DÜRR

customer story

Industry: : Industrial Manufacturing

Company Size: Enterprise

Employees: 18,000+

Challenges:

- Three independently operating business units with disconnected procurement processes created operational silos, duplicate contracts, and inconsistent supplier terms across divisions

- Multiple failed SRM system implementations due to a lack of process alignment across procurement units

- High process complexity across multiple ERP systems, with limited cross-organization collaboration, preventing strategic sourcing and cost optimization opportunities

Solutions:

- Procure-to-Pay

- AP Automation

- Source-to-Contract

- Supply Chain Collaboration

Results:

- Generated €6 million in savings within six months through Standard Sourcing and CSO+ automation, demonstrating immediate ROI from strategic procurement capabilities

- Eliminated operational silos by creating a centralized contract repository, revealing pricing inconsistencies across divisions and enabling stronger contract negotiations

- Established unified procurement processes across all business units with a phased rollout approach, reducing complexity while maintaining business continuity during transformation

Breaking Down Silos: How Dürr Transformed Fragmented Procurement into €6M in Strategic Savings

Dürr AG is a leading global mechanical and plant engineering powerhouse specializing in paint and final assembly systems, application technology, and woodworking machinery. It serves industries from automotive to furniture manufacturing. With €4.3 billion in revenue and operations across 30+ countries, Dürr's diversified business units have operated independently for years, creating procurement silos that hinder collaboration and cost optimization.

When René Schwalm joined Dürr as Chief Procurement Officer, he discovered a fragmented landscape in which three business units worked in isolation, with no common processes, duplicate contracts, and inconsistent supplier terms. The company had attempted Supplier Relationship Management (SRM) implementations multiple times since 2016 but had been unsuccessful.

"We failed because the procurement units in the three different companies were not aligned when it came to the process. We said the same words, but we meant different things," explains René.

Rather than accept this fragmentation, Dürr partnered with Coupa to create unified procurement processes that would work across all divisions. With Coupa's configurable platform, Dürr is building standardized workflows that eliminate silos, uncover hidden cost discrepancies, and generate millions in savings. Through strategic sourcing and automated procurement, Coupa helped them achieve €6 million within six months.

From 3 failed attempts to €6 million in strategic savings

When René joined Dürr, he inherited a challenging legacy. Since 2016, the company had attempted three separate SRM implementations, each falling short of expectations. The root cause wasn't technology, however. It was alignment.

Before selecting any technology, René launched a critical pre-project to harmonize processes across all three business units.

"Everything from level one to three in all companies is the same, because you need this as a base layer, otherwise you're discussing back and forth," he says.

When evaluating solutions, Dürr chose Coupa specifically because it was configurable rather than customizable, a crucial distinction.

This approach gave procurement teams more control over business processes without requiring extensive IT involvement, enabling faster decision-making and process adjustments. The foundation was set for success through alignment first, technology second.

Phased rollout delivers immediate impact and long-term scalability

Dürr implemented Coupa through a strategic approach that balanced immediate impact with long-term scalability. Release 1.0 focused on core capabilities: Supplier Information Management (SIM), Risk Aware, Standard Sourcing, and Contract Lifecycle Management (CLMA). The results were immediate and dramatic.

"We have about six million eEuros of savings in the first six months, just by using standard sourcing and CSO+ (Coupa Sourcing Optimized)," René reports.

Release 2.0 expanded into indirect procurement with requisitioning, approval flows, and direct PO integration with suppliers. The phased approach proved essential for user adoption and change management. Rather than overwhelming users with a complete system overhaul, each release built confidence and demonstrated value. This methodical rollout allowed teams to master each module before adding complexity, ensuring sustainable adoption across the organization.

"Going into phases, piece by piece, to the end users is much more feasible," explains René.

Dürr is also leveraging AI-powered guided buying capabilities to automatically surface preferred vendors and contracted items to end users, improving on-contract and compliant spending across all business units.

This consistent audit readiness is particularly important in a growing organization managing multiple entities.

Contract centralization reveals hidden savings and strategic opportunities

The most transformative impact came from an unexpected source: contract visibility. When Dürr implemented CLMA and forced all buyers to upload their contracts globally, they created a centralized database that revealed

shocking inconsistencies.

"What we realized is that we have different divisions, different suppliers, different contracts, different conditions, different lending cost factors, and this created a sense of motion," René says. "The people were seeing that we have the same supplier in the same country, but we have different conditions. How is that possible?"

The answer was simple: operational silos had prevented communication between divisions. René established central category managers for major spend categories to systematically review contracts, with AI supporting contract analysis to detect risk and unify terms automatically.

"They started scanning through the contracts and found that the same supplier sometimes had different conditions in different locations, which doesn't make much sense. So, we talked to the suppliers to get the best conditions across the board, resulting in savings and team organization we never could have imagined," René explains.

With category managers leveraging AI, they can accelerate the review process that previously required manual analysis.

This contract-driven approach to supplier management exemplifies how Coupa's integrated platform creates strategic value beyond operational efficiency, turning procurement into a profit center through data-driven decision-making and supplier rationalization.

Transform your complex operations with Coupa's AI-native Total Spend Management platform.

Learn Why 3,000+ Companies Trust Coupa