



Union des Groupements d'Achats Publics

UGAP

OECD meeting

Kenza Khachani

Athens, 30th June, 1st-2nd July 2014



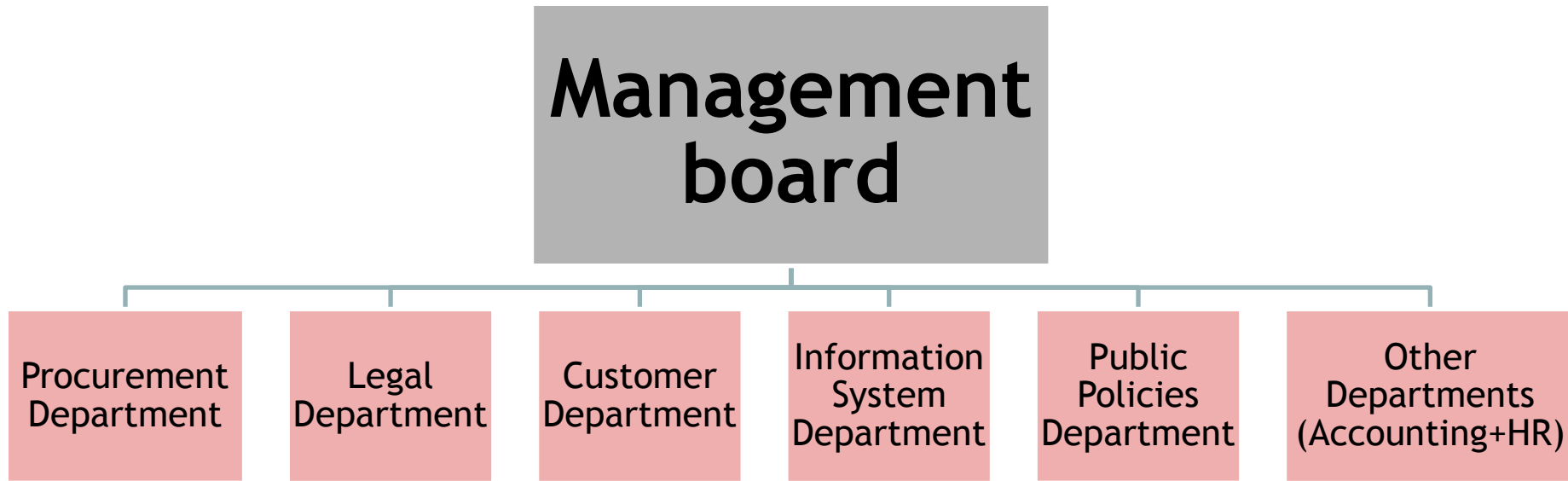
Session 2:

