



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



PPL | WorldBI Basel



From fragmented initiatives to integrated execution.



KULIC ADVISORY

Signal over Noise.

*Clear
architecture.
Effective
transformation.*



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.





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



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.



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

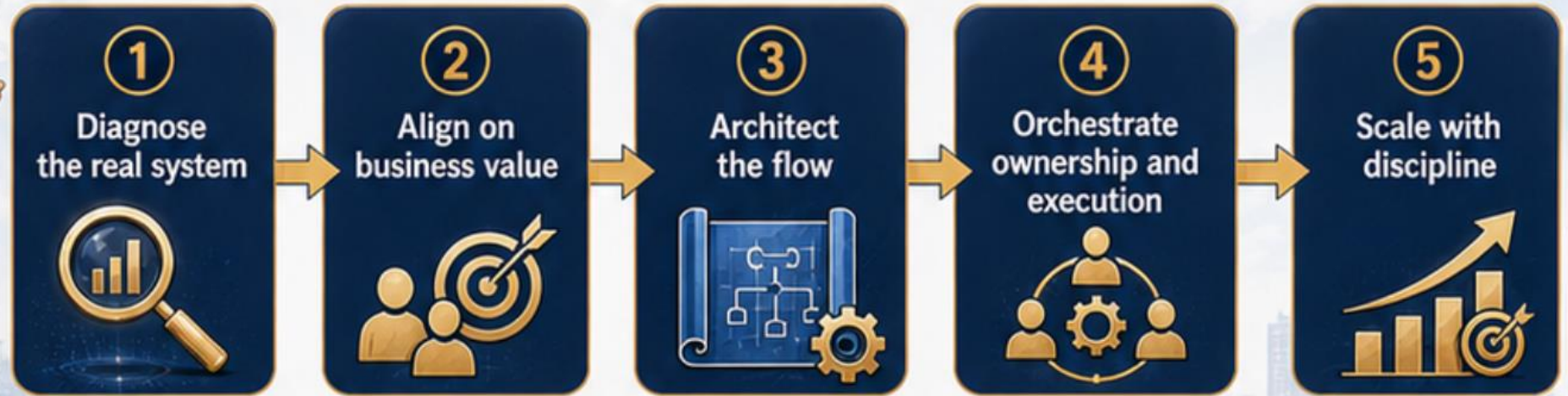
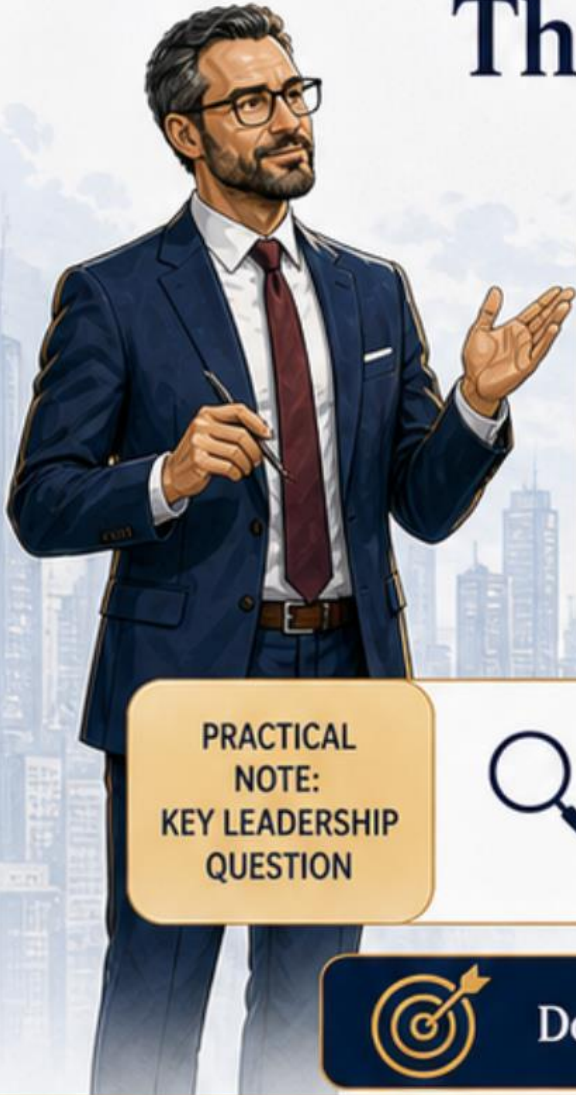


Value appears when **strategy, process, ownership, and technology** start moving together.



