

# Supplier Solutions Roadmap 2019

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Richard Vermeij, SAP Ariba  
April 02, 2019

PUBLIC

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## Did you know ... **Ariba Network**

Total number of registered suppliers **3.8M**

New supplier onboarded on Ariba Network every **2s**

How many documents are processed every second **700**

How many supplier catalogs are maintained **175K**

# Agenda

Introduction

New Supplier Experience

Intelligent Onboarding & Account Management

Intelligence and Insights

Ariba Solution Enhancements for Suppliers

One Platform – One Network

Extensibility and API's

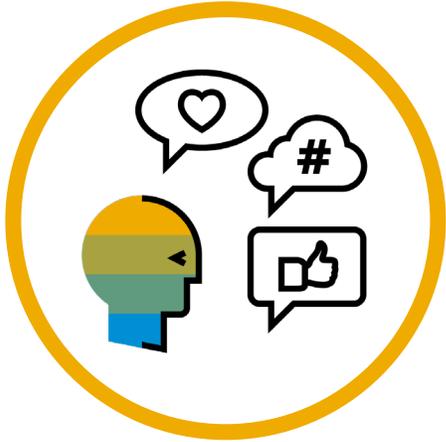
Cloud Integration Strategy

# Introduction



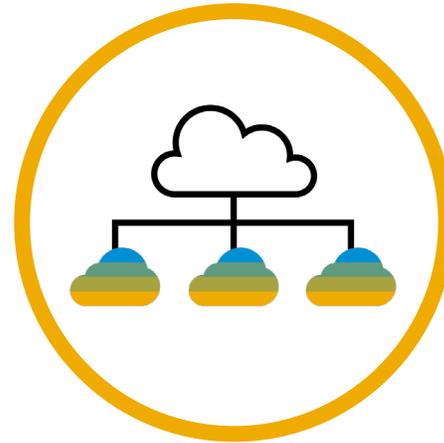
# SAP Ariba Solution Strategy

## A journey to autonomous procurement



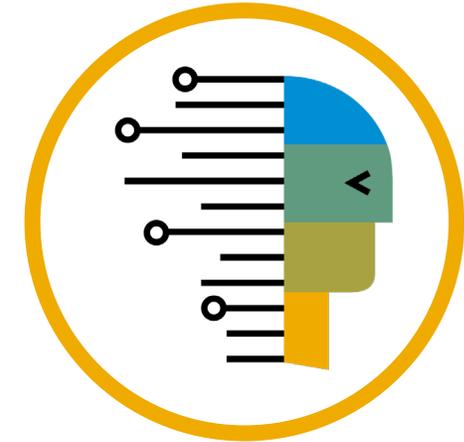
### Experience

Provide comprehensive process **capability** with immersive **end user experience**



### One Platform

Deliver an E2E scalable **platform** with **extensibility** and **unified integration** for managing **all spend**



### Intelligent Spend Management

Execute the **SAP Intelligent Enterprise strategy** leveraging the intelligent technologies and the digital platform

## OUTCOMES

Better ROI | Positive NPS | Enhanced Compliance | Increased Cost Savings | Revenue Growth | Reduced Risk | Better Visibility

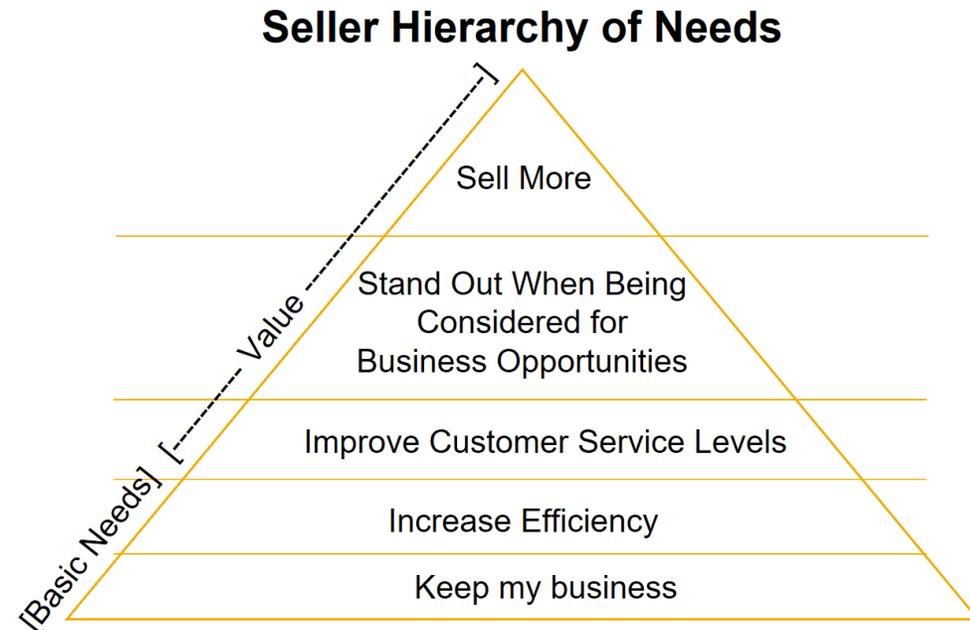
# Seller Value Focus

**Ariba Network Vision:** “Transform a transactional network to an **intelligent business network** that enables strategic relationships between trading partners”

**Seller Value Mission:** Increase supplier **Value**, **Satisfaction** and **Engagement**.

## Seller Value Strategy:

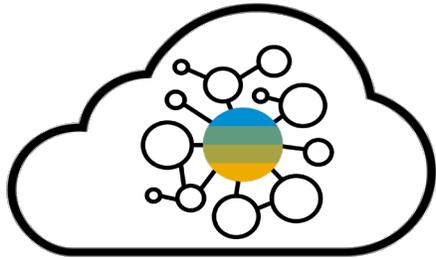
- Meet Supplier Basic Needs
- Value to right suppliers
- Value at the right time



# Key **Investment** Areas

Improvement of **existing capabilities**

Unified **Supplier Experience**



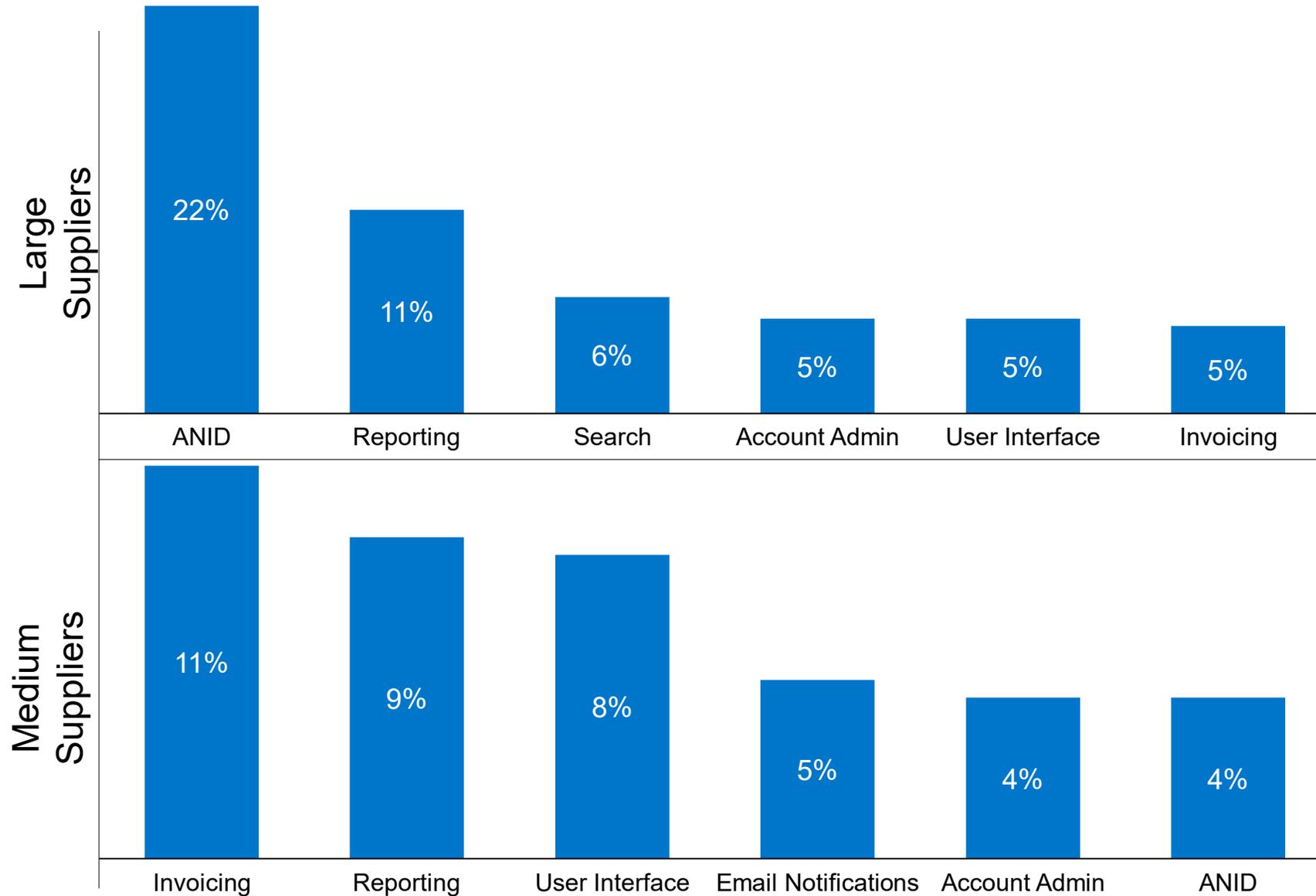
Intelligent **Trading Partner Onboarding** and Directory

**Mobile experience** with collaboration tools

**AI/ML Services** for intelligent decision making and automation

**Open Extensible Commerce Platform** – API-driven innovation platform providing value-added services for all connected network participants

