

The Creative Challenge

Driving efficiencies in marketing procurement

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Introduction

Most marketing departments have, until recently, been exempt from major strategic sourcing initiatives. This has sometimes been caused by a perceived risk of damaging revenues by changing a creative, unique design approach, for example, or by fear that long-term relationships may be jeopardised. Or people feel a need for a local marketing approach to meet diverse consumer tastes, and shy away from any sort of standardisation.

It is also true that sourcing approaches which have successfully delivered savings in areas such as office supplies and IT equipment have failed when applied to the marketing category.

At Efficio we often find that marketing departments, even in large international and highly professional companies, operate fairly independently when it comes to procurement decisions. Marketing usually works with its agencies and service providers without the involvement of the procurement team and with limited scope to negotiate with agency sales teams. However, our recent survey of leading European companies¹⁾ indicated that procurement and marketing directors are becoming increasingly keen to address marketing procurement processes and are starting to purchase more systematically.

Working with leading marketers across retail, consumer product and media companies, Efficio has developed a new approach which improves efficiencies in marketing procurement. By applying this approach, our clients have harvested substantial savings, improved the quality of deliverables and service levels and increased marketing impact. Here we describe our approach, discuss the key success factors and illustrate its impact with case studies.

In section one, we present some of the major challenges to creating fruitful discussion and collaboration between marketing and procurement functions. These need to be understood and addressed at the beginning of any marketing procurement improvement project. In section two, we provide a taxonomy through which marketing spend can be understood. Finally, in section three, we outline our approach to driving efficiencies in marketing procurement.

I hope you will find *The Creative Challenge* interesting. If you would like to discuss any of the issues in more depth please do not hesitate to contact me.

Tim von der Decken
Principal, Efficio

Key challenges in marketing procurement

In our experience, marketing and procurement usually share a common goal -- to ensure that competitive rates are paid to the best agencies in order to achieve best-in-class results. However, many attempts by procurement specialists to tackle the marketing category have failed to make inroads and reap the potential benefits. They often differ over the methods that should be employed and, more importantly, fail to understand each other's views as to how those results can be achieved. These issues do not arise from the sourcing process itself, or from irreconcilable cultural differences between marketing and procurement departments. Often, the cause is a basic lack of understanding of the way the two functions operate.

Marketing professionals, for example, may not believe procurement specialists are able to manage effective and constructive conversations with their supplier base. Conversely, procurement specialists sometimes say marketing professionals are not savvy about fee negotiation, contract management and other commercial issues. However, once procurement has proven that it can help marketing tackle the issues, the door is often opened to it being asked to address more strategic areas of spend.

We believe the following key challenges can be overcome and that both parties can become better aligned to achieve their common goal.

Key challenge: understand that close relationships are good for both sides

Marketing view: "Procurement is not interested in learning about our market or our relationships, they just want to tell us how to spend our budgets."

Procurement view: "Marketing does not want us to be involved in relationships with them or their agencies. Mostly we are just asked to administer purchase orders."

How to reach a productive understanding

- **Know the marketing business**

Most procurement departments will cite open and clear

stakeholder relationships as a key success factor. Like other functions, marketing will listen to procurement if it can demonstrate a good understanding of how the marketing world works and can engage appropriately. One of the best ways to learn about marketing is to approach marketing suppliers in the industry to understand how their businesses and sales processes work before engaging in internal discussions.

- **Agree on clear roles and responsibilities**

When engaging marketing, the first step must be to agree on clear roles, responsibilities and objectives up front and then stick to them. We have seen successful co-operation between marketing and procurement functions when procurement staff with a strong marketing background have been brought into the department or when marketing has created a dedicated procurement function reporting to the Chief Marketing Officer (CMO) but with a dotted line to the procurement department.

Key challenge: realise that it's not just about cutting costs

Marketing view: "Procurement's involvement means looking for budget cuts and price reductions at the expense of all other aspects of the client-supplier relationship"

Procurement view: "Marketing believes that money is no object when selecting suppliers and suppliers always exploit this."

