





AMERICAS Shortlist Submission Summaries

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Operational Improvement Award

Jerry Carver, Pascale Gaixet, Anne Fikri, Liliane Ramirez, Cedric Pelle, Alain Chanh-Truc Dang, Agnes Barbier, Juliette Benoit and Veronique Lericolais - IBM Terms

IBM Terms provides a dynamic and seamless navigation experience in local language when searching, viewing, downloading or printing IBM's standard contracts. Contracts can be filtered by country, language, type, active or archived status. Terms Advisor provides document descriptions and navigation support to content. IBM Terms consists of three interfaces supporting Clients, IBM Business Partners and IBMers. As an IBMer, Terms provides a broader set of features and capabilities, such as restricted access to content based on user's role, a reporting dashboard, a publishing workflow for contract updates, localizations and translations, plus the ability to subscribe for email notification of changes.

Hewlett Packard Enterprise - SMART - Supply Management Adaptation in Real Time

At HPE, we experienced a perfect storm during the COVID-19 pandemic that resulted in the largest backlog HPE has ever experienced.

Our approach was to leverage the experience and dedication of our HPE team but more importantly the relationship we have built with our over 500 direct and indirect suppliers. The willingness and focus on blasting through data delays, entrenched processes and communications was critical to meeting HPE customer requirements and reducing our backlog over \$500 million in FYQ3.

Verizon - Verizon's Contract Navigator

Verizon's Contract Navigator was created to enable users to find the proverbial needle in the haystack of contract documents. Business users may need to locate a particular product name, key legal provision, financial obligation, or price table. Manually reviewing the many documents that make up a customer's contract could take hours, days or even months of eye-straining work. Verizon's Contract Navigator leverages innovative, new technology and interfaces (including Seal software and proprietary Verizon methods) to instantaneously focus the user on just the data points and documents they need -- yielding fast answers, big savings, and happy customers.

BlackBoiler, legal technology company - BlackBoiler's Automated Contract Markup technology is revolutionizing the contract review and negotiation process

BlackBoiler is revolutionizing the contract negotiation process with its patented Automated Contract Markup technology, helping companies manage and negotiate contracts in a fraction of time by automating the tedious contract review and mark-up process. Using powerful machine learning and artificial intelligence, BlackBoiler learns from how each client has marked-up past contracts to create client-specific editing models and provisions to make instantaneous company-specific revisions in track changes to previously unseen documents. By deploying a company's legal playbook, BlackBoiler ensures consistency

across every review, while also growing smarter and increasing efficiency after every use, cutting review time down by > 66%.

Data Gumbo - Data Gumbo Produced Water Haulage Pilot Powered by Blockchain-Based Smart Contracts

Data Gumbo provides the industrial blockchain network, GumboNet™, that executes and automates smart contracts for heavy industry, [implemented by Blockchain for Energy](#) for water haulage in the Bakken basin by oil & gas major Equinor. Produced water haulage invoicing and reconciliations are typically manual processes. GumboNet instead synchronizes data for transparency, freeing working capital, reducing contract leakage and enabling real-time cash and financial management. Pilot results include reducing current process workflow from 90-120 days to 1-7 days and 16 to 7 steps, requiring zero manual intervention, and delivering a potential of 25% – 35% reallocation of resources versus current business process, among other benefits.

EY Law - Improvements to procurement contracting operations across a pharmaceutical enterprise

A pharmaceutical company engaged EY Law teams to help standardize contract operations while maintaining critical differences in entity locations in the US and Europe. EY LMS teams had visibility into how the entities operated and helped facilitate the creation and adoption of modular templates and playbooks across entities. The teams also helped support the existing technology and the review and negotiation of contracts per the playbooks. The client realized 100% stakeholder satisfaction on turnaround times, reduced risk associated with contracting inconsistencies and self-service access to accurate contract data. The improvements also allowed internal resources to return to more strategic priorities.

Factor and Allen & Overy - Factor/Allen & Overy Partner on Comprehensive LIBOR Solution

To address the scale & complexity of transitioning trillions of dollars of LIBOR-linked contracts to alternative rates, Factor and A&O formed a partnership combining the best of Traditional and New Law. Clients receive specialized advisory from A&O combined with Factor's expertise in executing complex legal work for full-spectrum support from upfront legal strategy to re-papering across myriad contracts. The integrated model – enabled by LegalTech, specialist resourcing and consultative solutioning – drove significant improvements in the accuracy and speed of re-contracting, projects cost savings of up to 40%, and constitutes a bellwether for the transformative potential of Traditional & New Law collaboration.

