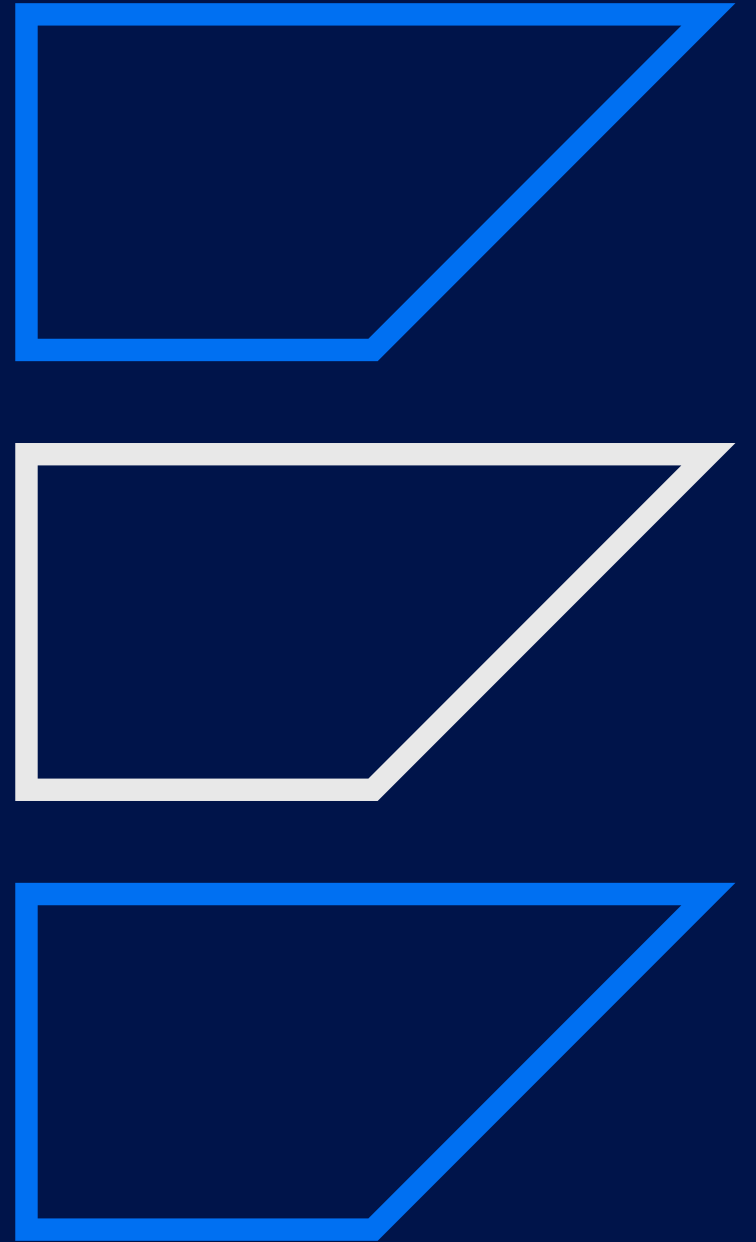


# SAP Innovation Day for Finance and Spend Management

PROCUREMENT TRACK

Magna Pars Milano  
4 giugno 2025



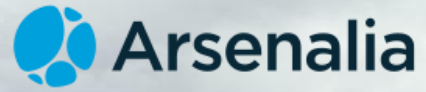


**Stefano Maria Capecchi**

Director Value Advisory  
for Spend Management EMEA  
SAP

**Grazia Ruggiero**

Senior Solution Advisor  
for Spend Management  
SAP



## **Federico Guidi**

Purchasing Projects Development Manager  
Gruppo Sofidel

## **Ilaria Nannipieri**

Sustainability Procurement Specialist  
Gruppo Sofidel

## **Francesco Baradel**

Partner Arsenalia



# Driving Sustainability and Resilience through Digital Procurement Innovation

Milan 4<sup>th</sup> June 2025



# Who we are

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Who we are

# Sofidel Group

The **Sofidel Group** is one of the leading manufacturers of paper for hygienic and household use (tissue paper) worldwide. Established in 1966, it is an Italian family business whose shareholders are the **Lazzareschi** and **Stefani** families.

To date, the Group is one of the world leaders in tissue paper production: the **second in Europe** and the **fourth in North America**.



## Sofidel at a glance:

Over **9,000**

EMPLOYEES  
(ca. 3.600 in the U.S.)

