CAVENTIS

Procurement & Cost Reduction Consulting

CASE STUDY PORTFOLIO

Practical commercial outcomes. Not consulting theatre.

FIFTEEN DELIVERED OUTCOMES

Each case study in this portfolio represents a real commercial outcome delivered inside large, complex organisations. They are anchored in verified operational track record across procurement, supplier negotiation, sourcing, automation, outsourcing, contract turnaround and operational redesign - not theoretical advisory work.

WHY THIS PORTFOLIO

Operator-led credibility, not advisory theory.

UK small-to-mid-market businesses are absorbing the same supplier inflation, labour cost increases and margin compression as FTSE 100 organisations - without the same procurement sophistication, commercial rigour or operational discipline used inside those larger enterprises.

With UK CPI at 3.3% and rising, the Bank of England base rate at 3.75%, the National Living Wage up 4.1% in April 2026, and Employer NI at 15% with a reduced £5,000 threshold, the cumulative pressure on margin is structural, not cyclical. Revenue growth alone cannot offset this level of compound cost increase.

Caventis closes this gap. The firm operates as an embedded commercial improvement capability - not a traditional advisor - delivering measurable profitability, cash flow and enterprise value improvement through implementation rather than recommendation. Fees are typically linked to delivered savings.

The case studies in this document span procurement, supplier negotiation, sourcing, outsourcing and offshoring, automation, contract turnaround, capital project governance, market intelligence, operating model redesign and transformational change. They are deliberately diverse - because most small-to-mid-market businesses accumulate inefficiency across several of these dimensions simultaneously.

THE CAVENTIS COMMERCIAL MODEL

- Outcome-based pricing: fees are typically linked to delivered savings, paid largely after savings are banked.
- Implementation ownership: Caventis runs the negotiations, executes the sourcing, embeds the governance - the work itself, not just the recommendations.
- Operator-led delivery: senior commercial operators, with support junior consultants, lead every engagement. To provide the right balance of experience and lower cost.
- Speed of impact: typical first realised savings within 3-6 months of engagement, often shorter for contract renegotiation.
- Cash-flow positive structure: clients bank savings before paying material fees.

> **THE COMMERCIAL ARITHMETIC**
>
> **Caventis routinely recovers 10-20% of addressable cost base.** On a typical £25m revenue business with a 12% margin, that is £400k-£900k of recovered margin, often delivered within 3-6 months and converted into a 13-30% profit uplift. At a UK small-to-mid-market multiple of 5.3x, every £100k of recovered earnings represents approximately £530k of enterprise value at exit.

CASE STUDY 01 INVENTORY VISIBILITY & STOCK LOSS RECOVERY

SECTOR	GEOGRAPHY	SCALE
Automotive Manufacturing	**Australia**	**$4bn Revenue**

THE CHALLENGE

- Poor visibility across the inventory and logistics network, preventing accurate forecasting and timely decision-making.
- Operational inefficiency driven by manual processes and a lack of structured stock-location data.
- Recurring stock loss eroding margin and inflating safety-stock requirements across the network.

THE CAVENTIS APPROACH

- Ground-up analysis of inventory positions, flows, and turn rates across the supply chain.
- Physical audit of inventory locations to establish a verified baseline.
- Designed and implemented a tracking system to identify, locate, and reconcile stock in real time.
- Embedded governance and KPIs to sustain visibility beyond go-live.

HEADLINE RESULT

Recovered lost stock and restored logistics visibility across a multi-billion dollar network

WHAT THIS MEANS FOR YOU

On a typical small-to-mid-market business carrying £5-10m of inventory, visibility improvements and stock-loss recovery routinely release 3-7% of inventory value back into working capital, and reduce ongoing safety-stock costs by 10-15% - a direct cash flow benefit alongside margin protection.

CASE STUDY 02 REVERSE COST ENGINEERING: 20% MARGIN RECOVERY

SECTOR	GEOGRAPHY	SCALE
Automotive Manufacturing	**Australia**	**$4bn Revenue**

THE CHALLENGE

- Unverified raw material data submitted by suppliers, with prices drifting upward over multiple years.
- No internal capability to challenge supplier cost build-ups or test pricing against market reality.

