



**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 Kulić*

Executive Transformation Advisor | Procurement & S2P Systems





**KULIC ADVISORY**

Strategic Advisory & Transformation Support

**ARCHITECTURE  
DOESN'T FAIL.**

**EXECUTION WAS  
NEVER DESIGNED.**

*D. Kulić*



**Dario Kulić**

**KULIC ADVISORY**



**KULIC ADVISORY**

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



Dario Kulić  
dario@kulicadvisory.com



+49-157-852-34224



*Clear architecture.  
Effective transformation.*

# 1 AT THE EVENT



**KULIC ADVISORY**  
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.**



**KULIC ADVISORY**

Strategie. Beratung. Transformation.



# 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**



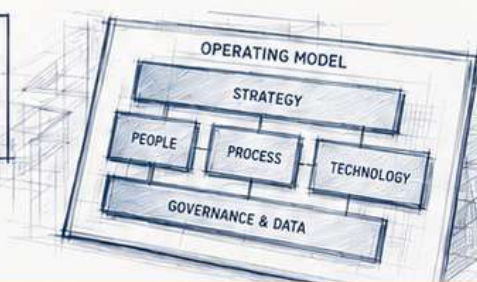
# 3 WHERE VALUE LEAKS

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

**THE PROBLEM IS ARCHITECTURE.**



# 4 THE SHIFT



# 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**

# 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



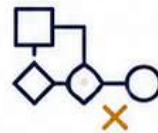
Too many escalation meetings

VS.

## ROOT CAUSES



Unclear ownership



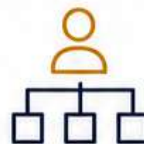
Broken process design



Disconnected systems



Weak decision rights



No real operating model



**Fix the system, not just the symptom.**



**KULIC ADVISORY**

Strategie. Beratung. Transformation.



**Dario Kulic**

Executive Transformation Advisor



KULIC ADVISORY

Strategie. Beratung. Transformation.

# FROM FRAGMENTATION TO FLOW.



## BEFORE

### FRAGMENTED PROCUREMENT TRANSFORMATION

siloe process



#### DISCONNECTED TOOLS

Multiple systems. No end-to-end view.

unclear ownership



#### UNCLEAR OWNERSHIP

Roles overlap. Accountability is missing.

activity without traction



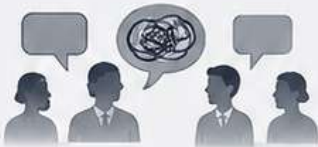
#### TOO MANY WORKSHOPS

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

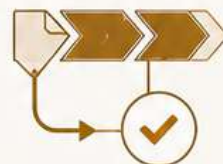
End-to-end design. One source of truth.

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.

DARIO KULIĆ

@KULICADVISORY



# EXECUTION ARCHITECTURE FOR PROCUREMENT TRANSFORMATION

From fragmented initiatives to integrated execution.

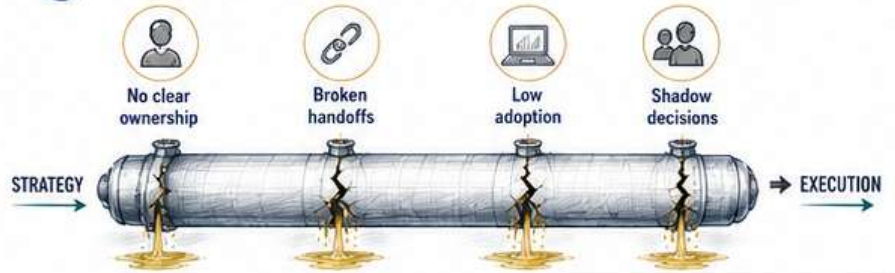
## 1. The Problem

- 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 Kulić 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.



### Dario Kulić

Executive Transformation Advisor | Procurement & S2P Systems

- ✉ dario@kulicadvisory.com
- ☎ +49-157-852-34224
- ✎ @KulicAdvisory
- in Kulic Advisory & Consulting - Dario Kulić



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



**KULIC**  
ADVISORY & CONSULTING

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.**



**Dario Kulić**

Executive Transformation Advisor |  
Procurement & S2P Systems



E: [dario@kulicadvisory.com](mailto:dario@kulicadvisory.com)



T: +49-157-852-34224



X: @KulicAdvisory

© KULIC Advisory & Consulting.  
Open Advisory Hours™