



**Chart Industries Inc.**  
**The Celonis Journey**

## About Chart :

Chart is a leading diversified global manufacturer of highly-engineered equipment, packaged solutions and value-add services for the energy and industrial gas industry.

## Company Facts

Current Market Cap:

\$1.07B

Employees:

5,000



# CHART CITY: "WHERE WE PLAY"







[www.chartcriticalcare.com](http://www.chartcriticalcare.com)

# Giving Back



## Safety Masks



- Coordinating N95 safety mask distribution into our communities - utilizing our supply chain
  - North Atlanta
  - Canton
  - Lafayette
  - Tulsa
  - New Prague
  - The list is growing every day!

***Chart has donated thousands of N95 masks to local hospitals and government agencies***

## Cryobiological Shippers

Vapor shippers



- MVE Cryobiological storage containers donated to a medical facility in China
- Capable of safely storing and transporting viruses and vaccines for distances / times

## Disposable Suits



- Disposable suits provide full-body protection to health care workers on the front lines
- Delivered from Chart's existing inventory – replenishing through our supply chain

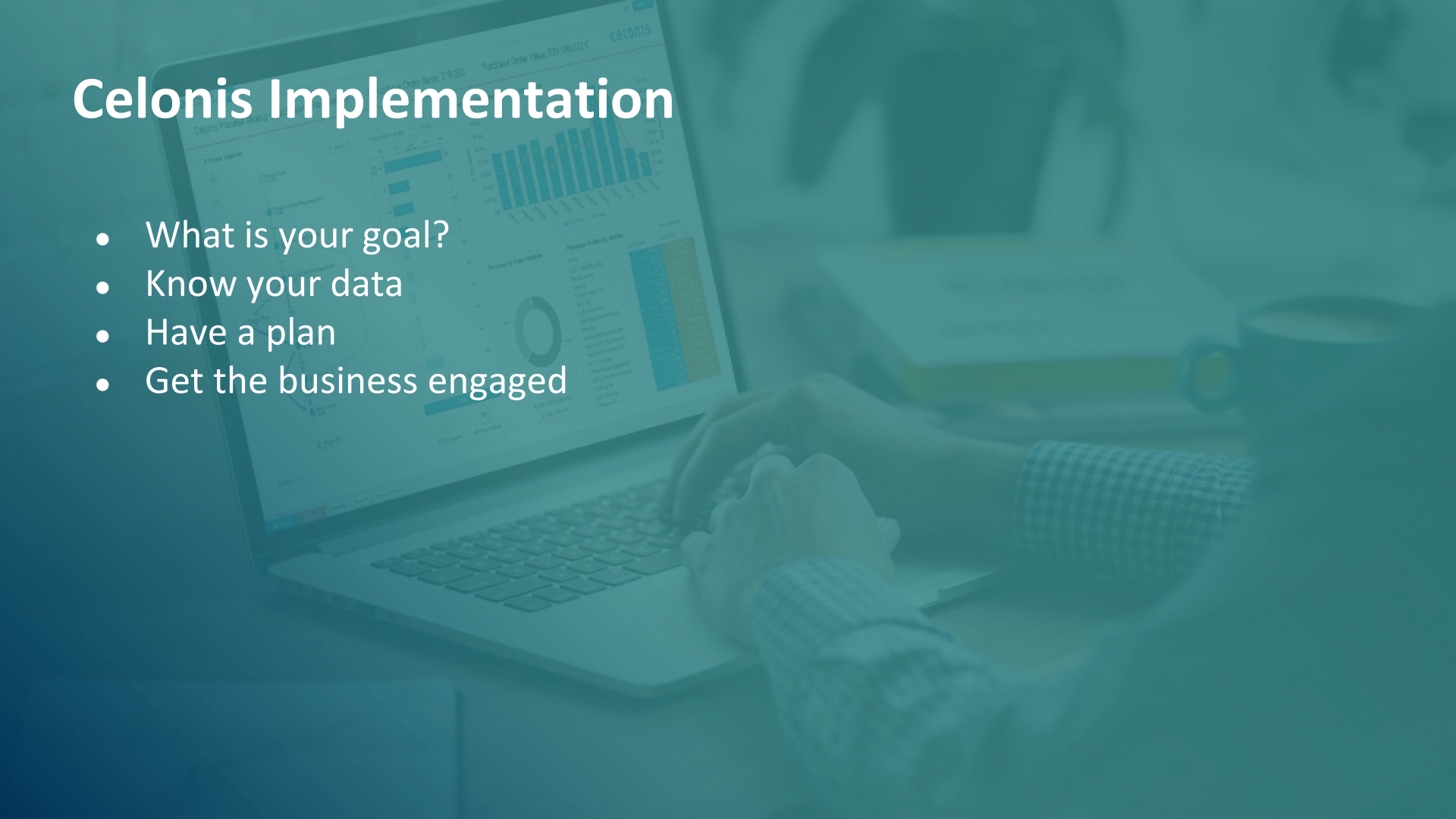


**“THIS IS ABOUT SEEING THE BIG PICTURE  
AND MAKING DECISIONS WITHOUT  
GUESSWORK.”**



# Celonis Implementation

- What is your goal?
- Know your data
- Have a plan
- Get the business engaged



## Business Driver: Standardizing and streamlining global processes

- **Celonis Findings:**

- 120 unique sets of payment terms across 3 major regions (North America, EMEA, APAC)
- 63 unique payment terms in APAC, despite low invoice volume

- **Action:**

- By borrowing best practices from top performing business units, Chart can standardize processes and reduce complexity, speeding up operations and accelerating migration to a global shared service model



# Business Driver: Reduce Manual Touches

- **Celonis Findings:**

- Customers paying late, leaving cash discounts on the table
- Debt collection causing friction with customers
- Customer outreach incurring thousands of hours annually

- **Action:**

- By re-evaluating terms with customers to reduce late payments and uncovering the best opportunities for automation, Chart can reduce manual touches and refocus staff on value-add activities

# Business Driver: Straight through processing and automation

- **Celonis Findings:**

- A/P automation tool cycle time days are within tolerance
- Large percentage of vendors are paid late

- **Questions:**

- Are the cycle time and late payment calculations correct or is there a data integrity issue?
- Is it a user issue?
- What else can the data tell us?

**AND THOSE WERE  
JUST A FEW.**