How to reach a productive understanding

- **Position procurement as a growth enabler**

If marketing departments can stretch budgets and maintain relationships, they are usually willing to embrace co-operation. We have found that support for procurement involvement can be encouraged if the business agrees up front, to re-invest a proportion of the identified savings back into the marketing budget.

- **Educate marketing departments about the total supply chain approach**

There is often a fear that cost reduction driven by purchasing must come from squeezing marketing supplier margins which translates into reduced performance. Procurement needs to show that it takes a holistic approach to supply chain cost reduction and addresses areas where money is not being spent effectively as opposed to focusing only on price.

- **Focus on value not just on cost**

Procurement needs to demonstrate to marketing that it will look at value for money and other criteria – agreed in advance with marketing – not just price when assessing marketing suppliers.

Key challenge: accept that good procurement does not stifle creativity

Marketing's view: *"Procurement only knows how to apply a rigid process which may work when buying bios but in the marketing category it upsets the relationship, destroys morale and stifles creativity."*

Procurement's view: *"Marketing departments and agencies are not able to follow process. Everything is done ad-hoc and last minute which ends up costing us a lot of money."*

How to reach a productive understanding

- **Develop a structured commercial approach tailored to marketing**

A clear set of guidelines must be developed for all parties which will both improve creativity and reduce cost. The key here is to separate the creative from the operational activities. When selecting a marketing supplier, procurement can help structure the activities and information required of each party at each stage of the sourcing process. Marketing suppliers can then

concentrate on the creative elements of the pitch and marketing departments on assessing those, rather than on process or transactions. The marketing industry is highly competitive and, in our experience, marketing suppliers will welcome an intervention as long as it makes the approach more straightforward. Procurement can also help marketing to manage ongoing relationships in a structured manner.

- **Agree objectives and key performance measures**

Marketing, procurement and suppliers must jointly agree what objectives a supplier needs to fulfill and how to measure success in order to provide focus.

Key challenge: relationships are effective if they are properly structured

Marketing view: *"Procurement is about continuous tendering and tactical savings, not about building long-term supplier relationships."*

Procurement view: *"Marketing has excessively cosy relationships with suppliers because they believe that difficult discussions will damage their relationships. Marketing suppliers take advantage of this."*

How to reach a productive understanding

- **Demonstrate procurement's value-add**

One of the key aspects to gaining buy-in from marketing and their supply base, who may be nervous about procurement's involvement, is demonstrating how procurement's value-add goes beyond continuous competitive tendering. Close relationships need structure and transparency to ensure that they are profitable for both parties. Piloting a marketing supplier development programme with one supplier is often a good way to show that value and innovation can result from building a close and structured relationship without tendering.

CASE STUDY: DIGITAL AGENCY STRATEGY

The biggest-ever pitch for a digital agency in the UK was completed in just six months and delivering savings of 15 per cent. An agency taking part in the process -- not the one finally selected -- described it as "a model of good practice" in *Media Week*.

Background

A large UK insurance group wanted to consolidate its digital media activity with one agency. As the client had grown mainly through acquisition, digital media was handled by several agencies throughout the group. There was no clear digital agency strategy and no common agency measurement or remuneration structure in place.

Approach

We deployed a full-time consultant to work with the client's head of digital media and other selected members of its marketing department. First, the team defined the full scope of the project which included all digital media planning and buying, search engine optimisation and affiliate marketing. The value of the category was £25m.

