

# iBuy

## Changing the Face of Procurement

### Client Service Focus – Technology Enabled

#### **The Changing Role of Procurement Officers**

Clients requiring services or goods from outside firms to deliver on their business objectives frequently require support of the department's procurement team. Procurement today has become very rule driven and the focus on client service has declined. Procurement teams do their best to deliver, despite the enormous oversight burden of procurement rules, policies, instruments and audits and are, unfortunately, seen as road blocks to delivery for results.

#### **iBuy...a new methodology for procurement**

Procurement officers' roles need not be limited to executing the administrative duties necessary to put a contract in place. They need to assist clients upstream, during the pre-contractual phase, when strategic decisions are taken to address the business requirements in the most efficient and sustainable manner. This involves **planning and control**.

**Planning.** Procurement officers need to understand the business of their clients in order to better respond to their contractual needs. Grouping clients by types of programs - core, corporate services and governance - allows procurement officers to develop agreements that can benefit more than one client at a time and for a longer period. Procurement officers engage with clients at the beginning of each fiscal year, and then throughout the year to lend guidance to the best method of supply. Also, the information gathered from clients allows procurement to plan and accommodate the volume of future contracts and are proactive in ensuring that resources are available to expedite the needs of the organization.

#### **Control. The Creation of a Service Desk for Procurement**

As a corporate service, procurement can apply the best practice of IT - the establishment of a Service Desk - to receive, prioritize and dispatch service requests. Clients have a single-entry point to access the procurement knowledge and ensure their varied requests, whether it be about a specific contract or more generally, a policy interpretation, can be immediately responded to or routed to a procurement officer for resolution. With the creation of a Service Desk, procurement officers do not have to field calls or emails, but can concentrate on their procurement files, enhancing timelines and service delivery.

#### **A Case Management Tool**

As IT everywhere have known for some time, a Service Desk is most efficient when it uses an automated tool to capture and track all its cases. This tool would be the single-entry point for all requests received from an automated workflow or email system, and assist in tracking the dates that purchase requisitions are received as well as the date a contract needs to be awarded and prioritize the work of procurement officers accordingly.

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Such a system could assist in developing realistic service standards, based on actual metrics recorded for the different types of procurement products, from simple call-ups to complex standing offers. Moreover, a portal to such a system would allow clients to directly query the status of their requisitions.

A complement to such a system is a KANBAN board, a technique created at Toyota and used at Microsoft to manage their numerous requests for enhancements. A KANBAN board is a visual system that allows a procurement team to track all service requests through the entire procurement process from the receipt of the purchase requisition to contract award. The workload of each procurement officer is easily visible so that bottlenecks can be resolved and work can be evenly distributed across all available officers.

### Positive Outcome

The outcomes are proving to be tremendous; the clients are content and satisfied with this new approach; the procurement officers feel part of a larger team with larger goals and are receiving emails thanking them for their services.



**Meet our Subject Matter Expert – Louissette Bizier,**  
PMP, PMI-Risk Management Professional, Certified Change Management Professional,  
Certified Business Process Professional, Lean Six Sigma – Black Belt

Ms Bizier has been involved in business transformation since the early 1980's. After leaving IBM, she worked with a consulting company where she was responsible for researching and delivering courses in business analysis. During this period, she became familiar with the emergence of business processes as a valuable management tool for business transformation.

Ms Bizier conducted numerous mandates as a certified business process professional to improve operations in Core Programs and Internal Services. She optimized organizational structures, the backbone of business processes, thus ensuring the implementation of efficient business processes. She has been involved in many IM/IT projects to install tax administration systems, financial management systems and human resource management systems. She has used her project management skills as well as her risk management expertise to deliver results on time and on budget and her change management expertise to ensure the sustainability of the changes.

She is a Certified Black Belt Lean Six Sigma expert and has proven experience in delivering LEAN business processes in successful transformation projects. She is a unique professional who can leverage her complementary qualifications demonstrated through over 50 successful projects in numerous countries in both private and public sectors.

**We continue to support our clients working remotely, and safely during the Covid-19 precautions.**

**If you are interested in learning more about iBuy, Changing the Face of Procurement, please email Heather Buchan at [hbuchan@therightdoor.ca](mailto:hbuchan@therightdoor.ca).**

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