

Breaking through functional and cultural barriers to drive value



Maine Pointe helped create a sustainable, world-class procurement function

The results

Maine Pointe helped the organization break through functional and cultural barriers and create a world-class procurement function equipped with the skills and capabilities to drive change, resulting in:

- Sustainable savings across direct and indirect procurement categories
- 30% reduction in headcount
- Best-in-class processes and procedures infused into the organization
- A 4:1 ROI in year 1 leading to a 6:1 ROI in year 2

This story is for private equity executives and company CEOs who want to:

1. Turnaround an underperforming procurement function that has already gone to market.
2. Create strategic supplier relationships for optimum performance.
3. Break down functional silos and drive change.
4. Improve EBITDA and implement a world-class strategic procurement function.

The challenge

Our PE client had acquired a global leader in water and wastewater treatment solutions for industrial and municipal customers. The multibillion-dollar organization had been formed through more than 100 acquisitions. However, they had not addressed the disparate cultures, processes and people issues that were causing significant challenges within the company.

Based on our established relationship with the Private Equity firm's Operating Partner, the PE firm invited Maine Pointe to help them address a number of issues within the business, with a specific focus on strategic procurement, to drive EBITDA improvements and prepare the business to be sold within a two-year window.

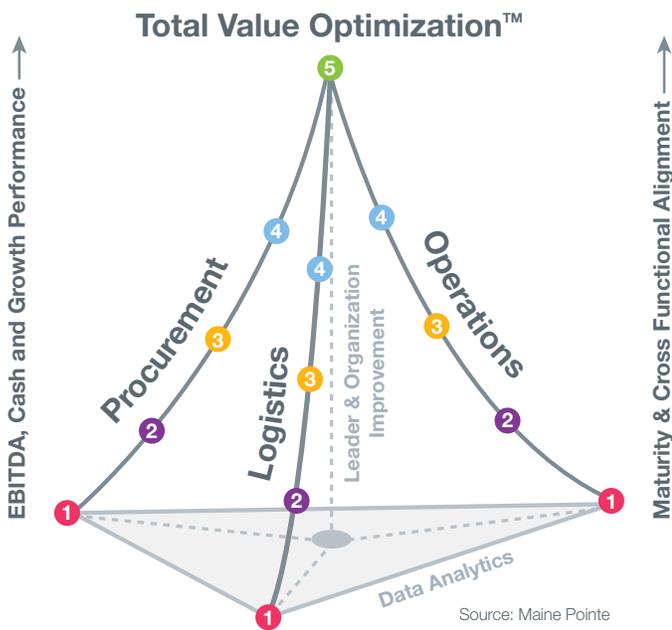
Our analysis found that the company's procurement function was very low Maine Pointe's 5-level TVO Maturity Pyramid™ (shown below). The supply base was extremely fragmented (over 1,600 direct suppliers) and, while supplier reviews had been carried out, the company had never followed through on its threats against suppliers. As a result, many were entrenched and cynical, a position exacerbated by the company's under-skilled procurement team and siloed business units.



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Maine Pointe set about removing the functional and cultural barriers that had allowed this situation to develop.

Given the complexities of the task from a cultural, operational and data perspective, Maine Pointe commenced by leveraging its unique Leader and Organization Improvement (LOI) methodology, working in close collaboration with the client to map the **'as-is' procurement environment**. Our LOI, procurement and logistics subject matter experts then worked on the new organizational design and mapped out the **'to-be' environment** for a world-class strategic procurement function that would be well integrated with their logistics operations. More specifically, Maine Pointe's approach included:



- Addressing the company's bloated organizational structure by replacing 80% of the procurement staff that did not have the correct skills with people who did
- Engaging with the incumbent supplier base and introducing new suppliers to reposition the company as a long-term partner as opposed to a tactical, price-based customer
- Utilizing index-based pricing favorable to both suppliers and customers and developing category management plans
- Creating cross-functional teams to be actively involved in the business solution to determine the total cost of the products being purchased
- Training, mentoring and embedding best-practice skills to build a sustainable, top flight procurement team including training a client 'expert'
- Standardizing processes and procedures and implementing a formal, common and cohesive procurement management operations system (PMOS)

Lessons Learned for Other Executives

- With the right management approach, it is possible to break down silos and implement cultural change
- Optimizing supplier relationships leads to significant EBITDA enhancements
- It is possible to transform a tactical, cost-based supplier environment into a strategic and value-driven procurement function

Want to **break down silos** and **implement cultural change**?

Want to find out how Maine Pointe can help you to create a sustainable, world-class procurement function?

Talk it through in a no obligation phone call or meeting with one of our executives.

Email: info@maineptune.com to arrange a call.

About Maine Pointe

Maine Pointe, a member of the SGS Group, is a global supply chain and operations consulting firm trusted by many chief executives and private equity firms to drive compelling economic returns for their companies. We achieve this by delivering accelerated, sustainable improvements in EBITDA, cash and growth across their procurement, logistics, operations and data analytics. Our hands-on implementation experts work with executives and their teams to rapidly break through functional silos and transform the buy-make-move-fulfill digital supply chain to deliver the greatest value to customers and stakeholders at the lowest cost and risk to business. We call this Total Value Optimization (TVO)™.

Maine Pointe's engagements are results-driven and deliver between 4:1-8:1 ROI. We are so confident in our work and our processes that we provide a unique 100% guarantee of engagement fees based on annualized savings. www.maineptune.com