

Case Study

Who We Worked With

One of the largest universities in the UK with international campuses and a global reputation for excellence.

The Situation

An over-reliance on time-consuming manual processes and an outdated operating model were impacting on the procurement team's ability to use their full expertise. Working remotely due to the global pandemic made manual processes even more problematic. Changes to the make-up of the team provided an opportunity to review how they could add greater value to their institution.

What Happened

The University approached SUMS Consulting, a sister division of SUPC and part of the SUMS group for support in making process efficiencies. Consultant Graeme Sloan carried out a review of current activities, tools and systems. He discovered that the traditional procurement operating model in use meant that team members were firefighting and unable to proactively add value. As well as taking up a lot of time, the manual processes often led to missed steps and/or duplicate information and effort.

Graeme provided the Head of Finance with a series of recommendations to digitise



processes into existing systems, to improve the organisational design for procurement and to update tendering and contract-management systems. These suggestions were provided in the format of quick wins and a longer-term roadmap to assist with implementation.

The Difference it Made

Automating the manual processes will significantly reduce the number of hours taken, with an estimated annual saving of approximately 400 person hours. This will benefit the back-office functions of procurement and finance, as

well as the end users whose form-filling activities will be more efficiently and compliantly managed. There will also be an associated financial cost-saving.

The improvements to the organisational design and working practices will support a move to a more strategic procurement function, contributing to the University's wider goals. This will also provide more enriching roles for individual team members, where they are able to fully use their procurement expertise.

‘Time and again our members tell us how invaluable it is to have an objective review carried out by someone who really understands the world of HE procurement. In this case our consultant made recommendations that clearly demonstrated the strategic benefit to the University of making changes. He also provided a tactical roadmap to assist the team in taking the work forward themselves.’

BERNARDE HYDE, CEO, SUMS GROUP

Objective Insight – Target Operating Model Review

For More Information

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