About the Speakers

Helen Chin-Donofrio

- Senior Manager of Enterprise Business Solutions, City of Mississauga

- Helen has worked in both private and public sectors as an IT professional for over 30 years

Gina Martino

- Project Leader of AP Automation, City of Mississauga

- Gina has worked in the Finance area with the City for over 29 years

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Mississauga – part of the Greater Toronto Area (GTA) is the **largest metropolitan area** in Canada

- Area of 2,700 sq miles (7,000 sq km)
- 20% of Canada's GDP
- Population of 6.1 million
- 14% of Canada's businesses
- Direct access to Great Lakes – 95% of North America's fresh surface water

https://www.discovermississauga.ca/about

https://youtu.be/tVkniXXZEZ0

MISSISSAUGA   SEE & DO   DINE   SHOP   STAY   GET AROUND   SPECIAL OFFERS   EVENTS   SUBSCRIBE

About Mississauga

Mississauga is Canada's sixth largest city, located in Southern Ontario on the beautiful waterfront of Lake Ontario. Conveniently a 30-minute drive from downtown Toronto, Mississauga is also within close reach of Niagara Falls and other day trips and less than 90 minutes from the US border.

Taste mouth-watering international cuisine at over 1,200 restaurants showcasing over 100 countries. **Shop** till you drop at Square One Shopping Centre or snag a deal at the outlets of Heartland Town Centre. Then go-local and shop our quant villages of Port Credit and Streetsville for one-of-a-kind finds. Walk along the waterfront, then take in some of the city's fabulous theatre, entertainment and nightlife at the Living Arts Centre. **Experience** an outdoor festival at Celebration Square or get out on the stunning waterfront or picturesque Credit River! Looking for indoor fun? **Entertain** the whole family at top attractions like Playdium and SkyZone Indoor Trampoline Park.

CIVIC**PRIDE**

ABOUT   FILM/TV/MUSIC   DOING BUSINESS IN MISSISSAUGA   TOURNAMENTS & EVENTS   MEETINGS & CONVENTIONS   WHAT YOU NEED TO KNOW   CONTACT US

Who We Are

- 6th largest city in Canada, 3rd largest in Ontario, over 700,000 residents
- Home of Toronto Pearson Airport
- A great place to live, work and play
- Over 7700 union and non-union employees across 5 departments
  - ➢ Community Services (Fire, Library, Recreation, Parks & Forestry, etc.)
  - ➢ Corporate Services (F&PM, IT, Finance, HR, etc.)
  - ➢ Transportation & Works (Transit, Works, Enforcement, etc.)
  - ➢ Planning & Building (Building, Development & Design, etc.)
  - ➢ City Manager's Office

SAP at the City

🥇 = First Canadian Municipality

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- 1995: SAP live with FI/CO and MM on R3
- 2007: Migrated to ECC 6
- 2010: Migrated PeopleSoft to SAP HCM including Portal ESS and MSS
- 2013: ECC Enhancement Pack 6
- 2014: Upgraded BObj to 4.1
- 2014: HR Processes and Forms (ESS Personal Info Change, Personnel Authorization Form on MSS)

🥇
- 2015: Fiori Leave Tiles
- 2016: Fiori My Paystubs, BObj to 4.2 and Lumira
- 2017: SF Project start
- 2018: SF CDP live March, Recruiting and Onboarding live July

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- 2018: Concur Expense
- 2019: SF PMGM live February, Succession live March

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SAP Financial Usage at the City

Accounts Payable	• An average of 75,000 invoices received annually • An average of 33,000 payments processed annually • An average of $550 million in spends annually • An average of 12,560 staff expense reports annually • An average of 44,000 P-Card transactions annually
General Ledger	• 1,430 General Ledger accounts • Approximately $900+ million annual revenue • An average of 870,000 transactions from Point of Sale Systems annually
Purchasing	• 20,866 active vendors • An average of 24,550 Purchasing Documents and 54,900 line items created annually

Agenda

- How It All Started

- The Solutions We Chose

- Business Objectives

- A Look at Before & After Scenarios

- Lessons Learned

- Questions & Answers

How It All Started

Financial Division
Technology Roadmap – 2017

- In 2017, the City established a 5 year Technology Plan for Finance
- One of the strategic initiatives in the plan is to streamline the Accounts Payable processes and improve staff productivity, compliance and controls over spends