# Supplier Survey 2018



# SAP Ariba Customer Influence

<https://influence.sap.com/sap/ino/#/campaign/6>

### Guided Registration Feature

Request ID: 216013

Vote:

Follow:

Status: Planned for Portfolio

Submitted on: Aug 8, 2018

Changed on: Nov 20, 2018

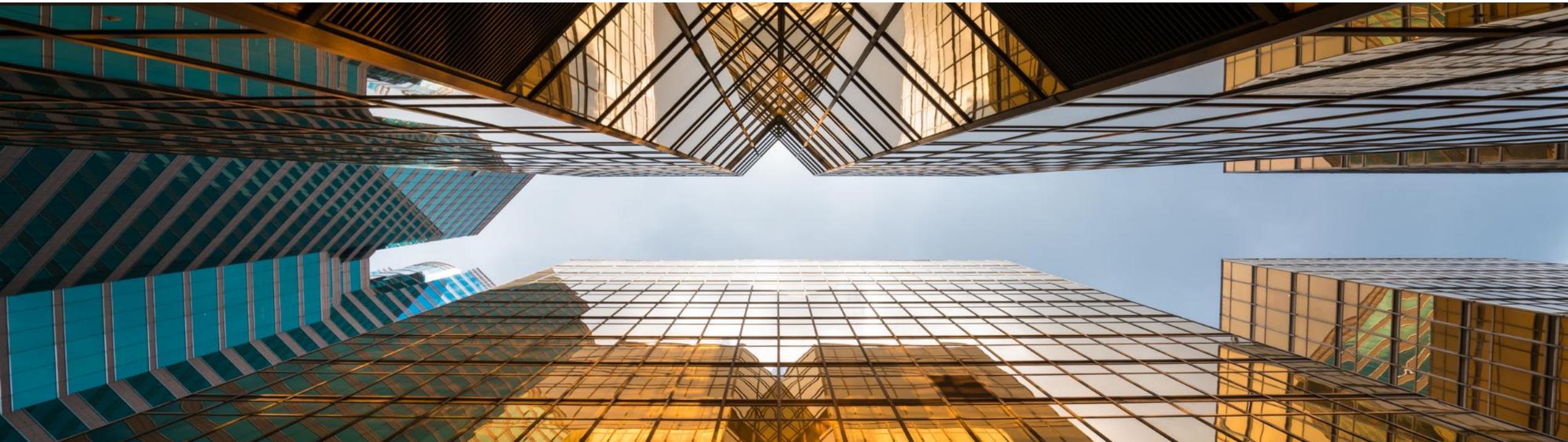
123 1 16

*Please describe the idea or improvement request*

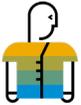
- Currently there are no measures taken to prevent suppliers from creating duplicate accounts on the Ariba Network. In consequence suppliers registers multiple ANID's per organization – if the accounts are Public supplier have no option to consolidate account activities under 1 identifier.

DETAILS	ATTACHMENTS	COMMENTS (1)	VOTES (16)
>	Ariba Czech s.r.o.		
>	Ariba Technologies India		
>	BASF		
>	Bayer		
>	Bayer AG		
>	Bayer Business Services		
>	Burberry		
>	CITROSUCO S/A AGROINDUSTRIA		
>	Deutsche Telekom AG		
>	Evonik Industries AG		
>	Lenta		
>	Nestlé		
>	SAP		
>	Shell		
>	thyssenkrupp AG		
>	AO "TK "Мегаполис"		

# New Supplier Experience



# New Supplier Experience

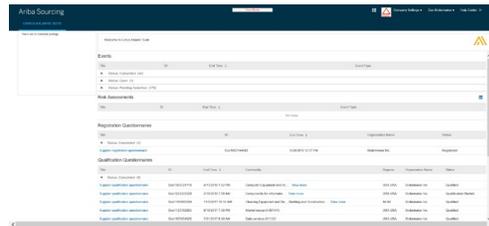


Supplier

## Discovery



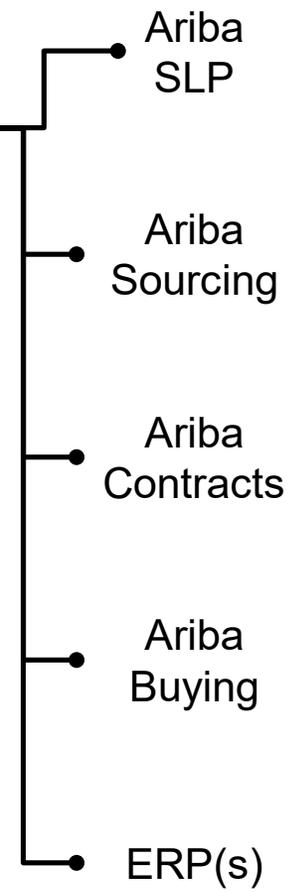
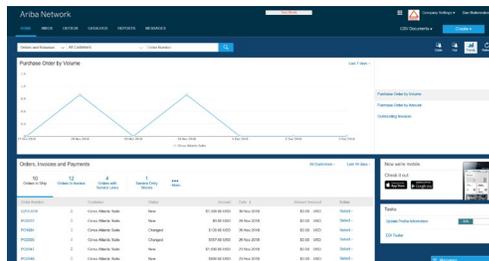
## Sourcing



