

# Company A

CUSTOMER CASE STUDY

## Integrated procurement system implementation & upgrade project

Industry Battery materials manufacturing & providing environmental solutions

No. of Employees About 3,500

Revenue KRW 3.12 trillion (as of 2024)

📅 2021.07~2022.03/ 2023.04~08

### Customer Comments

**We implemented an efficient 'shared-service-based' procurement process, cutting e-contract processing time by more than 1 hour per case.**

Senior Manager, Procurement Team, Company A

### Project Overview

#### Challenges

Limited integrated management as affiliates used different procurement systems

Restricted information sharing & reduced workflow visibility

Manual workflows hindering integrated management of procurement history

Manual evaluations conducted only for a limited number of suppliers

#### Solutions

Implementing an integrated affiliate-wide procurement process for efficient "Shared-Service" purchasing

Unified dispersed systems into a single platform

Systematic procurement history management on one system

Established a regular evaluation framework for all suppliers

#### Results

Enhanced group-level procurement efficiency and transparency, enabling effective management of top-tier suppliers

Strengthened control through centralized procurement management

Reduced e-contract processing time by over 1 hour per case

Secured a pool of top suppliers through expanded evaluation coverage & information sharing

## Implemented Software Coverage

Supplier Reg.

Supplier Eval.

PR

Bidding

e-Contract

POM

Inspection/Goods Receipt

Workplace

System Admin

## Challenges

### Limited integrated management as affiliates used different procurement systems

As the holding company, Company A managed procurement for six affiliates through a "Shared Service"- major procurement items for affiliates with large volume were handled by the holding company.

However, each affiliate used different systems or Excel-based processes, making it difficult to centrally manage procurement data. Inconsistent purchase order numbers, item naming, and contract formats also hindered visibility into group-wide procurement activities. Some tasks, including supplier selection, contracting, and evaluations, were still handled manually, causing potential omissions and limiting history management and information sharing.

## Our Solution

### Implementing an integrated affiliate-wide procurement process for efficient "Shared-Service" purchasing

Emro consolidated the previously dispersed and manual procurement processes of Company A and its six affiliates into a single system. This created a new integrated procurement platform that digitized the full process from purchase requests to inspection and goods receipt, and supplier management.

Through this system, affiliates create purchase requests online, and the holding company manages the purchasing according to item and price. As a result, the group can view procurement status and history in one place.

In 2023, a supplier evaluation function was added, expanding regular evaluations from a few raw material suppliers to all suppliers, including facilities and construction. The evaluation process, previously done in Excel, can now be carried out in the system with PO information linked.

## Results

### Enhanced group-level procurement efficiency and transparency, enabling effective management of top-tier suppliers

The new integrated procurement system improved efficiency and transparency across the group. "Shared-Service" based procurement, which previously required multiple systems and complex steps, is now handled in a single platform. This increased processing speed, improved management of procurement history, and provided a clear view of group-wide purchasing activity.

Bidding and contracting also became more transparent. Tasks that were previously handled through email and manual signatures are now completed entirely within the system. The e-contract function alone reduced contract processing time by more than one hour per case.

The system upgrade also introduced a supplier evaluation function, moving evaluations to a system-based process. This supports more efficient evaluation work and strengthens the group's ability to secure reliable suppliers and manage supplier risk.