



# Strategic sourcing & complexity management results by category

Select / non-exhaustive

RETAIL

Category	Sub-category	Typical savings range <sup>(1)</sup> (% of addressable spend)
Facilities	IFMs (Integrated Facilities Management companies)	10-15%
Facilities	Plumbing	3-6%
Facilities	Electrical	3-6%
Facilities	HVAC	4-8%
Facilities	General contractors	10-15%
Facilities	Building repair & maintenance	10-15%
Facilities	Window washing	15%+
Facilities	Entrance and closure systems	4-8%
Facilities	Roofing	10-15%
Facilities	Flooring	10-15%
Facilities	Lighting	10-15%
Facilities	Fire & life safety	4-8%
Facilities	Janitorial / cleaning	15%+
Facilities	Waste management	4-8%
Facilities	Landscaping	15%+
Facilities	Fixtures	10-15%
Facilities	Vertical transport (escalators, elevators)	2-4%
Facilities	Pest control	10-15%
Facilities	Food & catering	10-15%
Facilities	Signage	10-15%
Financial services	Tax and audit services	15%+
Financial services	Fraud prevention services	4-8%
Financial services	Insurances	4-8%
Financial services	Armored trucks	4-8%
Financial services	Credit cards	1-3%
HR	Call centers	5-10%
HR	Temporary labor	3-6%
HR	Benefits	1-3%
HR	Training & coaching services	15%+
HR	Recruitment	3-6%
HR	Payroll management	4-8%
HR	Background screening and testing	4-8%

Category	Sub-category	Typical savings range <sup>(1)</sup> (% of addressable spend)
IT	Software - general	3-6%
IT	Software - RPA, visualization, IoT, ML, LP	10-15%
IT	Hardware	4-8%
IT	General staff aug	2-4%
IT	Digital staff aug	3-6%
IT	Telecom	1-3%
Legal services	Legal professionals	15%+
Construction services	Contractors	10-15%
Marketing	SEO	3-6%
Marketing	Paid search	1-3%
Marketing	Website design	15%+
Marketing	Branding	4-8%
Marketing	Creative	4-8%
Marketing	Digital	4-8%
Marketing	Influencer marketing	4-8%
Marketing	Market research	10-15%
Marketing	Print (displays, magazines, flyers)	10-15%
Office management	Office supplies	15%+
Office management	Printers and MFDS (Multi Functional Devices)	4-8%
Other	Equipment rental	10-15%
Postage	Envelopes and packers	5-10%
Professional services	Consultants	15%+
Supplies	Uniforms, lab coats, linens	10-15%
Transportation	FTL (Full Truckload) - dry vans	4-8%
Transportation	LTL (Less Than Truckload)	5-10%
Transportation	Last mile delivery	10-15%
Transportation	3 PLs & warehousing	10-15%
Travel	TMCS (Travel Management Companies)	3-6%
Travel	Air travel	1-3%
Travel	Hotels	15%+
Travel	Car rental	3-6%
Utilities	Natural gas	1-3%
Utilities	Electricity	3-6%

(1) No commitment can be derived from any savings range percentages listed. Results listed are average ranges. Savings potentials are highly contingent on market dynamics and client-specific requirements / constraints.