## Contracts

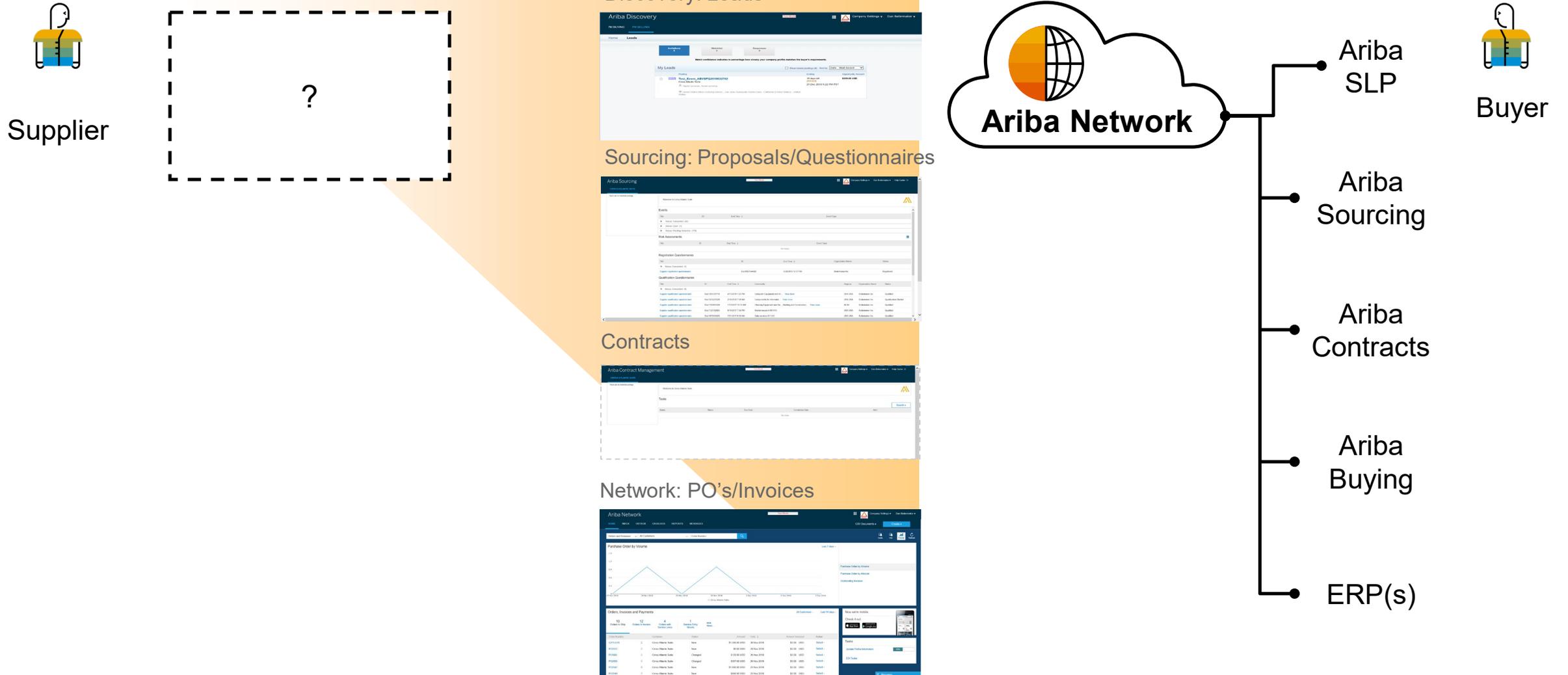


## Network

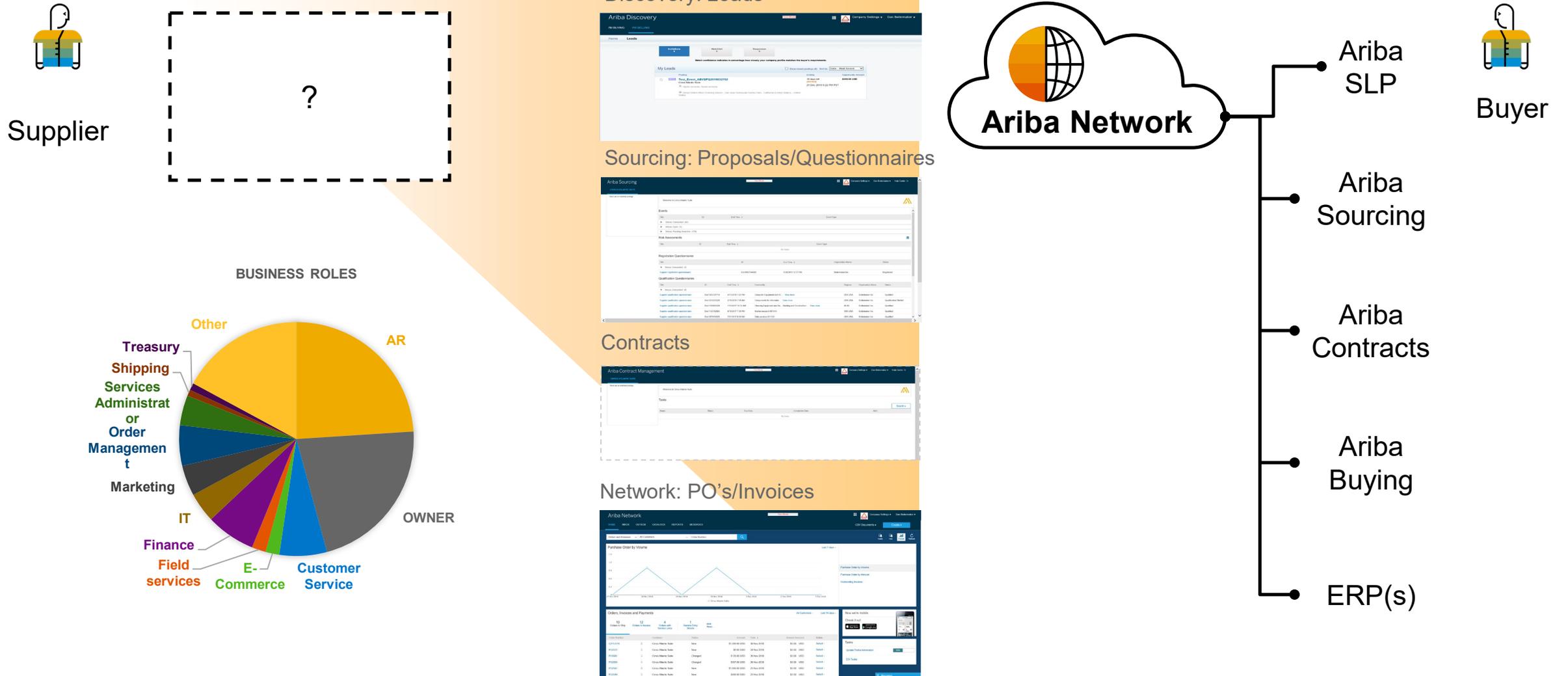


Buyer

# New Supplier Experience – Consolidation of Engagement Channels



# New Supplier Experience – Consolidation of Engagement Channels



# New Supplier Experience – Supplier Home Page

Avante Sciences Inc. ▾
Supplier Experience

🔍
🗨️
🔔
👤
☰

Home
Company profile ▾
Events
Leads
Contracts
Planning ▾
Orders ▾
Fulfillment ▾
Quality ▾
Invoices ▾
Payments ▾
Catalogs

Overview
🔗

5  
90d  
New orders

1  
30d  
orders to invoice

1  
30d  
Invoices rejected

6  
30d  
New leads

2  
30d  
New RFP

6  
More

My widgets | 🛠️ Customize

Company profile



**40%**  
Completed

Your company profile is 40% completed. Complete Profile to increase your chance of being more accurately discovered by buyers.

Complete profile →

Top matched leads [View all](#)

**Sodium Nitrate Needed** \$250K

MATCHED: 100%  
DUE: April 20, 2019

---

**E10 Ethanol - EMEA** \$150K

MATCHED: 100%  
DUE: April 5, 2019

---

**Petrochemical** \$350K

MATCHED: 80%  
DUE: Mar 28, 2019

Activities | All Types ▾

**PO - KO88553-2EE**

Mar 10, 2019 | 11:30 AM

Order amount  
**\$45,500.00 USD**
Last updated  
Jan 7, 2019
Status  
**New**

View details ▾

---

**Invoice - Ethanol 90% North America**

Mar 10, 2019 | 8:30 AM

Invoice amount  
**\$65,000.00 USD**
Last updated  
Jan 2, 2019
Status  
**Rejected**

View details

Responded: RFP - Ethanol for 2018

Network movers

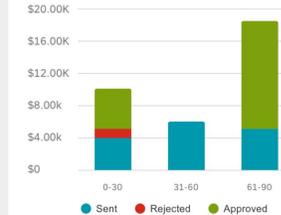
Most active invoice date
Most active PO data
Most active key word match

UNSPSC	Description	May Demand	Demand change	My change
73191607	Ethanol or methanol or derivatives	\$10.3M	+\$1.1M (10%)	+\$50K (20%)
73191602	Soda ash or chlorine or caustic soda	\$20.2M	+\$0.5M (0.5%)	-\$10K (3%)
43211503	Notebook computers	\$75.5M	-\$0.4M (0.1%)	-\$5K (1%)

As of 04/11/2019 PM PT 2:00 AM

Invoice Aging

\$35.4K



● Sent ● Rejected ● Approved

Early payment offers

\$50K

You can now receive early payment from Avente Science for a discounted fee of \$500.

Proceed →

 LAB  
PREVIEW

# New Supplier Experience – Supplier Home Page

**LAB PREVIEW**

Avante Sciences Inc. ▾ | Supplier Experience

Home | Company profile ▾ | Events | Leads | Contracts | Planning ▾ | Orders ▾ | Fulfillment ▾ | Quality ▾ | Invoices ▾ | Payments ▾ | Catalogs

1 orders to invoice (30d) | 1 Invoices rejected (30d) | 6 New leads (30d) | 2 New RFP (30d) | More (6)

**Top matched leads** [View all](#)

- Sodium Nitrate Needed** \$250K  
MATCHED: 100%  
DUE: April 20, 2019
- E10 Ethanol - EMEA** \$150K  
MATCHED: 100%  
DUE: April 5, 2019
- Petrochemical** \$350K  
MATCHED: 80%  
DUE: Mar 28, 2019

**Activities** | All Types ▾

- PO - KO88553-2EE**  
Mar 10, 2019 | 11:30 AM  
Order amount: \$45,500.00 USD | Last updated: Jan 7, 2019 | Status: **New**  
[View details](#)
- Invoice - Ethanol 90% North America**  
Mar 10, 2019 | 8:30 AM  
Invoice amount: \$65,000.00 USD | Last updated: Jan 2, 2019 | Status: **Rejected**  
[View details](#)

**Responded: RFP - Ethanol for 2018**

**Network movers**

UNSPSC	Description	May Demand	Demand change	My change
73191607	Ethanol or methanol or derivatives	\$10.3M	+\$1.1M (10%)	+\$50K (20%)
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As of 04/11/2019 PM PT 2:00 AM

**Invoice Aging**

**\$35.4K**

Bar chart showing Invoice Aging by status: Sent (blue), Rejected (red), Approved (green). Legend: Sent, Rejected, Approved.

**Early payment offers**

**\$50K**

You can now receive early payment from Avente Science for a discounted fee of \$500.

[Proceed →](#)

# New Supplier Experience – Supplier Home Page

Avante Sciences Inc. | Supplier Experience

Home Company profile Events Leads Contracts Planning Orders Fulfillment Quality Invoices Payments Catalogs

**LAB PREVIEW**

### Overview

5 <sup>90d</sup> New orders | **2** <sup>30d</sup> orders to invoice | 1 <sup>30d</sup> Invoices rejected | 6 <sup>30d</sup> New leads | 2 <sup>30d</sup> New RFP | More <sup>6</sup>

#### Orders to invoice (2)

Order number	Items	Customer	Status	Amount	Date	Amount Invoiced
<a href="#">PO-201020343</a>	20	Avante Sciences	Partially Shipped	1,020 USD	Mar 2, 2019 12:45 PM	0.00 USD
<a href="#">PO-201020432</a>	28	Avante Sciences	Partially Shipped	1,020 USD	Mar 2, 2019 12:45 PM	0.00 USD

Item ID	Description	Amount	Change	Impact
73191602	Soda ash or chlorine or caustic soda	\$20.2M	+\$0.5M (0.5%)	-\$10K (3%)
43211503	Notebook computers	\$75.5M	-\$0.4M (0.1%)	-\$5K (1%)

As of 04/11/2019 PM PT 2:00 AM

for a discounted fee of \$500.

Proceed →

Bar Chart Legend: Sent (Blue), Rejected (Red), Approved (Green)

# New Supplier Experience – Supplier Home Page

**Avante Sciences Inc.** | Supplier Experience

Home | Company profile | Events | Leads | Contracts | Planning | Orders | Fulfillment | Quality | Invoices | Payments | Catalogs

Overview

5 90d 1 30d 1 30d 6 30d 2 New RFP More

**Activities** | All Types

- PO - KO88553-2EE**  
Mar 10, 2019 | 11:30 AM  
Order amount: \$45,500.00 USD | Last updated: Jan 7, 2019 | Status: **New**  
[View details](#)
- Invoice - Ethanol 90% North America**  
Mar 10, 2019 | 8:30 AM  
Invoice amount: \$65,000.00 USD | Last updated: Jan 2, 2019 | Status: **Rejected**  
[View details](#)

**Responded: RFP - Ethanol for 2018**

As of 04/11/2019 PM PT 2:00 AM

Early payment offers  
**\$50K**  
You can now receive early payment from Avente Science for a discounted fee of \$500.  
[Proceed](#)

Legend: Sent (blue), Rejected (red), Approved (green)

# New Supplier Experience – Transaction Workbench

Avante Sciences Inc. ▾ | **Supplier Experience** 🔍 🗨️ ? 👤 ☰

[Home](#) | [Planning ▾](#) | [Orders ▾](#) | [Fulfillment](#) | [Quality](#) | [Invoices ▾](#) | [Payments ▾](#) | [Catalogs](#) | [Sourcing](#) | [Contracts](#) | [Leads](#) | [Company profile ▾](#)

