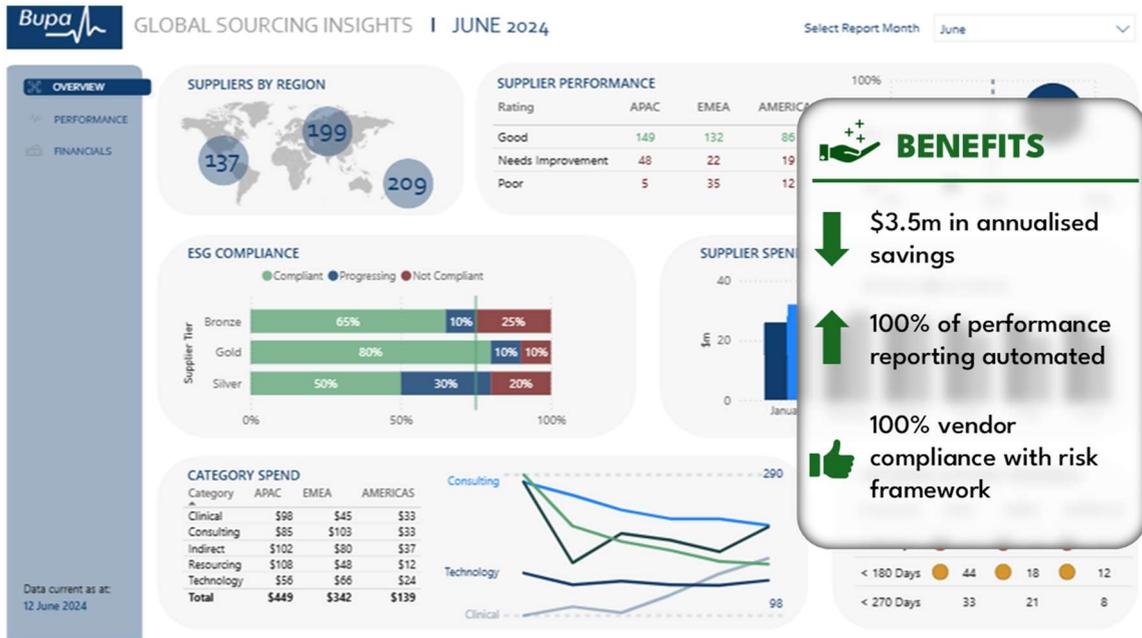




**WARREN SPIER**  
**CASE STUDY**

# Strategic Sourcing: Transitioning from Vendor Sprawl to Strategic Category Management



## Solution Overview

Consolidated a fragmented vendor ecosystem into a centralised strategic sourcing framework, leveraging Power BI to synthesise financial and workforce data, delivering **\$3.5M in annual savings** and 100% global spend visibility.

## My role

My objective was to eliminate unmanaged vendor sprawl and implement a rigorous, data-driven procurement and governance framework to regain control over global spend.

## Background

Bupa suffered from significant financial leakage due to uncontrolled vendor sprawl, with over 300 unmanaged suppliers in the APAC region alone. Lacking a centralised governance framework, the organisation had no visibility into category spend, resulting in missed volume discounts, inconsistent commercial terms, and an inability to track vendor ROI across global business units.

## Actions

- **Category Strategy:** Introduced a formal categorisation and tiering model, moving from ad-hoc purchasing to a structured Preferred Supplier ecosystem.
- **Financial & Resource Intelligence:** To transition to strategic category management, I engineered a Global Sourcing Insights Power BI solution. I built data pipelines to ingest General Ledger (GL) spend data and blend it with organisational hierarchy and contingent worker data from Workday.

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## Skills

- Strategic Sourcing
- Vendor Governance
- Category Management
- Procurement Analytics
- Commercial Negotiation

## Tools

- Power BI
- Oracle
- Workday
- Power Query
- DAX

- Using Power Query, I standardised vendor master data across regions to resolve duplicate entries (e.g., merging 'Bupa APAC' and 'Bupa UK' vendor records). I then utilised DAX to model complex KPIs such as 'Spend per Headcount' and 'Vendor Density,' creating a dynamic Power BI dashboard that allowed leadership to audit supplier performance against new global rate cards and ESG compliance targets.
- Standardised Commercials: Established global rate cards and a comprehensive service catalogue with key vendors, ensuring consistent pricing and service levels.
- Governance Framework: Implemented a lifecycle management process for supplier engagement, from initial sourcing through to performance management and contract renewal.

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## Results

- **\$3.5m Annual Savings:** Dramatically reduced the number of redundant suppliers, concentrating spend with strategic partners to drive volume discounts and greater accountability.
- **100% Visibility:** Delivered comprehensive insight into global spend and resource allocation via the Strategic Sourcing Dashboard, empowering managers to be proactive about cost-containment and performance.
- **Operational Rigour:** Replaced a fragmented procurement culture with a scalable, audit-ready governance framework that standardised how Bupa engages with external partners globally.