

# Eight ERP systems. One goal: joint purchasing for general procurement.

## DIEHL

### Unternehmen:

Diehl Group

### Industry:

Technology

### Products:

Components for household appliances, aviation equipment, electronic control systems, measuring instrument technology, semi-finished products

### Number of employees:

18.700

### Turnover:

4,7 Billion euros

### Headquarters:

Nuremberg, Germany

### Website:

[www.diehl.com](http://www.diehl.com)

### CHALLENGES

- Heterogeneous system and process landscape with multiple ERP systems and different local logics
- Inconsistent supplier and master data with duplicates, divergent structures and naming conventions
- Group standard vs. local requirements: The standardisation process had to be completed successfully without losing required flexibility
- SAP Ariba rollouts during parallel SAP S/4HANA conversions

### SOLUTION

A new SAP Ariba purchasing platform

### BENEFITS

- Harmonised template and scalable rollout structure
- Seamless integration and efficient onboarding of additional units
- Improved data quality thanks to structured master data harmonisation
- End-to-end transparency in supplier management
- Long-term stability in system operation and further development
- Lays the foundation for Group-wide catalogues

### WHY APSOLUT?

- SAP Ariba expertise & end-to-end expertise
- Experience with complex ERP landscapes
- Scalable template & rollout methodology
- Collaborative approach; a partnership of equals
- Long-term support for system operation and further development



The new purchasing platform will be integrated into a system that has developed over time and spans several units.





The Ariba rollouts were coordinated with the S/4HANA transformation: System integration occurred in parallel with ERP modernisation to prevent duplicate updates.

## How the Diehl Group, in partnership with apsolut, is turning diversity into controllable systems

The Diehl Group is a German technology company that develops products and solutions for the aviation industry, the energy and measurement technology industry, and many other industrial sectors. The breadth of its portfolio is both a strength and a challenge; the variety of different business models that have emerged at the company over the years has also resulted in different systems, processes and data logics.

This diversity was particularly evident in Procurement. The division had multiple ERP systems, process landscapes that had developed over time, and decentralised data structures that made it difficult to create transparency, standardise systems and processes, and tap into potential synergies.

Consequently, Diehl decided to strategically realign its indirect procurement. The company partnered with apsolut to develop an SAP Ariba-based platform that standardises processes, improves data quality and gives Procurement centralised access to a transparent data landscape. Procurement can now take a process-driven approach, operating across different sub-groups.

Merging supplier master data, process logics and responsibilities proved to be particularly challenging. Different data structures, duplicates in the data, and pre-defined special rules in the systems prevented Procurement from acquiring a consistent overview of suppliers and procurement processes throughout the Group.

The first step was a pilot project in the Aviation sub-group, which paved the way for the Group-wide harmonisation of purchasing processes and the development of a more broadly applicable template. "It was crucial for us to create a common, future-oriented standard that works for all units while still being flexible enough to allow for local requirements," explains Alexandra Leitenberger, Lead Project Manager and Service Owner SAP Ariba at Diehl.

With each further rollout, it became clear that implementing change in established organisations meant dealing with varying data logics, system-related deviations, and characteristics that were unique to specific locations. The task of standardising supplier names and data fields demonstrated just how deeply integrated into existing structures the processes were. At the same time, each implementation phase helped the team hone the standards and develop the template into a standard that could work for the entire Group.

The close cooperation between the Diehl project team and apsolut played a central role here. While Diehl defined the approach to governance, target processes and technical standards, apsolut handled the

integration and rollout of further units hand in hand with Diehl. Diehl and apsolut coordinated consistently throughout the project, resulting in a collaborative approach that allowed for rapid

decision-making and effective solutions.

The platform initiative helped to create transparency across the entire supplier life cycle and facilitated standardised collaboration in compliance with applicable rules. In that sense, the initiative laid the foundation for controllability, lasting supplier relationships and a procurement process that consistently directs requisitions to approved suppliers and existing contracts.

The conversion to SAP S/4HANA took place in multiple units alongside the platform implementation process. To avoid having to update interfaces more than once, the project purposely tied the link-up to the platform to the respective status of each migration process. This coordinated rollout strategy prevented redundant updates and ensured that the system landscape was modernised in a future-proof way.

This change affected more than just the technical systems; processes and approaches also had to be updated. The switch to standardised processes initially meant noticeable changes to familiar routines. Training sessions, Q&A programmes and ongoing support helped to embed new processes. And as platform stability improved, so too did confidence in the new standards.

The effects of the platform initiative are already evident today: an increase in the use of catalogue-based procurement, fewer free-text requests and a noticeable reduction in maverick buying. This project has laid the foundation for transparent and compliant procurement that the company can control in an effective way. Standardised processes and a consolidated database provide users with a consistent overview of suppliers and procurement activities across all organisational units. The rollout is underway: Diehl is currently expanding the platform, and with each additional unit that migrates to it, the impact grows. Transparency not only improves efficiency and compliance; it also strengthens the resilience of the supply chain.

The platform is built to be scalable, and with its implementation, the company has set course for a reliable, sustainable future. Additional functional expansions, optimised processes and ongoing harmonisation will further strengthen Group-wide cooperation – and increasingly position Procurement as a strategic driver of value. Harmonisation creates transparency. Transparency creates control. Control creates the future.