

An Initiative By



SIG

the network for sourcing executives

Procurement's Stories of Success

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Forewords



Dawn Tiura

President & CEO,
SIG

Stories of Success is a project that I loved collaborating with Zycus to collect. Every day we hear how procurement people are changing the world with their purchasing power. From driving sustainability into their supply chains, to supporting diverse suppliers and using impact sourcing to change the trajectory of people's lives; the power they wield are stories worth sharing.

People sometimes get lost in the weeds of their busy everyday lives, I hope this encourages you to think about the impact of the spend your company has and how you can influence change. Black swan events are not going to go away anytime soon, if ever. What we have all learned is that change is constant and the ability to be agile and adaptable is a core skillset of today's procurement professional. Since the pandemic, we have faced one black swan after another. Zero covid policy in China, barges getting stuck in the straits, trucker shortages, dock labor shortages, a war in Ukraine, climate refugees growing in numbers daily, record heat, record costs of energy, the need to shut down factories in China so people wouldn't die from lack of electricity, inflation, threat of recession... need I go on?

Change is the new norm and adapting and thriving through it all is who we are as professionals. I hope you enjoy these stories of success and celebrate these wins and add your own to it one day soon!



Aatish Dedhia

Founder & CEO,
Zycus

The past 2-3 years have felt like a time-lapse of the past 2 decades. Economies, companies and individuals have all gone through extreme challenges and surprises starting with the pandemic and subsequently, supply shortages, job crises, war, et al. The sheer magnitude and regularity of these shocks are hitherto unseen in our collective memories.

When we supported and spoke to our customers, and procurement & finance leaders, we were amazed by their stories of innovation & ingenuity that helped them not only survive, but thrive in such trying times.

The collective creativity & chutzpah of a brilliant few managed to transform what started as a whiplash moment and sheer panic in 2020 - a typical SoS call for help – into Stories of Success (SoS). Companies found opportunity within adversity. Initiatives and projects undertaken not only helped the creators, but also served & continue to serve, as a great source of motivation for the rest of the community.

To celebrate the successes of our peers & the best of us, SIG and Zycus partnered to chronicle 20 Stories of Success across the themes of Digital Transformation, Risk Mitigation, Sustainable Procurement & Value Acceleration.

We felt highly inspired while collating & curating them. Hope you share our enthusiasm as you learn from, and set out to create your own, Stories of Success.

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Digital Transformation





Anu Saxena
President and
Global Head,
Hilton Supply
Management

Enabling Holistic Hospitality Transformation

I'm Anu Saxena, the President and Global Head at Hilton Supply Management (HSM).

In 2017, we set out to transform the procurement process by increasing efficiency and agility for hotel owners, suppliers and internal corporate stakeholders. This transformation, 'HSM 2.0,' rapidly moved HSM forward to become the dominant player in the hospitality procurement field.

Business Problem: Transforming Hilton into a procurement powerhouse

The Solution:

We redefined areas of focus, strengthened capabilities, targeted aggressive growth, and invested heavily in talent and technology. By creating a one-stop shop for products, ideas and service excellence, we built upon our cost-savings promise to deliver a uniquely innovative and inclusive partner-based procurement experience.

Treating our clients as an integral part of the team was a large part of the transformation. To that end, HSM hosts ongoing regular meetings with owners and suppliers, such as our Global Supplier Summit, where suppliers from around the world engaged in meaningful conversations with Hilton and HSM leadership. These person-to-person exchanges yield critical, unique perspectives and unexpected solutions. They also serve as a built-in feedback loop.

Impact:

We've deployed new tools to monitor the procurement industry and identify opportunities for savings. They apply customized analytics that we can share with our customers along with recommendations for areas of improvement. We developed a new application for managing packaged and customized FF&E projects features robust dashboards and mobile-friendly navigation, as well as enhanced analytics — all essential tools in this data-driven business climate. Our web-based customer portal has also been hugely successful. It empowers and enables clients to access purchase reports and pull exact spend details anywhere, anytime.



