

# Procurement Transformation Programme increases savings, quality and efficiency

## CHALLENGE

Our client, a leading international airline, had embarked on a programme of transformation of the finance and procurement functions.

They recognized the need to transform and improve the service to internal customers and the contribution that procurement delivered to the business, but had to maintain current operations and ensure continuity of supply across the business.

With many different internal customers and a fast paced, high demand environment transformation of the function whilst maintaining operational delivery was going to be difficult.

## SOLUTION

Apsiz supported the procurement team to implement and embed category management principles whilst maintaining current delivery. The focus was on improved governance and engagement at senior levels:

- Routine and robust spend analysis with a standard category structure aligned to the business
- Performance measurement at executive, functional and category team levels of detail
- Development, approval and communication of category strategies to give a three to five year view of planned approach to markets
- Programme management to assure and focus on the delivery of specific category strategies and initiatives
- Standardised category management processes with a training programme to support the adoption of the processes and increase capability within the function

## RESULTS THAT SPEAK FOR THEMSELVES

The introduction of category management achieved outstanding results:

- ⇒ Delivery of savings exceeded the target by more than 200%
- ⇒ The provision of central spend analysis that consolidated spend from multiple systems and provided visibility of 100% spend for the first time was delivered in just 8 weeks
- ⇒ Category strategies with a long term view provided for the first time with increased focus on priority initiatives
- ⇒ Standard category management process to reduce commercial risk and procurement cycle times