Implementing the new organigram of the SGC

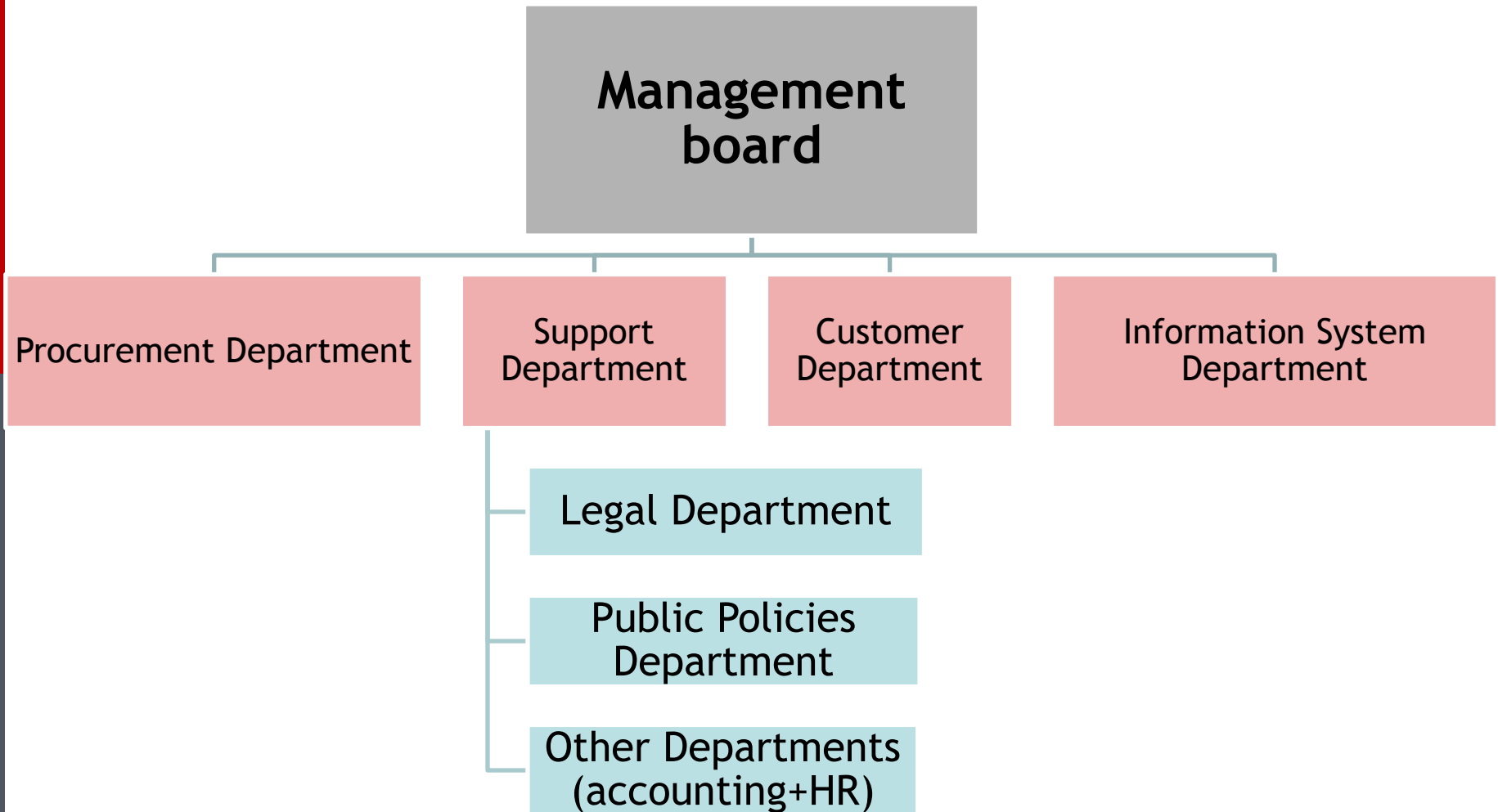
General organigram

- There is no single organigram to implement but several depending on:
 - ➔ the weight of each department
 - ➔ The size of the CPB
 - ➔ The economic model (the wholesaler model or an intermediary who awards and conclude framework agreements)

General organigram

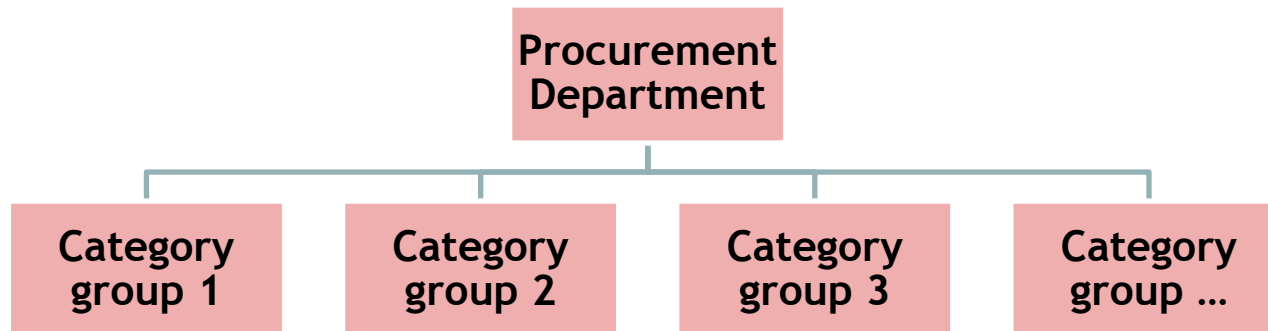


General organigram



Procurement Department

- A CPB can be specialized or not, but in any case it needs a procurement department.
- The set of products and services can be divided into homogeneous groups/departments.
- ➔ The number of groups depends on the set of Products and Services a CPB have in charge.



