

EXECUTIVE SUMMARY

This project aimed to streamline the Spend Analysis process by addressing the factors that impacted its cycle time. The process was managed by the Strategic Sourcing division in Ooredoo Group. The project problem explained via two types of data: the cycle-time of the Spend Analysis process and the quality of the analysis reports from the last three quarters in 2019. In addition, the existence of the project problem further substantiated with the key individuals' opinions that were captured during the interviews. Based on the collected data, the current process cycle-time exceeded more than 90 percent of the process deadline. The average quality of the report is below 76 percent, which is lower than the standard and expectation.

The importance of the project implementation was justified by one of the major impacts of the current problem, which is the lack of visibility on the overall company spend. It's one of the critical factors that drove the performance of the team in 2019, which was substantiated by two indicators, viz. (i) the team was unable to achieve the desired saving target. OGSS was able to achieve only 61 percent of its saving target from Q1 to Q3 of 2019, which led to loose QAR 110 million due to the lack of visibility on Spend categories in time. (ii) The current process consumed 50 percent additional time of the team members as they don't have the right tool to monitor the company's procurement activities, which limited the team to focus on other sourcing activities that help to reduce the company cost of operation.

The project problem was studied via a scientific problem analysis technique so-called, Cause and Effect analysis, along with the field observation and interaction with the key individuals in the analysis team. The causes of the problem identified under the three main categories during the problem analysis, viz. Technology management, Data management, and People's skills management. Each of the sub-causes and root causes of these categories further supported by the theoretical studies, which helped to justify and understand the problem from a theoretical point of view. Also, the respective theories were used to develop solutions to the problem.

The prime objective of the project was to propose a project implementation plan to reduce the overall process time of Spend Analysis by addressing the hurdles in the process. The

main objective was supported by the three sub-objectives from the project components. To achieve the component's objectives, the following solutions were developed: implementation of ERP systems integration, introducing spend analysis software, and providing analytical competency development training. Resources were allocated to each component as per the planned activities to implement the solutions. Such resources were: Cloud platform license, Subject matter expert to manage the integration and system configuration process, subscription of data management analytical software, and analytical training package to develop analytical competencies. The expected output of the overall project implementation was a reduction of 86 percent process time of the current spend analysis. The anticipated outcomes of these outputs were: the ability to visualize actionable spend categories at the given time and capable of implementing appropriate sourcing strategies to improve the business performance, consistency in the data extraction process and able to accomplish the process in time, the readiness of structured spend data, which can provide multi-dimensional insights on the company expenditure, comprehensive spend visibility, capability to execute the SA processes without errors, and make strategic sourcing decision by leveraging the insights derived from the SA exercise.

The estimated cost for the allocated resources was USD 242K. The project implementation period was estimated for 24 weeks. However, they could vary if the solution implementation plan changes. In such a case, the expected output of the project implementation cannot be achieved. Therefore, it was recommended to ensure the following critical aspects of the solution implementation plan to achieve their objectives effectively, viz. (i) obtain management approval and required fund to implement solutions in time, (ii) selecting the right SME who got a handful of experience in system integration and SA process digitalization, (iii) setting up a Cloud platform, (iv) choosing an analytical software that allows uploading existing historical spend data manually and capable of merging, and structuring such data automatically, and (v) delivering the training digitally and attending the summits physically. These aspects are capable of driving the project in the right direction as well as in the wrong direction.