# Strategic sourcing & complexity management results by category

Select / non-exhaustive



Category	Sub-category	Typical savings range <sup>(1)</sup> (% of addressable spend)
Chemicals	Lab chemicals	3-6%
Packaging	Corrugate	15%+
Packaging	Folding cartons/cardboard	4-8%
Packaging	Flexible film	3-6%
Packaging	Stretch film	4-8%
Packaging	Plastic containers (cups, jars, bottles, etc.)	4-8%
Packaging	Glass containers (jars, bottles, etc.)	2-4%
Packaging	Blister packaging	4-8%
Packaging	Pharma tubing glass	3-6%
Packaging	Tubes	4-8%
Packaging	Pharma stoppers and seals	3-6%
Packaging	Labels	15%+
Packaging	Plastic sleeves	3-6%
Packaging	Inserts and leaflets	15%+
Packaging	Plastic caps and closures	4-8%
Packaging	Plastic bags and pouches	4-8%
Packaging	Bubble wrap and cushioning supplies	4-8%
Contract manufacturing	Co-packing	5-10%
CAPEX	Packaging equipment	10-15%
CAPEX	Palletization equipment	10-15%
CAPEX	Height & lift equipment	5-10%
Facilities	Plumbing	3-6%
Facilities	Electrical	3-6%
Facilities	HVAC	4-8%
Facilities	General contractors	10-15%
Facilities	Building repair & maintenance	10-15%
Facilities	Roofing	10-15%
Facilities	Flooring	10-15%
Facilities	Lighting	10-15%
Facilities	Fire & life safety	4-8%
Facilities	Janitorial / cleaning	15%+
Facilities	Waste management	4-8%
Facilities	Landscaping	15%+
Facilities	Vertical transport (escalators, elevators)	2-4%
Facilities	Pest control	10-15%
Facilities	Food & catering	10-15%
Financial services	Tax and audit services	15%+
Financial services	Insurances	4-8%
Financial services	Credit cards	1-3%

Category	Sub-category	Typical savings range <sup>(1)</sup> (% of addressable spend)
HR	Call centers	5-10%
HR	Temporary labor	3-6%
HR	Benefits	1-3%
HR	Training & coaching services	15%+
HR	Recruitment	3-6%
HR	Payroll management	4-8%
HR	Background screening and testing	4-8%
IT	Software - general	3-6%
IT	Software - RPA, visualization, IoT, ML, LP	10-15%
IT	Hardware	4-8%
IT	General staff aug	2-4%
IT	Digital staff aug	3-6%
IT	Telecom	1-3%
Legal services	Legal professionals	15%+
Construction services	Contractors	10-15%
Marketing	SEO	3-6%
Marketing	Paid search	1-3%
Marketing	Website design	15%+
Marketing	Branding	4-8%
Marketing	Creative	4-8%
Marketing	Digital	4-8%
Marketing	Market research	10-15%
Marketing	Print (displays, magazines, flyers)	10-15%
Office management	Office supplies	15%+
Office management	Printers and MFDS (Multi Functional Devices)	4-8%
Other	Equipment rental	10-15%
Professional services	Consultants	15%+
Supplies	Medical supplies	10-15%
Supplies	PPE	10-15%
Supplies	Laboratory supplies	10-15%
Supplies	Uniforms, lab coats, linens	10-15%
Transportation	FTL (Full Truckload) - dry vans	4-8%
Transportation	LTL (Less Than Truckload)	5-10%
Transportation	Last mile delivery	10-15%
Transportation	3 PLs & warehousing	10-15%
Transportation	Fleet	3-6%
Transportation	Fuel	1-3%
Travel	TMCs (Travel Management Companies)	3-6%
Travel	Air travel	1-3%
Travel	Hotels	15%+
Travel	Car rental	3-6%
Utilities	Electricity	3-6%

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# Strategic sourcing & complexity management results by category

