



KULIC ADVISORY

Strategic Advisory & Transformation Support

SYSTEM OVER EGO

Why Most Procurement Transformations Fail —
and What Actually Works

A practical keynote on architecture, accountability,
and end-to-end execution.



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Procurement & S2P Systems



From fragmented initiatives to integrated execution.



System Over Ego: Why Most Procurement Transformations Fail — and What Actually Works

Opening Thesis

Why most procurement transformations fail



The real issue is rarely effort.
It is **architecture**.



Too many initiatives,
too little integration



Technology amplifies
the system it enters



Execution fails when
ownership is unclear



System over ego means designing the conditions
where **performance becomes natural**.





Architecture vs. Performance Problems

PERFORMANCE SYMPTOMS

-  Late approvals
-  Poor adoption
-  Low compliance
-  Slow cycle times



HIGH ACTIVITY.
LOW RESULTS.



PROCESSES

PEOPLE

TECHNOLOGY

GOVERNANCE

ARCHITECTURE CAUSES

-  Fragmented processes
-  Broken handoffs
-  Diffuse accountability
-  Disconnected technology



Treating architecture problems as performance problems
creates **more activity**, not **more value**.





Transformation Theater

Why technology reveals broken systems



Automation exposes process truth.



Platforms amplify existing design.



Visibility without redesign creates frustration.



Technology does not fix broken systems.
It makes them visible.

BEHIND THE CURTAIN:
THE REAL SYSTEM.

HIDDEN FRICTION.

BROKEN HANDOFFS.

UNCLEAR OWNERSHIP.

DELAY ALERTS

HANDOFFS

APPROVALS

WHO OWNS THIS?



Five Failure Patterns

What repeatedly breaks transformation programs

DIAGNOSIS: ASK THREE QUESTIONS

- ? Where does accountability actually end?
- 🔍 Where do delays and rework consistently occur?
- 👥 Which behaviors are blocking end-to-end value?



- 1** **Fragmented ownership**
Nobody owns the full flow.
- 2** **Tool-first thinking**
Platform before process design.
- 3** **Broken handoffs**
Delays at functional boundaries.
- 4** **Change without role modelling**
Leadership behavior stays unchanged.
- 5** **Metrics without integration**
Local KPIs, no end-to-end value.



Transformation fails less from effort than
from repeated design mistakes.





From Fragmentation to Flow

Move from disconnected initiatives to orchestrated value



FRAGMENTED STATE

- ✗ Disconnected strategies
- ✗ Siloed work and duplicated effort
- ✗ Unclear ownership
- ✗ Disparate tools and data
- ✗ Inconsistent decisions
- ✗ Low visibility and weak outcomes



INTEGRATED STATE

- ✓ Unified strategy and intent
- ✓ End-to-end, connected processes
- ✓ Clear ownership and accountability
- ✓ Technology that enables flow
- ✓ Aligned governance and guardrails
- ✓ Measurable, predictable results



Value appears when **strategy, process, ownership, and technology** start **moving together**.