Lisa Lin

Category
Manager/Strategic
Sourcing Project
Manager,
Fannie Mae

Homing In On Contracting Excellence

At Fannie Mae, we began our procurement digital transformation journey in 2013 with a three-phased approach. The first phase was to implement a foundational digital platform consisting of an integrated S2P platform, digitized workflows & approvals, and integrated supplier management.

The next phase of our transformation, which we are currently spearheading, is called 'Enhanced Capabilities,' - where we look for solutions that enable contract discovery & analytics, authoring, real-time supplier intelligence, and integrated category planning.

The contract analytics & contract review/redlining processes were done manually by pulling one contract at a time and searching by keywords, and via email respectively. The reviewed contract documents were not tracked/stored in the system. This process requires extra time and diligence from all the parties involved.

Business Problem: Transforming our procurement processes

The Solution:

We implemented a tool that allows for an efficient search of hundreds of contracts and lessens human intervention. We also efficiently compared changes between executed contracts and our standard contract templates to identify change patterns and template improvement opportunities.

Impact:

With these capabilities, we saved hundreds of hours of research on time sensitive analysis. Business requirements and technology will continue to change, and we are well-positioned to deepen or explore new use cases.



Andreas Hettwer

Vice President -
Group Procurement
Category Director,
Capgemini

Personnel Matters

We are in the midst of a labor shortage that has been a challenge for companies looking to source skilled IT, software development, and engineering support and has made it critical for many organizations to adopt a contingent workforce to fill gaps.

Prior to adopting a services procurement solution, Capgemini took a reactive approach rather than a proactive approach to sourcing contingent labor, which was inefficient and inflexible, and did not allow us to be strategic and agile in an increasingly competitive labor market.

To meet our goals, we needed to have a better understanding of the external workforce landscape, utilize a technology solution that would adapt to our changing needs and continue to evolve, and take a proactive rather than reactive approach to acquiring and retaining a vital part of our workforce.

Business Problem: Transforming our procurement processes to improve talent management

The Solution:

The main goal of this project was to gain end-to-end visibility into the contingent workforce, mitigate risk, meet shifting needs, optimize spend, and measure our external workforce against KPIs.

We implemented a technology solution that helped us create a global contingent workforce program, that has evolved over the years, and we now have more than 90% of our global contingent workforce covered in an integrated end-to-end supply chain.

Impact:

As a result, 80% of contingent labor requirements were fulfilled and 85% of the contingent workforce could be managed globally using one application. On top of the positive performance of the solution, we found that the time needed to fill positions had decreased by 60%.



Neha Gupta

Senior Manager -
Indirect Procurement,
Tata Play

Leveling Up

I'm Neha Gupta, Senior Manager – Indirect Procurement at Tata Play, India.

Our previous ERP solution suite kept throwing us challenges - frequent training needed for new releases & hires, low visibility of processes to all stakeholders, difficult-to-configure approval matrices, different systems for the entire procurement process, and difficult to use UI/ UX for our internal and external stakeholders.

Business Problem: Flawed ERP systems leading to low visibility, low process efficiency & low adoption

The Solution:

After a thorough analysis of all our stakeholders' needs and a focus on agility & innovation, we chose a Source-to-Pay tool which brings the entire organization - twelve functional teams and all our regional and location offices - and partners, on the same page. We deployed multiple modules of the tool from Sourcing (including e-bidding and RFX), Procurement, Supplier onboarding, Supplier performance Management, et al.

Our implementation of the tool was unique as we deployed the entire solution with its multiple modules in one go, across the entire organization.

Impact:

The PR to PO Turn Around Time (TAT) was slashed to 1/5th post implementation. We eliminated redundant approvals by moving 46% procurement to catalogue buying. We eliminated the need for repetitive training due to the easy to deal with UI/UX of the solution. We were able to offer a single login and tracking tool, thereby enabling easy transactions for our external partners.

In sum, with the deployment of the tools we have been able to collaborate better both with internal and external stakeholders, bringing in efficiency and speed in our executions.



