

Setting the Standard

An Analyze Case Study

In 2022, a multinational mining conglomerate approached Analyze Consulting. Their challenge: as a rapidly growing entity with operations across five major continents, they needed to standardise sourcing and procurement practices - and fast.

“Having Analyze there to ask the right questions and offer an objective, outside perspective was challenging but crucial.”

Supply Chain Lead

The Challenge

As articulated by the client: “We needed to take our existing practices and formalise them – clearly documenting it so that every stakeholder in every region could then quickly refer back when needed, and easily understand the process, as well as their various roles and responsibilities.

We didn't just want to document our current processes though. We hoped to use this project as an opportunity to also address any misalignments, redundant steps, silos, and identify any areas for improvement.

Spread over multiple time zones, countries and cultures, our final solution needed to have a fair amount of flex built into it. At the same time, it could leave no room for undue influence or the overlapping of duties – ensuring compliance at the highest level.

Analyze's outside perspective, along with their proven tools and methodologies, allowed us to not only optimise our processes but map them out in real-time too.”

The Context



Moving Parts:

With multiple operations across every major continent, finding the time and capacity within each region and relevant department to meaningfully interrogate and overhaul current processes was both a critical and complex task to oversee.



Blurred Picture:

With no clear, centralised repository yet to refer to, many within the organisation had an idea in their minds of what standard procedures to follow. However, these ideas did not always align or translate into standard practices across the board.



Rapid Growth:

This brings with it real pressure. In the case of this rapidly expanding entity, clearly articulated processes as well as better defined roles and responsibilities were urgently needed to improve overall performance, increase efficiency and reduce redundancy.

The Analyze Solution



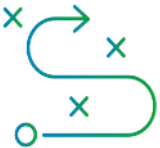
1. Comprehend the Current

We first set out to understand the current landscape – to gain a real sense of the varied sourcing, tender and contract management processes. To do this, our analysts went step-by-step through each existing process with multiple stakeholders, drilling down into granular detail. From this vantage point, we began to spot the blind spots, the missing links, and the redundancies that needed addressing.



2. Map it Out

Lengthy, procedural handbooks and manuals won't do. When it comes to genuine, widespread adoption and implementation of processes, pictures are worth a thousand words. That's why we use the best process mapping tools to visually map out processes in real-time, at the speed of conversation. Our end goal: to ensure that all stakeholders (regardless of position, education level or language) would have easy access to a visual process map that indicated what their task is, what is needed by when, and who else is involved/responsible.



3. Play it Back

Newly outlined processes were then presented to various stakeholder groups, in multiple regions. The goal of these play back sessions was not to present a finished set of guidelines, but rather, to invite feedback and thereby create maximum ownership and buy-in. This was a dynamic process, resulting in a better final product, as well as a growing sense of collaboration across the board.



4. Take it Global

Having successfully established a new gold standard for procurement and sourcing within the global supply chain function, the client was free to implement it - immediately and globally - ensuring widespread compliance, adoption and greater efficiency at the click of a button.

“Everything is now together – all in one place and easy to access - the big picture, everyone’s roles and responsibilities, right down to the most granular details and documents.”

Procurement Contracting Lead



Analyze Insights

Having successfully concluded the project, below are some of our hard-won collective insights from our team and our multinational client.

Think Again, Then Again

“Spend twice the amount of time testing assumptions as you do applying new practices.”



As an organisation matures, its processes need to do the same. While it may have historically made sense for one person or region to be the sole custodian and executor of a certain process, these processes must be ongoingly and ruthlessly re-evaluated to prevent them becoming bottlenecks.

To ensure no costly mistakes, prepare to spend twice the amount of time testing your assumptions as you do implementing new practices. Although this particular project did not require any complex tech upgrades or implementations, the work done serves as a great foundation for future solutions.



Measure Twice, Cut Once

Start Small, Think Big



Even when (especially when) planning widespread changes or needing to train a diverse range of groups on new or improved processes, start with a small group who can work together relatively quickly and plot a proposed course forward. This group should include those that carry leadership responsibility as well as those with in-depth understanding of the challenges on the ground. Plot proposed changes in pencil, not pen, anticipating further improvements as the wider band of stakeholders are invited to give their feedback.

If you want to go fast, go alone. If you want to go far, go together. While some within an organisations can adapt rapidly, most need more time. For maximum buy-in and sustainable business transformation, work with instead of against the collective cadence.



Adjust to the Speed of Trust

Choose Your Tools Wisely



After we shape our tools, they begin to shape us, or at least, the way we approach our work. Ensuring you choose the right tools is therefore absolutely essential. In this case, keeping the process and its mapping tools as simple and visual as possible proved to be a winning formula.

Outcomes

No matter the project, we aim to deliver value that's both measurable and sustainable – long after we've left.

Observable Outcomes Included:

- ✓ Optimised processes and documented standards for procurement successfully defined and clearly outlined across all five continents.
- ✓ The company is considering adopting this same approach and process mapping tools in other key areas of their business.
- ✓ The client reports that not only has the uptake of the new standards been overwhelmingly positive, but other less obvious benefits include: a better onboarding experience for new staff, a sense of staff feeling more supported, and greater alignment between departments (less silos, less duplication and less gaps).
- ✓ Other benefits noted: less bottlenecks and more personal agency thanks to the centralised, user-friendly repository of process information. All staff can now refer and go back to the process map whenever needed.
- ✓ With a clear governance structure now in place for sourcing and procurement, there was an immediate sense of greater accountability, along with a more transparent auditing process that further mitigates the risk of non-compliance.

“Being able to show our clearly articulated governance structures and process maps immediately lends credibility to our division. It’s been a real asset to our company, and a key building block as we continue to grow.”

Supply Chain Lead

Looking to meaningfully shift behaviour, optimise business processes, or streamline your tech? **Look no further.**



www.analyze.co.za



info@analyze.co.za



+ 27 (0)21 4475696

