

CASE STUDY

Equipping Procurement for Growth at a Food Technology Platform



IN BRIEF



Four-year procurement transformation across strategy, analytics and delivery



Delivered £18M in savings – over 4x the original £4M target



Agile resourcing model accelerated results across multiple functions



Procurement repositioned as a strategic value driver

A four-year partnership with FourCentric enabled smarter spending, stronger capability and sustainable growth.

BACKGROUND

Following rapid global expansion through acquisitions, this market-leading food technology platform's rising third-party costs were outpacing revenue. Its procurement function had been set up mainly for transactional buying and lacked the scale, visibility, and capability to support fast but controlled growth. To address this, the newly appointed procurement director brought in **4C Associates** to redesign the operating model and build stronger category management capability.

CHALLENGES

With limited spend transparency and a lean team focused on day-to-day buying, procurement lacked the insight and capability required to act as a true business partner. The company needed to understand where money was being spent, identify cost-reduction opportunities and build a framework that would enable strategic decision-making across technology, professional services, marketing and logistics, while keeping pace with the evolving needs of a digital, global business.



- Move procurement from tactical buying to a strategic, category-led model to support business growth
- Close capability gaps across IT, marketing and logistics during a period of rapid change (including expansion into grocery and international markets)
- Enable agile resourcing – bringing in specialist expertise ‘on demand’ rather than building a large internal team

SOLUTIONS

To meet these needs, support expanded across FourCentric’s “house of brands”, seamlessly blending strategy, analytics and delivery over a 4+ year partnership.

4C Associates designed the future procurement operating model and embedded best-practice processes across category management, supplier relationship management, demand management, and risk/governance.

EBIT provided specialist resources to augment internal teams, delivering initiatives across technology, professional services, HR, marketing and logistics.

Anvil Analytical deployed its spend analytics platform, tripling the original savings target and expanding visibility to include sustainability, risk, and business value.



OUTCOMES

- Delivered £18M in savings - over 4x the original £4M target
- Repositioned procurement from cost centre to strategic business partner
- Secured senior influence, enabling procurement team growth to 20+ globally across Europe, the US, Canada, and Australia
- Expanded focus beyond savings to include sustainability and risk, giving procurement the tools to support the long-term growth of an iconic digital brand

KEY TAKEAWAYS

- Real-time spend data creates momentum to shift procurement from reactive to strategic
- Combining targeted expertise with internal teams accelerates transformation without adding headcount
- Early investment in governance and capability builds a scalable foundation for sustainable growth



The visibility and insights provided

lit up the opportunity assessment side of things,

greatly boosting the value that we could deliver to the company and its stakeholders.

Procurement Director

Discover how **FourCentric's** group of specialist companies can unlock the hidden opportunities across your supply chain, operations and procurement and drive change that sticks.

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