

INSIGHTS 2020

# 'Net Zero Cost'

## Optimising Procure-to-Pay at Marsh & McLennan

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Marsh & McLennan Companies

# Agenda

- Introduction
- Overview of Marsh & McLennan
- Our Procure to Pay Landscape & Journey
- The Strategy for 'Net Zero'
- Learnings & Next Steps

# Marsh & McLennan Companies

## Company Overview

- 149 Years old
- Fortune 250 Company
- Operate in over 130 Countries
- Circa 850 locations
- Revenue circa \$17bn
- Market Cap \$60bn
- 75,000 Colleagues



*With roots dating back to 1871, Marsh & McLennan is the world's leading professional services firm in the areas of risk, strategy and people.*



# Marsh & McLennan Companies

## Company Overview



- Marsh – Insurance Broking and Risk Management solutions
- Guy Carpenter – Re-insurance & Capital Strategies



- Mercer – Health, Wealth and Career Consulting solutions
- Oliver Wyman – Strategy, Economic and Brand consulting



*Marsh & McLennan Companies is the global team of professional Services Companies whose deep expertise and commitment to lasting partnerships protect and enhance our clients' vital assets.*





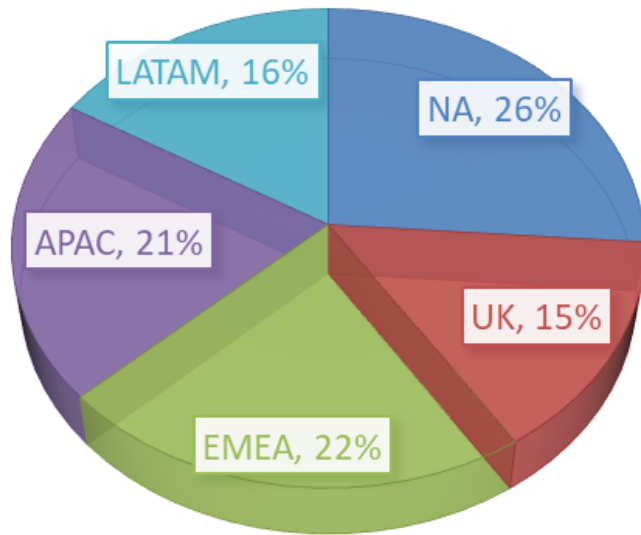
# P2P at Marsh & McLennan

# P2P in Numbers

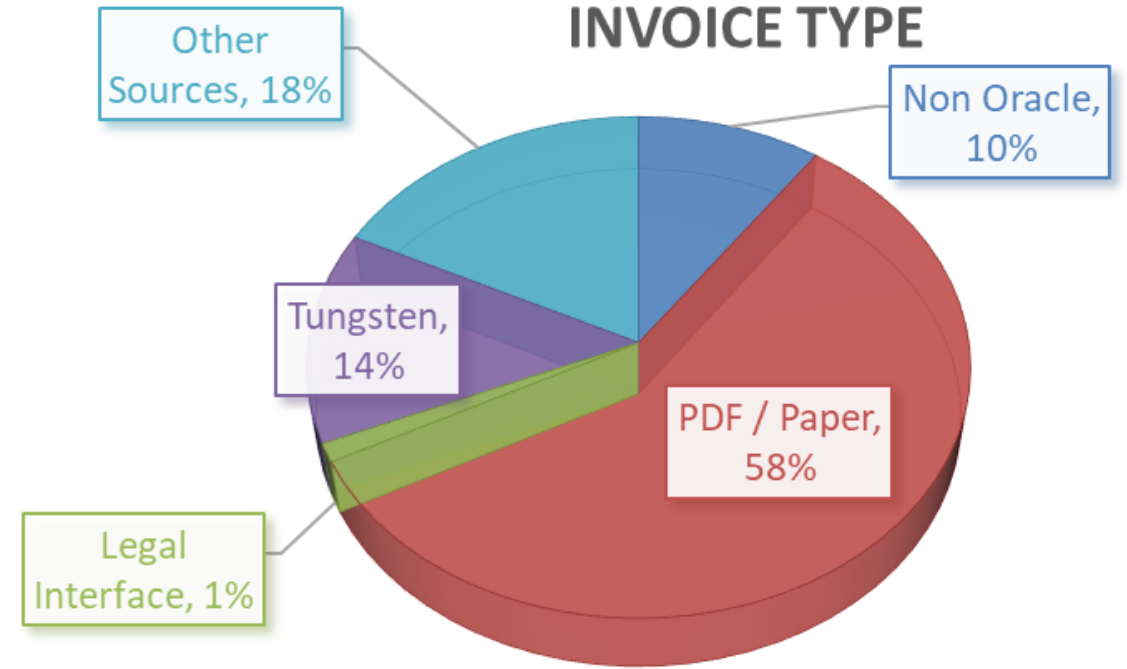


- Mid-Size Global Corporate P2P Function
- Oracle ERP Shop
- A predominantly Indirect spend and an immature sourcing profile
- \$6.5bn Processed spend
  - Payables
  - Tax
  - InterCompany
- \$2.4bn 'Affectable' Spend
- 65,000 Vendors
  - Dynamic Vendor base
- 600k invoices per year
- 320k T&E claims per year

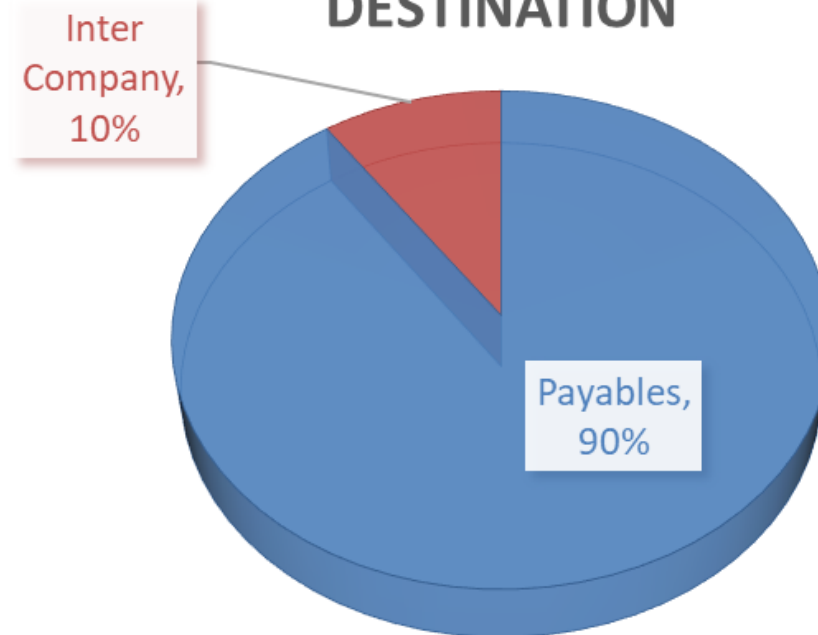
## REGIONAL SPLIT



## INVOICE TYPE



## DESTINATION



# Our Timeline

## Guiding Principles

No PO / No Pay

Single Ledger

Procurement

"Flexible  
Standardisation"

90% Offshore  
Processing

36 Accounting Hubs  
5 Oracle Instances  
4 General Ledgers  
2 Offshore process teams  
1 Invoice format  
0 Purchasing Functions

**2014**  
**Legacy Environment**

4 Accounting Hubs  
2 Oracle Instances  
1 General Ledgers  
2 Offshore process teams  
2 Invoice formats  
1 Purchasing Functions

**2016**  
**Transformation  
Stage 1**

**Stabilisation  
& Acquisitions**

3 Accounting Hubs  
1 Oracle Instance  
1 General Ledgers  
1 Offshore process team  
3 Invoice formats  
1 Purchasing Functions

