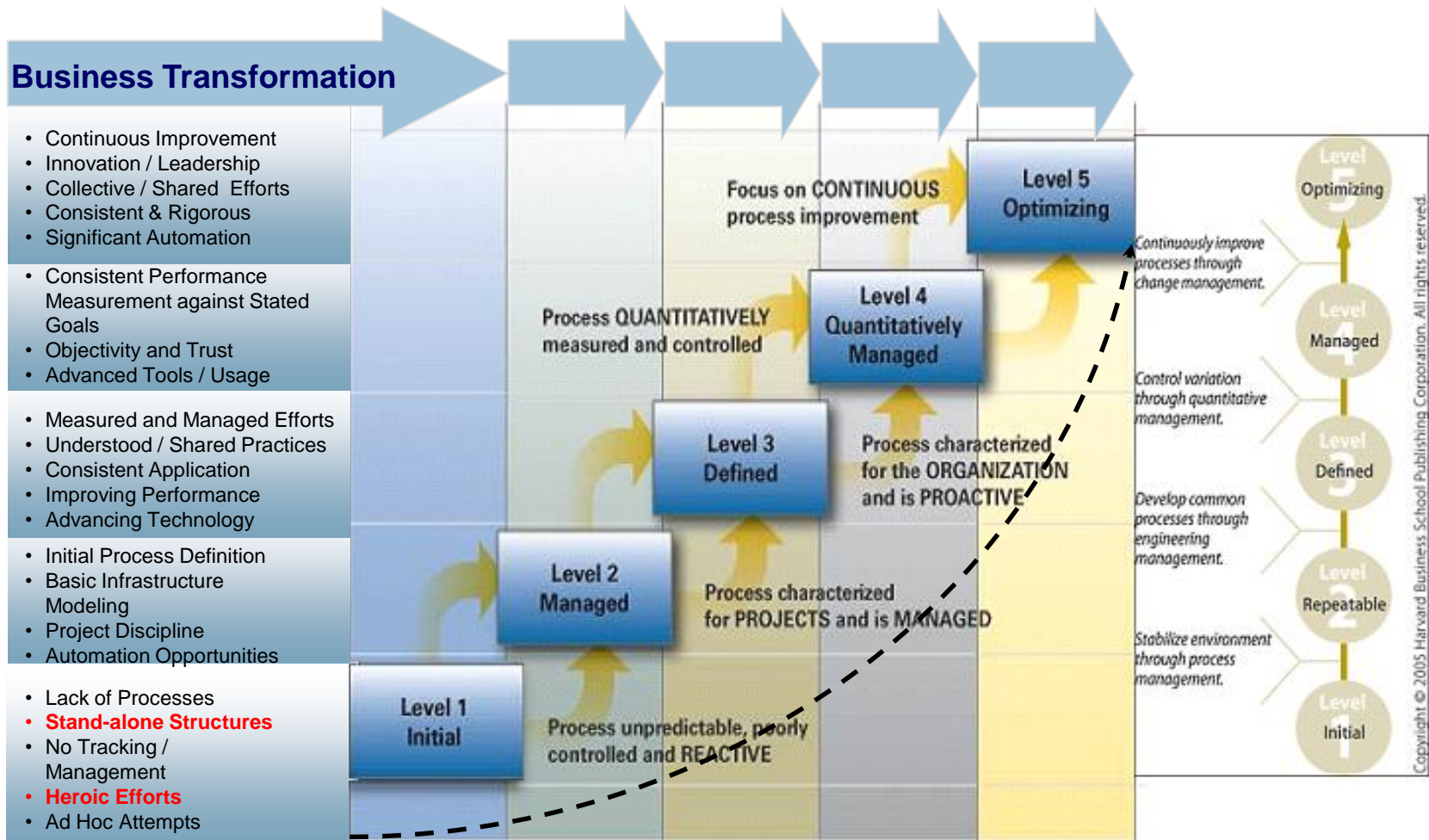
## Control

- Leverage a contract solution within requisition for leaner operations and grief elimination
- Global supplier network to automate the procurement process with City of Toronto suppliers
- Perfect PO and invoice for all regions, including electronic receipt, approval, and archiving
- Utilize the eBay Marketplace across the Ariba Network to reduce one-time-only suppliers



