

TYPE OF PRESENTATION

- Regular Reporting
- Strategic Topic
- Project
- General
- Public Relations

OBJECTIVES

- Information
- Approval/Decision

>> CASE STUDY 03 <<

TELLMANN CONSULTING GMBH
- CONSOLIDATION PROFESSIONAL SERVICES -

APRIL 2021

SOURCE THE BEST -
FORGET THE REST

Company

Dresdner Bank / Allianz Group

Function

Head of Strategic Purchasing

Challenges

- Purchasing units with the same areas of responsibility in both companies during the merger of Dresdner Bank and Allianz
- Planned redundancy of > 20,000 Dresdner Bank Group employees
- End of e-commerce hype and impact 09/11, rapid implementation necessary
- No nomenclature for comparability of external service providers
- Lack of transparency on risks in centrally and decentrally concluded contracts
- Fill external positions with internal employees, establish comparability of skills
- Identification and screening of spend volume that can be influenced, development of rules and regulations, approx. 800 million EUR spend

Results

- Implementation and responsibility of an "integration project" with reporting to the executive board
- Responsibility and control of a group-wide procurement project. Coordination with group companies
- Development of a "skills matrix" for the comparability of service providers. This is based on findings from the Fraunhofer Institute and the German Federal Ministry of Economics. Internal and external rollout of the matrix
- Reduction of over 1,700 suppliers to a strategic pool of 75 suppliers. Negotiations with all 75 suppliers and conclusion of framework agreements for the DACH region.
- All non-strategic suppliers were outsourced externally in a "Smart Sourcing" concept
- Additional responsibility of operational purchasing to ensure operational implementation in systems and in the organization
- With a spend volume of approx. EUR 800 million, savings of > EUR 100 million were achieved