Select / non-exhaustive

MANUFACTURING Industrial

Category	Sub-category	Typical savings range <sup>(1)</sup> (% of addressable spend)
Chemicals	Specialty chemicals	4-8%
Chemicals	Water treatment chemicals	3-6%
Chemicals	Paper & board chemicals	5-10%
Chemicals	Inks	4-8%
Chemicals	Adhesives	4-8%
Commodities	Resins (PP, PE, PS)	4-8%
Commodities	Steel plate (HR and CR)	2-4%
Commodities	Steel tubing	3-6%
Commodities	Precious metals	3-6%
Components	Metal components	5-10%
Components	Plastic components	5-10%
Components	Composite components	5-10%
Packaging	Corrugate	15%+
Packaging	Folding cartons/cardboard	4-8%
Packaging	Flexible film	3-6%
Packaging	Stretch film	4-8%
Packaging	Plastic containers (cups, jars, bottles, etc.)	4-8%
Packaging	Glass containers (jars, bottles, etc.)	2-4%
Packaging	Tubes	4-8%
Packaging	Labels	15%+
Packaging	Metal cans and tins	3-6%
Packaging	IBCs and FIBCs	4-8%
Packaging	Plastic sleeves	3-6%
Packaging	Metal drums	3-6%
Packaging	Plastic caps and closures	4-8%
Packaging	Plastic trays	5-10%
Packaging	Paper bags	10-15%
Packaging	Plastic bags and pouches	4-8%
Packaging	Bubble wrap and cushioning supplies	4-8%
Contract manufacturing	Contract manufacturing steel components	10-15%
Contract manufacturing	Contract manufacturing plastic components (IM, IBM, extruded, thermoformed)	4-8%
Contract manufacturing	Co-packing	5-10%
CAPEX	Industrial machinery	4-8%
CAPEX	Packaging equipment	10-15%
CAPEX	Palletization equipment	10-15%
CAPEX	Height & lift equipment	5-10%
CAPEX	Food & drink equipment	10-15%
Facilities	IFMs (Integrated Facilities Management companies)	10-15%
Facilities	Plumbing	3-6%
Facilities	Electrical	3-6%
Facilities	HVAC	4-8%
Facilities	General contractors	10-15%
Facilities	Building repair & maintenance	10-15%
Facilities	Roofing	10-15%
Facilities	Flooring	10-15%
Facilities	Lighting	10-15%
Facilities	Fire & life safety	4-8%
Facilities	Janitorial / cleaning	15%+
Facilities	Waste management	4-8%
Facilities	Pest control	10-15%
Facilities	Food & catering	10-15%

Category	Sub-category	Typical savings range <sup>(1)</sup> (% of addressable spend)
Financial services	Tax and audit services	15%+
Financial services	Insurances	4-8%
Financial services	Credit cards	1-3%
HR	Call centers	5-10%
HR	Temporary labor	3-6%
HR	Benefits	1-3%
HR	Training & coaching services	15%+
HR	Recruitment	3-6%
HR	Payroll management	4-8%
HR	Background screening and testing	4-8%
IT	Software - general	3-6%
IT	Software - RPA, visualization, IoT, ML, LP	10-15%
IT	Hardware	4-8%
IT	General staff aug	2-4%
IT	Digital staff aug	3-6%
IT	Telecom	1-3%
Legal services	Legal professionals	15%+
Construction services	Contractors	10-15%
Marketing	SEO	3-6%
Marketing	Paid search	1-3%
Marketing	Website design	15%+
Marketing	Branding	4-8%
Marketing	Digital	4-8%
Marketing	Market research	10-15%
Marketing	Print (displays, magazines, flyers)	10-15%
MRO	Fasteners	10-15%
MRO	Pumps and pump parts	4-8%
MRO	Lubes & Oils	4-8%
MRO	General industrial supplies	15%+
MRO	Racking & shelving	10-15%
MRO	Safety supplies	10-15%
MRO	Tooling	4-8%
MRO	Hand and power tools	10-15%
MRO	Electrical supplies	10-15%
MRO	Fleet parts and equipment	4-8%
MRO	Industrial gases	4-8%
MRO	Power transmission and bearings	10-15%
Office management	Office supplies	15%+
Office management	Printers and MFDS (Multi Functional Devices)	4-8%
Other	Equipment rental	10-15%
Professional services	Consultants	15%+
Supplies	Uniforms, lab coats, linens	10-15%
Transportation	FTL (Full Truckload) - flatbed	4-8%
Transportation	FTL (Full Truckload) - dry vans	4-8%
Transportation	LTL (Less Than Truckload)	5-10%
Transportation	Last mile delivery	10-15%
Transportation	3 PLs & warehousing	10-15%
Transportation	Fleet	3-6%
Transportation	Fuel	1-3%
Travel	TMCs (Travel Management Companies)	3-6%
Travel	Air travel	1-3%
Travel	Hotels	15%+
Travel	Car rental	3-6%
Utilities	Natural gas	1-3%
Utilities	Electricity	3-6%
Utilities	Renewable energy	2-4%

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# Strategic sourcing & complexity management results by category