Overview | [Last 30 days ▾](#) 🔍

65

Items to confirm

9

Items to invoice

6

Orders to ship

1

Payment received

2

Invoices rejected

⋮

More

Items to Confirm (65) 🔍 🗨️ 📅

<input type="checkbox"/>	ORDER NUMBER	PART #	CUSTOMER	QTY	UNCONFIRMED QTY	QTY TO CONFIRM	NEED BY	ESTIMATED SHIPPING	ESTIMATED DELIVERY	ACTIONS
<input type="checkbox"/>	PO RS 12345- AB	GT435203	HyperSeed	45	45	<input type="text" value="45"/> EA	Jan 4, 2019	<input type="text"/>	<input type="text"/>	⋮
<input type="checkbox"/>	PO RS 12345- AB	GT435203	HyperSeed	45	45	<input type="text" value="45"/> EA	Jan 4, 2019	<input type="text"/>	<input type="text"/>	⋮
<input type="checkbox"/>	PO RS 12345- AB	GT435203	HyperSeed	45	45	<input type="text" value="45"/> EA	Jan 4, 2019	<input type="text"/>	<input type="text"/>	⋮
<input type="checkbox"/>	PO RS 12345- AB	GT435203	NextGene	45	45	<input type="text" value="45"/> EA	Jan 4, 2019	<input type="text"/>	<input type="text"/>	⋮
<input type="checkbox"/>	PO RS 12345- AB	GT435203	NextGene	45	45	<input type="text" value="45"/> EA	Jan 4, 2019	<input type="text"/>	<input type="text"/>	⋮
<input type="checkbox"/>	PO RS 12345- AB	GT435203	NextGene	45	45	<input type="text" value="45"/> EA	Jan 4, 2019	<input type="text"/>	<input type="text"/>	⋮
<input type="checkbox"/>	PO RS 12345- AB	GT435203	TechDronix	45	45	<input type="text" value="45"/> EA	Jan 4, 2019	<input type="text" value="📅"/>	<input type="text" value="📅"/>	⋮
<input type="checkbox"/>	PO RS 12345- AB	GT435203	TechDronix	45	45	<input type="text" value="45"/> EA	Jan 4, 2019	<input type="text" value="📅"/>	<input type="text" value="📅"/>	⋮
<input type="checkbox"/>	PO RS 12345- AB	GT435203	TechDronix	45	45	<input type="text" value="45"/> EA	Jan 4, 2019	<input type="text" value="📅"/>	<input type="text" value="📅"/>	⋮
<input type="checkbox"/>	PO RS 12345- AB	GT435203	TechDronix	45	45	<input type="text" value="45"/> EA	Jan 4, 2019	<input type="text" value="📅"/>	<input type="text" value="📅"/>	⋮

Confirm as Requested
Confirm with Changes
Rejected

LAB  
PREVIEW

🔍

🗨️

📅

🛒

# New Supplier Experience – Web Assist for Help & Support



The screenshot displays the SAP Ariba Network interface. At the top, there's a navigation bar with 'Home', 'Inbox', 'Outbox', 'Catalogs', 'Reports', and 'Messages'. A 'Messages' notification bubble is present. Below this, there are filters for 'Orders and Releases', 'All Customers', and 'Order Number'. The main content area is titled 'Orders, Invoices and Payments' and shows a summary with counts: 2 Orders to Invoice, 0 Orders that Need Attention, 0 Invoices Rejected, and 2 Orders to Ship. Below this is a table of orders.

Order Number	Customer	Status	Amount	Date ↓	Amount Invoiced	Action
DO261	Dell EMC	New	\$31.20 USD	29 Mar 2019	\$0.00 USD	Select
DO260	Dell EMC	New	\$62.40 USD	29 Mar 2019	\$0.00 USD	Select

At the bottom left, there's a footer with the SAP logo and user information: 'James Smith (james.smith@ibm.com) last visited 29 Mar 2019 10:12:05 PM | IBM Technologies | AN02000000220'. There are also links for 'SAP Ariba Privacy Statement', 'Security Disclosure', and 'Terms of Use'.

On the right side, there's a sidebar with navigation options: 'What's New', 'Learning', 'Ariba Messaging', 'Guided Tours', 'Ariba Support', 'Messaging', 'Go Mobile', and 'Inbox Documents'. A 'Tasks' section is also visible with a right-pointing arrow. A 'Create a PO based Invoice' button is overlaid on the sidebar.

# Ariba Live Session **New Supplier User Experience / Transaction Dashboard**

Session ID	Title	Session Type	Day	Time
84759	New Supplier User Experience	Design Thinking Session	Wed	10:15 a.m. - 11:30 a.m. Meeting Room 12B - Level 4

This design thinking workshop will collect feedback on current designs and creative ideas for the future supplier user experience based on different supplier needs. We'll also collect feedback on the role of mobile for suppliers. [Share](#)



Track : [Strategic Sellers: Driving Bigger and Better Opportunities with SAP Ariba](#)

Sub Track : [Strategic Sellers: Driving Bigger and Better Opportunities with SAP Ariba | Strategic Sellers: Driving Bigger and Better Opportunities with SAP Ariba](#)

**Speakers**



**Steven Lui**  
Principal Design Strategist  
SAP Ariba  
[View Profile](#)

Audience: [Supplier](#)

Session ID	Title	Session Type	Day	Time
84715	Usability Study: Supplier Transaction Dashboard	Design Thinking Session	Wed	08:45 a.m. - 10:00 a.m. Meeting Room 12A - Level 4

Join the products and innovations team in the usability study for the supplier transaction workbench as part of planned supplier user experience improvements. Understand the planned capabilities, review usability mockups, and provide direct feedback to product and usability experts in this interactive session along with your peers. [Add to My Agenda](#) [Share](#)



Track : [Network & Ecosystem Products & Innovations](#)

Sub Track : [Network & Ecosystem | Network & Ecosystem Products & Innovations | Products & Innovations | Network and Ecosystem](#)

**Speakers**



**Amy Zhong**  
User Experience Researcher  
SAP Ariba  
[View Profile](#)



**Christie Lau**  
Principal UX Designer,  
Supply Chain Collaboration  
SAP Ariba  
[View Profile](#)



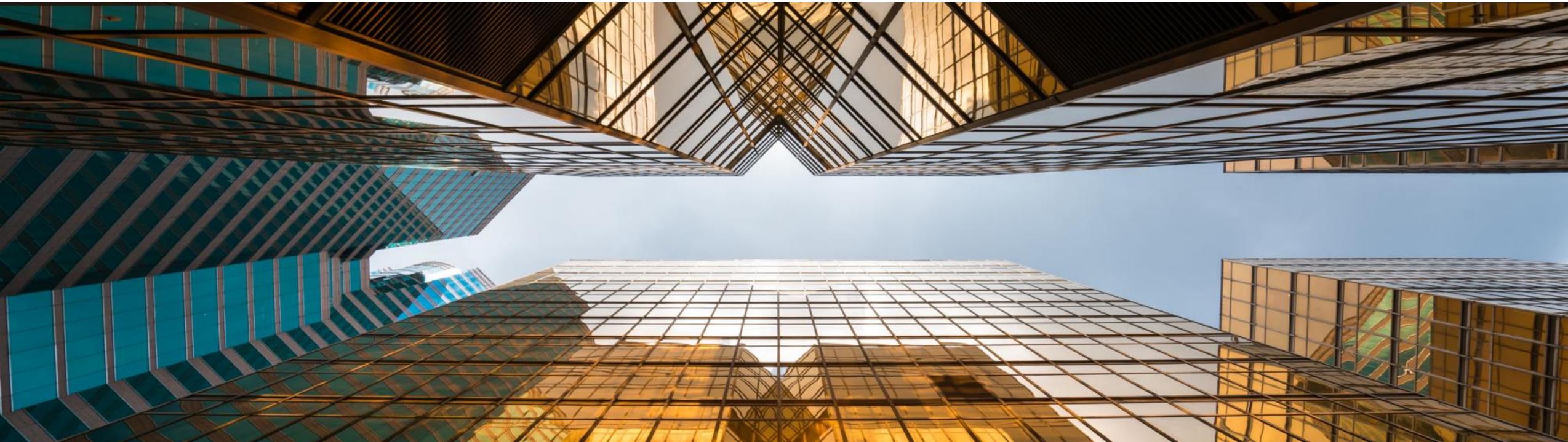
**Stephan Hofmann**  
Product Management  
SAP Ariba  
[View Profile](#)

Solution Track: [Platform and Integration](#)

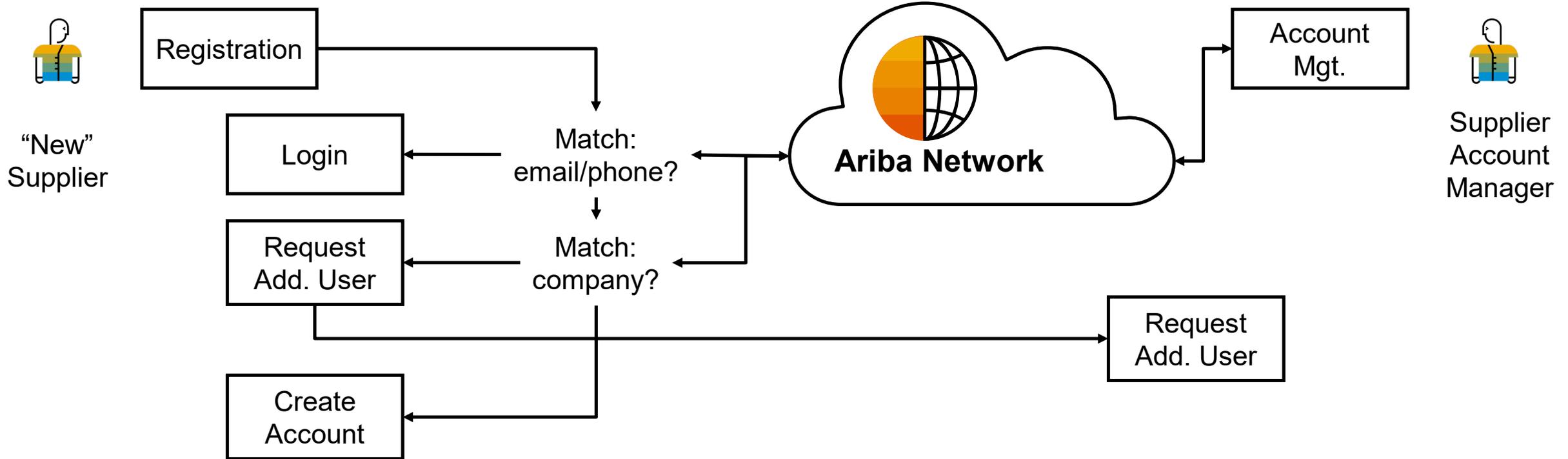
Audience: [Procurement](#)

