



## 1-System Solution for Group-wide Payments

**Industry:** Industrial Services

**Geography:** Europe, North America, Middle East

### Challenges:

- 20+ separate systems for e-banking and treasury
- Complex data reconciliation
- Lack of transparency, visibility and security

### Solution:

- Coupa Treasury

### Results:

- 15% bank fee reduction
- 30% reduction in processing costs
- 50% less administrative efforts for account maintenance
- 100% increase in transparency/visibility and security
- 100% satisfaction with implementation
- Framework for additional projects, such as payments on behalf of (POBO)

**Bilfinger** is a leading international industrial services provider. The group enhances the efficiency of assets, ensures a high level of availability and reduces maintenance costs. The portfolio covers the entire value chain from consulting, engineering, manufacturing, assembly, maintenance, plant expansion as well as turnarounds and also includes environmental technologies and digital applications. Customers come from sectors that include chemicals and petrochemicals, energy, oil and gas, pharmaceuticals and biopharma, metallurgy and cement.

Bilfinger is primarily active in the regions of continental Europe, Northwest Europe, North America and the Middle East. With its 36,000 employees, Bilfinger generated revenue of EUR 4.327 billion in the financial year of 2019.

### Consolidating the fragmented system landscape

When the Group was restructured, this also affected treasury structures and triggered the search for a new treasury management system. The new system was needed to consolidate the highly fragmented e-banking system and IT landscape, to achieve group-wide visibility and transparency and to establish secure standards for the entire group. The search for a system was driven by payment needs. Coupa Treasury's integrated, multi-bank, multi-country payments solution promised to meet requirements very efficiently with only one system.

### Company and treasury profile

The central treasury department consists of 15 employees, 4 of which are front office users, 4 treasury operations users, 5 payments users, one head of treasury and the head of treasury's assistant.

It is responsible for centralized funding, centralized cash and liquidity management, centralized FX management, centralized payments processing in 15 countries for 80 operating companies.

Bilfinger works together with 7 core banks with 300 electronic bank accounts, 210 of which operate electronic payments.

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“Through the introduction of the Coupa Treasury multi-bank payments platform, we have achieved savings of around 15% in bank fees and 30% in processing costs. The administrative efforts in connection with master data, account and user maintenance could even be cut in half.”

— **Martin Engelhardt**,  
Head of Cash Management/  
Risk Control, Bilfinger

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## Definition and integration of user permissions

One of the first steps in Bilfinger’s payments project was to define a secure user permissions model, specific user roles, and then implement both in Coupa Treasury. The system allows Bilfinger to separate front office and back office roles, which enforced fundamental security standards that guarantee the secure and seamless processing of payments on a day-to-day level.

Bilfinger also decided to centralize master data maintenance: Central treasury enters and maintains all data for the entire group in Coupa Treasury, adhering to a dual approval process.

## Payment security through automated processes

In addition to defining user permissions, Bilfinger introduced standardized payment formats based on global ISO formats. Straight-through processing enables them to import payment files generated in their SAP systems directly to Coupa Treasury and to process them within the system.

Bilfinger has automated a number of processes in Coupa Treasury leading to closed-cycle processes that significantly boost security. Account statements and bulk payment files for worldwide payments are imported automatically.

When it comes to market data, Coupa Treasury supports the treasury department with the import of market data from internal sources as well as an integrated connection to 360T. Bilfinger uses this 360T connection to trade deals that are then matched electronically in Coupa Treasury and can be reported directly to the Regis-TR repository if they fall under EMIR reporting requirements.

## Banking landscape, bank connectivity and roll-out

For bank connectivity, Bilfinger followed the 80:20 Rule: They started with those bank connections that are used for the highest volume of payments.

Only a few months after the start of the Coupa Treasury payments implementation project, Bilfinger received its own Business Identifier Code (SWIFT BIC) that connects the Group to the global SWIFT SCORE network. The integration of digital matching was followed by the international payments roll-out.

The benefits SWIFT affords in connection with international payments are particularly important to Bilfinger. Thanks to the SWIFT connection, it is very easy for Bilfinger to retrieve account statements, even from third-party banks, as they're made available 24/7. The introduction of a corporate seal has simplified the maintenance of authorized signatories worldwide.

### All in all

Thanks to Coupa Treasury, the integrated multi-country and multi-bank payments solution, and the connection to the SWIFT network, Bilfinger was able to replace over 20 standalone e-banking and specialized treasury systems.

This 1-system solution has boosted payments efficiency and security significantly and harmonized payment processes. It helps Bilfinger save on banking fees and has reduced the administrative account maintenance efforts by over 50%.

In addition to payments, Bilfinger uses the connection to the global SWIFT bank network to collect bank statements and to process and match trade deals electronically.



The following reasons spoke in favor of Coupa Treasury when making the decision:

- High degree of integration
- Proven ease of use
- Scope of services
- Integrated payment solution
- Reduction of interfaces
- Integrated matching

Find out more about  
Coupa Treasury