



20 Jahre auf digitalem Pilgerweg

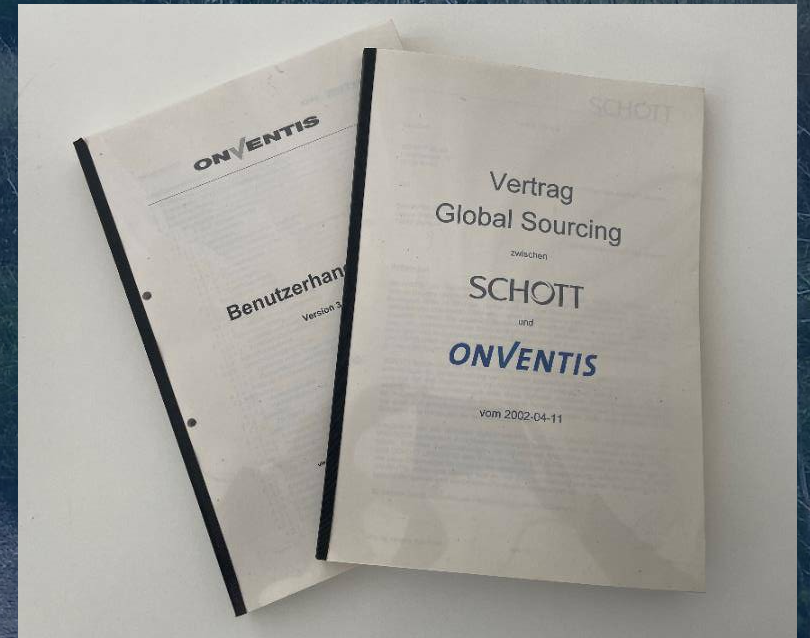
Michael Wlodarski
Director Global Process Management & Digitalization
SCHOTT

06. Oktober 2022 | Opernloft



The legend begins

What do these things have in common?



Our journey to Operational Excellence in Purchasing

2002

Onventis as a
eProcurement platform
partner. Start with
eSourcing approach.



2000

EIVIS – **E**lectronic **V**enue for
International **S**ourcing...

...the pilgrimage started.



2004

German wide eCatalog
system transition to
Onventis platform.

5



Own server infrastructure in SCHOTT data center.



Every supplier and external user get the access credentials via mail.



CD-based process with external validation partner.

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One size doesn't fit all

The right balance between standardization and flexibility accelerate the implementation approach.

2011
Global responsibility for
process management
@ Purchasing as a
booster.



2008
1st plant outside of
Germany (Switzerland)
onboarded.



2014
1st plant in region Asia
(China) and region
Americas (USA)
onboarded.



2016
Efficiency targets for all plants
worldwide as a part of procurement
strategy.



There's more than one way to crack an egg.

- Different implementation approaches smooth the ways!
- Country specific legal requirements could stop the show!
- But local knowledge and local key users open the doors!
- Approval culture eats standard for breakfast!
- English is good, but native language is better!
- Love for “success of small steps”!



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20..
Our journey to Purchasing
Operational Excellence is still
ongoing



2018

Further long tail optimization via
market places (e.g. Amazon
Business)



