



**CUSTOMER :** Multinational diversified hospitality customer with a broad portfolio of lodging facilities and hotels.



**LOCATION :** GLOBAL



**INDUSTRY :** Hospitality



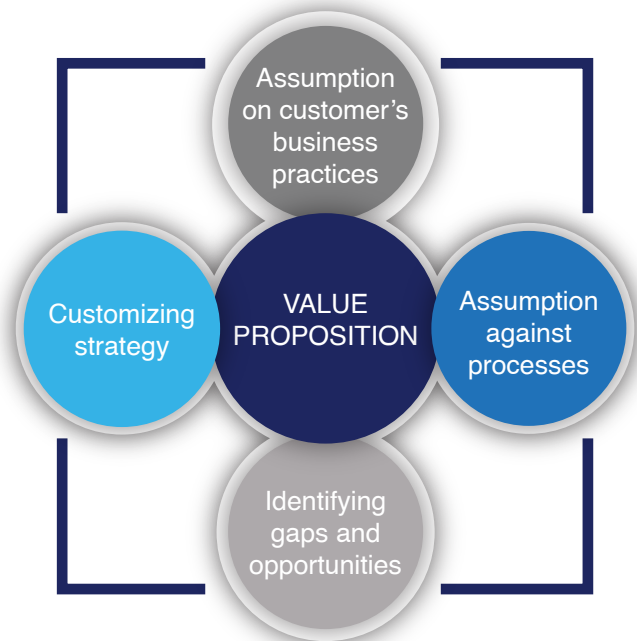
**COMPANY SIZE :** 5000+

## SUMMARY

Customers with a portfolio that extends over a multi vertical or multi regional model look for opportunities to standardize processes, create replicable outcomes and create efficiencies. This is only possible if there is a top down review of their current business practices where gaps and opportunities are identified when implementing a **Procure-to-Pay (P2P) solution**.

BirchStreet Systems assists the customer in this top down review of their current versus their desired future state identifying what areas to concentrate on to maximize value. This is defined as **“Gold Standards”** which is a combination of BirchStreet’s best practices within each industry, the customer’s practices embedded into system processes and a tailored approach. The BirchStreet Gold Standard Methodology is not a product, it is a consulting strategy as we know that the customer’s operational model is not a one size fits all.

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## MULTI-REGIONAL PROBLEM SOLVING

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When each region (whether is over the same country or several countries) operates differently or without governance there can be several iterations of the same process towards the same result. Excluding statutory or government mandated regulations there are always opportunities to streamline the way they operate within a P2P system. With the growing portfolio of this customer, it was identified that there could be the possibility/opportunities to create synergy within each region which in-turn results in forming their global strategy.

## What drove them to look for standardization?

Their need for visibility into regional activities, ERP unification and overall spend aggregation and management.

The diverse back-office systems in place did not allow to do enterprise-wide data consolidation which could potentially cause misalignment of processes with their overall business strategy.

**Arriving at ERP consolidation was the first step in this strategy but having procurable activities follow suit was just as important.**

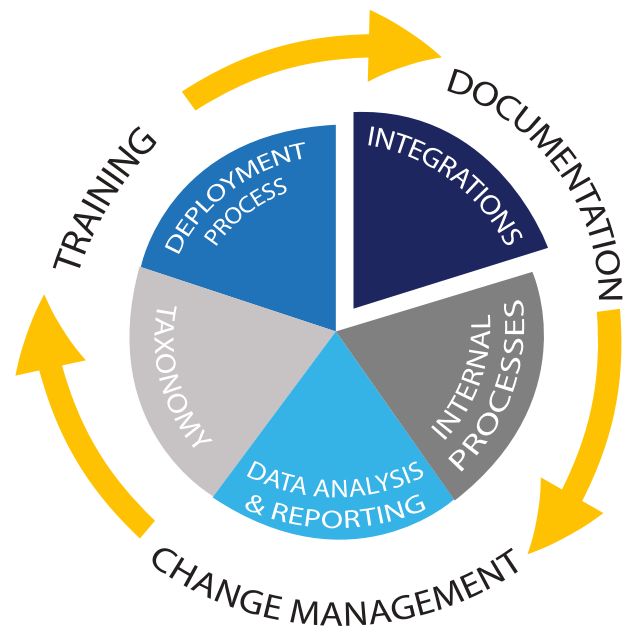
The customer was not looking at us providing just a set of data, they were looking for us to help lead efforts and make recommendations that supported this complex initiative. More than just rolling into one Chart of Accounts across the globe we worked with the customer to arrive at other pieces that could optimize business performance.

*"The customer was not looking at us providing just a set of data, they were looking for us to help lead efforts and make recommendations that supported this complex initiative"*

## COMPLEXITIES OF THE WORLD

With each region working in silos we worked with the customer through a set of pre-workshop meetings with key areas of concentration. Each open point was then set for a multi-regional workshop to arrive at decisions and a timeline for implementation. What were some of those areas of concentration?

- Interfaces and Integrations
- Reporting
- Approvals
- User Access
- Taxonomy
- Supporting Documentation
- Change Management
- Demand Management



While the aim was for Global standardization regional deviations were considered. This helped us work not only on the strategy but the timeline to roll this across regions, therefore creating cross regional collaborations not only within the customer's teams but also within BirchStreet's regional resources.

## IMPORTANT CONSIDERATIONS

While developing the strategy, timeline and allocation of resources is important for the implementation of Gold Standards, it was equally important to consider sustainment. In order to be successful in this type of program both customer and our team must manage it throughout. This is why it is critical that this is a collaborative process with the customer so that there is a comprehensive governance where all requests for deviations, enhancement requests and metrics are embedded through its lifecycle.

The more a P2P system supports all procurable activities across an organization the better information that can be reported to and by management.