



### Case Example

#### Major Integrated Oil Multinational

Design, launch and land a new Procurement Strategy for Downstream Operations with \$12 Billion under management. Assist the Procurement Center of Expertise (PCE) team in the design and development of the tools and processes needed to support the delivery model roll out.

<b>Client Situation</b>	<ul style="list-style-type: none"> <li>Years of a decentralized procurement function and multiple acquisitions has ended in a countless number of different methodologies, processes and tools being used.</li> <li>The organization (turnover € 206 billion) recognized the need to establish and deploy improved procurement competencies and capabilities through a common Value Delivery Model across the Downstream Operations.</li> </ul>
<b>Important Issues</b>	<ul style="list-style-type: none"> <li>There was a clear need to design, develop and launch a common set of tools and key processes including opportunity identification, strategic sourcing, supplier management, and the corresponding enablers of technology, people and performance management to improve synergies, best practices execution and transparencies of results.</li> </ul>
<b>Activities</b>	<p>After a 3 week Scoping and Discovery phase a comprehensive transformation project was developed. The project focused on:</p> <ul style="list-style-type: none"> <li>Develop a step by step process for the entire procurement cycle: from opportunity identification to supplier performance management.</li> <li>Design, develop and launch a common set of tools to support the process including:</li> <li>Savings Reporting Tool used to consistently communicate and validate procurement savings numbers across the organization;</li> <li>Opportunity Identification process and tool to help the organization close the existing savings gap for \$250M</li> <li>Supplier Management process and toolkit including Contract Management System, Supplier Measurement and Performance Management Guide, Ethics Assurance Program, and Supplier Risk Assessment and Mitigation process</li> <li>Strategic Sourcing Process to consistently and efficiently take requirements to the supplier market.</li> <li>Provide Program Management support and coordinate all the activities concerned with the implementation of the new Procurement Strategic Model</li> </ul> <p>The Solving team was able to focus on delivering the identified work while rapidly move across streams of work based on the tempo and requirements at the time to support the organization's needs and priorities.</p>
<b>Benefits Delivered</b>	<ul style="list-style-type: none"> <li>Successfully developed and implemented the procurement strategy by developing supporting tools and processes, aligning key strategy components and engaging key stakeholders to obtain early buy in.</li> <li>Identify internal best practices, coupled them with external thought leadership to create one single approach.</li> </ul>