



Case Study

Heidelberg Materials

Powering a Clean Core SAP S/4HANA
Transformation with Basware

basware
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✓✓ Our clean core SAP S/4
strategy depends on
moving complexity to
Basware – keeping SAP
simple and scalable.”

Anand Singh, International Deputy Head of Transformation
& Integration at Heidelberg Materials



Industry: Manufacturing



Regions: Global



Solutions: AP Automation & SmartCoding

Overview

Heidelberg Materials, a global leader in the construction materials sector, is undergoing a wide-reaching digital transformation driven by SAP S/4HANA. With operations spanning 170 countries and a complex legacy landscape – including multiple ERP systems and fragmented processes – the company faced a critical need to standardize, streamline, and modernize its accounts payable (AP) function. Heidelberg selected Basware as a strategic partner to support their migration and serve as a key enabler of clean core principles and process efficiency.

Heidelberg Materials is using Basware to simplify AP operations, ensure global compliance, reduce SAP customization, and achieve long-term strategic alignment.



**With Basware,
we avoid custom
code in S/4HANA
and reduce SAP
development
overhead.”**

Anand Singh, International Deputy
Head of Transformation & Integration
at Heidelberg Materials

Starting Point: Why Heidelberg Chose Basware

As Heidelberg Materials prepared for its S/4HANA migration, the team carefully evaluated the role of accounts payable technology. While SAP offered native AP capabilities, the company opted for a best-of-breed approach – selecting Basware for its flexibility, user experience, and proven automation capabilities.

According to Anand Singh, International Deputy Head of Transformation & Integration at Heidelberg Materials, “We went through a thorough evaluation. Our focus was on usability, adoption, user experience, and minimizing custom code. Basware stood out in all of these areas. SAP’s custom code implementation is quite complex and requires dedicated IT expertise. Basware offered a more user-friendly experience, even at the plant and factory level, making it easier for broader adoption.”

Basware’s ability to integrate seamlessly with SAP and other ERP systems enabled Heidelberg to unify its AP operations globally, without overloading SAP with additional development requirements. This decision positioned Basware as more than just a tool – it became a foundational part of the transformation roadmap.

Clean Core Strategy & Accelerating the Migration

Heidelberg’s S/4HANA program is built on “clean core” principles – keeping SAP configurations lean and offloading business logic to external systems. As Singh explains, “Our strategy is a ‘clean core’ SAP approach – minimizing custom code within SAP and shifting complexity to external systems like Basware. All workflows, validations, and matching

rules live in Basware, while SAP focuses purely on invoice posting. This setup makes the system easier to scale and maintain.”

This architectural decision has been instrumental in supporting Heidelberg’s phased migration model. With over 50 company codes in Germany alone and numerous regional variations across the business, the team opted for a wave-based rollout. Singh adds, “We prefer phased rollouts over big bang implementations. Basware supported this model end-to-end, from initial deployment through hypercare. That agility has been critical to our success.”

The company has already executed rollouts across Europe, the US, Canada, Malaysia, and India – demonstrating the global scalability of its transformation strategy.

Managing Compliance and Adapting at Speed

Operating in dozens of jurisdictions, Heidelberg needed a solution that could keep pace with fast-changing compliance mandates and tax structures. Basware’s flexibility and country-specific configuration capabilities provided the agility they needed.

“India was particularly complex due to tax regulations,” says Singh, “but Basware adapted quickly. We embedded those requirements into the solution, and accelerated go-live timelines. That agility, especially with fewer developer resources, has been critical.”

Basware also brought intelligence to exception handling. One example is its “waiting for goods receipt” logic, which delays invoice matching until a GR is posted. This feature significantly reduced

manual interventions, particularly in countries like the US, where physical goods often lag behind invoice delivery.

At the same time, the automation introduced through Basware is also influencing upstream procurement behavior. With clearer visibility and consequences for incomplete or inaccurate POs, teams are taking more ownership to ensure data quality – amplifying the benefits beyond finance.

Delivering Early Wins and Strategic Impact

Even before full S/4HANA deployment, Heidelberg began seeing tangible benefits from its integrated approach with Basware. By offloading AP processes to Basware, the company accelerated key S/4 phases without waiting for ERP changes to catch up.

According to Singh, “Exception handling is now automated. Tasks are routed to the right people – procurement or operations – not AP. That shift in ownership is saving time and improving outcomes.”

These improvements helped ensure faster, more accurate invoice processing while maintaining SAP’s clean core. Visibility into AP performance also enabled better planning during country-specific S/4 rollouts.

“The speed of processing invoices has increased,” Singh notes. “The due dates, escalations, and automatic reminders have made a huge difference in cycle time. Now, we have real accountability across the business.”

Long-Term Alignment: A Finance Function Fit for the Future

Looking ahead, Heidelberg sees its investment in AP automation as a long-term differentiator. The combination of S/4HANA and Basware is enabling a shift from transactional finance to strategic operations.

“The main benefit of working with Basware,” says Singh, “has been shifting our AP function from a transactional back-office role to a more cross-functional, strategic contributor.”

With intelligent workflows, real-time insights, and automation in place, the AP team is now positioned to deliver value beyond invoice processing – including cash flow optimization, compliance assurance, and strategic alignment with procurement and operations. Basware’s role in this journey reflects a broader trend in finance transformation: using purpose-built solutions to enhance agility while keeping the core ERP system stable and clean.



Using Basware alongside S/4HANA gives us faster processing, better control, and fewer touchpoints.”

Anand Singh, International Deputy Head of Transformation & Integration at Heidelberg Materials

Realizing the Vision

Basware plays a central role in Heidelberg Materials’ SAP S/4HANA transformation by enabling a clean core strategy, reducing customization, and supporting phased deployments across diverse geographies. By offloading workflows and exception handling from SAP to Basware, Heidelberg has simplified its architecture, accelerated its rollout plan, and minimized IT overhead.

The collaboration ensures S/4HANA remains agile, scalable, and maintainable while Basware takes the lead on automation, compliance adaptation, and cross-functional visibility. These capabilities have enabled Heidelberg to roll out S/4HANA at pace – without compromising on quality, regional requirements, or user experience. The result is a smarter, leaner finance function that is ready to scale globally alongside the S/4HANA program.

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ABOUT BASWARE Basware is how the world's best finance teams gain complete control of every invoice, every time. Our Intelligent Invoice Lifecycle Management Platform ensures end-to-end efficiency, compliance and control for all invoice transactions. Powered by the world's most sophisticated invoice-centric AI – trained on over 2 billion invoices – Basware's Intelligent Automation drives real ROI by transforming finance operations. We serve 6,500+ customers globally and are trusted by industry leaders including DHL, Heineken and Sony. Fueled by 40 years of specialized expertise with \$10+ trillion in total spend handled, we are pioneering the next era of finance. **With Basware, now it all just happens.** ©Basware 2025

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