

Case Study – Procurement – Strategic Change

Problem

At the time, the Group had embarked on the largest Purchase to Pay (P2P) transformations in corporate history. The plan was to centralise the regional and local procurement buying processes and procedures worldwide (over 100 countries) into one global process.

The challenge was to have accurate centralised data on spend globally to assess the Groups future growth areas/reduce cost. In part, by forming a revised team structure to deliver P2P. Ensure synergies across business groups and introduce people & succession plans.

Solution/Process

People at all levels were actively encouraged to contribute to the successful delivery of the P2P Programme. New people process and procedures were developed for use on the new global system.

Intuitive “How to Buy Guides” covering all the Groups indirect global spend areas worth €bn’s for Capital Equipment, Marketing, Logistics, Marketing Materials, IT, MRO* and Professional Services were compiled and shared widely (e.g. Group internal communication exchange/team cascades).

New structure fully populated. People charter and succession plan introduced.

Outcome/Benefit Delivery

The new processes and procedures were introduced as the new system was rolled out across the world. It improved compliance, accountability and control through a more effective procurement governance. Once implemented globally, the Group had all the data it required to make future strategic decisions.

People groupwide were provided with the goods and services they need, when they needed them through the centralised operating model, at best value.

Overall

- People were fully trained on using the P2P process and procedures
- People had the opportunity to continually grow and develop.
- The people structure was embedded, delivering on Business expectations
- In the Groups words Zero ‘regrettable’ losses.

* Maintenance, repair and operations (MRO)