



G Cloud 14

Service definition document

7TH May 2024

www.exceeding.co.uk

Who we are.

eXceeding was founded on the principle of providing impartial, best practice procurement advice to all types of organisations, in order to help them achieve the best services and solutions for their needs.

Established back in 2011 from a home office in rural Cambridgeshire, eXceeding has grown to become a national and sometimes international network of procurement experts, with a wide range of category and sector knowledge, across both public and private sector procurement.

At eXceeding our goal is to help organisations deliver greater value from their procurement functions, through more effective, best practice procurement.

We are a procurement consultancy, providing tactical and strategic consultancy to our clients. Our best practice procurement advice enables our clients to improve processes, increase efficiency, save time and reduce costs across their procurement function.

We might also second an interim to work within our clients organisations for a period, or even recruit an insourced resource to fill a specific skills gap. Whatever the specific requirements we offer expert category knowledge, current market insight and impartial expert advice.



Our people.

Our people are what makes us different, and we employ some of the best in the business.

The value of seeking advice from an eXceeding procurement consultant?

With hundreds of years of combined experience running procurement projects for big multinational organisations, within the “big four” consultancies or for some of the most prestigious public sector organisation, our people are what makes us different.

Our consultants work hard collaboratively with internal stakeholders to understand the individual challenges, and internal processes of an organisation; to get to the heart of the procurement needs quickly.

Our consultants are negotiating new agreements every day in all markets. This means that they have built up a wealth of current and relevant experience..

Our consultants have access to a huge network of expert advisors, with up to date market data and knowledge, across multiple categories and disciplines, then there are the relationships they have fostered with a wide range of suppliers who are constantly evolving new and innovative ways of delivering their services.



Experienced



Collaborative



Focused



Supportive



Confident



Flexible

Sample Public & 3rd Sector Clients



Sample Corporate Clients

ASHE



logitech

**MORGAN
SINDALL**

Balfour Beatty



YODEL



VEVO

capco

Linklaters

Wates



Why choose us.

Since 2011 eXceeding has provided procurement consultancy, delivering strategy, execution, transition and supplier relationship management best practice and advice across a broad range of industries and categories.

Our team's exposure of real world experience, coupled with pragmatic, impartial advice and understanding of what good looks like; allows us to help clients create win-win customer and supplier partnerships. Our goal with any partnership, or contract is to structure it to deliver continuous evolution, which will stand the test of time.

Whether you need help with; strategy, assistance with a single element of a process, our marketplace knowledge and data, or if you need a complete turnkey service, we're here to deliver to your exact requirements.



UNDERSTANDING

Understand and exceed client expectations 100% of the time



INTEGRITY

Always act with integrity, transparency and honesty



KNOWLEDGE

'Bridge the gap', between the client's knowledge of their own business and the skills and experience they need



FLEXIBILITY

Provide the flexibility of service the client needs to succeed



BEST VALUE

Ensure that our clients obtain best value – from us and from the project



RELATIONSHIPS

Create mutually beneficial relationships that last

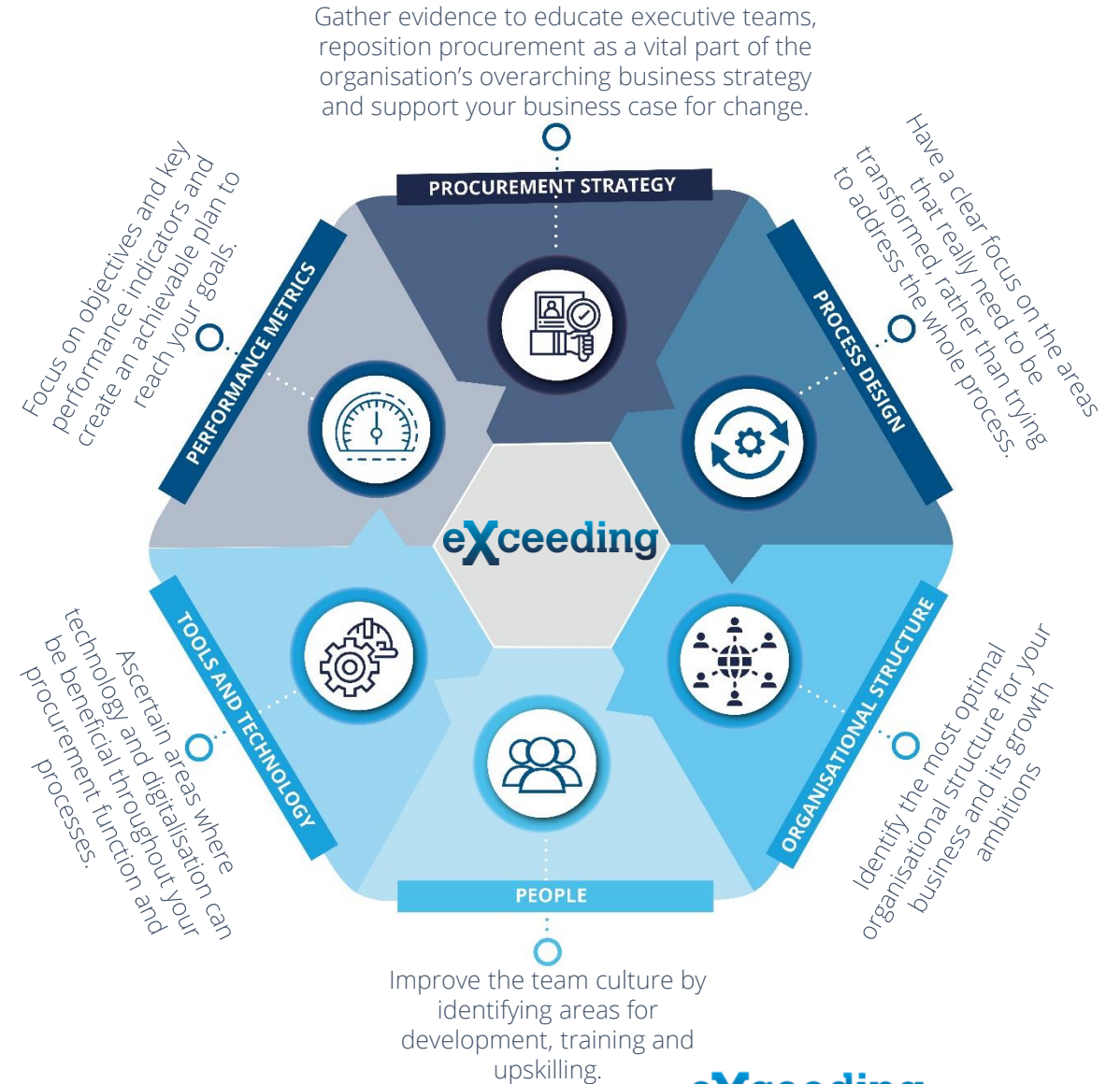
eXceeding's Strategic Procurement Transformation Offering.

