

## NORDSEE

NORDSEE chose VORTAL as its partner for the Strategic Sourcing and eProcurement activities. Within this perimeter NORDSEE and VORTAL delivered a project to optimize the spending of Maintenance & Repairs of all kitchen equipment for its +200 restaurants across Germany.



### CUSTOMER

NORDSEE is a German restaurant chain specialising in seafood with more than 370 locations worldwide.

For more than a century, NORDSEE has been providing people throughout Europe and the Middle East with fresh fish and delicious fish products. NORDSEE covers the entire spectrum of fish products and has developed its unique position in the restaurant industry as a company that provides variety and first-class quality and sources its fish sustainably.

Each year, around 19 million guests visit NORDSEE stores generating around 82 million customer transactions.

NORDSEE's focus is on expertise, enthusiasm, tradition and the sustainable use of fish.



### PROJECT SCOPE

The project scope covered cooking equipment, ventilation infrastructure, sewer and grease traps, refrigeration systems, HVAC, electrical installation, fire protection and elevators.

Together, VORTAL supported NORDSEE to reduce a supplier base of over 200 suppliers down to 9 qualified suppliers, covering all regions and scope.

In addition, the maintenance plans were standardised, and a maintenance manager was put in place to ensure restaurants would deploy the necessary preventive maintenance.

VORTAL was responsible to perform a supplier scouting activity, identify suppliers, ensure suppliers had the necessary qualifications, define the right negotiation strategy and run the tender through VORTAL's eSourcing technology and deliver scenario analysis to identify the best award scenario.



### CHALLENGES

- Reduce the **Total Cost of Ownership** by increase of spend visibility on assets and reduction of costs caused by production downtime as a result of implementing a centralized preventive maintenance program.
- **Gain control over the Supplier base**, delivering a range of contracts that cover the client needs, both in scope and geographically.
- **Identify and qualify new and incumbent suppliers.** Enlarge national supplier base that meets technical competencies to satisfy the sourcing need of NordSee.
- Unify and **standardize the Scope of Works** that each restaurant applied, ensuring a minimum level of quality and legal compliance.
- **Define a new central Governance** of the entire process to ensure that the new contracts were deployed.



## RESULTS



# 9

### CONTRACTED SUPPLIERS

The supplier management process started with Scouting & Qualification, resulted in the identification of 80 vendors that had financial and technical capacity to meet the project requirements and were invited to submit an offer. The staged negotiation process allowed a reduction of the number of suppliers contracted (from 200+ to a minimum of 9 suppliers), thus supporting centralization of the operation.



# 7%

### SAVINGS FROM NEGOTIATIONS

VORTAL and NORDSEE managed 3 main rounds of negotiations that led to a significant reduction of yearly costs for preventive maintenance and a more precise scope for some categories. The implemented negotiation strategy, led to an average reduction of total costs for all categories by 7% in relation to the original prices submitted by suppliers.



# 12%

### SAVINGS VS BASELINE

The most important results are the standardization of the maintenance program and contract consolidation, bringing on the top of it 12% of savings in relation to the baseline.



## TESTIMONIALS

**“VORTAL provided to NORDSEE a Category Management support based on their expertise and the best practices around maintenance sourcing methodology. Starting from the beginning of the project, VORTAL consultants guided NORDSEE team in defining the scope of works and the baseline expenditure, in specifying technical and administrative tender’s documentation, as well as in setting the strategy for supplier discovery, on-boarding and qualification. Throughout the project, VORTAL team defined the most beneficial sourcing strategy based on consolidating contracts and revised equipment and maintenance activities with NORDSEE restaurant managers.”**

**“Thanks to VORTAL eSourcing technology, the procurement process of maintenance & repairs services for NORDSEE restaurants was fully paperless, allowed a complete centralization of the communication with suppliers and analysis of offers.”**

**Klaus Walcher**

Head of Construction and Technical Purchasing, NORDSEE GmbH



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