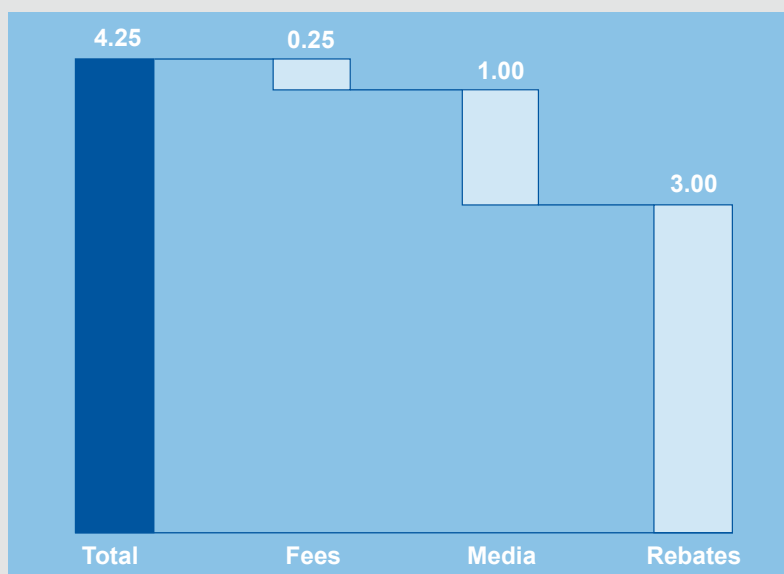
After documenting the scope, the team established a shortlist of best-in-class digital media agencies and undertook an extensive pitch process. This involved chemistry sessions and face-to-face presentations with all the shortlisted agencies, followed by further meetings with the final two agencies before a selection was made.

Our consultant's role was to manage the pitch process, including documentation, scoring process, internal and external communication, fee negotiation and the agreement of commercial terms. The client's marketing team ensured the operational requirements were met.

Results

- The team delivered annualised benefits of more than £4m -- 15 per cent of the category spend -- through a combination of reduced agency fees, lower media costs and better media buying rebates by consolidating spend through a single buying agency.
- The ongoing benefits of consolidation and a co-ordinated, structured digital strategy will provide additional leverage which would not have been achieved under the previous fragmented arrangements.
- The project was the largest digital media pitch ever undertaken in the UK and was completed within the agreed timescales. Project inception to the appointment of the successful agency took only six months and delivered twice the forecast benefits.
- The project clearly demonstrated the benefits that can be achieved when marketing and purchasing work together in an effective and co-ordinated manner.

Figure 1:
Breakdown of client savings delivered by Efficio in £m



Understanding marketing

Pursuing a successful sourcing approach across the marketing category requires a common understanding of the spend breakdown. Unlike some other categories, marketers have their own distinct terminology.

Typically marketers differentiate between two areas of marketing spend: “above the line” -- ATL -- and “below the line” -- BTL. It is generally accepted that ATL refers to all activity relating to advertising – creating, testing and producing advertisements through to planning and buying the media space to communicate these to the target audience. All other marketing activity, and by implication all activity undertaken to support the messages created in ATL work, can be grouped in the BTL category. Figure 1 shows an example of a taxonomy we have developed for a client to categorise and analyse their marketing spend.

This classification of marketing spend may seem straightforward, but we find that in most cases there is a need to customise the taxonomy for the specific client environment. Many marketing service providers do not focus only on one element of the taxonomy but cover several elements along the value chain.

Media buying agencies, for example, not only sell media space but also provide media planning services. Creative agencies design a promotional campaign and also manage the print providers.

This means that creative services such as design are often combined with fairly standard, transactional services such as printing. When thinking about new approaches to marketing procurement, it is essential to have a solid, structured view of the different elements involved.

The lion's share of the marketing budget in most companies is directed towards “above the line” marketing activities and, in particular, towards media space acquisition through agencies. It is essential to understand the industry from both sides: on the one hand the view of consumer product companies investing large marketing budgets in different types of media and, on the other

hand, the view of media owners trying to maximise their advertising income. The market often lacks transparency. European markets range from strongly regulated markets such as France to highly negotiable markets including Germany and the Netherlands where significant discounts and free spots are awarded by media owners to agencies.