**1,860,000**

ANNUAL PRODUCTION CAPACITY  
IN TONNES

**3.225**

CONSOLIDATED NET TURNOVER IN BILLION  
EUROS (2024)

# Our history

## 1966 - 1990

**Growth and production consolidation in Italy**, the start of collaboration with large-scale distribution (GDO), first **exports to Europe** (France and Germany) and the **launch of the Regina brand** with the first television advertising investments.

## 1991 - 2006

**Production internationalization** (not outsourcing) **in Europe** through a series of *greenfield* investments (the first in France in 1997). It is the implementation of a “**proximity strategy**” to customers and target markets, which allows to reduce logistics costs and improve service levels for large-scale distribution (GDO).

## 2007 - 2015

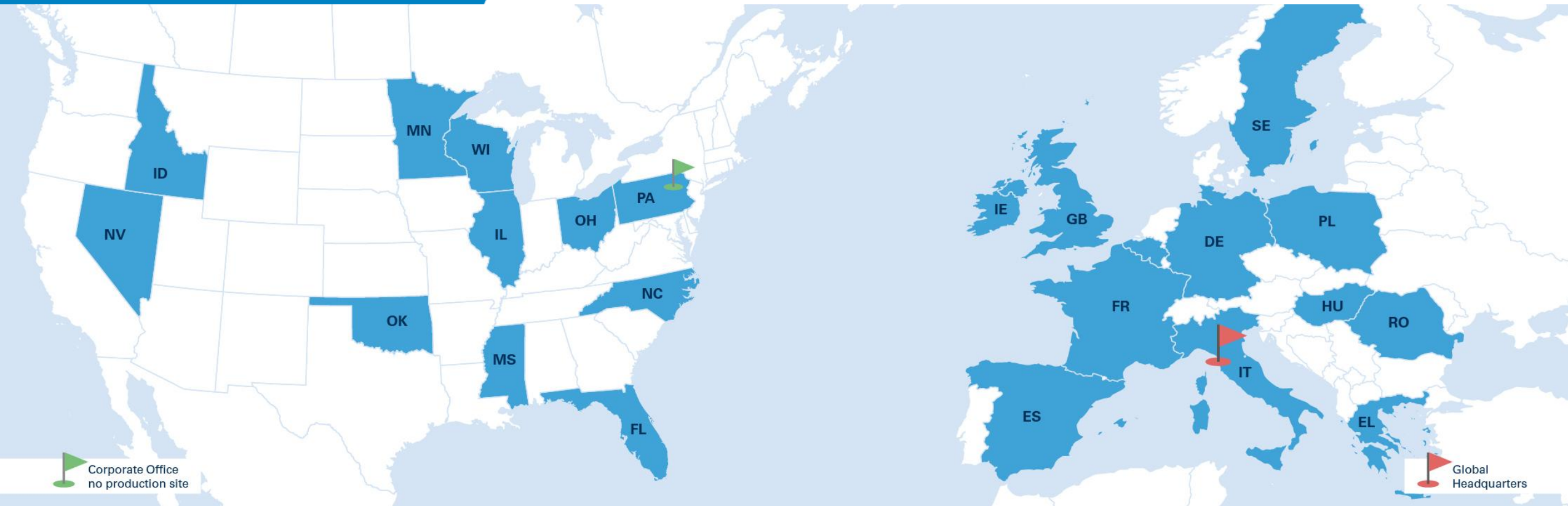
More acquisitions in Europe, the launch of a “**multibrand strategy**”, and the integration of sustainability as a strategic development lever in the growth path. **Entry into the North American market (2012)**, the largest in the world in terms of per capita consumption.

## 2016 - TODAY

**Growth in the American market**, which is more dynamic than the European market, by replicating the strategy implemented in Europe. The goal: to become one of the leaders in the Private Label sector, which is less developed than in Europe. **Consolidation in the European market** primarily (but not exclusively) through “organic growth”.

# Sofidel Group:

Today Sofidel is present  
in 13 countries worldwide



## 11 States in the U.S.:

Sofidel has production plants in 10 States: **Wisconsin, Nevada, Florida, Oklahoma, Mississippi, Ohio, Minnesota, North Carolina, Idaho, Illinois** and has a Corporate Office in Horsham (**Pennsylvania**)