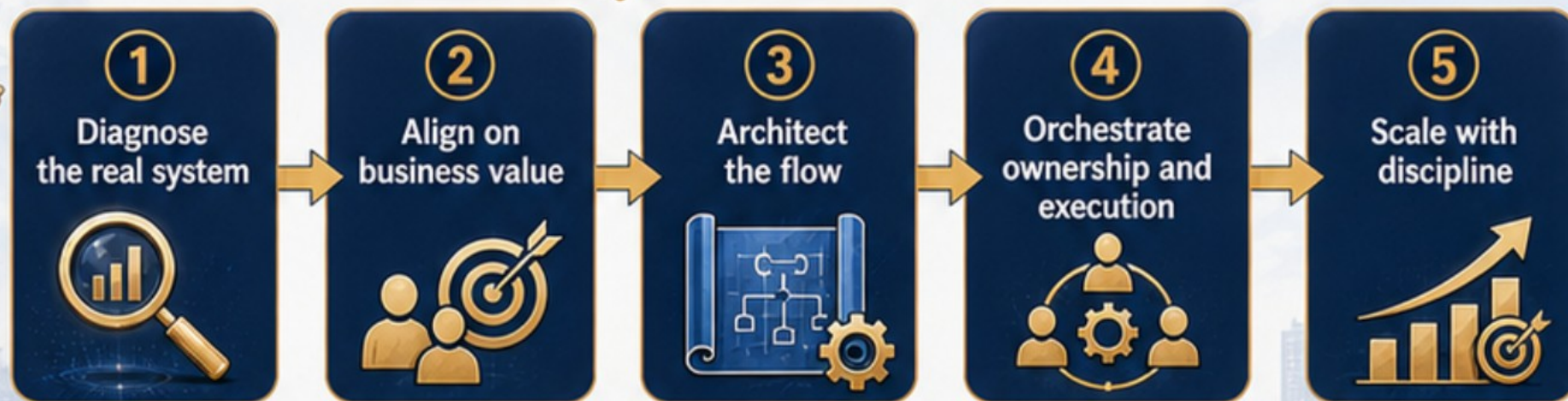
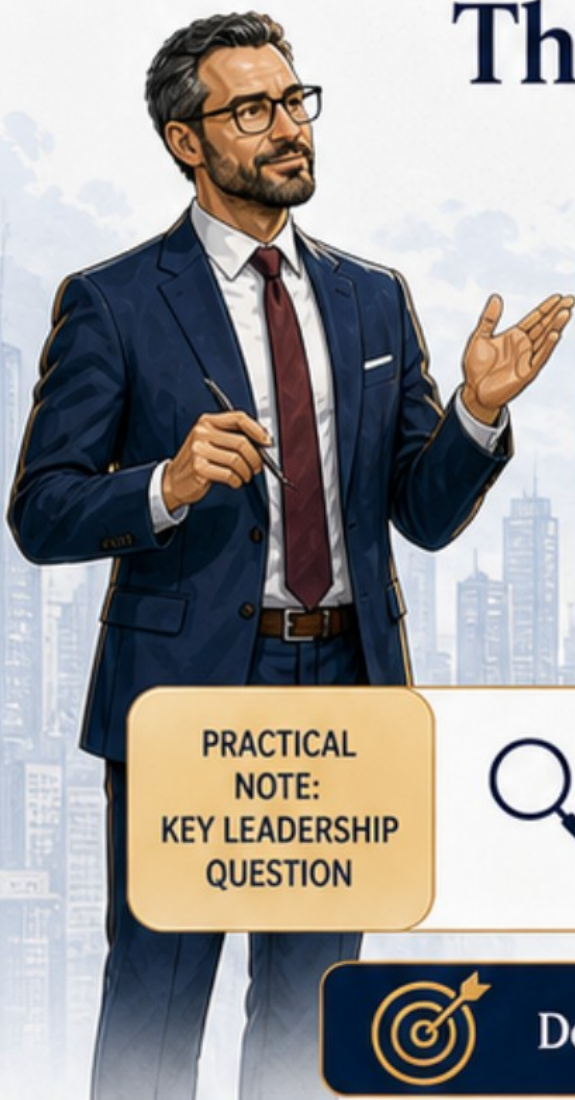


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The Kulic Transformation Framework™

A practical architecture for outcome-driven execution



PRACTICAL
NOTE:
KEY LEADERSHIP
QUESTION



What is really
happening
now?



What outcomes
matter most
and why?



What system
will create
those outcomes?



Who owns what
and how will
we execute?



How will we
scale and
sustain it?



Do not start with projects. Start with the **system** that projects must enter.





The Kulic Operating Model™

Strategy. System. Structure. Skills. Execution.



PRACTICAL APPLICATION

Use when redesigning operating logic, governance, and accountability.



Performance becomes sustainable when the **operating model is designed**, not assumed.



The Kulic Orchestration Flow Model™

From functional silos to seamless value flow.



CUSTOMER EXPERIENCE
Design around outcomes.



METRICS & ACCOUNTABILITY
Measure what matters.



END-TO-END WORKFLOW
Connect work. Eliminate gaps.



