Public Procurement for the Future
Seven initiatives that can stretch public sector budgets

By Rob Woodstock
Across Europe, crushing debt and declining revenue is affecting governments’ ability to steer the economy out of dangerous times. Public procurement is one of the key areas governments can leverage to save money, streamline public spend, and shape economic activity without undermining public services. In the European Union, public procurement accounts for around 16 percent of GDP and analysis suggests that many government agencies can significantly reduce their deficits by increasing procurement efficiency.3

These transformations can produce such significant effects as:

- A 10 percent reduction in public procurement costs, according to one study, translates to a 1–3 percent budget improvement relative to GDP (see Figure 1 below)
- More efficient and equitable pan-European procurement which would increase the productivity of governments across the EU and catalyze innovation by allowing fairer participation of business within large public contracts

By aligning EU legislation for innovation and growth, the Union will be able to integrate Small and Medium Enterprises into public procurement processes to a much greater degree—a key engine for long-term growth. The UK government, for instance, has set the target of 25 percent of its procurement to be delivered by SMEs.

But in order to achieve fairer access, make significant cost reductions and alleviate the negative impacts of cutbacks in services, governments need to repurpose both the structure and capabilities of traditional procurement processes. This Accenture Point of View introduces seven mission-critical procurement initiatives to deliver a step change in value achieved by European governments, and outlines the role the EU can play as a catalyst to the process.

FIGURE 1. Across select EU and OECD countries, impact of a 10 percent reduction in public sector procurement and the annual budget deficit/surplus (percent of GDP).

Total deficit/surplus and a 10% reduction in public procurement (% of GDP)

Source: Accenture analysis
Business Coaching for Growth—
United Kingdom Department for Business, Innovation and Skills

In January 2012, the United Kingdom Department for Business, Innovation and Skills launched a creative program called “Business Coaching for Growth,” aimed at helping up to 10,000 high potential small and medium enterprises. The program matches expert business coaches with SMEs to target a 20 percent improvement in annual growth. Business Coaching for Growth offers to coach senior management teams to develop and implement growth strategies and develop leadership and management skills across a range of skills, including how to participate more effectively in public procurement frameworks. It also includes tailored, specialized help to develop a successful investment pitch, and access to high quality facilities through partnering with leading business incubators, science parks and technology innovation centers. Advice and support are available on how to identify and protect IP and copyright and develop strategies to commercially exploit IP among other topics.

By leveraging the above-mentioned management skills, technical and financial know-how as well as business networks, the Business Coaching for Growth program can expand the choice and quality of public procurement thanks to better equipped SME. The program offers new start-ups the potential to become “gazelles” i.e. the potential to achieve a turnover of £1m within three years of starting to trade, or to have at least 10 employees within three years.
Aligning EU legislation for innovation and growth

Effective legislation is a vital tool in promoting long-term growth and fostering the environment for innovation. Over the past ten years, the Commission has significantly simplified and modernized the public procurement process, which now includes such tools as Innovation Partnerships and e-Procurement initiatives. Yet more needs to be done. Specifically, simple EU guidelines need to be developed on cost effective, sound and efficient procurement that clearly outline acceptable practice, such as the length of the procurement process, amount or type of documentation, scope for discussion on the development of more innovative and efficient solutions. The interpretation of EU rules has varied widely and has led to high cost and complexity for both founding and newer member states. Simpler guidelines which are targeted towards growth and innovation could support more efficient procurement across member states, for example:

- A study in one of the European countries on Lean Procurement found that competitive dialogue was incorrectly used in 29 percent of cases, with some dialogues lasting two years and in one case involving approximately €14.5 million bidding costs.
- In Spain, the competitive dialogue continues to be the exception rather than the rule. It is considered to be a “new” process, which is not understood and is considered too costly and complex. As a result the authorities are not open to more innovative procurement options such as value billing, which require the competitive dialogue.

The above findings have implications, both at the member state and EU level. There is a need to re-look at standard practices (e.g. around competitive dialogue) and evaluate whether they truly add value, and drive optimal outcomes. New approaches such as ‘payment by results’ offer significant opportunities for governments and public agencies to unlock value from operations, as well as share risk of delivery across multiple parties.