**2021**  
**Transformation  
Stage 2**

**2023**  
**Net Zero Cost**



# A Platform to transform



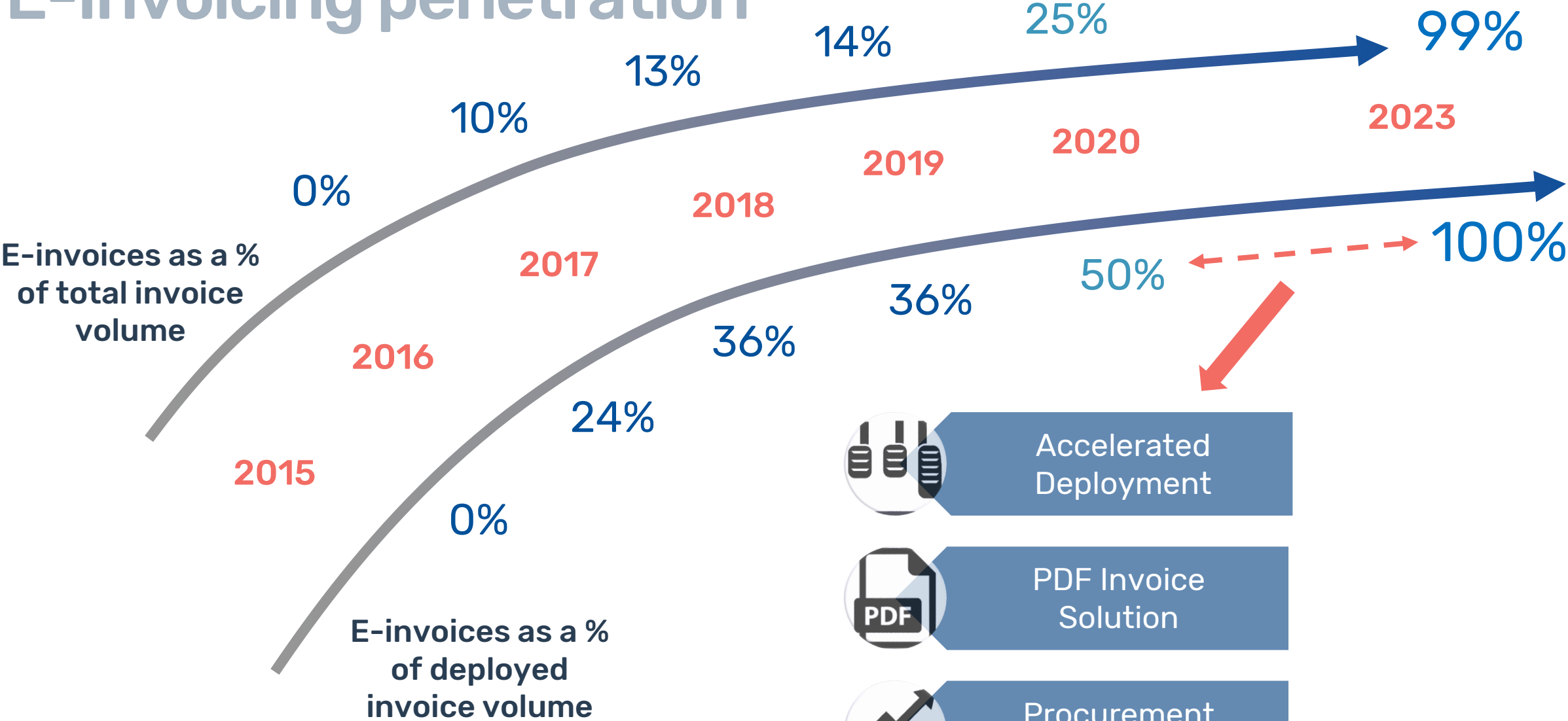
1 No-PO-No-Pay... without exception.