**Aziza Mohammed
Nasser Alammadi**

Tender Officer,
Municipality of Dubai

The Emirate Innovates

Dubai Municipality was facing quite a few challenges in executing procurement, analyzing bids, evaluating bids and issuing service contracts, etc. There was a huge waste of time, effort and costs across the procurement process. Our stakeholders' - suppliers, business units, contract officers, finance departments etc. - overall satisfaction rate was 65%. Suppliers needed to physically visit the premises to be onboarded.

Something needed to change.

Business Problem: Transforming our procurement processes & solving inefficiencies

The Solution:

We adopted The TRADE (Terms of Reference, Review, Acquire, Deploy and Evaluate) Benchmarking methodology that focused on the exchange of information and best practices to dramatically improve the performance of processes, goods and services.

We successfully re- engineered old procurement processes and created a strong mapping of procurement ecosystem through workflows, roles, relationships, supporting technology, business rules, standards, and manuals. Our continuous improvement plan was built on multiple future objectives, aligning procurement with core Dubai Municipality's strategies, institutionalizing the implemented practice ideas, procedures, and policies, enable training and capacity building, develop solid goals and strategies for driving and delivering improvement and establishing ongoing measurement processes to Monitor and measure the strategic procurement performance.

Impact:

Suppliers - We completely eliminated the need for suppliers to physically visit the DM HQ by creating a portal available round-the-clock. As a result, supplier participation increased by a factor of 5.

Internal Stakeholders – We eliminated 24 Stages, 151 processes, 1008 Minutes, 142 handoffs, 600 days, and 25 approvals from our daily process, leading to a productivity increase of ~290%, and an internal satisfaction rate increase from 61% to 94%.

Intelligent Procurement - We established a central, secure, data warehouse which enabled us to leverage conditional logic, NLP & other technology. As a result, we were able to start making 'touchless decisions' - requiring no human intervention – with an initial accuracy of 86%.



John Castelhano

VP, Strategic Sourcing NA,
BGIS

BGIS' Big Source-to-Pay Transformation

BGIS' growth made it clear that our supply chain systems required improvement. The procurement-related teams held numerous 'Blue-Sky' brainstorming and effort-impact planning sessions resulting in alignment on the critical projects necessary to deliver the most impactful results. The findings were that the integration between our sourcing, procurement, operations, and invoice management processes were strained due to sub-optimal systems and lack of standardization.

Business Problem: Improve & integrate supply chain systems

The Solution:

The team identified four opportunity areas addressing high administrative costs, rework, speed, compliance, and supplier satisfaction. The focus areas were as follows -

- Comprehensive contract lifecycle management – as opposed to a manual, cumbersome workflow.
- Supplier onboarding & management - Existing provider imposed high fees, resulting in low adoption and compliance rates by suppliers. Supplier setup process was manual and did not integrate with BGIS' ERP.
- Purchase Orders & PRs - Recurring contract PO processes were inefficient, inconsistent, and fraught with error, resulting in invoice rejections and payment delays.
- Accounts Payable – Using & maintaining the supplier invoice processing system was labor-intensive, often resulting in payment delays.

Impact:

We set out to address all the above problems and here's what happened! -

- Our new contract lifecycle management system allowed Strategic Sourcing to be more efficient and take on an additional workload equivalent to 8% of our operating budget with no additional resources.

In 2021, the Strategic Sourcing team executed 95% more contracts & amendments under the new system. We also maintained 99% compliance with our Strategic Sourcing and contract management policies.

- Since the implementation of our supplier compliance system, 1,000+ suppliers with 8,000+ connections have been registered and we achieved 85% compliance within 6 months of implementing the system.

Our new system helped increase Supplier Satisfaction Scores to 98% from 72%.

- The implementation of a new PO management system resulted in the unprecedented "PO Flip" and enhanced financial reporting, internal controls, and invoice management capabilities. Real-time invoice validation and reduced processing time improved the on-time payment metrics.

A 50% drop in the number of exceptions the P2P team had to deal with compared to 2 years prior, saving substantial time and costs.

- Invoice payment and efficiency improvements have been reported consistently since the implementation of the Supplier Portal and the PO Management system.

