

CASE STUDY

Rebuilding Capability, Confidence, and Culture with a Leading UK Hotel Group

FourCentric

Outcomes are **Everything**™

IN BRIEF



Delivered £1.5M in short-term benefits



Identified a £20M+ savings pipeline through strategic category planning



Brought £255M of spend under management



Introduced contract governance with 133 digitised agreements



Recruited and embedded a high-performing permanent procurement team

FourCentric came together to **seamlessly align people, processes, and purpose** to strengthen the business from within.

BACKGROUND

A leading UK hotel group faced a critical breakdown in its commercial operations. The procurement and supply chain function had become disconnected from the rest of the business. Stakeholders across operations, IT, and facilities management were disengaged, and procurement processes were routinely bypassed.

A senior executive flagged the issue, prompting the company to engage **FourCentric**. An agile, board-level maturity assessment led by **4C Associates** reviewed key operational and commercial processes linked to the long-term strategy and immediate needs. This created a collaborative, dual-track intervention: **EBIT** stepped in to stabilise daily operations, while **4C Associates** continued to lead the strategy and structural redesign of the commercial function, restoring capability and trust from the ground up.

CHALLENGES

The client had deep-rooted issues across people, processes, and performance. The commercial team had become siloed and mistrusted. Key functions avoided engaging with procurement entirely, operating independently and inconsistently. There was no shared understanding of purpose or process and no credible leadership in place to turn things around.

Addressing this needed more than a restructure; it was a full turnaround. Cultural repair, stakeholder re-engagement, and day-to-day operational delivery had to run in parallel.



SOLUTIONS

FourCentric deployed two distinct but interconnected teams of specialists from across its group, each with a clear remit, united under a shared goal:

4C Associates

(Strategic Transformation)

- Reviewed the commercial function's vision, structure, policy, and practices
- Created a new procurement identity and operating model aligned with strategy
- Designed the future state with stakeholder input
- Agreed the new structure, elevating procurement within the hierarchy, and managed the internal consultation alongside HR
- Reset governance with contract digitisation and structured category planning
- Recruited, onboarded, and coached a new permanent team to embed transformation
- Conducted cross-functional activities to establish a pipeline of potential value levers and size the commercial opportunity

EBIT

(Interim Procurement Delivery)

- Installed an experienced interim team to manage day-to-day procurement activity
- Maintained operational continuity while restoring internal trust
- Retained and upskilled in-house team members to support future capability through day-to-day leadership
- Secured essential contract management basics to assure supply and mitigate risk

OUTCOMES

£1.5M SHORT-TERM BENEFITS

Delivered through immediate procurement interventions and cost optimisation

£20M+ SAVINGS PIPELINE

Identified via strategic category planning across key spend areas

£255M SPEND UNDER MANAGEMENT

Including **£126M** previously uncontrolled, bringing greater governance and visibility

133 SUPPLIER CONTRACTS DIGITISED

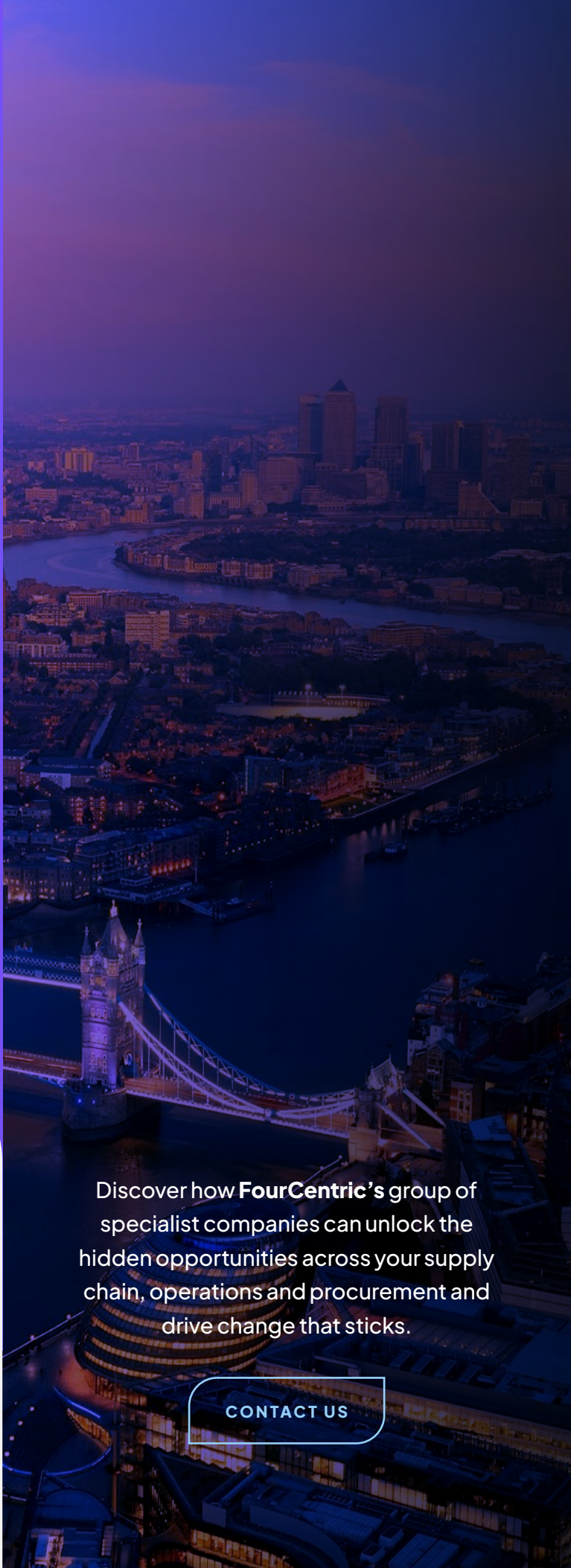
Centralised into a new contract database to improve compliance and control

£6.3M LONG-TERM VALUE

Projected additional benefit from improved procurement control and coverage

KEY TAKEAWAYS

- Rebuilding trust is the essential first step to lasting change
- Stakeholder buy-in happens when people are aligned behind a shared purpose
- Change must deliver measurable value, not just activity
- Long-term success depends on building internal team capability



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.

[CONTACT US](#)