The Solutions We Chose

SAP Concur Expense was successfully implemented in November 2017 for Staff Expense Reimbursements and Procurement Card Purchases

The Solutions We Chose

SAP Concur Invoice will go live in June 2019
for Purchase Orders and Cheque Requisitions

Business Objectives

- Staff Expense Reimbursements and Procurement Card Purchases:
  - One system and process for management of all staff expenses and purchases
  - Automate the creation of expense reports and digitizing of receipts and GL accounting
  - Streamline the reimbursement approval process using automated workflow
  - Reduce expense reimbursement cycle time
  - Address audit recommendations and to streamline the audit and compliance review processes
  - Review and align Corporate Policies with new processes and procedures
  - Reduce expense paper copies and improve records management

Business Objectives

- Purchase Orders and Cheque Requisitions:
  - Centralize the invoice receipts
  - Enable more visibility into spends to take advantage of early payments, avoid late payment charges, integrate payment tracking, legislative and internal compliance (i.e. Construction Act); and improved reporting of expenditure and cash flow forecasting
  - Enable electronic workflow approval
  - Automate invoice data capture using Optical Character Recognition (OCR) to eliminate manual data entry
  - Automate two/three-way matching of invoices with POs and records of goods and service to maintain best practice and to ensure audit compliance
  - Eliminate maintenance of sample signatures in Accounts Payable
  - Improve records management; reduce invoice paper copies; electronically store records

# A Look At Before and After Scenarios

Before

After
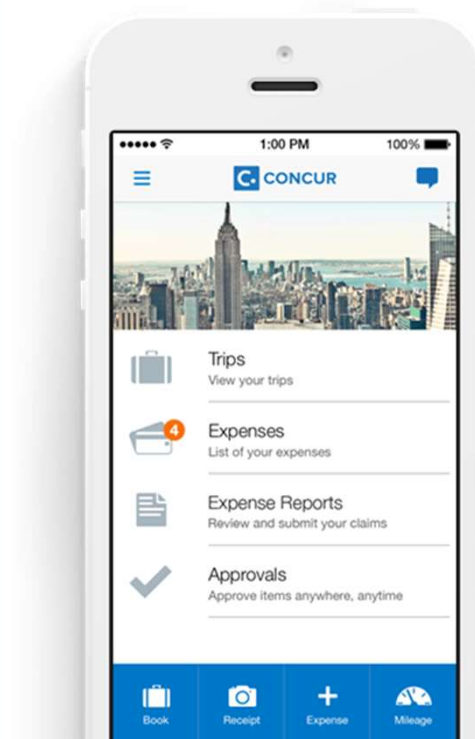
# Before We Implemented Concur Expense Procurement Card Processing

- Scan paper receipts
- Upload scanned receipts to Bank Procurement Card System
- Create expense report and enter expense details in Bank Procurement Card System
- Approvers review expense report and approve online
- AP and Accounting staff run reports, manually reconcile expense reports and manually prepare journal entries in SAP
- AP staff conduct random policy compliance audits
- System is not user friendly. Users often forget their password and lock themselves out

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After We Implemented Concur Expense Procurement Card Processing
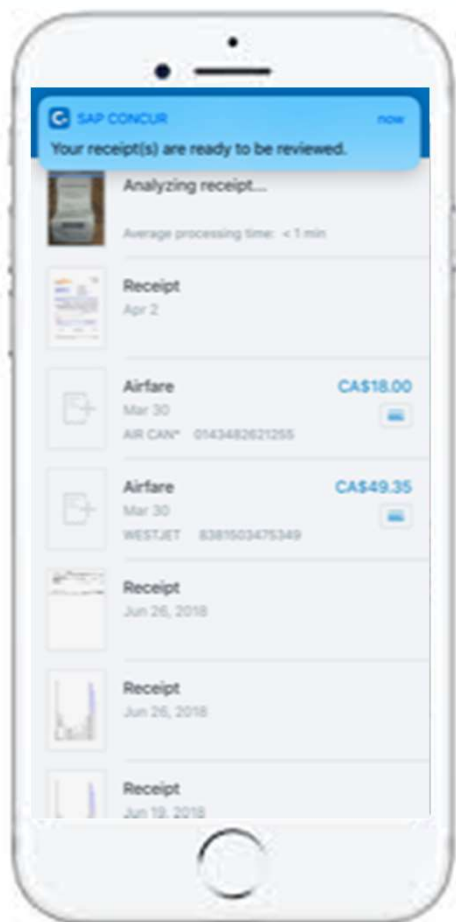
- Receipts are digitized using ExpenseIT mobile app or receipts@expenseit.com email address
- Expense report data is automatically populated using OCR technology
- Credit card transactions and expense types are automatically matched using Smart Match feature
- Automated workflow allows approver to review expense report and approve online
- Automated reconciliation of expense reports and journal entries in SAP
- Rules are setup to enforce Corporate Policy compliance
- SSO is implemented. Users do not need to remember a separate user id and password

