





## **EMEA Shortlist Submission Summaries**

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## **Operational Improvement Award**

### **Keld Jensen, SamAqua, KMD (Center for Negotiation, KMD, SamAqua) - NegoEconomics in a public tender**

For centuries, the world of negotiation has struggled with inadequacies of information, transparency, and trust between negotiating parties. This has hindered and, in some cases, denied opportunities for realizing the full potential of commercial negotiations.

Modern contracting and tendering processes typically take a zero-sum approach: the buying side seeks changes to variables that will improve their own bottom line only—without considering the supplier's costs or benefits. In fact, most tendering processes today are 100 percent zero-sum oriented. One party wins at the expense of the other. Tenders and contract negotiations can be improved dramatically.

KMD and SamAqua realized 1.5 million USD of additional value, out of a total contract value of 6.5 million, using the concept of SMARTnership negotiation strategy generating 23% additional value that wouldn't have been discovered in a zero-sum negotiation.

### **Contract and Commercial Management Team (Cognizant Technology Solutions)**

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.

### **Commercial and Contract Management Analytics Team (CCMA) (UK Ministry of Justice) - Commercial Analytics Innovation in the UK Ministry of Justice**

In 2013, a high-profile public investigation was undertaken on the UK Ministry of Justice (MoJ) contracts, due to an incident of a supplier charging MoJ for services not performed. This highlighted serious gaps in the way MoJ managed its contracts: lack of robust monitoring, governance oversight, contract management capability, to name but a few. The Commercial Analytics Team was established to set in place systems to monitor c.£30bn worth of outsourced Justice services. We tackled this mammoth challenge interfacing throughout the outsourcing life cycle -from defining a service through to procuring, managing and monitoring its delivery. Our tools, insights, standards, and systems are now embedded not only in Justice but throughout the UK Central Government making our team a pioneer in this field.

### **Katharina Badot and Mikael Wiren (Ericsson) - 5G Contracting Playbook**

With 5G being the new standard for telecom and enterprise networks, the industry has taken a large step into a digital and all connected world. Due to the increased complexity of 5G

contracts with new use cases, resulting in a very challenging customer environment, it became necessary to quickly and effectively share all relevant new contracting information with the Ericsson Contract Management teams worldwide. For that purpose, we have developed a Global 5G Contracting Playbook. It has proven to be an excellent and consistent communication platform, which saves time and increases efficiency for contract managers handling complex 5G negotiations.

#### **Group Disposals Framework Team (BAE Systems) - Recycle Across The Lifecycle**

Metal category management team devised and implemented an innovative disposals work stream and governance framework which has reduced waste metal output, optimised waste metal recycling and delivered significant contribution towards the company's overall sustainability targets. The innovative and forward thinking approach of addressing the end to end metals value chain, has reduced the environmental impact of our business operations, delivered significant cost avoidance and a rare category output of multi million pound revenue generation. Demonstrating that sustainable procurement is not only the right thing to do for the environment but also makes great business sense.

#### **Ömer Buğer (Eren Enerji Elektrik Üretim A.S.) - Milestone Map**

Due to the time consuming negotiations and misunderstanding of each party, I decided to remove the communication barrier and create a tool called "milestone map" including the decision trees showing the whole options according to the contractual structure. The parties can see each possibility of "if" clauses and any outcomes regarding the contractual mechanism. The milestone map created confidence between parties, reduced travels and long meetings. Better mutual understanding led to the completion of the project 3 months earlier and 70 million USD gain. It is a legal tool as a part of the contract covering a wide area of industries.

#### **Samia Khalil (Kuwait Oil Company) - Construction of New Ahmadi Hospital - 300 Beds fully equipped.**

Sharing experience in adopting new contracting strategies for construction of fully equipped hospitals through one single point of responsibility. The project journey from inception up to completion is a real story of success of the project team and all other stakeholders through adopting new ideas and innovative approaches to contract management. The presented case may inspire and encourage others and project teams to challenge and make breakthroughs of new ideas for developing and adopting unusual and different strategies for construction of high value, vital, and complex projects.