THE CAVENTIS APPROACH

- Reverse cost engineering to deconstruct supplier pricing into raw materials, labour, conversion and margin.
- Broke down each piece of equipment into its component parts and weighed the raw material content.
- Verified actual component weights against contracted weights and current market prices.
- Reset supplier commercial conversations on the basis of verifiable data, not historical pricing inertia.

HEADLINE RESULT

20% reduction in cost achieved through evidence-led renegotiation

WHAT THIS MEANS FOR YOU

A 20% reduction on the addressable raw material spend of a typical £25m manufacturing business represents £500k-£1m of recovered annual margin. At a UK small-to-mid-market multiple of 5.3x, that is approximately £2.65m-£5.3m of additional enterprise value at exit.

CASE STUDY 03 TECHNOLOGY SPEND OPTIMISATION: $5M ANNUAL SAVED

SECTOR	GEOGRAPHY	SCALE
Automotive Manufacturing	**Australia**	**$100m Annual Spend**

THE CHALLENGE

- Sustained supplier price inflation across hardware and software categories.
- Contract leakage driven by uncontrolled escalators, scope creep and overlapping licences.

THE CAVENTIS APPROACH

- Spend and supplier analysis to consolidate visibility across the technology estate.
- Market review to identify best-in-class technology and alternative solutions.
- Structured market benchmarking against current pricing and commercial terms.
- Competitive supplier negotiation and tendering, followed by implementation support.

HEADLINE RESULT

$5m in delivered annual savings on a $100m technology spend base

WHAT THIS MEANS FOR YOU

5% delivered savings on technology spend is conservative for businesses that have not market-tested in 2-3 years. For a £10m IT spend, this is £500k of annual P&L benefit - frequently recovered within 90-120 days of engagement and largely cash-flow positive when fees are linked to delivered savings.

CASE STUDY 04 COST REDUCTION IN REMOTE, CAPABILITY-CONSTRAINED OPERATIONS

SECTOR	GEOGRAPHY	SCALE
Oil & Gas	Australia	$30m Annual Spend

THE CHALLENGE

- Remote desert locations with limited supplier presence and constrained sourcing options.
- Poor visibility of spend, scope and supplier performance.
- Operational inefficiency in scheduling, mobilisation and maintenance execution.

THE CAVENTIS APPROACH

- Spend and supplier analysis to establish a verified cost baseline.
- Identification of credible alternative bidders, including non-local capability willing to mobilise.
- Market benchmarking against comparable remote-operation contracts.
- Supplier negotiation, structured tendering and implementation support.

HEADLINE RESULT

10% cost reduction delivered through optimised pipeline and terminal maintenance

> **WHAT THIS MEANS FOR YOU**
>
> *10% on a £30m spend base represents £3m of annual margin recovered - the equivalent of £15m+ of enterprise value at a typical industrial multiple. Critically, it is delivered without compromising operational continuity or HSE performance.*

CASE STUDY 05 STANDING UP A PROCUREMENT FUNCTION THAT PAYS FOR ITSELF

SECTOR	GEOGRAPHY	SCALE
Facilities Management	**Australia**	**$100m Annual Spend**

THE CHALLENGE

- No structured procurement function in place to govern third-party spend.
- Poor spend visibility, fragmented supplier base and inconsistent commercial practice.
- No internal capability to design, recruit or train a procurement team.

THE CAVENTIS APPROACH

- Spend and supplier analysis to identify the categories most exposed to savings opportunity.
- Designed a target operating model and resourcing plan calibrated to the business's scale.
- Developed end-to-end procurement processes, governance and approval frameworks.
- Recruited, onboarded and trained the new procurement team to sustain delivery beyond go-live.

HEADLINE RESULT

Delivered a fully operational procurement function with embedded cost reduction capability

> **WHAT THIS MEANS FOR YOU**
>
> *A properly designed procurement function typically pays for itself within 6-9 months and then delivers ongoing savings of 5-10% of addressable spend year on year - a permanent earnings improvement that compounds over the hold period of any institutional investor.*

CASE STUDY 06 SUPPLY CHAIN CAPABILITY FOR RAPID MARKET ENTRY

SECTOR	GEOGRAPHY	SCALE
Retail	Indonesia	$100m Revenue

THE CHALLENGE

- Greenfield retail rollout in a new geographic market with no established supply chain.
- Need to identify, qualify and contract construction, fit-out and operational suppliers at pace.

