



MIDDLE EAST
SUPPLY MANAGEMENT
AWARDS 2018

WINNERS BOOK

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Dubai

Leading global excellence in
procurement and supply

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CONGRATULATIONS

It is my pleasure as Chair of Judges to welcome you and offer my sincere congratulations. As winners and shortlisted candidates you have demonstrated excellence in procurement and supply management.

The only certainty in business today is uncertainty. So it is refreshing to see in the entries the agility of procurement professionals and how you are adapting to remain relevant to your businesses. It's encouraging to see procurement teams honing behavioural skills, thinking business first, function second, influencing stakeholders and working cross functionally. I believe emotional intelligence is a key trait that will help to elevate procurement to the boardroom.

It is ever-more essential to sometimes stop and reflect on what you and your colleagues have achieved and tell the world! Celebrating is not an indulgence - it is essential to help understand - and replicate - success, and to gain the ear of your stakeholders. We'll shout out about your success, but don't forget to do it yourself too.

I am honoured to be part of your celebrations and I look forward to meeting many of you.

Cath Hill, Group Director, CIPS

THE JUDGING PANEL



CHAIR OF JUDGES

Cath Hill
Group Director, CIPS



Adel Al Attar
Strategic Procurement
Manager,
Emirates Steel



Anisa Al Bloushi
Procurement and Supply
Chain Manager, Sheikh
Khalifa Medical City



Saeed Khalfan Al Zaabi
Acting Chief Support
Services Officer
Abu Dhabi Airports



Sascha Claude Bender
Head of Procurement,
Majid Al Futtaim -
Shopping Malls



Christopher Bentley
Head of Procurement,
Das Holding



Lalit Dhamija
Executive Chairman,
CIPS UAE Branch
Committees



Kieran Dowd
Vice President -
Procurement,
Emirates Flight Catering



Louise Mitchell
Procurement Director,
PepsiCo



Maryam Monjazi
Member,
CIPS MENA Fellows
Committee



Abdul Rasid Stapic
Procurement Consultant,
Saudi Aramco



Suhail Zulqarnain
Manager, Procurement
Centre of Excellence,
Tasnee

OVERALL WINNER



Most Improved Procurement Operation – Step Change **WINNER: Emirates Flight Catering**

In 2015, faced with slowing growth and rising costs, Emirates Flight Catering identified that a major change in approach was required in order to elicit greater value from its annual spend of AED1.3 billion. A new head of department was hired to transform purchasing from a backwater concerned with ‘postboxing’ requests and rubberstamping purchase orders to a strategic, value-adding procurement department.

The resulting transformation is a lesson in best practice and it is for this reason the team won the category Most Improved Procurement Operation – Step Change, which then went on to scoop the overall award for 2018.

Within 60 days the new head had identified eight priorities and modelled them into a simple Procurement Compass with four points: people;

governance; positioning; and technology. This provided the team with a point of continuity for the change and enabled a common message and language for regular reporting. The aim was to train and hire the right people, ensure consistent correct behaviour, position the team as recognised experts in sourcing solutions and ensure efficient and effective delivery through technology.

The company, which supplies around 200,000 meals a day, took a comprehensive approach to the 24-month transformation, examining every element to see where it could help deliver and embed the change programme. More than 70% of department employees were new, so it introduced an open plan working environment to encourage collaborative working and ran

OVERALL WINNER

reciprocal lunch-and-learn sessions with stakeholders to provide better understanding of the new department's mission and to hear about business challenges in return. A technology-based purchase-to-pay process was implemented and an innovation portal established to crowdsource ideas.

The team put best practice at the heart of each improvement, so much so that the knowledge leadership role it has now carved out has resulted in Emirates Airline and Dubai National Air Transport Association seeking its expertise on a number of matters.

This has helped create a strong trust in

procurement throughout the business. Efficiency has improved by 85%, assurance of supply issues has reduced by 60% and non-contracted spend has reduced by 74%.

This impressive transformation from a tick-box department to an added-value procurement team has been a tremendous success for the business overall. The team has delivered AED85 million in hard savings to the business, providing greater profitability and supporting the development of new facilities, thus enabling the company to continue to play its vital role in helping growth at the Emirates Group of Companies.