Strategic improvements at a country or agency level

Numerous studies have sought to define the cost-reduction potential of sourcing and procurement. Accenture’s report “High Performance through Procurement” found two insights that are particularly relevant to this discussion:

- **Scope.** One of the key findings was that “procurement masters excel across the board.” The roughly 16 percent of organizations cited as “procurement masters” showed consistently high proficiency across 6 dimensions: strategy; sourcing and category management; requisition to pay; supplier relationship management; workforce and organization; and technology. The bottom line: insular improvements may help lower costs, but holistic efforts are better.
- **Impact.** The report also found that “procurement-productivity levels at companies identified as ‘procurement masters’ are about 30 percent higher than at companies of lesser maturity. Yet masters’ procurement organizations typically cost half as much to run.” The bottom line: the economic advantages associated with procurement mastery outweigh the difficulties associated with achieving them.

Clearly, procurement masters across industries and geographies do many of the same things right. And on average, they reap consistently high rewards compared to organizations whose procurement proficiencies are unexceptional. Accenture believes that—despite varying structures, priorities and operational and revenue models—government agencies have the potential to mirror these private-sector successes, and consequently duplicate or even exceed the documented results. Outlined below are seven ways to help make that happen.
The Seven Procurement Initiatives

Detailed Accenture analyses of reported fiscal balance and public sector procurement information suggest that many government agencies could dramatically pare their deficits by increasing procurement efficiency (see Figure 1). Following are seven initiatives that could help make those cost reductions a reality.

1. Leverage cloud computing and improve transparency

Government procurement organizations spend large sums with numerous non-governmental providers of products and services. At a high level, these buying organizations know how much they are spending and what they are getting from each provider. However, detailed information is usually lacking, and this means less ability to negotiate effectively, obtain volume price reductions, recognize early-payment discount opportunities, discover order- and-billing errors, and minimize off-contract purchases. Incentives for governments to leverage cloud computing technologies have been strengthened following a European Commission statement in April 2012 that e-Procurement should be the rule by 2016, through a phased yet mandatory introduction into the procurement process.

Beyond having scant access to information, most governments do not excel at collaborating across departments and organizations. There are many downsides to this. One is the likelihood that a single vendor is supplying multiple buying agencies with the same item(s)—possibly at different prices and without any obligation to provide volume discounts. Another problem with poor inter-organizational collaboration is conflicting standards and naming conventions. If printing paper is coded as "office supplies" in one department, "stationery" in another and "computer supplies" in a third, then spend aggregation becomes nearly impossible, organization-wide inventory excesses are nearly unavoidable, and higher logistics costs (the common result of frequent small orders) are inevitable. Reports and updates also happen less frequently and tend to be manual exercises when they do occur. Common by-products of reporting deficiencies include less (and less valuable) information, more errors and higher costs associated with excess procurement staff.

Compare these shortcomings with the ideal: a single coding standard for classifying spend; one collaborative approach to buying; and a lone infrastructure for analyzing and reporting information across agencies. This is what cloud computing potentially offers to government procurement.

FIGURE 2. Changing the way Governments buy services and manage suppliers: traditional source-to-pay solutions versus cloud-based solutions.
Think of cloud computing as network-hosted services accessible from anywhere (the term "cloud" is basically a metaphor for the Internet). In a cloud computing scenario, business applications are accessed from Web services while software and data are stored on servers. In a procurement context, cloud computing helps government agencies standardize their procurement processes, while working through a single portal that requires few startup costs, minimal maintenance and (perhaps most important) a single hub for communication and reporting. Agility and accuracy increase, user experiences become more productive, new economies of scale are revealed, and costs typically shift from fixed to variable.

Procurement decision makers' first reaction to the cloud computing opportunity is usually to question the information-security aspects. This concern cannot be taken lightly. However, security issues are being dealt with effectively in private industry and can be handled with similar success in government. Addressing the challenge in two ways can help put security issues in perspective:

a. Define multiple levels of sensitivity
Low-level data (e.g. for basic indirect materials) may be suitable for a public cloud infrastructure service with simple password access. Conversely, highly-sensitive data may require dedicated servers housed in ultra secure, government data centers, with strong authentication required for access. Varying levels of security can be instituted in between.

b. Make security and data-privacy capabilities key criteria for service provider selection
Cloud computing is not new or untested; many trusted IT providers have been leaders in the field for years. In fact, some governments have already approved public cloud providers to handle highly sensitive information. Outside Europe, for example, the Health Insurance Portability and Accountability Act (HIPAA), established by the U.S. Department of Health and Human Services, has certified a number of services that use public cloud providers to send, manage and store patients’ electronic Protected Health Information (ePHI) using encrypted communication, access and storage-security measures.

