

EXPERIENCE THE DIFFERENCE

We exude passion, flair, commitment and drive

- > **Experience** nearly 30 years at the buyer-seller interface
- > **Industry kudos** leader in the purchasing profession
- > **International networks** a global pulse on procurement issues
- > **Expertise** truly experienced and talented practitioners
- > **A track record** measurable results
- > **Loyal clients** clients remain with us and recommend us
- > **Business acumen** we understand the environment you work in

Delivering sustainable results

Passion

PMMS is a specialist global consultancy working with organisations on both sides of the buyer-seller interface, fully focused on, and driven by, the business needs of our clients. Our aim? To deliver sustainable results.

PMMS has been supporting private and public organisations for nearly 30 years, from quick yet sustainable wins to corporate transformations. We are totally focused on providing real benefits for our clients, by improving the performance, profitability and competitive drive of purchasing processes and supply chains.

Our niche consultancy group comprises a range of Practices, each with its own deep specialism. These interrelate to provide integrated, bespoke proposals for clients, achieved by a unique and innovative portfolio of tools and techniques.

The close interaction of the specialist Practices within PMMS enables us to truly assess your needs and then customise our solutions. This holistic approach means you get results – we are not blinkered to one area of expertise and can support clients fully, as one problem often impacts on different areas of the business.

We understand how to get to the heart of a dilemma, discuss the way forward with you, help implement recommendations, and deliver results.

Our culture is centred around innovation, pragmatism and collaboration. In building excellent relationships with clients, we promote client independence rather than a dependency culture. PMMS capabilities enable us to install sustainable practices and processes that deliver outstanding and ongoing results for organisations.

Our flexible approach means we adapt well to the different needs of the various organisations in the many environments in which we work, whether it be local or global.

Our ethos is entirely benefits-driven and results-orientated



"There is no need to feel cornered or trapped by any purchasing dilemma when PMMS Consulting Group have people with the skill ability within their organisation to spot the opportunities hidden within the most intractable of problems and to help realise undreamt of possibilities."
MD, world leading precision engineered sound and vision company

Flair

Our success derives from the core strengths of our five Practices – consultancy, negotiation, skills development, recruitment and strategic proposal management – and these strengths develop from a combination of our innovative approach and the expertise of our consultants.

Our approach makes us successful

We work with our clients, not just for them

- Practical and very effective techniques
- Involvement of cross-functional teams
- Ability to coach and develop team members
- Results-driven rather than 'talking shop' culture
- A focus on achieving business objectives
- Desire to exceed expectations
- Great return on investment

Our consultants make us different

Hands-on people who deliver

- Excellent track record of real delivery
- Clear understanding of the problems and solutions
- Interpersonally sensitive but assertive
- Excellent listening capability
- Thought leaders – able to coach and lead others
- Record of experience at senior level
- Commitment to the client and the client's business needs
- Work well with other professionals
- Excited by challenges and stimulated by peers

We enjoy what we do!

"The combination of the depth of your knowledge, understanding and experience, and the fact that you so obviously enjoy what you are doing, makes working with PMMS compelling."

MD, UK insurance services plc

Experience

When prospective clients ask about our successes – for whom we have worked, the projects in which we have been involved, what savings we have achieved – we feel that our case studies and testimonials are the best endorsement.

We are a benefits-driven and results-focused consultancy, finding innovative, pragmatic and sustainable solutions which demonstrably meet clients' business needs. This may often involve cross-functional teams with specialists from our various Practices, thus channelling appropriate knowledge and expertise.

PMMS makes hard cash savings across the many projects with which we are involved and clients say we give an excellent return on investment generating substantial savings and value improvements. For the public sector, we fully understand that best practice, accountability and value for money are paramount.

In our experience, organisations often wrestle with a wide variety of procurement and supply chain issues, with one problem impacting on another area.

We hope the following collection of questions and scenarios will demonstrate our diversity of response and cross-functional methods – many may be familiar to you!

Is your organisation clear on which parts of your business you should consider for out or in sourcing? What is your 'e' strategy...when should you use e-technology...and when should you not? How do you measure the quality and performance of your key supplier relationships?

Challenge

When commissioned by a multinational speciality chemicals company on ways to increase its profit margins and achieve more efficient management of its global processes, PMMS implemented a process and capability benchmark in just four weeks.

