How Automotive CFOs Can Boost FTE Productivity and Reduce WOC in Material Management



Düsseldorf 2025

horn & company

With our deep automotive experience, we know all upstream supply chain issues From raw materials to OEMs—pressure on costs, lead times, working capital, and market dynamics



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Vertraulich

Flexible & streamlined day-to-day operations of material mngt. is key to success Supply Chain Excellence requires efficient and qualitative processes in purchasing of direct materials



We know the pitfalls of all variants in material management in detail

Optimizing procurement and supply chain processes to meet the speed and precision demand in automotive

Key Material Management Processes	Key Observed Pain Points
Purchase Requisition Process	Poorly integrated auto material planning with wrong parameters and manual reviews only
Purch. Release Create Send Receive Delivery Goods Quality Invoice Clear Requisition Requis. PO PO Confirm. Note Receipt Control Receipt Invoice	High manual intervention rate, excess stocks as well as stock-outs
	Low automation rate, many clarification e-mails / calls and low process standards adherence
	Limited focus on collaboration with supplier
Delivery Plan / Call-off Process	on regular demand planning updates
Demand Demand- Material Stock Supplier Supplier Recurring	Figh pressure on supplier flexibility / price

High pressure on supplier flexibility / prior transport disruptions endangering production



Supply Shortage Management Process

High FTE resources allocated to "firefighting" supplier shortages and managing work-arounds
 Limited capacities for a strategic material management with mid-term focus

Together with the client organization, we take material management to a new level A combination of different proven methods leads to efficient & effective procurement processes



Example Client Measure Bundles Adjustment of Master Data Digitalization Interfaces **Change Process** Contents Automation **Process Steps** Process Optimization System Usage **Optimization** Complexity Reduction Transparency Increase

Key Success Factors

- Integration of auto material planning via right parametrization
- High transparency on supplier performance, stocks & planning parameters
- Culture change: from manual planning to controlling of parameters
- Powerful forecasts / IBP for precise demandcapacity planning
- Integration of Just-in-Time & Just-in-Sequence
- Flexible system for demand changes
- High-quality material management processes
- Proactive risk management with predictive KPIs

Leveraging success factors through joint solution development that drive sustainable and quantifiable improvements

Our results are quantifiable and have a high invest-on-consulting value

Extract of key improvements from previous projects through optimized material planning processes



With material planning optimization, organizations can achieve higher efficiency, improved working capital, and enhanced process quality, driving long-term success across the entire supply chain

A paradigm shift to data-driven, proactive, long-term material planning is envisioned Enhancing efficiency through strategic supplier management and forward-looking for every material manager





performed tasks in the short term are reactionary "planning"

Identification of automation potential for specific measures to reduce process costs

Development of a comprehensive automation program for Purchase-to-Pay (P2P) through process analytics



Customer Example for automation measures in the P2P process based on process analytics results

- in a comprehensive program with over 42 measures to increase automation throughout the whole process
- in detailed measure fact sheet with findings during process analysis and evaluation of potential

Optimizing the P2P process by leveraging automation potential to release FTEs

The set up of an End-to-End automation program for the P2P process had a significant impact on process costs

Adjustment of material parameters for increasing automation in material planning Structured comparison between system parameters and lead times from process analytics

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Daily updated stock levels over the last months with critical stock level for different time periods

Calculation of various KPIs such as delivery times or minimum order quantities from historical purchasing orders through process analytics





A much higher degree of automation in the Purchase-to-Pay process can be achieved by adjusting the system parameters based on the results form process analytics

Poorly configured ERP systems typically leading to overstocking and stockouts Selection of inventory-critical ERP parameters