Dell Technologies DEAL Tool - Dell Escalation Landscape Approval (DEAL) Tool

With a focus on solutions to improve efficiency and velocity in support of the review and approval process for non-standard sales terms, Dell has created the Dell Escalation Landscape Approval Tool or DEAL Tool. The DEAL Tool was specifically designed with a focus on automating the approvals process, alleviating manual work and administrative burden, providing holistic status visibility, driving consistency in escalations, and enabling collaboration with decision makers in a single workspace. The DEAL Tool supports our

broader vision for contract lifecycle management as a system of multiple connected components.

Contract and Commercial Management Group- Cognizant

Cognizant is a leading outsourcing, consulting and managed IT service provider, Contract and commercial management (CCMG) team specializes in providing end-to-end client contract and commercial governance.

The team's core focus is on identifying and eliminating margin overruns and revenue leakages caused especially by incorrect billing, flawed commercial agreements and inefficient invoicing processes. Through its Global Operational Framework, CCMG addresses key aspects of Obligation management, Scope management and Risk Governance. The framework also allows effective interlocks between various stakeholders on operational improvements, lessons learnt and best practices ensuring a proactive rather than a reactive contractual and financial management.

The Global Energy Contracting Team, DNV GL - The Global Energy Contracting Team

With the formation of the Global Energy Contracting (GEC) Team, DNVGL Energy moved away from a siloed approach, to a virtual global team of 12 highly qualified legal and contracts professionals that work hand-in-hand across 8 locations to provide a truly world-class approach to contract handling. By unlocking the potential of professionals working as a virtual team, we see immediate improvements that enhance both the quality and the efficiency of contract handling, including increased quality of contract related support, increased collaboration and knowledge sharing across countries, global visibility over workload and a reduction in reliance on the corporate legal team.

Strategic Direction Award

Honeywell and EY Law - Transformation of a Global Contracting Function

Honeywell worked with EY Law teams to optimize and digitize its contracting function by implementing an enterprise contract lifecycle management tool that would support all business units, delivering a consistent workflow, centralized repository and readily available data for analytics and reporting. The teams held cross-functional workshops, backfilled data points on 700,000 legacy documents, standardized hundreds of contract templates and created numerous standardized processes to enable efficient contracting, self-service and utilization of a central contracts team. The system has been deployed globally with success and provides transparency into data that will allow earlier intervention and target negotiation focus to better contract terms going forward.

Ciaran Flynn, Sanchi Srivastava, Heather Archer, Avanti Nadkarni & Deepika Bhayana (Dell Technologies: Business Intelligence) - Contracts Health Check Project

Dell Legal led a business intelligence project to capture structured information about our top US sales agreements and assess the health of our contracting portfolio. The objective was threefold – first: develop an automated score card for our top US agreements allowing Dell negotiators to quickly analyze the terms of any contract and proactively formulate a plan to

address any areas of concern; then: create an adaptive risk scoring methodology to better identify contracts with non-standard terms; and finally: create a dashboard to visually display and analyze the structured data, including risk scores, from Dell's contract portfolio.

May Mowzoon and Anthony Kong (Intel Corporation) - GSC Contract Management Program - Contract Manager (CoM) Career Path

Through collaboration between Human Resources, business and legal department supervisors, and the contract managers ("CoM") directly, Intel's CoM program is now a formal career track within Intel's supply chain organization, directly reporting into the business and dotted line reporting to Intel legal. Business supervisors have access to a legal-based job code for CoMs that has a wide salary range and high grade levels. CoMs have an infrastructure that makes available leadership opportunities both internal and external to Intel. Legal has access to a community of subject matter experts while supporting their direct business supervisor's expectations for the CoM's career advancement.

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CCMG team identified gaps in their existing scope and have upgraded towards a holistic and cost efficient Shared Service Model, which offers pay as you go model and Customized service support model suitable for small and mid-sized engagements. Also, with evolving technology team have widen their portfolio providing Cloud Support Model, which includes Cloud specific offerings and consulting support to contract construct with expertise in the domain, contributing towards effective and efficient Contract management.

