



G-Cloud 15

Strategic Supplier Relationship Management

January 2026



Contents

Transforming Business using the Cloud 3

Strategic Supplier Relationship Management Services 5

 Strategic Supplier Relationship Management Services 5

 1. What is the Strategic Supplier Relationship Management Service? 6

 2. Common delivery issues 6

 3. How does Strategic Supplier Relationship Management Services work? 7

 4. How Strategic Supplier Relationship Management Service helps 7

Transforming Business using the Cloud

Enabling business and enterprise transformation using cloud is a complex, strategic consideration facing many private and public sector organisations. We have worked with many Central and Local Government clients to support the implementation of their business objectives using cloud technology.

Cloud technology and services have the potential to reduce cost, remove technology bottlenecks, and facilitate rapid business innovation. As a result, for most organisations globally, adopting cloud technology has become a question of “when and how” rather than “if”.

Opportunities for enterprises generally include a combination of one or more of the following:

- Implementing private and/or hybrid clouds for infrastructure and applications
- Smarter use of public cloud infrastructure for optimising existing business functions
- Using cloud for implementing new business services or digital operations
- Reducing cost by moving to consumption-based pricing models that only charge for the actual IT capacity and services used.

Migration or adoption of cloud must be properly choreographed for success. We understand the realities and the business and technical risks that should be fully considered, understood and mitigated before such a move. Critical considerations include:

- **Alignment of business and technology objectives.** This is essential to fully realise the targeted benefits of any cloud transformation or any refinement of existing cloud services. There can be a tendency to adopt cloud systems to fit current ways of working, rather than adopt and standardise processes where possible. The trade-offs between business, customer and technology requirements must be considered to make informed design decisions
- **Availability and reliability of services.** The avoidance of operational downtime to mitigate in lost revenue, unnecessary operational cost or reputational damage that can disrupt business operations
- **Decentralised support structures.** The need to tailor and revise the approach to operational security to cover the support structures employed by cloud service providers that will have a different risk profile for sensitive information
- **Data handling practices.** Data classification and data-handling practices that reflect the data flow within a cloud environment must be understood and tailored accordingly to protect customer data

- **Data privacy.** Compliance with GDPR to understand where and how information can be stored or processed. The cloud model enables data to bounce swiftly around the world by using available server capacity in various geographic locations, but this must be within the bounds of what is permissible. This is ever more of a concern as organisations review their front office, back office and out of office experiences
- **Future Technology Trends.** Cloud applications are the stated direction of travel for the major application vendors, but any upgrade path must also cater for the future technology needs of the organisation and seek to minimise technical debt where possible.

A careful assessment of an organisation's needs and different cloud service provider's controls is required, enabling concerns to be addressed and the correct path to the cloud to be selected.

As a trusted advisor PwC provides the framework, and the wealth of private and public sector experience, to consider the combination of Business, customer experience and Technology activities outlined above. There is no single answer that covers each and every client organisation; we tailor our frameworks to client circumstances to support them:

- As a partner through the complete lifecycle of strategy to execution
- With point business issues encountered during implementation or running the business.

Strategic Supplier Relationship Management Services

This section describes in more detail the service features and benefits included within this service definition document.

Strategic Supplier Relationship Management Services

Strategic Supplier Relationship Management (SSRM) Services enable organisations to move away from a traditional 'arms-length' style of supplier management to a more aligned, collaborative and integrated relationship with their supply chains.

Strategic Supplier Relationship Management Services creates a collaborative, transparent and mutually beneficial relationship between an organisation and their most strategic suppliers, who are often engaged in long-term contracts critical to achieving business goals. Through a regular cycle of activities, SSRM maximises on opportunities that help organisations to meet their goals and objectives. This allows value, beyond contractual obligations, to be achieved and helps to position the organisation as a 'client of choice' to their most strategic suppliers.

Strategic Supplier Relationship Management Services supports clients to put in place the required governance and process to stand up and run a SSRM programme, backed by a cloud-based solution to integrate supplier and contract information held by clients with required SSRM-specific data from the supply chains. This includes the provision of automated reporting, enabling effective decision making to drive increased collaboration and value from supplier relationships.