## 12 countries in Europe:

**Italy, Spain, The UK, Ireland, France, Belgium, Germany, Sweden, Poland, Hungary, Greece and Romania.**

## Global Headquarters:

**In Italy (Porcari, Lucca)**



# Sustainability and Regulation as Catalysts for Change

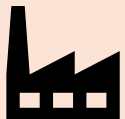


# Main Sustainability challenges

## Scope



Zero Deforestation




Climate Targets



Human Rights and Labour

## Regulatory framework impacting Sofidel's procurement activities and other voluntary frameworks

- EU Deforestation Regulation 1115/2023
- Third party certification schemes (e.g. FSC, PEFC, SFI)
- Corporate Sustainability Reporting Directive (CSRD)
- **Corporate Sustainability Due Diligence Directive (CSDDD)** 
- Science Based Target Initiative (SBTi)
- EU Green Taxonomy
- Modern Slavery Act UK
- OECD Guidelines for Multinational Enterprises on Responsible Business Conduct
- UNI ISO 20400:2017 - Sustainable Procurement

## CSDDD

The **Corporate Sustainability Due Diligence Directive\***, approved in July 2024, requires companies to carry out **due diligence on environmental and human rights** matters across all their own operations, subsidiaries, and direct business partners across the value chain.

### Scope and terms of application:

- **EU Companies:** companies with more than **1,000 employees and €450 million in turnover** must comply with the directive three years after its entry into force, starting from 2028 for the financial year beginning on or after January 1, 2027.
- **Non-EU Third Country Companies:** Companies with at least **€450 million in net sales generated within the EU**, OR companies operating under a franchise or licensing model with royalties exceeding €22.5 million in the EU and net turnover in the EU above €80 million.

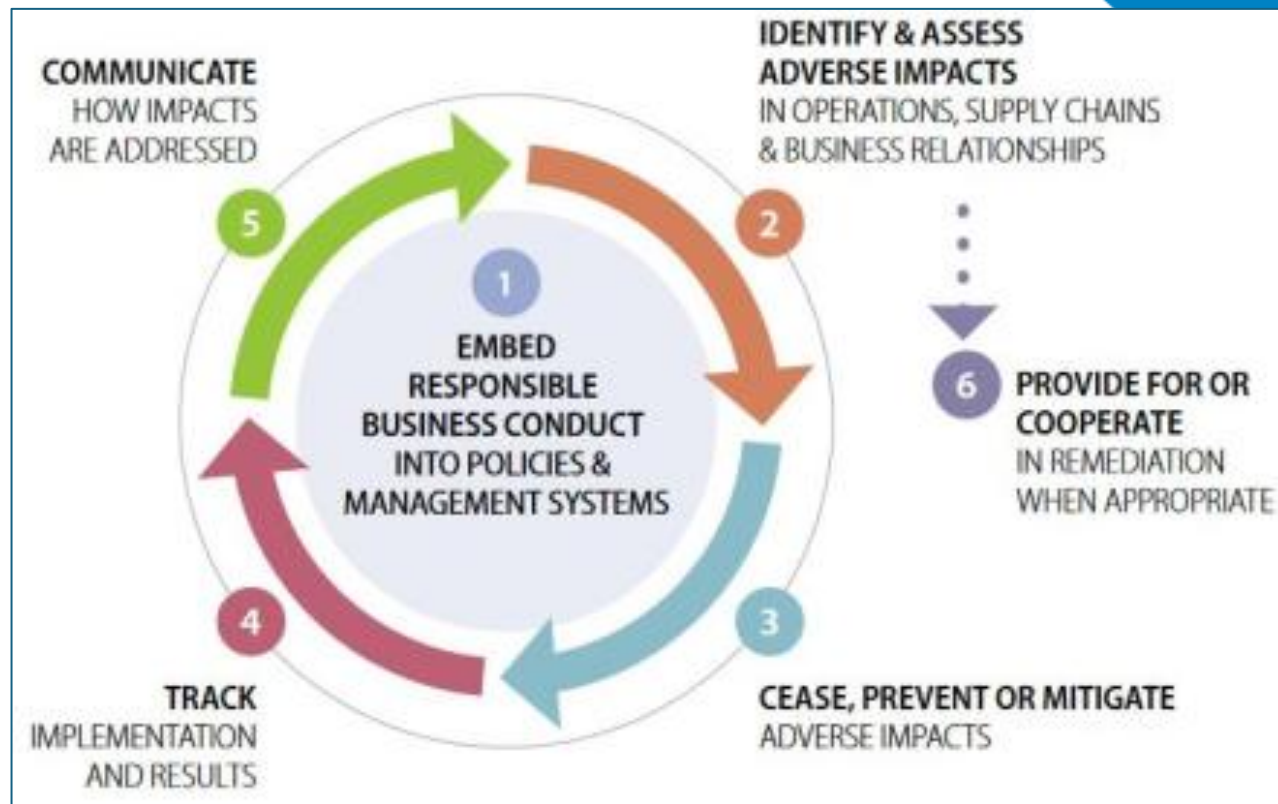
### Provisions:

