



MIDDLE EAST  
SUPPLY MANAGEMENT  
AWARDS 2019

# *Winners book*

Monday 24 June 2019

Dubai

Leading global excellence  
in procurement and supply

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# Congratulations from CIPS

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It is my pleasure to offer my congratulations to our winners and shortlisted candidates. The fantastic examples of delivering value, innovation and strategic solutions that are being led and implemented by procurement teams in the region is second to none. These are challenging times, they are exciting times – they are always challenging and exciting times in Procurement & Supply – and everyone is rising to meet these challenges, to deliver value and to protect their organisations against both operational and strategic risks in your complex supply chains.

The standard once again has been incredibly high and we have seen a record number of entries this year which is very encouraging; not only to showcase the great work that you are all doing, but that as a profession we are getting much better at shouting about our successes. The stories that you all tell will help us to elevate the profile of procurement through Supply Management magazine and through our events in the region. Make sure that you all continue to tell your stories, shout about your successes and maximise the opportunity by sharing them with your peers, your business leaders, your customers and suppliers.

Congratulations once again.

**Malcolm Harrison**  
Group CEO, CIPS

## The judging panel

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**Cath Hill**  
Chair of Judges and  
Group Director  
CIPS



**Mohamed Al Jneibi**  
Head of Procurement  
Crown Prince Court



**Adil Al Mulla**  
VP Procurement and  
Supply Chain  
Etihad Airways



**Kamalasen Chetty**  
Procurement Director  
VISA



**Rachel Collins**  
Head of Procurement  
Faithful & Gould



**Evan Hooper**  
Procurement Director  
Compass Group



**Anthony Petir**  
Chief Procurement  
Officer  
Aster DM Healthcare



**Evelyn Sam**  
Chief Supply Chain  
Officer  
Airtel – GHANA



**Emma Scott**  
Representation Manager  
CIPS

## Overall winner

### MOST IMPROVED PROCUREMENT OPERATION – STEP CHANGE

**WINNER: SABIC**

**PROJECT: Procurement Digitalization Program**

Headquartered in Riyadh, Saudi Arabia, petrochemicals firm SABIC historically managed procurement activities in a labour-intensive manner with very little automation.

However, all this changed when a broader transformation plan to support future growth was implemented. SABIC has now automated 1 million core procure-to-pay transactions for around 180,000 low-value spot buy items. It has introduced automation with complex algorithms to transform procurement, bringing greater efficiency and compliance, while maintaining business agility.

To secure best practice in its cross functional teams, the transformation project used the 'project butterfly model', which mirrors a business team with a dedicated IT support team to form an integrated work stream delivering solutions together. While the initial introduction involved regional resources from the USA, Europe and Asia, digital deployment began in Saudi Arabia, then rolled out in phases. By putting effort into teambuilding, SABIC created an atmosphere for collaboration and innovation.

Digitalisation has resulted an 8% saving on competitive bidding and a reduced lapsed time of 73%. It has changed the role of buyers too, who have moved from creating purchase orders manually to working on maintenance, repair and operations (MRO) category



management and exception handling. Greater efficiencies will ultimately free up buyers to review newly qualified suppliers, manage distributor/agent relationships, and drive innovation and local business development.

Digitalisation also means that material requirements planning is now reviewed automatically for MRO items using 11 different scenarios to ensure that only the materials required are ordered. The new system has also ushered in automated supplier shortlisting, using category and material mapping to confirm that the right qualified supplier for the material is chosen. Further automated processes ensure materials are bought at the right place in the supply chain and tender bids are scrutinised and quotes compared. SABIC has achieved multiple benefits with its complex, bespoke automation and algorithms, that mimics buyers' decision-making processes and sourcing

logic. The organisation said the 'robotization' of many processes has "truly changed the way SABIC handles spot buy purchasing for materials". Now, more than 80% of the purchase orders for MRO use an automated process rather than being handled by a person, eliminating low-value transactional work and freeing up time for buyers to work on more tactical procurement and category management. While manual intervention for pending transaction is possible if needed, the automation has enabled the same amount of transactions to be handled by just half the original team size.