Procurement functions can vary in shape, size and effectiveness, but one thing is common; they need to continually evolve to create competitive advantage for your organisation.

Why is Strategic Procurement Transformation the right solution for your organisation?

- Is your organisation growing and you aren't sure where to start with evolving your procurement function?
- Maybe your procurement function has grown organically but needs to become more focused, with a clear direction?
- Perhaps your organisation has developed new strategic objectives and you want procurement to become a clear enabler of those new goals?

Whatever the challenge you face, creating a clear strategic plan for your procurement function can facilitate growth and positive change in your organisation.



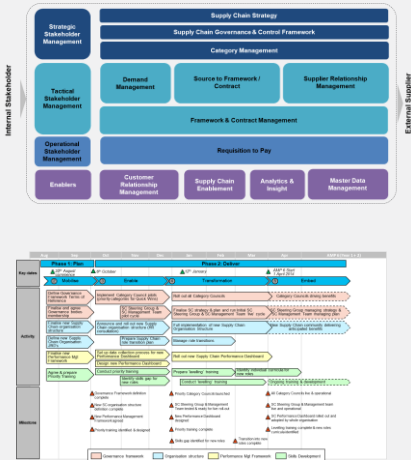
eXceeding's Procurement Strategic Transformation Approach.

The Procurement Diagnostic

The diagnostic will outline how the organisation is currently procuring goods and services across its various business units. It will identify any inconsistencies in approach and areas for development, as well as what is going well. The findings will ascertain the functional challenges that need to be addressed.

The recommendations will focus on catalysts that drive change and help address the challenges identified in the in part one of the diagnostic analysis.

A roadmap will address the recommendations, based on practical and logical sequencing. It will also suggest immediate steps to be taken in the short-term to deliver quick wins.



The Procurement Health Check

Our health check enables us to rank the vital components of an organisation's procurement function, based on a maturity index of one to three (transactional, advanced and leading).

The health check incorporates procurement strategy through to operating model. Each capability is broken down into a series of weighted sub-capabilities, with a corresponding evidence base required to demonstrate maturity.

Once the assessment is complete a summary report is shared, highlighting our observations, identified risks and opportunities. Each subsequent maturity level is used as a benchmark in order to develop an improvement plan.

Procurement Strategy

Sourcing

Requisition to Pay

Supplier Relationship Management

Operating Model

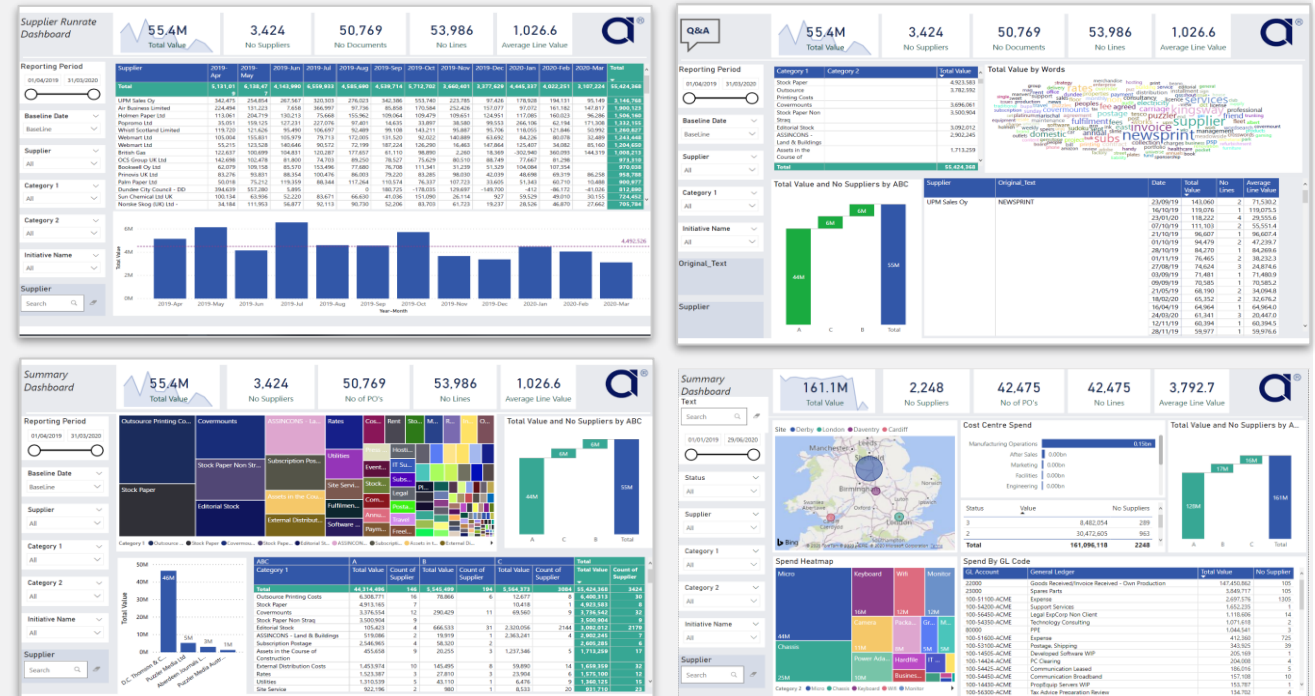
eXceeding's Spend Cube Offering.

