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Case study: Bata

Unlocking value across Bata's supply chain in China with supplier finance

Amid an increasing need to optimise working capital without compromising its supplier base, Bata partnered with Standard Chartered to unlock greater value across its supply chain in China. Standard Chartered delivered a supplier finance solution that strengthened supplier access to funding, while enhancing Bata's cash flow and control, resulting in a more resilient and efficient supply chain that drives value for both Bata and its suppliers.

Key Results



Enabling Bata's suppliers to access funding at competitive rates



Strengthening Bata's relationships with their suppliers and driving efficiencies across the chain



Developing a resilient supply chain with minimal disruption



Implementing a simple-to-manage digital solution allowing Bata full visibility and control

Background

Bata is a multinational footwear, apparel and fashion accessory manufacturer and retailer founded in 1894. Operationally headquartered in Switzerland, Bata currently has over 32,000 employees, 5,300 retail outlets and operations in over 70 countries.

Challenges and objectives

Bata was looking to optimise its working capital cycle, with a specific focus on increasing Days Payable Outstanding by extending payment terms with suppliers, without compromising critical supplier relationships. At the same time, it also wanted to harmonise payment terms across its diverse supplier base and leverage supplier finance as a strategic tool for more efficient working capital management.

More importantly and given internal resource constraints, Bata required a solution that was operationally simple, scalable and easy to implement.

Solution

Driven by a deep understanding of the client's needs, Standard Chartered designed a supplier finance facility that allowed Bata to extend payment terms with its suppliers while providing them with immediate access to liquidity.

By leveraging Bata's strong credit profile, suppliers could access financing at more competitive rates, strengthening their cash flow and supporting their ability to scale alongside Bata's procurement demands.

A key differentiator was the supplier-first digital experience, designed to minimise frictions and internal resource burden. Bata could seamlessly upload approved invoices as post-dated payment instructions directly onto the platform, with full, real-time visibility over invoice approvals and the option for suppliers to receive early payment as soon as invoices were approved.

The solution was built to be simple-to-manage and scalable, aligning with Bata's operational restrictions. Furthermore, dedicated vendor management and onboarding support ensure rapid supplier adoption, while minimising the need for ongoing internal oversight.



This solution won Best Supply Chain Finance Solution by the Asset Triple A Treasuries 2026 awards.

Results

The implemented supplier finance programme delivered meaningful value across Bata's supply chain:

Improved supplier liquidity:

Suppliers gain access to cost-effective financing, strengthening their financial stability and ability to support growth.

Developing a resilient supply chain:

By ensuring suppliers have immediate access to funding, the programme minimises disruption and supports long-term supply chain stability.

Enhanced supplier relationships:

Procurement and supply chain teams are better equipped to build strategic partnerships and drive cost efficiencies including reductions in overall Cost of Goods Sold.

Optimised working capital:

Bata benefits from improved cash flow and extended payment terms, unlocking additional working capital.

Full visibility and control:

Bata leverages Standard Chartered's award-winning digital platform Straight2Bank, to monitor programme utilisation in real time and ensure sufficient funding limits are maintained.



Standard Chartered Singapore team helped Bata Group Treasury to quickly implement the Supply Chain Financing program for our China suppliers. This program increased our supplier stability, stronger long-lasting partnership, reduced our working capital cost, optimizing cash flow and created combined Bata & Suppliers benefits.

As a corporate client, we appreciate the support from Standard Chartered and the flexibility to adapt to our requirements as well as the capability to deliver solutions. This implementation will strengthen our ongoing cooperation and partnership.

Lei Wang
Group Treasury Manager, Bata

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