Outstanding Service Provider Award

Brightleaf Solutions, Inc. - Legacy Contract Database Consolidation

Brightleaf uses its state-of-the-art AI Technology to provide a service to extract information (attributes, provisions obligations etc.) form clients, legacy contracts.

Coupled with a thorough review by its own lawyers, Brightleaf delivers Six-Sigma results to the clients. While all Brightleaf's clients and partners love the flexibility, pricing, transparency and quality of work, some notable clients:

For a Class 1 Railroad company 100s of thousands of contracts. Brightleaf was able to find \$8.2M of revenue which was not billed for decades. Contracts process were decades old, even dating back to the 1860's in cursive handwriting!

For NuStar Energy, with 10's of thousands of contracts Brightleaf delivered before time, perfect results customized to client specifications

For Alorica, all contracts were Third Party Paper. Brightleaf's AI tool was able to handle this with client customization to deliver perfect results

All of Brightleaf's work enhances the investment in a CLM exponentially.

Icertis - Icertis and HERE – Leveraging AI to unlock critical business insights from legacy contracts

HERE Technologies is a leading provider of mapping and location data and services, with offices across the U.S., EMEA, and APAC. HERE initially deployed the Icertis Contract Intelligence (ICI) platform to better serve its legal department's contracting needs.

They then realized the need to digitize 70,000 unstructured documents that couldn't be used by their 10,000 employees to make strategic business decisions to keep the company out in front. Icertis addressed the challenge through its ICI DiscoverAI application, to convert HERE's legacy contracts from plain text to parseable digital assets in nearly 75% less time than before.

App Orchid Inc. - AI-Powered Contract Negotiations

Bp had an increasing number of contracts to process, but a fixed number of procurement and legal resources, causing time to contract for SaaS to rise to an average of 92 days. As bp could not find a solution that significantly reduced contract negotiations time, they worked with App Orchid to co-develop ContractAI. ContractAI is an AI-powered SaaS-based solution that leverages AI to transform the contracting process, dramatically improving the analysis, creation, and negotiation of contracts. ContractAI reduced bp's time to contract by 77% for SaaS contracts saving an estimated 60% procurement and legal time while reducing risk.

DWF Mindcrest Inc. - Contract review and post-merger integration support for one of the world's largest chemical and pharmaceutical companies

Our client needed post-merger contract integration and project management support with a merger worth \$60B. Post-acquisition, our client inherited over 7,000 commercial contracts that needed to be reviewed for assignment requirements, product information, recurring revenue streams, renewals & termination obligations. Our team provided end-to-end project management and legal services by leveraging a secure-CMS and contract review technology. Given Covid-restrictions, our team then leveraged an online mailing service to electronically create, mail, and track thousands of notices and consent letters, completing the process by cataloging returned letters into CMS. Our assistance bolstered the client's efforts to capture the synergies anticipated from the merger.

Evisort

Evisort leverages artificial intelligence (AI) to help businesses categorize, search, and act on business-driving documents of any type. The company's best-in-class AI understands meaning and context in legal language, eliminating the need for manual data entry and parsing of contracts or business documents. With Evisort, legal, procurement and contract teams can ensure compliance, minimize unwanted costs, achieve efficiencies and mitigate risk. For example, it quickly trained its software to recognize Force Majeure clauses as companies scrambled to understand their exposure during COVID-19. Evisort helps clients manage and analyze over a billion dollars in contract value, with customers reporting average savings of 45% in total contract transaction time and cost.

EcoVadis

Sustainability has grown to become an essential criteria in commercial relationships, particularly in global supply chains. It has evolved from a risk management / compliance necessity into a huge opportunity to create value / ROI and drive innovation in the supply base. EcoVadis supports this by integrating these criteria into commercial / procurement relations with suppliers. It does so firstly with ratings that quantify performance and enable integration into processes and decisions, and secondly by Software API integration to the increasingly digital procurement tools by which contracts and relationships are managed.

EY Law - Improving procurement contracting at a Fortune 100 manufacturer

EY Law teams helped a global manufacturer re-engineer its procurement contracting processes to improve response times, reduce costs and support the evolving business strategy. The teams devised a centralized approach and lane strategy for work and resource allocation, and set up a contracting team for adequate time-zone coverage while maintaining cost efficiency. EY Law teams helped increase contract coverage from 50% to 100%, reduce potential risks by increasing use of acceptable positions, decrease turnaround times by 60%, reduce the average cost per contract by 36% and establish the strategic direction for the procurement contracting function within the business.