Delivering organisation optimisation blueprints. Aligning payment systems, currencies, general ledgers and providing forensic level spend visibility.

Four Pillars of Expertise

- **Data experts** to deliver comprehensive and power insights into financial, cost and supplier opportunities.
- Experienced **accounting teams** to identify financial hygiene, process and operations for financial management.
- **Procurement team** delivering insights and optimisation opportunities, drawing on extensive experience and relationships in the marketplace.
- **Legal, risk, process and compliance teams** to deliver clients with policy, compliance and control procedures.

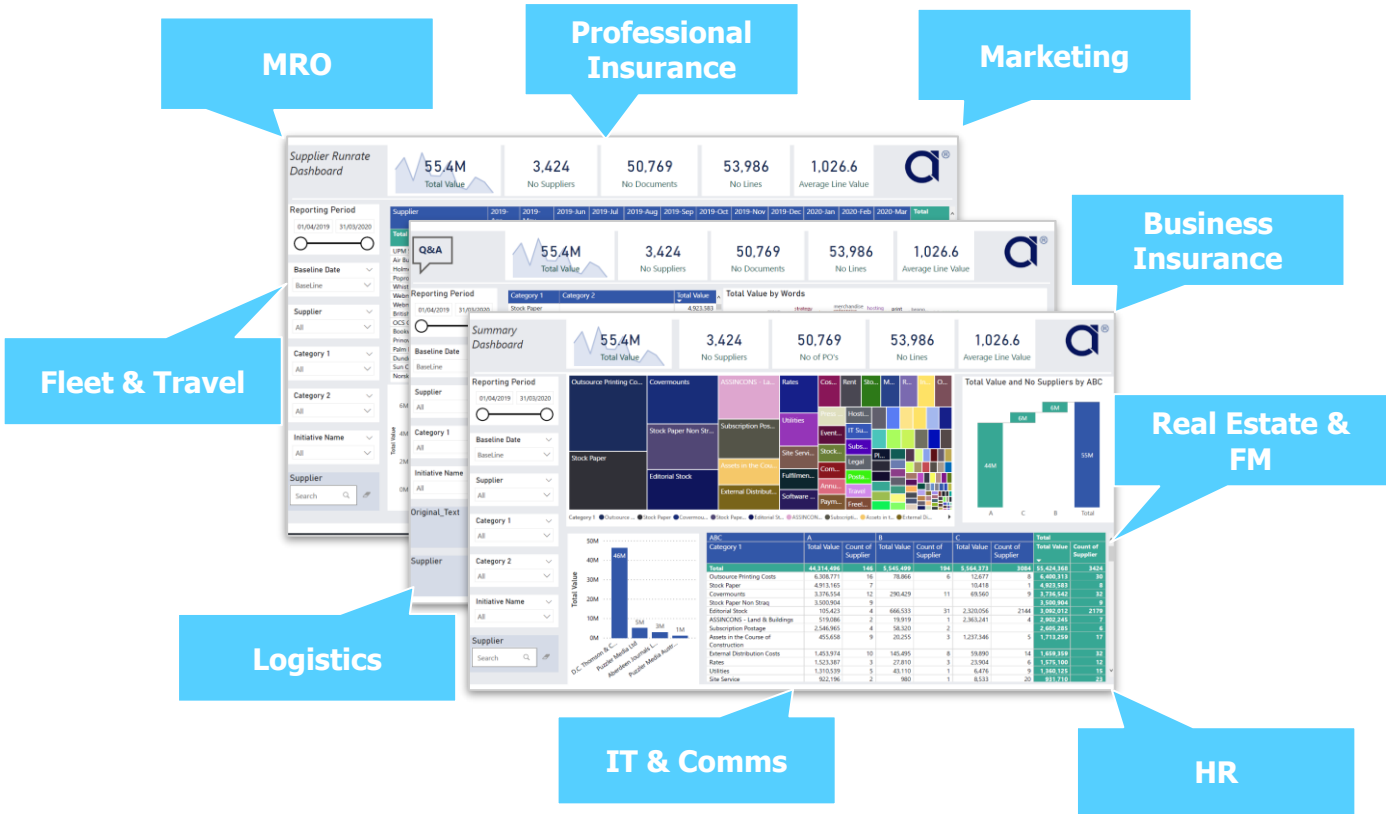
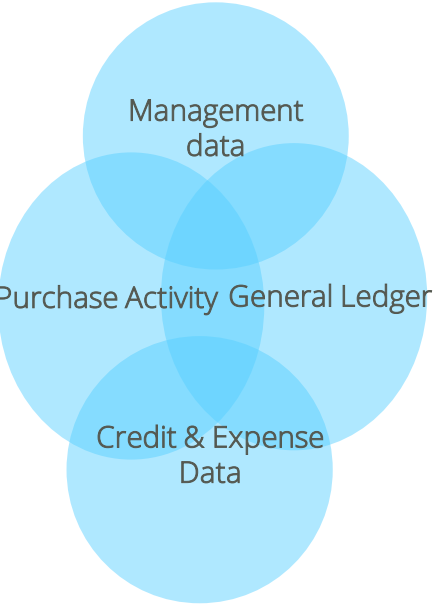
Working across multiple platforms and data sources our teams align the data into bespoke dashboards, illustrating a single source of data. Enabling comparison and portfolio identification of your priorities and understanding where there may be optimisation, integration, aggregation and partnering opportunities across the portfolio.



eXceeding's Spend Cube Offering.