Judges comments: **“Brilliant submission following the guidelines with great supporting documentation. A detailed plan that enhanced the procurement to a new level. Great job by the team.”**

FINALISTS: Abu Dhabi Global Markets • Al Ain Farms for Livestock Production • Atlantis The Palm • Abu Dhabi Department of Culture and Tourism • Dubai Health Authority • Easa Saleh Al Gurg Group • Emaar • United Real Estate

Best Process Improvement Initiative WINNER: Emirates Flight Catering

As part of its major transformation of procurement, Emirates Flight Catering identified that the purchase-to-pay (P2P) process was one area of weakness. Transactional activities were time intensive and costly, relationship and service levels needed to improve, and it was clear savings could be found and the influence and value of procurement increased in the business by

Judges comments: **“A great success story very professionally presented and executed, with lots of appreciation from stakeholders and peers.”**

implementing a best-in-class P2P solution. After demonstrating what CEO Saeed Mohammed describes as a ‘compelling’ business case, the team ran a series of metrics workshops to agree what success would look like. A detailed evaluation of vendors resulted in Coupa being appointed technology partner. The plan was executed within 13 weeks, going live on time and budget. In six months, average requisition-to-order cycle time had improved 88%, invoice processing 64% and customer complaints reduced by 43%, while procurement has reduced its operating cost by 3.7%.

FINALISTS: Abu Dhabi Airports • ADNOC • Abu Dhabi Department of Culture and Tourism • Dubai Health Authority • Emaar • GWC • TECOM • Turkcell - May the force be with you • Turkcell - Power comes from unity

WINNER

Most Innovative Use of Technology

WINNER: Abu Dhabi Airports Company

With the construction of the AED10.8 billion Midfield Terminal Complex, Abu Dhabi Airports Company (ADAC) Material Management & Logistics Department now manages 60,000 capital spares materials on top of the 45,000 inventory items it already controlled. To do this effectively, it worked with existing ERP supplier Oracle to implement a paper-free, mobile solution in its warehouse that can seamlessly process multiple transactions through a hand-held device in real time.

Judges comments: **“I love this submission. It’s best practice through and through. It’s screaming innovation. It’s new and absolutely demonstrating value add from digitalisation.”**

FINALISTS: ADNOC • Dubai Health Authority • Rak Ceramics • REPDO • Sabic • TECOM



More than 110,000 material line transactions are recorded annually in the warehouse ERP system. Transactions are now completed five times faster than on conventional desktop transactions, and stock counting time has reduced from three days to within one-and-a-half days – saving more than 50% on time and manpower. ADAC has also seen higher inventory accuracy as well as zero data and transactions errors, less operator fatigue, and a 25% increase in customer satisfaction levels. An added bonus is a saving of more than 80% on paper.

Best Contribution to the Reputation of the Profession

WINNER: Abu Dhabi Department of Culture and Tourism

Department of Culture and Tourism (DCT) plays a critical role in building Abu Dhabi’s non-oil economy and many of the services, expertise and materials it requires are unavailable in local markets. Thus, procurement is at the centre of its value chain and critical to project and operational success. With ambitious targets, including influencing the

Judges comments: **“An excellent submission, with clear objectives, planned and executed to achieve organisational benefits and raise the reputation of the profession.”**

FINALIST: Hariharan Laxminarayan



government, the department encourages professional development and role models leadership. Director Waleed Al Saeedi, a member of the Abu Dhabi Department of Finance steering committee is establishing the Government Procurement Office, the first of its kind in the Middle East, and is the only department in DCT to seek professional certification for its team members. It is a strong advocate of technology and ethical procurement and looks for opportunities to participate in project management beyond the traditional scope of procurement, making it unique among Abu Dhabi Government entities.

WINNER

Best Contribution to Corporate Responsibility

WINNER: Turkcell – Green Procurement

Telecoms giant Turkcell is well aware of the impact its base stations, data centres, waste and buildings have on the environment. Determined to play its part in the fight against climate change, it has put the environment centrepiece in its supply chain strategy, taking a three-pronged approach: green procurement; logistics; and material management.

The company's comprehensive strategy wowed the

Judges comments: "The green supply chain, with procurement, logistics and materials management, is a great approach, with procurement enabling and demonstrating a range of hard financial and soft benefits."