#### **Sabih Rozales (Vodafone Procurement Company) - Vodafone Blockchain Price Manager**

Vodafone's Price Manager is a custom designed and scalable solution, using Blockchain and hyper-automation to transform the way Vodafone agrees and manages pricing, discounts and vouchers with its suppliers. This intuitive and secure system digitises and automates the cumbersome processes of creating pricing agreements; generates 80% efficiencies in back-office teams whilst ensuring zero value leakage from contracts. Smart Contracts and digital workflows improve supplier value and relationships, reduce disputes and enable faster direct trading. Benefits such as accurate, real-time data to support negotiations and decision

making and multi-million Euro savings, play a significant role in Vodafone's vision of autonomizing procurement.

### **Carmen Elena Sandoval Soto (Renace/ Energy) - Contract Management Plan for Sustainable Relationship**

A decision process timely and efficient which is considered an effective stakeholder management, leads to successful projects because creates sustainable relationships, encouraging a real collaboration environment built within a mindset of delivery of value for a whole team (Owner-Contractor-Supplier) based on principles of respect and being transparent. This enables the building of trust which facilitates the exchange of data, knowledge and ideas driven by solving problems and adding value, creating the basis of information valuable for successful decisions.

Adaptive leadership is fundamental to change progressively the behavior of team members, stimulating the learning, searching for excellence by continuous improvement.

### **The Global Energy Contracting Team (DNV GL)**

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.

### **Inmarsat Global Limited - Project Streamline**

Project Streamline sought to make Inmarsat simpler to contract with. The transformation led by the Contracts Operations (CO) department succeeded by:

- developing a single market-leading contract made; simpler, shorter and clearer for our global-wide customers and internal stakeholders;
- supported by the latest AI, smart contract and process tools to enable richer reporting data; and,
- a repurposed contracts process enabling an agile working environment.

The outcome has led to happier customers and a refocused CO team - leading strategic work as commercial thought leaders within the business. Project Streamline encapsulates "better contracts, better business, better society".

### **Crown Commercial Service: Financial Services Group - Pharmacy Earlier Payment Scheme (phase 2)**

The Pharmacy Earlier Payment Scheme (PEPS) provides pharmacies with access to working capital at a significantly lower rate than the open market.

Our market-leading pricing was delivered utilising a reverse e-auction. Allowing a live competitive environment, resulted in significantly lower prices than what would be available outside of CCS, enabling us to generate greater savings for our customers.

Furthermore, rolling out Phase 2 of the PEPS scheme enabled pharmacies to receive payments 60 days earlier, rather than the 20 days during Phase 1.

All of this was achieved and implemented during the COVID 19 pandemic, and our supplier technology platform ensured a seamless transition for participating pharmacies from the existing early payment solution to PEPS.

### **Commercial Directorate (Department for Education) - Commercial Change Programme**

DfE's Commercial Change Programme was initiated to bring DfE commercial in line with best practice across government and industry. Previously, a decentralised business partner model meant 96% of core spend was not influenced by Commercial.

Since 2018, 179 staff have joined, learning and development, employee culture and induction has been overhauled and a new commercial IT system launched. Spend categories were developed and aligned to priorities and a category management model launched in April 2019.

To date, we have identified £54m savings – significant progress towards £1bn projected savings and our aim of becoming the number one Commercial function across government.

### **Ryan Graham (Leonardo) - The Leonardo Commercial Policy Manual**

To enable Leonardo to function as an effective supplier against the backdrop of the emerging pandemic, home working and a changing business world, a Collaborative Project Team has created a company-wide Commercial Policy Manual. The Manual documents the agreed company approach to various commercial and contracting topics, driving a robust commercial strategy throughout the business, which is consistently applied by our teams. The Manual contains clear guidance on effective decision-making, whilst providing flexibility to meet the differing needs of our teams. As an evolving document, the Manual is able to adapt in parallel with the changing world of contracting.

## **Strategic Direction Award**

### **Accenture - Contract Management Architecture Definition, Adoption and Deployment**

The “CM Architecture” provides a strategic framework for Contract Management to operate within Accenture by defining a high-level list of activities to be performed in the sell, manage and delivery phases of the contract lifecycle, still allowing customization to meet the needs of the client environment. The objective was to create a consistent and recognizable Contract Management function throughout the global operations of Accenture, yet one with the flexibility to customize and personalize the CM activities based on the client environment and business needs. New CM Architecture provides the guardrails for value added and high impact support for accounts worldwide.