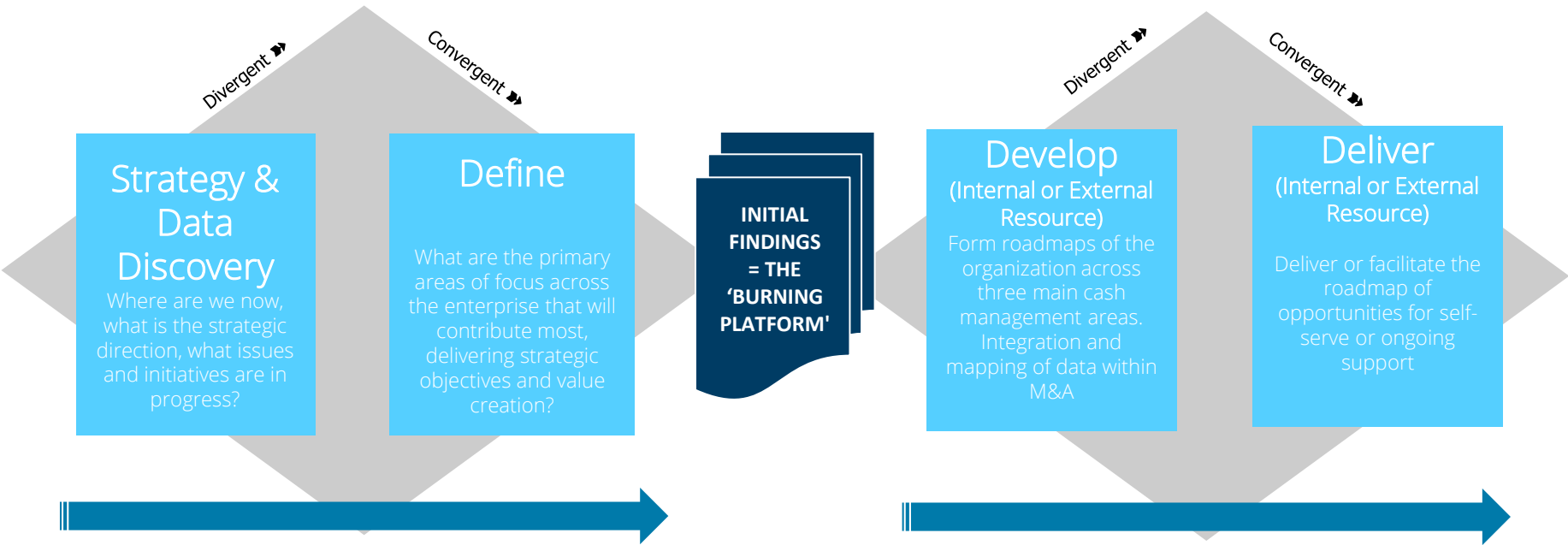
Providing a single source of the truth. Identifying priorities, bringing things together and remaining in control. Forensic level visibility across all categories, geographies, stakeholders and cost centres.

Multiple Platforms & Data Sources



eXceeding's Spend Cube Offering.

Light touch and fast results. Single source of data, aligned to the general ledger, supporting management teams to deliver results quickly and easily.



eXceeding's Spend Cube Offering.

Self actuation or support model. We help clients activate savings themselves, providing practical support as well as undertaking project workstreams ourselves.

Policies & Guidance



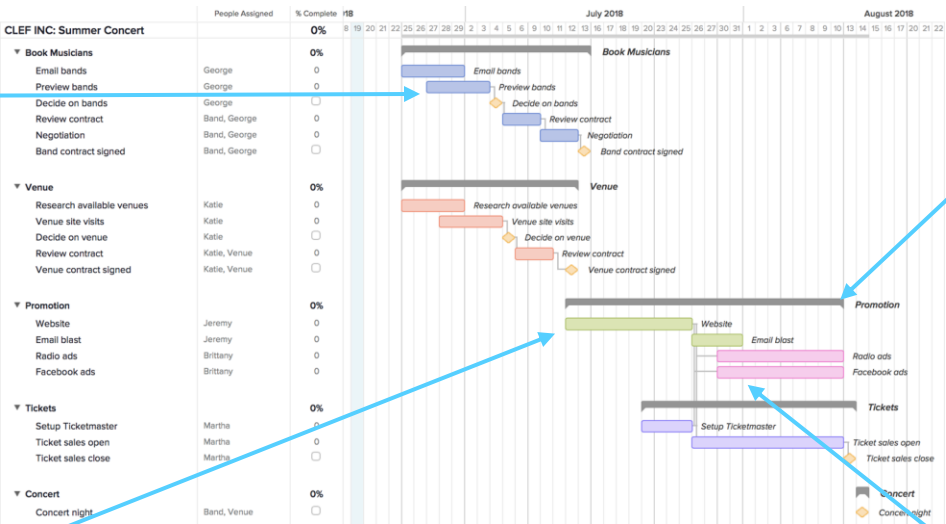
Procurement & Negotiation



Mentoring



Legal, Risk & Compliance



eXceeding's Category Management Offering.