Example: Plant data for material – SAP Master data (MARC)								
Field	Description	Typical problems						
MINBE	Reorder point	Too high or too low. Insufficient consideration of delivery times and fluctuations.						
EISBE	Safety stock	Safety stock is often not used (but in the reorder point). Too high or too low, leading to stockouts or overstocking. Poor alignment with dynamic delivery times and fluctuations.						
BSTMI	Minimum lot size	Lot size mismatched with supplier capabilities, hindering efficient replenishment planning.						
DISMM	MRP Type	Inefficient material planning method on multiple materials leading to stockouts or overstocking.						
BESKZ	Procurement type	Incorrect procurement classification disrupts automated material planning workflows, causing delays or excess costs. Increasing transparency in reporting.						
PLIFZ	Planned delivery time	Inaccurate estimation affects timely order execution and disrupts the material requirements plan. Missing / wrong master data complicates demand planning.						
WEBAZ	Goods receipt processing time	Insufficient buffer for goods receipt handling disrupts stock availability and scheduling accuracy.						

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Customer Examples for poor master data and ERP parametrization

- No tools available for correct configuration and maintenance of the parameters
- Low transparency regarding order, consumption and stock history
- No combined inventory and process view to adjust parameters



Reduction of stock levels by a decrease of stock-outs

Operational material planners are often not supported by the system or even work against the system, which leads to a lack of transparency and suboptimal purchase behaviours. Data driven solutions are possible

Increasing process efficiency and quality via EDI communication

Identification of target suppliers, interface issues, as well as data problems in EDI communication

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- Identification of suppliers for which a switch to EDI would result in high efficiency gains
- Identification of data problems that cause manual ordering, postprocessing, etc.
- Real-time identification of errors in the EDI transmission for alerts in the day-to-day business

33% Increase of EDI communication within 6 months resulting in a reduction of 3 FTEs

Transparency about actual EDI communication is the starting point for recognizing issues in real time and permanently increasing the proportion of EDI suppliers for achieving FTE savings

Incorporation of Process KPIs into a modern near-time dashboard solution

Customer example: Purchase-to-Pay-Process KPI dashboards with multiple views on different levels

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Customer Example for a Process Dashboard with views on different levels

- Comprehensive Top Management view for highly aggregated KPIs in different parts of the Process
- B Detailed view on manual efforts per organizational department/ on employee level for each process step

