

WE LEAD.
WE LEARN.



What UPM expects from e-invoice providers?

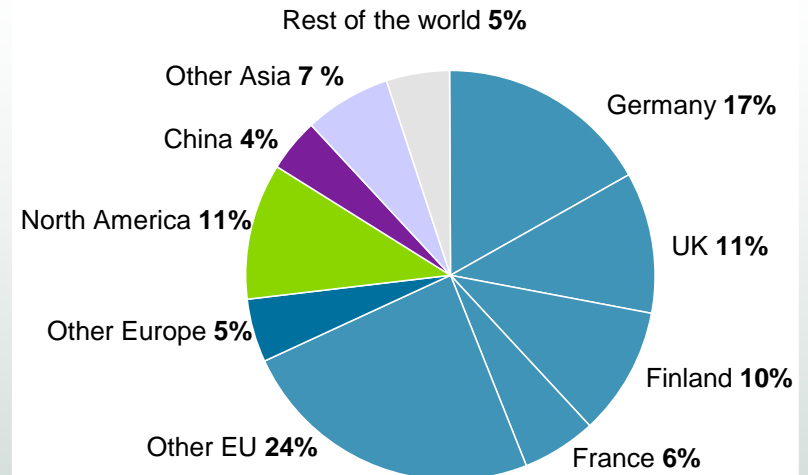
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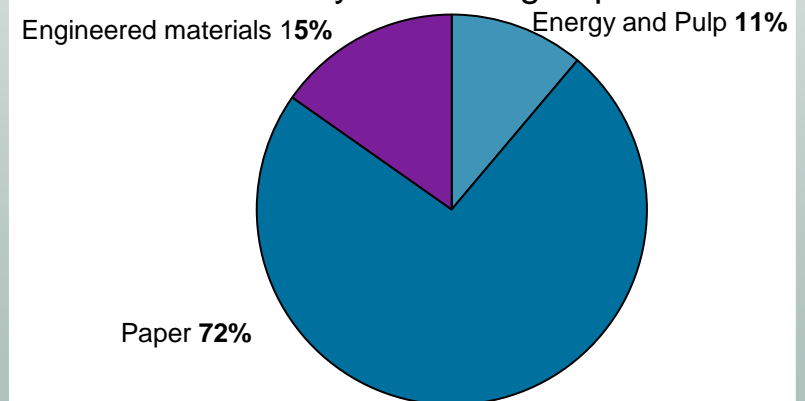
UPM today

- 24,000 employees
- Sales 9.5 billion euros
- Production in 14 countries, worldwide sales network
- Listed in the NASDAQ OMX Helsinki Ltd.
- Modern and focused company with Finnish roots back to late 19th century

Sales by region



Sales by business group



E-invoicing today

Experiences about co-operation with operators



- UPM is using supplier enforcement as a way to increase e-invoice share when doing this there are two major problems when working with operators
- 1. Well-functioning operator's roaming network is not existing**
- 2. Operators are performing poor change management for e-invoices**



Well-functioning operators' roaming network



- Currently there are too many players not willing to participate to the roaming network
- From e-invoice sender and receiver point of view operator's roaming network is crucial in successful e-invoice implementation. Therefore:
 - **All operators should join the roaming network**
 - **Roaming should be made invisible for the sender and receiver**
 - **Row information should be available through the network**
 - **Plug-and-play should apply; no technical testing needed**



Better change management practices

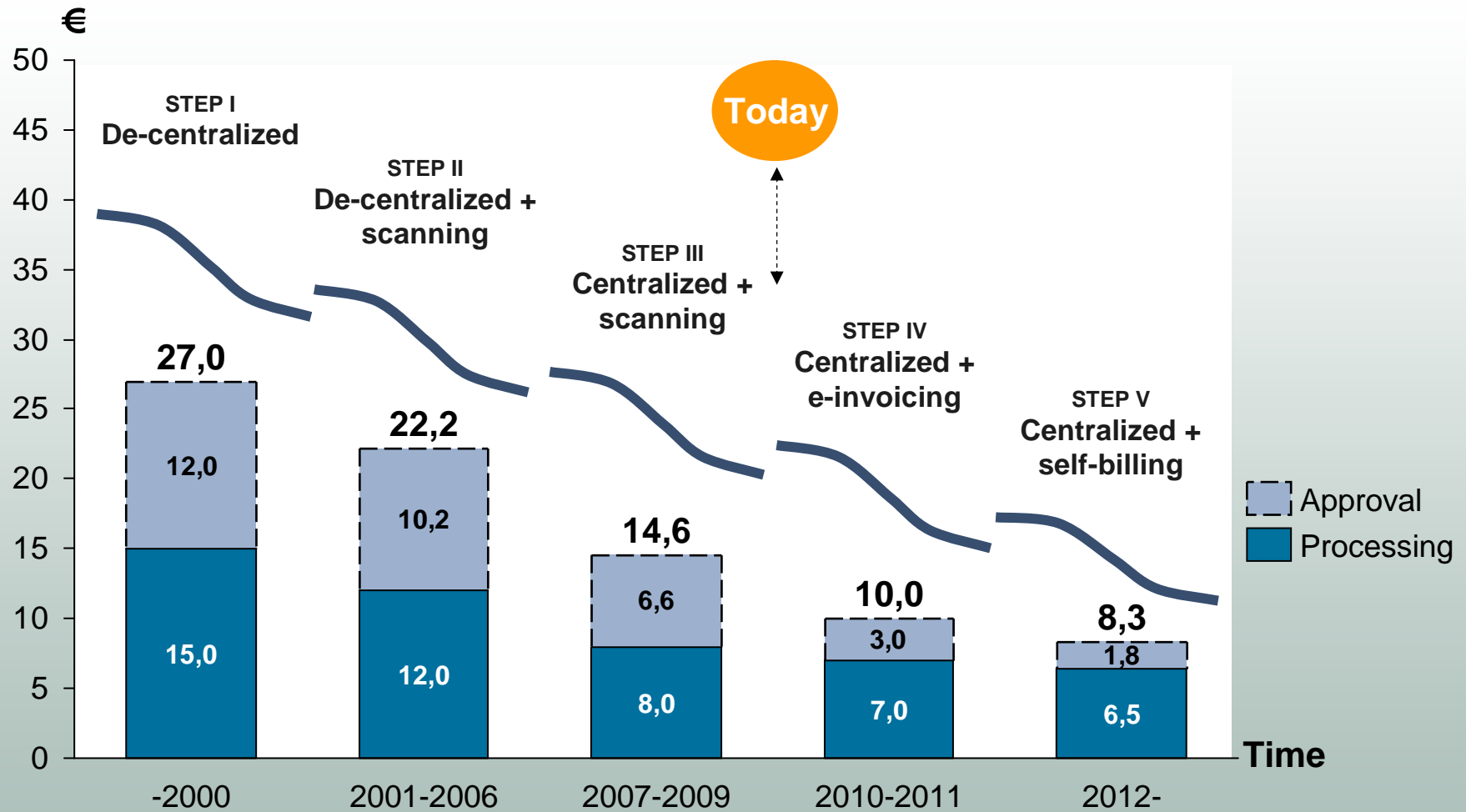


- Today there is a lack of operators' change management practises to influence public opinions
 - E-invoicing is not that visible in financial newspapers, magazines etc.
- Operators have also been unable to present concrete business cases
- Therefore:
 - **Change management practices should be enhanced and implemented**
 - **Concrete business cases about e-invoice benefits must be available**



Business case - Cost per transaction

UPM Invoice handling



Questions?



THANK YOU!

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