After We Implemented Concur Expense Procurement Card Processing
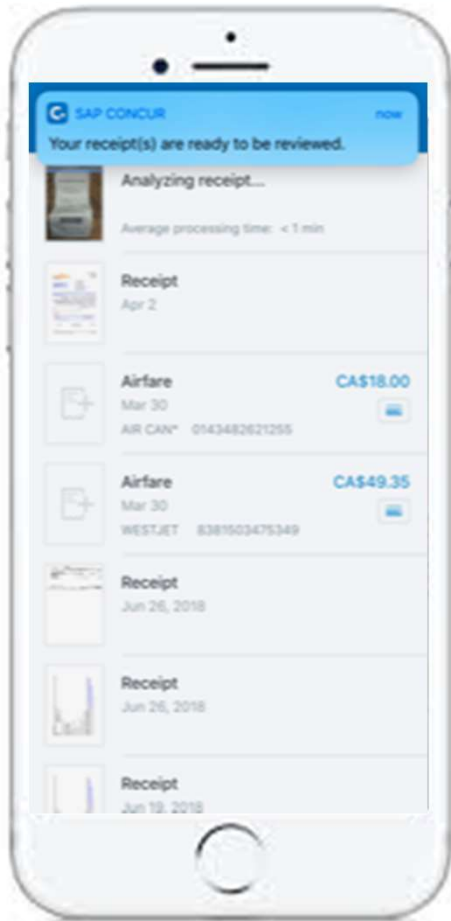
Key Results:
- Improved accuracy of reporting. Staff no longer needs to know the cost element account numbers. In the past, staff did not always select the correct cost elements causing inaccurate reporting of spends
- Ensured approvers are immediate supervisors for better accountability
- Approvers have all the information at their fingertips to review and approve expenses online
- New process is paperless and aligns with the Living Green pillar of the Corporate Strategic Plan
- Automated the reconciliation process, journal entry creation and policy compliance

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Before We Implemented Concur Expense Car Allowance

- Requestor fills in and print InfoPath Car Allowance Form
- Requestor and Approver hand signature and send to AP via Interoffice mail
- AP staff opens mail and date stamps the form
- AP staff verifies mileage calculations for Corporate Policy compliance and approver's signing authority
- If not compliant with policies, AP staff returned the form to requestor via interoffice mail
- If complaint with policies, AP staff manually creates journal entry and enters payment information in SAP. Paper form is filed.
- Inspection staff were provided a monthly advance which AP staff manually reconciled every quarter

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After We Implemented Concur Expense
Car Allowance

- Mileage calculator allows approvers to visually see the route and ensure compliance to policy
- Eliminated printing forms, manual signatures, sending forms thru interoffice mail, sorting and filing paper forms
- The expense report is automatically routed to the approver and entered for payment into SAP
- Eliminated car allowance advances to Inspectors which eliminated the need to manually reconcile payment
- Automated the enforcement of Canada Revenue Agency rates for car allowance
- Automated the creation of journal entries
- Addressed audit recommendations and provided tighter controls

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Before We Implemented Concur Expense Incidentals & Travel Expenses

- Staff fill in 2 separate forms and follow 2 different processes to claim expenses for the same event (car allowance, Incidental, & Travel Reimbursement)
- Requestor and Approver hand sign and send to AP via Interoffice mail
- AP staff opens mail and date stamps the forms
- AP staff verifies expense for Corporate Policy compliance and approver's signing authority
- If not compliant with policies, AP staff returned the form to requestor via interoffice mail
- If complaint with policies, AP staff manually creates journal entry and enters payment information in SAP. Paper form is filed.