The clear conclusion is that government procurement operations can use cloud-based solutions to make new economies, tools, applications, infrastructures, service innovations and consistent approaches available to more people, departments, partners and citizens. And many cloud-based services are available that traverse a procurement organization’s complete source-to-pay cycle.

Cloud Computing in Action

The US Federal Government recently launched Apps.gov, an online storefront for federal agencies to quickly purchase cloud-based IT services to enhance productivity, collaboration and efficiency. The government sees this as an innovation that not only can change how IT operates, but also save taxpayer dollars in the process. Apps.gov is starting small—with the goal of rapidly scaling up in size. Along the way it will be necessary to address various issues related to security, privacy, information management and procurement to expand cloud computing services. Over time... federal agencies will be able to get the capabilities they need to fulfill their missions at lower cost, faster and in a more sustainable manner.
Servicio Murciano de Salud, a Spanish regional public healthcare organization of 11 hospitals, and over 200 primary care centers, is currently implementing an Integrated Supply Chain Unit to transform procurement and logistics. The new organization and processes will manage, in a centralized way, healthcare materials procurement and distribution from a new unique third party logistics warehouse.

The program’s main outcome is to obtain about €15 million per year in cost reduction over the next 10 years. This program has delivered the following results:

- A 19 percent, as average, of procurement price reduction
- Inventory downsizing of 30 percent in warehouses and 40 percent at consumption points in 3 out of the 11 hospitals

Integrated Health Supply Chains
2. Develop an operating model for collaborative sourcing

According to Accenture research, greater economies of scale are among the most important improvements to which government entities can aspire. Procurement is a prime example for several reasons. One is that most government entities have excessive numbers of purchase points. Second, the average level of spend managed by buyers in the public sector is much lower than most entities in the private sector. Accenture estimates that in the UK, public sector buyers handle less than 1/6 the spend value that organizations in the private sector manage (Figure 3). Third, when compared to private sector companies, governments tend to use far more suppliers relative to their level of spend. The NHS in the UK, for example, could save an estimated £500 million a year or 10 percent of their purchasing budget if they better coordinated the buying of surgical gloves, a study by the UK’s National Audit Office has found.

More suppliers means less-productive relationships, fewer price discounts and, most importantly, less chance to identify and eliminate waste in the end-to-end value chain through a total cost of ownership (TCO) approach. The City of London pioneered a new procurement model, to run City-wide procurement across a range of facilities and departments that has delivered £6.1 million worth of savings. This was also executed as part of a value-based arrangement with the private partner.

Another structural difference is that private companies generally leverage the talents of a chief procurement officer (CPO) who determines which categories are managed across geographies, and which should be handled more locally. To improve efficiency and increase scale, this same approach needs to be more prevalent in the public sector:

- Indirect categories, such as professional services, construction, stationery, travel and IT, might be managed by a more-centralized group of procurement professionals, thus allowing application of deep expertise that might not have been affordable with a decentralized model.

- For direct spend, the key could be an operating model that aggregates spend to the highest level that makes sense (including high-powered category governance). This could help ensure that product and service characteristics are regularly scrutinized, challenged and (where possible) standardized.
This research sought to apply collaborative principles to policing in England and Wales, which has 43 police forces. Each force manages its procurement more or less independently, with only limited collaboration. However, a national structure for procurement spend—with some categories managed on a national basis but implemented locally or regionally—could potentially drive significant savings. For example, the forces are organized into 9 regions. This could represent a good model for procurement execution: some categories (typically indirect or non-critical items) would be handled nationally, with more-timely or critical items managed regionally (Figure 4). Procurement portals and a national help desk could guide users to the appropriate procurement channel.

3. Create a low-cost, efficient “middle office”

As we have discussed, government procurement operations tend to include large numbers of small and widely scattered operations. The frequent result is higher people and facility costs and fewer aggregated activities. Consolidating operations into a “middle office” in lower-cost areas could reduce facilities costs dramatically, while lowering headcount, eliminating redundant activities, encouraging more on-contract buying, improving productivity through process standardization, and simplifying the task of enacting and measuring continuous improvements. Doing the same via an offshore or nearshore facility in a low cost location (if politically feasible) could extend those benefits even more by further reducing facility costs and salary scales.
So, how much might those savings be? The cost of public procurement in Europe in 2009 equated to €5.3 billion. Accenture researchers have determined that a potential 30 percent reduction could be achieved by implementing a middle office or shared services center. Figure 5 illustrates the range of services that could be provided by a middle office facility.

