

Transparent procurement processes for hidden products


Company:

BITZER

Industry:

Refrigeration, air conditioning and heat pump technology

Products:

Components and services for refrigeration, air conditioning, process cooling and transport

Number of employees:

3,800

Turnover:

808 million €

Headquarters:

Sindelfingen, Germany

Website:

www.bitzer.de

CHALLENGES

- Introducing a digital self-service procurement system
- Building a new commodity group G/L account structure for Indirect Spend
- Implementing service orders and associated service recording sheets
- Mapping out OPEX and CAPEX ordering processes
- Defining a template for further global roll-outs

TOOLS

- SAP Ariba Buying incl. Guided Buying

ADVANTAGES

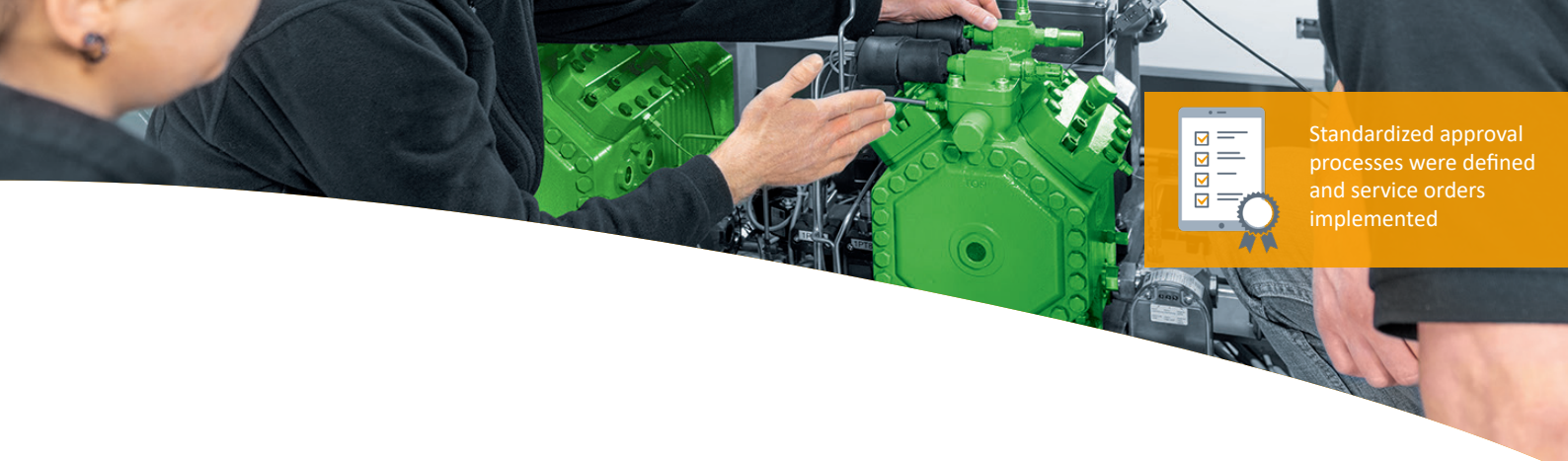
- Transparency in procurement by implementing a highly user-accepted platform
- Process automation and reduction of non-compliant expenditure (maverick spend)
- Auditable processes and compliance through approval processes
- Process optimisation through imported requisitions of the Maintenance

WHY APSOLUT?

- Project experience with comparable customers
- High level of know-how for integration of SAP Cloud solutions with SAP on-premise solutions



A self-service procurement solution with a redefined and automated account assignment was introduced



INCREASED EFFICIENCY, TIME AND COST SAVINGS IN P2O PROCESSES DUE TO SAP ARIBA

As one of the world's largest independent manufacturers in the field of refrigeration and air conditioning technology, the BITZER Group, headquartered in Sindelfingen, Germany, can truly be categorised as a "hidden champion". However, this also applies to the company's products in quite a particular way. These usually operate in hidden places. They ensure optimal temperature in buses, trains and interiors and make sure food is kept fresh during transport.

However, indirect procurement should no longer take place in secret - that is why BITZER decided to introduce SAP Ariba Buying and thus opted for more transparency throughout the entire P2O process. For BITZER, it is the first time they use an electronic tool to manage their indirect procurement. On one side, such "greenfield" projects, according to professional jargon, make the job easier for project managers, as there is relatively much freedom to define new processes. When migrating from an existing tool to a new one, there are usually a large number of fixed variables into which the new processes have to fit. On the other hand, numerous new hurdles had to be overcome on the customer side. For example, a commodity group G/L account structure had to be set up and master data prepared accordingly in order to gain maximum added value from the new tool.

To overcome this 'greenfield challenge', the apsolut team drew on best practices and, together with the customer, used the change to establish an almost completely automatic account determination process and also to map maintenance purchase orders centrally in SAP Ariba.

In addition, the go-live in the home country Germany serves as a template for further global roll-outs. From BITZER's perspective, the SAP Ariba implementation was an important step in the company's digital transformation. According to project manager Steffen Bauer, a decisive success factor in the implementation of this milestone was apsolut's partnership approach and the positive working atmosphere:

"Although personal contact was very limited due to Corona, a strong team formed during the intensive project phase. The decision-making paths at BITZER and apsolut were always short so that issues could be dealt with promptly and the planned go-live date achieved. The home office was not an obstacle, but also gave us the necessary flexibility for a project of this size. All team members have done a great job, I have rarely worked so well with a consulting firm!"

The Ariba Go-Live laid the foundation for a long-term partnership between apsolut and BITZER. The two companies are currently coordinating a support service package that will ensure ongoing effectiveness in Indirect Spend.

IMPLEMENTED TOOLS



SAP Ariba Buying



SAP Ariba Guided Buying