



BVLGARI

Bvlgari Accelerates Procurement with Ivalua to Drive Digitalization and Operational Excellence

The Organization

Founded in **1884** by Sotirio Bvlgari as a single jewellery shop in the capital city of Rome, Bvlgari's name has today become emblematic of **Italian excellence**. Creating a **highly distinctive style** that celebrates its rich **Roman history**, Bvlgari is able to blend **modernity** with **classicism**.

The original pioneering spirit of the Bvlgari family helped to evolve the company into a successful and global Maison, currently part of the LVMH, while its roots in **jewellery** and **watches** have grown into new expressions of **accessories**, **perfumes** and **luxury resorts**.

Bvlgari's dedication to craftsmanship, creativity, and innovation extends beyond products to operations. Bvlgari manages a complex global supply network of over thousands of suppliers in about 50 countries—from precious metal refineries to watch components, from creativity agencies to sustainable packaging innovators. With ambitious growth targets, procurement directly impacts product quality and excellence, speed to market, and brand reputation.

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In luxury, every detail matters—including how we manage our supply chain. We needed to transform procurement from a back-office function processing orders manually into a strategic partner driving innovation, creativity, sustainability, and operational excellence. Ivalua made this vision possible, helping us to be efficient while strengthening our supplier partnerships”

Matteo Perondi

Chief Procurement Officer of Bvlgari

The Challenge

Outdated Procurement Processes Hindered Strategic Impact and Visibility

Before partnering with Ivalua, Bvlgari's procurement team faced several critical challenges impacting their ability to meet strategic goals:

- ✓ **Manual and Fragmented Processes:** Procurement workflows relied heavily on spreadsheets, emails, and disconnected tools, causing inefficiencies and errors. Contract management and supplier data updates were slow and labor-intensive. Procurement professionals spent excessive time on transactional tasks rather than strategic supplier management.
- ✓ **Limited Data Visibility and Benchmarking:** Without a unified platform, it was difficult to have accurate, real-time insights into procurement performance metrics or benchmark KPIs internally and against industry standards. This lack of transparency hindered decision-making and continuous improvement.
- ✓ **Need for Digital Procurement Transformation:** The ambition to digitize procurement end-to-end—encompassing sourcing, contract management, supplier collaboration, and analytics—was impeded by insufficient technology integration and a lack of scalable, flexible solutions.
- ✓ **Strategic Goals at Risk:** Bvlgari aimed to boost procurement efficiency, enhance supplier relationships, and embed data-driven decision-making. Without the right tools, these goals were challenging to realize, potentially impacting cost savings, speed to market, and supply chain resilience.

The Journey



Selecting Ivalua: A Partnership for Innovation and Scalability

Bvlgari's procurement leadership embarked on a comprehensive evaluation to find a digital procurement platform capable of:

- ✓ Unifying sourcing, contract lifecycle management, supplier management, and eProcurement.
- ✓ Providing a flexible, user-friendly interface adaptable to complex luxury supply chains.
- ✓ Delivering strong analytics and KPI benchmarking capabilities for continuous performance monitoring.
- ✓ Supporting integration with existing ERP systems and IT infrastructure without disruption.

"We evaluated SAP Ariba, Coupa, and others, but felt the one-size-fits-all model would not work for us. Ivalua understood that luxury procurement isn't just about cost savings—it's about fostering lasting partnerships with artisans and suppliers who share our values," explains Perondi.

Implementation

The rollout was carefully phased to balance progress and user adoption across Bvlgari's global procurement teams. Beginning with centralizing supplier management and contracts to establish a single source of truth and then enabling sourcing and eProcurement with digitized processing and purchasing to accelerate cycle times.

At this point, transparency throughout the lifecycle was realized. Finally, Bvlgari turned their focus on advanced analytics and KPI benchmarking to monitor key metrics throughout the procurement cycle, effectively manage supplier performance and drive cost savings.

Solutions Selected



Supplier Management



Sourcing



Contract Management



eProcurement



Invoicing



Payments



Spend Analysis

Benefits

Driving Efficiency, Visibility, and Strategic Procurement

Since adoption, Bulgari has realized tangible improvements across multiple dimensions, such as procurement cycle time, contract processing time, supplier onboarding time and procurement user satisfaction.

Matteo Perondi notes,

"Our teams now spend significantly less time on administrative tasks and more on strategic supplier engagement. More importantly, the real-time analytics have given us a data-driven pulse on procurement performance we never had before."

Moreover, the unified platform has improved data quality, enabling proactive risk management and enhanced compliance—critical factors for Bvlgari's commitment to excellence and sustainability.

Strategic Outlook

Accelerating Procurement Innovation

Looking forward, Bvlgari plans to deepen its partnership with Ivalua by:

- ✓ Leveraging AI-powered contract analytics and workflow automation to further reduce cycle times and manual intervention.
- ✓ Expanding supplier collaboration portals to drive innovation and sustainability initiatives.
- ✓ Embedding predictive analytics for demand forecasting and spend optimization aligned to luxury market dynamics.

Matteo Perondi emphasizes,

"Our strategic goal is to make procurement not just a support function but a true enabler of Bvlgari's growth and innovation agenda. With Ivalua's evolving capabilities and customer-driven innovation, we are confident in continuing this journey toward procurement digitalization and excellence."

Advice from Bvlgari

Best Practices for Procurement Transformation

- ✓ **Engage Users Early and Often:** User adoption is critical. Invest in change management and training to ensure smooth transitions and maximize platform benefits.
- ✓ **Define Clear KPIs Aligned to Strategy:** Establish benchmarks and monitor them rigorously through dashboards, promoting transparency and continuous improvement.
- ✓ **Partner Closely with Your Solution Provider:** Choose a vendor that values customer feedback and offers agile product roadmaps to adapt to evolving needs.
- ✓ **Think Beyond Cost Savings:** Procurement transformation should drive broader value including efficiency, risk mitigation, supplier innovation, and sustainability.