

# Dentsu Transforms Global Financial Operations with Coupa's AI-Native Platform

## Background

Dentsu is a global marketing, media, and communications network that helps brands grow through integrated advertising, digital, and customer experience solutions.

"We operate in more than 140 markets around the world with a whole suite of ERP systems deployed across those as well," explains Robert Taylor, Operations Director for Procurement at Dentsu.

Dentsu employs 46,000 people across nearly 1,000 legal entities. At this scale, financial complexity comes with the territory. The company faced fragmented systems, making treasury management and procurement feel more like guesswork than strategy. Treasury operations relied on spreadsheets across multiple banks and jurisdictions, creating limited cash visibility and manual processes that increased error and fraud risks. Procurement and supplier management was equally scattered, with heavy reliance on email and SharePoint creating inefficiencies and compliance gaps across their vast network.

"So, we have very poor visibility around risks in our supply chain," Robert adds.

That's when Dentsu partnered with Coupa to transform financial operations from fragmented to strategic. Starting with Coupa Treasury in 2014 and expanding to Coupa Procurement in 2018, the company built a foundation for real-time visibility, automated workflows, and centralized control spanning 69 countries and processes of 6,000 FX trades valued at £16.9 billion annually.



## dentsu

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**Industry:** Telecommunications

**Company Size:** Enterprise

**Headquarters:** Tokyo, Japan

**Employees:** 46,000+

**Website:** [dentsu.com](http://dentsu.com)

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### Business Challenges

- Limited cash visibility across multiple banks and jurisdictions made tracking balances and transaction flows difficult
- Manual treasury processes relied on spreadsheets, increasing error and fraud risks while lacking central payment oversight
- Decentralized supplier management through email and SharePoint created procurement inefficiencies and compliance gaps

### Products

- [Treasury & Cash Management](#)
- [Procurement Management](#)
- [Supplier Risk & Performance](#)

### Results

- Achieved real-time cash visibility across 69 countries, integrating with 16 core banks for enhanced financial control
- Automated 6,000+ FX trades valued at £16.9 billion in 2024 through straight-through processing, reducing manual workload
- Saved 1,800+ hours monthly through payment automation, processing 200K+ supplier payments annually
- Automated netting saved 280+ hours monthly and reduced bank charges by £30K per year

### Dentsu ditches manual treasury for automated control

Before Coupa, Dentsu's treasury team managed cash across 69 countries using a patchwork of spreadsheets and manual processes. Daily cash management meant juggling multiple banking relationships without visibility into transaction flows or cash positions. The risk of errors and compliance issues grew with every manual entry.

Coupa Treasury changed that completely. Today, the platform integrates with 16 core banks, providing real-time insights into cash positions across the entire global network. Automated FX trading processes over 6,000 transactions annually, worth £16.9 billion, through straight-through processing that eliminates manual intervention and reduces compliance risk.

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The platform provides comprehensive insights into financial operations, enabling teams to track automated intake, monitor PO initiatives, and analyze the ratio of PO-backed versus non-PO invoiced transactions.

The transformation extends to intercompany operations, where automated netting saves 280+ hours monthly while reducing bank charges by £30K per year. Reconciliation rates improved to 80%, giving finance teams confidence in their data and freeing them to focus on strategic initiatives rather than manual reconciliation.

**"I'm somebody who really appreciates and enjoys bringing some order to chaos. And the deployment of Coupa and bringing in Risk Assess alongside that also gives us a much greater understanding of what's actually happening with the company and our suppliers."**

Robert Taylor, Operations Director for Procurement

## From procurement chaos to strategic sourcing control

Dentsu's decentralized structure created procurement complexity. With operations spanning more than 140 markets and diverse ERP systems, the procurement team had limited visibility into supplier risks and spend patterns. Email-based supplier management and SharePoint repositories created compliance gaps that grew more complex as the business scaled.

Robert witnessed the transformation firsthand. When he arrived, the company was implementing Coupa in technology spend areas. Over time, he watched it expand to cover indirect spend across key global categories and then into additional markets.

"Use of Coupa's Supplier Risk & Performance has really helped the procurement team become much more aware of what those risks are with our supply chain. And in particular, having that real-time awareness as well," says Robert.

These tools provided real-time reporting and insights into the supply chain that were previously invisible. Today, 100% of new suppliers are onboarded through a self-service supplier portal and thorough risk assessment process, and 70% of key supplier spend operates under risk-assessed suppliers.

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### The ripple effect of smart processes and automation

The numbers tell the story of Dentsu's transformation. Payments automation saves over 1,800 hours monthly while processing over 200,000 supplier payments annually. This efficiency gain represents more than just time savings. It represents a fundamental shift in how finance and procurement teams spend their days.

Instead of chasing manual processes and reconciling disparate systems, teams now focus on strategic initiatives. The procurement team uses live dashboards that give business users real-time information about suppliers and their associated risks. Monthly reports automatically identify risky suppliers, and procurement owners are assigned to investigate and manage those risks effectively.

The financial impact extends beyond operational savings. By automating routine work and improving cash flow management, Dentsu avoided planned headcount growth, demonstrating how intelligent technology enables scalable growth without proportional staff increases. Teams can now focus on programs like supplier management, risk assessment, and ESG initiatives rather than getting buried in tactical tasks.

As Dentsu continues expanding its use of Coupa to new markets and capabilities, the platform provides a foundation for compliant, efficient operations that grow with the business rather than constraining it.

**Transform your global financial operations with Coupa's  
AI-native Total Spend Management platform.**

[Learn Why 3,000+ Companies Trust Coupa](#)

## About Coupa

Coupa is the leader in AI-native total spend management. Using its trusted, community-generated, \$7 trillion dataset, Coupa brings autonomous AI agents, a network of 10M+ buyers and suppliers, and leading apps together on one unified platform to seamlessly automate the buying process and connect to customers in a whole new way. With Coupa, you'll make margins multiply™.

Learn more at [coupa.com](https://coupa.com) and follow us on [LinkedIn](#) and [X \(Twitter\)](#).