Companies must exercise due diligence in **human rights** and **environmental matters** through:

- **Integration of due diligence** into their policies
- Identification of **actual or potential negative impacts** on the environment and human rights
- **Prevention and mitigation** of potential negative impacts, cessation of actual negative impacts, and minimization of their extent
- Establishment and maintenance of a **complaints sets of policies and procedures**
- **Monitoring** the effectiveness of the due diligence policy and measures
- **Public communication** on due diligence
- Definition and adoption of **climate transition plans**

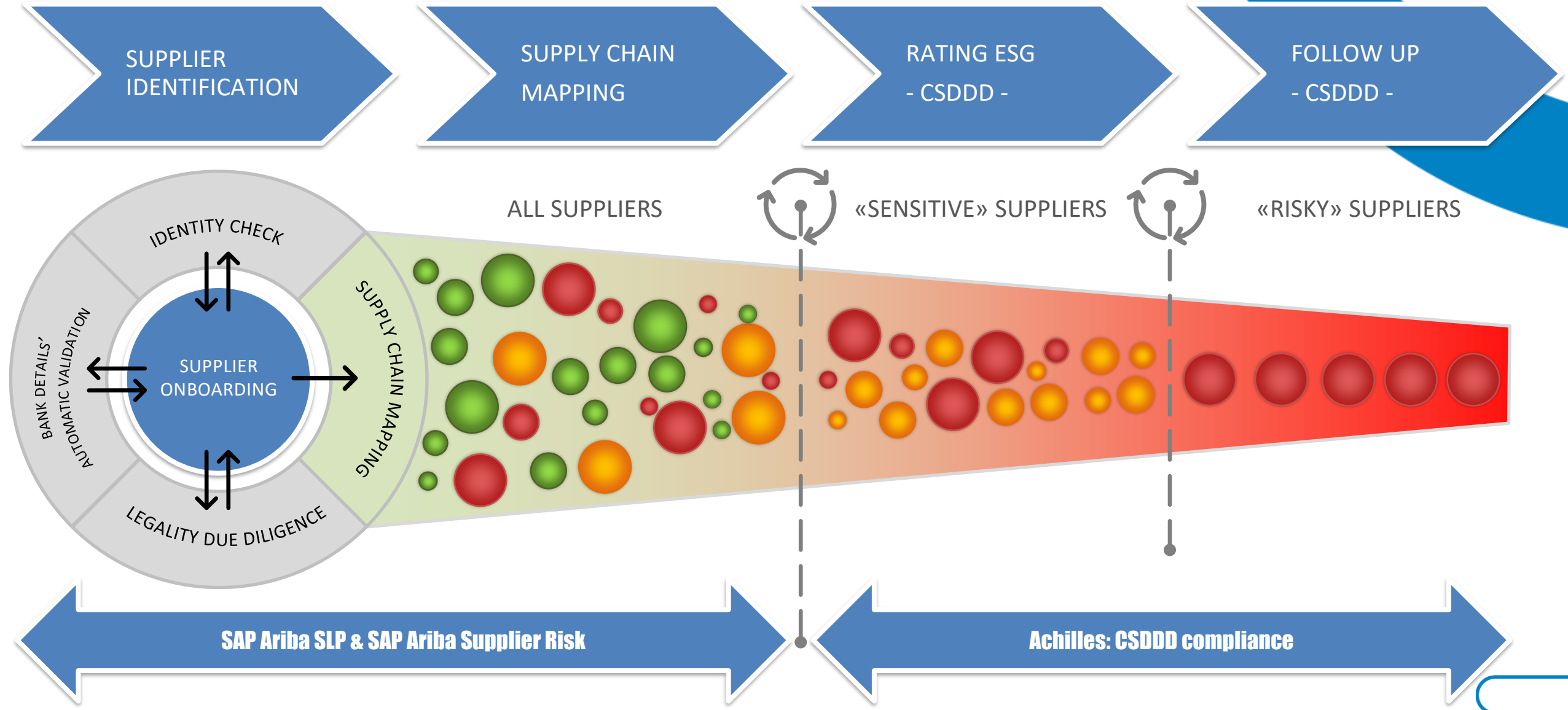
\*The provisions under CSDDD are currently under revision. On February 28, the European Commission published the first [Omnibus Simplification Package](#), which includes a series of measures aimed at enhancing European competitiveness and reducing administrative burdens for both financial and non-financial companies arising from the provisions of the CSDDD, CSRD, and the Green EU Taxonomy.