Other: [Cloud Integration Gateway](#)

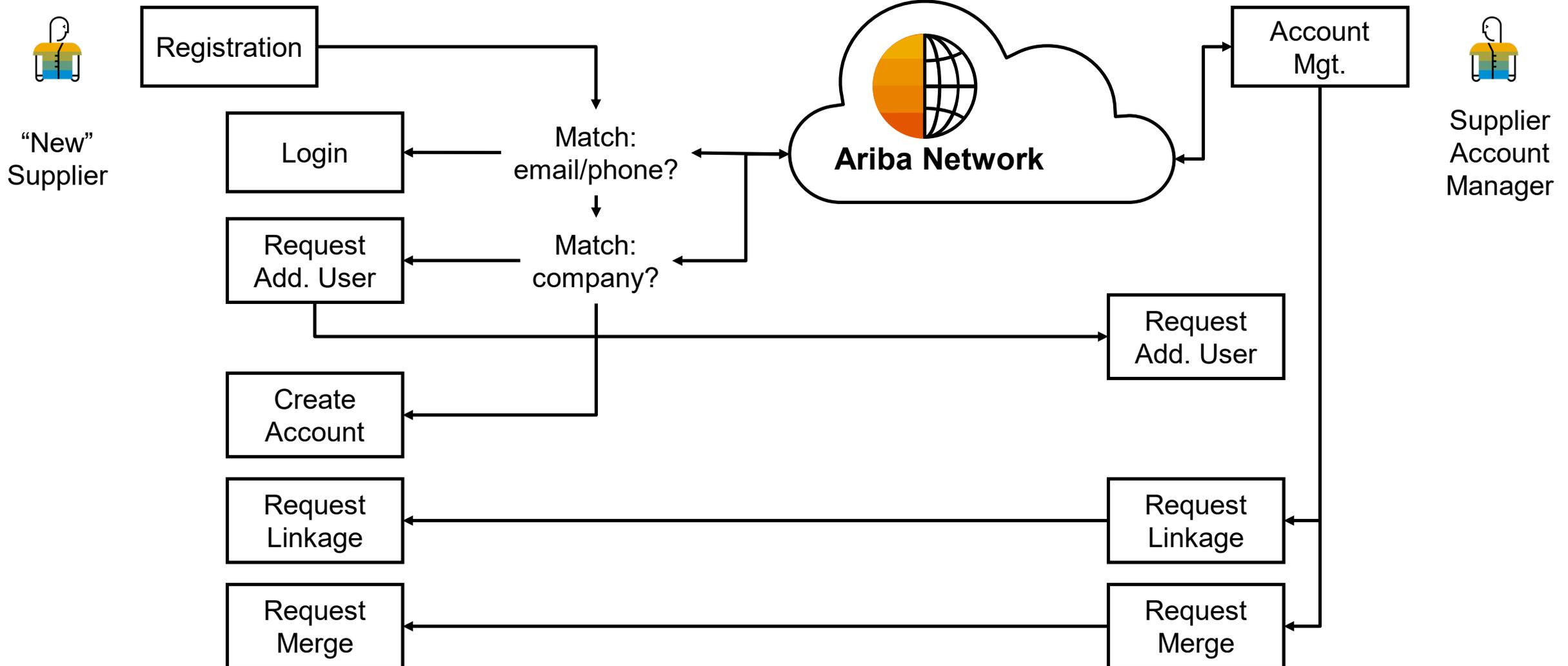
# Intelligent Onboarding & Account Mgt.



# Intelligent Onboarding – Expanded Registration Matching

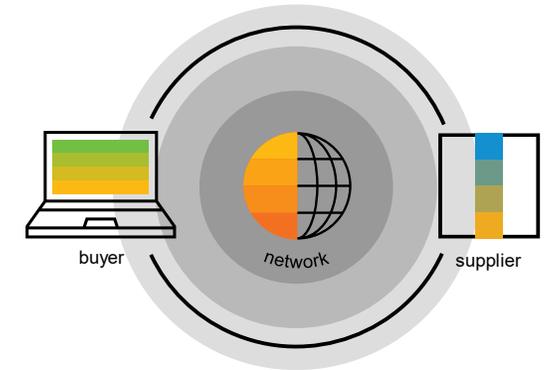


# Intelligent Onboarding – Public Account Merge



# Intelligent Onboarding – Various Enhancements

- Improvements to all email templates and branding refresh
- Trading-Partner-type specific profiles
- Intelligent profile completion
- Network Service API's for Supplier Search and Profile



# Ariba Live Session **Ariba Network Supplier Account Management**

Session ID	Title	Session Type	Day	Time
 84760	Ariba Network Supplier Account Management	Design Thinking Session	Wed	10:15 a.m. - 11:30 a.m. Meeting Room 12A - Level 4

Removing duplicate accounts and correctly indicating which company entity uses which account are key to efficient supplier business management on Ariba Network. This session will generate ideas on ways to improve ID management, help suppliers maintain a clean company representation, and enable buyers to find the right entity to collaborate with. [Share](#)



Track : [Strategic Sellers: Driving Bigger and Better Opportunities with SAP Ariba](#)

Sub Track : [Strategic Sellers: Driving Bigger and Better Opportunities with SAP Ariba | Strategic Sellers: Driving Bigger and Better Opportunities with SAP Ariba](#)

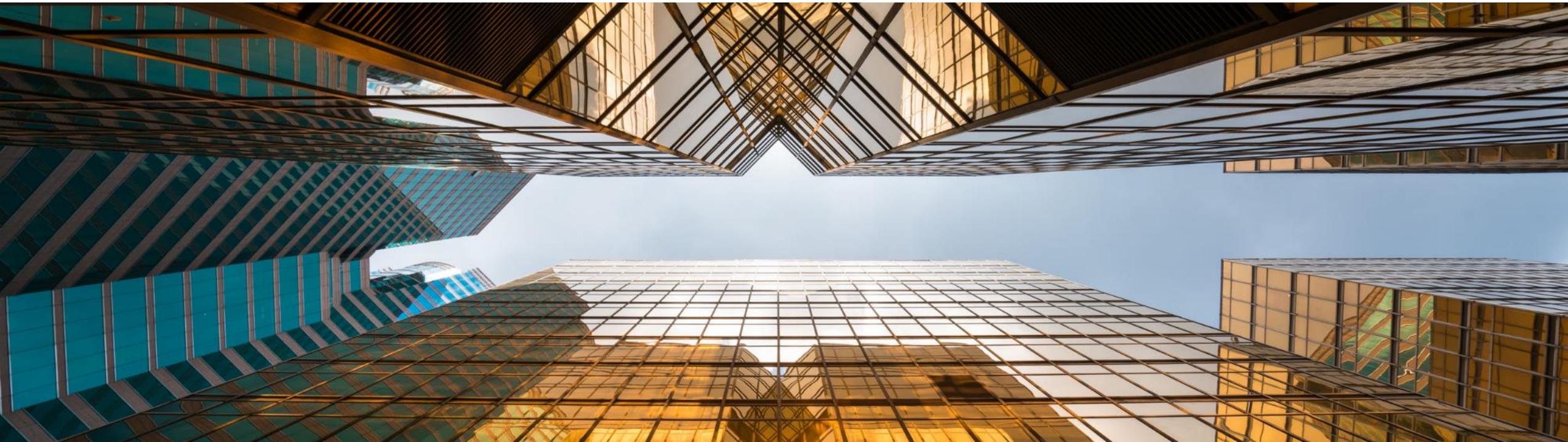
**Speakers**



**Olaf Schrader**  
Director Network and Seller Solutions  
SAP  
[View Profile](#)

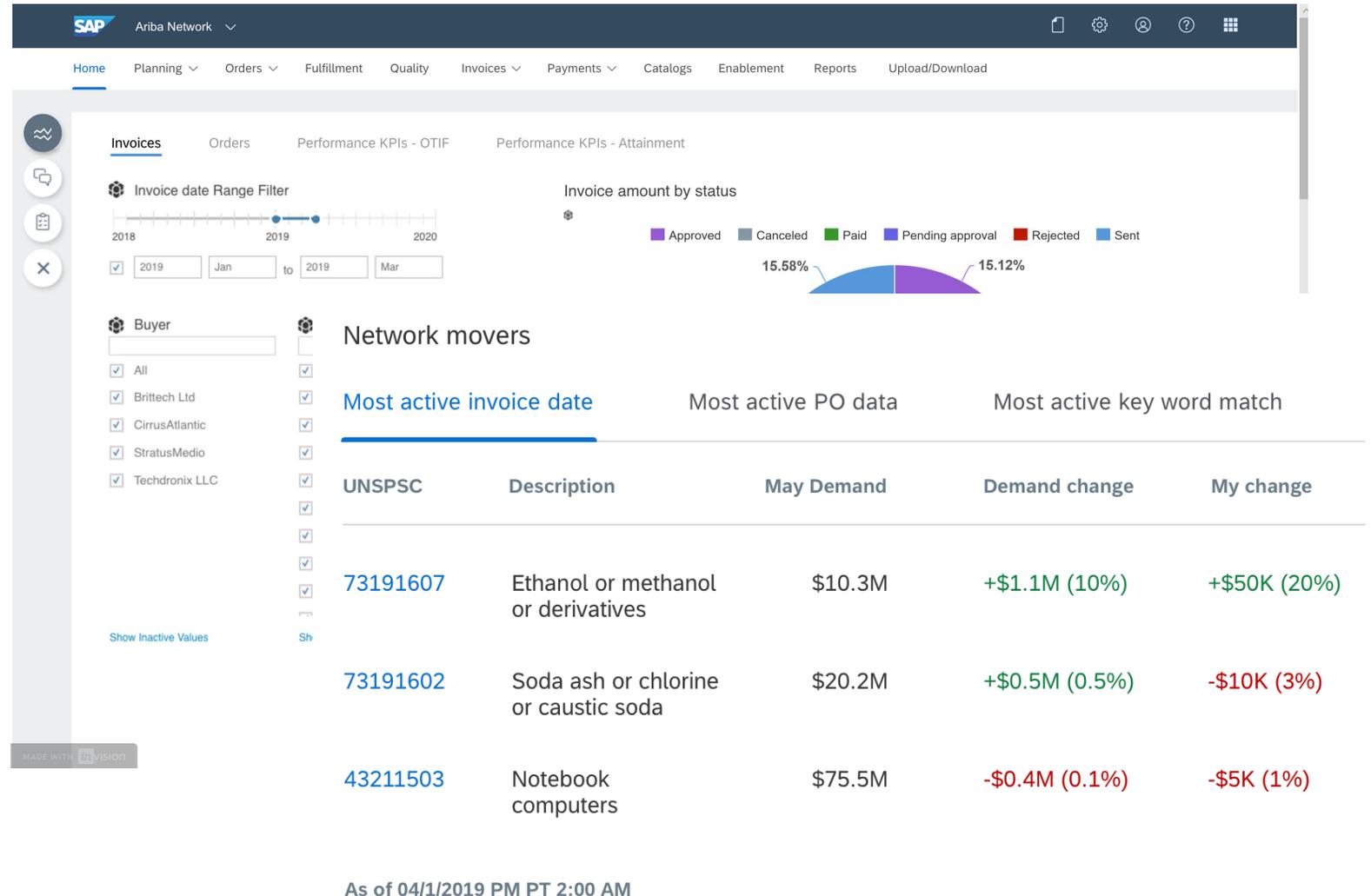
Audience: [Supplier](#)