Select / non-exhaustive

Food and Beverage

Category	Sub-category	Typical savings range <sup>(1)</sup> (% of addressable spend)	Category	Sub-category	Typical savings range <sup>(1)</sup> (% of addressable spend)
Commodities	High fructose corn syrup	1-3%	Facilities	Janitorial / cleaning	15%+
Commodities	Starches	2-4%	Facilities	Waste management	4-8%
Commodities	Sugars	1-3%	Facilities	Fixtures	10-15%
Commodities	Cocoa and chocolate	1-3%	Facilities	Pest control	10-15%
Commodities	Flour	2-4%	Facilities	Food & catering	10-15%
Commodities	Vegetable oils & fats	1-3%	Financial services	Tax and audit services	15%+
Ingredients	Milk	1-3%	Financial services	Insurances	4-8%
Ingredients	Cheese	2-4%	Financial services	Credit cards	1-3%
Ingredients	Vegetables	4-8%	HR	Call centers	5-10%
Ingredients	Additives	4-8%	HR	Temporary labor	3-6%
Ingredients	Artificial sweeteners	1-3%	HR	Benefits	1-3%
Ingredients	Fruit preparations	3-6%	HR	Training & coaching services	15%+
Ingredients	Emulsifiers	2-4%	HR	Recruitment	3-6%
Ingredients	Stabilizers	3-6%	HR	Payroll management	4-8%
Ingredients	Preservatives	3-6%	HR	Background screening and testing	4-8%
Ingredients	Natural colorants	3-6%	IT	Software - general	3-6%
Ingredients	Artificial colorants	2-4%	IT	Software - RPA, visualization, IoT, ML, LP	10-15%
Packaging	Corrugate	15%+	IT	Hardware	4-8%
Packaging	Folding cartons/cardboard	4-8%	IT	General staff aug	2-4%
Packaging	Flexible film	3-6%	IT	Digital staff aug	3-6%
Packaging	Stretch film	4-8%	IT	Telecom	1-3%
Packaging	Plastic containers (cups, jars, bottles, etc.)	4-8%	Legal services	Legal professionals	15%+
Packaging	Glass containers (jars, bottles, etc.)	2-4%	Construction services	Contractors	10-15%
Packaging	Tubes	4-8%	Marketing	SEO	3-6%
Packaging	Labels	15%+	Marketing	Paid search	1-3%
Packaging	Metal cans and tins	3-6%	Marketing	Website design	15%+
Packaging	Plastic sleeves	3-6%	Marketing	Branding	4-8%
Packaging	Plastic caps and closures	4-8%	Marketing	Creative	4-8%
Packaging	Plastic trays	5-10%	Marketing	Digital	4-8%
Packaging	Paper bags	10-15%	Marketing	Influencer marketing	4-8%
Packaging	Plastic bags and pouches	4-8%	Marketing	Market research	10-15%
Packaging	Bubble wrap and cushioning supplies	4-8%	Marketing	Print (displays, magazines, flyers)	10-15%
Packaging	Liquid aseptic packaging/milk cartons	1-3%	Office management	Office supplies	15%+
Contract manufacturing	Contract manufacturing food and beverage	4-8%	Office management	Printers and MFDS (Multi Functional Devices)	4-8%
Contract manufacturing	Co-packing	5-10%	Other	Equipment rental	10-15%
CAPEX	Packaging equipment	10-15%	Professional services	Consultants	15%+
CAPEX	Palletization equipment	10-15%	Supplies	Uniforms, lab coats, linens	10-15%
CAPEX	Height & lift equipment	5-10%	Transportation	FTL (Full Truckload) - dry vans	4-8%
CAPEX	Food & drink equipment	10-15%	Transportation	LTL (Less Than Truckload)	5-10%
Facilities	IFMs (Integrated Facilities Management companies)	10-15%	Transportation	Last mile delivery	10-15%
Facilities	Plumbing	3-6%	Transportation	3 PLs & warehousing	10-15%
Facilities	Electrical	3-6%	Transportation	Fleet	3-6%
Facilities	HVAC	4-8%	Transportation	Fuel	1-3%
Facilities	General contractors	10-15%	Travel	TMCs (Travel Management Companies)	3-6%
Facilities	Building repair & maintenance	10-15%	Travel	Air travel	1-3%
Facilities	Roofing	10-15%	Travel	Hotels	15%+
Facilities	Flooring	10-15%	Travel	Car rental	3-6%
Facilities	Lighting	10-15%	Utilities	Natural gas	1-3%
Facilities	Fire & life safety	4-8%	Utilities	Electricity	3-6%