2 AP becomes P2P

3 Automation at the centre

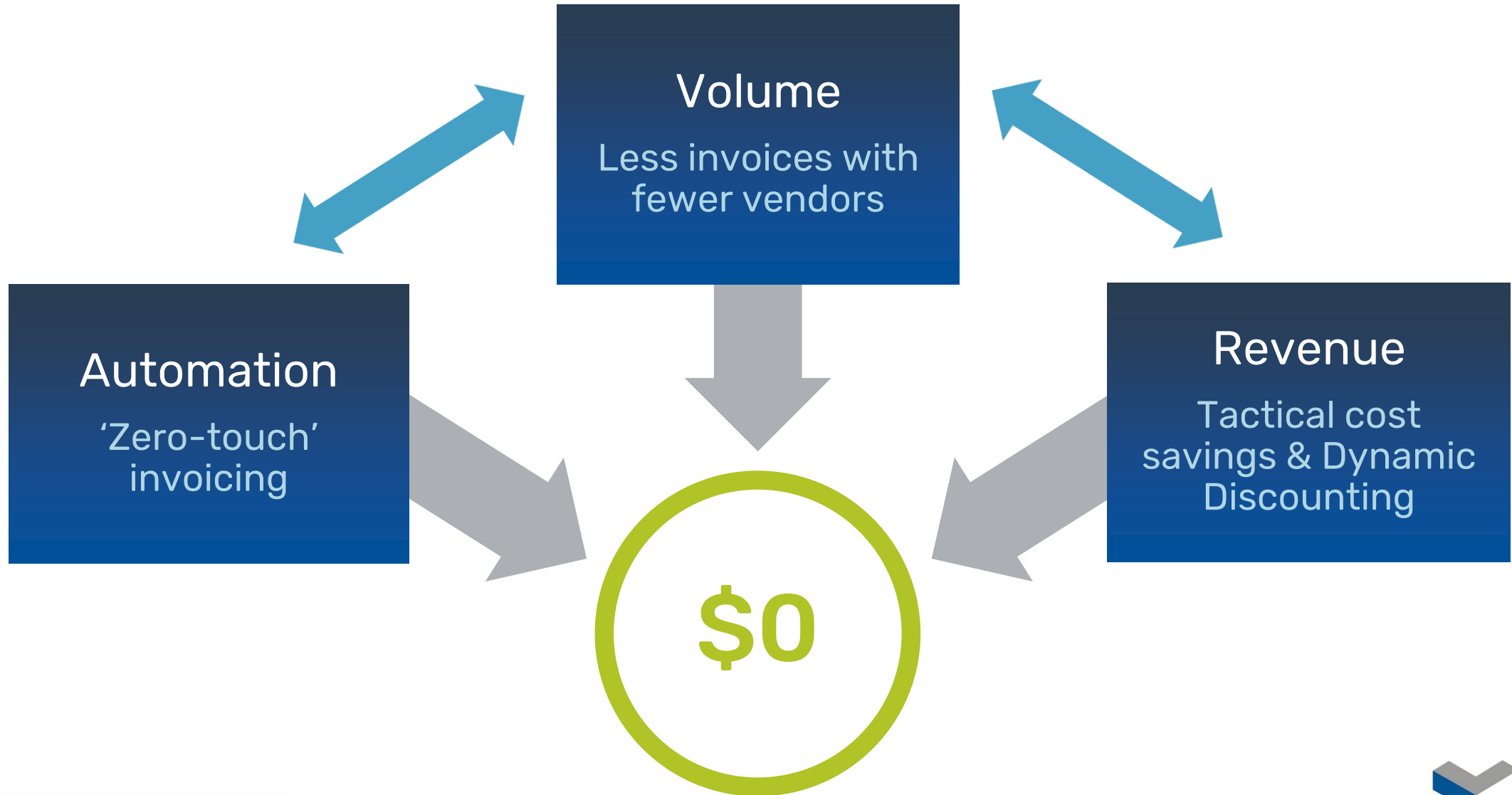
*We leveraged  
a broader  
Transformation  
project in Marsh &  
McLennan Finance  
to position ourselves  
for success*