First-pass yield on invoice processing achieved 90%, up from 60% (50% improvement). The cost per invoice has been reduced by 35%.



Jeffrey Amsel

Former VP - Global
Sourcing,
HERE Technologies

Navigating to Sourcing Success

I'm Jeffrey Amsel, former Vice President – Global Sourcing at HERE Technologies.

Our customers were unhappy about how difficult it was to do business with HERE. We examined the company's approach to global sourcing and found that it needed redirection.

Business Problem: Transforming global sourcing

The Solution:

Traditionally, sourcing was involved more tactically at the back-end of the process with a lack of accountability and clarity on roles and responsibilities.

As part of our transformation, we focused on three tenets – operational excellence, transformation and innovation. This became the compass to our strategy - drive savings while generating new ideas and introducing technology that would streamline and automate the processes.

Impact:

In my time there, we made numerous changes that helped us make significant improvements in sourcing. We on-boarded a new team, introduced new tools and technology, eliminated shadow procurement activities thereby saving millions of dollars, and most importantly, increased customer satisfaction.

A renewed energy and focus can be seen throughout the organization. They are now recognized as a trusted partner across the company based on the outcomes.



Risk Mitigation





Ben Lucky

Sr. Category
Manager, Food
Service,
Dash In

A Recipe For Success

I'm Ben Lucky, the Sr. Category Manager, Food Service at Dash In. Due to the onset of the pandemic, we witnessed several supply chain disruptions leading to multiple supplier failures, and unavailability of our primary choice of ingredients, to use in our food service offerings.

Business Problem: Unavailability of preferred raw materials & ingredients due to the pandemic

The Solution:

A pinch of grit, a spoonful of endurance and a whole lot of innovation.

We recognized the environment we were in, and hence, decided to use substitute products and ingredients to ensure our food service offerings were available for our guests. Using multiple food suppliers was critical. Being open to embracing the constantly changing "new normal" helped us to take a pivot vs pause mentality to stay relevant in the eyes (and stomachs) of our guests.

Having a culinary background, I collaborated with other chef friends of mine, and ideated solutions that would allow us to use current, or in many cases, available ingredients. In order to distinguish ourselves from the competition, we needed to figure out how to highlight flavor combinations, to alter and improve the flavors, aromas, and textures of our food offerings, to give us a competitive advantage.

Impact:

Our efforts led to us trademarking a new menu item called a 'Stackadilla,' our take on a quesadilla, which helped set us apart and thrill our guests!

Thus, we tackled the material shortage problem with resounding success, backed by industry-leading food service growth metrics that eclipsed reported QSR growth by double digits.



Tim Cronin

Former VP & CPO,
Florida Blue

A True-Blue Supplier Management Story!

I'm Tim Cronin, former VP & Chief Procurement Officer, at Florida Blue.

The company witnessed issues with supplier failure and lack of innovation. The goal was to revise the supplier relationship process from the ground up, continue to meet regulatory requirements and become a customer of choice.

Business Problem: Revise supplier management, drive compliance & improve reputation

The Solution:

Florida Blue created processes to assess, monitor & mitigate supplier risk across a diverse supply chain. Although their initial desired outcome centered around risk management, they found other improvements. This transformation implemented relationship management tools, Sourcing Business Models, enhanced due diligence, and supplier lifecycle monitoring.

Impact:

The average time to complete an initiative was reduced by over 10%. In addition, the scrutiny increased the effectiveness of the team. Hard dollars savings increased 75% from 2016 to 2017 & avoidance/value increased 110%.



Lori Anderson
Director – Strategic
Sourcing,
IDEAL Industries

The IDEAL Solution

I'm Lori Anderson, the Global Director of Procurement & Strategic Sourcing at Ideal Industries.

For a while, we observed that the price we paid some of our suppliers was routinely above what we'd budgeted for, leading to a considerable positive Purchase Price Variance.

Purchase Price Variance = (Actual price – Standard price) x Quantity purchased.
A positive variance implies the price paid exceeds standard price, and a negative variance, vice versa.

