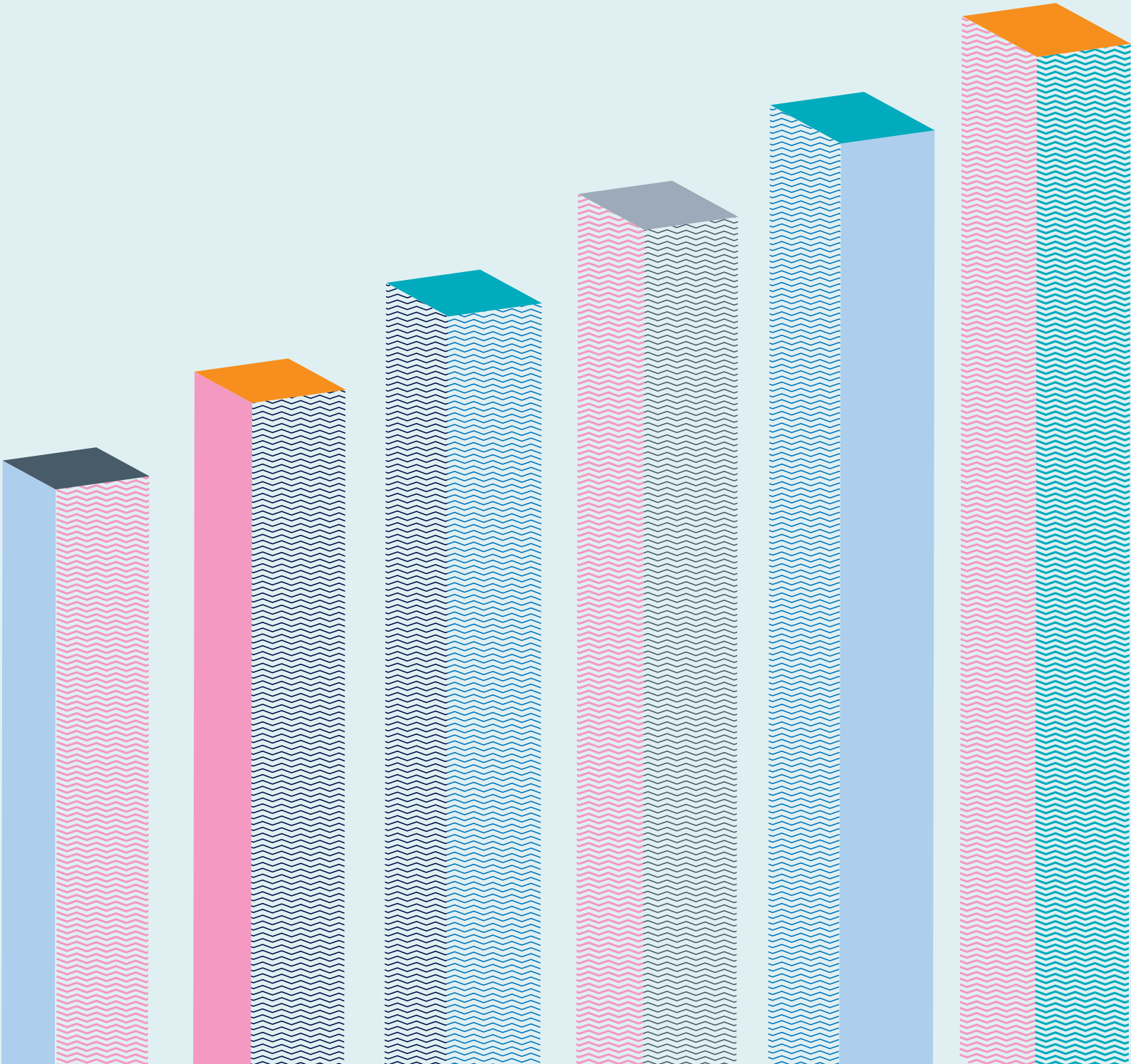


Proxima

Case study

3i

Stakeholder Engagement
and Development



The company

3i is a listed FTSE 100 international investor focussing on Private Equity, Infrastructure and Debt Management and has approximately 500 staff world-wide. It operates across 16 offices in 14 countries around the world with the head office in London.