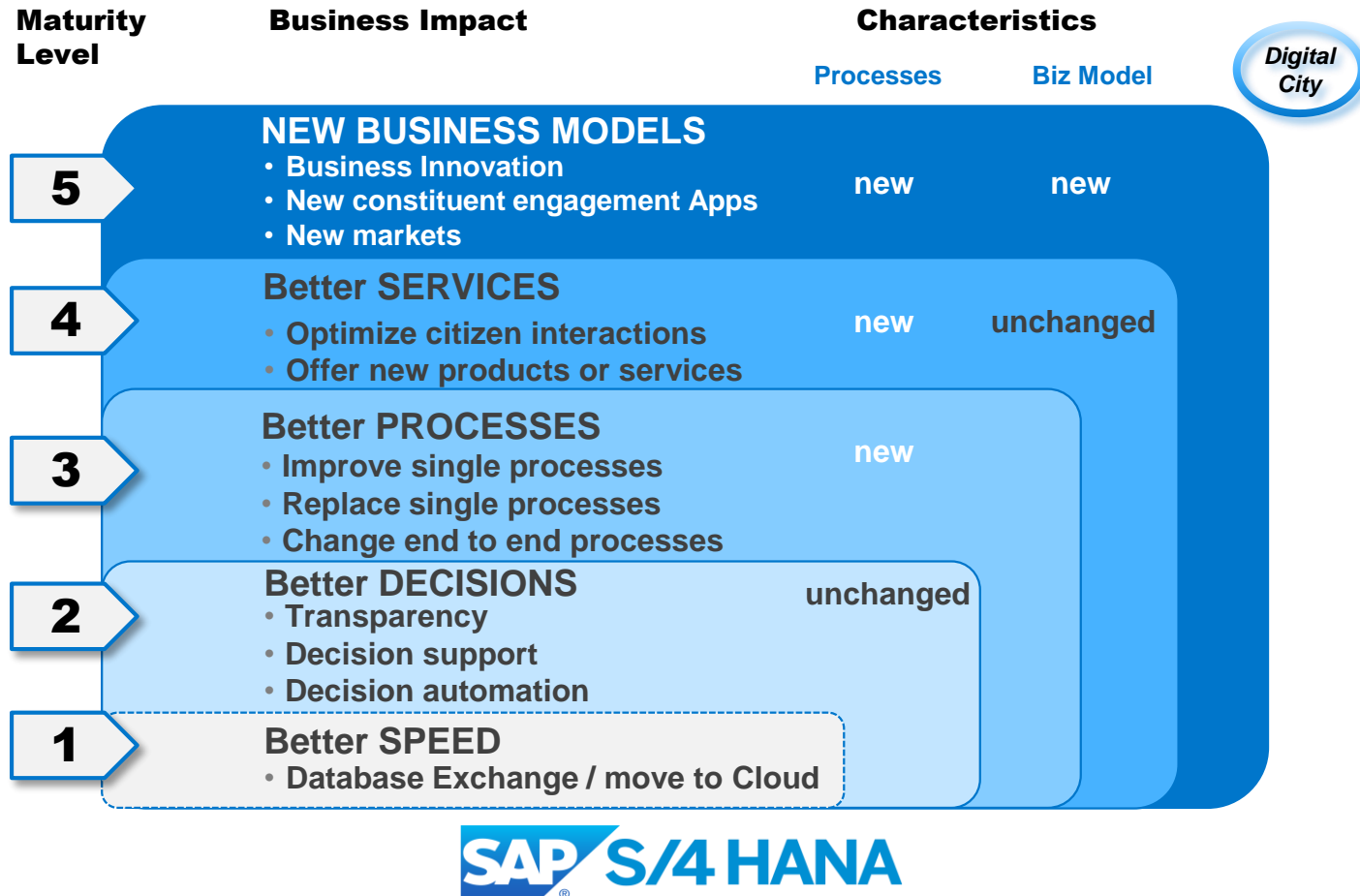
## Enabling The eCity End-State and Roadmap