Personal Initiative Award

Joseph Martinez (BNY Mellon)

Joseph Martinez, BNY Mellon's Chief Procurement Officer, identified systemic weaknesses across bank's vendor base - lack of company-wide visibility, value leakage, ineffective mitigation of residual risk, etc. To overcome these, he conceptualized transformation projects to create a cost culture that optimized spend for key categories, improved efficiency and agility, and the risk profile.

Joseph ensured executive sponsorship by articulating a clear value creation & capture strategy. He revamped the org structure, drove upskilling programs, created process libraries, and leveraged AI (via Sirion CLM) for organization-wide tech enablement. Under Joseph's leadership, BNY Mellon has automated and standardized contracting processes, enabled active governance for strategic suppliers, reduced value leakage, and enhanced spend visibility across global supplier base.

Iván Pinzón Amaya (Iván Pinzón Amaya)

My submission has to do with the publication of eight books on strategic sourcing. It has been an opportunity to reinforce learning. From my beginnings as a professional, I have been convinced of the need to return knowledge to those who feel the same passion as me, just as someone once sat with me to teach me. Makes me feel good, and professionally gives my life meaning. Sharing knowledge should be an act of detachment for the benefit of a critical mass with common interests that generates benefits at the individual and collective levels. It's the encouragement to keep writing.

Rohan Nageswaran (Intel Corp)

“Rohan is a rare individual who has his masterful contracting expertise and discipline integrated with keen practical business value approach that is highly valued by the organization. He has transformed the negotiation planning and contracting review process at the Global Supply Chain Ops group and his staff forum, using analytics to drive insights, value, and discipline.” Cari Shim, Sr. Director at Intel.

Vishal Anand (DWF Mindcrest Inc.)

As Mindcrest's SVP of Contract Management, Vishal Anand leads a team of over 500 lawyers and contract experts in the U.S., UK, and India delivering CLM consulting, tech-assisted contract review and negotiation services. Having represented both sides on technology purchasing decisions, Vishal possesses a rare understanding of CLM product development as well as tool selection, implementation, and adoption criteria. Noticing an unprecedented growth in the number of CLM tools entering the market, Vishal led the development of our in-house technology advisory service, m-Tech. Under Vishal's leadership, m-Tech assessed more than 35 CLM tools and partnered with tools providers and Fortune 500 clients to help navigate the fragmented CLM tech marketplace.

Innovation In Crisis Award

Avaya - North America Commercial Law and Contracts Team

COVID-19 has created challenges for everyone, personally and professionally. To ensure we were meeting our customers' needs, Avaya immediately focused on streamlining its contracting processes to ensure our technology was readily available to our customers on their timelines. We worked within the confines of our customers purchasing constraints, increased internal collaboration and information sharing, including setting up weekly Customer Success Room meetings to learn from customer issues. We have grown significantly as an organization and have learned to adapt to the unexpected. While it took a pandemic to jumpstart our innovative journey, we are inspired to continue it!

Chevron - Partner to Win

Chevron launched the “Partner to Win” initiative in response to the dual challenge of COVID-19 and drop in oil prices. The initiative had a three-pronged focus on supply

assurance, commercial assurance, and supplier relationship management to balance cost savings and supply continuity. Chevron used a “teams of teams,” agile approach, applying commercial playbooks, featuring over 150 internal resources across Procurement and Supply Chain, Finance, Legal and Technical groups worldwide. Central to the initiative was using the Chevron Way values to find optimal outcomes for both Chevron and our suppliers. In just 45 days Chevron achieved the updated cost targets and mitigated supply risks safely.

Saber Haidous (General Motors) - Global distribution of COVID related items

This was great example of “Innovate Now”, “One Team” and “Its On Me” efforts, utilizing all existing resource, moving more than 10 Million pieces of PPE per week, organizing a donation operation in the beginning and transforming this operation into a massive distribution center to support PPE needs and other critical projects to help produce masks and ventilators.

Our leadership and I are proud of the work done by our team members and the sacrifices this team have done to support our communities and our employees.

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