Transparency in inventory and material management

Implementing detailed measures result in direct and sustainable improvements

Enhancing efficiency and driving down costs in material management practices

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• FTE-Einsparung (netforbrutto): • FTE-Einsparung (Abteilung): • Engpasssteuerung	Ausgan • Keine systemseitige Point Kleiner "Transportent" + Sprozess	gssituation ung, ob der Fixie Avisierungszeit Bnahmenbündel-Owner	S2.10 Automatisierte Ma	aterialverfügbarkeitsprüfung	Bnahmenbündel-Owner C. Rimpau Maßnahmen-Owner O. Sümer-Tezgör Team
us (Datum) 10.04.2024 Ausgangssituation Expertenteam entwicketer Engassprozess in . der seit 01/2024 in die TRATON-Group nommen wurfe Bedarfe und Bestande im Werk Ankara sind nicht generim Engass. Dadurch kann kein	Matanhmenbeschreibung Emisikking des Ergansprozess 2023 im Eigertrefass Vulmersächsterung abgeschlessen und versächnlessen und versächstedet IT Demark erstell Arbindum Pincor Wick Akara, an Arbinisten	Team Zeitplan / Dol 3 (ready to implement 8 Dol 5 (implemented & savin Mellensteine: * XX / 200x = * XX / 200x =	Ausgangssituation 9 Bis Bestelbar einer golderen Meneg ansätzend baugietzher Fahrzeuge archigt die Materialverfahrzeutsingsrüfung manuel mit hohem Aufwand und unvermeidbarer Fehlenpuote.	Maßnahmenbeschreibung elsechnebung der für die Matteilungshankeinsprüchtig erforderlichen Inpub-Daten und der im manaslen Fäll abgefragten obseitungen der für die Matteilungshankeitengrühig und der dafür nötwendigen Recheroperationen erstlicke stand einer zurücklichendere Anfange versitung des Altressaterlichensen Vereinbarung des Altressaterlichender versitung des Altressaterlichender versitung des Altressaterlichender versitung des Altressaterlichender versitung des Altressaterlichen von manueller versitung des Altressaterlichen von manueller	Zsitplan / Neilensteine Dod 3 ready to implement 50 201 30.04 2024 Dod 5 registry implemented & savings realized): xx / xxxx Mediensteine: xx / 20xa • Xx / 20xa - * • xx / 20xa - *
en. Zielzustand mfangliche Abrissiste über alle Werke (init. Ankara)	Pustbouildaten int Procos) Zusammaneter Refol-Matrix particishen PLDL und PLDz im Juni 2023 maie entell und abgestimmi (trik EAT) 2023 maie entell und abgestimmi (ber Adethammening 15_551 festgeligt	Xx / 200x - xxl / 200x - Xxl / 200x - Umsetz(Invest / Gemeinkosten: IT Benötigte interne Ressou (#/Zelt): IT Demandrunde Laufende Kosten (mach D	Zielzustand Die Materialverfügbarkinsprühign erfolgt automatisier betrücksichtigt bearnter Resträttistionen und gibt Lösengevorschlage (LB. Alternativieferant, lieferantenseiger Kapa-Aufaus Streckung der Austieferung) ziekennahl (wenn verfügbar)	automatischer Lösung • Umestangsbeschliss, Training und Einführung der automatisierten Lösung	Umsetz/ungskosten Invest/Gemenkosten: Behötgle Interne Ressourcen (M/Zeit): Laufende Kosten (nach Dol5): Intelae Schätzung
Effizienzstelgerung (/zt vs. Sol) Engassmelsung / Shortage Reginization' anstatt datt und Mails und wedlich schneller in den asstat einzstelgen diens Beendigung der Engalses : teilweise > 2 Jahre gesstatuerung steistenzendend durch Bestbietenwegabe	Herausforderungen - Engelsse werden zu späl gemölet - Anlang Albeitt werden dach insunder Aufwahrd täglich die - Anlang Albeitt werden dach die Aufwahrd ist gabe kanne zu Überträgungerkeinen um Zeitfähreraum (Zeitversatz) kommen - Anleren austrumz Mitarbeiter nach Diensteinsterwechsel (mits. 3-6 Monate)	gedeckt Erforderlic: Prämissen: Anbindung Proco Benötigte Entscheidunger IT Demandiunde	Effizienzsteigerung ((d vs. Soli)	Hersusforderungen * Herausforderungen, die man aktiv aus dem Projekt / Governance heraus beeinflussen kann	Erforder/Enb Praimissen * Praimissen * Pasipaet: SAP im Werk XYZ * Benotigte Entscheidungen:

- Standardizing and digitizing procurement workflows to speed up approvals & cut processing time
- Refining scheduling agreements with data-driven forecasting for better supply chain stability and cost savings
- Optimizing supplier collaboration for real-time transparency and proactive issue resolution

28% FTE reduction in material management through automation and process optimization

A data-driven approach and expert collaboration lead to well-structured, prioritized measures, which are supported by the client organization — taking material management to the next level