# Supplier Analytics and Insights

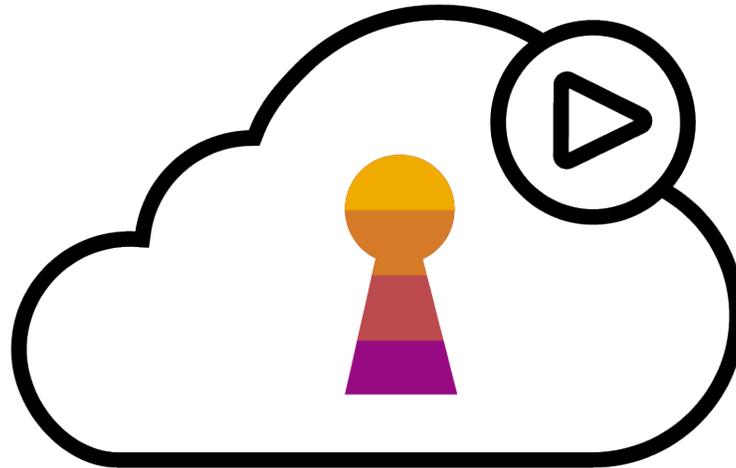


# Seller Analytics and Insights **Planned Innovations**

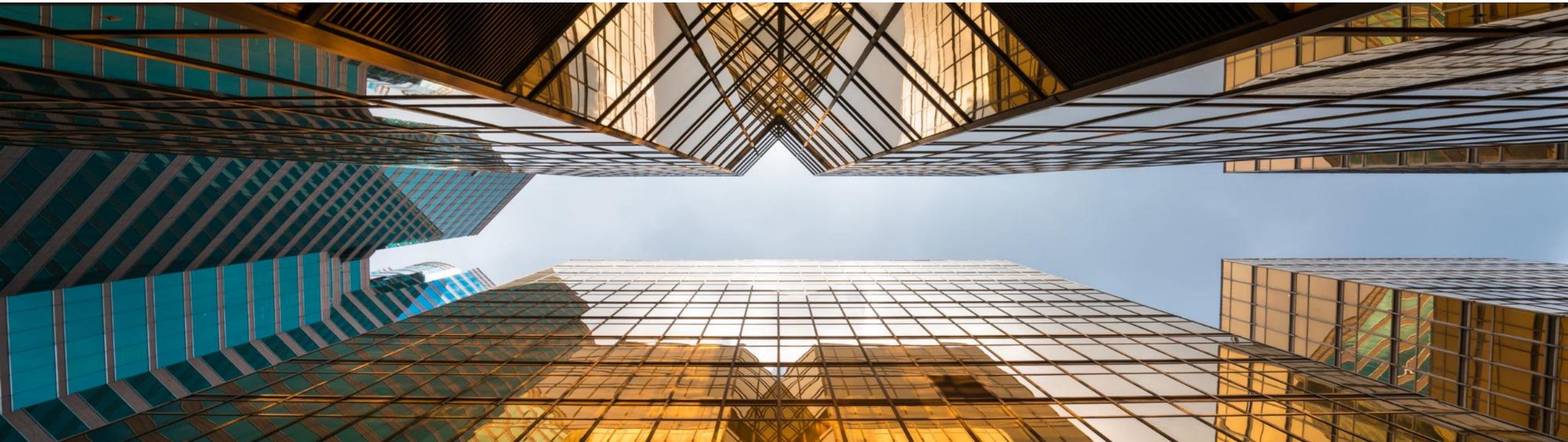
- Intelligent Enterprise Strategy
- Powered by SAP HANA and SAP Analytics Cloud
- Out-Of-Box extensible content
- In future network data based insights and benchmarks



# Seller Analytics and Insights – Demo



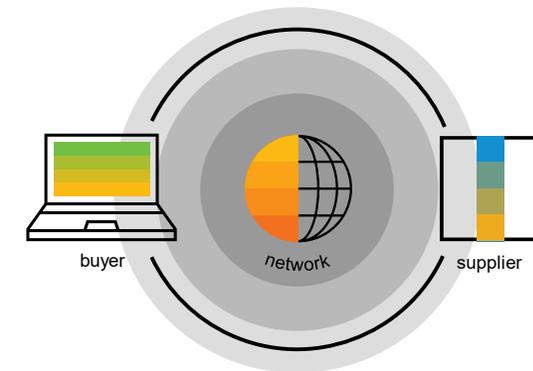
# Ariba solution enhancements for suppliers



# Ariba solution **enhancements for suppliers**

## Ariba Network

- Improved visibility of account status for Standard and Enterprise Accounts
- Direct Email Communication with Buyer users based on Order Data
- Improved Email template for Suppliers to highlight Change Purchase Orders
- Return Purchase Order Collaboration
- Allow Suppliers to update ASN after submission
- Logistics Partners to receive and invoice freight orders



# Ariba solution **enhancements for suppliers** - Continued

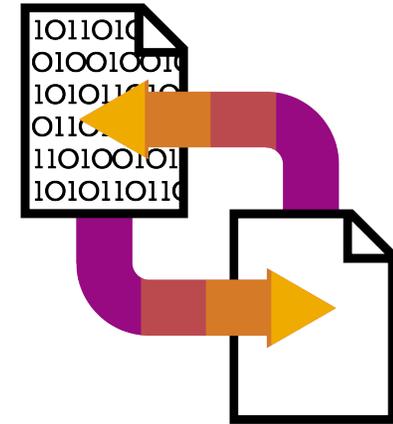
## **Invoicing** – PDF invoices

- Creation of e-invoice from digital PDFs
- Easy transition to 100% digital commerce
- Customer benefit from higher supplier acceptance rate
- PDF invoice processing that is “free” for all suppliers

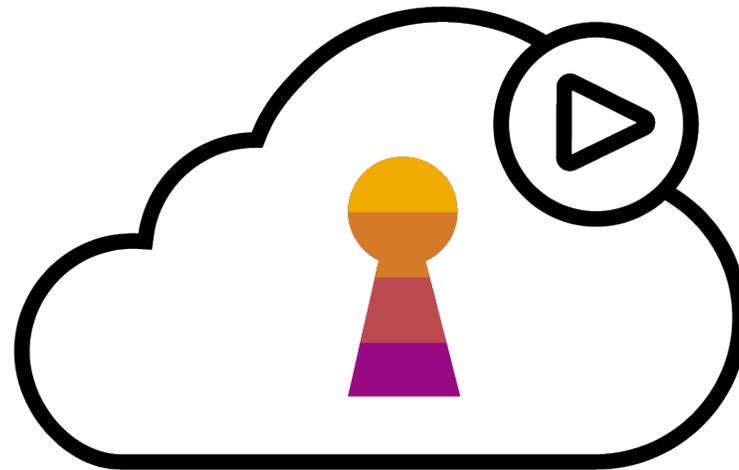
- Customer enables PDF invoice feature
- Supplier activates PDF invoice by providing 5 to 10 example invoices

- SAP Ariba team confirms service activation
- Supplier configures processing preferences

- Suppliers e-mail or upload digital PDF invoices to Ariba Network



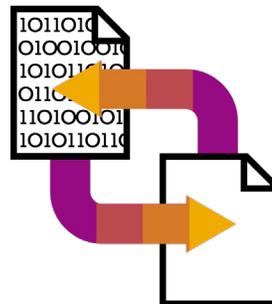
# PDF Invoices – Demo



# Ariba solution enhancements for suppliers - Continued

## Invoice Redesign

- Streamlined Invoice Entry
- Multiple Document Invoicing Improvements (Items to invoice)
- Invoice status visibility and exception management
- Integration into new Seller Home Page



SAP Ariba Network

### Create invoice

Submit Save Cancel

Invoice no.\* Invoice date\* Total invoice amount  
4/3/2019 24,118.00 USD

Pay to: Solstice Chemical Inc.  
500 Ash St  
Coshohocken, PA 19428  
United States  
Contact: Ann Baker  
Email: ann.baker@solchemical.com  
Phone: +1 (215) 358-1400

Bill to: Green Mercury Inc.  
1200 S Wood Ave  
Iselin, NJ 19428  
United States  
Contact: John Doe  
Email: john.doe@greenmerc.com  
Phone: 1 (732) 767-5700

Payment terms: Net 45 days  
Discount 2% 15 days  
Edit terms

Edit addresses

#### Items

Add

Item	Type	Part no.	Description	Ship notice	Unit price	Quantity to invoice	Subtotal
10	Material	1310-73-2	Glycerin96% PF	ASN-2375	4.00 USD	2,000 KG	8,000.00 USD
20	Material	2200-88-2	Sodium hydroxide 1.0N	ASN-2375	0.10 USD	4,000 KG	400.00 USD
30	Material	8001-25-8	Olive oil - AC4165	ASN-2376	5.00 USD	3,000 KG	15,000.00 USD

Add Add line

#### Summary

Add

Subtotal	23,400.00 USD
Sales tax 3.07% PA	718.00 USD
<b>Total net amount</b>	<b>24,118.00 USD</b>

Comment: We sent the invoice upon shipping you the goods.