Recommendations

Recommendations included the appointment of a change leadership team, the use of quick yet sustainable win techniques and strategic purchasing tools to deliver savings. We also defined the purchasing and personal competencies of individuals, implementing development training linked to professional consulting and coaching to ensure quick transfer of skills to the buying teams.

Results

Results included a payback ratio of 11:1 on projects delivered, the purchasing process came under control, and the client experienced enhanced respect from supply markets.

Challenge

A family owned international pharmaceutical company wanted to know how to move procurement forward.

Recommendations

Our benchmarking took six weeks and highlighted that many of the essential enabling foundation building blocks of strategic purchasing were not in place. A three year change programme was agreed with the benefits far outweighing the costs.

Results

Skills development improvements included competency assessment of procurement staff, leading to personal training and development plans. Improvements to the purchasing function involved training the procurement team in a strategic purchasing process, development of a transaction strategy, and the introduction of a procurement systems strategy and category analysis. On the supply side, recommendations improved relationships with the supplier market and internal customers.

"PMMS provided highly knowledgeable and professional consultants to work with us with expertise in project management, purchasing consultancy and negotiation training...the results have been very positive!"

CEO, multinational speciality chemicals manufacturer

Where should you focus your efforts to secure high levels of benefit from your purchasing process? How do you know if your procurement team is one of the best? How well do you identify and manage external supply market risks in your supply chain? How do you measure the quality and performance of your key supplier relationships? How good are you at...structuring your approach to negotiation?...using persuasion methods that work? preparing effectively for a negotiation?...internal and external relationship management?...consistently adding value and driving costs down through deals?

Challenge

A governing body needed to demonstrate 'best value' to all its stakeholders – government, citizens, internal stakeholders, members of the council – with a focus on e-purchasing.

Recommendations

PMMS undertook a purchasing and technology benchmark with an extensive systems review, measuring performance against other public sector bodies in local government. A 'best practice' action plan was produced, covering all aspects of a foundation for purchasing excellence and the development of an e-procurement strategy.

Results

These solutions truly met the business need, risks were managed, there was increased contribution to the services and attainment of government targets.

Challenge

The European divisions of an international pharmaceutical company had traditional procurement processes in place for production spend but very little professional procurement was applied to non-production spend, which accounted for 50% of total cost base. PMMS was commissioned to improve the way they committed non-production spend and assist budget holders to release savings for further investment.

Recommendations

PMMS' negotiation practice, Negotiation Resource International (NRI), supported major negotiations for the organisation and developed training programmes for the budget holders in the UK and Europe, over three years. A suite of training programmes was developed using client material to accurately reflect the situations that budget holders faced.

Results

The non-production procurement team was seen as a key element to the business process; there was corporate commitment to the change programme; and case studies were developed and used throughout Europe. Budget holders agreed and set targets with the non-production purchasing team and scheduled all spend activity to include procurement. Savings targets were stretched and achieved on a regular basis. Non-dependency was encouraged by PMMS through coaching internal staff to deliver training.

Challenge

When a leading household and toiletry manufacturer wanted to adopt a practical and global method for conducting negotiations and acquiring the skills needed to maximise results from a deal, PMMS implemented a bespoke negotiation skills programme.

Recommendations

This method was applied to all spend, not just purchasing, including marketing, research and development, engineering, site services and IT.

Results

Training and coaching was delivered through a series of workshops and one-to-one surgeries throughout the world. This involved taking account of cultural differences and sensitivities of many different nations.

Such NRI negotiation skills training programmes have been adopted as the corporate training method on a worldwide basis for other organisations, tailored to their needs, including a leading company in the pharmaceutical industry.

"NRI negotiation training is seen as the best and most enjoyable training experience in the business."

Purchasing Director, UK financial services plc

Challenge

PMMS worked with an Australian retail company to deliver influencing capability and translate that capability from the classroom into the workplace. The marketing team was sceptical about the value that procurement could bring to their commercial relationships but agreed to attend procurement-initiated training events on negotiation skills.

Recommendations

We delivered a classroom-based workshop on negotiation skills to the marketing team then worked with the team to address a real negotiation with a large customer and a large dollar implication attached to the outcomes.

Results

Not only was the negotiation workshop exceedingly well received but the customer negotiation went better than the client's wildest dreams. This solution resulted in business objectives being met, customer relationships improving, and the marketing and the procurement teams co-operating on other joint initiatives.