**FINALISTS: Abu Dhabi Airports**  
• Abu Dhabi Islamic Bank •  
**Abu Dhabi Retirement Pension and Benefits Fund** • American University of Sharjah (AUS)  
• Atlantis The Palm Limited  
• Emaar Properties • RAK Ceramics • Turkcell • University of Sharjah

**Judges comments:** "SABIC has demonstrated impressive automatization embracing disrupter technology, driving savings and efficiencies."

# Winners



## BEST CONTRIBUTION TO CORPORATE RESPONSIBILITY

**WINNER:** ATLANTIS THE PALM LIMITED

**PROJECT:** Atlantis Cares, Green Globe commitment

With the vision of making Dubai the most sustainable city in the world, Atlantis The Palm developed and implemented significant supply chain strategies to reduce waste.

Boosting its environmental credentials was not the only positive for this project as it also contributed to the bottom line.

The resort eliminated more than 1.8 million plastic straws and introduced recycling for waste cooking oil and valuable waste materials. Working with carefully selected partners, the resort now sends 8,000 litres of waste cooking oil to be turned into bio-fuel every month, while generating AED 400,000 a year in revenue from recycling 864 tonnes of waste paper, plastic, glass and metals.

The procurement team partnered with a leading food supply chain consultancy to develop an house vendor on-site audit system, assessing the risk associated with the food supply chain and then implementing change and improvements with suppliers and partners.

**FINALISTS:** Emirates Global Aluminium • Roads and Transport Authority (RTA) • Tecom Group • Turkcell

**Judges comments:** "This program was developed by procurement, and positions them as a value creator and revenue generator."



## BEST CONTRIBUTION TO THE REPUTATION OF THE PROFESSION

**WINNER:** EMAAR PROPERTIES

**PROJECT:** # CHALLENGING REALITY

The procurement team at Emaar Properties played a critical role in creating a pioneering Virtual Reality Park in the Dubai Mall to give the site the 'wow' factor. The project offered unique thrills such as VR rollercoasters and games, an eye-catching 1,750 square metre translucent ceiling projection surface to display special effects, and a suspended "physical upside down fully scaled Burj Khalifa, weighing hundreds of tonnes".

To deliver innovation to such a high spec, procurement worked with a cross functional team of internal designers, construction, integrators, installers, Hollywood partners and customs, among others. This partnering approach, plus innovative tech such as its digitised procurement system and e-auctions, allowed the team to work without the hindrance of borders or boundaries. The procurement team was involved from the beginning to co-ordinate design and keep 'scope creep' and 're-work' in check, elements that had to be carefully controlled given the millions invested in the project. This project has provided longer term gains as it has embedded a sustainable operating model for the longer term.

**FINALIST:** Saudi Telecommunications Company (STC)

**Judges comments:** "The Emaar Team have led an exciting large scale project that delivered innovative solutions enhancing the value that procurement can deliver."

# Winners



## BEST CROSS-FUNCTIONAL TEAMWORK PROJECT

**WINNER:** Expo 2020

**PROJECT:** EXPO2020 Dubai

Pulling together the “largest event ever staged in the Arab world – Expo2020 Dubai” is no mean feat. Offering events, exhibitions and inspiration from 190 participating countries, with millions of visitors expected from around the world. To deliver this, procurement led cross functional teams brining a diversity of experience, expertise, and knowledge of previous expos and major events such as the Olympic Games. Innovative initiatives included online marketplace OMP, a new generation e-sourcing platform developed for the expo, to connect businesses and help them collaborate and compete for international opportunities. The project also created a portal for international participants to access information on procurement in UAE. Best practices such as embedding procurement professionals in end user departments, harnessing technology and collaborative sourcing also caught the judges’ attention.

**FINALISTS:** Abu Dhabi Islamic Bank • Emaar Properties • SABIC • Samvardhana Motherson Global (FZE) • Saudi Telecommunications Company (STC) • Serco Middle East • Tasnee • University of Sharjah

**Judges comments:** “The team have implemented some innovative solutions that are sure to have a lasting legacy for the procurement team.”