Business Problem: Inconsistent price changes resulting in a large PPV

The Solution:

I count fostering collaborative supplier partner relationships as one of my skillsets. So, I wanted to come up with a solution that would get all internal stakeholders a simplistic view of our impending purchases & what we'd budgeted for it versus what we were being quoted by suppliers.

So, I created a folder that both 'Sourcing' and 'Supply Chain' teams could access that contained 'Pending' price approvals. The sourcing team would review this daily, allowing them to formulate a timelier response to suppliers attempting to push price increases to our organization. Additionally, I worked with Sourcing to create a causal and assigned it to each occurrence.

Impact:

I developed a sustainable process that took IDEAL industries from no transparency to transparency into every dollar that deviated from standard, as well as tools to be proactive and in control (through data), to have more meaningful negotiations with the supply base. As a result, we were able to track the percentage of variance and it helped us develop a 'go-get' strategy when commodity markets changed.



Kiara King
Procurement
Specialist,
Greater Baltimore
Medical Center

Greater TPRM at Greater Baltimore MC

I am Kiara King, a procurement specialist at the Greater Baltimore Medical Center. Our existing TPRM policy was created by leveraging the current team's experience and knowledge from school/industry. While this was functional, we wanted to do better.

Business Problem: Overhauling GBMC's TPRM policies & processes

The Solution:

I approached the problem by first trying to identify and evaluate TPRM best practices & material available in several reputable forums. As part of this analysis, I attended a training session with SIG University and gained what I needed to assist my organization with Third-Party Risk Management (TPRM) standardization.

As a result, I was able to critically analyze our existing TPRM policy and create a version that would transform the way our organization handled TPRM. Themes that received an update included Risk Oversight, Governance, Risk Management, et al.

Impact:

This helped us to understand who the key players in the first line of defense are, the importance of SOC reports and other measurable resources that define the risk of a vendor.

The revised TPRM policy is unique to our organization because of the vendor population that we invest in, yet is an ongoing effort because of continuous supply chain volatility & the knowledge we acquire from them.



Kaya Taylor

Senior Manager,
Third Party Risk
Management,
CoBank

(Co)Banking On A Unified VMS

I am Kaya Taylor, a Senior Manager at CoBank. Our existing TPRM policy was being managed by three different system solutions, leading to fragmented visibility & the lack of transparency.

For an organization of our size, managing a large number of third-party stakeholders with a set of solutions with different pros & cons was a nightmare. We needed a unified Vendor Management System (VMS).

Business Problem: Successfully obtaining buy-in for a VMS tech platform

The Solution:

Until now, we had purchased / developed TPRM solutions as and when there was a use case that couldn't be solved by our existing solutions.

So, to effectively engage internal stakeholders across different departments in the enterprise, I educated them about how all our needs could be met by a single consolidated platform, which could also be leveraged to provide several enterprise-wide services. This use of a twin-pronged pitch, inculcating direct & supplementary benefits of our desired VMS, coupled with the impact on our bottom line helped me get my pitch over the line.

Impact:

The VMS technology platform – specifically the use of APIs to call and populate data in our proprietary databases – has allowed the Bank to expand critical risk mitigation efforts (like due diligence and know your vendor) processes without any considerable investment in human resources.



Sustainable Procurement





Louisa McGuirk

Senior Manager,
Sustainable
Procurement,
Salesforce

A Force To Reckon With!

Sustainability has always been important to our supplier relationships, but we were including sustainability in contracts on a limited, ad hoc basis. We were using broad statements in our supplier code of conduct to indicate our expectations and relying on the power of influence to drive action. We recognized that to truly accelerate global action we needed to innovate, moving beyond simply influencing suppliers to requiring climate action as a contractual obligation.

Business Problem: How to transform 'Sustainability' from mere tokenism to actual implementation in Supply Chains?

The Solution:

At Salesforce, Sustainability is a core company value and we strive to be at the forefront of advancing sustainable business practices and bold climate action. That's why in April 2021, we started introducing specific, binding sustainability requirements into our supplier contracts with a first-of-its-kind Sustainability Exhibit. With the Exhibit, we aim to demonstrate the power of customer voice, redefine the role of sustainability in supplier relationships, and create a cascade of impact through our supply chain. Additionally, with more than 85% of our greenhouse gas emissions coming from our supply chain, our suppliers' progress is critical to meeting our own climate goals. The Exhibit is a tool we can use to mobilize our suppliers to dramatically reduce and compensate for their own emissions.

