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# From Paper to e-invoicing and AI

Our way to automation, S/4 HANA and SmartPDF in Accounts Payables



# Your Speakers today

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Transformation PwC

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Supply Chain, KION





**Your voice – “Where are you currently on your AP journey?”**



# Your voice – where are you in your journey?



Optimieren der Benutzerfreundlichkeit durch einheitliches End-to-End Tool-Erscheinungsbild



Etablieren einer Bestellbezugsquote von 100 % (mit wenig definierten Ausnahmen)



Entwickeln von Mitarbeitenden zu Performance Managern



Etablieren eines Stammdaten-Managers



Definieren eines Purchase-to-Pay Gesamtprozessverantwortlichen (global)



Ermöglichen von „straight-through-processing“ durch Enabling Technologies



Steuern des kontinuierlichen Verbesserungsprozesses durch die richtigen KPIs

## Quick Maturity Assessment

1. Keines der Ziele erreicht
2. Eins bis drei der Ziele erreicht
3. Vier bis Sechs der Ziele erreicht
4. Alle Ziele erreicht



# About KION Group

Behind the scenes







# Our digital journey

## Leveraging SSC, SAP and AP transformation





# KION's Business Transformation journey

## Where did we start and where are we today?

KION has made significant achievements in the past years.

### Our IT landscape in the past...

- Has been very diverse, with 6+ SAP ERP's and multiple non-SAP ERP's in about 140 entities.
- Was long-time divided between the Industrial Trucks and Service world (Linde Material Handling, STILL, Baoli) and the Supply Chain Solutions world of Dematic

### Our processes in the past...

- Were heterogeneous and entities defined a local approach.
- Were not guided by a central KION Process team

### Our IT landscape now...

- We went live end of June with our consolidated S/4 HANA client (merging 4 SAP systems and 3 major brand processes into a greenfield template)
- We will continue our Business Transformation journey over the next 4 years to roll-in all key entities into the S/4 template.

### Our processes now...

- We set up 17 streams with Global Process Owners.
- We centrally manage key processes in the template

# Accounts Payables digital journey

## Major steps each year – from pilot to experience

**2022**

With a newly formed GPO A/P team, pilot Basware AP Automation in a French Sales entity (120k invoices annually)

- Move from paper to digital invoice
- Set up authorization matrix in-system
- Significant learnings in change management both supplier and internal staff

**2023**

Extend Basware to Dematic North America (230k) and European plants (650k invoices)

- Understand Purchase to Pay processes better
- Streamline processes
- Improve collaboration between AP and Procurement
- Prepare key organizations for upcoming S/4 Source to Payout processes and unveil historical processes

**2024**

First pairing of S/4 HANA and Basware at KION with our Italy pilot (150k invoices)

- Leverage experience of Sales, Plants and Project businesses from past 2 years
- Implement SmartPDF and Italy SDI e-invoicing transfer
- Stabilize backlog after 2 months despite significant challenges

# Accounts Payables digital journey

## Key differentiators

Webbased solution. Good to link to various ERP's

Implementation partner approach has proven helpful.

SmartPDF handles invoices better than OCR scanned invoices – AI driven automation

Customer Success Management program

Smart Coding helps to manage simple, repetitive Non-PO invoices better

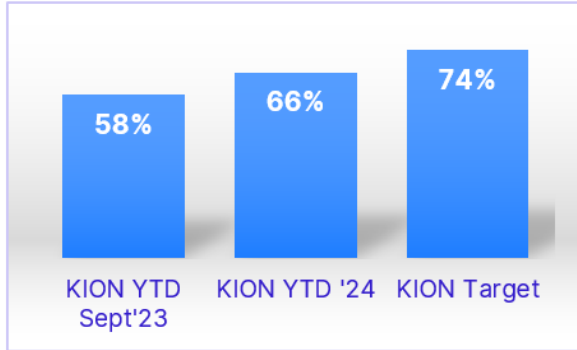
Continuous Consulting helpful in project rollouts

→ The Basware AP Automation solution is fresh, updated to match upcoming requirements and easy to work with.

# Status of Operational KPI's to achieve „True Automation“

## Increase share of e-invoicing

E-invoicing rate  
(in % of total invoices processed)

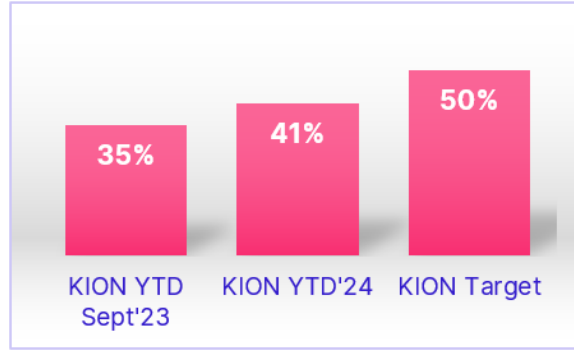


### Success factors:

- Target top S&C suppliers
- PDF E-Invoice Enablement

## Increase touchless processing

Touchless processing rate (% of invoices processed with no human intervention)