Hence there is a significant opportunity for a company with a large budget, especially when distributed across several European markets, to deliver savings through a more structured approach to selecting, managing and giving incentives to its media buying agencies without impacting the quality or creativity of individual campaigns. (See Fig 2)

Most spend for campaign production is more difficult to address using a more structured sourcing approach because it has a very strong creative dimension which is unique to the company and the agency. Therefore, in our experience, this category should be addressed in a second or third wave of a marketing procurement initiative. Most creative service providers also offer other more standard services, print design and production, for example, and make a significant margin on the transactional offerings. Therefore, it is important to separate creative from transactional operational work during the baseline analysis.

For most types of marketing services, significant savings can be achieved. However, as for most service categories, a more strategic and collaborative approach to marketing supplier management is required. This makes marketing a good candidate for more advanced sourcing initiatives.

A more standardised sourcing process can be applied to printed marketing materials, branded merchandise and marketing events and venues yielding significant savings. These categories are ideal candidates to demonstrate the effectiveness of a more structured approach to marketing procurement and are typically pursued in a pilot project or in the initial phase to build credibility and support for the overall initiative.

Figure 2:
Efficio: Significant savings levers

	Category	Sub-category	Description	Addressability
"Above The Line"	Media space acquisition	Media space buying	Includes cost of media space with traditional and new media	Easy
		Free-standing inserts	Inserts into circulated media	Easy
		Media planning	Services related to media campaigns	Easy
	Campaign production	Creative agencies	Developing advertising campaigns and concepts	Difficult
		Broadcast commercial production	Production of TV and radio spots	Difficult
		Pre-press	Pre-press services for newspaper and magazine adverts	Easy
"Below the Line"	Other marketing services	Design agencies	Agencies developing creative ideas for marketing	Difficult
		Direct marketing - data management	Acquisition and management of contact details	Medium
		Direct marketing - campaign fulfilment	Execution of direct marketing campaigns	Medium
		Market research	Regular and ad hoc research	Medium
		Promotions	Support and execution for public and in-store targeted marketing	Easy
		Public / consumer relations	Activities to manage external communications	Medium
		Sponsorships	Relationships offering commercial advantage in return for investment	Medium
	Printed marketing materials	Pre-press	Processes between procurement of a campaign / marketing idea and printing	Easy
		Printing services	Printing services for all marketing and promotional printed items	Easy
	Branded merchandise	Branded merchandise	Gifts, incentives and other promotional items	Easy
Meetings, incentives, conferences and events	Meetings, incentives, conferences and events	Meetings, incentives, conferences and events	Medium	

Typical savings levers	Typical Savings Percentages
Consolidation with one media buying agency, fee compensation schemes	3-12
Develop cost model, consolidate buys with preferred media	4 - 15
Prioritise services, change remuneration model, agree resources to secure best talent	15 -40
Change fee calculation and build cost model as input into negotiations	5-30
Pre-select strategic partners, consider production companies' business models	12 - 35
Analyse vendor capabilities, streamline processes to better specify requirements	8 - 30
Change fee model and build it into negotiations	5-30
Change from cost per project to retaining a core team, link compensation to results	10-50
Consolidate from agency management to direct supplier management, improve demand management	10-30
Consolidate demand and channel to preferred vendors	8 - 25
Conduct structured benchmark of proposed rates, closely manage time utilisation	5-15
Conduct competitive bidding process to select preferred vendor, closely manage time utilisation	5-10
Prioritise and streamline sponsorship of events, review contracts, closely monitor contract compliance	5-40
Analyse pre-press vendor capabilities, streamline internal processes to better specify requirements	8 - 30
Standardise and rationalise print specifications, select vendors based on capability match	10-45
Standardise range of merchandise, consolidate spend	5-25
Review and prioritise budgets, implement processes to increase compliance	5 - 25

CASE STUDY: MARKET RESEARCH

A global telecommunications company saved 10 per cent of its spend on market research -- and gained several other spin-off benefits.

Background

The client company had a presence in every international market. Annual sales in 2005 exceeded €34bn and the company employed nearly 70,000 people. The majority of revenues came from the sale of mobile handsets, but other revenue streams included device application software, corporate specific enterprise products for business clients and physical network infrastructure and support.