Our primary measure of success is the percentage of spend with suppliers that have signed an agreement with the Sustainability Exhibit. This KPI is highly visible throughout Salesforce, as this fiscal year a portion of variable pay for executive vice presidents and above will be tied to four ESG metrics, one of which is increased spending with suppliers who have signed the Exhibit. We're also measuring progress against our commitment that by 2024 60% of our supply chain emissions are attributable to suppliers that have set science-based targets (SBTs) to reduce greenhouse gas emissions. The Exhibit requires suppliers to commit to and make progress towards these SBTs. As of our most recent annual report, 40% of our supply chain emissions come from suppliers that have set or committed to setting an SBT.

First, create flexibility by providing the North Star rather than the route. Sustainability is a journey, and it will look different for every company depending on their industry, size, geography, etc. Drafting terms that set clear, ambitious expectations for where you want suppliers to go, while allowing for flexibility in how and when they get there, makes it easier to maintain the intent and rigor of those terms through negotiations with a wide array of businesses. One example of this is requiring suppliers to set SBTs, which provides a global framework for the level of decarbonization a business must achieve to meet planetary needs. Acknowledging a supplier's sustainability maturity and existing strategies also helps foster collaboration.

Second, empower your sourcing team. Your sourcing team doesn't need to be sustainability experts to implement sustainability terms in contracts, but they'll be much more successful if they are comfortable with the concepts and have tools that support negotiation. At Salesforce, we provide our sourcing team with an Exhibit playbook and training, as well as direct support for priority negotiations. Perhaps most importantly, our sourcing leadership is fully bought in, which enables the team to prioritize the Exhibit even in complex or escalated situations. We also make sure our sourcing team knows that they're playing a critical role in Salesforce achieving its corporate goals, and we've heard that engaging with suppliers on sustainability adds to the sense of purpose of their day-to-day work.

Third, align the consequences of non-compliance with intended outcomes. A particularly innovative feature of our Sustainability Exhibit is the "climate positive remedy", which requires suppliers to fund carbon offset projects, renewable energy, or tree planting if they don't follow through on the sustainability obligations. In that way, even if a supplier falls short of expectations, the Exhibit can drive a more sustainable outcome than business as usual. This is often a key conversation point with suppliers that can help create and maintain a collaborative negotiation, because it reinforces our message that the Exhibit really is intended to support the shared goal of benefiting the planet."

Impact:

We've strengthened supplier requirements with SBTs, ensured the entire organization & its stakeholders are committed to the mission of sustainability, and introduced a 'climate positive remedy' that drives compliance.



Rob Long

Procurement
Specialist,

American Honda
Motor Co., Inc.

...With The Shirts Off Our Backs!

I am Rob Long, a procurement specialist at American Honda Motor Co. Inc. My sourcing category includes, among myriad line items, uniforms.

Honda has a now iconic dress code for its associates - white uniforms (shirts and pants). What happens when you work with white uniforms in the same environment as an array of oils and a whole lot of grease? They get dirty!

As a result, there were literal tons of uniforms being sent to landfills (garbage dumps) if they cannot be reused for another associate. And I thought, there has got to be a better use for them!

Business Problem: Material & Monetary Wastage due to discarding used material

The Solution:

I started solving this problem by understanding the relationship and spend with the 'indirect' uniform supplier from a procurement perspective. I then collaborated with Honda R&D to determine if there is already a process where one of our 'direct' suppliers takes post-industrial fiber from textile companies and polyester from recycled water bottles and makes insulators for Honda and Acura vehicle products. There was not.

So, I connected both suppliers, myself from Honda Indirect Procurement, and Honda R&D to plan, test, negotiate and finally implement the process of using our associates' old uniforms for this purpose.

