

CASE STUDY



Unlocking Value - Global Adoption of New Ways of Working

Client Context

- Global organisation (190 countries - 96K staff)
- Largest P2P transformation programme
- £bn's indirect spend across categories
- Shift to one global procurement model
- Significant change in processes, tools & roles

The Challenge

- Inconsistent processes & local ways of working
- Variable access to tools & system capability
- Gaps in training and leadership onboarding
- Complex global stakeholder environment
- Risk: low adoption → poor data → lost value

Our Journey Enabled

- Early visibility of people impacts and risks
- Actions on training, leadership & stakeholders
- Focus on embedding consistent behaviours
- Alignment, process, system & people readiness
- Aligned with the programme governance

Benefits for People

- Clear understanding of the change
- Increased confidence and capability
- Stronger engagement through transition
- Confidence using simpler systems and tools
- Consistent support from leaders

Benefits for Business

- Consistent global adoption at scale
- Accurate, centralised spend visibility
- Stronger control, compliance, governance
- Reduced variation, increased efficiency
- £m's unlocked through better decisions
- Foundation for ongoing efficiency and savings

Critical Success Factors

- Behaviour change, not just system rollout
- Targeted training and leadership enablement
- Stakeholder engagement across all countries
- Consistency in processes and expectations
- Sustained focus on adoption over time

Conservative (hard) savings: £19M to £48M

Value was unlocked by taking people forward with the change — ensuring consistent adoption of processes, tools, and behaviour at global scale. This delivered £19M–£48M through better control, visibility, and efficiency.

Adoption Led
Efficiency Gains

£8M – £20M

Improved Spend Visibility
(MI accuracy)

£8M – £20M

Operational efficiency
(time, rework, duplication)

£3M – £8M

Total
Value*

£19M to £48M