A key differentiator of high performing Procurement functions is their approach to category management – it should be strategic, standardised and tracked.

Key Category Management Activities and Considerations:

Category Planning & Segmentation

- What are the categories?
- How should they be prioritised?
- How should each category be managed across business areas?

Category Strategy

- What are category objectives and opportunities?
- What “value levers” should be applied?
- What category strategy will maximise value in each category?

Category Governance

- How should category teams be organised to manage categories across the organisation?
- What decision processes and reviews are needed to manage each category?

Category Strategy Execution

- What is the right execution plan for each Category Strategy?
- How should day-to-day management and project based initiatives be conducted?

Category Performance Management

- How should savings be planned and tracked?
- How can savings be realised at the bottom line?
- How should operational performance be tracked?

eXceeding's Benchmarking Offering.

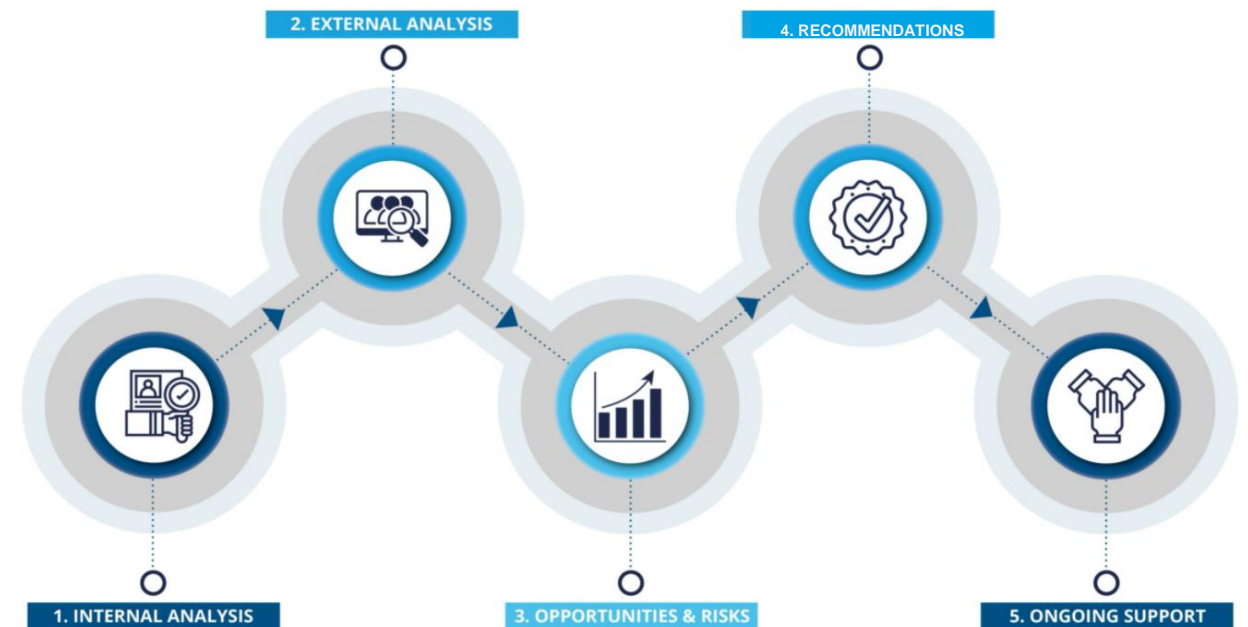
Benchmarking can help to control costs, streamline processes and improve service quality, while minimising – or hopefully avoiding disputes.

Why carry out a benchmarking exercise?

Our consultants can work with you on a review of a single contract or to benchmark multiple suppliers, depending on your individual business needs. We know what best practice should look like, and our extensive benchmarking process can provide you with realistic, achievable action plans to optimise your performance.

It's common for market comparisons to focus purely on pricing, but price is only one aspect of the overall agreement. To ensure that you are benefiting from the best possible solution you should consider: pricing, total cost of ownership, SLAs (service level agreements) KPIs (key performance indicators) risk and service management and contractual agreements.

Benchmarking also help to reduce the price of long-term ongoing outsourcing deals and ensure that contracts remain cost-effective and efficient in the fast-paced technological world in which we live.



eXceeding's Benchmarking Approach.



Internal Analysis

- Understand your organisation and your strategic plans.
- Understand the full operating model, resources and capabilities, culture, cycle times, supplier base, costs and current returns on investment.



External Analysis

- Take a look at what good looks like from a market, category and best practice perspective.
- Provide a market assessment by closely analysing new suppliers, potential tools or technologies and reviewing competitor performance for comparison.



Opportunities and Risks

- Review the gathered data to look at opportunities for you to evolve your practice, create innovation, reduce costs, realise value from your suppliers or enhance the capabilities of your procurement function.
- Assess where you may currently be exposed to risk in your supply chain, and mitigate that for the future.



Recommendations

- Provide a comprehensive report that is based on the reality of your current state.
- Suggest areas for immediate improvement, identify opportunities and develop a bespoke action plan that can be practically applied in your organization to get you to your desired future state.



