



Keenfinity Group /

CLIENT

Keenfinity Group

INDUSTRY

Security & Communication Technology

COMPANY SIZE

Around €1bn revenue

TOPIC

Carve-Out & EBIT Improvement

PROJECT LEAD

Harald Enz, Managing Director

FROM CARVE-OUT TO PROCUREMENT INDEPENDENCE

How Keenfinity turned procurement independence into a performance lever

THE SITUATION

Keenfinity Group was established in June 2025 following the carve-out of Bosch's security and communication technology business. With around 4,200 employees and annual revenue of approximately €1 billion, the company entered its first phase as a standalone organisation while establishing its own core functions and operating structures.

Procurement was one of the most critical functions to establish quickly. Alongside maintaining operational stability, it was expected to demonstrate measurable value early in the company's standalone journey.

H&Z worked alongside procurement leadership to support the development of an independent procurement organisation during the separation process.

CLIENT CHALLENGE

Following the carve-out, established Bosch procurement structures had to be replaced while business operations continued uninterrupted. At the same time, tariff pressures, decoupling challenges and global supply chain volatility added further complexity.

KEY OBJECTIVES

- Establish an independent procurement organisation
- Translate procurement activities into measurable EBITDA impact
- Maintain close alignment across procurement, operations, engineering and finance



SOLUTION STRATEGY

Rather than running a traditional transformation programme, H&Z worked alongside procurement leadership and cross-functional teams to support implementation from the outset. The focus was on identifying opportunities, establishing clear governance and delivering measurable results during the separation process.



1. Assess

Value potential was assessed across procurement categories and manufacturing sites to identify opportunities for improvement.



2. Implement

Pragmatic initiatives were implemented to address cost, performance and supplier collaboration.



3. Align

Procurement, operations, engineering and finance worked closely together to maintain close alignment throughout implementation.



4. Deliver

Value levers were identified and implemented from the outset of the separation process.

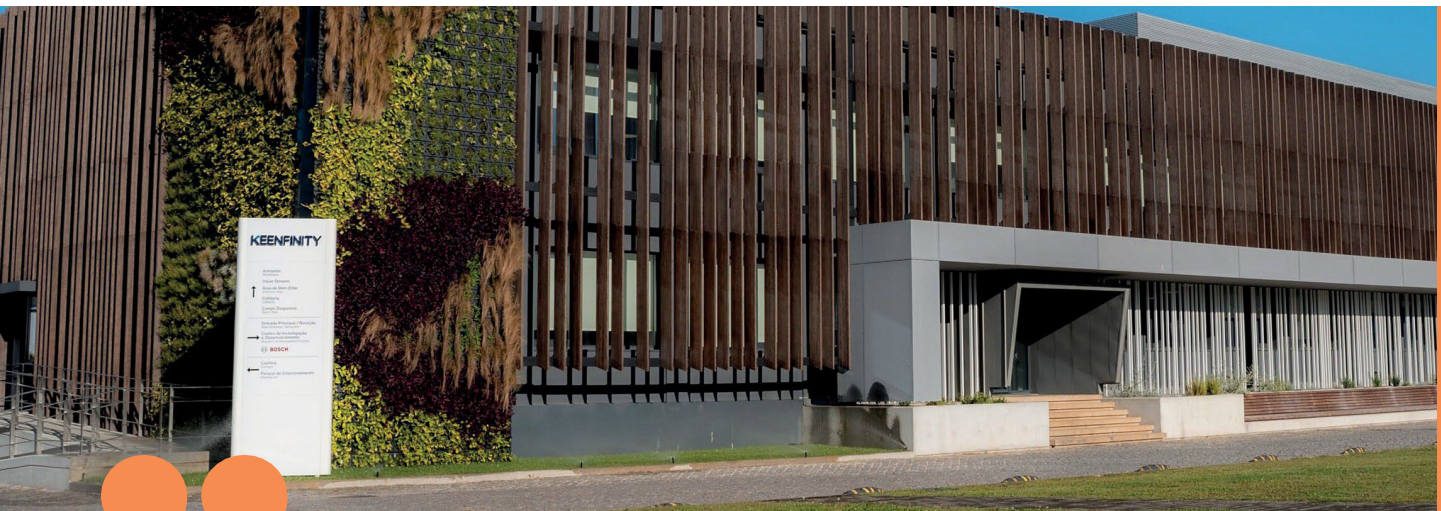
IMPACT DELIVERED

BEFORE

- Procurement operating within Bosch structures
- Value opportunities yet to be realised
- Collaboration across functions developing
- Supplier relationships under transition

AFTER

- Independent procurement organisation established
- Savings exceeded business plan assumptions
- Stronger procurement, operations and engineering collaboration
- More structured and resilient supplier relationships



CLIENT PERSPECTIVE

The collaboration was highly pragmatic and execution-focused. The team worked closely with our procurement organisation and supported the delivery of measurable results within a short time frame.

Simon Saba

Chief Procurement Officer, Keenfinity

The procurement initiative delivered strong results during a critical transition phase.

Peter Löffler

Chief Executive Officer, Keenfinity





OUR PERSPECTIVE

Building an independent procurement organisation during a carve-out leaves little room for delay. Procurement was expected to contribute from the outset while new structures and responsibilities were being established. The team delivered measurable results during a critical phase of Keenfinity's development.

Harald Enz

Managing Director, H&Z

harald.enz@hz.group



OUR CORE SERVICES



Procurement



Operational Excellence



Product Improvement



Sales & Customer Experience



Organisational Efficiency



Corporate Restructuring



Digital & AI



FROM AMBITION TO IMPACT WITH HEAD, HEART AND HAND

We believe that transformation starts with ambition and becomes reality through measurable results. With a clear purpose, we help organisations reduce complexity and turn vision into lasting impact.

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