The company was spending about €40m a year on market research which had not previously been subject to a strategic sourcing process. There was no clear category sourcing strategy, no common measurement methodology and no clear remuneration structure in place within the agency base.

Approach

We established a cross-functional team made up of a client sourcing manager, a member of the market research team and an Efficio consultant. The category team interviewed selected members of the stakeholder community and then issued a detailed Request for Information (RFI) to the top 40 agencies to establish a clear "as is" situation. A category profile report was produced to summarise the findings. In parallel, a detailed global and regional supply market analysis was undertaken. Workshops were then held with the stakeholders, and separately with representatives of the key agencies in order to share the findings of the category profile and identify high level sourcing opportunities.

The opportunities were validated and the resulting estimates of opportunity size and ease of implementation were used to prioritise initiatives.

The majority of financial benefits would be delivered through a full Request for Proposal (RFP) process for the major research projects. Secondary benefits would be gained by the tactical renegotiation of rates through increased cost transparency. Best-in-class "ways of working" techniques would be developed to help sustain the benefits. Efficio was responsible for delivering the overall sourcing strategy and for managing the RFP process including the appointment of new agencies.

Results

- Annualised benefits of more than €4m -- 10 per cent of the category spend -- were delivered through the RFP process, and further benefits were delivered by aligning agency rates through cost breakdown templates on smaller projects which had not been subjected to the RFP process.
- Spend was reduced by creating a centralised repository of research reports, assisting stakeholders to question the need to initiate new projects, and a new suite of "ways of working" processes was implemented to optimise briefing, challenge requirements and facilitate two-way feedback.
- Agency remuneration was amended to include an upside based on measurable key performance indicators to ensure that exceptional agency performance would be rewarded.
- Benefits exceeded the expectations of the client stakeholder community who did not initially believe that sourcing the category was an effective strategy.

The Efficio approach to driving efficiencies in marketing procurement

Efficio has developed and successfully market-tested an eight-step approach to realising and securing significant savings in marketing categories. While the approach may seem straightforward to an experienced procurement professional, the specifics regarding execution of each step are the key to success. We have also tailored our approach for each marketing sub-category because, for example, sourcing creative agency services is very different to sourcing print. Figure 3 summarises the common elements which typically form part of a marketing sourcing assignment.

Objectives:

During the initial phase of the project it is critical to establish an interdisciplinary project team that includes representatives from marketing and procurement departments. Senior management buy-in is also fundamental. Ideally a steering committee, including the CMO and the CFO, should be established to provide

guidance and support and to take decisions based on the analysis and recommendations of the project team.

