

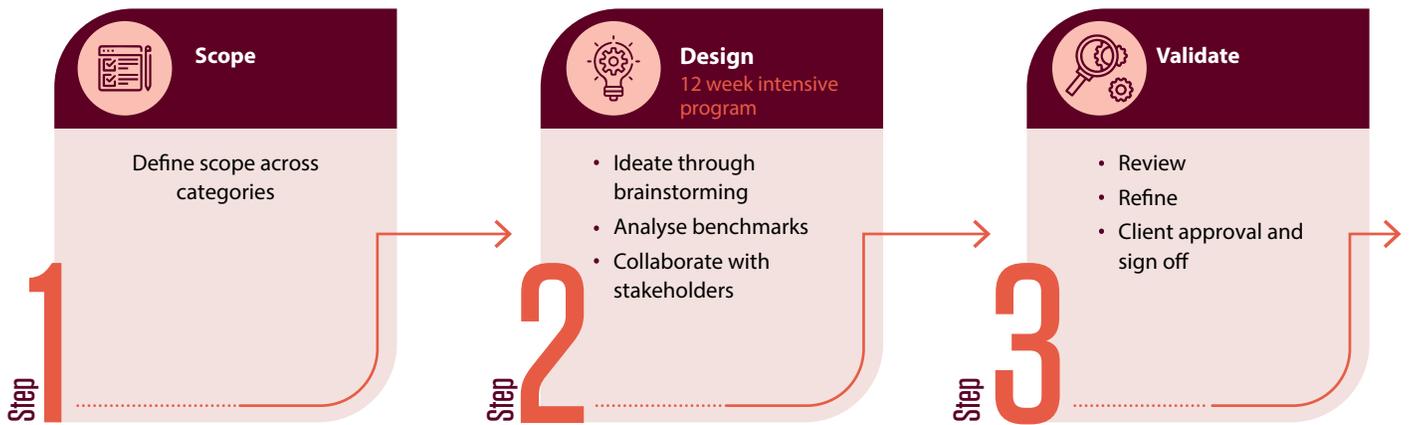


GAINING CLARITY THROUGH CATEGORY MANAGEMENT

Abstract

Infosys Portland helped a large telecommunications organisation identify \$285 to \$450 Mn of potential annual benefits through a refresh of 23 category management plans on an addressable spend of \$4.8Bn

Infosys Portland's client is a leading multinational telecommunications and technology firm. It has revenues of over \$20 Bn, an international presence spanning over 20 countries and employs more than 27,000 people.



Seeding disruption

The client wanted to disrupt the 'business as usual' rhythm of its procurement function through bringing in transformation and embedding a new way of working. To achieve this, they collaborated with Infosys Portland in previous execution waves. The outcome of these early efforts was the

dimensioning of category strategies aligned to stakeholder's objectives that delivered significant value.

To drive the transformation forward, the client engaged Infosys Portland to implement the roll-out of a category management model across 40 categories

over a two-and-a-half-year period. The first phase of implementation would involve scoping the new financial year bottom-up benefits plan based on addressable spend of \$4.8 Bn across 23 in-scope categories.

Collaborating for success

To address the client's implementation challenges, Infosys Portland proposed and conducted a refresh program to address annual category plans, over an intensive 12-week timeframe. This would involve brainstorming and scoping of new initiatives for business units' approval and execution.

During the program, the team involved multiple stakeholders across the various business units to carry out discussions on the issues involved, including developing and providing visibility of a bottom-up approach to benefits, and scoping them by category. Several of the brainstorming

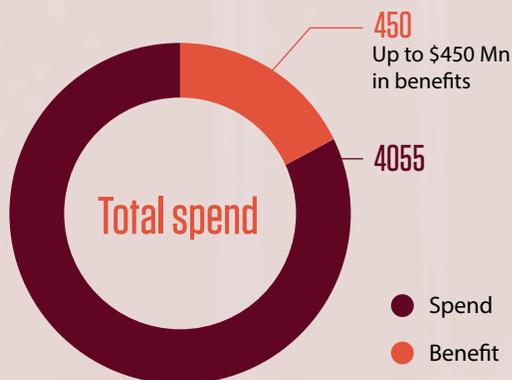
sessions revolved around mechanisms to enable more than 5% benefits in the coming financial year. The team also brought in ideas to develop the people, tools and processes needed to facilitate information gathering and to create thought leadership around the category initiatives.

Supporting savings projections

The refresh program succeeded in establishing the category management initiatives work program and in defining the resourcing requirements for execution. The annual projected benefits of 6 – 9% amounting to \$285 to \$450 Mn was supported by an implementation road map that was developed and agreed-on by all the stakeholder business units.

Further, the knowledge transfer from the Infosys Portland team members through all the activities conducted during the program helped continue the development of the organisation's category management skills.

Annualised client savings



Numbers quoted are in millions

About Infosys Portland

Infosys Portland is a subsidiary of Infosys BPM Ltd., a part of Infosys Ltd. Its mission is to improve the efficiency and effectiveness of its clients' procurement and supply chain activities. We achieve this by providing thought leadership, specialist subject matter expertise, a global delivery model, and best-in-class technology solutions. By increasing the value delivered and improving the of procurement and supply chain operations, our clients are able to achieve more for less.



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