

Rodenstock Achieves Global Procurement Excellence with Coupa

Background

Rodenstock, a global manufacturer of medical devices specializing in premium ophthalmic lenses and biometric eye care products, has built its reputation on precision and innovation. Using thousands of data points to create highly customized spectacle lenses, the company delivers individualized vision solutions across seven production sites worldwide.

But behind this precision-focused operation was a procurement reality that looked quite different. The company operated with a fragmented IT landscape spanning multiple ERP systems, weak processes, and rigid procedures, creating significant operational overhead. As a Germany-based medical device manufacturer, Rodenstock also needed to ensure compliance with the German Supply Chain Due Diligence Act (LkSG) across its global Tier 1 supplier base, a complex requirement that demanded systematic supplier risk assessment and continuous monitoring.

That's when Rodenstock partnered with Coupa to transform procurement from an operational burden into a strategic advantage. With Coupa's AI-native Total Spend Management platform, the company digitized procurement globally in under nine months, implemented automated supplier risk assessments covering 100% of suppliers, and created a self-service infrastructure that empowers teams to focus on value creation rather than manual tasks.



R RODENSTOCK

Industry: Industrial Manufacturing

Company Size: Mid-Size

Headquarters: Munich, Germany

Employees: 5,000+

Website: rodenstock.com

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Business Challenges

- A fragmented IT landscape with multiple ERP systems, inconsistent processes, and rigid procedures created high operational effort and limited strategic focus
- Required compliance with the German Supply Chain Due Diligence Act (LkSG) across the global Tier 1 supplier base, demanding systematic supplier risk assessment for human rights and environmental impact
- Manual supplier onboarding processes and repetitive administrative tasks prevented teams from focusing on strategic procurement and value creation activities

Products

- **Procure-to-Pay**
- **AP Automation**
- **Source-to-Contract**
- Supplier Information Management (SIM)

Results

- Achieved 100% due diligence coverage for newly onboarded suppliers in Q1, with automated risk assessment covering human rights and environmental criteria across all Tier 1 suppliers
- Digitized procurement globally across four countries within nine months, with regional and functional rollouts continuing throughout the year
- Reduced time to audit readiness by over 50% through centralized data availability and pushed over €25 million of purchasing volume through RFX processes with high efficiency

Bringing procurement processes into sharp focus

When Stefan Hamza, Global Procurement Excellence Lead, joined Rodenstock's procurement transformation, they faced a common challenge in growing organizations: scattered systems, inconsistent processes, and compliance requirements that demanded both precision and scale. Rather than patch together existing solutions, Rodenstock took a comprehensive approach with Coupa sitting at the top of their diverse IT landscape.

Coupa is actually accelerating our digital transformation. It is, so to say, the layer over our different ERP systems and IT landscape. It is the level to standardize our procedures," says Stefan.

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The transformation began with automating supplier onboarding through Coupa's SIM module. Every supplier now undergoes automated risk assessment based on country and category risk related to human rights and environmental impact. High-risk suppliers are automatically prompted to complete additional ESG and LkSG questionnaires. All assessments are self-serviced without manual effort from the procurement team. This systematic approach enabled Rodenstock to achieve 100% due diligence coverage for newly onboarded suppliers in Q1 while rolling out compliance checklists across 12+ categories.

"Coupa really delivered unexpected value when it comes to collaboration between different teams. I really had the feeling that Coupa was able to break down silos within the whole P2P process, like accounting, controlling, procurement, and the end users working together, communicating on one platform with the suppliers. This was the most unexpected value we got out of it."

Stefan Hamza, Global Procurement Excellence Lead

Strategic sourcing drives measurable business impact

The shift from operational focus to strategic procurement became evident when Rodenstock activated Coupa's sourcing.

"When we went live with the sourcing module, we pushed over €25 million in purchasing volume through an RFX process," notes Stefan. "This was done highly efficiently and very effectively with the collaboration of our internal customers in a very lean and smart way."

The platform's flexibility proved crucial for managing Rodenstock's global operations. Teams can now configure workflows independently, reducing IT dependencies that previously bottlenecked system adaptations. This self-service capability enables central management of procurement frameworks while maintaining local agility, which is essential for a company operating across multiple countries with varying regulatory requirements.

Beyond operational improvements, Coupa transformed cross-functional collaboration. Finance functions are now fully integrated into procurement workflows, with treasury teams having final approval on expenditures, controlling and reviewing CAPEX requests, accounting teams participating in supplier onboarding, and tax teams collaborating on contract creation.

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Empowering teams through digital transformation

Any experienced business leader knows that real digital transformation only happens when people truly embrace it. As manual work gave way to strategic focus, Rodenstock's employees began to see Coupa's technology not as a mandate, but as a meaningful tool to make their jobs easier.

"When it comes to experience from the teams with Coupa, I really felt the joy once we went live. In the beginning, there was a bit of, okay, will that work? There's a lot of change, but I think if you listen to people and if you involve them early enough, and especially your teams, you can create joy," reflects Stefan.

The user experience improvements are tangible: seamless supplier integration for order confirmations, mobile approvals for faster decision-making, and collaborative platforms that break down silos between accounting, controlling, procurement, and end users. Product catalogs eliminate repetitive manual tasks, while standardized workflows ensure consistency across global operations.

Looking ahead, Rodenstock sees AI as a key enabler for continued enhancement. The team already uses AI for supplier shortlisting, RFX document creation, and contractual term reviews, though currently as standalone solutions. Full integration of AI capabilities within Coupa represents the next evolution of its procurement excellence journey.

For a company that measures quality in thousands of data points per lens, precision shouldn't stop at the product. Coupa brings that same level of discipline to procurement, ensuring consistency across every supplier, contract, and purchase. When operations run with the same precision as product development, Rodenstock can focus on what matters most: helping people see the world clearly.

**Transform your complex global 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™.

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