GOVERNANCE & RISK
Enable control without friction.



ORGANIZATION & SKILLS
Right people. Right capabilities.



ADAPTIVE LEADERSHIP
Adjust. Learn. Lead the flow.



PRACTICAL APPLICATION

Use to connect decisions, execution, and value realization across functions.



The enterprise performs better when **value flows faster and cleaner.**



Automation Impact Through System Alignment

Unlock automation impact through aligned design



Automation delivers value only when process, data, roles, and escalation logic are aligned.



Actionbot™ works because the system around it is designed.



Standardize inputs

Clean, consistent data in, fewer surprises.



Clarify decision rights

Everyone knows who decides, who acts.



Design exception handling

Clear paths for exceptions and escalations.



Embed measurement

Track what matters, improve what you see.



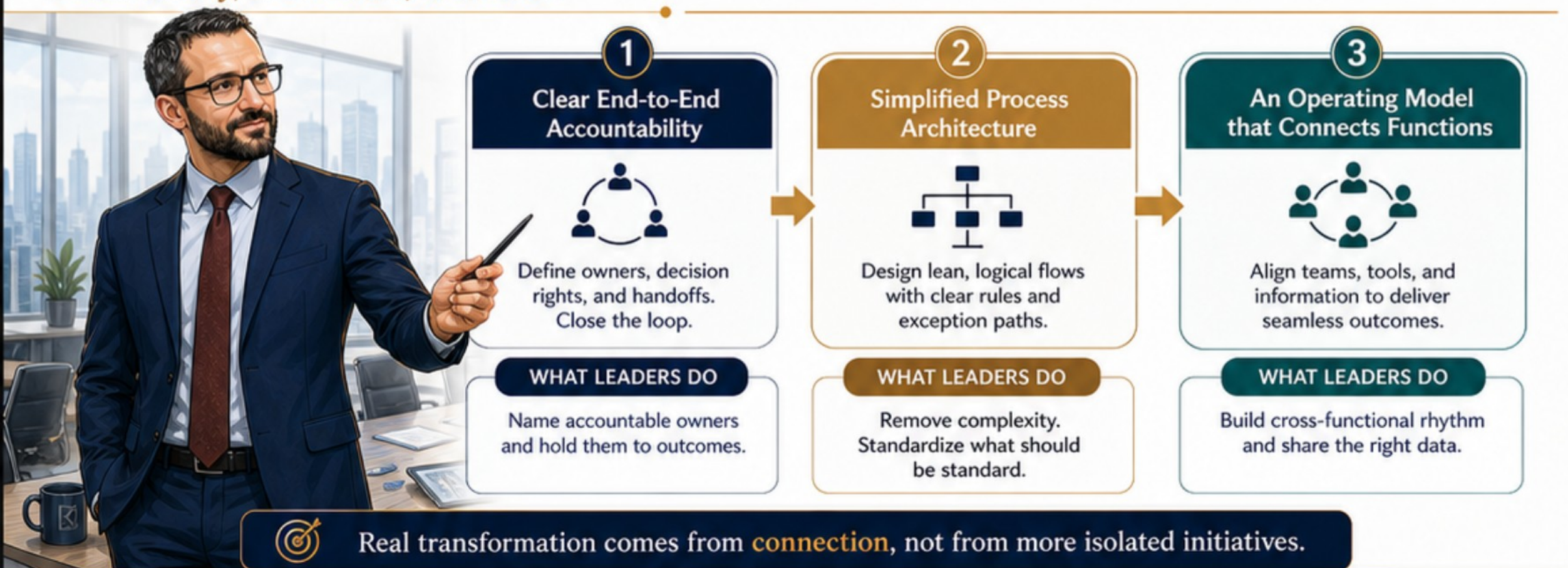
Automation is a **multiplier**, not a substitute for **architecture**.





What Actually Works

Accountability, architecture, connection





The Change Agent Compass™

How change agents think, lead, and deliver



CHANGE AGENT CODE™

This is not philosophy. **This is execution discipline.**



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The Kulic Transformation Pyramid™

Build authority. Own the flow.
Execute with excellence.