### **Anchor Hanover Group - Procurement and Supplier Management Strategy Development**

Anchor Hanover Group, created as a result of the merger between Anchor Trust and Hanover Housing Association, is the largest not-for-profit provider of housing and care for older people in England and manages 60,000 homes for people in later life. Post-merger, the Procurement team has worked collaboratively with stakeholders from across the business, to

develop and embed both a category management strategy and ongoing management of suppliers through a structured supplier management framework. This collaborative approach forms the cornerstone in helping to deliver one of our main business plan themes of being “More Efficient” by challenging ourselves to innovate and do things better.

### **Commercial and Contract Management Analytics Team (UK Ministry of Justice) - Commercial Analytics Innovation in the UK Ministry of Justice**

In 2013, a high-profile public investigation was undertaken on the UK Ministry of Justice (MoJ) contracts, due to an incident of a supplier charging MoJ for services not performed. This highlighted serious gaps in the way MoJ managed its contracts: lack of robust monitoring, governance oversight, contract management capability, to name but a few. The Commercial Analytics Team was established to set in place systems to monitor c.£30bn worth of outsourced Justice services. We tackled this mammoth challenge interfacing throughout the outsourcing life cycle -from defining a service through to procuring, managing and monitoring its delivery. Our tools, insights, standards, and systems are now embedded not only in Justice but throughout the UK Central Government making our team a pioneer in this field.

### **Ömer Buğer (Eren Enerji Elektrik Üretim A.S.) - Milestone Map**

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### **Nokia - Pre-Sales Contract Management - Establishing a Commercial Contract Management Transformation Programme and Creating a Related Contract Management Framework**

Nokia is a leader in end-to-end 5G networks technology. The Commercial management team in Nokia strongly believed that contract and commercial management is an instrument of transparency and economic value and a potential source of competitive advantage.

Nokia undertook contract management transformation (CMX) through a digitised artificial intelligence-based tool (CMF) to create contractual transparency and analytics at each stage of the sales process and provided the sales team with structured outcome based commercial analysis. This helped to reduce the value leakages in contracts and improve the contract negotiations during the sales process to serve customers better and faster.

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### **CIS CCM Commercial Clusters team (Capgemini UK plc) - Capgemini CIS UK CCM Commercial Clusters team**

Within the Capgemini UK business, support provided by commercial managers dedicated to large accounts is recognised as playing a key role in driving client satisfaction and supporting business growth. A new commercial model has been implemented in order to enable all other existing and new accounts to receive the high level of CCM engagement that larger accounts benefit from, without incurring the additional costs associated with having a dedicated resource per engagement. In just over a year, the growth has been exponential- an additional 50 accounts supported by the team and massive increase in support activities (23x)- an outstanding success.

### **Contract and Commercial Management team (Cognizant Technology Solutions) - 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.

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 the team has widened 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.

### **SVP of Corporate Services (International Maritime Industries Company) - PSCM Improvement Initiatives**

The main challenge that Procurement and Supply Chain Management (PSCM) faces is the awareness of the internal customers about the PSCM policies, procedures and processes which results in some deviations from the procedures and delay in the procurement process. In order to reduce mentioned risks, the PSCM management initiated the PSCM Improvement Initiatives Project which includes several programs such as innovation idea box, PSCM Customer Services Survey and Awareness Campaign. Based on the outputs of the first two initiatives, PSCM Awareness Campaign was built and conducted for a period of one month. The campaign included awareness presentations and short videos about the PSCM functions.

By increasing the awareness of the PSCM customers, the procurement process will be smooth, and the customer satisfaction will increase and as a result the business operation will enhance.

### **Unilever Legal - Future First, Unilever's legal transformation programme to contracting excellence**



The programme consists of a wide-ranging initiative to explore how technology can lift the lid on contracting and empower Legal and the business to collaborate more closely on value generation. In partnership with PA Consulting and SYKE, the programme was led by Unilever Supply Chain Legal and UniOps. Since its launch in 2019, the team engaged more than 20 legal and procurement teams globally, digitised over 30,000 contracts using AI, and generated measurable insights to increase contract value by connecting legal data to business outcomes. Our achievement has laid the foundation to inform capability to ensure Unilever remains agile and resilient in a post-COVID world.

