Success Story

Scaling Transfer Pricing Through Continuous Operational Adaptability

Since implementing the Optravis TP Management Tool in 2017, Henkel has continuously expanded and adapted its transfer pricing capabilities alongside changing business requirements, ERP environments, and compliance demands. Rather than becoming a static compliance tool, the solution evolved into a scalable transfer pricing infrastructure that continues to support transparency, automation, and management decision-making nearly a decade later.

Company Snapshot

Company	Henkel AG & Co. KGaA
Industry	Consumer goods & adhesive technologies
Footprint	Global (production, R&D, sales across 75+ countries; headquartered in Düsseldorf, Germany)
Size	€20.5 Bn group revenue in 2025; ~47,200 employees worldwide
Complexity	Two globally operating business units, intercompany structures spanning 75+ countries
Goal	To establish a scalable transfer pricing infrastructure that automates ex ante price setting, integrates smoothly with SAP, and remains adaptable as business, ERP, and compliance requirements evolve
Result	Achieved a high level of TP automation, full transparency on intercompany transactions at single material level, and a mature TP operating model that continues to support management decisions and evolving TP requirements.

Challenge

Adapting Transfer Pricing Operations to Continuous Business and ERP Change

Henkel required more than a conventional transfer pricing software implementation. As the company operated in a highly dynamic global environment, its transfer pricing setup needed to continuously adapt to evolving business structures, growing transaction complexity, changing compliance requirements, and ERP transformation initiatives, while still providing full transactional transparency-and operational efficiency, without generating additional IT burden.

Solution

Building a Scalable and Future-Ready TP Infrastructure

Henkel implemented the Optravis TP Management Tool to automate and standardize its transfer pricing processes across both SAP R/3 and SAP S/4HANA environments. Beyond advanced ex ante price setting and full transparency on intercompany transactions at single material level, the solution continuously evolved together with Henkel's changing operational and compliance needs. This enabled the company to build and maintain a scalable transfer pricing operating model that remained relevant over time and capable of supporting future business and regulatory requirements.

“We are using the Optravis TP Management Tool since 2017 already and we are still impressed by the level of automation achieved, the outstanding ex ante price setting functionalities and the impeccable service level consistently delivered by the entire Optravis team. We have full transparency on our IC transactions on single material level so that we can take the right management decisions in our operational transfer pricing. We feel entirely comfortable with Optravis and continue to count on their team and experience as our long-term TP automation partner of choice.”

Dr. Martin Lagarden MBA
Global Head of Transfer Pricing, Henkel KGaA

Result

Nearly ten years after implementation, Henkel continues to rely on Optravis as its preferred long-term transfer pricing automation partner.

Unlike many transfer pricing initiatives that require repeated redevelopment efforts over time, Henkel established a flexible and sustainable TP infrastructure capable of adapting to evolving operational and regulatory requirements. The long-term collaboration demonstrates how continuous software evolution and roadmap alignment can help organizations maintain efficiency, transparency, and compliance readiness over time.

The company achieved:

- High level of transfer pricing automation across complex global operations
- Full transparency on intercompany transactions at single material level
- Improved management decision-making through enhanced data visibility
- Seamless coexistence with both SAP R/3 and SAP S/4HANA systems
- A scalable and future-ready transfer pricing operating model
- Reduced operational risk through continuous software evolution aligned with transfer pricing requirements

The Optravis TP Management Tool is a scalable model that enables long-term operational relevance by continuously adapting to evolving business, ERP, and compliance requirements.

We are delighted to support you on your TP transformation journey. Contact us:

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