4. Create an Amazon.com approach to government

Government procurement departments are numerous and there often is minimal coordination across those departments. A particular buying organization may support only a certain agency or a particular (and often narrow) range of products or services.

There are many drawbacks to this arrangement, including duplicated services and troublesome governance issues. Missed scale and consolidation opportunities are among the most serious. Take logistics: In government purchasing, it is not uncommon for several suppliers to make multiple deliveries to the same place at the same time, with individual logistics charges piled on top of the purchase price. It also is difficult to get any kind of handle on supplier performance in such a situation, so improvement opportunities are minimal. Then there is the problem of price: With so many buying entities, chances are high that different prices are being paid for the same item. So not only are quantity discount opportunities getting overlooked, simply getting the lowest price becomes a rarity.

Procurement Middle Offices in Action

In recent years, raw material prices in the global beverage market have increased dramatically. Many companies thus have been working hard to reduce indirect spend. One good example is a global beverage manufacturer that recently adopted a middle office approach. To make this happen, the company:

- Implemented a 70-person middle office to support its facilities in Central and Eastern Europe.
- Developed a procurement user portal as a content layer over its ERP system. Via the portal, users are quickly and smoothly guided to the right information through appropriate buying channels.
- Appointed a dedicated procurement representative to act as a central point of contact for all procurement-related issues.
One solution to this dilemma might be to mirror the approach made popular by amazon.com. As illustrated in Figure 6, you define a set of categories (various forms of short-term consumables generally work best) and appoint an outside entity to manage the purchase of items in those categories. Within the category, that amazon-like entity consolidates demand for items across government departments and then interacts with the supply base—making sure that price and logistical economies are fully captured.

Purchasing print cartridges is a good example. Government agencies may currently buy these items from stationery suppliers, IT suppliers or direct from the manufacturer. In our suggested model, multiple government buying entities can contact the third party and place a print cartridge order. This happens most quickly in an online environment, where product alternatives, purchase-price information, delivery options and supplier assessments are all completely transparent. The third party then aggregates that demand based on buyers’ requirements and deals directly with the suppliers that offer the best purchase price and delivery terms. In effect, you are not buying from the supplier; you are buying from a third party that accommodates all buyers’ requirements while obtaining all the benefits associated with consolidation. Ordering and fulfillment are potentially simpler, cheaper and often faster.

Examples of this approach can be found in the health and education sectors where organizations have been established to provide product catalogs, source industry specific goods and deliver to dispersed customer locations.

Intra-government Collaboration: France’s Service des achats de l’Etat

France launched a state modernization plan with an emphasis on governance teams collaborating to address cost-efficiency targets. The creation of the central Service des achats de l’Etat, an inter-ministerial public procurement agency, aimed to transfer culture from compliance to value creation and identify savings opportunities in all spend categories. This led to savings corresponding to approximately €50, 100 and 150 million respectively for 2006, 2007 and 2008. In 2009, the SAE launched project Calypso, a research project to identify cross functional best practices and saving opportunities with an aim to link buyers and specifiers together in working groups. Other public procurement agencies are watching these developments with keen interest, and awaiting the results from this even more ambitious program.

FIGURE 6. Procurement process view using a third party “amazon-like” entity to place and consolidate orders and deliveries, including a low-cost-country sourcing (LCCS) team.
5. Leverage supplier relationship management to build contracts and optimize buying processes

Government contracts tend to be very long term. It is not unheard of for vendors to have a 10 year contract with a government department. Moreover, these contracts generally are highly specific and quite inflexible. One downside of this is that—simply put—things change! 5 years into a 10 year contract, a buyer may observe broad inefficiencies and numerous opportunities for a better arrangement. However, the contract’s rigidity nullifies any incentive to correct these concerns.

