

A close-up photograph of a person's hands holding a white smartphone. The person is wearing a blue shirt. The background is a soft, out-of-focus light color.

## **SAP Ariba implementation ensures standardization and unification of the global procurement department of Atento**

Atento is currently the major service and customer relationship solutions provider in Latin America and it is also among the three leading companies of this industry worldwide. The company has 96 customer relationship centers and 90,000 workstations in 13 countries. Atento, now an international company, created in 2014 its global procurement department with centralized activities in SAP Ariba.

The Atento logo, written in a stylized, blue, hand-drawn font.

# Executive summary

## Company name

Atento

## Location

Global

## Industry

Services

## Products and services

Customer relationship management services and business processes (CRM/BPO)

## Employees

150.000

## Web Site

[www.atento.com/pt](http://www.atento.com/pt)

## Business transformation goals

- Standardize and centralize procurement processes;
- Standardize procurement negotiations providing transparency to the process;
- Search for more efficiency in formalizing contracts, including the electronic signature solution;
- Ganage Atento's suppliers base by centralizing the homologation, registration, and assessment;
- Deploy a global procurement management model.

## Solution

- SAP Ariba deployment – Sourcing, Contract and Networking solutions

## Benefits

- 20 percent increase in the SLA of the procurement department;
- 25 percent higher global productivity;
- The productivity of the department increased 80 percent considering the number of purchase orders by FTE (Full Time Equivalent) in the operations department of Brazil;
- Greater compliance with the automation of several processes that were carried out manually;
- Possible management of all indicators;
- Lower costs by running online auctions

# 25%

Higher productivity

# 20%

Increase in fulfilling SLA in the procurement department

# 80%

Higher productivity in the procurement department

"Implementing SAP Ariba has provided more integrity to all our procurement processes."

Leandro Toth, Procurement Operations Manager at Atento



Executive summary

**Company objectives**

Solution

Business transformation

Future plans

# Globalization of excellence

Atento is the major customer relationship management services and business processes provider (CRM/BPO) in Latin America and one of the three leading global providers based on its earnings. It is also a leading company of CRM/BPO services to organizations that are developing their activities in the United States. Since 1999, it has implemented its business model in 13 countries and has hired over 150,000 employees.

Atento offers a wide range of CRM/BPO services by means of several channels to over 400 customers. Their customers comprise multinational and industry leading companies, such as telecommunications, banking and financial, health service, retail, and public administration, among others. The actions of the company are negotiated under the ATTO NYSE (New York Stock Exchange) sign.

Since it became independent from Telefonica group, in 2012, the company has started setting up a global corporate structure in several departments – Marketing, Finance, Sales etc. Following this trend, it created the global procurement department in 2014. Thus, there was the need to standardize and centralize the procurement processes

"There were decentralized processes in 13 countries, so we required a solution that would meet this need, and SAP Ariba provided us this flexibility and agility to centralize our activities. ", explained Leandro Toth, Procurement Operations Manager at Atento.

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Executive summary

Company objectives

**Solution**

Business transformation

Future plans

# Tailored flexibility and customization

Atento chose SAP Ariba because of an assessment of one of the available solutions. Some criteria were crucial for this choice, such as the availability in languages spoken in the countries where Atento operates – Portuguese, English, and Spanish -, the possibility of stand alone usage, and the flexibility and simple customization. "It is a user-friendly solution and it was completely deployed by the procurement department", recalled Toth

The sourcing solution was the first to be deployed in 2015, which took two months. The solution immediately provided the centralization of purchase approvals. The solution was first deployed in Brazil, then in other countries four months later. In the following year, the contracts solution was deployed in all countries, customizing the contracts preparation and management in the company.

"We are now deploying the electronic signature for contracts, which will be done directly in the solution", highlighted the corporate executive. Thus a contract that used to take up to 40 days to be formalized can be signed within some hours. "We reduced our efforts, costs, and time spent by the related professionals", he celebrated.

Also in 2016, the company deployed a suppliers management solution, centralizing the entire approval and registration process in Brazil. This solution went live in November 2016. "We started meeting the demands from the other 13 countries in Brazil", he said.

## 1800

Suppliers registered  
within  
4 months

""The suppliers assessment will be made directly in SAP Ariba. We will automate these processes where they were performed manually and implement them where were not used""

Leandro Toth, Procurement Operations Manager at Atento



Executive summary

Company objectives

Solution

**Business transformation**

Future plans

## Benefits acquired daily

Since SAP Ariba solution was deployed, the procurement department of Atento has been recording a continuous improvement of KPIs.

Toth also declared that, in the same period, the SLA of the procurement department increased 20% in achievement. "The productivity of the department was also higher, with 80% increase in purchase orders by FTE in the operations department of Brazil. Besides, we gained more transparency and compliance, as well as the possibility of auditing processes that were previously carried out manually", he highlighted.

Another benefit mentioned by the corporate executive was the possibility of running online auctions.

He gave the example of an auction that was run for hiring transportation for employees in Peru. After 40 minutes of auction, there was a 17% drop in price for Atento. In another auction in Mexico, the company reached 10% cost reduction for a voice service contract in 20 minutes.

"Moreover, today I can manage all the procurement indicators directly in SAP Ariba. All data are available there, which is very important to the management of the department", he celebrated.

### over 100

electronic auctions ran since deployment

### over 3,400

RFPs carried out with the solution

### 1,300

contracts managed in SAP Ariba



Executive summary

Company objectives

Solution

Business transformation

Future plans

## Integration with ERP

After implementing three of the main SAP Ariba solutions that are running perfectly in every country where Atento operates, the procurement department of the company is now planning to integrate the solution with ERP. "As soon as we finish deploying the electronic signature, we will assess the possibility of integration", declared Toth. According to him, this integration should further increase the efficiency in the department given that the two systems will exchange information automatically.