**Shell CP Digital, Systems & Process Innovation, CMCP team (Shell Global Solutions) - Shell Ariba Implementation. Our journey to Digitize the Core**

**Outstanding Service Provider Award**

**Icertis Sanofi – “eContract” transforming the contracting foundation of a pharmaceutical giant**

Sanofi operates in a complex market requiring compliance and adherence to multiple regulations, making understanding the landscape an immediate challenge for suppliers. The Icertis Contract Intelligence (ICI) platform’s ability to integrate with existing workflows combined with an understanding of complex business needs provided the visibility Sanofi’s stakeholders needed into each contracting process. Sanofi has seen a 50% reduction in contract cycle time since deploying ICI – leading to faster speed to market and visibility. Recognising the value Icertis delivered across its buy-side operations, Sanofi decided to implement ICI for other contracts including sell-side, healthcare professional contracting, and mergers & acquisitions.

**ContractPodAi - Project Streamline**

ContractPodAi helped Inmarsat with their Contract Management solution on their Legal Digital Transformation called “Project Streamline.” In this project, Inmarsat leveraged the industry leading contract lifecycle management (CLM) system to adopt commercial contracting best practices, taking on a number of the WCC’s Contracting Standards. All told, the project not only brought on a leading CLM to help manage their many contracts, but also included ‘streamlining’ their existing contracts, and internal processes. This plan included implementing the latest smart technology including the use of AI and cloud computing. As a result Inmarsat’s contracting team now works with greater flexibility, reducing their paper burden, and fostering a greater sense of collaboration with the digital tools. This project has helped Inmarsat fully exemplify their core values of; Accountability, Respect and Excellence.

**Delivering Social and Economic Benefit Award**

**Andrew Williams (Cabinet Office) - UK Government Commercial Function implementation of social value in central government procurement.**

In September 2020, the Social Value model was launched which enables central government buyers to take better account of social benefits in the award of contracts so that all major procurements explicitly score social value as part of the evaluation of bids.

The model comprises a menu of policy outcomes (helping local communities, manage and recover from COVID-19, increasing supply chain resilience, driving equal opportunity, and tackling workforce inequality).

A bespoke training package has been developed for buyers and suppliers. The face to face training had to be reworked to a virtual offer because of the pandemic, but has still had very positive feedback and high attendance.

### **Shannon Salter (Civil Resolution BC) - Civil Resolution Tribunal**

Launched in 2016, the Civil Resolution Tribunal [CRT] is Canada's first online tribunal and an international leader in online dispute resolution in the public justice system. The CRT allows the public to resolve their condominium, small claims, and motor vehicle personal injury disputes fairly, quickly, and affordably, with a focus on human-centred design and service. The CRT provides the public with access to interactive information pathways, tools, and a variety of dispute resolution methods including negotiation, facilitation and, if necessary, adjudication resulting in a binding court order. Participants use all of these ODR services from a computer or mobile device at a time that is convenient for them. For those who are unable or unwilling to use technology to resolve their dispute, the tribunal provides paper-based or telephone-based services. The CRT has increased access to justice for thousands of British Columbians, and has served as a model for the development of online justice reform projects around the world.

### **TANAP Natural Gas Transmission Company - TANAP Giving Back to Communities**

TANAP Project, the joint venture of BP (UK), SOCAR (Azerbaijan), BOTAŞ (Turkey) as a successful pipeline company and a key player in Turkey, improves the quality of lives along the pipeline with the spirit of "giving back to our communities". With this aim, the Investment Programme was designed with a fund 84M \$ to support education, culture, development of rural economy, productivity, social capital and sectoral development. Programme aimed to improve conditions of rural communities, increase the productivity of agricultural activities along the pipeline as well as sustainability of natural resources, solution of infrastructural problems, local precious plant production, ecosystem and biodiversity.

### **Enel Green Power - Sustainable Construction Site Model**

Enel implements the Sustainable Construction site Model to mitigate ex-ante the impacts, measure it, improve the mitigation actions, and offset the residual impact that we cannot mitigate.

The main dimensions are: emission, water, materials/waste, people with the main goal to preserve the environment and support the local communities.