FINALISTS: ADNOC Onshore • Abu Dhabi Department of Culture and Tourism • Emirates Nuclear Energy • Majid Al Futtain Properties • TECOM - TECOM Labour Day • TECOM - Solar power at D3 • Turkcell - Employment in rural Turkey



judges. Its activities include digitising magazines to save 5,000 trees and installing sensors and meters in Turkey's 'smart city' Gaziantep to save water and track levels of CO2. It also added \$3 million extra income from the second-hand sale of waste and upskilled municipal employees to increase their environmental awareness and competency. The first Turkish telecom company to obtain ISO 14064 certification, its strategy has produced a \$10 million and 75m kWh saving and prevented 53 k tonnes of CO2 greenhouse gas emissions every year.

Most Improved Procurement Operation – Start Up

WINNER: Samvardhana Motherson Group

Three years ago the US\$9.1 billion turnover automotive components company Samvardhana Motherson Group was procuring locally, thus missing out on the value it could achieve through consolidating purchasing through its six group companies covering more than 37 countries and 240 operating plants. With rapid growth, it needed a standardised, agile, customer-centric

Judges comments: "An extremely impressive global procurement transformation initiative that used innovative ideas, applied many best practices and resulted in significant benefits for the organisation."



procurement function that could enhance profitability. GSP, its global function, was born and so began a comprehensive transformation into a value-adding department underpinned by best practice. A step-by-step process elicited early wins and gave internal credibility, and an innovative, category-based approach bedded in. With digital and sustainable initiatives supporting the transformation, procurement is now a transparent, trusted business partner focused on continuous improvement, delivering double digit million Euro savings and driving incremental value.

FINALISTS: Al Ain Farms for Livestock Production • British Council • Emaar • Emirates Global Aluminium (EGA) • United Real Estate

WINNER

Best Supplier Relationship Management

WINNER: TECOM

Both TECOM and its partner Beroe have benefited from strategic collaboration designed to transform TECOM's supplier relationship management strategy, adding value and ensuring supplier alignment with its vision and mission and meeting parameters around innovation, cost, quality and supply assurance.

As one of the first to conduct a KPI analysis to measure supplier performance across multiple categories in the Middle East region, Beroe conducted



Judges comments: **“Good to see both TECOM and Beroe have benefited. Good testimonials, clearly demonstrating the objectives and methodology for establishing KPIs.”**

FINALISTS: Abu Dhabi Department of Culture and Tourism • Emirates Flight Catering • General Motors

detailed market analysis and developed a tool to help TECOM continuously track KPIs and SLAs. The partnership has enabled the US-based firm to increase its expertise, knowledge and strengthen its base in the Middle East.

TECOM has saved AED5.1 million in contracts performance tracking, reduced its sourcing cycle from 50 to 32 days, and seen a 20% uplift in internal customer satisfaction scores.

Best Public Procurement Project

WINNER: Renewable Energy Project

Development Office

Saudi Arabia's National Renewable Energy Program (NREP) comprises a series of independent projects tendered globally with the aim of substantially increasing the share of renewable energy in the Kingdom's total energy mix. In line with the World Bank's Procurement Framework, one of NREP's core principles is procurement process clarity and transparency.



Judges comments: **“An outstanding effort to develop a new procurement platform for an important sector of the economy and an innovation in their industry.”**

REPDO conceptualised, commissioned and developed a fully web-based procurement process, establishing not only Saudi Arabia's first government-run eProcurement portal (ePP), but the world's first international ePP for utility-scale renewable energy tenders. It built the portal in just two months, with an emphasis on an intuitive interface, security, timely information and efficiency.

Less than a year later, there were 1,200 registered users on the portal. In addition, REPDO paired the ePP with webinars to foster transparency and communication with the renewable energy community. This was used to announce the results of the NREP's first bidding process.

