



KULIC ADVISORY

Strategische Beratung & Transformation Support

PROCUREMENT DOESN'T HAVE A TECHNOLOGY PROBLEM.

IT HAS AN EXECUTION PROBLEM.



System over ego.

Architecture before automation.

Dario Kulic

Executive Transformation Advisor | Procurement & S2P Systems





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Strategic Advisory & Transformation Support

ARCHITECTURE DOESN'T FAIL.

EXECUTION WAS NEVER DESIGNED.

D. Kulić



Dario Kulić | KULIC ADVISORY



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Signal over Noise.



Dario Kulić

Executive Transformation Advisor |
Procurement & S2P Systems

Founder, KULIC Advisory & Consulting



SPEAKER PROFILE

Dario Kulić helps organizations move from fragmented procurement, S2P, sourcing and transformation initiatives toward clear operating models, ownership structures and execution discipline. His work focuses on procurement transformation, S2P systems, strategic sourcing, digital automation, AI-enabled process redesign and operating model change. His sessions are practical, executive-level and designed to turn insight into Monday-ready execution.



SIGNATURE TOPICS

1

Signal Over Noise:
Why Procurement
Transformation Needs
Clear Architecture



2

AI Will Not
Fix Broken
Procurement
Architecture



3

What Can I Do on
Monday? Turning
Insight into
Execution



WHY EVENT ORGANIZERS BOOK DARIO



Practical transformation frameworks



Executive-level operating model thinking



Real procurement, sourcing & S2P examples



AI and automation without buzzword overload



Clear Monday-ready audience takeaways



FORMATS

Keynotes | Panels | Executive Roundtables | Workshops



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Clear architecture.
Effective transformation.

1 AT THE EVENT



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Strategie. Beratung.
Transformation.

Most events
create **attention**.

2 ON MONDAY



INBOX OVERLOAD
147 unread

147



MEETINGS. AGAIN.
Back-to-back

9



DECISIONS STALLED
Waiting on inputs

12

Very few
create **decisions**.

Q2 PRIORITIES

✓ GROWTH X
✓ EFFICIENCY X
✓ ALIGNMENT X

DECISIONS?

3 THE SHIFT

FOCUS.
ALIGN.
DELIVER.

Real value starts
when insight becomes
action.

ONE PRACTICAL ACTION



✓ CLARITY
✓ OWNERSHIP
✓ FOLLOW-UP

RESULTS.



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1 FRIDAY REFLECTION

The week slows down.
But one question remains...

**“IF MONDAY
LOOKS THE SAME,
NOTHING CHANGED.”**



2 LOTS OF ACTIVITY

- Platforms launched
- Dashboards built
- AI pilots started
- Governance introduced

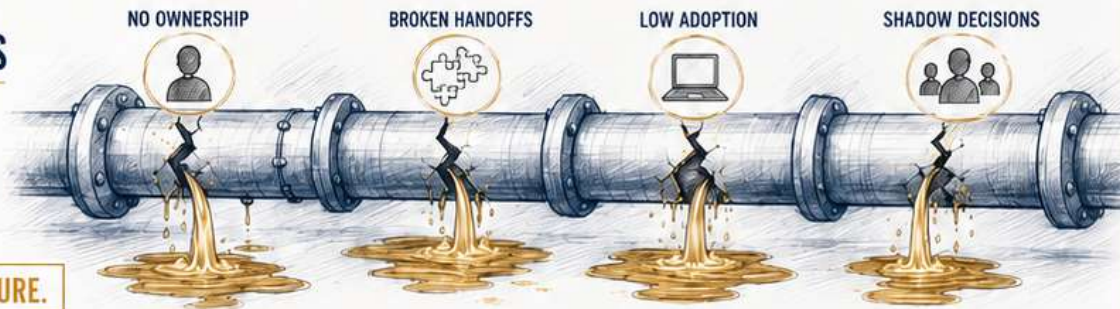
ACTIVITY ≠ IMPACT



3 WHERE VALUE LEAKS

- Savings not realized
- Processes not owned
- Technology not adopted
- Decisions still happen outside the system

THE PROBLEM IS ARCHITECTURE.



4 THE SHIFT

PLAN

describes ambition

SYSTEM

shapes behavior



Structure



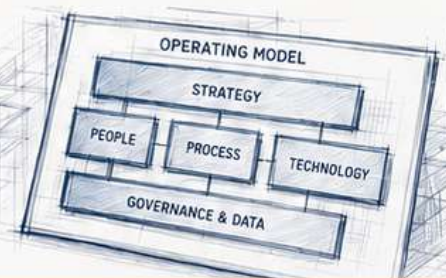
Ownership



Decision Logic



Alignment



5 THE MONDAY TEST

Transformation becomes real
when the system behaves differently.