THE CAVENTIS APPROACH

- Built a comprehensive construction and fit-out demand plan aligned to the rollout schedule.
- Strategic market review to identify credible local and regional supply options.
- Tendered to suppliers under a unified commercial framework.
- Rolled out a new end-to-end supply chain capable of supporting sustained store openings.

HEADLINE RESULT

Enabled the rollout of 100 retail shops through a purpose-built supply chain

WHAT THIS MEANS FOR YOU

Structured launch sourcing typically delivers 10-15% lower entry-cost than ad hoc engagement, and locks in scalable commercial frameworks that compound savings as the store footprint grows. For a 100-store rollout, this can represent millions in margin retained from day one.

CASE STUDY 07 STRUCTURAL COST REDUCTION THROUGH OFFSHORING

SECTOR	GEOGRAPHY	SCALE
Business Process Organisation	**Global (Malaysia)**	**$200m Revenue**

THE CHALLENGE

- Cost base loaded with high-cost-country support functions (Europe, Asia, Australia).
- Operating model in need of redesign to support growth without proportional cost increase.
- Rapid growth outstripping local market capability to recruit at the pace required.

THE CAVENTIS APPROACH

- Mapped demand from new and existing clients to identify offshoreable activity.
- Identified roles and processes that could be filled with local-market capability in lower-cost geographies.
- Resourced demand within the lower-cost country footprint, with structured governance.
- Transferred skills, established performance monitoring and embedded continuous improvement.

HEADLINE RESULT

50% reduction in operational costs through outsourcing and offshoring across three continents

WHAT THIS MEANS FOR YOU

A 50% reduction in the cost of a transferred function is not theoretical - it is delivered repeatedly when offshoring is designed by operators rather than advisors. On a £5m support function spend, this is £2.5m of annual earnings - equivalent to £13m+ of enterprise value at a typical small-to-mid-market multiple.

CASE STUDY 08 CONSOLIDATING FRAGMENTED MARKETING SPEND ACROSS BUSINESSES

SECTOR	GEOGRAPHY	SCALE
Marketing	**Thailand, Singapore, Vietnam, Philippines, Malaysia**	**$2m Spend**

THE CHALLENGE

- Unconsolidated marketing and promotional spend across regional business units.
- No collective leverage in supplier negotiations - each unit buying independently.

THE CAVENTIS APPROACH

- Built a consolidated demand plan covering every business unit across South East Asia.
- Market benchmarking to expose true cost-to-produce versus historical pricing.
- Reverse auction process to drive price discovery and competitive tension.
- Established preferred supplier panel with consistent commercial terms.

HEADLINE RESULT

50% average price reduction, with selected categories reduced by up to 95%

WHAT THIS MEANS FOR YOU

Even on a modest £2m discretionary spend, a 50% reduction is £1m of recovered annual margin. The mechanic - consolidating demand and creating competitive tension - is repeatable across almost every indirect spend category in a typical small-to-mid-market business.

CASE STUDY 09 UNLOCKING SAVINGS IN THE LONG TAIL OF SUPPLIER SPEND

SECTOR	GEOGRAPHY	SCALE
Manufacturing	Global	£100m Annual Spend

THE CHALLENGE

- Fragmented spend across global manufacturing plants with no coordinated strategy.
- Inflated prices driven by thousands of low-value suppliers with no commercial leverage.
- No internal bandwidth to manage the long tail of suppliers efficiently.

THE CAVENTIS APPROACH

- Identified demand profile for each manufacturing plant across the world.
- Spend and supplier analysis to size the tail and identify aggregation opportunities.
- Market benchmarking against comparable global manufacturers.
- Tendered to aggregator suppliers capable of consolidating tail-spend categories.
- Executed transition and provided ongoing supplier management support.