The design of the model has been made involving internal people, external good practices, international standard (i.e. Envision protocol, GRI) suppliers and the circular economy principle. During 2019, Enel implemented more than 360 mitigation actions (50% environmental and 50% social) on top the compulsory actions (i.e. Australia, Peru', Mexico, Morocco)

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Commercial and Contract Management Analytics Team (UK Ministry of Justice) - Commercial Analytics Innovation in the UK Ministry of Justice

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### **Ed Kriznic (Low Carbon Contracts Company Ltd) - Powering Net Zero, managing low carbon contracts**

The Contract Management Team (CMT) performs a core function of Low Carbon Contract Company (LCCC), a five year old not-for-profit organisation established to be the counterpart to Contracts for Difference (CFDs), a support mechanism for low carbon power generation projects at the centre of UK’s Net Zero goals. In 2018 we initiated a development process with a clear definition of the team's mission to support LCCC Powering Net Zero, building on solid contract management building blocks, we implemented an open and collaborative relationship management approach, and in 2020 we are expanding our capabilities even further with effective stakeholder management as a key role.

### **Crown Commercial Service: Financial Services Group - Pharmacy Earlier Payment Scheme (phase 2)**

COVID-19 has highlighted the importance of frontline pharmacy services to our communities. While pharmacies have never been so important, their business has never been so fragile. That is especially true for smaller pharmacies, often located in rural communities - the PSNC reports over 230 pharmacies have closed in the last two years, often leaving a hole in community provision.

The Pharmacy Earlier Payment Scheme (PEPS) plays a vital role in safeguarding these frontline services by significantly reducing participating pharmacies' commercial cost of capital.

To date, the scheme has delivered over £2.2bn of early payments to pharmacies throughout England, providing over 1,800 pharmacies with the advance capital on which they rely. This

improves working capital, ensuring staff are paid on time and ultimately strengthens the UK economy.

## **Personal Initiative Award**

### **Abdulkareem Al-Marzooq (International Maritime Industries Company)**

I have worked closely with Procurement and Supply Chain Management (PSCM) VP to develop the team and provide better services to PSCM customers through different initiatives. Those initiatives have significant impacts on the satisfaction of internal customers by enhancing the procurement process and developing our employees.

First initiative is to have standard contracts templates, this will help in expediting the procurement process by having the templates ready to be used as well as reducing the time for legal review.

The second one is to update the contracting procedures to be more agile which lead to more alignment with the business requirement.

The third initiative is to provide intensive training to PSCM employees to master the functions in the ERP system which expedited the procurement process and thus increased the customer satisfaction level.

### **Justin Bush (Credit Suisse)**

Third Party Risk Management (TPRM) in the financial services industry has traditionally focused on risk due diligence. Justin Bush, head of Credit Suisse's Vendor Management Office (VMO), understood that effective TPRM is not possible without strong contract and performance management.

With over 27 years of experience in the financial services industry, Justin took on the responsibility of planning, implementing and running Credit Suisse's VMO strategy. He streamlined / standardized processes, redefined the organizational structure and implemented an AI-powered CLM platform enabling integrated management of contracts, performance and collaboration across the supplier lifecycle. Through Justin's leadership, Credit Suisse today has clear visibility of supplier performance and enhanced communication with suppliers, driving improved contractual compliance and risk mitigation while boosting business outcomes and supplier relationships.

### **PR Rajesh Kumar (Cognizant Technology Solutions)**

Cognizant is a leading IT Service provider. PR Rajesh is well known in the industry for his thought leadership around innovative commercial & sourcing constructs. He has set up the system integration (SI) function and commercial and contract management group (CCMG) to manage commercials and contracts end to end from customer to supplier for all large ITO deals. SI procured \$1Bn+ in the market place, negotiating a 15% cost reduction overall and CCMG manages \$2.2Bn TCV of customer commercials and contracts. Over the years, there has been a continuous effort to drive the transformational initiatives to proactively address contractual risks and improve the financials.

### **Ned Coleman (Accenture)**

Ned Coleman was nominated by his leadership team due to his singular vision to elevate the strategic value of contract management, deliberately shifting it from a process driven model to a true business partnership which allows for a unique support based upon the needs of each account driven by its risk. He drove the development of the Contract Management Architecture aligning it to Accenture's Manage - Sell - Deliver framework for commercial services which was critical to enable alignment with the corporate technology roadmap, other functions and account teams. The CM organization has transformed under his leadership, celebrated for its contribution to commercial success, critical client relationships and value to accounts based upon data, judgement and expertise.

