



**Industry:** Banking & Investment

**Company Size:** Enterprise

**Employees:** 15,000+

#### **Challenges:**

- Multiple disconnected systems and offline processes made tracking spend difficult and maintaining compliance challenging
- Manual handoffs and administrative work prevented teams from focusing on strategic, value-adding activities
- Finance teams lacked consistent data across the platform for accurate forecasting and spend control

#### **Solutions:**

- [Procure-to-Pay](#)
- [AP Automation](#)
- [Inventory Management](#)

#### **Results:**

- Achieved 75%+ supplier portal adoption and 90%+ e-invoicing compliance, creating streamlined operations across the AP function
- Reduced PO cycle time by 60% while managing \$1.5 billion in annual supplier spend through automated workflows and intelligent triage
- Digitized warehouse operations with real-time iPad-based fulfillment, replacing once-daily paper-based ordering and improving stock control

# Nationwide Builds Procurement Excellence on a Foundation of Member Service with Coupa

Nationwide Building Society is a mutual, not a bank. That distinction matters. Every decision serves members, not shareholders. But in 2021, serving those members well meant confronting an uncomfortable truth: procurement was fragmented, manual, and struggling to keep pace.

Multiple disconnected systems tracked spend. Offline processes slowed approvals. Finance teams couldn't forecast accurately. Compliance was a constant challenge. Teams spent more time on paperwork than on strategy.

Nationwide needed a radical overhaul. They chose Coupa's AI-native Total Spend Management platform to build procurement infrastructure worthy of a modern mutual. The result: a unified system connecting 15,000 employees, cutting PO cycle times by 60%, and enabling real-time warehouse fulfillment that replaced the once-daily paper-based picking process. As a result, Nationwide integrates Virgin Money and continues scaling, Coupa provides the foundation for procurement excellence that puts members first.

## From fragmented systems to one platform for all spend

When Nationwide launched its transformation in 2021, the procurement landscape was scattered. Different systems operated in silos with offline workflows creating bottlenecks. This all made tracking spend across the organization feel nearly impossible.

"We needed a radical overhaul of all of our systems, and we went with Coupa," explains Sarah Dryden, Head of Digital Procurement. "We've achieved everything that we set out to do in terms of having one platform to track all spend."

That unified approach eliminated duplication and gave teams something they'd never had: a golden thread of consistent data running through the entire procurement process. Finance teams can now forecast with confidence. Sourcing managers access insights that accelerate strategic deals. Everyone works from the same foundation of reliable information.

The transformation extended beyond procurement and finance. Nationwide rolled out Coupa access to all 15,000 employees, with different roles tailored to how each person interacts with the platform. As the company integrates Virgin Money, that user base will only grow, and Coupa scales right alongside the organization.

**“We don’t want just efficiency, we want excellence. Coupa supports that across every layer of our operations.”**

- Sarah Dryden, Head of Digital Procurement

## Automation that frees teams to focus on what matters

Nationwide didn’t just implement Coupa and call it done. They’ve embraced continuous improvement, regularly refining how the platform works for their teams. In 2022, they implemented Coupa Inventory and completely revolutionized their warehouse operations.

“Pre-Coupa, once a day, we’d print off a huge reel of paper for the pickers to do ordering in the warehouse,” Sarah says. “Now, it’s all done. It’s digitalized. It’s on iPads. It’s in real time.”

Better stock control, faster fulfillment, and the elimination of paper-based processes all contribute to the efficiency of warehouse operations. In 2023, Nationwide took optimization further by overhauling triage rules to ensure procurement managers see only the work where they can add real value.

“We’re able to really automate those [triage rules] in Coupa to make sure that the kind of low-level, low-risk work just goes through the system,” says Sarah. “And the more strategic deals that the procurement managers can add value to are routed directly to them.”

That intelligent routing transforms daily work life, allowing procurement managers to focus on strategic sourcing where their expertise matters most. The impact shows in the numbers: PO cycle time dropped 60%, approval processes accelerated, and teams shifted from administrative tasks to development and strategic initiatives.

## ESG commitments backed by procurement data

As a mutual, Nationwide has always prioritized doing right by members. That commitment extends to responsible procurement through their “procurement for mutual good” program. Coupa provides the tools to enforce those values at scale.

Nationwide sets minimum ESG ratings for suppliers at the RFP stage, ensuring partners align with their principles from the start. The platform’s real-time information management enables both proactive controls (setting standards upfront) and reactive monitoring (tracking performance over time). This dual approach keeps ESG at the center of procurement decisions rather than treating it as an afterthought.

The team implemented three-way matching across the platform for optimal spend control, though they’re now confident enough in the system to move to two-way matching where appropriate.

Success isn’t just about hitting targets. It’s about building a team that thrives. “We’ve got a team succeeding together, with people doing work that they really enjoy. You can’t really ask for more than that,” says Sarah. Coupa enables that by handling the routine work and surfacing insights that help skilled professionals do what they do best.

Transform fragmented processes into strategic intelligence with Coupa’s AI-Native Total Spend Management platform. Click the button to learn why 3,000+ companies trust Coupa.

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