# Focus on Due Diligence





# The Risk Funnel



# Building a Scalable and Integrated Digital Backbone



# The main players



**SAP**  
Ariba

SRM

To manage the relationship with the supplier.



**SAP**  
**BTP**

Toolbox

To integrate, automate, extend, and build AI-powered business applications and processes.



**Achilles**

Risk Management

To provide ever stronger global enterprise-wide risk management programs for suppliers



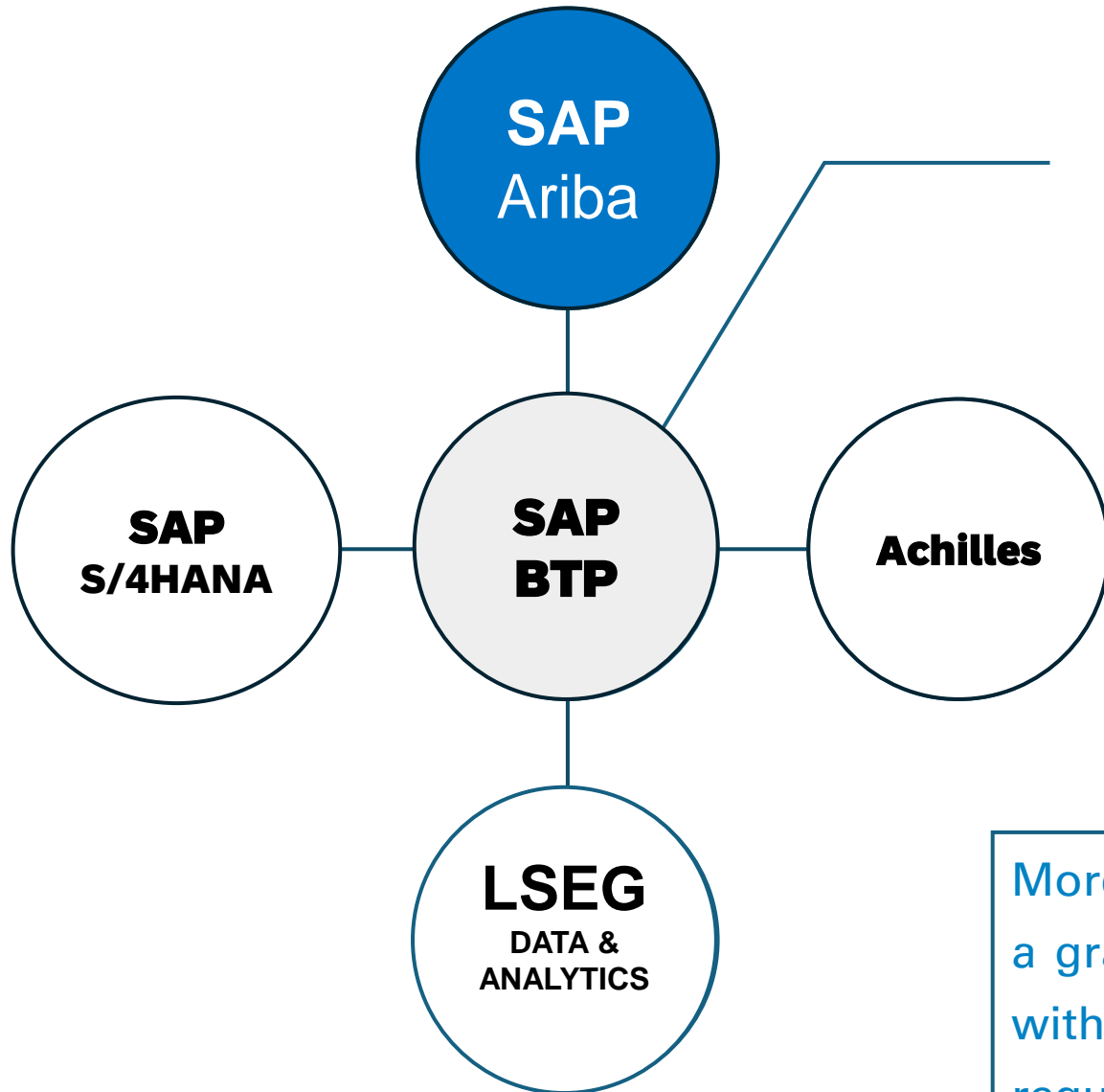
**LSEG**  
**DATA &  
ANALYTICS**

Due Diligence

To perform an advanced KYS (Know Your Supplier) screening.