FINALISTS: Abu Dhabi Department of Culture and Tourism • Dubai Health Authority

WINNER

Best People Development Initiative

WINNER: Abu Dhabi Airports Company

A successful procurement function drives efficiency, so ensuring its 69 strong procurement team was well trained was a no-brainer for ADAC. But with the building of Abu Dhabi's largest airport, the Midfield Terminal Complex, developing employees' talents and competencies was thrown into even sharper focus. ADAC Procurement has adopted a number of initiatives, from a quarterly Procurement Champion competition to improve the overall productivity of



the team by tying key performance indicators to individual recognition, to CSR activities to engage staff. Perhaps of greatest note is its 'Speak Up' initiative, aimed at reducing work-related stress, giving employees a voice and facilitating the transfer of knowledge. Employees are assigned 10-15 minutes to present a topic of their choice. Not only has this resulted in increased staff confidence but it has fostered greater interaction and more openness to sharing ideas with suppliers and clients.

Judges comments: "Well identified internal and external initiatives and programmes to improve the overall productivity of the procurement department. Great work."

FINALISTS: ADNOC • Abu Dhabi Department of Culture and Tourism

Best Cross-Functional Teamwork Project

WINNER: Majid Al Futtaim Properties

With a portfolio of retail outlets, hotels, shopping malls and entertainment properties across 15 countries, the process of consolidating hitherto different media buying models across all business units and regions was never going to be an easy task. But by building the right cross-functional team, Majid Al Futtaim Properties successfully appointed a sole agency.

The team had representatives from every business unit – such as marketing, corporate branding, risk



and control, finance and legal – ensuring expectations were managed and a robust understanding of requirements, objectives and frameworks was built. A thorough process of information transfer, knowledge sharing and alignment was followed, including international benchmarking, interviews with key clients and setting standardising specifications for offline and digital media.

The strategy has achieved impressive results, including a total first year saving of 12%, the introduction of a performance-based remuneration structure and improved service levels.

Judges comments: "A complex, well executed project with excellent cross functional collaboration and significant organisational benefits."

FINALISTS: Abu Dhabi Airports Company • Abu Dhabi Department of Culture and Tourism • Emirates Flight Catering • Emirates Global Aluminium (EGA) • General Motors • Turkcell - Sales Ambassador • Turkcell - 10 Months, 7 days, 1,400 stores

WINNER

Best Procurement Consultancy Project

WINNER: KPMG

Existing systems at Abu Dhabi National Oil Company (ADNOC) were outdated, weakly categorised, inefficient and carried a real risk of engaging vendors with low performance or who were not financially or operationally capable of completing the project. Taking a collaborative strategy with ADNOC and using procurement and financial experts globally, KPMG took a four-phased approach to the challenges: developing a unique, customised vendor classification framework; analysing data and information for 700 vendors;

Judges comments: **“A well-structured and executed project that was succinctly presented through the submission with clear supporting information.”**

FINALISTS: Efficio • Turkcell

Best International Procurement Project

WINNER: Samvardhana Motherson Group

Sometimes it's a simple strategy that delivers the best results and at the global Samvardhana Motherson Group this is precisely the case. The group supplies the global automotive industry through 240 facilities and 24 design centres in more than 37 countries, yet one of its key strategic spend categories, injection mould machinery, was sourced by individual companies within the group. By centralising this spend, the group has improved transparency, control and cost reductions. Data has been key, with an online data collection

Judges comments: **“Very clear objectives that demonstrate long term value. Outstanding effort, planning and execution on a global scale.”**

FINALISTS: Abu Dhabi Department of Culture and Tourism • General Motors • REPDO



classifying and ranking each vendor; and creating a performance development plan for each vendor. The result is that ADNOC procurement is now heavily relationship focused. The creation of a communications platform for ongoing feedback on contractor performance and portfolio position enables it to be fully engaged with the contractors. The company has increased profitability because of the continuous visibility of contractor performance, shortening the tendering cycle time by 20% as only the right firms are invited to bid.



template distributed globally to gather information to build the strategy, along with a presentation detailing the purpose and vision.

Hurdles included various languages, cultures and ERP systems, but procurement achieved 100% buy-in and commitment from the individual teams. The results include an 11% reduction in machine cost. In fact, the project was so successful, it is now the template for other global spend categories.