# CMMI Maturity Model As Guiding Light To Our Approach



# 'eCity' Modernization Enabling Technology Foundation Roadmap

## SAP S/4 HANA Adoption Framework

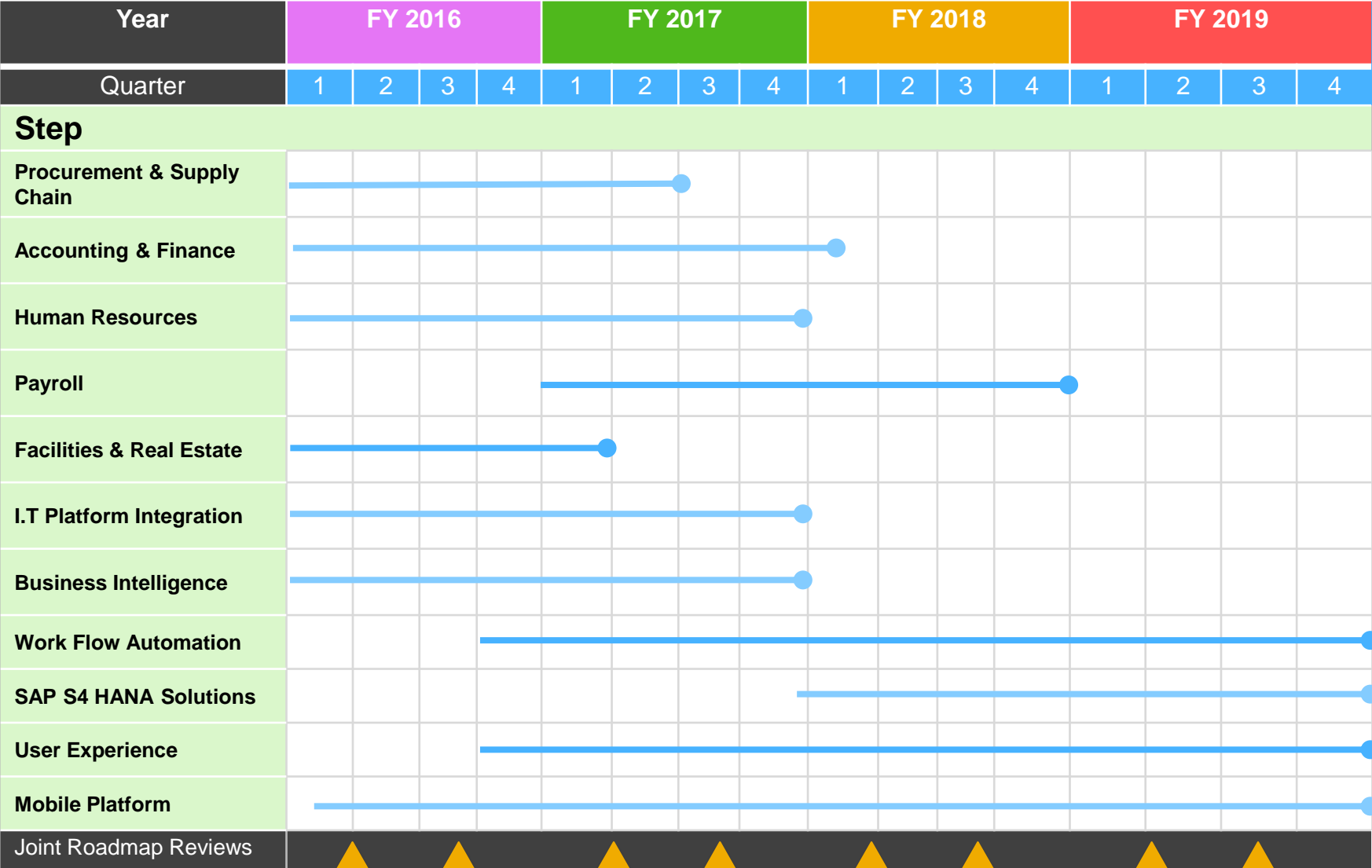




# 'eCity' Modernization Enabling Technology Foundation Roadmap

	2015	2016	2017	2018	2019	2020	2021	2022
Work streams	Evaluate current state of SAP Installations at the City. Work with Internal service divisions to further evaluate the impact to business divisions of the changes to the core functionality of the ERP system	Work with Divisions to identify opportunities for improvements in light of the improved systems functionality; Train Functional SME & Delivery teams on Core System Capabilities Develop Business Case for 2017 Budget Approval	Create "Migration Environment" - with Best Practice configuration; Train Core Business and Back Office leads on the reconfigured "Migration Environment"	Leverage the system to create efficient Business Processes Implement Core Functional changes into production systems Release "Go-Live" on incremental basis based on business readiness	Expand to remaining business based on readiness Evaluate Agencies, Boards & Commissions Systems & business process Assess Impact of Business Process Change to Agencies and Corporations Develop Business Case for Agencies, Boards & Commissions to leverage common systems	Create "Migration Environment" - with Best Practice configuration; Train Core Business and Back Office leads on the reconfigured "Migration Environment"	Migrate Agencies and Corporations to Common System Create Shared Service management and support. Release "Go-Live" on incremental basis based on business readiness	Evaluate current state of SAP Installations at the City. Work with Internal service divisions to further evaluate the impact to business divisions of the changes to the core functionality of the ERP systems
Divisions	Business Process impacts Service Delivery Work Order Management	Assess impact of process changes caused by the change to core functionality of the systems	Evaluate the impact of the changes on existing business process and redesign LEAN processes	Implement new LEAN Process aligned with release of new system to minimize business change impact	Implement new LEAN Process aligned with release of new system to minimize business change impact			
Accounting & Finance	GL - Chart of Accounts Accounts Payable Accounts Receivable Cash Management Capital Budgeting Asset Management Costing Consolidation & Reporting			<b>Suite on HANA</b> <b>Integrated Asset Management &amp; Capital Planning</b>				
Human Resources	Organizational Management Complement Management Recruitment Succession Planning Talent Management Performance Management			<b>Join  ???</b>				Review process and evaluate their relevance based on current state of technology and take into account any disruptive factors.
Payroll	Time Management Scheduling Payroll Benefits Pension		<b>CATS &amp; Kronos</b>	<b>Core Configuration Changes to Human Capital Management</b>				
Procurement & Warehousing	Procurement Warehousing Vendor Management Contract Management Spend Analysis							
Facilities & Real Estate	Space Management Lease Management Tenant Management Capacity Planning Maintenance							
I & T	Integration Enterprise Mobility Platform Business Intelligence Work Flow User Experience		<b>Process Integration &amp; Gateway</b> <b>Mobility Platform</b> <b>Business Warehouse &amp; HANA</b> <b>Automate Work Flows</b>			<b>IaaS - Infrastructure as a Service</b> <b>PaaS - Platform as a Services</b>		

# 'eCity' SAP Modernization Enabling Technology Foundation 4 Year Roadmap



<sup>1</sup>Timelines subject to change per deeper review and implementation scoping with City.



## Appendix

- Please refer to accompanying document

**Thank You!**

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