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# Strategic sourcing & complexity management results by category

Select / non-exhaustive

CONSUMER PRODUCTS

Category	Sub-category	Typical savings range <sup>(1)</sup> (% of addressable spend)
Chemicals	Specialty chemicals	4-8%
Chemicals	Water treatment chemicals	3-6%
Chemicals	Inks	4-8%
Chemicals	Adhesives	4-8%
Commodities	Resins (PP, PE, PS)	4-8%
Commodities	Steel plate (HR and CR)	2-4%
Commodities	Steel tubing	3-6%
Commodities	Precious metals	3-6%
Components	Metal components	5-10%
Components	Plastic components	5-10%
Components	Composite components	5-10%
Packaging	Corrugate	15%+
Packaging	Folding cartons/cardboard	4-8%
Packaging	Flexible film	3-6%
Packaging	Stretch film	4-8%
Packaging	Plastic containers (cups, jars, bottles, etc.)	4-8%
Packaging	Glass containers (jars, bottles, etc.)	2-4%
Packaging	Tubes	4-8%
Packaging	Labels	15%+
Packaging	Metal cans and tins	3-6%
Packaging	Plastic sleeves	3-6%
Packaging	Plastic caps and closures	4-8%
Packaging	Plastic trays	5-10%
Packaging	Paper bags	10-15%
Packaging	Plastic bags and pouches	4-8%
Packaging	Bubble wrap and cushioning supplies	4-8%
Packaging	Liquid aseptic packaging/milk cartons	1-3%
Contract manufacturing	Contract manufacturing steel components	10-15%
Contract manufacturing	Contract manufacturing plastic components (IM, IBM, extruded, thermoformed)	4-8%
Contract manufacturing	Co-packing	5-10%
CAPEX	Industrial machinery	4-8%
CAPEX	Packaging equipment	10-15%
CAPEX	Palletization equipment	10-15%
CAPEX	Height & lift equipment	5-10%
CAPEX	Food & drink equipment	10-15%
Facilities	IFMs (Integrated Facilities Management companies)	10-15%
Facilities	Plumbing	3-6%
Facilities	Electrical	3-6%
Facilities	HVAC	4-8%
Facilities	General contractors	10-15%
Facilities	Building repair & maintenance	10-15%
Facilities	Roofing	10-15%
Facilities	Flooring	10-15%
Facilities	Lighting	10-15%
Facilities	Fire & life safety	4-8%
Facilities	Janitorial / cleaning	15%+
Facilities	Waste management	4-8%
Facilities	Pest control	10-15%
Facilities	Food & catering	10-15%

Category	Sub-category	Typical savings range <sup>(1)</sup> (% of addressable spend)
Financial services	Tax and audit services	15%+
Financial services	Insurances	4-8%
Financial services	Credit cards	1-3%
HR	Call centers	5-10%
HR	Temporary labor	3-6%
HR	Benefits	1-3%
HR	Training & coaching services	15%+
HR	Recruitment	3-6%
HR	Payroll management	4-8%
HR	Background screening and testing	4-8%
IT	Software - general	3-6%
IT	Software - RPA, visualization, IoT, ML, LP	10-15%
IT	Hardware	4-8%
IT	General staff aug	2-4%
IT	Digital staff aug	3-6%
IT	Telecom	1-3%
Legal services	Legal professionals	15%+
Construction services	Contractors	10-15%
Marketing	SEO	3-6%
Marketing	Paid search	1-3%
Marketing	Website design	15%+
Marketing	Branding	4-8%
Marketing	Creative	4-8%
Marketing	Digital	4-8%
Marketing	Influencer marketing	4-8%
Marketing	Market research	10-15%
Marketing	Print (displays, magazines, flyers)	10-15%
MRO	Fasteners	10-15%
MRO	Pumps and pump parts	4-8%
MRO	Lubes & Oils	4-8%
MRO	General industrial supplies	15%+
MRO	Racking & shelving	10-15%
MRO	Safety supplies	10-15%
MRO	Tooling	4-8%
MRO	Hand and power tools	10-15%
MRO	Electrical supplies	10-15%
MRO	Fleet parts and equipment	4-8%
MRO	Industrial gases	4-8%
MRO	Power transmission and bearings	10-15%
Office management	Office supplies	15%+
Office management	Printers and MFDS (Multi Functional Devices)	4-8%
Other	Equipment rental	10-15%
Professional services	Consultants	15%+
Supplies	Uniforms, lab coats, linens	10-15%
Transportation	FTL (Full Truckload) - flatbed	4-8%
Transportation	FTL (Full Truckload) - dry vans	4-8%
Transportation	LTL (Less Than Truckload)	5-10%
Transportation	Last mile delivery	10-15%
Transportation	3 PLS & warehousing	10-15%
Transportation	Fleet	3-6%
Transportation	Fuel	1-3%
Travel	TMCs (Travel Management Companies)	3-6%
Travel	Air travel	1-3%
Travel	Hotels	15%+
Travel	Car rental	3-6%
Utilities	Natural gas	1-3%
Utilities	Electricity	3-6%
Utilities	Renewable energy	2-4%