Clear ownership



Clear decision flow



Execution discipline



SIGNAL OVER NOISE.

Clear architecture. Effective transformation.



DIFFERENT
OUTCOMES



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SYMPTOM **vs.** ROOT CAUSE

— *What looks like a people problem is often an architecture problem.* —

SYMPTOMS



Low adoption



Slow cycle times



Stakeholder frustration



Weak savings realization



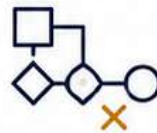
Too many escalation meetings

vs.

ROOT CAUSES



Unclear ownership



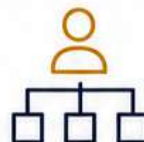
Broken process design



Disconnected systems



Weak decision rights



No real operating model



Fix the system, not just the symptom.



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FROM FRAGMENTATION TO FLOW.



BEFORE

FRAGMENTED PROCUREMENT TRANSFORMATION

siloed
process



DISCONNECTED TOOLS

Multiple systems.
No end-to-end view.

unclear
ownership



UNCLEAR OWNERSHIP

Roles overlap.
Accountability
is missing.

activity
without
traction



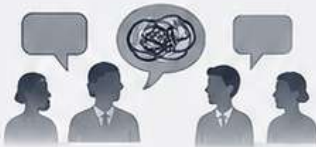
TOO MANY WORKSHOPS

Lots of activity.
Little outcome.



MANUAL WORK

Time lost in
spreadsheets.
High effort. High risk.



CONFUSED TEAMS

Misaligned priorities.
Change fatigue.



SLOW EXECUTION

Limited visibility.
Transformation stalls.

AFTER

ALIGNED PROCUREMENT TRANSFORMATION



ALIGNED OPERATING MODEL

End-to-end design.
One source of truth.

clear
decision
rights



CLEAR OWNERSHIP

Defined roles.
Accountability
that drives results.



INTEGRATED PROCESS

Purpose-built workflows.
Less complexity.
More throughput.

connected
systems



EFFECTIVE AUTOMATION

Smart automation.
Lower effort.
Higher accuracy.



EMPOWERED TEAMS

Aligned around value.
Momentum that
sustains.



VISIBLE BUSINESS IMPACT

Clear outcomes.
Measurable impact.

execution
with
impact



TRANSFORMATION BEGINS WHEN ARCHITECTURE BECOMES EXECUTABLE.



MONDAY EXECUTION QUESTIONS™

One sharp question. Every Monday.

WHERE WILL EXECUTION BREAK THIS WEEK?



Ownership



Process



Governance



Decision Speed

Start the week where execution gets real.

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EXECUTION ARCHITECTURE FOR PROCUREMENT TRANSFORMATION

From fragmented initiatives to integrated execution.

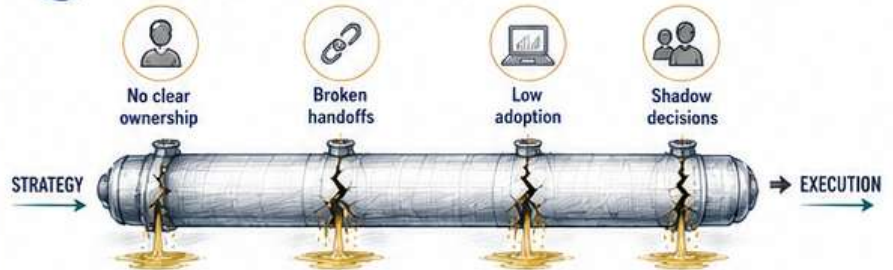
1. The Problem

- Too many initiatives. Too little conversion.
- Tools, dashboards, and AI pilots create activity — not always impact.
- Ownership is fragmented across functions.
- Procurement transformation often stays busy, but disconnected.



Activity is not the same as impact.

2. The Operating Model Gap



- Savings identified, but not fully realized.
- Technology deployed, but behavior unchanged.
- Decisions happen outside the system.

“The problem is architecture.”

3. The Kulic Approach



I design execution architecture that connects process, ownership, governance, and technology — so transformation becomes a system, not a slide deck.

**Plan describes ambition.
System shapes behavior.**

4. Practical Examples



Pharma Packaging & Labelling

- Improved cross-functional coordination across packaging, regulatory, and supply.
- Clarified ownership and decision flow to reduce delays and rework.
- Turned fragmented activity into measurable execution discipline.