## BEST INTERNATIONAL PROCUREMENT PROJECT

**WINNER:** EMAAR PROPERTIES

**PROJECT:** # CHALLENGING REALITY

Tasked with creating a world class virtual reality entertainment hub in Dubai, the procurement team at Emaar Properties knew that working internationally would require them to think beyond individual departments and beyond the organisation as a whole. This meant putting the focus on the entire supply chain, from scope, design, and supplier to the final delivery and programme content. Procurement had to negotiate Hollywood intellectual property rights to content like The Walking Dead, while constructing the 7,000-square metre VR Park to deliver cutting-edge experiences.

To achieve this, the team kept a detailed programme and ensured consistent communications. Procurement tracking status was employed at sourcing, tender, post-tender and most importantly on this project during contract and supplier relationship management stages to meet requirements. The team highlighted the CIPS Risk and Resilience Assessment Tool as a key contributor to delivering the project. They used the online self-assessment platform to identify and understand entire project risks and take appropriate steps to manage and minimise it.

**FINALISTS:** Emirates NBD • SABIC • Samvardhana Motherson Global (FZE)

**Judges comments:** “Excellent and innovative, with good responses.”



# Winners



## BEST PEOPLE DEVELOPMENT INITIATIVE

**WINNER:** TURKCELL

**PROJECT:** Turkcell Purchaser Development Cycle

As technology company Turkcell grew and developed, strategic procurement became ever more crucial to the business. As part of its people development strategy, the employer brought in a training initiative to develop recruits with a dedicated 'Purchaser Development Cycle'.

The scheme was designed to transition people from transactional procurement, through recruitment, development and then performance management, to give them strategic procurement skills and increase their knowledge from category-based expertise up to multi-sectoral knowledge. The end-to-end training provided in the first year of the procurement journey, as well as Turkcell's Young Talent Programme, helped the company boost performance and retain valuable employees.

In a bid to encourage entrepreneurial thinking among employees, the tech company runs an 'innovation and entrepreneurship bootcamp' in partnership with MIT. At the most recent bootcamp, under the watchful eye of MIT instructors, attendees considered the 'internet of things', blockchain, presentation and pitching.

**FINALISTS:** Department of Culture and Tourism  
• SABIC • Tasnee • University of Sharjah

**Judges comments:** "A great example of development opportunities, specifically focused on developing skills in young talent, over a wide range of business areas."



## BEST PROCESS IMPROVEMENT INITIATIVE

**WINNER:** SABIC

**PROJECT:** Outsourcing of Global Master Data Management

As a Saudi diversified manufacturing company, SABIC sources around 1.8 million different materials for the production of more than 1,600 products across 200 sites in 43 countries. Concerns about attracting and retaining employees, training costs, quality control and how this might limit future growth led the firm to "overhaul" its operating model. It adopted various innovative ways of working to allow the company to leverage industry specialist capabilities, while standardising and managing its Global Master data management. It used an outsourcing model, a hub and spoke model, offshoring, and an outsourcing contract governance model and communication strategy. The move brought a 57% cut in service costs, increased data quality from 84% to 94% and slashed processing time from 12 days to 4.6 days, as well as improving user experience and access to catalogue items.

**FINALISTS:** Abu Dhabi Retirement Pension and Benefits Fund • Department of Urban Planning and Municipalities (DPM) • Emaar Properties • Emirates NBD • Ezz Steel Co • Lamprell • SABIC – Supplier Relationship Management • Serco Middle East • Turkcell

**Judges comments:** "An excellent innovative project addresses complex problems that will ensure a sustainable future for SABIC."

# Winners



## BEST PROCUREMENT CONSULTANCY PROJECT

**WINNER:** ABU DHABI ISLAMIC BANK

**PROJECT:** Digital Procurement

Financial services, like many other sectors, are in the middle of a digital revolution where customer engagement models and back office practices are being turned upside down. Abu Dhabi Islamic Bank (ADIB) recognised the time was right to conduct its own digital transformation strategy (DTS) and engaged McKinsey to analyse the procurement lifecycle and offer process improvements.

