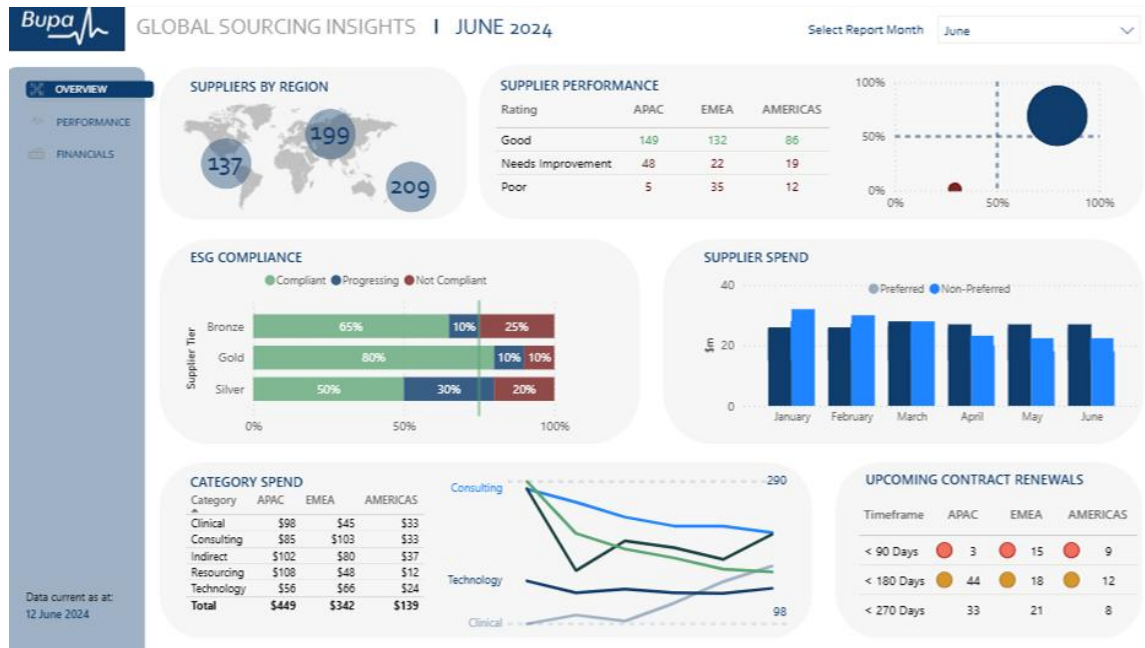




WARREN SPIER
CASE STUDY

Strategic Sourcing: Transitioning from Vendor Sprawl to Strategic Category Management



My role

As Head of Value Realisation, my objective was to eliminate unmanaged vendor sprawl and implement a rigorous, data-driven procurement and governance framework to regain control over global spend.

Skills

- Strategic Sourcing
- Vendor Governance
- Category Management
- Procurement Analytics
- Commercial Negotiation

Background

Bupa faced a lack of centralised governance over supplier engagement and operational spend. This led to vendor sprawl (over 300 vendors in the APAC region), with no category management and out-of-control spending across fragmented business units, resulting in significant financial leakage.

Actions

- **Category Strategy:** Introduced a formal categorisation and tiering model, moving from ad-hoc purchasing to a structured Preferred Supplier ecosystem.
- **Financial & Resource Intelligence:** Developed a Strategic Sourcing Dashboard by integrating financial data with workforce data, providing the first unified view of vendor ROI and density globally.
- **Standardised Commercials:** Established global rate cards and a comprehensive service catalogue with key vendors, ensuring consistent pricing and service levels.
- **Governance Framework:** Implemented a lifecycle management process for supplier engagement, from initial sourcing through to performance management and contract renewal.

Tools

- Power BI
- Oracle
- Workday
- Power Query
- DAX

Results

- **\$3.5m Annual Savings:** Dramatically reduced the number of redundant suppliers, concentrating spend with strategic partners to drive volume discounts and greater accountability.
- **100% Visibility:** Delivered comprehensive insight into global spend and resource allocation via the Strategic Sourcing Dashboard, empowering managers to be proactive about cost-containment and performance.
- **Operational Rigour:** Replaced a fragmented procurement culture with a scalable, audit-ready governance framework that standardised how Bupa engages with external partners globally.