Action Bot / P2P Automation

- AI-enabled support concept in Procure-to-Pay.
- Approx. \$4M cost savings.
- Eliminated the equivalent of 26 years of non-value-added manual workload annually.
- Practical proof that automation only works when embedded in the right operating model.

5. Cooperation Models



A. Transformation Advisory
Design or redesign procurement, S2P, sourcing, and operating model architecture.



B. Interim Transformation Leadership
Step into execution-critical leadership roles to move transformation from concept to delivery.



C. Executive Transformation Coaching
Support leaders navigating ownership, pressure, decision-making, and change.

— Fast clarity. Executive relevance. Measurable impact. —

6. Contact / Open Advisory Hours

OPEN ADVISORY HOURS™

⌚	30 min	€900
⌚	60 min	€1,700
⌚	90 min	€2,500

Real problems. Live diagnosis. No slides.



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Kulic Advisory & Consulting - Dario Kulić



If you want to move from
fragmented initiatives to
integrated execution,
let's talk.



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COOPERATION MODEL 1

OPEN ADVISORY HOURS™

Real problems. Live diagnosis. **No slides.**



Rapid executive clarity on urgent transformation, procurement, sourcing, or S2P issues



Practical diagnosis focused on ownership, process, governance, and decision speed



Immediate next-step guidance you can act on right away



30 min

€900



60 min

€1,700



90 min

€2,500

IDEAL FOR



Executive sparring



Transformation bottlenecks



Procurement / S2P decisions



Book focused executive support **when clarity cannot wait.**



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Open Advisory Hours™



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TRANSFORMATION ARCHITECTURE SPRINT™

Diagnose the system. **Redesign the execution.**



Rapid assessment of where value leaks across procurement, sourcing, and S2P



Clear view on ownership gaps, broken handoffs, governance friction, and decision bottlenecks



Actionable architecture blueprint for the next phase of execution



COOPERATION MODEL 2



2–4 weeks



Focused executive sprint



Output: architecture, priorities, next actions



IDEAL FOR



Stalled
transformations



Operating model
redesign



Executive alignment
before major change



Use a focused sprint when the system needs **clarity before scale.**



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EXECUTIVE TRANSFORMATION ADVISORY

High-level guidance for **complex change**.



Ongoing strategic advisory for procurement transformation, sourcing, and S2P leadership topics



Executive sparring on architecture, ownership, governance, and value realization



Independent perspective to challenge assumptions and sharpen decisions



Monthly
advisory rhythm



Tailored
mandate scope



Flexible
leadership access

IDEAL FOR



C-level
sponsors



Transformation
leaders



High-stakes
decision environments



Bring in **senior advisory support** when transformation needs a sharper edge.



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COOPERATION MODEL 4

INTERIM TRANSFORMATION LEADERSHIP

From architecture **into execution.**



Hands-on leadership for procurement, sourcing, and S2P transformation programs



Direct support as Transformation Lead, Program Director, or Executive Advisor



Stronger execution discipline across cross-functional stakeholders and workstreams



Interim leadership mandate



Execution-focused delivery



Custom duration & scope



IDEAL FOR



Leadership gaps



Stalled execution



Critical transformation phases



Use interim leadership when the program needs **momentum, ownership, and delivery.**



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COOPERATION MODEL 5

EXECUTIVE TRANSFORMATION COACHING

Clarity for leaders **under pressure.**



Confidential support for senior leaders navigating complex transformation environments



Coaching on ownership, alignment, decision logic, and stakeholder tension



Practical reflection that turns insight into action



1:1 coaching format



Tailored cadence



Focused leadership support

Leadership starts with clarity.

IDEAL FOR



CPOs and executives



Change leaders



High-pressure environments



Use executive coaching **when leadership pressure needs structured clarity.**



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COOPERATION MODEL 6

KEYNOTES, WORKSHOPS & EXECUTIVE SESSIONS

From thought leadership to **practical action**.



Inspiring sessions on procurement transformation, execution architecture, sourcing, and S2P



Practical workshop formats that turn insight into decisions and actions



Signature themes such as “Signal over Noise” and “What Can I Do on Monday?”



Keynotes



Workshops



Tailored executive sessions



*Signal
over
Noise.*



IDEAL FOR



Conferences
& events



Leadership
teams



Transformation
kickoffs



Bring in a speaker who **connects strategy, architecture, and execution**.



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MOST EVENTS CREATE ATTENTION.



MONDAY COMES. NOTHING CHANGED.



VERY FEW CREATE DECISIONS.



From insight to action.



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