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# Strategic sourcing & complexity management results by category

Select / non-exhaustive

FINANCIAL SERVICES

Category	Sub-category	Typical savings range <sup>(1)</sup> (% of addressable spend)	Category	Sub-category	Typical savings range <sup>(1)</sup> (% of addressable spend)
Underwriting	AI underwriting services and technology	15%+	IT	Software - general	3-6%
Underwriting	Insurance automation	10-15%	IT	Software - RPA, visualization, IoT, ML, LP	10-15%
Facilities	IFMs (Integrated Facilities Management companies)	10-15%	IT	Hardware	4-8%
Facilities	Plumbing	3-6%	IT	General staff aug	2-4%
Facilities	Electrical	3-6%	IT	Digital staff aug	3-6%
Facilities	HVAC	4-8%	IT	Telecom	1-3%
Facilities	General contractors	10-15%	Legal services	Legal professionals	15%+
Facilities	Building repair & maintenance	10-15%	Construction services	Contractors	10-15%
Facilities	Window washing	15%+	Marketing	SEO	3-6%
Facilities	Entrance and closure systems	4-8%	Marketing	Paid search	1-3%
Facilities	Roofing	10-15%	Marketing	Website design	15%+
Facilities	Flooring	10-15%	Marketing	Branding	4-8%
Facilities	Lighting	10-15%	Marketing	Creative	4-8%
Facilities	Fire & life safety	4-8%	Marketing	Digital	4-8%
Facilities	Janitorial / cleaning	15%+	Marketing	Influencer marketing	4-8%
Facilities	Waste management	4-8%	Marketing	Market research	10-15%
Facilities	Landscaping	15%+	Marketing	Print (displays, magazines, flyers)	10-15%
Facilities	Fixtures	10-15%	Office management	Office supplies	15%+
Facilities	Vertical transport (escalators, elevators)	2-4%	Office management	Printers and MFDS (Multi Functional Devices)	4-8%
Facilities	Pest control	10-15%	Other	Equipment rental	10-15%
Facilities	Food & catering	10-15%	Postage	Envelopes and packers	5-10%
Facilities	Signage	10-15%	Professional services	Consultants	15%+
Financial services	Tax and audit services	15%+	Supplies	Uniforms, lab coats, linens	10-15%
Financial services	Fraud prevention services	4-8%	Transportation	Fleet	3-6%
Financial services	Insurances	4-8%	Transportation	Fuel	1-3%
Financial services	Armored trucks	4-8%	Travel	TMCs (Travel Management Companies)	3-6%
Financial services	Credit cards	1-3%	Travel	Air travel	1-3%
HR	Call centers	5-10%	Travel	Hotels	15%+
HR	Temporary labor	3-6%	Travel	Car rental	3-6%
HR	Benefits	1-3%	Utilities	Electricity	3-6%
HR	Training & coaching services	15%+			
HR	Recruitment	3-6%			
HR	Payroll management	4-8%			
HR	Background screening and testing	4-8%			

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