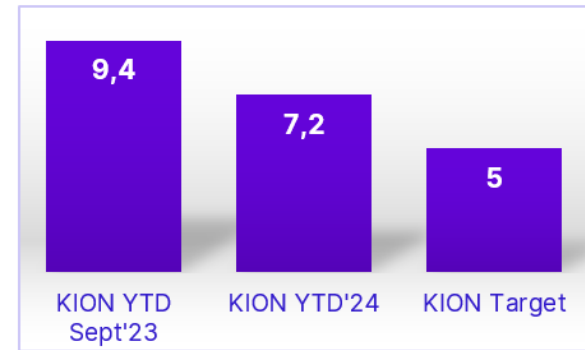


### Success Factors:

- Monitor Exceptions
- Matching discovery
- Review & redesign processes

## Reduce invoice cycle times

Invoice cycle time  
(number of days to process one invoice)



### Success Factors:

- Action on Exception suppliers
- E2E Process control



# The voice of our GPO AP

Claire Rutherford

OUR SHARED  
KION GROUP VALUES

**INTEGRITY**  
**COLLABORATION**  
**COURAGE**  
**EXCELLENCE**

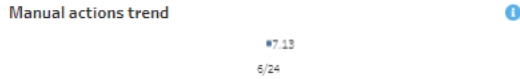
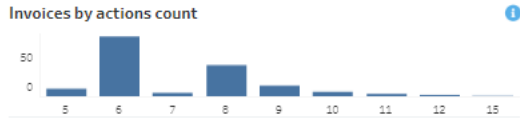


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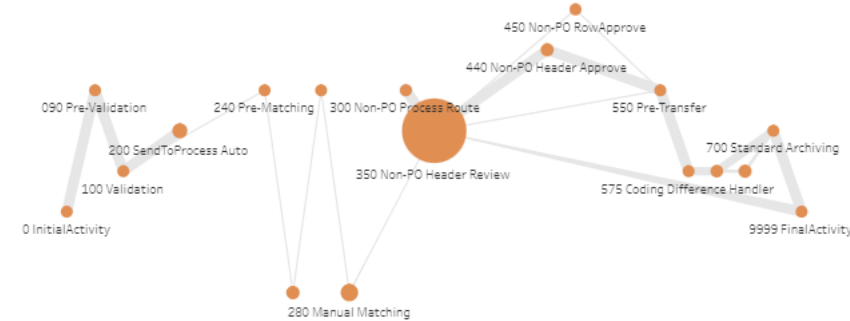


# How Reporting helps the continuous improvement



## Understand your invoice journey

KION P2P Pro v07



## Insights

Improve your PO coverage to move closer to a touchless invoice process.  
 Percentage of non-PO Invoices: 100.0% (164 / 164)  
 Potential touchless rate:  
 Many of your invoices are processed with only one manual action. See if you can automate this action to increase your touchless invoice rate.  
 Potential improvement to touchless rate: 0.00%

### Average action per PO coverage

Non po 7.1

### Most resource-intensive activities

350 Non-PO Header Review	28.0	3.2
280 Manual Matching	1.1	3.6
600 Transfer Automatic	1.9	1.0

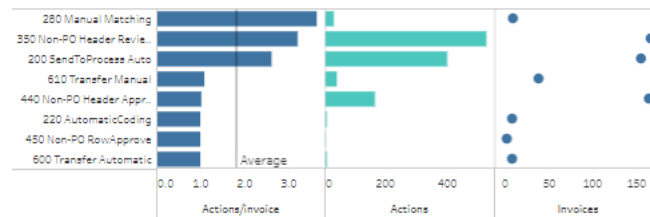
### Supplier focus

UNIVERSAL LOGISTICS INC.	8.2	7.3
EFT-US-CUSTOMS AND BORDER PR...	8.9	7.1
XTRA Lease	3.4	7.7

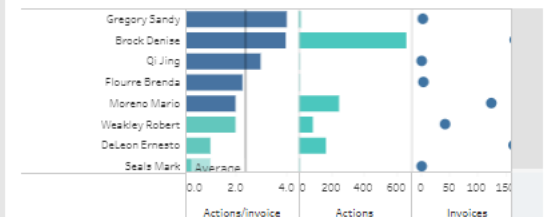
## Analyze your process by supplier

EFT-US-CUSTOMS AND BOR.	Average			
Actions/Invoice	1.0	5.0	10.0	20.0
Actions	0K	1K	1K	0
Invoices	0	50	100	150
Total Invoice value	0K	20K	40K	

## Analyze your process by action



## Analyze your process by user



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