After We Implemented Concur Expense Incidentals & Travel Expenses

- One system and one process to claim different expense types for the same event
- Eliminated printing forms, manual signatures, sending forms thru interoffice mail, sorting and filing paper forms
- Automated the approval workflow. The expense report is automatically routed to the approver and entered in SAP for payment
- New process is paperless and aligns with the Living Green pillar of the Corporate Strategic Plan

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After We Implemented Concur Expense Incidentals & Travel Expenses

- Pre-Approval forms are no longer required with the expense report and electronic travel receipts (air fare, hotel) can be forwarded to receipts@expenseit.com to be automatically itemized in the expense report which results in saving staff time in preparing the expense report and lost receipts
- Approvers have all the information at their fingertips to review and approve expenses online
- Automated the compliance and auditing of business expenses to Corporate policies
- New process is paperless and aligns with the Living Green pillar of the Corporate Strategic Plan

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Efficiency Gains Realized With Concur Expense

- An average efficiency gain of 37.5 minutes is estimated to prepare each Procurement Card expense report resulting in an estimated average annual efficiency gain of over 6,000 staff hours (37.5 minutes*9,600 reports/year)
- The review of over 9,300 paper forms by Accounts Payable Assistant, approximately 150 hours per year is eliminated.
- Accounts Payable Assistant's time to prepare over 9,300 paper documents for filing, approximately 13 hours per year is eliminated.
- Approximately 1,800 paper files for storage and approximately 16 shelf spaces in Accounts Payable's file room is eliminated

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Efficiency Gains Realized With Concur Expense

- The printing, manual review and filing of over 9,300 paper forms annually is eliminated resulting in an efficiency gain of approximately 78 hours annually of a Records Management Assistant.

- 14 boxes of paper per year and time spent by the Records Management Assistant to box, label, and purge files, approximately 4 hours annually are eliminated.

- 10 hours of Records Management Assistant per year to prepare labels for the new files and 2 days to prepare file folders with barcodes for record tracking is eliminated.

Efficiency Gains Realized With Concur Expense

- Cost saving of approximately 1,800 file folders ordered each year to store paper expense report documents, @$0.89 per folder for approximate annual savings of $1,600

- Eliminated manual reconciliation and manual journal entries performed by Accounts Payables

- Provides mobile capabilities allowing staff to create and approve expense reports anytime, anywhere using any device

- Automated approval workflow resulting in faster approval process and allows Accounts Payables staff visibility to the status of expense reports

- Greater controls and compliance with Corporate Policies relating to business expenses

- Standardize expense type to provide more accurate reporting of expenses

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SAP Concur Invoice Project Scope

- SAP Purchase order
  - Inventory payments
  - Construction payments
  - Operating and capital related payments
  - And any other payments where a purchase order is required

- Non-Purchase order payments
  - Low value acquisitions not paid with a PCard
  - Payments excluded from the Purchasing By-law
  - Utility payments
  - Resident refunds