Attachments: Upload file

Additional information: Add

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0 Comments

# Ariba Live Session **An Overview of Catalogs for Suppliers**

Session ID	Title	Session Type	Day	Time
 84634	An Overview of Catalogs for Suppliers	Marketplace Theater	Wed	01:15 p.m. - 01:35 p.m. Expo Halls 3-4 - Theater 3 - Level 1

This theater session will give you a snapshot of how suppliers can create, manage, and upload catalogs on Ariba Network for their buyer customers.

[Add to My Agenda](#) [Share](#)



Track : [Strategic Sellers: Driving Bigger and Better Opportunities with SAP Ariba](#)

Sub Track : [Strategic Sellers: Driving Bigger and Better Opportunities with SAP Ariba | Strategic Sellers: Driving Bigger and Better Opportunities with SAP Ariba](#)

**Speakers**

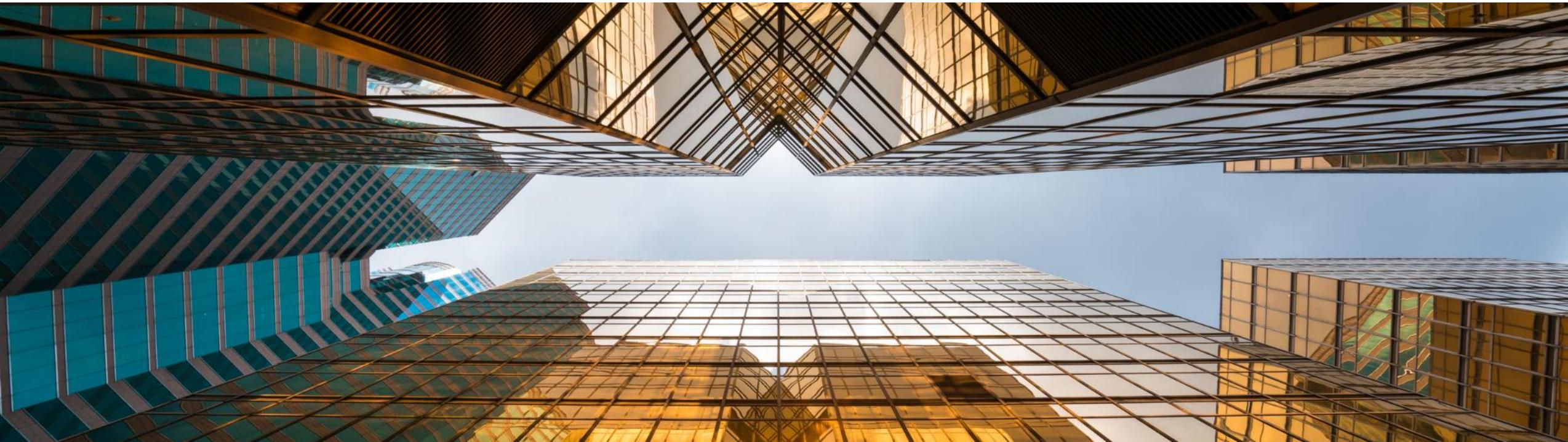


**Jaideep Tungare**  
Director, Solutions Management  
SAP Ariba  
[View Profile](#)

Audience: [Supplier](#)

Other: [Best practice](#)

# Extensibility and API's



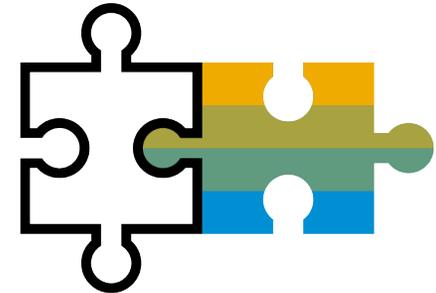
# Planned API's

## Supply side

- Invoice creation and extraction
- Digital field ticket for complex services
- Shipment API's for 3PL and Partners