2020

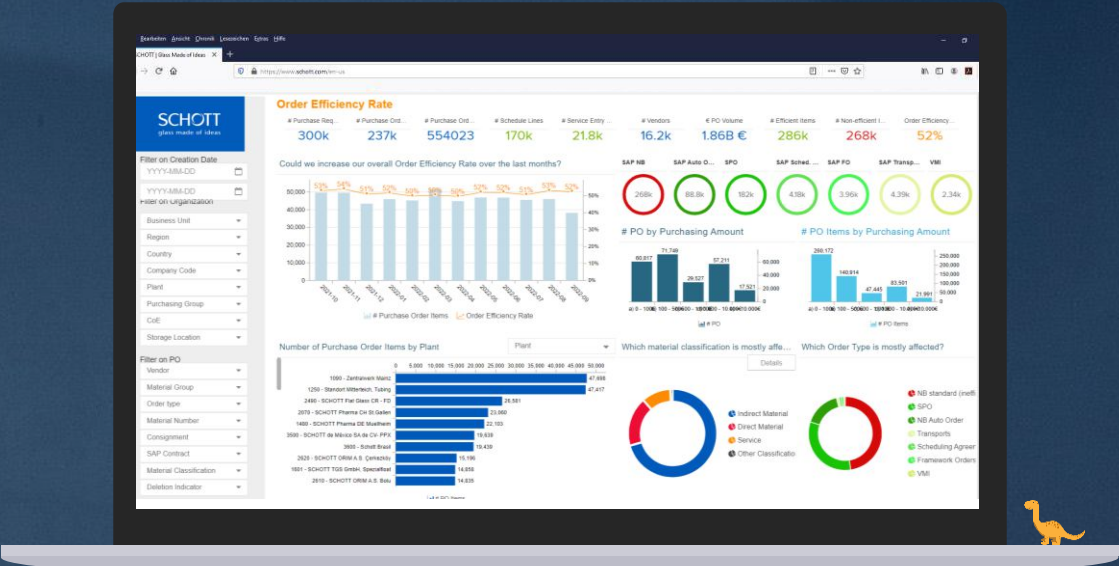
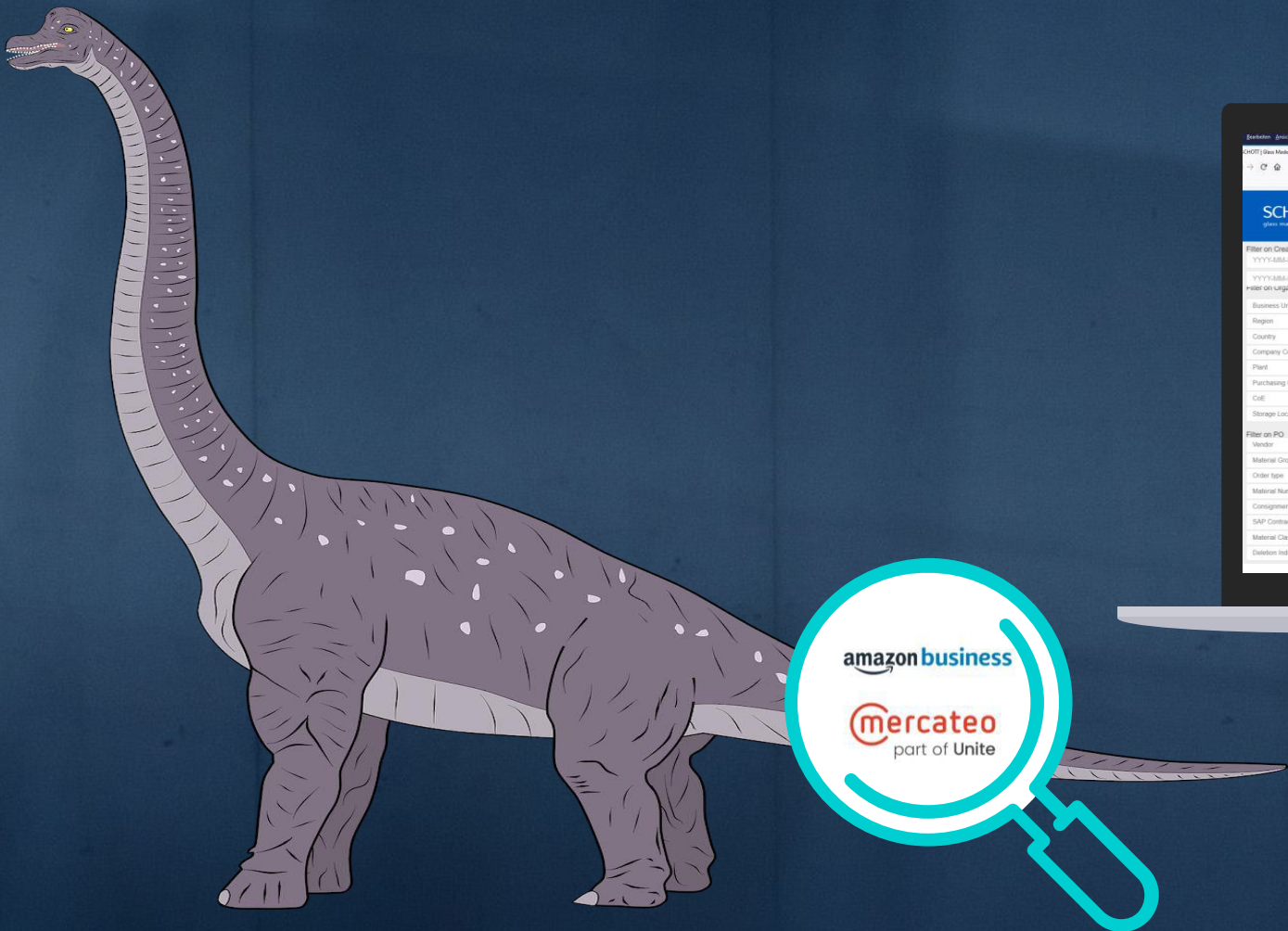
Business Process Management
transition to Celonis and
end2end focus on P2P process.