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## **Innovation In Crisis Award**

### **Vasyl Zadvornyy (State Enterprise "Prozorro") - New approaches to the public procurement process in Ukraine during COVID-19 pandemic**

Due to the pandemic of COVID-19, in March 2020 Ukrainian contracting authorities needed simpler and faster procedures for government procurement of the medical equipment and goods. To ensure transparency and save budget funds, the electronic government system Prozorro approached COVID-19 procurement issues holistically with:

- an urgent filling of Prozorro Market, an online marketplace for government procurement,
- creation of a special Business Intelligence tool
- a constant communication of prices for the most popular goods.

When the legislation for procurement in this sphere was updated, Prozorro added a special COVID-19 field to the electronic system.

Thanks to the Prozorro open data, customers can analyze average market prices to pay a fair price for personal protective equipment and drugs and easily find suppliers of the required goods.

### **Commercial and Contract Management Analytics - Modelling COVID19 pandemic and demand for procuring PPE in the UK Justice system**

The Commercial Analytics Team in the UK Ministry of Justice (MoJ) has been leading on evidence to support Covid19 response in the Justice system. Early in the pandemic MoJ needed to urgently procure enough PPE for c.50,000 staff and thousands of offenders across UK Prisons & Probation service, without which staff and offenders were exposed to risk. We developed a PPE demand profile so orders could be placed immediately and designed a new PPE stock management system to manage this scarce resource. Working across UK Government Public Health and Justice entities we delivered this work within a matter of days.

This rapid response ensured there was no PPE shortage in the Justice system, significantly minimising infection and mortality in our prisons.

### **Metropolitan Police Service Commercial Department - New Supply Chain for Hand Sanitisers**

As COVID-19 spread across the World in March 2020, supply chains for PPE, including hand sanitiser, collapsed presenting the Metropolitan Police Commercial Services team a major challenge in obtaining the necessary supplies for frontline officers, where the use of hand sanitiser is critical in maintaining safety on duty without immediate access to hand washing facilities.

Within two weeks, a dedicated team of Commercial Services professionals innovated and collaborated with breweries and distilleries to produce and deliver a supply of hand sanitisers which guaranteed sufficient volumes would be available to officers throughout the coronavirus pandemic.

The project gained global attention with multiple media outlets featuring the story (<https://www.reuters.com/article/us-health-coronavirus-britain-metpolice/in-the-pink-gin-firms-help-out-london-police-with-hand-sanitizer-idUSKBN21I0PK>).

### **Seplat Petroleum Development Company PLC**

Seplat is an indigenous Nigerian oil and gas exploration and production company. Early in the year, we witnessed what the world had never experienced before, the COVID-19 pandemic. Seplat already developed strategies that had been decided on across the three strategic decision-making levels, but the SCM function recognized that the pandemic was an event that required a different approach, as we were faced with government restrictions both locally and globally due to the pandemic. Firstly, all the challenges were listed, we leveraged on our internal resources to adopt strategies to work with, we also measured our success over time and listed plans to mitigate such occurrence in the future.

### **EY Law - EY Law Global Labor and Employment COVID-19 Tracker**

EY Global Labor and Employment Law Leader, Paula Hogéus, heard that clients around the world were concerned about the impact of COVID-19 on employment contracts. The global Labor and Employment Law Tracker (Tracker) was created to provide rapid advice on the legal position in multiple jurisdictions. Our Tracker covers more than 60 jurisdictions and, while many multinational clients have local teams, they often do not have time to compile such extensive multi-jurisdictional information. The initial topic -- government incentives, furloughs and state aid -- benefited businesses by helping make management aware of all government assistance measures available regarding their workforce.

### **Procurement & Commercial Team, Leonardo - Leonardo Personal Protective Equipment - Covid Response**

In response to this year's global pandemic, Leonardo employees worked voluntarily to produce essential PPE for the NHS and care homes across the UK. In support of this activity, Leonardo's Procurement and Commercial function worked swiftly to centralise commercial activities which facilitated quality PPE to be produced across multiple sites in the UK. Efficient and focused collaboration between Leonardo sites, functions, suppliers and customers enabled the rapid delivery of thousands of protective face shields, helping to protect lives in the midst of unprecedented circumstances.