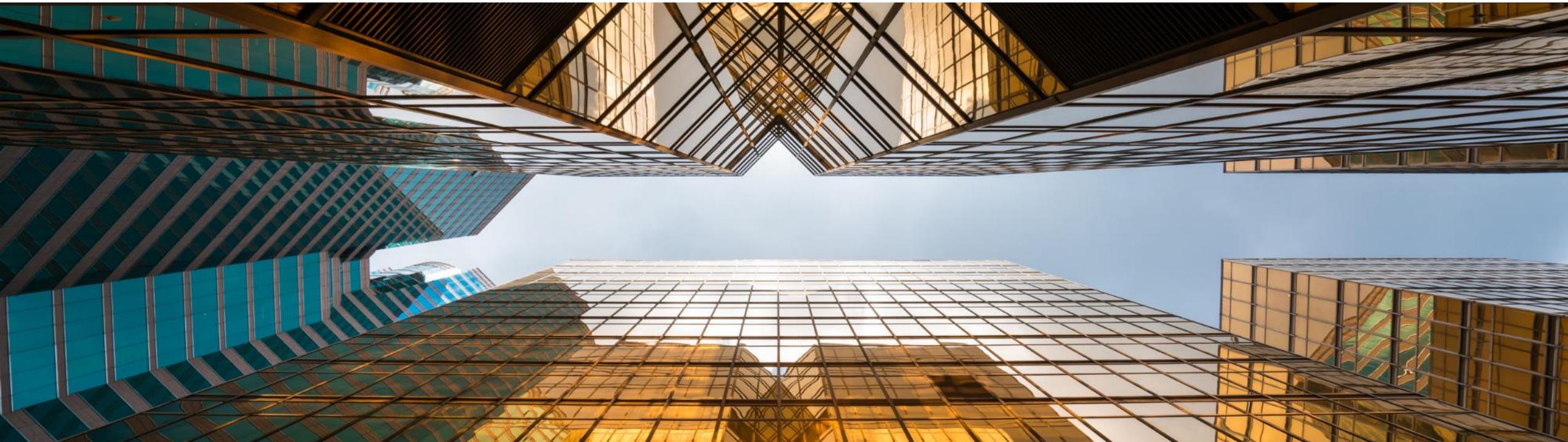
## Buy-side

- Supplier Search API\*
- Supplier Profile API\*



\* Used by buy-side applications to discover suppliers and their profile

# One Platform – One Network



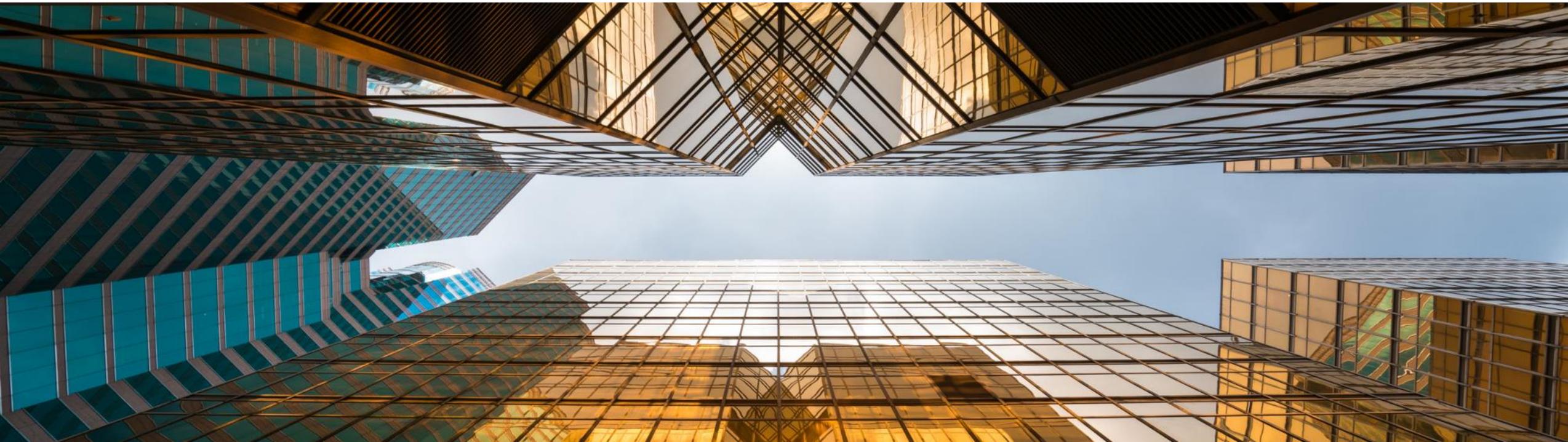
# One Platform



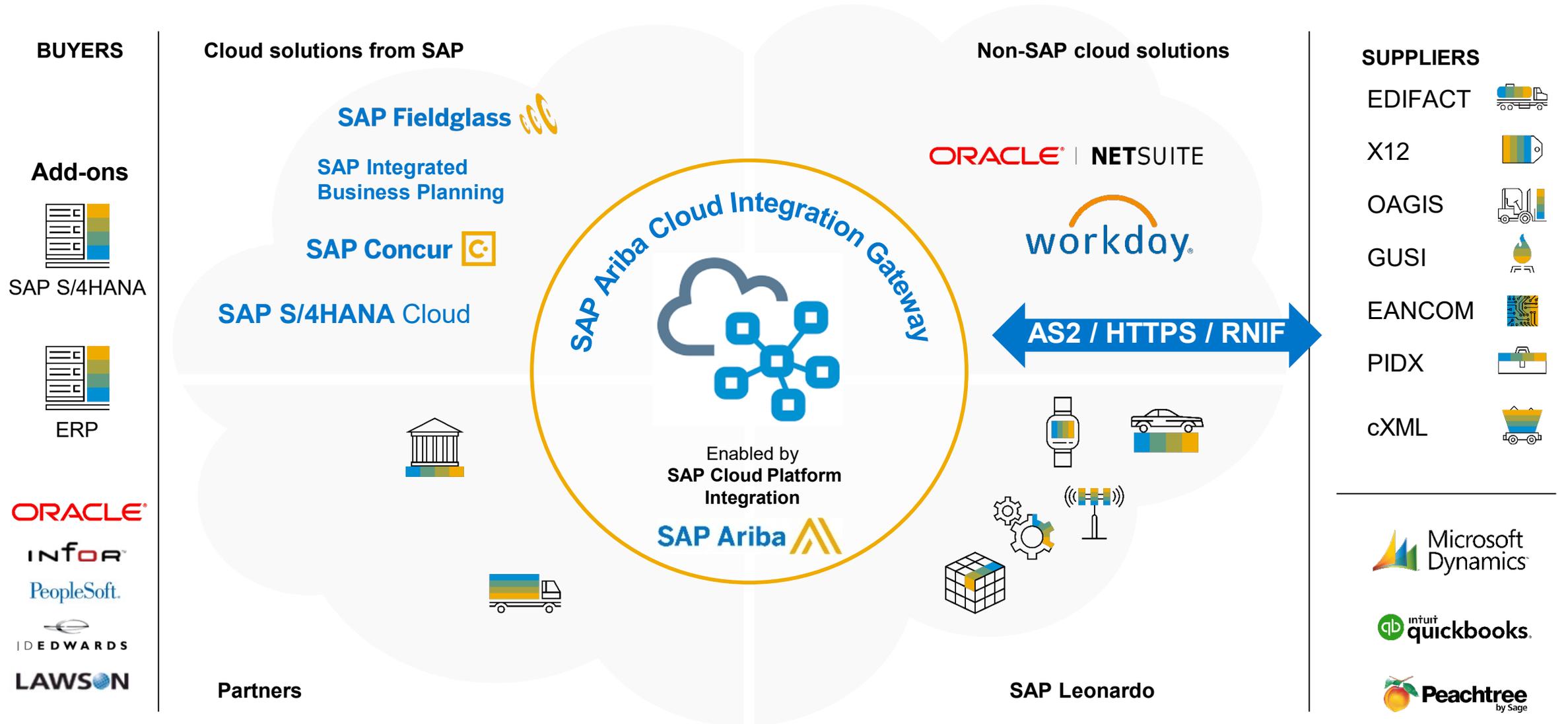
# One Platform – One Network



# Integration Strategy – SAP ARIBA CIG



# Cloud integration strategy



# Ariba Live Session **Supplier Integration on Ariba Network**

Session ID	Title	Session Type	Day	Time
 84636	Supplier Integration on Ariba Network	Educational Breakout	Wed	01:15 p.m. - 01:45 p.m. Meeting Room 15 - Level 4

This session will cover all the topics relevant for suppliers when it comes to integration. We'll look at new innovations for improved integration on Ariba Network. We'll also address technical topics along with a Q&A, primarily focusing on integration innovation delivered using the SAP Ariba Cloud Integration Gateway solution. [Share](#)



Track : [Strategic Sellers: Driving Bigger and Better Opportunities with SAP Ariba](#)

Sub Track : [Strategic Sellers: Driving Bigger and Better Opportunities with SAP Ariba | Strategic Sellers: Driving Bigger and Better Opportunities with SAP Ariba | Network and Ecosystem](#)

**Speakers**



**Vick Ramburrun**  
Sr Product Manager - Cloud Integration Gateway  
SAP Ariba  
[View Profile](#)



**Hermann Schuster**  
Engineering Lead  
SAP Ariba  
[View Profile](#)

Audience: [Supplier](#)

Other: [Cloud Integration Gateway](#)

## Summary | Key Takeaways

Execute on the mission to increase supplier **Value, Satisfaction**  
and **Engagement**

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1

Improve  
known  
challenges

2

Deliver  
Intelligent  
Trading.  
Partn. Onb.

3

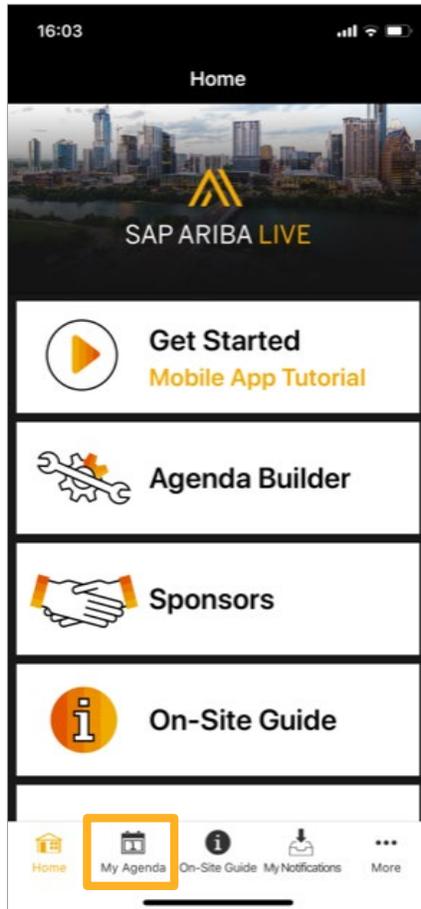
Deliver Unified  
Seller  
Experience

4

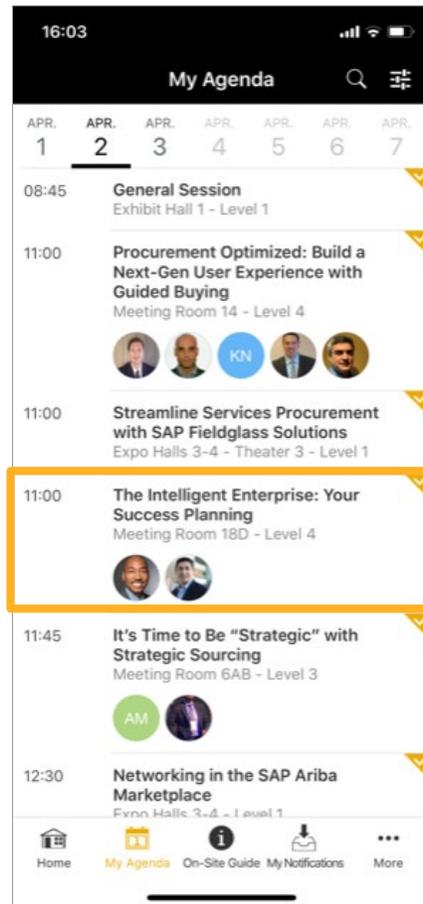
Analytics and  
Insights

# Please complete the session survey

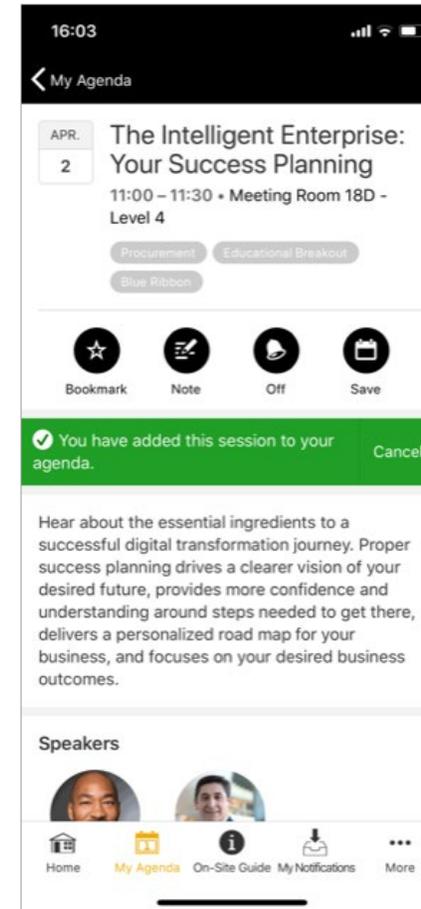
## Open Agenda



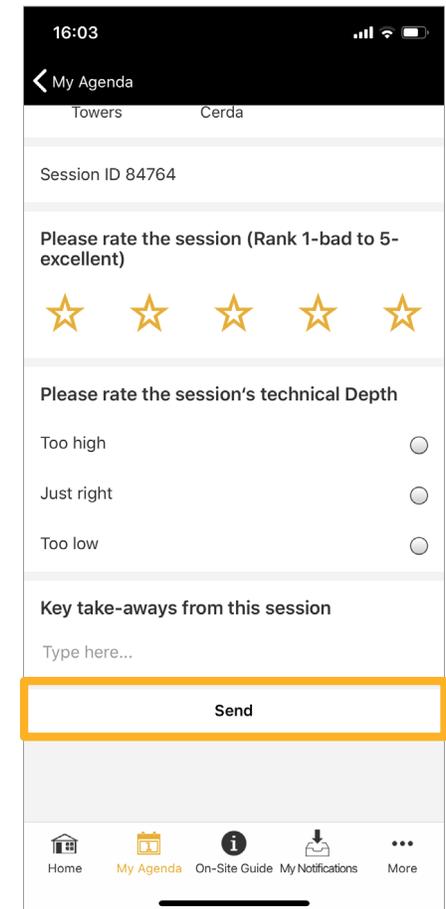
## Locate Session



## Scroll Down to Survey



## Rate Session



# Thank you.

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