



THE DAY TACTICAL SOURCING STOPPED BEING TACTICAL

Abstract

Ananya Mehta, Head of Indirect Procurement & Vendor Management at a leading financial services firm, was overseeing a sourcing setup that moved fast, but not always consistently. Tactical sourcing ran through email chains and spreadsheets across regions, creating uneven cycle times, limited visibility, and rising audit pressure. When business teams began bypassing controls for speed, Ananya knew this wasn't a 'try-harder' problem. She engaged Infosys BPM to reset how everyday sourcing worked—bringing consistency and governance without slowing the business down.



A quiet mess behind the quick wins

For years, Ananya had pushed for one simple principle: procurement should help the business move. And on most days, it did. Regional teams handled tactical sourcing locally, leaning on familiar suppliers and quick back-and-forth over email. The work got done, stakeholders got what they needed, and the system looked fine—on the surface.

But as volumes grew, small inefficiencies

started piling up. Similar requests took very different amounts of time depending on the region. Approvals and evidence lived in inboxes, so visibility into what was in flight was patchy at best. Supplier lists expanded quietly, and overlaps across geographies were hard to spot until they became expensive.

Audit reviews made the risks harder to ignore. Observations weren't about

isolated misses; they pointed to inconsistency—different documentation, different checkpoints, different outcomes. And when timelines were tight, business teams began stepping around procurement to 'get it done faster.' For Ananya, that was the moment it stopped being an operations irritant and became a structural problem: speed without control wasn't agility.

A reset built for real work

Ananya had worked with Infosys BPM earlier on a limited pilot—tactical RFQ support and reporting. It had been small, but steady. So when she decided to rethink tactical sourcing more broadly, she called Rohan Iyer, Engagement Lead at Infosys BPM,

and asked a simple question: how do we make this work the same way everywhere, without slowing people down? Rohan and his team started by mapping how sourcing actually moved across regions. The issue wasn't capability; it

was fragmentation. So they began with definition: a global service catalog for tactical sourcing, clarifying what would be handled centrally, what would remain local, and which approvals and checkpoints were non-negotiable.

Approach Summary



-  Established a global tactical sourcing service catalog and standard operating model
-  Introduced a single intake and triage mechanism with fast-track and risk-sensitive lanes
-  Standardized RFQ-to-award execution using category playbooks and disciplined sourcing steps
-  Embedded third-party risk, compliance, contracting, and renewals checkpoints into workflows
-  Enabled dashboards and a governance cadence to track performance and drive continuous improvement

Next came a single intake and triage layer. Requests flowed through one entry point and were quickly routed into fast-track lanes for straightforward work or risk-sensitive lanes for requests that needed tighter scrutiny. With demand organized, Infosys BPM helped standardize execution through an RFQ-to-award factory model. Category playbooks brought consistency to supplier shortlisting, RFQ runs,

evaluation, and negotiation discipline, while still allowing for genuine regional nuance. Risk and compliance were built into the flow rather than chased at the end. Third-party risk checks, contracting steps, renewals governance, and approval gates were embedded, so audit-ready documentation was created as part of the work. Predictable concerns surfaced—loss

of regional control and data confidentiality among them—and were addressed with a clear RACI, tight access controls, and a phased rollout that proved value before scaling.

A steadier rhythm and fewer surprises

The impact showed up first in the everyday. Requests moved with more predictability, and stakeholders no longer had to chase

updates across long email threads. Cycle times improved, but just as importantly,

they became consistent—making planning easier across regions.

Key benefits



Reduced cycle time by 30–60% through predictable, SLA-driven execution



Improved compliance to over 95–100% with fully audit-ready documentation



Delivered 5–12% savings along with 6–11% leakage recovery and 30–40% uplift through strategic sourcing



Increased productivity by 40–70% with around 50% of transactions becoming touchless



Enhanced stakeholder experience by reducing queries and escalations by 80–90%, enabling faster turnaround and fewer disruptions



Audit readiness improved in a straightforward way. With approvals gated and documentation captured along the way, reviews became less about hunting for evidence and more about validating it. On the commercial side, better visibility helped reduce supplier sprawl and strengthen negotiation outcomes, limiting

savings leakage over time. The model also handled higher volumes without adding headcount, because work was structured, triaged, and executed with clear roles.

For Ananya, the biggest change was stability. Procurement began to feel dependable again—fast when it could

be fast, controlled when it needed to be controlled. As the model scaled across regions and categories, she earned executive recognition and expanded her mandate as Director – Global Procurement Operations & Vendor Governance.

**Names have been altered to preserve the identities of the people involved.*

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