2022

Process KPI: Order
Efficiency, Rework,
Automation / benchmark
on BU and site level.

Never give up!



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2020

Business Process Management
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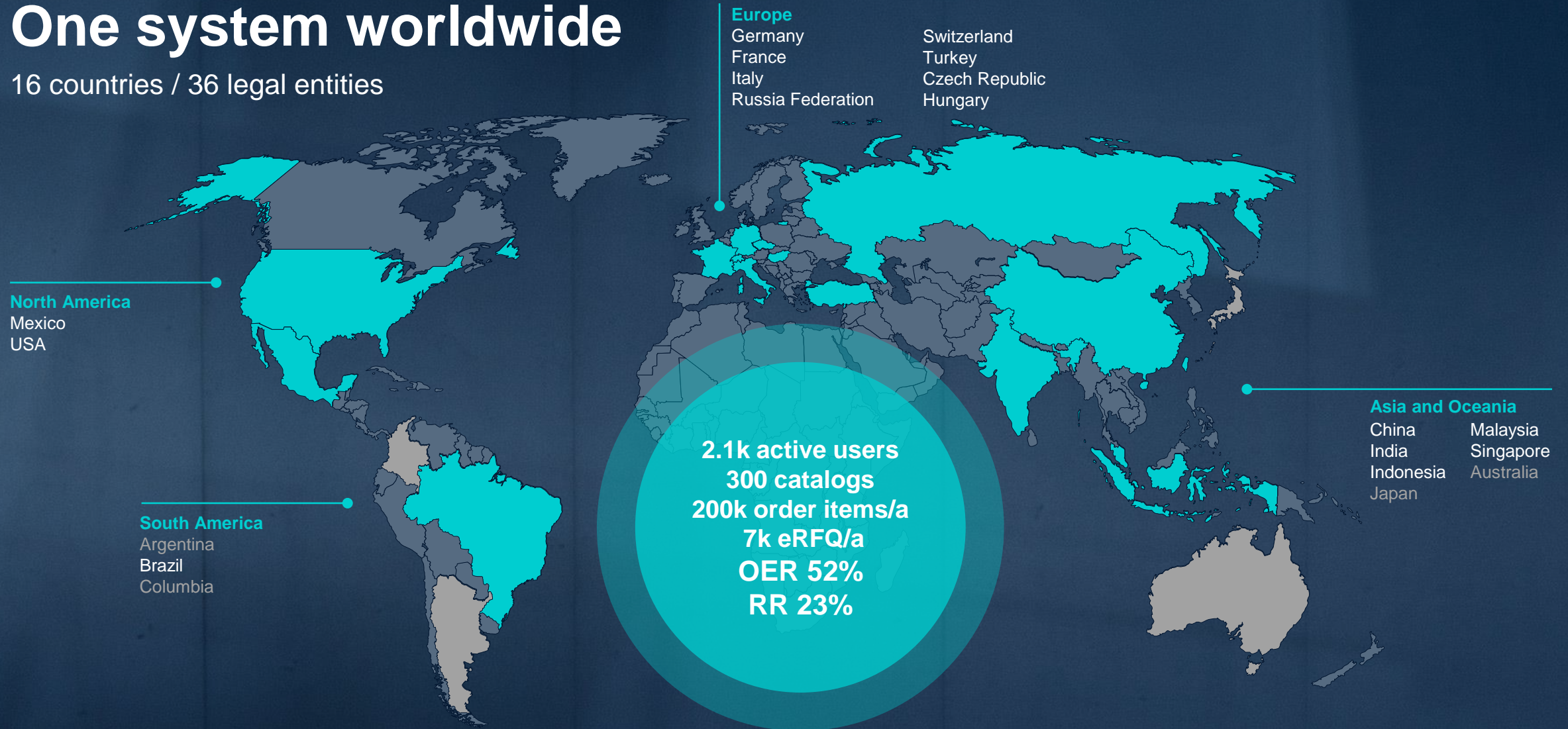


2022

Process KPI: Order
Efficiency, Rework,
Automation / benchmark
on BU and site level.