Do you have capable and confident staff? How do you view success post training? How do you create a link between training delivery and benefits realisation? Who succeeds in the relationship between your organisation and its suppliers? How can you improve the performance and development of your existing purchasing professionals? Would an interim appointment help deliver immediate improvements while you are establishing a more advanced procurement function? How do you know what you need to offer to attract the professionals you need – have you benchmarked salary and rewards?

Challenge

The China operation of an international heavy equipment manufacturer needed to develop quality supply sources locally which could meet tough global standards so that overseas group companies could be persuaded that China was a viable source for their components. For this to be achieved, local procurement team members needed to acquire stronger skills to effectively manage the entire supply chain strategically.

Recommendations

Five procurement team members from Beijing were selected to attend a PMMS professional development programme which introduced strategic tools and concepts within the context of the business environment in China. A company-focused project ensured that theory was applied with relevance in the work situation.

Results

Results exceeded the client's expectations in terms of competence and strategic performance, with procurement team members acquiring a shared set of strategic tools which they introduced to their colleagues and end users. Unique characteristics of the business environment in China were integrated with best practice to create a powerful set of procurement strategies. Supplier relationships were enhanced and managed proactively by team members and the client successfully built a global sourcing operation in China.

Challenge

Procurement for an international electronics manufacturer was globally managed but with no benchmarks and no profile for the skills and knowledge development of its worldwide team of 450 procurement professionals. The organisation wanted procurement to have more influence on significant areas of spend and to counter the substantial variance in the staff knowledge base and non-compliance to centrally mandated sourcing processes.

Recommendations

To establish a base knowledge level for the organisation, PMMS set a benchmark by use of its complex multiple choice questionnaire, which gave staff individual feedback on their personal development. Then this was overlaid to a global development framework incorporating e-learning, tutorial, coaching and mentoring services, with PMMS' global network allowing local language delivery where required. Staff personal profiles and training plans were managed by PMMS utilising the client's intranet engine.

Results

Such investment in personnel development has meant that staff are now benchmarked to 'best in class' levels of knowledge and performance and staff development is considered key to improved business performance.

Challenge

The procurement function of a global soft drinks manufacturer was being extended to 24 countries as part of a major expansion by acquisition. Resultant problems included complex cultural issues, changes to working practices, language difficulties, no clear competence framework or development pathway for procurement staff numbering 170, and no formal feedback loop for managing performance feedback and personal development.

Recommendations

PMMS developed and delivered a 10-stage competence framework including technical and behavioural elements. We worked with HR managers to devise and deliver a scheme of assessment and personal feedback to staff, designed a corporate learning pathway based on job function, delivered a series of competence based training interventions, and provided live support to specific projects to build internal capability and staff confidence.

Results

The result was a capable, confident workforce delivering sustained benefit to the organisation.

Challenge

A large multinational media and news agency wanted to significantly increase its global procurement team, to create a team with leadership and management capabilities to drive high impact, profitable strategies across their global businesses. This recruitment project embraced one of the largest global category management business models in recent times and included all spend categories including IT, data, telecoms, facilities and property, marketing and advertising, outsourcing and professional services.

Recommendations

To understand the existing teams' capabilities, we ran internal development centres and created career paths for all existing sourcing and procurement staff.

Results

Thereafter, the introduction of suitable people was facilitated through our rigorous search and assessment programmes before selecting the new team on a global basis.

"PMMS have been able to meet every target we have set them, however demanding, and provided a level of advice and understanding of client need achievable only through the use of recruitment consultants experienced in the procurement market."

Head of Procurement, NHS Trust

What recruitment strategy will enable your purchasing function to meet the aims of your business? How confident are you that you have the most effective purchasers to deliver your corporate procurement objectives? Do you need to attract better proposals from potential sellers? Does your purchasing team know how to write truly first-class RFPs? Do you engage effectively with suppliers during the bid process? Does your sales team need to improve its win rates?

Challenge

A major global media company was seeking a strategic procurement liaison manager, to be based in Paris, to facilitate the integration of its global purchasing.

Recommendations

PMMS used search and selection techniques to source suitable candidates within the UK and Europe, running a successful advertising campaign in France to attract additional candidates.

Results

The company had a choice of five high calibre purchasing professionals within a short time frame. By outsourcing the recruitment, this allowed the senior management and HR personnel to concentrate on the day-to-day business, interviewing only a very few quality candidates suitable for the role.

