

Case Study: Aryzta Procurement Transformation

Company Overview

ARYZTA's business is speciality foods with a primary focus on baking, a niche segment of the overall bakery market. Based in Zurich, ARYZTA operates over 50 bakeries & kitchens across Europe, North America, South America, Asia, Australia and New Zealand and is one of the largest frozen bakery companies in the world. As annual revenues approach €4 billion, ARYZTA continues to use acquisitions to add value to its portfolio of business brands through new capital assets, new management talent and a wider technological and geographic footprint.

Project context and objectives

ARYZTA initiated the Global Procurement Systems Transformation (GPST) to support its vision of becoming a procurement leader in the food industry by improving multiple areas of strategic focus for the fiscal year 2016.

The company set forth to drive and measure cost savings through the following value levers:

- **Category Strategies;** that are specifically tailored to goods and services by leveraging deep data analyses made possible by cloud technology.
- **Strategic Sourcing;** that maximizes the value of online auctions and negotiations.
- **Procure-to-Pay Operations;** that minimise transaction cost and provide reportable data.
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- **Policies and Procedures;** to achieve optimal levels of contract compliance and internal control.
- **Reporting Excellence;** that yields actionable insights.
- **Knowledge Management;** User Training, and Communication; that creates a sustainable environment of best-in-class procurement practices.
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Business Outcomes and Benefits:

- **50%** reduction in AP processing cost per invoice.
- **50%** reduction in cost per order of indirect goods.
- **20%** improvement in use of preferred payment channels.
- **40%** increase in visibility of line item level spend
- **> 30%** improvement in time required to perform comprehensive spend analyses, amount of spend being analysed, and spend reporting accuracy.
- **30%** increase in spend on contract.
- **30%** increase in spend on contract and compliance.
- **30%** increase in the number of suppliers being professionally managed.



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