Ongoing Support

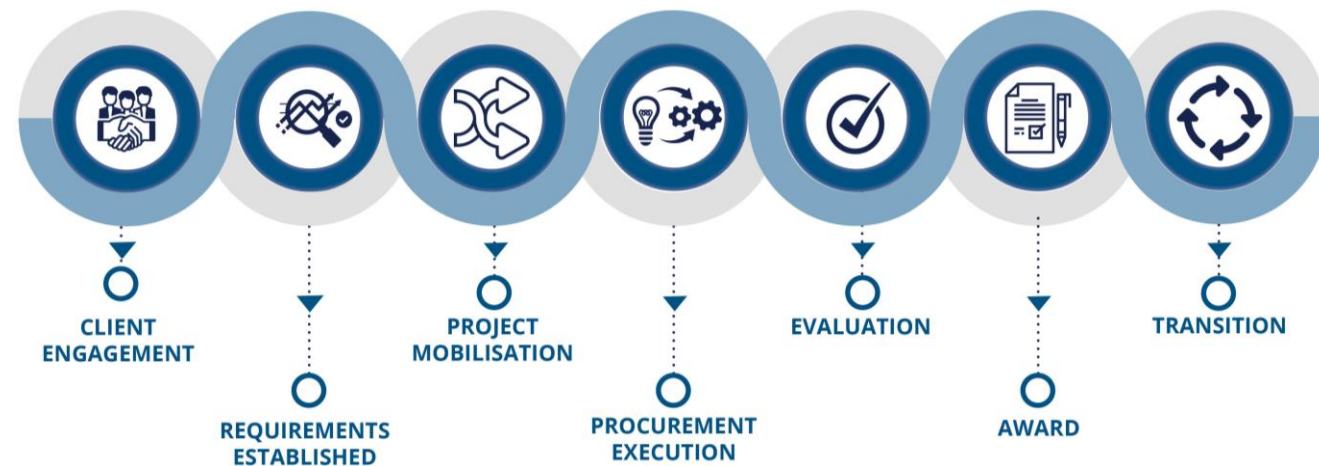
- You have the option to engage with us for ongoing support.
- We can offer short or long term resources for potential skills or capacity gaps that may have been identified.
- We can assist with renegotiating existing contracts or run a new competitive tender, and can help to manage your supplier relationships or transition to a more strategic procurement function.

eXceeding's Running Tenders Approach.

Running a competitive procurement process is a chance to align procurement with your organisations strategic goals. It's a chance to innovate, drive down costs and realise the value of the goods and services you buy.

Running a full competitive procurement process can be a resource heavy task, with many points to consider including, category requirements, legal and contractual agreements, audits and governance.

You also need to ensure you have a clear plan for transitioning to the new solution once the tender process is complete, and a plan for monitoring and managing it once you are back to business as usual.



Why do you need consultancy support to run competitive procurement process?



Capacity - Your organisation does not have the capacity or resource to run a cohesive competitive procurement process.



Knowledge - A lack category or market expertise to select the best available solution.



Value - You need to reduce costs or get more out of existing supplier agreements.



Contract - Your contract is no longer fit for purpose or is coming to an end.



Governance - You are in the public sector or need transparency for stakeholders.



Strategy - You need a robust process to help select, negotiate and transition to a new supplier.

eXceeding's Supplier Relationship Management (SRM) Offering.

Often supplier relationships are reactionary, SRM changes this to a more strategic partnership from the outset in order to open the doors to innovation, evolution, increased digitalisation opportunities and minimise risk.

We know organisations strive to achieve SRM but often there isn't enough internal capacity, and often there are no tangible metrics to measure the suppliers performance, or that miscommunication has been a large factor in the breakdown of the relationship.

Benefits of the eXceeding SRM offering

- You will receive real world, independent advice, tailored to your organisations strategic goals.
- We can ensure that you are benefiting from any innovation, value engineering, scale or new produce options as part of your ongoing relationships.
- We understand how to get the best out of your suppliers, so as well as establishing good working relationships with your suppliers, extracting added value and benefiting from cost savings, this approach frees up internal resources to focus on more business critical tasks.
- Our approach means that we don't just analyse and define your challenge, we also develop a pragmatic route map to the solution and manage the transition from business as usual to your desired future state. This means you gain maximum value from your investment, and create robust practices and relationships that will stand the test of time.

How eXceeding can help:



Clarity - Make sense of your supplier relationships and demystify jargon.



Structure - Create SRM frameworks for long term support and performance management.



Strategy - Identify your most strategic suppliers and define your interaction models.



Performance - Benchmark supplier performance to ensure value for money from your contracts.



Collaboration - Foster supplier development and integration throughout the lifetime of the relationship.



Mediation - Improve supplier performance if relationships have broken down.

eXceeding's Cost Optimisation Offering.

Our Cost Optimisation consultancy not only ensures you save costs, but you also achieve business efficiencies, improved working practices, better engaged suppliers and innovation in the way services are delivered.

What is Cost Optimisation?

Cost Optimisation is the process of continuously analysing spend against products and services, to reduce costs whilst maintaining value for money.

What are the challenges?

- Cost Optimisation is not always given the required attention, due to the day to day demands in a business.
- It can also be difficult raising questions with senior stakeholders and suppliers.
- Limited data visibility in terms of your own spend and wider market data for benchmarking purposes, meaning it can be difficult to be certain you are getting value for money.

What are the benefits of optimisation consultancy?

Working with eXceeding means that you benefit from our specialist teams practical approach to category management, procurement, cost optimisation, industry specific benchmark data, contract renegotiation and running tenders.

We use this expert knowledge and real world experience to offer a practical solution to procurement cost optimisation that is adaptable and fit for the evolution of your organisation.

How eXceeding can help:



Defined Strategy - To help reduce spend, lower overheads, consolidate suppliers and drive efficiencies.



Optimum Solution - For your organisation's needs, in line with the best the market and sector have to offer.



Improved Processes - Innovative ways of working with value creation embedded in the culture of your business.



Collaboration - More effective supplier relationships management for the long term.



Reduced Risk - A sustainable supply chain and improved supplier diversity.



Robust Contracts - Agreements that protect your organisation's interests and needs.

eXceeding's Cost Optimisation Approach.