Challenge

Within ten years, our client, a multinational manufacturer of building materials, had expanded rapidly to be positioned No 1 in Europe and SE Asia and No 2 in the USA. The global head of supply chain identified a need to plan and co-ordinate both the group's logistics and the procurement of a key raw material on a global scale and asked PMMS to source one high level manager to fulfil this critical role.

Recommendations

Finding a person with advanced skills in both logistics and procurement was unusual, as training, qualifications and work experience tend to follow different paths. However, from our extensive network of contacts, we were able to immediately identify a high quality individual with a Cranfield MSc in logistics, the full MCIPS qualification and first class experience with blue-chip companies in both fields of expertise. To provide choice for the client, we also undertook to search for a number of other professionals.

Results

PMMS fielded six excellent candidates, three of whom were taken to final interview stage with the client. The individual first identified by us was appointed to the role and has proved to be an excellent fit for the client's unusual requirement.

Challenge

A leading international financial institution was conducting a major IT outsourcing programme. Based on previous experience in the market, they recognised that they lacked the skills to develop a well-written Request For Proposal (RFP) that would excite interest from potential sellers, and thus attract truly innovative bids.

Recommendations

PMMS worked alongside the client's cross-functional team to design and write an RFP that clearly articulated their business requirements. The document was also structured to draw out consistent and creative solutions from potential sellers. PMMS then facilitated the evaluation workshops, ensuring that bidders were assessed in a fair and objective manner.

Results

The quality of proposals submitted by suppliers far exceeded the client's expectations. They were able to source a solution that was closely aligned to their needs and extremely competitively priced. The upgraded procurement process also attracted excellent feedback from the unsuccessful bidders, including the incumbents, thus easing the transition to the new seller.

Challenge

PMMS's work with sales organisations demonstrates that most purchasing organisations engage poorly with their suppliers and issue unnecessarily poor RFPs. As a result, sellers are constrained and offer poorer-quality, higher-priced solutions than they otherwise could.

Recommendations

PMMS developed an innovative new training programme for purchasers. By shedding light on the processes that bidders follow, we are able to highlight practical steps that buyers can take at every step of the bid process to engage more effectively with prospective suppliers. This ranges from initial qualification (how can buyers ensure that the best suppliers do bid for the opportunity, and do engage the 'A team' to work on the deal), through RFP development to management of effective Learning Reviews.

Results

Feedback on the event has been outstanding. Attendees have gained a fresh perspective on their sourcing approach. Particularly, they have been able to position their sourcing requirements more effectively with bidders and write significantly more powerful RFPs.

"PMMS injected real creativity and best practice to our purchasing project. Their input substantially improved the quality of bids that we received from potential sellers."

Programme Director, financial services company

Consultancy

Delivering sustainable results

- Process and capability benchmarking
- Change management
- Risk management
- Relationship management
- Rightsourcing
- E-procurement
- Supply chain management
- Projects – strategic and tactical

Negotiation

Soft skills for a tough business world

- Structured approach to developing negotiation skills
- Persuasion techniques
- Understanding of the negotiation tactics
- Personal motivation theory
- Relationship management
- International and cultural negotiations
- Role play
- One-to-one coaching

Recruitment

People deliver results...
PMMS delivers the right people

- Executive search and selection, including advertising
- Assessment centres
- Development centres
- Psychometric testing
- Rewards and salary benchmarking
- Interim management

Skills Development

Learn, understand, deliver

- Skills profiling – training needs and gap analysis
- Performance feedback
- Programme design / project management / delivery
- Link to appraisal / personal development plans
- Upskill technical and behavioural competencies
- Team working skills
- Internet enabled distance learning – e-learning and blended delivery
- Accredited training and Corporate Award provider

Strategic Proposal Management

Win more...win more easily

- We work on either side of the buyer-seller interface:
- > **For purchasers:**
 - Development of improved RFPs
 - RFP checklist
 - Understanding the seller
- > **For sales teams:**
(separate brochure available)
 - Proposal benchmarking
 - Proposal training
 - Support for must-win deals

Global Reach > Local Knowledge

PMMS can work effectively all round the world, with local know-how combining with, and complementing, our global networks. Our structure is ideal for organisations who work globally – we can implement programmes to teams in different countries adapting to that culture but maintaining the corporate message.

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