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CHANGING THE EQUATION

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IN THE DRIVER'S SEAT

HOW LEAR USES TECHNOLOGY TO INCREASE EFFICIENCY



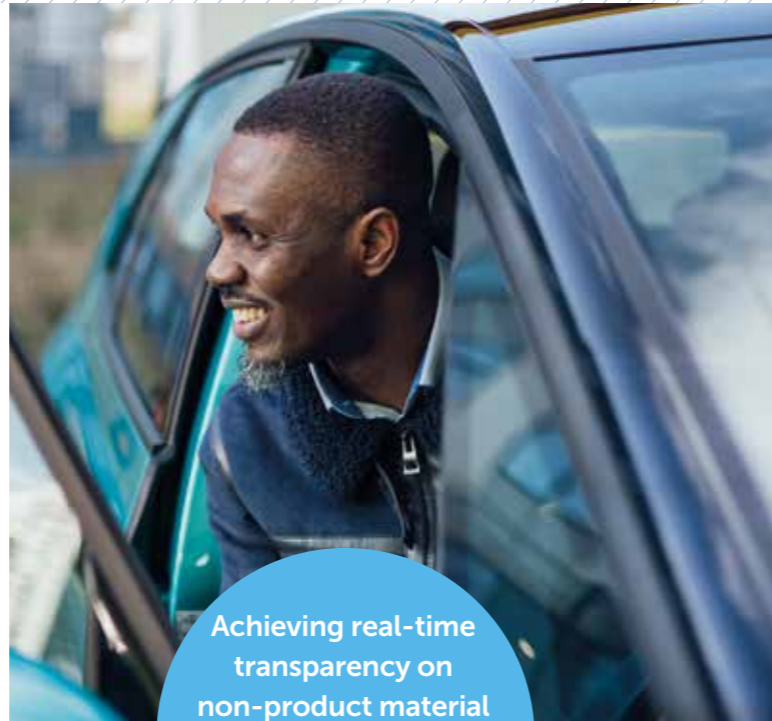
IN THE DRIVER'S SEAT

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ASIM MALIK
Global Projects Director,
Lear Corporation

“ Our aim is to identify new benefits and strategies to adapt in this macroeconomic climate – providing our customers with exactly what they need to move forward. ”



Achieving real-time transparency on non-product material spend of over \$9.5B across more than 1.47M purchase orders

Global auto supplier unified business spend management with Coupa to enhance transparency.

In 1917, American Metal Products manufactured its first assemblies for aircrafts and automobiles in Detroit, Michigan. Following the company's acquisition by Lear Siegler in 1966, Lear Corp. has grown into one of the world's leading suppliers of automotive Seating and E-Systems. Lear's products can currently be found on more than 450 vehicle name plants around the world.

The company's diverse team of more than 160,000 employees work in 253 facilities across 37 countries and is driven by a commitment to innovation, operational excellence, and sustainability.

MANAGING MARKET PRESSURES

The auto industry can experience a variety of market pressures and challenging operating conditions. Because of this, Lear sought an integrated solution to unify its non-production transactional processes, rationalize its spend and better serve its customers.

Managing over 11,000 electronic transactions per day along with

2.8M

interfaces



“ In 2016, Lear began a one-year search for an integrated procurement technology partner that could provide robust non-production procurement processes and spend management. Coupa emerged as the top choice. ”

SIMPLIFYING FRAGMENTED SYSTEMS

Through the years, Lear's operations and global footprint grew both organically and through a number of different acquisitions. As a result, its non-production Business Spend Management (BSM) processes – such as sourcing, procurement, invoicing and contract management – became increasingly fragmented, which presented various complexities, including real-time transparency, as well as redundancies and inefficiencies.

Thus, in 2016, Lear began a one-year search for an integrated procurement technology partner that could provide robust non-production procurement processes and spend management. Coupa emerged as the top choice.

In 2019, Lear deployed Coupa P2O and CLM, consolidating Lear's existing non-production BSM processes across its 253 locations into one common platform. This move brought sustainable value to Lear's business and its customers through improved non-production purchasing spend visibility and streamlined non-production procurement processes.

The Coupa deployment process overcame the complexity of integrating 10 different existing ERP/back-end systems within the Coupa platform and resulted in a cohesive and intuitive experience for both end-users and IT staff.

"Through the years we had inherited multiple non-production BSM systems including some manual procurement processes," Asim Malik, Global Projects Director at Lear Corp., says. "Coupa changed all of that."

Additionally, Lear's leadership team wanted the company to continue to be more agile, efficient, and a supplier of choice for innovative auto parts and systems.

With that goal in mind, Lear collaborated with its supply base on adopting Coupa's platform which resulted in more digital and efficient ways to do business, such as electronic PO delivery and portal e-invoicing.

With the Coupa Supplier Portal (CSP), 74% of electronic invoices have been submitted with touchless invoicing averaging around 45%



100% adoption rate for
11,800
active users with role definition



REALIZING THE BENEFITS OF DIGITAL BSM

To date, Asim and his team have implemented Coupa's robust digital footprint for its nonproduction BSM processes, achieving real-time transparency on non-product material spend of over \$9.5B across more than 1.47M purchase orders. Additionally, over 2.5M electronic signatures per year are tracked and date stamped within the system. With the Coupa Supplier Portal (CSP), 74% of electronic invoices have been submitted with touchless invoicing averaging around 45%. The Lear team manages, on average, over 11,000 electronic transactions per day along with 2.8M interfaces. Further success for the team includes a 100% adoption rate for 11,800 active users with role definition.

Historically, Lear's non-production BSM processes were manually driven and location specific which made data consolidation and transparency cumbersome and time consuming.

"With Coupa, your data repository becomes fruitful very quickly," Asim says. "I think you've got to target this and decide what you want to address for the greatest impact. Utilizing Coupa's analytics helped us gain holistic views of pain areas that we had a hunch for. But now we can have real data to back it up."

Lear's plans now focus on expanding how it uses its non-production BSM data to identify new opportunities. With the Coupa platform at the heart of this approach, Lear is confident in its ability to accomplish these goals.

"We're going to use Coupa as a catalyst to help us identify opportunities with the reservoir of data that we have," concludes Asim. "Our aim is to identify new benefits and strategies to adapt in this macroeconomic climate – providing our customers with exactly what they need to move forward."