With the strategy, the bank planned to attract significant numbers of new customers to the bank, retain existing customers and improve their experience, increase retail banking and enhance services for corporate customers. Procurement had to ensure cutting edge technology was in place, such as access to real-time data to enable agile and informed decision-making during the DTS. The team also embedded comprehensive analytics to promote data-driven decision-making and consolidated legacy technology to create an end-to-end perspective via a flexible and pay-per-use cloud model.

In the first nine months of the DTS, procurement reported savings in excess of AED 20 million, with a further saving of AED 30 million expected for the full year 2019.

**FINALIST:** KPMG Lower Gulf Limited

**Judges comments:** "This is a great example of procurement embracing new technology to respond to customer needs."



## BEST PROCUREMENT DIVERSITY INITIATIVE

**WINNER:** TECOM GROUP

**PROJECT:** Driving Sustainability through Local Owned Suppliers and SME

As part of plans to boost the sustainable economic development of Dubai, business community organisation Tecom Group aimed to increase the role of small, local owned suppliers, such as local entrepreneurs and start-ups, by involving them in its annual projects.

To achieve this, the group diversified its supplier database to give extra emphasis to local suppliers. Tecom's procurement team approached the leaders of its parent company Dubai Holding about the initiative and leveraging the volume of spend, gaining high-level buy in from senior management at both Tecom and Dubai Holding.

Tecom's collaborative process was key to its success as were government and management support. A catalogue of what could be sourced through SME and local suppliers made the initiative easy to adopt.

So far, AED 50 million has been spent on SME and local owned suppliers through the initiative in 2017 and 2018.

**FINALIST:** Saudi Telecommunications Company (STC)

**Judges comments:** "This project delivered impressive targets and gained support across local owned business as well as SMEs."



## Winners



### BEST PUBLIC PROCUREMENT PROJECT

**WINNER:** DEPARTMENT OF CULTURE AND TOURISM

**PROJECT:** Mother of the Nation

The Mother of the Nation festival is an annual flagship community festival, hosting family activities, in honour of Her Highness Sheikha Fatima bint Mubarak. For 2019, the Procurement Department at the Department of Culture and Tourism for Abu Dhabi, aimed to increase the overall standards and drive up footfall for the festival.

One way they did this was to ensure the Procurement Business Partner Unit (BPU) met with end-users early in the process. They agreed that project timelines could be improved, for example, the planning and procurement phases should start nine months before the festival, rather than three months before as it had previously.

A two-stage process for request for proposal (RFP) was introduced to replace the traditional one-stage process, which helped stakeholders learn and improve during the course of the tender by treating the first stage as a learning exercise where suppliers could be debriefed by end-users and business partners.

The improved procurement process means that the 2019 event is expected to bring in AED 10 million in revenue compared to AED 3 million in 2018.

**FINALISTS:** Abu Dhabi Airports • Department of Urban Planning and Municipalities

**Judges comments:** "This project is a great example of how new procurement can add value to a high profile event."

### BEST SUPPLIER RELATIONSHIP MANAGEMENT

**WINNER:** SERCO MIDDLE EAST

**PROJECT:** Medical Insurance

On average, the Middle East continues to see double-digit increases in medical costs, while the expectations of how Serco will take care of its employees' health and wellbeing has increased. Serco had been renewing its insurance scheme every year, but it had become larger and more complex due to government regulations and practices. In 2018 the company decided to refresh its supplier relationships and form an Insurance Leadership Team involving Serco, Al Futtaim Willis, Aetna, and NGI to deal with these challenges. Its aim was to protect employees' interests while providing cost efficiencies for all parties. The creation of the supplier partnership has brought in monthly reviews, standardised products with a clear responsibility matrix, claims dashboards and a renewal calendar. As part of the partnership approach, new insurance broker Al Futtaim Willis engaged with Serco, allowing them to work directly with insurance providers Aetna and NGI on data.