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SAP Concur Invoice Project Scope
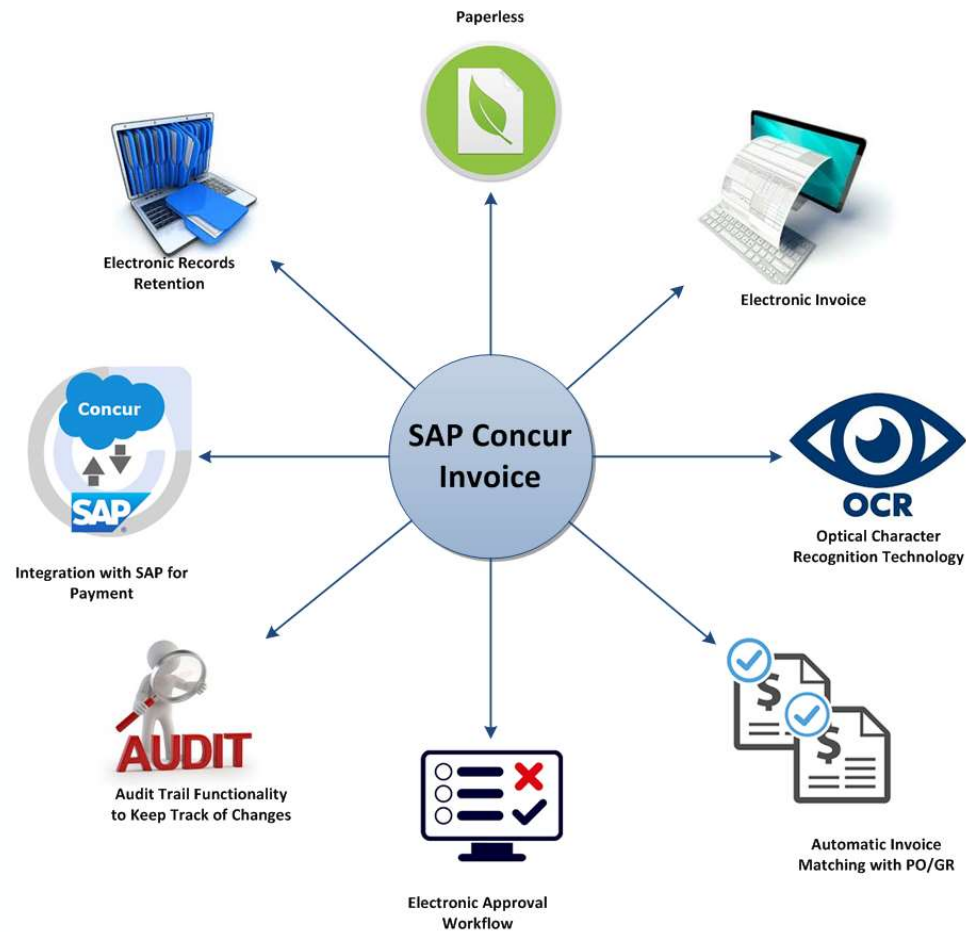
SAP Concur Invoice Benefits

- Receipt of invoices are centralized and digitized giving AP and Contract Managers full visibility of status

- Optical Character Recognition (OCR) technology and Concur Capture Support Team will extract all relevant invoice data

- If a purchase order (PO) has been created before the invoice is received the invoice will automatically match to the PO in SAP Concur

- Process is paperless (the PMR verifies the invoice and PO match, makes comments, adjustments and submits the request for approval electronically)

SAP Concur Invoice Benefits

- The Approval process is paperless and electronic
- System is setup with automated workflow
- Standardize payment processes (AP and Business Units)
- The system is accessible on any device, any time
- System is setup to enforce Corporate Policies and audit recommendations
- Automated interface with SAP eliminating dual data entry and improve data accuracy
- Payment terms can be calculated on invoice receipt date (Compliant with legislative Construction Act)

Lessons Learned for SAP Concur Expense

- No Concur Test Environment included in subscription
  - Test environment becomes the production environment
  - Changes are applied to production environment and "tested" using "test accounts"
  - SAP integration requires test environment to minimize risks
  - Recommend purchasing a test environment
- Short implementation timeframe (6 months)
  - Understand your current processes and changes upfront

Lessons Learned for SAP Concur Expense

- Remote Concur Implementation Team
  - ➢ WebEx sessions started with once a week and later changed to twice a week
  - ➢ Communication via email, conference calls and WebEx
- Remote Concur Implementation Team lacked SAP knowledge
  - ➢ Needed SAP Team from Germany to implement native SAP/Concur integration
- Need more internal staff for Change Management, Training and ongoing support

Lessons Learned for SAP Concur Invoice

- No native Concur/SAP integration
  - ➤ Need to hire consultants to develop integration
  - ➤ Follow up with SAP/Concur on product roadmap
- Remote Concur Implementation Team
  - ➤ Schedule regular calls at least twice a week
- Remote Concur Implementation Team has expertise in Concur but lacks SAP knowledge
  - ➤ Discuss with Account Executives to close the gap

Q&A

For questions after this session,
contact us at helen.chindonofrio@mississauga.ca and
gina.martino@mississauga.ca

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