

RETHINKING PROCUREMENT PROCESSES AROUND ADOPTION TO DRIVE CONTINUOUS IMPROVEMENT

? CHALLENGES

- ✓ Resistance to change amongst users
- ✓ Motivate stakeholders for a new change project after first wave quick wins
- ✓ High user experience expectations coming from Luxury Retail corporate culture
- ✓ Very decentralized & international organization
- ✓ Fairly new Sourcing department in the company history starting from ZERO purchasing culture
- ✓ Strong pressure to maintain existing architecture & technology

🎯 OBJECTIVES

- ✓ Increase company profitability through a new wave of cost optimization
- ✓ Rethink & simplify procurement processes based on lean management principles
- ✓ Support stakeholders' needs for increased modularity in the process

i PROJECT STATS

- ✓ 3,000 orders/year
- ✓ 1,100 users
- ✓ 9,000 suppliers
- ✓ 15 countries
- ✓ 1,000 contracts

BVLGARI

“ We started by deploying standard out-of-the-box functionality in Ivalua with a focus on achieving early and quick wins. After this, we reviewed our entire processes by applying lean management principles and embedding stakeholders' feedback. The flexibility of Ivalua's platform allowed us to evolve with the organization needs, which accelerated adoption and generated further efficiencies and cost optimization. ”



Arianna VETRUGNO
Sourcing Excellence Senior Manager
BVLGARI

+ BENEFITS

- 100%** 100% user adoption, satisfaction and trust in the system
- Four new streamlined buying channels created (i.e, one-time vendors or complex multiservice purchases)
- Improvements around segregation of duties for indirect procurement
- Closer engagement with the Business with collaborative processes & approval flows
- Common language & understanding between Procurement & Stakeholders
- Better commodity & spend management
- Increased procurement maturity within the organization

SOLUTIONS SELECTED



Supplier
Management



Sourcing/Supplier



Contract
Management



Procurement



Invoicing



Strategy &
Analytics

EMPOWERED

- ✓ Standardized solution and process across 15 countries (with more planned)
- ✓ Simple and efficient procure-to-pay process with right level of flexibility
- ✓ Personalized user experience with dedicated interfaces, landing pages & quick links
- ✓ Configuration to meet unique stakeholder requirements, gaining their support, & subsequent simplification (i.e, rationalization of interfaces with ERP by increasing Ivalua module activation & use)
- ✓ Phased deployment of Ivalua modules aligned to Procurement maturity curve progression
- ✓ Strong collaboration between Bulgari & Ivalua to co-build roadmap & deployment strategy

ABOUT BULGARI

Bulgari is a fine jewellery manufacturer and global luxury retailer which is part of the LVMH Group.

- ✓ Founded in 1884
- ✓ Headquartered in Rome
- ✓ €2 billion in annual revenue
- ✓ Approximately 4,000 employees worldwide
- ✓ Operate approximately 300 stores globally across 30 countries

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