We focus on category spend analysis and a series of stakeholder interviews, the eXceeding methodology is outlined below.

Sources

Spend Analysis

- Based on 3 year spend data (including tail spend) across the buying channels currently in situ

Interviews with Stakeholders

- Interviews with Procurement category stakeholders to validate spend and help identify known areas of value leakage
- Interviews with procurement customers to identify further opportunities and estimate complexity, risks and constraints

Consultant Category Expertise

- Recommendations based on market knowledge, maturity, type of service/works and effort required

Process

Development of initial category hypothesis:

- Spend profile
- Potential sourcing levers
- Market knowledge

Validation of initial category hypothesis:

- Interviews with stakeholders
- Existing sourcing practices
- Benchmarking
- Understand constraints and mitigate risks

Adjustment of initial recommendations:

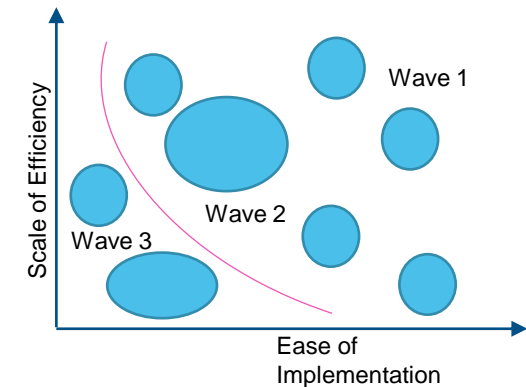
- Maturity of category
- Addressability of spend
- Existing sourcing pipeline

Outcome

Scale of Efficiency:

- Based on a combination of cost, process, operation etc.

Wave Plan - Prioritisation



Ease of Implementation:

- Based on stakeholder feedback and delivery capacity

eXceeding's Outsourcing Offering.

Outsourcing is an effective tool for reducing expenditure, improving efficiencies and achieving your strategic objectives.

There are many different reasons why you may be looking at assessing your outsourcing arrangements:

- You don't know how to evaluate the effectiveness of your existing outsourcing contracts, or whether you are getting the most for your money.
- Your organisation has evolved since the contract was put in place and services are no longer sufficient.
- You are not sure how to approach the supplier to open discussions around changes to existing contractual agreements.
- Your existing contract is coming to an end and you want to re-tender but don't have the capacity or knowledge.
- You want to run a make/buy analysis to understand the costs and benefits of outsourcing or moving the service back in house.

Outsourcing may not be the right decision for every organisation. There are alternative options such as forming a strategic alliance, resourcing, insourcing or out-tasking which may be more appropriate for your circumstances.

eXceeding can help you take a step back and assess the best outcome for your organisation.

A tailored approach that starts with you.



Cost savings - Deliver significant savings and make a positive impact on your bottom line or make budgets go further.



Focus on your activities - Free up your talented employees to focus on, what only they can do and do best.



Create efficiencies - Optimise process times whilst maintaining service levels.



Improve staff and culture - Relieve pressure points and ease processes with technology.



Access specialist resources - Open the doors to new ways of doing things and transform your performance.



Support growth initiatives - Increase your capabilities quickly and effectively without the associated cost implications.

eXceeding's Contract Renegotiation Offering.

Contract renegotiation can be a complex process, and the art of negotiation is a skill in itself. It is important to have someone fronting the discussion who is experienced in negotiation.

Contract Renegotiation:

- Contract Renegotiation is critical to ensure optimum service and market value for your organisation.
- Renegotiation is common at the point of renewing a contract or when making a change to the existing service offer.
- Organisations can enter into renegotiations at any point if they feel that the terms of the agreement are not being met.
- Monitoring supplier contracts can open the door to revisiting key areas such as duration, delivery, management, solutions, technologies and cost.
- At eXceeding we believe that Contract Renegotiation offers an opportunity to improve and enhance your organisations performance. Taking a collaborative approach to Contract Renegotiation often produces great results.
- Collaboration between the buyer and supplier is seen as a positive outcome of contract negotiation, and can negate the need for organisations to run a tender for example following a benchmarking exercise.



eXceeding's Contract Renegotiation Approach.

What is the state of play?

- Consider what is triggering you to potentially renegotiate the contract.
- Perhaps it is being driven by you the customer due to your organisations dissatisfaction with current performance, lack of innovation or upcoming contract expiry, or by the supplier who is looking at changing terms and prices.
- Whatever the scenario we need to objectively consider current satisfaction and potential disruption caused by changing supplier at this time.

What is your objective?

- By ascertaining and clearly outlining what the optimum outcome is for your organisation, we can then decide whether a full contract renegotiation is the best way forward, or whether you should look at other options such as running a tender process.

Are you getting value for money?

- At the time you entered into your contract, the price you agreed may well have been the right option for you. But with long contracts or supplier price increases, it may be that you are no longer paying the best price for the service provided.
- We will suggest some market or category benchmarking to find out whether there are other options available, and how you can optimize your costs.
- It is essential to understand scope creep and whether you are paying appropriately for ad-hoc elements.

Are your KPIs & SLAs being met?

- We will check the KPIs and SLAs that were put in place in the original contractual agreement, and evaluate whether they are still appropriate and are being met.
- If not we will question why this might be the case, sometimes this may not be the fault of the supplier.
- We can then ensure your contract renewal meets your organisations needs.

Do you have the right solution?

- As the world evolves over time, so do your organisations requirements.
- The product or service you agreed at the start of your contract may no longer fit your strategic objectives, or be the best solution on the market.
- We will understand what is available, how it could impact your performance and analyse the risk in your supply chain.

eXceeding's Public Sector Procurement Offering.