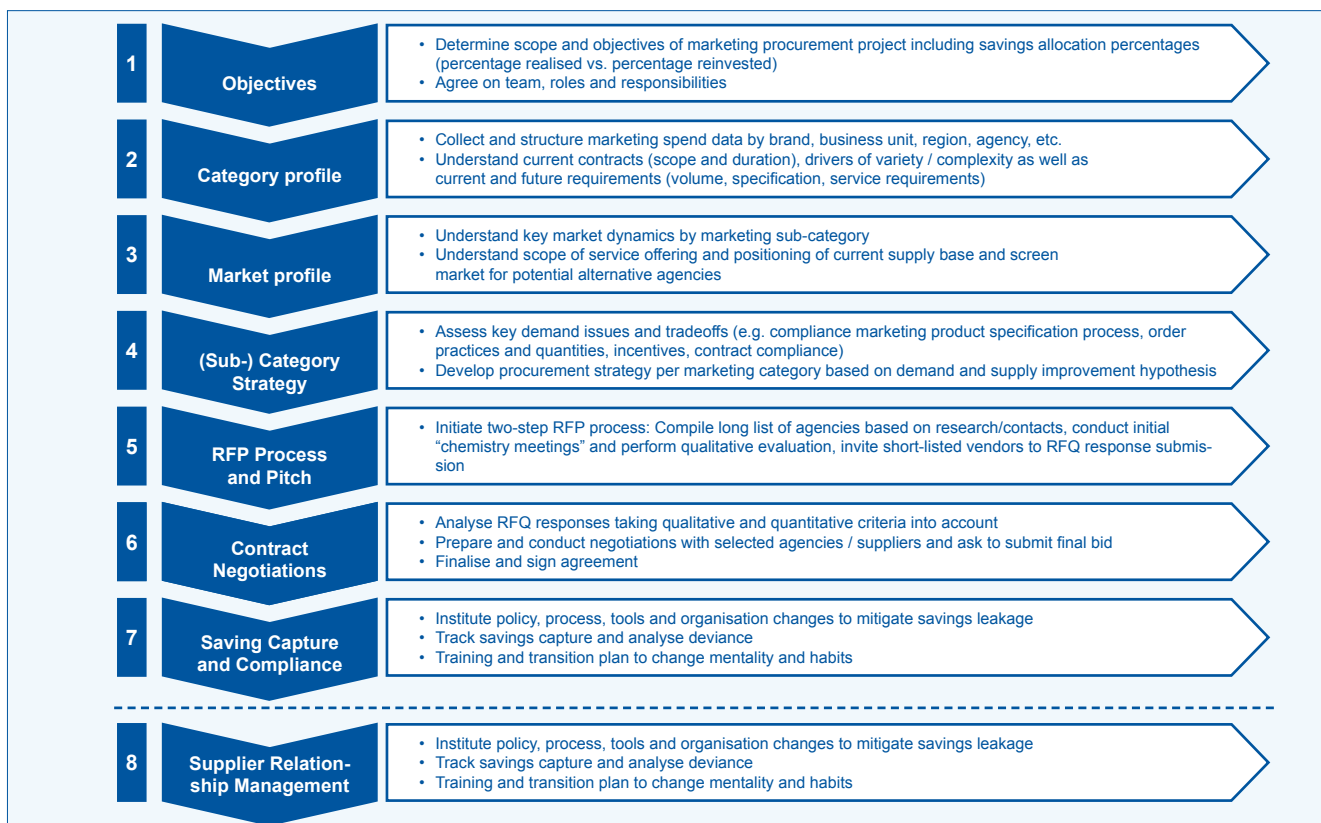
The steering committee typically decides on the focus of the assessment. Once a comprehensive baseline has been established, for example, it may identify individual marketing sub-categories to be addressed. Alternatively, it may decide that the team should initially focus on a particular sub-category in order to test the approach and demonstrate the impact.

During this initial phase, discussions should also be taking place between the CMO and the CFO about how to allocate potential savings from the initiative.

Category and market profiles:

Typically, marketing interacts with many different suppliers, all of whom position themselves as unique in some way and claim to provide a differentiated set

Figure 3:
Efficio approach to driving efficiencies in marketing procurement



of services and products. The market profile identifies alternative agencies, provides insights into the different agency economics and cost drivers and highlights current market trends.

To establish transparency over what a company spends on different marketing activities and why, it is important to have a clear taxonomy for each spend category. Spend can then be allocated with different suppliers to the taxonomy tree. Once all of the major spend categories have been established, a more detailed baseline for each sub-category is required.

Unlike some other categories such as telephony or travel where demand is relatively stable year after year, demand for marketing materials and services can fluctuate, so unless a solid baseline has been established and approved, it will be difficult to identify actual savings achieved and subsequently to track and explain any deviation that may occur between actual and targeted savings.

Interviews with the different stakeholders involved in marketing procurement can provide additional insights into the sources of complexity and the demand requirements that drive marketing spend. In addition to thorough desk research, we also conduct initial agency discussions when developing market profiles.

Category strategy:

To develop the best sourcing strategy for each marketing service and product offering, the findings of the category and market profile must be aggregated. Access to proven, best practice know-how and typical saving levers is equally important, since we often find that the biggest savings can be achieved by fundamentally changing the mode of interaction with marketing service providers. This can be done, for example, by unbundling agency services from printed marketing materials, or buying creative services from one agency for a fixed payment while sourcing the printing and finishing services from a dedicated print management provider. Figure 1 summarises some of the typical savings levers available.