The challenge

3i has a small but well established internal procurement team. It has delivered year-on-year savings and manages suppliers to deliver the high quality services required by internal stakeholders. The size of business spend and the diversity of spend categories, however, created a challenge for 3i's procurement team to manage cycles of demand and the breadth of category expertise required.

Proxima's remit was to enhance the effectiveness of the team to meet demand, respond to new or varied category areas and to allow the team to better engage with the business to drive sustainable business benefit.

Our approach

3i is a long-standing client of Proxima and the model applied to best meet 3i's needs has evolved over time. Under the current three year agreement Proxima has integrated with the business, understanding its culture, delivering projects and, importantly, working closely with the 3i procurement team to bring in category expertise as required creating a flexible and dynamic team.

Embedded within the business, Proxima can quickly understand the needs of 3i viewed against its culture and particular attitudes to change. This approach reflects that one size doesn't fit all and allows Proxima to better facilitate and deliver change through deep integration into the client. Beyond working with the procurement team to identify projects through data analysis and opportunity assessment, Proxima's delivery team has quickly become the central point for stakeholders needing assistance in the business.

Through regular updates Proxima and the procurement team plan and prioritise projects and discuss what category expertise is required and when.

3i takes a base commitment of category expertise to assist with projects each month. This ensures that the right skills can be drawn upon to deliver a wide range of projects across all spend categories. For 3i, no area of spend is out of scope. Category experts are there to be used by 3i for briefing calls, to add knowledge ahead of new stakeholder meetings, benchmark and offer market analysis and of course drive and deliver procurement projects of all scales.

The solution

When 3i began to explore outsourcing its data centre, Proxima ICT expertise helped to build the commercial case and drive the project to ensure that all targets relating to service and risk were met whilst achieving significant year on year savings.

At the same time, a Proxima travel category expert was tasked with working with 3i globally to implement a single travel management solution. One of the key challenges here was to secure companywide buy-in. Having achieved this and delivered on project targets, 3i internal staff were up-skilled to take over the management of the solution.

The benefits

The 3i procurement team is able to report to the business that:

- In the year to April 2011 the team jointly delivered significant savings of c.20% of reviewed spend, with additional multi-year benefit
 - Strong savings results from the previous two financial years were exceeded
 - Over 90% of influenceable spend is now under management or engaged
- Frequently, 3i procurement is now proactively engaged by stakeholders within the business. Feedback acknowledges that Procurement is helping departments to meet budgets, reduce commercial risk and ensure a best route to market approach. Contrary to many stakeholder fears, Procurement has helped to improve relations with incumbent suppliers rather than jeopardize them.
- Procurement now reports into the Group FD. This further ensures excellent leverage within the business.
- Procurement has become more strategic. Successes delivered in managing business spend have created a platform to engage the business on core professional services. The team is further working with 3i's Portfolio Companies to build value and help increase the return on 3i's equity investments.

"3i has engaged Proxima for a few years now and our relationship has endured due to Proxima's consistent delivery of high quality service and tangible results. They have a deep pool of procurement talent and category expertise that I can call upon and this enables me to plan for and meet demand across all categories of indirect spend. Overall they do a great job for us."
Lewis Claxton - 3i Procurement & Property Director

"Proxima has greatly contributed to our target, increased engagement across the business and strengthened relations with immature parts of the business. Generally I would rate performance and delivery as excellent."
Dyfan Lewis - 3i Procurement Manager

About Proxima

Proxima is a dynamic international business, specialising in procurement outsourcing.

At Proxima we approach things differently. Working closely with you, we improve business performance by making procurement deliver more. Our approach goes beyond driving efficiency. It's about enabling change, enhancing management control and delivering results that exceed your expectations.

Proxima: Redefining procurement. Powering business.

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