Impact:

This solution resulted in Honda's uniforms being the first post-consumer use of clothing to be implemented into insulator parts for vehicle products, in the US. When driving a Honda Accord, CR-V or other automobiles, one can know it has been made with recycled material 'right off of our backs.'



Value Acceleration





Connie Chou

Director - Systems
and Operations,
Microsoft

Windows of Opportunity

I'm Connie Chou, Director - Systems and Operations, at Microsoft. Onboarding new suppliers required seven different tools, which was a problem. The sheer number of systems led to silo-ed visibility & functioning.

Business Problem: Reinventing the process for onboarding new suppliers

The Solution:

By leveraging technology for tasks such as data collection, reporting and rate card negotiations, 95% of the required activities have been fully automated for targeted segments of Microsoft's supplier portfolio. Instead of seven different tools, using Microsoft Dynamics 365, we built a single platform for supplier onboarding.

Impact:

Microsoft has reduced onboarding cycle time from 22 days to one (1), eliminated \$2M in full time resource hours, reduced vendor staff, and achieved 15% savings on supplier rates.



Brenna Morgan

Senior Strategic
Sourcing Manager,
Google

Searching For Meaning

I'm Brenna Morgan, Senior Strategic Sourcing Manager at Google.

Business Problem: Providing meaningful insights to the Strategic Sourcing team

The Solution:

It's no surprise that Google's Strategic Sourcing team loves data. However, it can be extremely difficult to bring together multiple complex sets of data into one meta database, and then draw meaningful insights. That's where our S2S, short for Sourcing to Stakeholder information system, comes into play. We bring together complex data from projects, suppliers and stakeholders into one cohesive information system so that we can draw best-in-class insights and fuel our stakeholder management.

Impact:

S2S has set the stage for better and more timely decisions, and credibility with our stakeholders.

What next:

Further automation and AI work are on the horizon. We're most excited about what's to come with the utilization of machine learning to deliver more value through personalized insights to each individual Strategic Sourcing manager in the future.



Sean Preci

Sr. Director,
Marketing &
Content,
scientist.com

Catalyzing Compliance

Compliance (sourcing and outsourcing) within the pharmaceutical industry inadvertently delayed research and increased indirect costs.

Smaller organizations with limited resources had to focus only on critical areas of R&D (like clinical trials) and took a more hands off approach to what they deemed 'lower' risk areas. For larger organizations, years of bureaucracy had created overly complex, slow, burdensome processes that managed the risk but compromised efficiency and slowed projects.

This variation across the industry led to extended timelines, increased costs and a constantly moving target for suppliers as they had to customize everything to the needs of each individual client vs. applying the same standards based on the services they were providing.

Business Problem: Varying compliance requirements leading to an increase in indirect costs & time

The Solution:

As the world's leading online marketplace for scientific services, we were able to act as an independent third-party facilitator to ensure the needs of all parties were heard, addressed and resolved. Our experience as an online platform provider—over 10 years—and expertise in sourcing or regulated services, such as human biological samples (HBS), enabled us to understand industry needs and translate them into industry-wide functionality.

Created in partnership with leading pharmaceutical companies and the wider industry, our solution introduces a standardized, service-specific due diligence process and supply agreement to support access to a vast range of regulated services, removing the barriers previously faced without compromising the internal or external compliance requirements.

Impact:

It is now possible to deliver fast and efficient updates based on external changes to regulations or internal changes required by clients to ensure the needs of tomorrow are proactively addressed today. Thus, our solution addresses compliance and governance requirements at every critical step of the sourcing process to speed up drug research.



Michael Koontz

VP - Strategic
Sourcing,

American Tire
Distributors

Perking Up Customers' Value

I'm Michael Koontz, VP of Strategic Sourcing at ATD. I lead the strategy and execution of all indirect sourcing across the company, and I support the dealer network in procurement of services and products for both direct & indirect needs.

In the fulfilment of my latter responsibility, I came to a realization. Several among our extensive & esteemed customer base don't possess the wealth of expertise & experience as our organization's sourcing team does.