WINNER

CIPS Procurement and Supply Professional of the Year

WINNER: Waleed Al Saeedi,
Abu Dhabi Department of Culture and Tourism

How easy is it to deliver works of art to a museum? Just ask Waleed Al Saeedi. Responsible for an annual spend of AED1.5 billion, in 2017 he led the procurement of more than 3,500 items and service contracts for the opening of the Louvre Abu Dhabi, plus the logistics to deliver world-renowned artworks. Since taking

Judges comments: "An exemplary procurement leader who has contributed in various capacities to CIPS and the profession. Has been exceptional in people development and his contribution shows commitment and ambition."

FINALISTS: Aymen Elamin, PetroChina Halfaya • Ibrahim Alhashmi, Emaar • Jonathan Tungu, TECOM



his role in 2013, he has led a five-year procurement transformation. In the past year he introduced the mentoring CIPS Corporate Programme and secondments of procurement personnel within and outside DCT. He joined the steering committee of the government initiative to transform procurement law, standards and systems, and has ensured DCT will be one of six entities to pilot the system.

CIPS Young Procurement and Supply Professional of the Year

WINNER: Hamad Husain Al Marzooqi,
Abu Dhabi Department of Culture and Tourism

Hamad Husain Al Marzooqi has only been at Abu Dhabi's Department of Culture and Tourism since 2014 yet has received two promotions. Since joining the Special Projects Unit as a tendering specialist in 2016, he has been responsible for some AED73 million in spend

Judges comments: "A motivated, hardworking and ambitious young talent, he has shown an ability to grow with each challenge. It is great to see him bring his experience to others."

FINALIST: Elena-Cristina Stoica, General Motors



and saved about AED15 million on cost estimates. Critical, high-risk, high-value projects he has worked on include the Louvre data centre, where he helped save AED7 million, and awarding a works contract for the Children's Museum. He has also helped the UAE Jiu Jitsu Federation develop policies and best practices, promoting the profession. According to DCT, his rapid rise are testimony to his empathy, ability to work under pressure, exceed expectations and find solutions.

PAST WINNERS

CATEGORY	2014	2015	2016	2017
Best Contribution to Corporate Responsibility	Worley Parsons	TNT Express UAE	National Bank of Abu Dhabi	King Abdullah University of Science and Technology
Best Contribution to the Reputation of the Profession	N/A	N/A	N/A	Ethiad Airways
Most Innovative Use of Technology	N/A	N/A	N/A	Abu Dhabi Airports
Best Cross-Functional Teamwork Project	King Abdullah University of Science and Technology	Jumeirah International	The Petroleum Institute	Emaar Properties
Best People Development Initiative	Qatar Petroleum	Ethiad Airways	Emirates National Oil Company	TECOM Group
Best Supplier Relationship Management	King Abdullah University of Science and Technology	Transguard Group	Emirates National Oil Company	Abu Dhabi Airports
Best Supplier Development Initiative	N/A	Dragon Oil Holding LLC	Emirates Airlines	N/A
Most Improved Procurement Operation – Start Up	Majid Al Futtaim Properties	FGB (First Gulf Bank)	Bureau Expo Dubai 2020	OSN
Most Improved Procurement Operation – Step Change	King Abdullah University of Science and Technology	Dubai Municipality	Atlantis The Palm	Majid Al Futtaim Properties, Shopping Malls
Best Process Improvement Initiative	N/A	N/A	N/A	National Bank of Abu Dhabi
Best International Procurement Project	N/A	N/A	Ethiad Airways	Ethiad Airways
Procurement Team of the Year	Abu Dhabi Commercial Bank	Atlantis, The Palm, Dubai	Abu Dhabi Airports Company	N/A
CIPS Procurement and Supply Professional of the Year	Richard Reynolds	Hariharan Laxminarayan, Emirates Global Aluminium Company	Hala Al Suwaidi, The Petroleum Institute	Saeed Khalfan Al Zaabi, Abu Dhabi Airports Company
CIPS Young Procurement and Supply Professional of the Year	Faisal Saleem, Masdar	Mohammed Zakir, The Petroleum Institute	Abdul Aziz Abdul Mujeb, Aldar Properties	Anisa Abdulrahman Al Bloushi, Emirates National Oil Company
Overall Winner	King Abdullah University of Science and Technology	Ethiad Airways	Emirates National Oil Company	Ethiad Airways