# E-Invoicing penetration

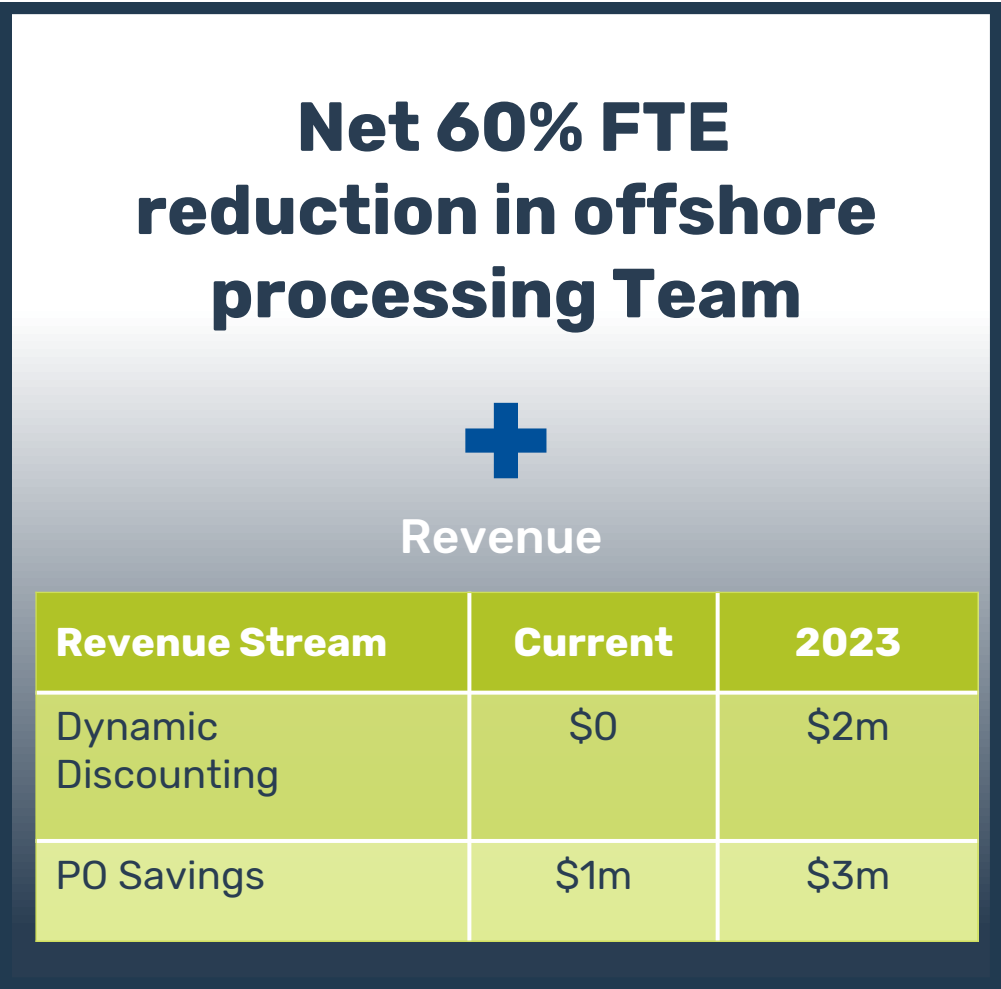
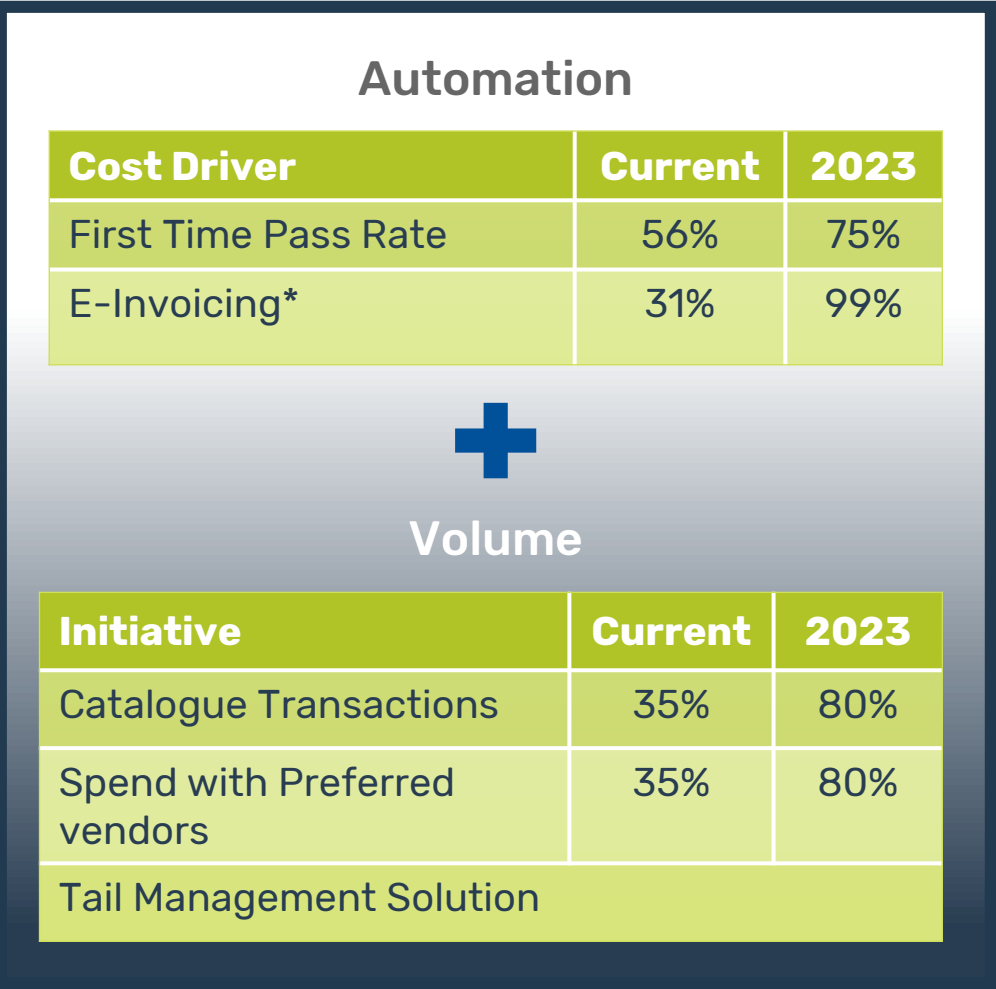