HEADLINE RESULT

5% annual saving through a single global aggregator delivering tail spend, logistics and warehousing

WHAT THIS MEANS FOR YOU

5% on £100m is £5m of annual margin - but the bigger story is the operational simplification: fewer suppliers, fewer invoices, fewer compliance touchpoints. Tail-spend consolidation typically reduces transaction processing cost by 30-50% in addition to headline savings.

CASE STUDY 10 DEFENDING MARGIN THROUGH AUTOMATION

SECTOR	GEOGRAPHY	SCALE
Manufacturing	**Indonesia**	**$200m Revenue**

THE CHALLENGE

- Operational inefficiency across manual processes that hadn't evolved with scale.
- Lack of procurement and process capability internally.
- Poor spend visibility and contract leakage compounding margin pressure.

THE CAVENTIS APPROACH

- Reviewed daily operational processes end to end to identify automation candidates.
- Identified and implemented automation techniques to remove repetitive manual workload.
- Upskilled staff into higher-value activity rather than displacing them.
- Monitored, troubleshot and embedded continuous improvement disciplines.

HEADLINE RESULT

15% reduction in operating costs through targeted automation

WHAT THIS MEANS FOR YOU

Automation is no longer a strategic option - it is a structural response to labour cost dynamics. 15% operational cost reduction on a typical small-to-mid-market business translates directly into a 30%+ earnings uplift, with multiplier effects on enterprise value.

CASE STUDY 11 TURNING AROUND AN UNDERPERFORMING STRATEGIC SUPPLIER

SECTOR	GEOGRAPHY	SCALE
Offshore Oil & Gas	**Middle East**	**$250m Annual Spend**

THE CHALLENGE

- Significant margin pressure and supplier inflation on a critical contract.
- Poor visibility of supplier performance and contract leakage compounding cost.
- Operational inefficiency that the incumbent had not addressed despite multiple reviews.

THE CAVENTIS APPROACH

- Developed a structured list of required improvements aligned to client priorities.
- Identified alternative market suppliers credibly capable of delivering the demand.
- Engaged face-to-face with potential replacement suppliers to establish credible Plan B.
- Set clear KPIs for the incumbent to deliver against, with the alternative tender held in reserve.
- Where the incumbent delivered, retained the relationship; where they didn't, executed transition.

HEADLINE RESULT

Safely turned around supplier performance through clear KPIs and a credible Plan B - improving cost and reliability

WHAT THIS MEANS FOR YOU

Most supplier turnaround value comes from the credibility of the alternative - not the tender itself. Establishing a verified Plan B typically delivers 10-20% commercial improvement from the incumbent before any switch is executed, and de-risks operational continuity through optionality.

CASE STUDY 12 MARKET INTELLIGENCE TO DE-RISK MAJOR CAPITAL DECISIONS

SECTOR	GEOGRAPHY	SCALE
Oil & Gas	Global	£2bn Annual Spend

THE CHALLENGE

- Major investment decisions being made without robust competitor or supply-market intelligence.
- Margin pressure, supplier inflation and operational inefficiency obscuring true cost-to-compete.
- Cash flow exposure on capital decisions sized at $200m per investment.

THE CAVENTIS APPROACH

- Defined client demand and the strategic questions investment decisions hinged on.
- Interviewed suppliers, customers, stakeholders and external consultants to triangulate market reality.
- Performed structured desktop research across competitor positioning, capacity and pricing.
- Developed recommendation packs that translated intelligence into actionable investment decisions.

HEADLINE RESULT

Enabled recommendation packs supporting investment decisions of approximately $200m each

WHAT THIS MEANS FOR YOU

On a $200m investment decision, even a 5% improvement in directional accuracy through better intelligence is $10m of capital better deployed - before any compounding effect on the asset's lifetime returns.

CASE STUDY 13 IMPLEMENTATION-LED COST REDUCTION AT PORTFOLIO SCALE

SECTOR	GEOGRAPHY	SCALE
Oil & Gas Offshore Operations	Global	£7bn Total Spend

THE CHALLENGE

- Margin pressure across a multi-billion-pound spend portfolio.
- Supplier inflation, contract leakage and operational inefficiency across multiple geographies.
- No coordinated procurement strategy, with cash flow pressure intensifying.