**FINALISTS:** Abu Dhabi Islamic Bank • Saudi Telecommunications Company (STC) - Best Relationship between Saudi Telecom Company and DELLEMCO • Saudi Telecommunications Company (STC) - IP Core Initiative • Tecom Group • Turkcell • University of Sharjah and Cyanea LLC

**Judges comments:** "This project was a great example of cross-functional working, to improve reporting of maximum supplier value."

## Winners



### **MOST IMPROVED PROCUREMENT OPERATION – START UP**

**WINNER:** MAJID AL FUTTAIM VENTURES

**PROJECT:** Revolutionizing Procurement & Supply Chain in Majid Al Futtaim Ventures

Majid Al Futtaim Ventures covers diverse industries from cinemas, leisure and entertainment, unique theme parks, retail, fashion, food and beverage, consumer finance services, facilities and energy management as well as its joint ventures with Gourmet Gulf and Veolia (ENOVA). The business is seeing rapid growth with a 15% rise in revenue in 2018 and potential exponential growth until 2023.

This rate of expansion prompted the business to create a central procurement and supply chain function in January 2017. Initial targets included identifying spend pools and increasing the visibility of spending in all the group's business units using analytics tools, as well as identifying and supporting synergies between different business units.

The procurement team has initiated more than 1,400 projects and requests for proposals resulting in more than AED 64 million savings.

An end-to-end supply chain review for the venture's fashion and entertainment brands, involved more than 130 manufacturers, and led to a distribution centre move from Singapore to Hong Kong. This reduced overall lead time by more than 22% and decreased shipping costs by more than 30%.

**FINALISTS:** Department of Culture and Tourism • Emaar Properties • Tecom Group

**Judges comments:** "An excellent project with a new team delivering great results in a short time frame."



### **MOST INNOVATIVE USE OF TECHNOLOGY**

**WINNER:** EMAAR PROPERTIES

**PROJECT:** Wafer – B2B platform through mobile 24/7

As the digital revolution continues to gain pace, Emaar Properties is determined to be at the forefront of change. Procurement had the vision for a step change transformation of its operations based on a centralised B2B e-commerce portal. The idea was to remove the hidden costs of thousands of employees spending too much time trying to source the items they require. They called the concept 'Wafer' – the Arabic word for abundance. The IT department was involved in planning early on and, from this, procurement found there was no available software on the market that could match the requirements without spending big money. Procurement then ran a competition, tendered and chose to partner with an e-commerce site developer from India to create their own. The portal, now available 24 hours a day, enables contract item sourcing and is fully integrated with Oracle for approvals and ordering with sellers. Through increased efficiency, the technology has empowered end-users, and up to AED 112 million orders have been placed through self-service.

**FINALISTS:** Abu Dhabi Airports • Abu Dhabi Retirement Pension and Benefits Fund • Expo 2020 • Roads and Transport Authority (RTA) • Serco Middle East • Supply-Chain & Logistics Jumeirah

**Judges comments:** "A great project that resulted in a great end user experience for the procurement team's stakeholders."

# Winners



## CIPS YOUNG PROCUREMENT AND SUPPLY PROFESSIONAL OF THE YEAR

**WINNER:** ADAM BEKTIC – Expo 2020

Described as an indispensable part of the senior leadership team at Expo2020, Adam Bektic proved his mettle as a leader. He established and transformed operations, led strategy development, negotiations and risk management. He is currently procurement lead on all temporary event overlay requirements for Expo2020 and manages around AED 615 million of spend. Bektic took on lead responsibility for the non-construction centralised procurement team for all non-real estate and delivery matters. During the past four years at Expo2020, Bektic has consistently exceeded performance targets, including a minimum 10% saving across packages procured, reduced procurement cycle times and improved compliance with key governance policies, processes and procedures. Year on year he has achieved savings on behalf of the event and in 2018 his average saving for temporary event overlay was 31%. Richard McGuire, vice president at Procurement Expo2020, praised Bektic's "exceptional maturity and technical competence" as a procurement professional.