# The Procurement Dashboard



The **procurement dashboard** should:

- improve **end-user experience**
- reduce **effort** on non-value-added activities
- strengthen **risk management**
  - **centralize** supplier management activities
  - increase **quality** and **reliability** of data
- **orchestrate** the main players
  - integration
  - recursive update
- ensure a **scalable approach**
- introduce **AI** elements into contract mgmt.

More generally the **procurement dashboard** should foster a gradually align the Group's procurement processes with **international standards** (UNI ISO 20400) and the requirements of the **new regulatory framework** (CSDDD).



# SAP Ariba landscape



## SAP Ariba SLP

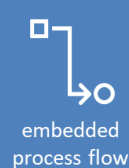
LSEG:

- Identity Check
- World Check One

\*Except for disambiguation management and negative incident resolution activities.

supplier request

registration



supplier qualification package  
(fully automatic\*)

ESG supplier assessment details  
(fully automatic)

supply qualification

ONBOARDING

## SAP Ariba Supplier Risk

Dun & Bradstreet Direct

GDACS: Natural Disasters

Semantic Visions: Adverse Media

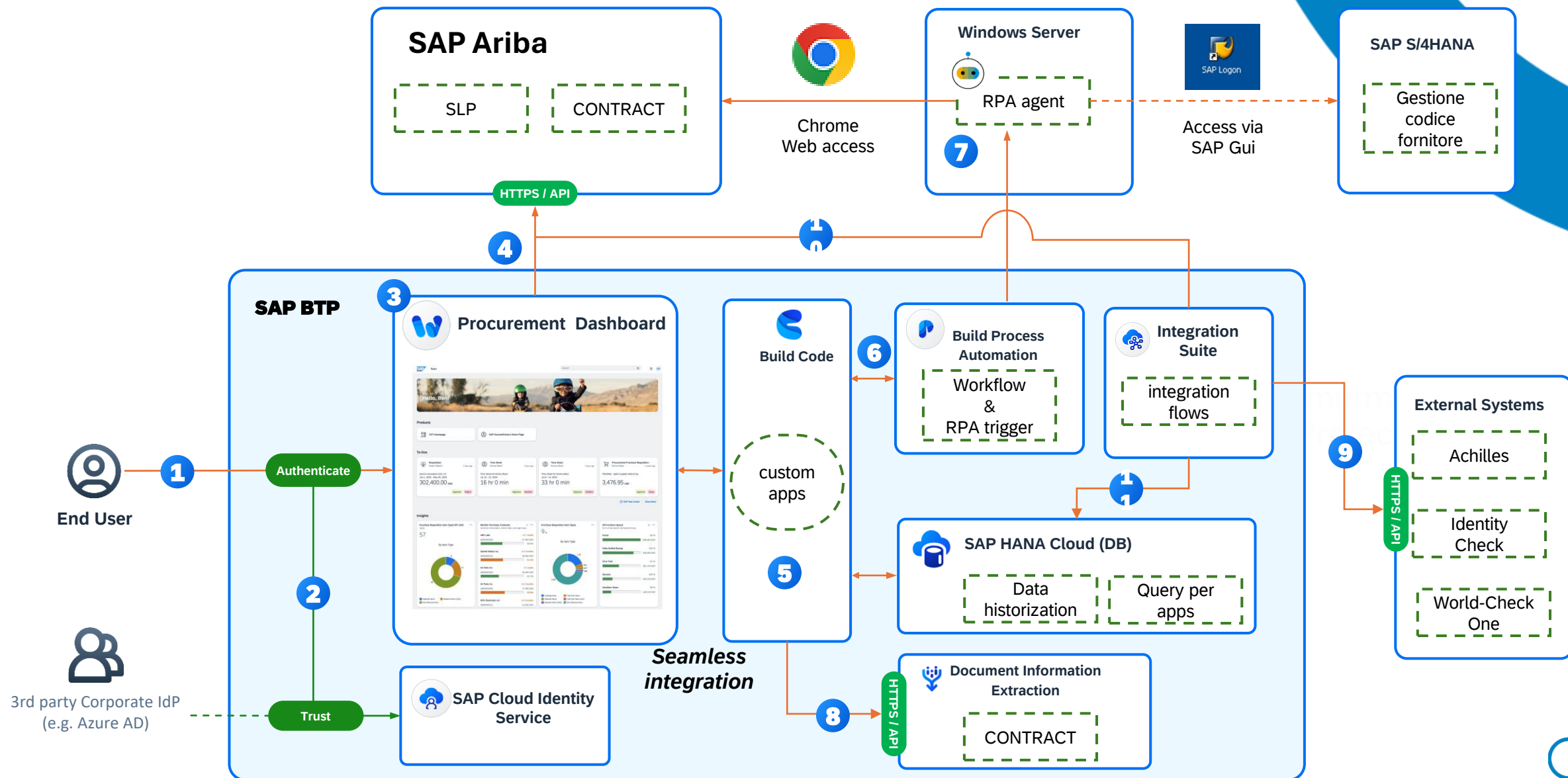
Achilles

RISK EXPOSURE SCORE  
GENERATION PIPELINE

ESG score  
«touchless»

