



Industry: Food & Beverage,
Oil & Gas

Region: United States

Challenges

- Lacked full transparency on spend
- Relied heavily on manual, paper-based procurement
- Processes were inefficient and increasingly costly

Solutions

- Coupa Source-to-Pay

Results

- Digitized more than 70% of source to pay processes, compared to 20% the previous year
- Greater spend transparency
- One central place to access spend data, improving procurement visibility and ability to act
- Established new model for Procurement Operations with the goal of self service

Convenience store chain Casey's digitally transforms and makes procurement invisible vision possible with support from Coupa

Since its humble beginning in 1968 as a general store in Boone, Iowa, **Casey's** has steadily grown from the heart of one community to the next. Today, it serves communities across 16 U.S. states in more than 2,400 store locations. In fact, Casey's is the fourth largest convenience store retailer in the country as well as the fifth largest pizza chain.

The Midwest icon's leadership knew if it wanted the company to keep thriving, it needed to digitally transform across all operations.

Building a "procurement tech house"

As of 2020, Casey's didn't have a formal procurement function. All the spend was managed by individual business units who relied on manual and paper-based processes that were costly and inefficient. Casey's leadership team wanted the company to achieve full visibility, control, and management of procurement spend while saving valuable time.

So the company recruited **Jaime Robles, Chief Procurement Officer at Casey's**, to build a formal procurement function from scratch.

Robles quickly set out a vision for a "procurement tech house" where technology would be at the core of the function. That way, it could digitize and standardize processes, while giving staff access to self-service capabilities.

"As part of the procurement overhaul, we knew technology was going to be central to achieving our goals, and after evaluating the market, we selected Coupa to be our Business Spend Management partner and to help me realize my vision of marking Procurement invisible with the integration of many other technologies," Robles said.

Accelerating digital transformation of during the pandemic

"Like the rest of the world, Casey's was not immune to the supply chain disruptions that have resulted from COVID-19," Robles said. "Early during the COVID crisis Coupa's risk management capabilities were already a game changer."

Robles expected that Coupa would help Casey's continue to successfully navigate the COVID-19 landscape with a diversified supplier network, optimized supplier management, and more collaborative relationships with new and existing suppliers.

"Casey's accelerated into digital ordering, transactions, and guest interaction via our app pretty quickly," Robles said.

"And from the beginning, procurement was right there as a facilitator of digitalization. We were able to continue the digital transformation and enable procurement to unleash more value for Casey's when COVID hit

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— **Jaime Robles, CPO**

Optimized operations and reduced costs through better sourcing with a Procurement Professional team and enhancing spend visibility

Robles and team launched the Business Spend Management platform with Coupa in just four months with great success. "The solutions we implemented for source to pay enabled us to optimize operations and reduce our costs dramatically," Robles said. "The savings we've achieved while preventing leakage and cutting waste is amazing after just one year."

Casey's team members now have the ability to find the procurement answers they need via Coupa's self-service options, which puts users in control.

"I give my users and internal stakeholders all the power to make decisions," Robles said. "At the end of our transformation they will be able to see how much they spend in different categories by supplier. They can also search by preferred vendors and contract type, which enables them to be more efficient with their time and eliminates the dependency on procurement resources."

“*Having Coupa technology at the core and plugging in different technologies such as the contract lifecycle management add-on, with our great sourcing team is just going to fuel the company’s evolution.*”

— **Jaime Robles**, CPO

3x more procurement processes now conducted electronically

In one year, the company went from only 20 percent of procurement processes conducted electronically to over 70 percent, a more than 3x improvement.

“We implemented and transformed source-to-pay, digitalizing sourcing, procurement, invoicing and payment with Coupa,” said Robles.

With more than 70 percent of its procurement processes transacted electronically, the company now has the transparency it needed. “We can now see how much and where we spend by supplier down to the category level,” he added.

By building a self-service model with Coupa, users and internal stakeholders across the company have all the power they need to make data-driven decisions. They can manage spend against their budget without needing to involve procurement.

A future-proof technology stack

Robles is confident that Casey’s has the right foundation to thrive long into the future.

“Having Coupa technology at the core and plugging in different technologies such as the contract lifecycle management add-on, with our great sourcing team is going to fuel the company’s evolution,” Robles said.

Robles also knows that Coupa as a technology partner is up for the journey.

“Coupa has been a great company to work with,” Robles said. “Not only have they been able to support our vision of what we’re trying to build, but at the same time they’re taking our feedback to make the Coupa platform better. They are quick to react and make any necessary changes.”

Smarter procurement starts with ownership

When it comes to leading a transformation, Robles said it's procurement professionals' responsibility to get the recognition it deserves.

"You need to have a vision and put the strategy in place," Robles said. "You need to build a business case. You need to earn your seat at the table at the C-suite. You need to show Procurement value."

And that means resisting against other departments that try to define you. "You cannot let IT or finance decide how you want to operate your function as procurement," Robles added. "If you don't disrupt, it's not going to happen."

What's next?

Now that Casey's procurement function is well-established and digitalized, it's time to reach higher.

"We're ready to take procurement to the next level of maturity," Robles said. "For example, we want to find ways to improve our ESG (environment, social, and governance) supplier diversity and risk management. I think our model is one of the most advanced procurement functions that I've seen." To fully achieve Casey's vision of making Procurement invisible, Robles and his team are integrating other technologies with Coupa for CLM with iCertis and a Master data hub with Graphite Connect which will represent a major uplift to the company's spend visibility capabilities.

That maturity also puts the team in an ideal position to take advantage of emerging technologies.

"There's going to be way much more use of artificial intelligence (AI), machine learning, and predictive analytic sourcing in the next few years," Robles said. "Our challenge and opportunity is to understand how to pull those technologies into our platforms to keep giving us an advantage in the market."

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