One system worldwide

16 countries / 36 legal entities



And, it's all about people!



Things you need for the pilgrimage



Target



Companions



Endurance

A sustainable corporate model

CARL ZEISS FOUNDATION

Heidenheim an der Brenz and Jena

Foundation acting as shareholder

SCHOTT AG

Mainz

Subsidiaries

SCHOTT
glass made of ideas

Carl Zeiss AG

Oberkochen

Subsidiaries

ZEISS



Broad product portfolio for various markets



Our goal is sustainable growth

FY 2020/21

2.52 billion
EUR

Global sales

390 million
EUR

EBIT

289 million
EUR

Annual result

342 million
EUR

Investments in property,
plants, and equipment

41%

Equity ratio

17,300

Employees



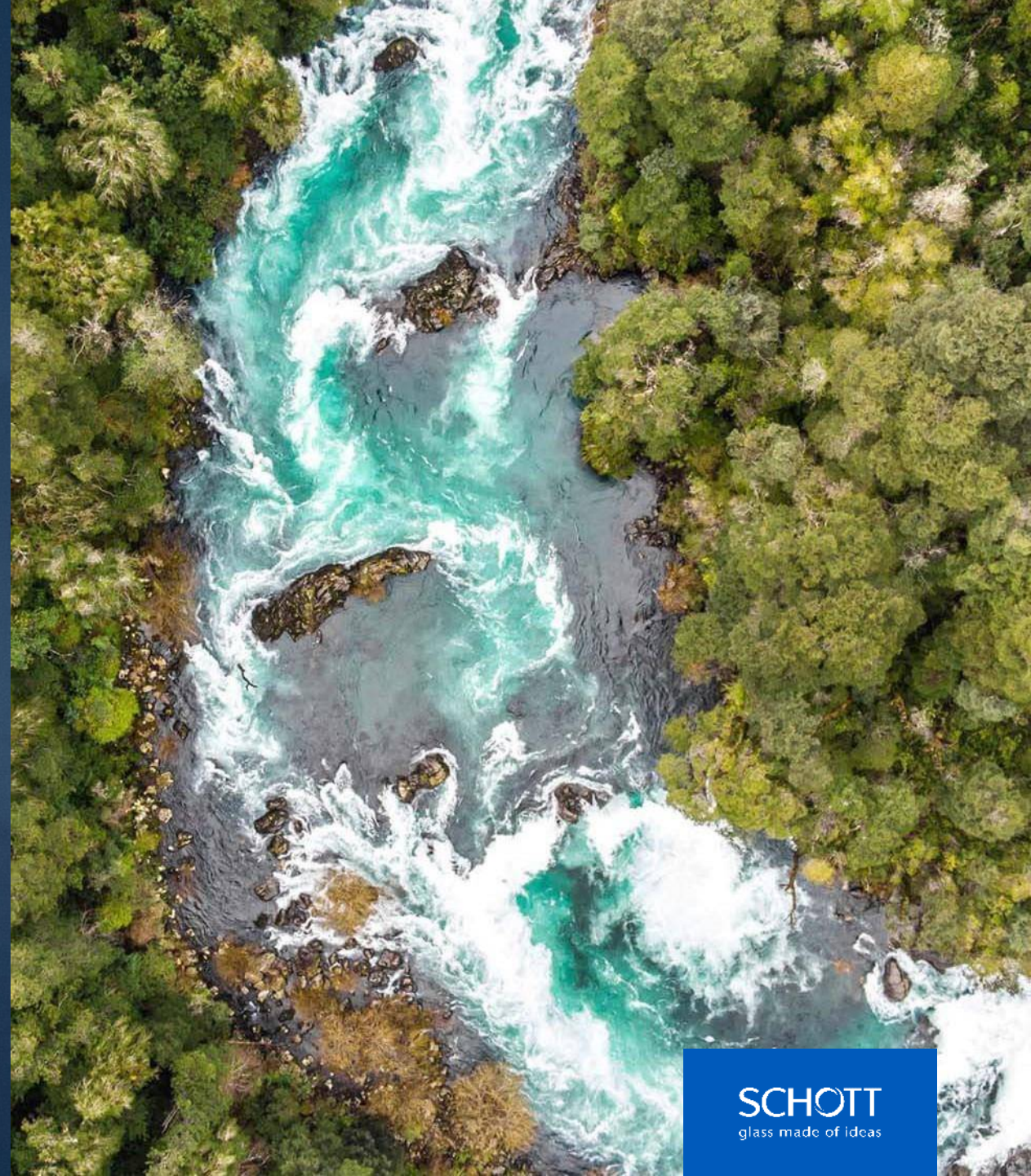
Our goal: Climate Neutral 2030



We want to make an active contribution to climate protection.