ESG rating enrichment  
«questions based»

## The Digital Backbone



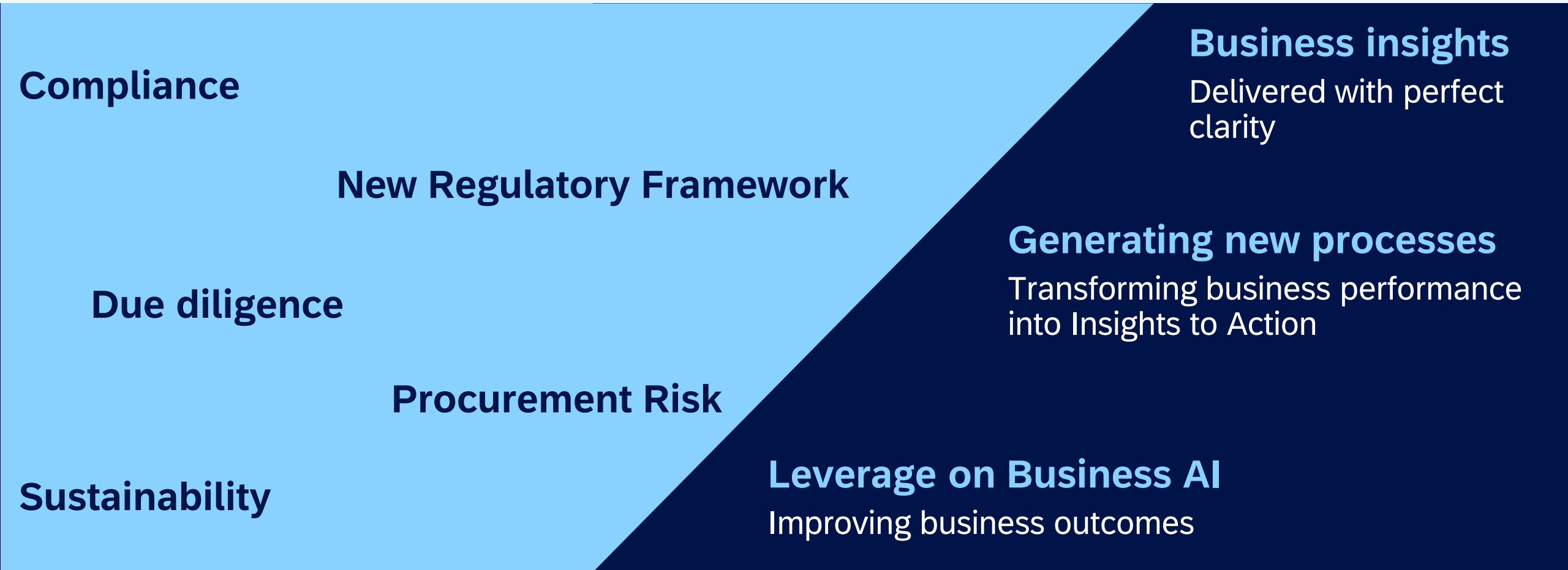
**Thank you**



**“In a world awash by ideas...  
don’t search for ideas...  
search for people!”**

***(Prof. Roberto Verganti)***

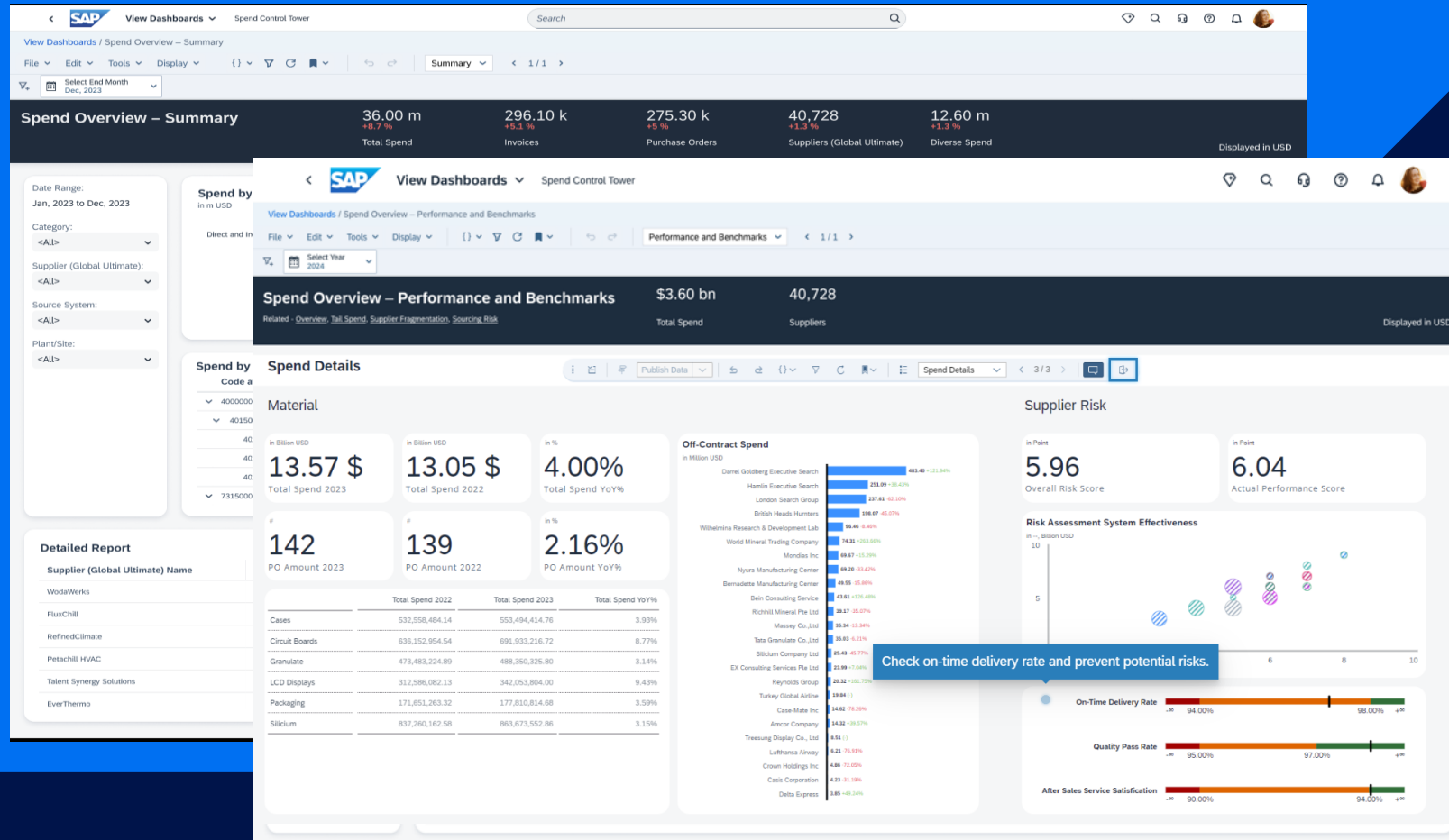
# SAP Business AI for Procurement





# SAP Spend Control Tower

## Harness enriched data insights and analytics



- Advanced Artificial Intelligence (AI) and Machine Learning (ML) classifies and categorizes spend from all sources
- Continuously learns through feedback to understand business needs
- Identify savings opportunities, decrease risk, consolidate suppliers, and manage tail spend



# SAP Ariba Supplier Management

## Evaluate suppliers with consolidated insights

The screenshot displays the SAP Ariba Supplier Management interface. On the left, a navigation menu is visible with a red box highlighting the 'Supplier Management' section, which includes 'Supplier List', 'Evaluations', 'Action Plans', 'Content Library', and 'Configuration'. The main area shows the 'Supplier List' page with filters for Location (US, Asia), Supplier Status, and Tax ID. A list of 100 suppliers is shown, with 'Aramark Inc.' selected. A detailed view for 'Aramark Inc.' is displayed, showing its status as 'Preferred', location in San Francisco, CA, and a 'Supplier Summary' created with AI. The summary states: 'This supplier is known for its low risk profile and track record of exceptional performance. Additionally, they have a strong sustainability score.' Below this, there are tabs for 'Qualifications', 'IDs', and 'Others'. The 'Qualifications' tab shows preferred categories like Chemicals, Clothing, and Footwear, and qualified categories like Footwear, IT Accessories, and Mobile Phones. A 'View Profile' button is at the bottom.

- Reduce the time needed to gather and summarize data
- Decrease supplier risks
- Lead to more informed decisions
- Increase spend under management





Joule is the AI  
copilot that  
amplifies your  
employee expertise  
and impact