Finding the right supplier needs the devotion of expertise, time and resource. Only then can you ensure the continuity of service or product supply and mitigate risks in your supply chain.

Public Sector Procurement Offering.

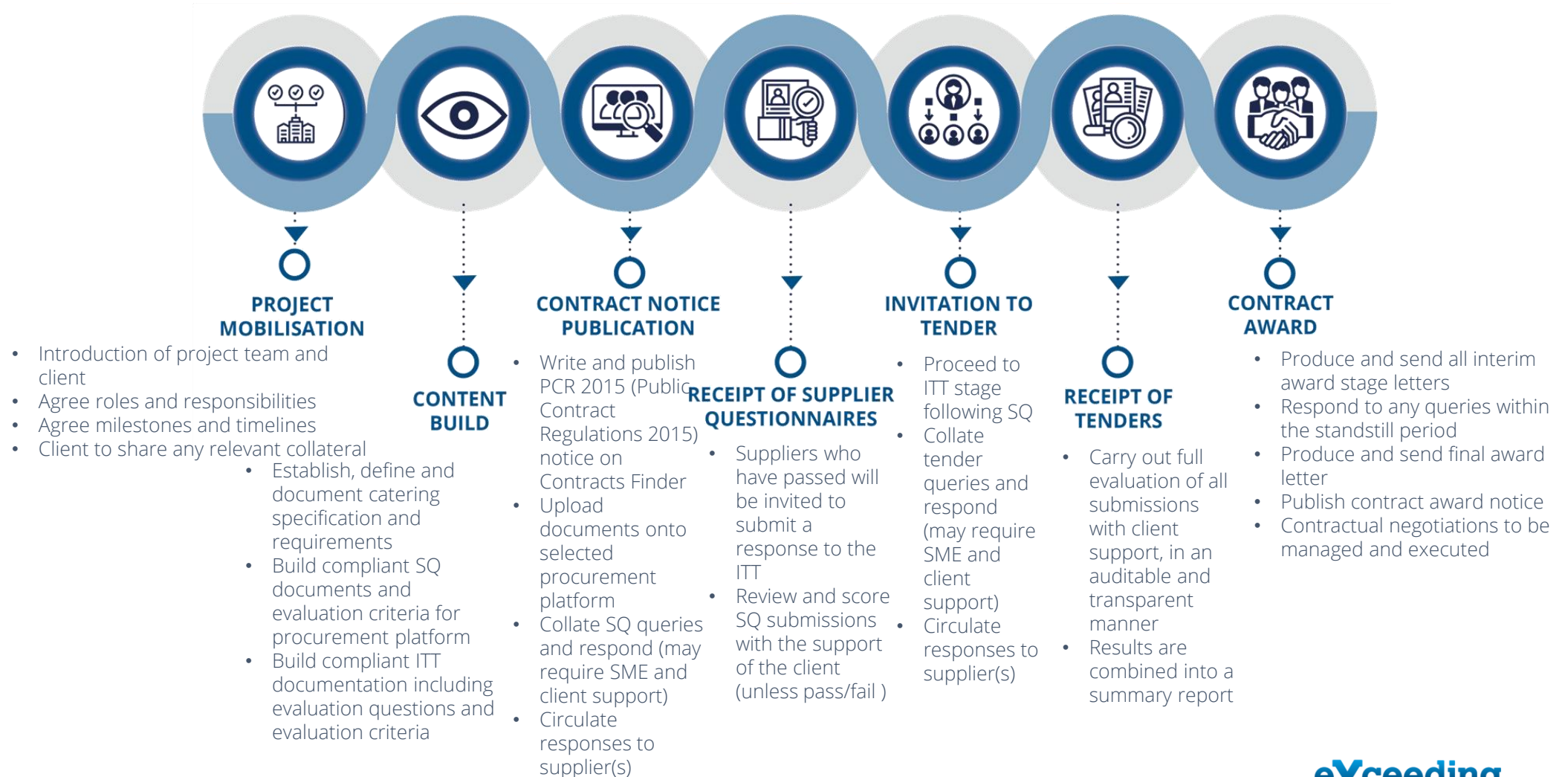
Procuring goods or services for government departments, agencies and public bodies in the public sector can be a lengthy, costly and complex process. There are guidelines, policies and governance to adhere to and internal processes and procedures to follow.

Effective public sector procurement should not just tick a compliance box. Finding the right supplier needs the devotion of expertise, time and resource. Only then can you ensure the continuity of service or product supply and mitigate risks in your supply chain.

At eXceeding we have a team of category experts who are dedicated to consulting on procurement within the public sector. We understand the steps it takes to manage a fully compliant PCR 2015 (Public Contract Regulations 2015) procurement process, and can easily adapt our tried and tested methodologies to suit the needs of different public sector organisations.



eXceeding's Public Sector Procurement Approach.



Credentials

Our systems have been certified by an independent UKAS accredited 3rd party to the following standards;

- ISO9001:2015 Quality Management
- ISO14001:2015 Environmental Management
- ISO27001:2013 Information Security Management

We are acutely aware of the threat of cyber attacks, to our business and those of our clients, consequently eXceeding has gone the extra mile and implemented additional measures to protect its systems and data following the requirements prescribed by the Cyber Essentials scheme.

We have attained pre-approved Crown Commercial Service (CCS), Nepro, ESPO, Bloom and consultancy+ framework supplier status, as such we can offer consultancy services, to the whole of Public Sector.

eXceeding is the only bidding, procuring and outsourcing consultancy service in the UK that has achieved certification to these four standards, demonstrating our commitment to ensuring a professional and continuously improving approach to how we go about our business.



ISO 9001



ISO 14001



ISO 27001



Crown
Commercial
Service
Supplier



Framework
Supplier

consultancy+