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.
-  **END-TO-END WORKFLOW**
Connect work. Eliminate gaps.
-  **ORGANIZATION & SKILLS**
Right people. Right capabilities.

-  **METRICS & ACCOUNTABILITY**
Measure what matters.
-  **GOVERNANCE & RISK**
Enable control without friction.
-  **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.

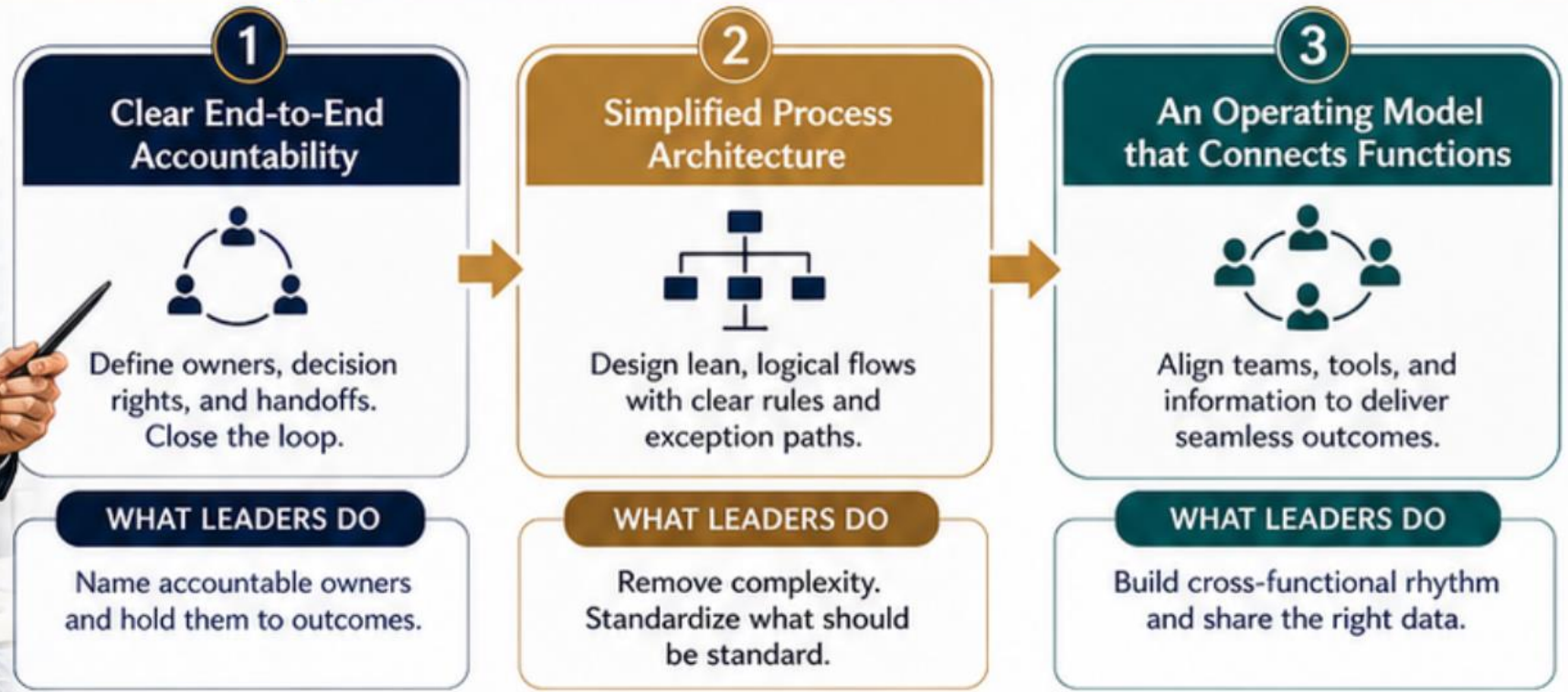
-  **Standardize inputs**
Clean, consistent data in, fewer surprises.
-  **Clarify decision rights**
Everyone knows who decides, who acts.
-  **Design exception handling**
Clear paths for exceptions and escalations.
-  **Embed measurement**
Track what matters, improve what you see.