Authority is built on **execution credibility**, not on presentation alone.



The Kulic Intellectual Map™

Cross-domain insight at the center of authority



INTELLECTUAL TRANSITIONS



ORCHESTRATE
SYSTEMS



END-TO-END
VALUE



MANAGE
SPEND



HARNESS
BUSINESS VALUE



TEACH &
INFORM



SYSTEMIZE
AUTHORITY



TRANSACTION



TRANSCEND



Authority grows when **operational insight**, **enterprise architecture**, and **procurement expertise** reinforce each other.



The Circle of Trust & Influence™

Build trust, influence, and mobilize change



EARN EXECUTIVE BUY-IN

Start by gaining strategic credibility.



WIN HEARTS & MINDS

Forge trusted, personal connections.



ARCHITECT MEANINGFUL CONSENSUS

Facilitate solution-driven cooperation.



ADVANCE STRATEGIC AGENDAS

Align interests to drive tactical wins.



Turning **credibility** into **influence**. Turning **influence** into **change**.



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Leadership Architecture: Gemba Leadership™, Role Modelling™, and The Kulic Way

Lead where value is created. Model what matters.



Leadership behavior translates design into daily reality.





Pharma Packaging & Labelling Use Case

When complexity, compliance, and handoffs collide.



! CHALLENGE



Fragmented artwork approval across teams and tools



Regulatory label updates create rework and compliance risk



Supplier handoff delays impact launch and inventory

🔧 INTERVENTION



End-to-end ownership across artwork to release



Workflow simplification and standardized processes



Clear governance, roles, and decision rights



Digital visibility and real-time status across the chain

🎯 IMPACT



Faster cycle time from design to market



Less rework and fewer approval loops



Stronger compliance readiness and audit confidence



From fragmentation to **end-to-end value** in packaging and labelling.





Procurement Transformation Example Actionbot™ Proof Point

AI + orchestration + people

1. PAIN POINT



Too many requests. Not enough time. Too many hand-offs.



High volume of repetitive P2P queries



Manual triage and non-value-added effort



Knowledge scattered across teams



Slow response and inconsistent experience

2. DESIGN INTERVENTION



Process clarity
End-to-end P2P flow, roles, rules, decisions.



Knowledge logic
Structured, governed knowledge with logic and content.



Actionbot™ layer
Conversational interface that understands and acts.



Escalation & ownership
Clear routing, accountability and feedback loops.



The bot worked because **process, roles, rules, and ownership** were aligned.

3. ACTIONBOT™ ENABLEMENT



Actionbot™ supports P2P operations with speed and clarity.

ACTIONBOT™

Where is my PO?

PO-45873 is in approval with Legal.

Invoice status?

INV-2217 is approved and scheduled.

Payment delay?

Payment released on May 15.



Understands context



Retrieves the right info



Acts and routes



Learns and improves

. OUTCOME



~\$4M value case



~24+ years of non-value-added manual work removed annually



Faster case handling
Real-time responses and quicker resolution



More scalable support
Handle more with the same team



Cleaner user experience
Simple, consistent, frictionless



Proven impact in real procurement operations.

* Impact shown as internal estimate / business-case logic.



Closing Message — System Over Ego

Architect conditions where execution becomes natural

1 Design the system



Define end-to-end processes, roles, rules, and decisions.

2 Connect the flow



Orchestrate people, knowledge, and technology in sync.

3 Enable disciplined execution



Align, measure, and improve — every day.



“ Execution was never designed.
It becomes natural when the system is aligned.



From fragmented initiatives to integrated execution.



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Strategy. Advisory. Transformation.



SIGNAL — OVER — NOISE.

AND THE ONLY QUESTION THAT MATTERS:

WHAT CAN I DO ON MONDAY?

- Start where execution breaks.
- Choose one decision that changes the system.
- Reduce noise. Create ownership.
- If Monday looks the same, the event changed nothing.



Turn insight into action.

Clear architecture. Effective transformation.



Focus on what matters.
Create value. Drive impact.

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