THE CAVENTIS APPROACH

- Recruited a team of experts to support with research and development.
- Built a structured understanding of demand across the global operation.
- Interviewed suppliers, customers, stakeholders and consultants to inform strategy.
- Performed desktop research to validate market dynamics and benchmark performance.
- Developed recommendation packs and pitched to senior leadership.
- Resourced execution, then monitored and reported realised outcomes.

HEADLINE RESULT

Identified and implemented innovation and automation opportunities, reducing specific costs by up to 20%.

WHAT THIS MEANS FOR YOU

20% cost reduction, delivered through implementation rather than recommendation, is what differentiates Caventis from traditional consulting. The same approach scales down to small-to-mid-market: targeted savings, implemented in 3-6 months, with fees typically linked to delivered outcomes.

CASE STUDY 14 COMMERCIAL GOVERNANCE ON A MAJOR CAPITAL PROJECT

SECTOR	GEOGRAPHY	SCALE
Refining	Europe (Netherlands & Spain)	£2bn Project

THE CHALLENGE

- Delivery of greenfield and brownfield refineries across two European countries simultaneously.
- Complex EPCM/EPC contractor performance, governance and commercial outcomes to manage.
- High exposure to scope creep, schedule slippage and price escalation.

THE CAVENTIS APPROACH

- Built a client demand plan aligned to project milestones.
- Spend and supplier analysis across engineering and construction contractors.
- Market benchmarking against comparable European refinery projects.
- Contract and pricing review, supplier negotiation and structured tendering.
- Executed governance and KPI controls throughout delivery.

HEADLINE RESULT

€9m in negotiated savings delivered through commercial negotiation and contractor restructuring

> **WHAT THIS MEANS FOR YOU**
>
> *On a £2bn project, €9m of negotiated savings is meaningful - but the model scales down: on a £5m capital project, the same approach typically delivers 3-5% savings (£150k-£250k) through structured commercial challenge and benchmarking against external market data.*

CASE STUDY 15 TRANSFORMATION THAT OUTLASTS THE CONSULTANTS

SECTOR	GEOGRAPHY	SCALE
Global Energy	**Global**	**£200bn Revenue**

THE CHALLENGE

- Strategic transition from fossil fuels towards sustainable renewable energy.
- Need to shift culture, capability and ways of working across a global workforce.
- Limited internal capability to design and execute change at this scale.

THE CAVENTIS APPROACH

- Built a structured understanding of leadership's cultural vision.
- Recruited and developed a community of 6,000 people aligned to the transition.
- Ran webinars, training, workshops and events to operationalise the change.
- Designed an organisation structure with 50 direct reports to embed the new model.
- Developed local chapters to provide on-the-ground support and sustain momentum.

HEADLINE RESULT

Successfully delivered culture change at global scale, recruited the replacement leadership team, and embedded the new operating model

WHAT THIS MEANS FOR YOU

Transformation that sticks is the difference between an earnings story and an earnings reality. The same disciplines - vision clarity, community building, capability transfer, embedded governance - scale down to small-to-mid-market change programmes (procurement transformation, operating model redesign, post-merger integration) where lack of follow-through is the single biggest reason value isn't realised.

NEXT STEPS

From case study to your P&L.

Each of the case studies in this portfolio represents a commercial mechanic that scales down to small-to-mid-market businesses. The opportunity in your business is unlikely to look identical to any one of them - but the structural causes of margin leakage are remarkably consistent across sectors:

- Supplier prices that have drifted upward over multiple years without being competitively tested.
- Procurement governance designed for continuity rather than aggressive market testing.
- Operational workflows that haven't kept pace with the cost of labour they consume.
- Contract structures with uncapped indexation, weak SLAs and embedded ratchets.
- Spend categories - particularly the long tail - that no one is actively managing.

A typical Caventis engagement begins with a structured opportunity assessment. The objective is straightforward: identify, quantify and prioritise the addressable savings opportunity in your business, and agree a commercial model that aligns Caventis' fees to delivered outcomes.

PRACTICAL COMMERCIAL OUTCOMES.

NOT CONSULTING THEATRE.

caventis.co

This document is confidential and intended for the named recipient only.