



Success Story

How Lohmann & Rauscher transformed transfer pricing and delivered ROI within one year

Lohmann & Rauscher faced growing challenges in aligning its transfer pricing model with both operational business steering and increasing tax compliance requirements. By redesigning its TP framework and introducing automation, the company achieved full transparency about transaction flows and margins, audit readiness, and measurable financial impact within a short timeframe.

Company Snapshot

Company	Lohmann & Rauscher (L&R)
Industry	Medical & hygiene products
Footprint	Global (production, R&D, distribution across multiple regions)
Size	890 Mio. EUR group revenue in 2025
Complexity	Multiple IP owners, manufacturing and sales companies, intercompany transaction flows between 52 group companies in 29 countries
Goal	To implement an automated standardized and scalable transfer pricing model that ensures tax compliance while preserving effective business steering.
Result	Achieved tax compliant transfer pricing with full margin transparency and a measurable ROI within one year. Delivered as promised: 2 months for PoC, 6 months for implementation

Challenge

Misalignment between business steering and tax-compliant transfer pricing.

As the company expanded globally, its TP setup became increasingly complex and difficult to manage. A “one TP per material model” could not simultaneously support operational decision-making and meet OECD tax compliance requirements, leading to inefficiencies, limited transparency, and risks.

Solution

Implementation of an automated standardized TP model.

The company introduced a globally standardized transfer pricing model based on TNMM, combined with a clear separation between management and tax perspectives. This was supported by a structured price-setting process and the implementation of the Optravis TP Management Tool, enabling consistent TP methods, a monthly EBIT margin monitoring per segment, improved transparency, and alignment between business steering and tax compliance.



"We needed a solution that would allow us to meet tax requirements without compromising how we steer the business, and ultimately, we achieved both. One of the most important factors in the project's success was our strict adherence to an 80:20 approach to avoid getting lost in complexity, and our decision to use standard software instead of developing something in SAP. Optravis delivered as promised."

Alban Scheider, Director Global Revenue Operations, Lohmann & Rauscher

Result

Cash and profitability benefits exceeded expectations.

The implementation of the new transfer pricing model and the Optravis TP Management Tool led to significantly improved transparency, efficiency, and tax compliance. The company gained detailed visibility of costs and margins across the supply chains, reduced internal and external effort, and strengthened TP documentation while also enabling better performance management.

The results:

- Unexpected identification of EBIT potential in third-party business
- Amazing transparency enabling deeper understanding of profitability drivers and margin allocation
- Ability to challenge and rethink legacy supply chains and transfer pricing setups, leading to more informed and constructive internal discussions and decisions
- Simplification of operations through streamlining the product portfolio, reducing complexity for sales teams and improving overall efficiency

A state-of-the-art transfer pricing model and the mature Optravis TP Management Tool successfully aligned tax compliance with effective business steering.

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



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