-  Accelerated Deployment
-  PDF Invoice Solution
-  Procurement Maturity

# Getting to Net Zero



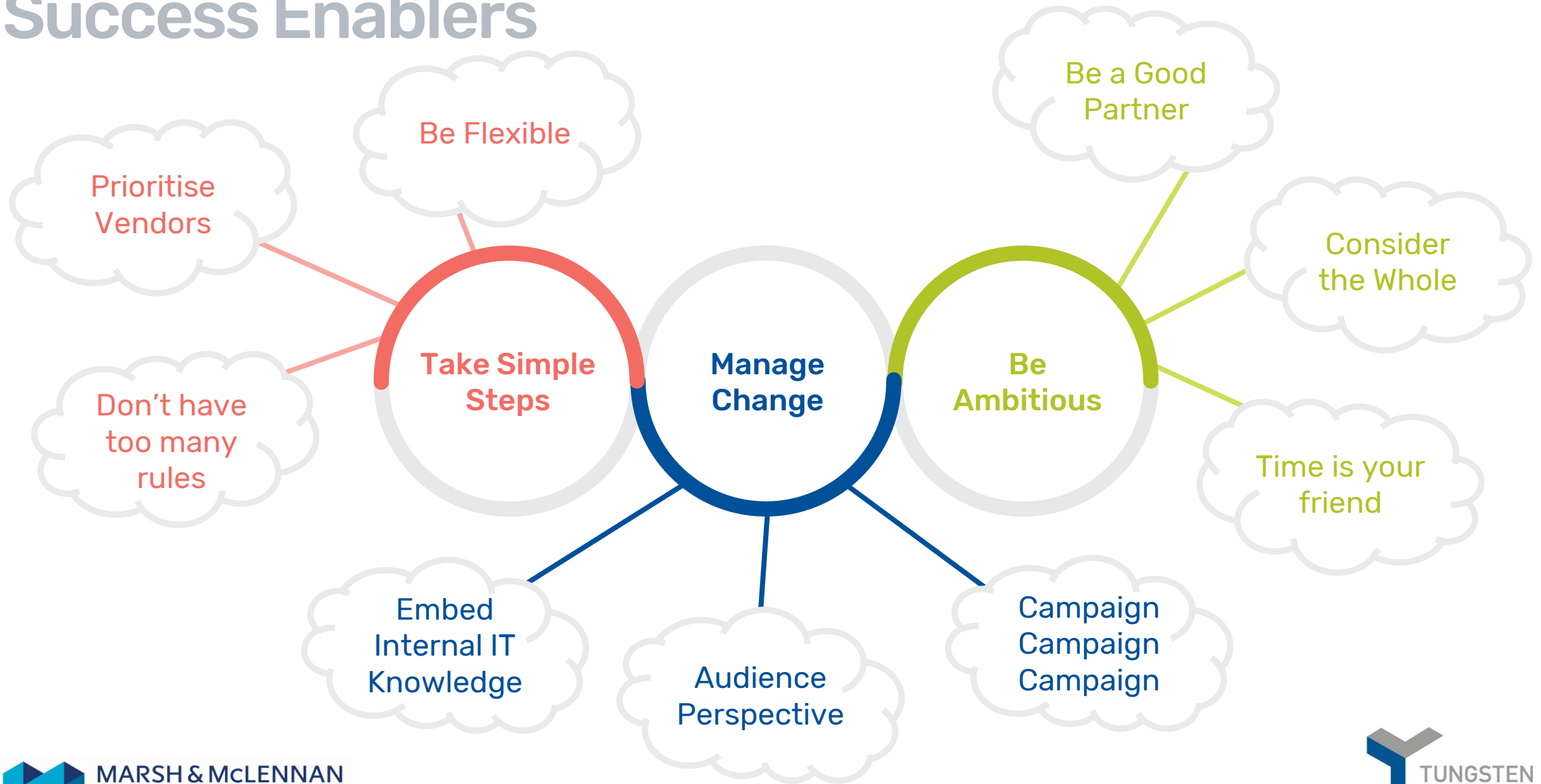
# Balancing the books...



\* Defined as any electronic format invoice



# Success Enablers



# Always Keep in Mind



# Questions



MARSH & McLENNAN  
COMPANIES



TUNGSTEN  
NETWORK

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**Thank You!**