Strategic Supplier Relationship Management Features	Strategic Supplier Relationship Management Benefits
- Assesses the maturity of existing SSRM programmes across seven key areas - Develops the to-be SSRM programme strategic objectives and transformation roadmap - Production of transformation roadmap business case - Configures and implements PwC's proprietary, cloud-hosted, SSRM digital tool - Facilitates the extract of actuals spend data from client ERP systems	- Automation and streamlining of the input and maintenance of relationship dashboards - Act as a single platform for relationship management activities, jointly accessed by the client and strategic suppliers - Rapidly deployable solution that can be hosted and managed by PwC, therefore reducing complexity to deliver for client IT teams where complex integrations would be required - Enable robust analysis and insight by all members of the SSRM team

- Designs the to-be SSRM functional operating model, supporting tools and templates, and upskills staff through specialist training
- Segmentation of suppliers, aligned with client's strategic objectives
- Ongoing support to enable the 'run' of the redesigned and enhanced SSRM function
 - Dashboard maintenance
 - Relationship management
 - 360° assessment
 - Voice of the Supplier survey
 - Joint action plan development
 - Benefits identification and tracking
 - Supplier deep dive analysis.
- Configurable reporting function to eradicate the manual population of report templates
- Accelerate the deployment of SSRM

Our view on the service features and benefits in this service definition document are presented below.

1. What is the Strategic Supplier Relationship Management Service?

Our Supply Chain & Operations team have supported clients to design, implement and run their SSRM capabilities for over five years, aligned to Cabinet Office guidelines.

Our flexible service includes processes and tools to support the definition, implementation and running of a tailored SSRM service, backed by a cloud-based system to support data collection, management and insights reporting.

2. Common delivery issues

Clients who adopt SSRM are typically looking to:

- Better enable their supply chain to support achievement of organisational goals and values
- Secure value beyond contractual obligations, including driving reduced cost and increased efficiencies, and capture of innovation
- Enable ongoing, proactive risk management across strategic supply chain
- Improve the perception of the organisation as a 'customer of choice'.

However, many organisations have yet to stand-up SSRM programmes, and those that do often rely heavily on manual, spreadsheet-based tools, with little or no automation or collaborative functionality. This means that excessive time and effort is spent on information capture and maintenance, detracting attention away from the strategic purpose/objectives of the supplier engagement. Our analysis has found that SSRM teams typically spend ~50% of time on non-value add activities (i.e. data collection and reporting).

3. How does Strategic Supplier Relationship Management Services work?

Strategic Supplier Relationship Management Services is a technology-enabled solution that increases the efficiency and effectiveness of SSRM functions. PwC's proprietary, cloud-hosted, SSRM digital tool acts as a single platform for SSRM activities. It aggregates third-party spend information from enterprise systems with qualitative relationship information to provide relationship managers with all the required information to successfully manage their strategic relationships.

The service is typically supported with a wraparound support of a functional maturity assessment, followed by the development of a functional improvement roadmap and business case support. We typically then support clients in designing an optimised operating model and developing customised tools and templates.

Staff and key supplier stakeholders are upskilled in the use of the cloud-hosted tool as well as the refreshed SSRM approach, building internal enduring capability.

4. How Strategic Supplier Relationship Management Service helps

Through adoption of Strategic Supplier Relationship Management Services, we support clients in moving to an insight-driven supplier relationship approach that:

- Provides visibility of the contract landscape with each strategic supplier, drawing on past, current and future contracts
- Allow clients and suppliers to undertake 360° degree client-supplier relationship assessments and analysis
- Supported development and maintenance of joint supplier plans
- Tracks SSRM benefits management
- Provides risk profiling based on internal and external data sources
- Allows tailored reporting on contracts, relationship maturity, joint supplier plans and benefits.



Confidential. This document does not constitute a Call-Off Contract for Services with PricewaterhouseCoopers LLP. Where we are engaged to provide Services, our Services will be governed by a subsequent Call-Off Contract that may be entered into between us. If you receive a request under freedom of information legislation to disclose any information we provided to you, you will consult with us promptly before any disclosure. All information contained in this document or otherwise provided or made available as part of any Award Procedure is confidential and may not be disclosed to anyone else without our prior consent.

© 2026 PricewaterhouseCoopers LLP. All rights reserved. 'PwC' refers to the UK member firm, and may sometimes refer to the PwC network. Each member firm is a separate legal entity. Please see www.pwc.com/structure for further details.