

Strengthening Purchasing Habits with e-Procurement

Acquis helps implement an e-Procurement system to strengthen and standardize company-wide purchasing practices.

Challenge

A large global commercial real estate services firm, with more than \$2 billion in revenue and operations in more than 60 countries, was facing a serious operational challenge. Minimal central oversight into organizational spend and lack of data regarding preferred vendor usage were impairing purchasing controls and eroding potential savings. The procurement group was tasked with establishing new policies and processes and elected to deploy an electronic solution to both strengthen and standardize purchasing controls.

Before implementing these changes, the group faced several significant challenges:

- Purchases were often made via manual request and payment because requisition, approval, and procurement methods were confusing.
- Branch offices acted independently and employed inconsistent policies and procedures.
- Many requisitioners believed that the current inconsistent and decentralized processes were effective.

Collaborative Approach

Acquis worked closely with the client's Procurement and IT groups to design and execute effective testing, training, deployment, and change management strategies. Collaboration with the client was critical to ensure not only that the organization embraced the changes to the policy and system, but that project goals and metrics around adherence to new policies and purchasing guidelines were met. Acquis:

- Developed the change management strategy, including both training and communications techniques
- Created end-user communications and custom training materials including detailed manuals, quick reference guides, and FAQs to ensure a smooth transition to the new system
- Documented new procure-to-pay processes for high-priority commodities
- Led UAT preparation, execution, and follow-up activities across key stakeholder groups

Drive Change

- Created positive perception of new purchasing policies and procedures by highlighting benefits to both the company and individuals
- Mitigated resistance to procurement changes by targeting key early adopters for system previews and Q&A sessions
- Used the appropriate level of information and channels to deploy training information to end users, power users, and system administrators

About Acquis

Acquis is a consulting firm specializing in strategy and implementation. We help ambitious organizations solve business challenges that enable sustainable growth and healthy efficiency. We do this by not just designing strategies but also putting them to work.

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