**FINALISTS:** Adelyna Bucher – Emaar Properties •  
• Daniel Oloo – Saif Bin Darwish (SBD)  
Mariam AlHammedi – Dubai International Financial Centre Authority •  
Shahad M Al-Dhubaiban – Tasnee

**Judges comments:** "Adam is an exceptional young man who we will no doubt be seeing a lot more of in the future."



## CIPS PROCUREMENT AND SUPPLY PROFESSIONAL OF THE YEAR

**WINNER:** WILLEAN MASTER – G4S SECURE SOLUTIONS

Testimonials from colleagues, past and present, agree that, as an ambassador for the profession, Willean Master has consistently improved procurement perceptions both internally and externally. At G4S, she has led procurement strategies for the global team and has managed spending valued at more than £43 million. Master is an established leader, coach and mentor, and a keen supporter of other professionals with a strong belief in the circle of reciprocity. She encourages and empowers other procurement professionals to use their voice to make effective changes both personally and professionally, and leads by example with a visible track record of success. In 2015, she helped transition procurement at G4S from a devolved function to a centralised one, gaining senior management buy-in. Master created a professional team to manage 'cradle to grave' activities through training and technology, and managed the consolidation/re-engineering of seven stores and archives around the UAE with £2 million in stock with unexplained variances, turning it around to become a value added.

**FINALISTS:** Jonathan Tungu – Tecom Group •  
Lisa Campbell – University of Sharjah

**Judges comments:** "Willean is a highly strategic leader driving change within her organisation as well as developing future talent."

# Past winners

CATEGORY	2018	2017	2016	2015
Best Contribution to Corporate Responsibility	Turkcell	King Abdullah University of Science and Technology (KAUST)	National Bank of Abu Dhabi	TNT Express UAE
Best Cross-Functional Teamwork Project	Majid Al Futtaim Properties	Emaar Properties	The Petroleum Institute	Jumeirah International
Best People Development Initiative	Abu Dhabi Airports Company	TECOM Group	Emirates National Oil Company (ENOC)	Ethihad Airways
Best Supplier Relationship Management	TECOM	Abu Dhabi Airports	Emirates National Oil Company (ENOC)	Transguard Group
Most Improved Procurement Operation – Start Up	Samvardhana Motherson Group	OSN	Bureau Expo Dubai 2020	FGB (First Gulf Bank)
Most Improved Procurement Operation – Step Change	Emirates Flight Catering	Majid Al Futtaim Properties, Shopping Malls	Atlantis The Palm	Dubai Municipality
Best Supplier Development Initiative	N/A	N/A	Emirates Airlines	Dragon Oil Holding LLC
Best International Procurement Project	Samvardhana Motherson Group	Ethihad Airways	Ethihad Airways	N/A
Procurement Team of the Year	N/A	N/A	Abu Dhabi Airports Company	Atlantis The Palm, Dubai
Best Procurement Consultancy Project	KPMG	N/A	N/A	N/A
Best Public Procurement Project	Renewable Energy Project Development Office	N/A	N/A	N/A
Most Innovative Use of Technology	Abu Dhabi Airports Company	Abu Dhabi Airports	N/A	N/A
Best Contribution to the Reputation of the Profession	Abu Dhabi Department of Culture and Tourism	Ethihad Airways	N/A	N/A
Best Process Improvement Initiative	Emirates Flight Catering	National Bank of Abu Dhabi	N/A	N/A
Best Third Sector/Not-for-Profit Procurement Project	N/A	N/A	N/A	N/A
CIPS Procurement and Supply Professional of the Year	Waleed Al Saeedi, Abu Dhabi Department of Culture and Tourism	Saeed Khalfan Al Zaabi, Abu Dhabi Airports Company (ADAC)	Hala Al Suwaidi, The Petroleum Institute	Hariharan Laxminarayan, Emirates Global Aluminium Company
CIPS Young Procurement and Supply Professional of the Year	Hamad Husain Al Marzooqi, Abu Dhabi Department of Culture and Tourism	Anisa Abdulrahman Al Bloushi, Emirates National Oil Company	Abdul Aziz Abdul Mujeb, Aldar Properties	Mohammed Zakir, The Petroleum Institute
Overall Winner	Emirates Flight Catering	Ethihad Airways	Emirates National Oil Company (ENOC)	Ethihad Airways