**Immediate visibility.**

**Savings easily calculated.**

**Fast paced and flexible.**

**Clear-cut and actionable.**

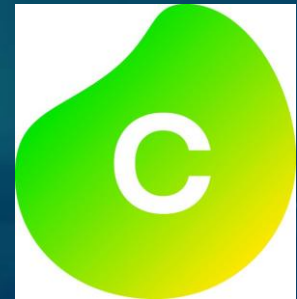
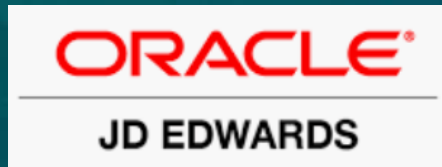


# Global Sourcing Before Celonis

- Decentralized operations, sourcing at plant or division level at best
- No focus on sourcing as a global entity
- With acquisition growth, Chart needed to find a way to operate as a global company and capture acquisition-associated synergies
- Tried housing multiple ERP data streams in Excel - bumped up against limitations in data storage, security of data, and ease of disseminating data to team
- Updating the Excel data was slow and cumbersome

## A Unique Journey

- Chart was the first JD Edwards customer for Celonis
- Connecting 4 different ERP systems into one platform – challenging!
- Deciphering table schema and table interaction for each system
- No dedicated team for implementation – we all wear multiple hats



# Opportunities Uncovered in Global Sourcing

- 4 disparate ERP systems made spend analysis difficult and time-consuming
- Questions on what we really spend
- Duplicate vendors within same system so each branch could have “their own vendor number”
- Sites in same geographic area making similar product and using different vendors
- Quotes obtained on item-by-item basis, no emphasis on pricebooks or strategic negotiations



# Business Driver: One Source of The Truth for Global Sourcing

## Celonis Findings:

- Each Category Manager pulling own spend reports, inconsistent data, time not well spent, no agreement on spend
- Spend spread across multiple vendors in small amounts, no one focused on big savings
- More time spent assembling data than negotiating savings



# Business Driver: One Source of The Truth for Global Sourcing

## Action:

- By identifying P2P spend data and corresponding tables for each disparate ERP system and mapping them together into Celonis, we are now working on one source of the truth for Global Sourcing analytics and reporting
- Consolidating buying activities
- Automated reporting

Negotiated Savings 2019: \$10.1 Million  
Estimated time saved: approx. 25% of Category Manager's monthly time

**AND THAT WAS  
JUST ONE PROCESS.**

**Immediate visibility.**

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# What's Next...

- Increase automated reporting for Operations. Take individual reports generated based on tribal knowledge and automate – saving time and process variation.
- Automate Purchase Price Variance report with one source of the truth
- Focus on O2C metrics, including Customer Service Dashboard
- P2P metrics - tie in additional ERP streams (currently JDE only)
- O2C metrics – tie in additional ERP streams (currently JDE only)

