

**Project Note**

# Sourcing strategy for flexible development capacities

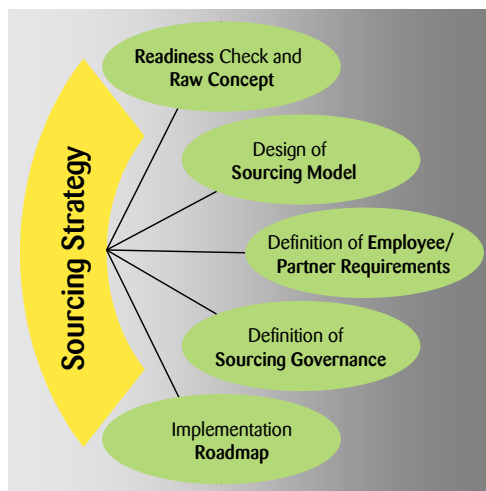
A software manufacturer is often confronted with resource bottlenecks. Zühlke, together with the client developed a sourcing strategy, which guaranteed resource providing aligned with demand.

**Task**

Avaloq Evolution AG faced the challenge to meet the great demand for their products in time and quality. The company wanted to avoid resource bottlenecks in production. Together with Avaloq, Zühlke developed a relevant sourcing strategy. It included an evaluation of organisational and cultural readiness for sourcing projects. The project group formulated this strategy and sensitised the management team on the subject of external procurement of services in the development division.

**Implementation**

Initially, the project team questioned key individuals. Specialists derived recommendations for first improvements. In addition, they defined the sourcing models (self-sourcing, outsourcing, company acquisition, etc.) that could be considered for the company. Subsequently, the models were evaluated. The determination of the core competencies and the customer's strategic subject areas allowed a precise definition of the planned sourcing. A series of partner and employee requirements resulted, which established the basis for an evaluation phase later on. The strategy development resulted in an implementation masterplan. This plan defined precise actions in order to close the gap between the actual situation and the planned sourcing. Zühlke's approach considered the specific customer requirements and allowed the preparation of a feasible sourcing strategy suitable for all.



**Customer benefits**

- The use of a proven Zühlke approach and a shared understanding for the definition and use of sourcing models gave the customer a sense of confidence.
- Verification of the actual organisational and cultural readiness produced initial practical recommendations for improvement.
- Change Management support and the monitoring of various stakeholders by experienced Zühlke Management Consultants created acceptance.

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