RFP and contract negotiations:

For marketing service providers, we believe that a two-step RFP process followed by face-to-face negotiations works best. Based on market profile and research, an initial long list of potential agencies is developed. These suppliers are invited to make a presentation. They are evaluated against a set of pre-defined criteria and the

best suppliers are then provided with a structured, well-defined RFP and invited to present their proposals. After a thorough evaluation of the proposals, detailed negotiation documents are prepared to facilitate further supplier discussions and to provide specific feedback on strengths and weaknesses. Following a face-to-face debrief, marketing suppliers can submit their final offer. The steering committee approves the supplier selection and new contracts can be signed.

Savings capture and compliance:

Translating identified savings for marketing services and products into actual savings is challenging. Since marketing is largely budget-driven, anticipated savings net of agreed reinvestments need to be translated into actual budget cuts, otherwise the identified savings will never be realised.

When monitoring realised savings, it is important to use the agreed spend baseline to track any deviation from initial savings targets.

Supplier Relationship Management (SRM):

Arguably a sound SRM process is more valuable in marketing than in any other indirect category. It is only through a well managed relationship-building process that you can actually bring the best out of the marketing supplier, and ensure the delivery of top quality creative and long-term commercial benefits.

A sound SRM process will ensure that both parties work towards optimising the operational parts of the relationship, that quality work is well rewarded, that the relationship stays fresh and challenged and that benefits are continually tracked. A SRM strategy may involve simple quarterly meetings with continuous improvement tasks assigned to both parties, optimising briefing documentation and processes and setting post-project review steps.

More advanced SRM activities could involve scoring supplier deliverables against corporate objectives, rewarding marketing suppliers with a bonus for over-performance and job swaps between brand managers and agency account managers. Inviting key individuals from supplier organisations to attend an annual strategy meeting could ultimately grow the value of business done with them.

Longer term, SRM initiatives should involve reviewing the marketing supplier deliverables over the life of the whole contract.

Case study: printed marketing materials

A global oil and gas company needed support in operational marketing procurement. Efficio delivered 27 per cent savings in printed materials and branded merchandise and a range of other benefits.

Background

The client company, a global oil and gas giant with a world-class procurement organisation, wanted specialist and focused support in operational marketing procurement. Efficio was retained to help deliver savings in two separate data-intensive and stakeholder diverse categories: printed materials and branded merchandise.

The company had already developed a category strategy for printed materials and needed flexible resources to implement the strategy, bringing visibility, transparency, brand compliance and value-for-money across all printed materials in their European operations.

Two divisions of the company used separate print management suppliers and a marketing services provider to manage print procurement and distribution. Other divisions purchased print through agencies and/or directly with printers. Printed stationery was purchased through an external facilities management aggregator. Overall, there was very poor visibility of total spend on printed materials.

Approach

Efficio established a cross-functional team consisting of local marketing managers and other specifiers of printed material, procurement managers and one Efficio consultant for each key division. A project steering committee was also established, consisting of a dedicated process sponsor, business unit managers, specifiers and central procurement, to approve team recommendations and champion the change process.

Within the team, Efficio led the baselining exercise to profile the print spend, detailing print specifications and the various current sourcing models, through gathering information from more than 30 specifiers and more than 50 suppliers (print managers, agencies and printers). The baseline represented at least 95 per cent of the current externally printed materials from the corporate annual report, to bespoke point-of-sale materials, from sales support material to pension statements, and from the corporate monthly newsletter to business cards and pre-printed stationery.

- From the category profile and the supply market analysis, the team concluded that while certain

divisions were following best practice, other divisions and functions were not applying quality and cost measurement to their suppliers. They were not tendering print requirements and were often using creative agencies to source print on their behalf. As print is a pass-through cost for the agencies (often with an additional mark-up of about 20 per cent) there was little incentive to challenge print costs.