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



What Actually Works

Accountability, architecture, connection



Real transformation comes from **connection**, not from more isolated initiatives.





The Change Agent Compass™

How change agents think, lead, and deliver



CHANGE AGENT CODE™

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



The Kulic Transformation Pyramid™

Build authority. Own the flow.
Execute with excellence.

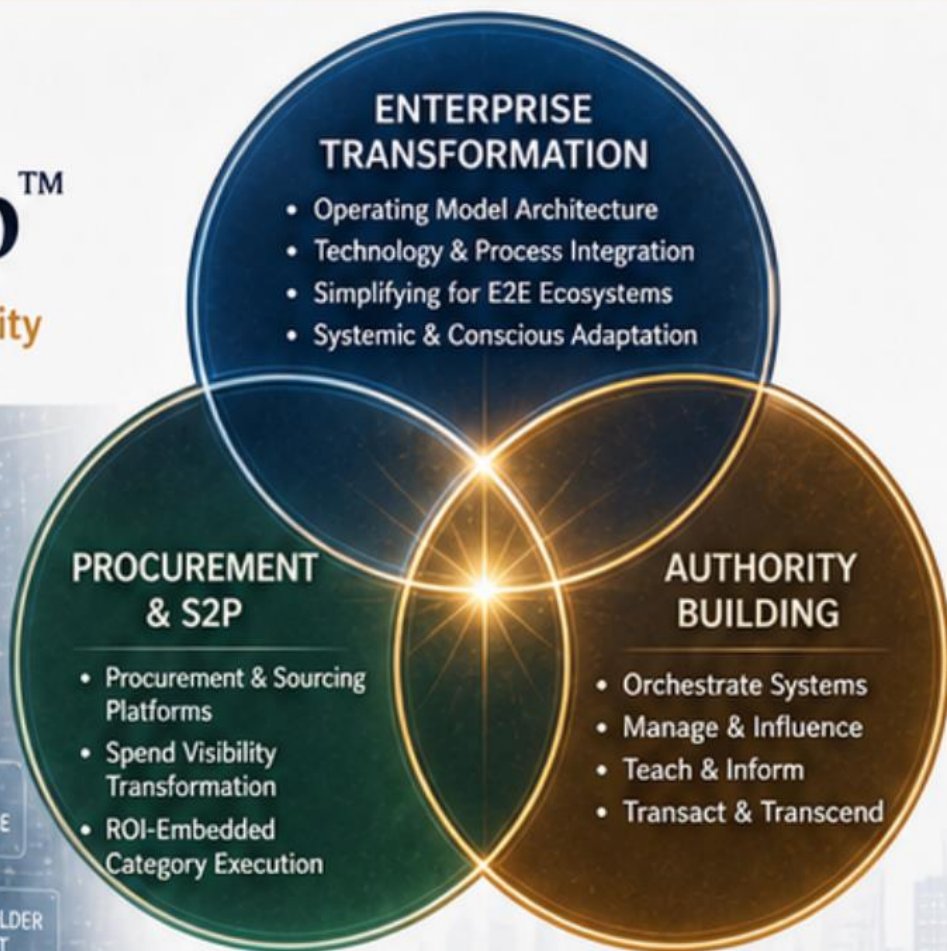


Authority is built on **execution credibility**, not on presentation alone.



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**.



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.



1 GEMBA LEADERSHIP™



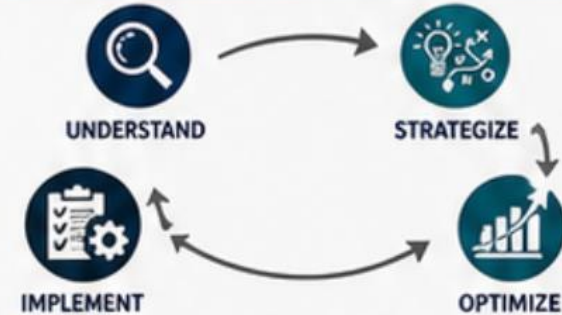
Go. See. Engage. Improve.

2 ROLE MODELLING™



Inspire. Exemplify. Lead.

3 THE KULIC WAY



Transformation accelerates when leaders make the system **visible** and **model the standard**.



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




-  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



-  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.



KULIC ADVISORY

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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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.*