



**quindata\_**



## Transport Management Supports Growth

### Best Practices for Successful Transport Management

Client Success Story



# Supporting the Supply Chain's Resilience with Digital Logistics Processes

Raiffeisen Waren GmbH is known for its customer focus, quality, consulting and service. Committed to remaining close to customers, this is important for its competitive edge.

The company's processes had developed over time in a way that made it impossible to automate and scale up dispatch and transport processes to effective corporate growth and the upcoming digitalization. Also, non-standardized processes within the group were no longer fit for purpose with regards to dispatch processing.

In light of the above, Raiffeisen began to reorganize its transport management system (TMS) in 2020, with the building materials division chosen for the first pilot. Camelot supported the client with defining and introducing standardized dispatch and transport processes for both outbound and inbound logistics. In addition to standardization, another important pillar was the automation of transport planning processes. The pilot project with the building materials division aimed at:

- ▶ standardization of all transport processes
- ▶ process optimization
- ▶ transparency
- ▶ future-proofing of TMS solution



Lars Prüssing, Managing Director, quindata GmbH

We finally have a future-proof TMS solution, which fits perfectly into our system landscape and also tests strategies for mobile applications. In addition to this, we have taken the first step in our S/4 HANA transformation – and we want to do more.

# Pilot Project in Outbound Logistics for Construction Materials

At the suggestion of Camelot the implementation started with a pilot in the construction materials division of Raiffeisen Waren GmbH.

Here, outbound logistics is largely run via road transportation, using around 110 company-owned HGVs (>35,000 trips per year). The aim of the project was to find functional, ongoing and good solutions for dispatchers and drivers.

Raiffeisen/quindata recognized the advantages of the pilot in a smaller scope, which allows for a tight deadline while at the same time representing a smaller overall risk since failures only have a partial impact. This learning curve can also be leveraged for further projects, while best practices serve as a blueprint for other divisions.

In the second project phase, the procurement logistics processes in the building materials division were switched to the new transport management system. Other process areas will be gradually switched over along the same lines. Work in the energy division is starting in 2022, with the company-wide rollout expected to be concluded by end of 2023.



# Goals Achieved



## Standardization within Raiffeisen/quindata

- ▶ A standardized process for transport planning has now been reinstated across all locations and subsidiaries.
- ▶ Staff knowledge transferred into system knowledge: standardized business rules have been persisted in the TMS solution which were previously in individual people's heads.
- ▶ This reduces the amount of training required for new employees.



## Optimization of daily business

- ▶ The service level improves through close integration between contract management and dispatching.
- ▶ A mobile app increases inventory transparency.
- ▶ Manual activities have been replaced. As an example: parts of the trip planning was previously carried out in a non-integrated system.



## Transparency also beyond division boundaries

- ▶ Transparency in transport execution facilitates communication between departments.
- ▶ There is an improved company-wide inventory overview.
- ▶ Transport cost forecasts become more precise.
- ▶ There is a standardized database for reporting.



## Future-proofing

- ▶ The solution's high scalability supports the Raiffeisen Waren growth strategy.
- ▶ The TMS forms the basis for process automation and further digitalization steps, e.g., integration of delivery notes or returns management.
- ▶ New business models are possible through differentiation of service levels.



Thomas Schellhase, Head of Building Materials Controlling & Logistics,  
Raiffeisen Waren GmbH

/// We are laying the foundations for further growth with the digital logistics processes: In a decentralized organization, they help us with standardization and harmonization, which in turn improves process efficiency. The process transparency we gain helps us in our everyday operational management. ///

# Agile and Collaborative

Agile and collaborative project work style was established with a remote setup – the pilot ran almost entirely during the Covid-19 lockdowns.

The group of participants consisted of logistics experts from Camelot, project management (from Raiffeisen, quindata and Camelot), colleagues from Raiffeisen's internal IT service provider quindata, and additional experienced dispatchers as key users and for specialized input. The close cooperation between logistics experts from Camelot and the Raiffeisen specialists formed the basis for achievement of the stated objective: the re-engineering of dispatch processes according to the SAP standard.

Specific everyday problems were also resolved, for example how much time should be automatically scheduled for loading/unloading.

For things to run without delays in the warehouse processes, for example, it was important to gain a timely overview of when each customer is to receive their delivery and also when vehicles are scheduled to arrive at the warehouse.

## KEY FIGURES OF THE PROJECT



More than **40,000** planned trips within the **first 9 months** after go-live



Initial experience with **private cloud hosting**



**1200+** test steps



**Process foundation** for further internal divisions

# Conclusion: Improvements in Everyday Business and Basis for Strategic Growth



## Learnings

- ▶ Strict and clear scope management by all involved project leaders.
- ▶ Holding onto the vision from the first workshop gave focus in decisions with questions like: “Is the vision appropriate?” Does this belong within the scope of the pilot?
- ▶ Management buy-in necessary so that key users in the pilot can reach company-wide process decisions.

The integration of contract management and scheduling immediately improves the service level for the Raiffeisen customers, while the implementation of a web app for transport fulfillment led to an improved, company-wide inventory overview. Standardized dispatch and transport processes provided significant optimization and automation of the everyday business.

The high level of satisfaction is evident in Raiffeisen employing Camelot for a further project in the field of procurement logistics.

With regards to the project, the client particularly praised the project management as well as the fact that the initial project goal – returning to the SAP standard using standardized processes – remained the primary focus despite though discussions along the way.



## Challenges

- ▶ Free up key users in ongoing (and booming) everyday business for inputs and tests.
- ▶ Capacity for qualified key-users to support the pilot: they need to be fit in processes and in technical matters and be able to make time during the project.
- ▶ Introduction of the TMS became an organizational change – with the need for change management within the entire organization.

## The Companies

### Raiffeisen Waren GmbH

Raiffeisen Waren GmbH is a trading company with 125 years of experience. This includes products, offers and services from the agricultural and agricultural machinery trade. In addition, the established non-agricultural business areas, such as building materials trading, trading in energy sources such as heating oil, fuels and the company's own service stations, guarantee the company's sales and earnings.

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### Camelot Management Consultants

We are a global management and technology consulting firm focusing on value chain management. Our mission: turning our clients' value chains into a competitive advantage and creating lasting impact where our clients need it most. By combining our industry focus, value chain process expertise, and technology know-how, we guide our clients from strategy to sustainable technology adoption.

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