- The team recommended deploying best practice print management across all divisions and functions, bringing compliance to brand identity, faster time-to-market through a more co-ordinated marketing execution, price transparency and cost savings. The steering committee approved the issue of a very comprehensive RFP to the top 10 print management companies, looking for strong dedicated service capability, value-added to the marketing process, transparency and future-proof cost savings.
- The team based their selection on detailed supplier proposals on more than 60 service capability questions and the pricing of more than 400 print jobs. Efficio's print experts guided the suppliers through the detailed specification of each print job including paper quality, print technology, lead-time, revisions and delivery requirements. Following three rounds of shortlisting and supplier feedback, the team unanimously recommended the selection of a print manager to cover all of their corporate-wide needs for printed materials.

Results

- Key elements of the service would include a multi-site permanent presence of the print management staff, enabling faster time-to-market and demand challenge throughout the design process and a central electronic database of all marketing assets, enabling reduced creative costs for the amendment and re-print of similar items.
- It also included training of the printer roster in the client brand, transparency on all print-job quotes from the supplier base and a commercial model that de-coupled the supplier margin from the number of dedicated staff or the print spend under management.
- Expected cost savings were 27 per cent on a like-for-like basis. Furthermore, a "house range" of paper to be used in marketing print brought a consistent brand image, transparency on costs and a rebate worth 1 per cent of print spend.

About the authors



Tim von der Decken

Principal with Efficio
based in Frankfurt and London

Tim has eight years of consulting experience with leading media and consumer product clients. He has particular experience in optimising pan-European marketing and media procurement across several industries and all marketing sub-categories. He leads and coordinates Efficio's marketing and media procurement intellectual capital efforts.



Dap Wijeyeratne

Manager with Efficio
based in London

Dap has 11 years of experience in sourcing marketing services with a wide variety of global clients. He has experience in all key marketing sub-categories including Digital Media, Creative Agencies, Market Research and CRM. Has led many marketing procurement projects for Efficio including the largest UK digital media agency pitch in 2006.



Leon Fernandes

Consultant with Efficio
based in London

Leon has six years of professional experience in procurement with global blue-chip Media and Technology organisations. He has managed procurement projects across a wide range of spend categories including marketing, print and brand design services.

About Efficio

Efficio is a leading international consultancy focused exclusively on procurement and supply chain performance improvement. Our clients are often blue-chip organisations with strong purchasing functions who look to Efficio to help them accomplish more. Whether the challenge is delivering significant savings to the bottom line, or managing suppliers to create value for the longer term, Efficio provides a range of tailored services including:

- Procurement Transformation
- Strategic Sourcing Execution
- Supplier Relationship Management
- e-Procurement Strategy and Implementation
- M & A Support Services

Made up of experienced professionals with a blue-chip consultancy heritage, Efficio combines the credentials of a top-tier firm, with the expertise and execution focus

of a flexible niche player. Our people are specialists in their field. Their unique blend of procurement know-how, change management capability and category knowledge guarantees superior results for our clients.

We have two principal deployment models – the classic project structure, whereby we deploy a team of experts to work with the client's purchasing department to bring about a step-change in performance; and the scalable resource model, whereby the client taps into our pool of experts on an as-needed basis, so that Efficio becomes an extension of the client's sourcing team.

We deliver measureable results not reports and our fees are intrinsically linked to the savings delivered. Our focus on results speaks for itself and ensures a substantial return on investment for our clients.

With offices in the UK and Germany, and a growing operation in Asia and the USA, we provide a global service to clients from a broad range of sectors.

Abbey | Anglian Water | AstraZeneca | AXA | Barclays | BP | BT | Cadbury Schweppes
Chubb | Cognis | Deutsche Post | DHL | DSGinternational | Exel | Ford | GAP
Gemplus | Grace | Gruner + Jahr | Harsco | HBOS | Jaguar | KION | KKR | Land
Rover | Linde | Marsh & McLennan | Montagu | MultiServ | Nokia | Norwich Union
O2 | Permira | Prudential | RAC | SGB | Survitec | Terra Firma | Volvo | Winterthur

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