DSB has set the strategic direction to improve the financial and operational performance as well as delivering completely CO2-neutral train journeys in 2030 by way of outsourcing and engaging in new commercial models. Best in class pre- and post-signing Contract Management on major asset programs covering a combined CAPEX and OPEX of EUR 4,7-6bn has been successfully implemented. The huge success has been praised by management and contributed to ignite DSB to start implementing CCM as a discipline in the full organization. Even the Danish Minister of Transportation has publicly praised DSB for having exhibited best in class ability to enter into and manage very complex procurement contracts.

Transforming Commercial Services Together across Blue Light Services
BlueLight Commercial
In 24 months, BlueLight Commercial has built a virtual organisation that is transforming commercial services and activity across members. Through collaboration we are creating value through a single voice to the market, smarter contracting, improved consistent specifications and intelligence led procurement through superior data and analytics.
We are leading national commercial activity across categories such as vehicles, health services and contingent labour, delivering over £25m of tangible value through cashable, efficiency, cost avoidance savings as well as non-financial benefits, leading transformation in Social Value, Sustainability, Analytics, Capability and Commercial Excellence.

Research Contracts Transformation Project
University of Bristol
The University of Bristol launched a Research Contracts Transformation Project, which aligned the contracting strategy with the wider organisational strategy. Through thoughtful engagement with internal and external stakeholders, the research contracts team adopted a collaborative approach to contracting that supported the relationships key to the University's world class research.

Operational Improvement

Novo Nordisk
Back in late 2020, Novo Nordisk’s Legal Operations department faced pressure to improve lengthy contract templates and standard requirements appendices. They were time consuming, confusing, delayed negotiations and required frequent legal support. What to do? Simplify! Legal Operations and stakeholders applied design principles together with automation software and a purpose-built website portal to simplify both documents and processes.
The result is shorter, more readable documents that are quicker to complete and ensure updated, transparent compliance requirements for both our company and counterparties. The results are inspiring other business units to simplify too.

DEServE - Digital Ecosystem for Service Excellence
Leonardo SpA
DEServE is Leonardo’s project launched in 2020 to accelerate the digitalisation, transformation and consolidation of the Customer Support, Service and Training business. DEServE provides the company, in line with strategic goals, with a smart digital platform requiring a new mindset and therefore a change management program to enrich our ecosystem with:
•an End-to-End Smart Legal Contract Management and Blockchain platform for improving the performance of customer services, monitoring the supply chain, reducing management costs and risks, ensuring traceability, transparency and data-driven decision-making.
• a Marketplace for Digital and Cyber Services enhanced by ad-hoc Smart Legal Contracts

**DfE Commercial Change Programme**  
**Department for Education**

The DfE Commercial Change Programme has transformed our commercial operating model. In a relatively short period of time we have increased our commercial delivery team by 179, launched a single commercial IT system, introduced revised commercial governance and assurance processes, moved authority for key commercial decisions from the business to Commercial, improved our commercial guidance and transformed the way we work with our colleagues across DfE.

This has resulted in savings of over £400m so far, reduced commercial risk, and strengthened relationships with colleagues across DfE, as well as massively improving the reputation of Commercial, in the department and across government.

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### Outstanding Cooperation & Collaboration

**Supplier's organization name**  
Central Buying Consortium

**Customer's organization name**  
Buckinghamshire Council

CBC’s Outstanding Cooperation & Collaboration is set to deliver a common approach to the professionalisation of commercial and contract management. CBC members, 22 Local Authorities, take a bold step with an even more advanced level of cooperation, by joining World CC as a corporate member. Greater and consistent engagement on contract lifecycle management, across a family of thousands and a spend greater than £10bn, is set to deliver improved value for money, by preventing value erosion, sharing good practice and pooling expertise, so a perfect outcome for the public purse.

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**Supplier's organization name**  
Chartered Institute of Procurement and Supply

**Customer's organization name**  
Telecommunication and Digital Government Regulatory Authority

Since TDRA signed the MoU with CIPS, it has already embarked on a number of key initiatives to achieve the goals stated therein and are committed to continue along this path at a consistent pace. TDRA was 1st Federal Organization Achieve CIPS Corporate Ethical Mark. It is also formed 1st CIPS Middle East Youth Committee in a collaboration with CIPS. TDRA also developed “Fresh Graduates Program” considered 1st of its kind in the region in a collaboration with CIPS to develop the young graduates. TDRA also worked collaboratively to establish 1st Telecommunication Procurement Group in Middle East (Mena).

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**Personal Initiative**
Dorra Harrar
Legal.D
In February 2022, Dorra Harrar worked with us, wesloop a Tunisian startup that operates in the alternative tourism sector and offers innovative online booking solutions which connect the customer and the owner of the guesthouse. The document designed is the partnership agreement between us and the guesthouse owner’s. Both parties have no legal training and want to conclude the agreement as soon as possible. Dorra Harrar used the legal design methodology to improve the understanding of the contract. With the designed version: the information is clear and structured in the way to help parties to find information easily. Also, She reduces the number of pages (from 5 to 1).

Marianne Fryd Christensen
DSB
DSB has set the strategic direction to improve the financial and operational performance as well as delivering completely CO2-neutral train journeys in 2030 by way of outsourcing and engaging in new commercial models. Best in class pre- and post-signing Contract Management on major asset programs covering a combined CAPEX and OPEX of EUR 4,7-6bn has been successfully implemented.

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