DA dataction

e-Sourcing & CLM

Improved sourcing intelligence, transparency and agility

Background :

> Group Indirect Procurement department of an MNC aspired to transform the sourcing process, by reviving the incumbent e-sourcing/ CLM platform in line with its strategic objective to improve sourcing intelligence, transparency and Cf) agility.

Challenges

> Gaps in Offline & Online sourcing process

> Reluctant to chabge

> Heterogeneous business requirements

Approach

> Investigate underlying rationale behind low adoption rates of e-Sourcing and contract management platform

> Focus on structured and time-bound strategy to address the challenges

> Draft a Change Management Plan in congruence with the business requirements

> Upgrade the existing platform to a newer version to enhance capability and significantly improve user experience

Solutions

> Conducted a survey covering all potential users and followed a structured approach to drive necessary process and system changes

> Main reasons for low adoption rates were:
  > Lack of training to use the platforms effectively
  > Difficult / time consuming to use the platforms
  > No / very low alignment with the offline process
  > Uncertainty about any issues / bugs that might impact an ongoing sourcing process.

> Main reasons for low adoption rates were:
  > Web based training sessions (either for individuals or teams)
  > Training videos
  > Training manuals

> Drafted a detailed project plan in consultation with the stakeholders, including time-lines, dependencies, responsibilities, milestones and measurable success factors

> Customised the platform to minimise the offline-online process gaps in addition to creation of a wide variety of user-friendly, system-compatible offline templates

> Upgraded the system to the latest version by following robust and risk-free approach that ensured minimum impact for the system users and allowed seamless switch-over to the new version.

Achievement

> Wide spread buy-in from the end-users across the group companies

> e-Sourcing has been made mandatory for all centralised sourcing activities

> Adoption of the CLM system has been made compulsory across the group companies

> In-house system upgrade resulted in 90% savings on the budgeted upgrade cost

> A successful upgrade could be achieved within one-third of the industry standard timeline