Business Problem: How to deliver more value to our customer base using existing competencies

The Solution:

I wanted our customers to feel more appreciated, and experience our dedication & support – values we at ATD cherish. So, we created an initiative called Partner Perks that allowed a select few of our customers to benefit from our Sourcing team's expertise.

Impact:

Through Partner Perks, ATD has provided a way for our customer base to be able to gain the value of category managers and a professional team that will negotiate categories on their behalf and pass them the savings. Using the scale of our dealer base and the prowess of our team, we are working to drive value creation for our customers the same way the Sourcing Team brings value to ATD.



Morgan Schultz

Sr. Manager-
Offshore Ops &
Support,
FedEx

Express Insights, Delivered.

I am Morgan Schultz, Sr. Manager- Offshore Ops & Support, at FedEx.

Purchased Transportation (PT) is an increasing spend category for FedEx where 3rd party contracted carriers are utilized for balancing lanes and meeting additional network capacity requirements. Fast-changing market conditions and the lack of appropriate external benchmarks reflecting FedEx service levels necessitated a proactive approach.

There was just one problem – the unavailability of any ‘off the shelf’ solution!

Business Problem: Building a collaborative, intelligent dashboard to capitalize on market opportunities

The Solution:

Drowning in data, yet starving for insights, Sourcing realized the importance of going digital by taking a holistic look at the PT operations. Leveraging resources across the FedEx Enterprise, the team engineered a scalable and sustainable platform for real time monitoring of the domestic freight market.

Impact:

The powerful reporting and analytics functionalities of the Intelligent Dashboard will bolster decision analytics and enable FedEx to better capitalize on market opportunities.



Matteo Perondi

Global Head of
SCM Process
Excellence,
Vodafone

Cutting Through The Noise

I'm Matteo Perondi, Global Head of SCM Process Excellence, at Vodafone, Luxembourg.

From a process perspective, we had a few challenges. We witnessed high variability of the procurement workload, difficulties in activity planning, gauging urgency of the projects, and the volatility of business requirements.

Business Problem: Process inefficiencies, and low visibility of project requirements & urgency

The Solution:

We created an agile team with multiple category responsibilities and we started to manage and plan the workload using a workforce management tool we conceptualized, created & implemented internally.

We digitalized all our procurement processes. We started to track the time of each single activity and we built an internal solution to monitor and plan procurement team activities, workload and project efficiency. Our solution was innovative because similar solutions are usually used in other sectors (e.g., in consulting) to allocate project teams to clients, whereas we looked inward & overhauled our performance management & productivity monitoring.

Impact:

We saw a marked improvement in productivity, minimal delays in workflows, and appropriate prioritization of projects.



Sourcing Industry Group (SIG) is a membership organization that provides thought leadership and networking opportunities to executives in sourcing, procurement, and outsourcing from Fortune 500 and Global 1000 companies and the advisors who serve them. SIG is widely known as a forum for sharing “next” practices and thought leadership through live networking events, virtual forums and a comprehensive online SIG resource center (SRC), which was developed by and for professionals in sourcing and outsourcing. The organization is unique in that it blends practitioners, service providers and advisory firms in a non-commercial environment. SIG is the parent organization for SIG University, a one-of-a-kind certification and training program for professionals and executives seeking deep expertise in sourcing and governance for themselves or their teams. SIG’s digital flagship publication, Future of Sourcing, provides unrivaled digital content for the opinion-formers and decision-makers at the heart of the outsourcing space. Learn more at www.sig.org.



Zycus is the pioneer in Cognitive Procurement software and has been a trusted partner of choice for large global enterprises for two decades. Zycus has been consistently recognized by Gartner, Forrester, and other analysts for its Source to Pay integrated suite.

Zycus powers its S2P software with the revolutionary Merlin AI Suite. Merlin AI takes over the tactical tasks and empowers procurement and AP officers to focus on strategic projects; offers data-driven actionable insights for quicker and smarter decisions, and its conversational AI offers a B2C type user-experience to the end-users.

Zycus helps enterprises drive real savings, reduce risks, and boost compliance, and its seamless, intuitive, and easy-to-use user interface ensures high adoption and value across the organization.

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