



Tribe: Casino, Hospitality, Restaurants, Fuel, & Enterprise

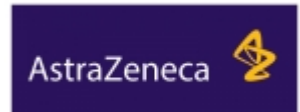
\$100+ Million Cost Reduction, Procurement Department Created, Best Practices Implemented, Training, Internal Audit Developed and Implemented ...

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ATS Clients



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ATS Organization Details

Organization Name: North America Native Tribe

Industry: Tribal – Hospitality, Casino, Fuel, Federal Contractor, Enterprises

Organization Size: \$1 Billion+ Annual Gross Revenues

Client Billable Type: Fixed Contract, Hourly, Sourcing, T&M

ATS Client Needs



Client Challenges / Need: Develop and Implement Centralized Procurement Department.



Solutions Provided: Created a New Procurement Department; Established and Developed Process Communications; Increased Compliance; Reduced Cost; Provided Vendor Management; and Implemented a Seamless Paperless System.



Other Outcomes: Created and Implemented Cutting Edge Training; Centralized Casino; and Implemented Sustainable Long-Term Outcomes in Each Core Area.

Client Outcomes: Assessed Initial Areas

- The organization had no purchasing department.
- Staff were buying from vendors with no guidelines.
- Their Purchase Requisitions and Purchase Orders were being done manually.
- They did not have any Standard Operating Procedures (SOPs) for finance, procurement, and shipping/receiving.
- They did not have a proactive department communicating with all the many department directors about goods and services supply.

Client Outcomes: Assessed Initial Areas

- There was no compliance and vendor evaluation taking place to ensure vendor accountability.
- There were no contracts in place.
- Their software licenses and contracts were not properly being managed.
- No meetings were taking place to progressively improve their procurement and financial systems (finance, purchasing, and shipping/receiving).
- A host of many other things.

Client Outcomes: Centralization

- Analyze, Report, Strategize, and Implement Findings and Centralization Plan.
- Created and implemented Standard Operating Procedures from Interactive Process.
- Vendor / Supplier Best Practice Audit, Revision, and Roll Out.
- Data retrieval for spend history, needs, and planning was conducted from a tracking spreadsheet – later this was automated once the procurement software Lawson system and programmed system was implemented.
- Provided Staff development and training for procurement and finance. We discussed the methodologies and best practices that would be used in the new state of the art purchasing department that would be rolled out throughout the company soon.

Client Outcomes: Centralization

- The charter, specifications, methodologies, and goals of the new procurement department were outlined. This strategic plan was routed to all senior leaders, project sponsors, and departments for comments and feedback.
- The associates were empowered to construct a procurement department with the proposed outcomes. Each department contributed and as a result, everyone held the new procurement department in high esteem. The strategic plan was implemented. The tactical pieces started falling into place by having procurement staff hired and daily operations started.

Client Outcomes: Centralization

- Weekly status and performance meetings were conducted with all department managers and directors. We established a standalone best practices and lessons learned from all acquisitions and procurement department projects.
- The organization was utilizing Lawson. A manual was created for the procurement department about how to use this software (step by step manual). This reduced the amount of time purchasing staff and all Purchase Request users were taking to create the Purchase Requisitions and Purchase Orders. The impact was felt by more than 50 system users that had to do the ordering of any product and service, which reduced their labor time by more than 50%.

Client Outcomes: Centralization

- Then the system was automated for approvals within Outlook for easier management of orders, approvals, disapprovals, compliance, budget control, and forecasting.
- This system was generated through Lawson, the forms were routed to Outlook, and the approver could either authorize or reject electronically. This organization had more than 3,000 employees, almost 70 approved requisition staff, 19 department directors, and other authorized staff. This approval system alone reduced labor by more than 2,420 hours per year, increased compliance, greater control resulted in reduce orders of items not approved, and directors were more engaged and proactive with their department budgets.

Client Outcomes: Cost Reduction

- Our next step was the implementation of cost reduction in more than 300 areas.
- The total profit improvement was more than \$100 Million over the term of each good, service, and contract area through the implementation of Procurement Best Practice.
 - Contracts
 - RFP and Bid Processes
 - Automation and Electronic Systems
 - Integration of Software Systems
 - Creation and Implementation of Best Procurement and Business Practices
 - Many Business SOPs, Processes, Communications, PDCA, ...

Client Outcomes: Paperless, Electronic

- After the cost reduction projects listed above, we embarked on automating the entire system.
- This meant that we would take tens of millions of paper documents per year and implement an electronic delivery system.
- The major departments impacted included Finance, IT, HR, Procurement, Admin, Safety, and all other departments.
- This project involved an IT project manager, programmers, an outside partner (where we conducted an extensive several months RFP process), the head of IT for this organization, and several others.

Client Outcomes: Paperless Systems

- One of the most important things that took place before anything else happened was identifying what this system would do, why, the purpose, was upper management behind this, and were the financial, company staff, and time resources available to make this happen.
- Once this was determined, ATS and the company designated several important tools. Some of these were:
 - Weekly meetings where all stakeholders would discuss the project, next steps, challenges, feedback, etc. – communication is KEY.
 - Responsibilities were outlined – IT Director covered all software development, specifications, programming, etc.; ATS oversaw bidding out the imaging organization that would provide the equipment and software systems for integration; Finance setup specifications, input, and project management with anything that had to do with finance (A/P, A/R, Invoices, etc.); A new person would be hired to fill the position to head up this new paperless, imaging, and compliant department; and so forth.

Overall Client Outcomes

- **Over a five-year period, the company realized savings of more than \$100M for hard cost, soft cost, cost avoidance, human capital labor (the overall percentage was 27%), all with sustainable measures.**
 - The approach, as conducted for all clients, resulted in the customized solutions to the company's environment, challenges, and needs. The result not only stopped after we completed these projects, but continued through the education ATS brought, turnkey and automated software systems, data intelligence for vendor sourcing, and up to date licenses, contracts, and agreements.
 - The most significant impact to this company was the teamwork that started occurring because of the recommendations being implemented within the company. From the involvement, came ideas, which resulted in applied actions and solutions, and actual ownership. This entire change management process helped the teams in this company to sustain the savings, efficiencies, compliance, vendor management and evaluation, continued best practice and SOPs changes as the company continued to excel in growth, more than doubling in revenues, additions of new enterprises, and the train the trainer model.

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