



CLIENT

Truma Gerätetechnik GmbH & Co. KG

INDUSTRY

Caravaning and Recreational Vehicle Systems

COMPANY SIZE

>700 employees

TOPIC

Procurement Performance

PROJECT LEAD

Dominique Nou
Senior Project Manager

COST. COMPETITIVENESS. CAPABILITY.

How Truma strengthened procurement to deliver immediate savings, identify a wider value pipeline and support the long-term competitiveness of its Putzbrunn production base.

THE SITUATION

Truma is a family-owned system supplier to the caravaning and recreational vehicle industry. Founded in 1949, the company develops heating and cooling systems, hot water generators, manoeuvring aids and gas supply solutions for caravans and motorhomes, with development and manufacturing based in Putzbrunn near Munich.

Putzbrunn is more than a production location. Truma has deep regional roots, and maintaining manufacturing there is an important part of the company's identity. From this long-established base, the business has built a strong international position in the recreational vehicle market.

The caravaning market expanded sharply during the COVID-19 pandemic as more people chose camping and mobile holidays. Demand for Truma's heating and air conditioning products rose with it. The exceptional growth was followed by a period of normalisation as market inventories remained high and demand softened. This change formed the commercial backdrop for the programme that followed.

CLIENT CHALLENGE

The market shift created pressure on both revenue and margin. At the same time, lower-cost competitors from Asia were becoming more capable, particularly in heating and air conditioning technology. Truma needed to reduce its cost base without weakening the product quality and local manufacturing model on which the business had been built.

The company had already begun pursuing material cost reductions and had generated a range of ideas and measures, but many had not progressed into implementation. Strategic savings levers were not yet being used systematically, while long-standing supplier relationships limited competitive tension in parts of the supply base. Procurement was also heavily occupied with day-to-day operational demands and lacked a shared view of its future role and the visibility needed to mobilise the wider business around savings.

H&Z was brought in to help turn an ambitious savings agenda into a practical programme. Its broad procurement and cost reduction experience made it a strong fit for a challenge spanning both commercial performance and procurement development.

SOLUTION STRATEGY

Three priorities. One programme. Deliver immediate impact by turning quick-win potential into savings, build a longer-term savings strategy to support sustainable competitiveness, and prepare procurement for future challenges. H&Z worked closely with Truma's procurement team, technical functions and management to advance all three in parallel and move the first measures into implementation.



1. Analyse

H&Z and Truma analysed commercial and technical savings opportunities while assessing the procurement function through the Procurement Performance Analysis. This identified short- and medium-term savings initiatives alongside the priorities for developing procurement.



2. Plan

Together, Truma and H&Z translated the findings into a phased Value Creation Plan. Wave 1 prioritised quick wins for immediate action, while Wave 2 set out further savings initiatives and the next steps for procurement, including processes and governance.



3. Implement

Wave 1 moved the first priorities into action. Through the Supplier Days, a focused negotiation format with selected suppliers, Truma Procurement turned its new identity into action, converting identified opportunities into savings while demonstrating the team's strengths and contribution across the wider business.

IMPACT DELIVERED

The project created both immediate savings and a broader pipeline for future value. Truma's Supplier Days turned the analysis into tangible results, while the wider programme gave procurement a clearer picture of where further commercial, technical and organisational improvements could come from.

KEY OUTPUTS

>€2.4m realised savings through Supplier Days with 29 suppliers, delivering $\approx 4\%$ saving.

30+ initiatives identified for future procurement development, including a new mission statement and stronger shared self-awareness.

The Supplier Days also became a visible proof point for the procurement team. The team could demonstrate its contribution across the wider organisation and begin putting its new procurement identity into practice. The target picture developed through the Procurement Performance Analysis provided a practical framework for developing that role further.



CLIENT PERSPECTIVE

The project delivered immediate savings, but it also gave procurement a stronger platform within the business. H&Z worked closely with our team to translate analysis into action through a practical, collaborative approach. Now we have a more precise view of where further commercial and technical value could be realised together with our suppliers as strategic business partners.

Markus Heringer, Managing Director, Truma Gerätetechnik GmbH

“The Supplier Days showed the change in practice. Our team entered the negotiations with a clear strategy, achieved tangible savings and strengthened supplier relationships. It was a positive experience for the team and a chance to show the wider business what procurement could deliver.”

Alexandra Keglmaier, Head of Purchasing, Truma Gerätetechnik GmbH





OUR PERSPECTIVE

Cost pressure set the programme in motion, but the response needed to be broader. By combining commercial levers, technical cost work and a clear development path for the function, we worked with Truma to strengthen procurement's role and support the long-term competitiveness of its German production base.

Dominique Nou

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