



CASE STUDY

TRAVEL & LEISURE

Celebi Identifies \$2 Million in Savings at the Start of a Transformational Roadmap for its **End-to-End Procurement Process**

Celebi engaged in a consulting project aimed at achieving the optimum and global model in purchasing. Procurement is one of the key elements in the company's competitiveness and differentiation, and it was imperative for Celebi to set a Target Operating Model in purchasing that could sustain the differentiation, and align with the organization's strategic business goals.

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Celebi's Challenge

Celebi, a global ground aviation handling company, headquartered out of Europe and geographically spread across multiple offices and subsidiaries had massive inefficiencies owing to paper and manual intensive processes. Adding to the complexity was the limited visibility to such inefficiencies.

The WNS Solution

WNS used multiple solution levers, including technology, process automation, analytics, Lean, Six Sigma, Kaizen and process engineering to arrive at a methodical roadmap for transformation.

- a. Prioritized procurement processes that covered 29 critical processes involving 96 percent of the overall spend
- b. Reengineered the processes using global benchmarks
- c. Designed a scalable Target Operating Model with three key components – Process Model, Technology Model and People Model
- d. Created an exhaustive transformation roadmap spread over two years, broken down into multiple activity sets for clear implementation, using the proprietary WNS Value Innovation Program

Additionally, WNS designed an innovative and high-impact concept called the 'Combined Procurement Group' to reap benefits in the form of discounts through the power of collective buying.

The Outcome

- 49 gaps identified in the existing process using Kaizen and process mapping
- Up to 50 percent reduction in overall cycle time
- Estimated ~USD 2.2 Million spend reduction through standardization, automation, digital signatures and deployment of e-procurement
- Procurement rationalization through improved visibility into supplier behavior and performance using analytics

Testimonial

“Along the project, WNS had become an integral part for my company to achieve our goals in diverse areas, hence I initiated a global transformation project in Celebi and connected with WNS to capitalize on their expertise and solution driven flexible business proposition.”

Onno C. P. Boots,
Group CEO, Celebi Aviation Holding

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