Realizing potential from a variety of implementable and specific measures

Project example measures settlement processes

Fields of action are addressed through a broad portfolio of measures Overview

ADJUSTMENT	DIGITALIZATION	CHANGE	AUTOMATION
MASTER DATA	INTERFACES	PROCESS CONTENTS	PROCESS STEPS
 Update purchase prices materials Update of payment conditions in ERP Adjustment min. and max. stocks Adjustment of stored rounding factors Adjustment shipping plants Adjustment of replenishment times Introduction factory info records Parameter adjustments shipping schedules Update planned delivery times customers Reduction of incoming goods processing time Care shipping days 	 Introduction of Web EDI for suppliers Establishment of EDI order confirmations Connection to EDI invoices Optimization of interfaces webshop to ERP Expansion of EDI connection customers Expansion of use of shipping notifications Expansion EDI order transmission Establishment of EDI controlling Introduction online configurators Expansion of email invoicing Adjustment delivery date maintenance 	 Optimization of local stocks Consolidation order quantities Adaptation of disposition methods Expansion of product group planning Consolidation of customer orders Cross-plant material Adaptation of disposition strategy Reduction of unnecessary stock transfer Optimization of supplier evaluation Adjustment of signature regulation 	 Automatic booking of WEs Automation of order approvals Recording order confirmations Automated creation of loading lists Automation Order Full Truckloads Order change in case of order changes Automatic conversions BANFs Automatic ordering according to quotas Automatic invoice generation Creation of delivery note on the dispatch date Partial automation of material master system
PROCESS	SYSTEM USAGE	COMPLEXITY	TRANSPARENCY
OPTIMIZATION	OPTIMIZATION	REDUCTION	INCREASE
 Update discount process Adjustment of price maintenance process for special articles Elimination of bottlenecks in invoicing Prevent orders without BANF Systemic support planning process Standardization of the returns process Relocation of packaging process steps Acceleration of goods receipt posting 	 Automatic assignment of shipping plant Automatic route assignment Reduction of EDI delivery blocks Optimization of article search offer process Introduction material availability check Introduction of automatic production stops Systemic tracking of quota arrangements Use of systemic forecasting functions 	 Consolidation of unnecessary product variants Reduction of the supplier portfolio Reduction of processing variants Procurement Unification of disposition procedures Unification of payment terms for customers Simplification of payment terms for suppliers Reduction of individual customer processes Standardization of return rules 	 Building dashboards operational process KPIs Price controlling product changes Establishment of customer profitability controlling Set up incoming invoice controlling Introduction of outgoing invoice monitoring Establishment of delivery reliability reporting Dashboard finished goods for collection Development of discount controlling

- Numerous actionable and often immediately impactful individual measures
- Combined effects drive sustainable and significant improvements in P&L and Working Capital
- Shifting Material Planner capacity from reactive 'firefighting' to strategic, proactive planning

Horn & Company: Experienced, pragmatic and high implementation competence *Company profile*

Positioning	Top-management-consultancy, founded 2008 – i.a. McKinsey, Roland Berger, Droege
Focus	Strategy – Performance improvement – Corporate Restructuring – Digital transformation
Industries	Industrial goods – Automotive/Special Vehicles – Consumer goods – Process Industries
Clients	Corporate groups, Large SMEs, family businesses
Consultants	> 250 highly-skilled consultants, including 45 partners/associate partners
Differentiation	P&L focus – digital/analytics expertise – implementation
Growth	Merger in 2023 with — addition of extensive SSC and operations experience
Awards	



	Rang	Beratung	Punkte
\rangle	1	Horn & Company	427
	2	McKinsey & Company	403
	3	Boston Consulting Group	394
	4	Bain & Company	388
	5	Oliver Wyman	383

Your Contacts for Data-driven Purchase-to-Pay Optimization at H&C Overview and Contact Information



Dr. Matthias Georg Will Associate Partner

- Head of CC Process Analytics
- M. Sc. Economics, Dr. habil. Management
- 10+ Years of ERP, BI and Process Experience
- Process Analytics
- Purchase-to-Pay and Inventories
 - S/4HANA Transformation



Karl-Justin Stürmer, MBA Associate Partner

- B. Sc. Economics, MBA
- 10+ Years in Consulting
- 5+ Year in Supply Chain Mgmt. (Industry)
- Supply Chain E2E Optimization
- Procurement Digitalization
- Working Capital Optimization



<u>Ilja Maurer</u> Manager

- Dipl.-Ing. Mechanical Engineering
- Data Analytics, Process Mining, Al
- 15+ Years in IT and Data-based Optimizations
- Working Capital Optimization
- Process Automation
- ERP Data Processing

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Areas of Focus

Experience

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Internationale Top-Management-Beratung

DÜSSELDORF | BERLIN | FRANKFURT | HAMBURG | KÖLN | MÜNCHEN | STUTTGART | CHARLOTTE | SINGAPUR | WIEN | ZÜRICH