We want to lead by example and become the first climate neutral specialty glass manufacturer by 2030.


Climate Neutral 2030





Do you have any
Questions?

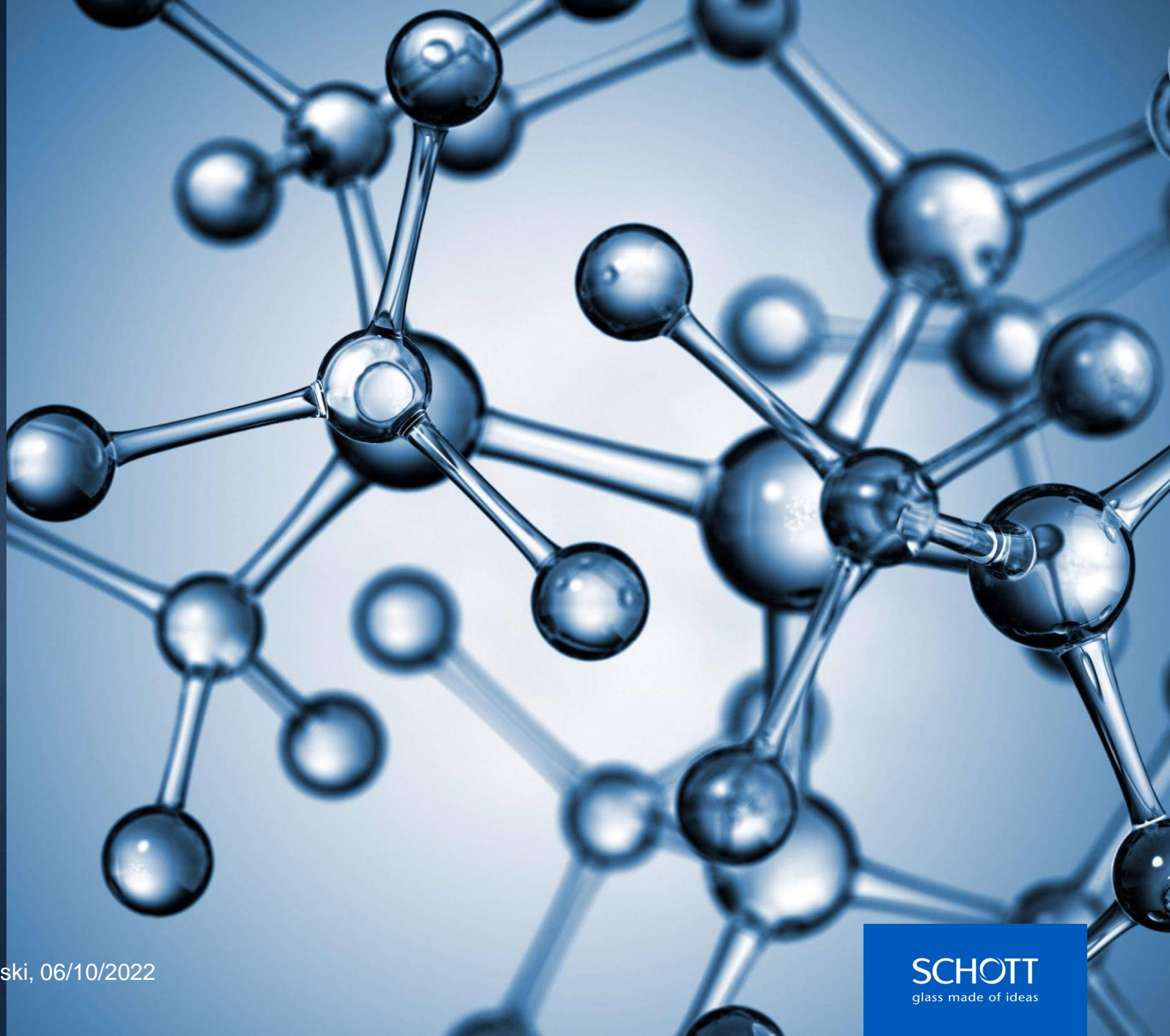
Contact



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Thank you
for your Attention