To remedy this situation buying entities may wish to consider building additional supplier-performance, continuous improvement and even market-change stipulations into their long-term buying contracts. In the process, they also may find it advisable to become more proficient at supplier performance management—working with suppliers to identify and Non-Master implement joint process improvements and other win-win opportunities. One example could be the mutual implementation of “lean” skill sets: Instead of focusing lean improvements solely on internal operations, a progressive supplier relationship management program might work to build programs that unite government buying entities and suppliers.

The supplier relationship management is essential to the systematic management of supplier relationships to optimize the value. This may sound abstract, but the benefits are real: In a survey of more than 225 senior procurement executives, Accenture found that, compared to lower-performing peers, supplier relationship management leaders (masters) save 3 percent to 5 percent more of their total procurement spend on both sourcing and post-contract activities. Accenture researchers also documented several leading practices which give masters a significant edge (Figure 7).

Through the survey, we also learned more about the specific skills required to excel in supplier relationship management. Most frequently cited was the ability to work cross functionally. For example, design, production and logistical organizations can often work with internal procurement teams and their suppliers to discover simpler configurations, more part-reuse opportunities and better sourcing approaches for a particular product and service. These same representatives may also assist with supplier negotiations. Other important SRM skills include a sound knowledge of cost drivers, the ability to monitor and report on suppliers’ performance, and a cultural emphasis on jointly identifying/implementing new opportunities.

FIGURE 7. Accenture researchers recently documented several leading practices in supplier relationship management.
Consip Spa spearheads efforts towards high performance in government procurement

Consip, National Central Procurement Agency company fully owned by Italian Ministry of Economy, is working to improve services offered to Italian Public Administrations through the National e-Procurement platform. Consip has engaged Accenture for the Management consulting and IT services for e-Procurement, process optimization, maintenance, development and management of the National e-Procurement system included in the Program for the Rationalization of Public Expenditure launched since 2003 with the Italian Ministry of Economy at National level. Program’s main objectives are the optimization of public expenditure and the improvement of the effectiveness and efficiency of the administrative processes, by streamlining the procurement process of the PA. The set of e-Procurement tools, provided by Consip (Framework contracts, Public Electronic Marketplace, Dynamic Purchasing System) allowed to look after a total expenditure by the general government of 28.8 billion euros in 2011, mainly through 46 framework agreements and an e-Procurement catalog of approximately 1,200,000 items.
6. Develop “virtual commercial skills academies”

Generally speaking, companies in the private sector have done more than those in the public sector to broaden and build their staffs’ procurement skills. Governments tend to rely primarily on skills-updates that are infrequent, classroom-based (instructor led), and rarely customized to meet individual needs. In addition to this lack of skills, public procurement regulations have led to a norm where “bad procurement” is prevalent because buyers are afraid to challenge the rules and will take a conservative approach which is focused on compliance to procurement regulations rather than an approach which will deliver the most value, fairly, for the taxpayer.

However, there now exist richer and more-comprehensive opportunities to keep government procurement professionals on the leading edge. Not surprisingly, these training programs are technology based—using e-learning to provide more-thorough training experiences focused on specific needs at a cost that is generally lower than classroom training. Although less embraced by public sector agencies, these programs may actually provide even greater benefit to government agencies because those entities are more fragmented than operations in the private sector. In effect, there are more government procurement agencies relative to spend, and those agencies tend to employ people with more specialized skills, residing in many different locations. Using internet-based skills development is not simply substituting virtual instruction for face-to-face instruction. Other dimensions of a comprehensive e-based “skills academy” typically include:

- Access to online courses, instructor-led virtual sessions, executive forums, simulation scenarios and Internet-resident thought capital
- Higher levels of measurability
- Scheduling flexibility
- Repeatability based on students’ improvement levels

7. Adopt a zero-based budgeting approach

In simplest terms, zero-based budgeting means starting with a blank sheet of paper each year and building a new procurement budget from the bottom up. This stands in direct contrast to most governments’ typical approach, which is to take last year’s budget and tweak it to accommodate changing circumstances.

A good example might be organizations’ travel budgets which, on an annual basis, are typically adjusted up or down by a few percentage points. However, this approach cannot be compatible with any serious effort to reduce procurement costs. It’s like putting a patch on a worn garment and expecting the result to look like new.

In procurement terms, what is really needed is a new cost profile that is based on a full analysis of travel modes, patterns, volumes and routing. The results of this analysis would form the basis of a reinvented procurement budget which, in Accenture’s experience, could be up to 50 percent lower than in the previous year. Why so much? A loose analogy might be software for which annual improvements are made by using fixes and workarounds to mask basic deficiencies in the code.

Building a new, highly efficient application from scratch is clearly more involved than designing a new procurement budget, but the principle is the same: Working within a structurally flawed framework can never produce results as positive as a complete rebuilding.

This is not to say that zero-based budgeting is an area where private companies excel and government agencies fall short. In fact, neither side is particularly advanced. However, the opportunities on the public side may be greater, given many agencies’ desperate need to reduce costs quickly, without increasing taxpayers’ pain points. Zero-based budgeting might be a way to make this happen—particularly since many agencies have not exercised a lot of budget-based cost discipline in the past. Public agencies could find themselves becoming a model that private companies might soon emulate.

These strategies are not simply for national agencies or governments public procurement. In Europe, the Union’s higher level of frameworks offer key linkages that can be exploited, in order to create a functioning single market that can drive through growth. It is vital to ensure that member states and agencies are effectively aligned to the Union’s frameworks in order to ensure effective growth.

Outcome based contracting in Denmark

The Danish Ministry of Finance are running facility management of all government properties. To reduce cost of maintenance the Ministry developed an outcome based contract covering all technical contracts for all buildings.

This contract has resulted in: a 20 percent reduction in spend on facility management; a decrease in invoices by 80 percent; coverage of 150 properties; and coverage of all technical installations.
The Role of the EU in Designing an Effective Procurement Process with Members States

The EU provides a vital oversight mechanism which enhances the development of the single market. There are a number of mechanisms which function between these integrated procurement processes.

The current procurement process undertaken by the European Commission follows a prescriptive approach in which the Commission has full control. The high-level process is as follows:

- Tender specifications are grouped into work packages
- Each work package is then executed by specific profiles
- Depending on the type of contract specific activities must be completed
- Progress reporting is done on a monthly basis, and invoicing done on a quarterly or monthly basis
- Work is split between different contractors: delivery, deployment, and quality control are done by different contractors

While this process ensures a strict control on how public funds are spent, the Commission spends a lot of time, energy and public money to control both the coordination of the multiple contractors and the 27 member state operations, in order to ensure the delivery of large complex programs. Overall end-to-end delivery lifecycle for a complex system across 27 Member state and the Commission takes between 5 and 10 years. This contrasts significantly with one European country taking the lead in reforming its procurement policies, and drastically reducing the complexity at Central Government from 600 pages worth of documentation to only 50 pages.

Pan-European e-Procurement is being promoted toward creating the Single Market. In April 2012, the Commission adopted a communication to make e-Procurement the norm in 2016 through a phased yet mandatory introduction into the procurement process, which fully utilizes the electronic tenders system (TED), which gives companies across all Europe instant access to procurement contracts open to tender.

The European Union’s mechanism to sharing its expertise is executed through the Public Procurement Network (PPN), aims to modernize and align procedures and processes across the 27 member states, in order to enhance the Single Market and encourage European competitiveness.

In taking advantage of the funding opportunities available in the EU, member states can also apply to the ‘Connecting Europe Facility’ (CEF) which has a fund of €9.2 billion to develop pan-European digital services.
Innovations in sourcing and procurement have broad potential to improve an organization’s business performance. This has been proven many times in the private sector.

Moreover, it is very clear that:

- There is a striking need for new procurement operating models in public sector procurement
- There is more “information transferability” (applicability of private sector learnings to the public sector) than many government entities may realize
- Legislation (at EU level) should be repurposed to the interests of the market, simplifying it for member state departments and agencies to procure as well as allow for greater access to innovation
- The important role of Small Medium Enterprises play in economic growth should be harnessed by governments and agencies increasing SME involvement in procurement. This should involve both including criteria in procurement frameworks that encourages SMEs and in developing the skills of SMEs to participate in these contracts
- The benefits associated with improved government procurement may be more abundant and fruitful than even those available to private sector companies

The above points are directly addressed by the seven initiatives discussed in this Accenture Point of View. Implementing any one of them has significant potential to reduce a government agency’s operating costs. And implementing all (or even a majority) could radically change a government organization’s cost management performance, and significantly deepen the effective working of the single market. Given the cost-reduction pressures that so many agencies are currently feeling, the time for realizing the promise of these initiatives is now.
About the author

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