Procurement Department

▪ Staff

-Head of the Procurement Department:

- Draw-up, propose, supervise the procurement strategy and policy
- Defines objectives

-Head of the category groups

- Draw-up, supervise and implement the procurement strategy in its group
- Draw-up the calls for tenders program
- Manage and leads the activity of its team

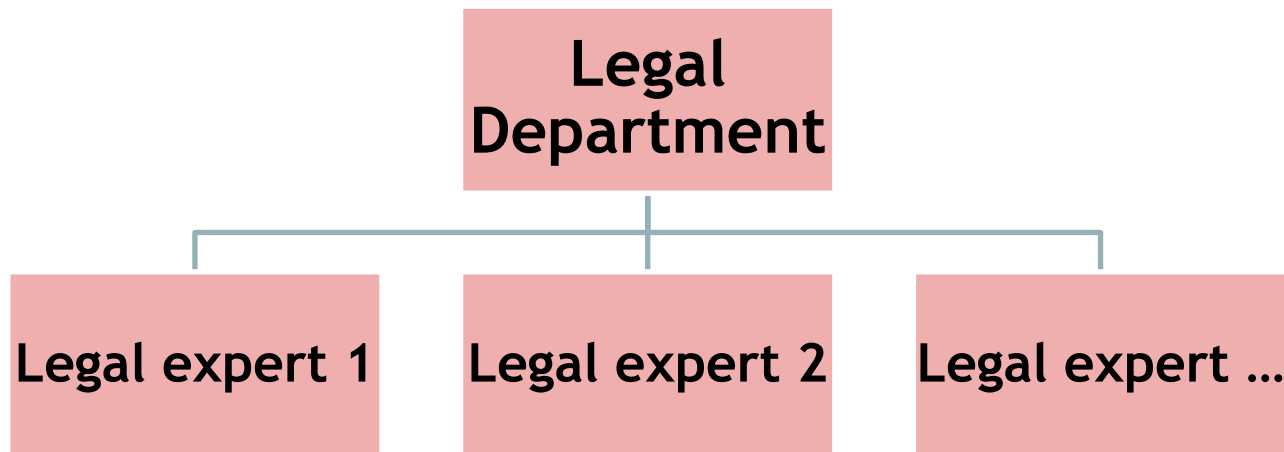
Procurement Department

-Buyer:

- Responsible of the sourcing in his segment
- Associated to the analysis of needs
- Responsible of his procurement procedure
- Keeps a permanent monitoring on his sector
- Monitoring the relationship with suppliers

Legal Department

- The Legal Department **HAS TO BE INDEPENDENT** from the Procurement Department in order to ensure its advisory mission.



Legal Department

■ Staff

-Head of the Legal Department:

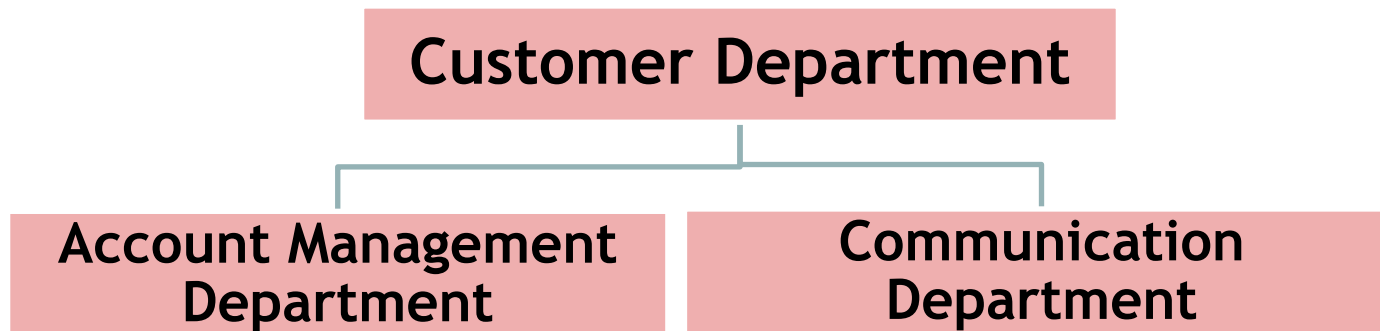
- Draw-up, propose, supervise the legal policy to implement
- Guarantees the regularity of the tendering procedures
- Always informed of all the legal changes that can affect public legislation

-Legal experts

- Participates in the preparation of the tender documents
- Writes the legal part of the technical specification
- Ensures the follow up of legal issues of the tender
- Produce any kind of legal support during the pre-award, post-award and during the entire duration of the contract

Customer Department

- A CPB needs a Customer Department with mandatory and voluntary customers.
- It is divided into 2 departments with 2 different roles



Customer Department

- Staff

- Head of the Customer Department:

- Draw-up, propose, supervise the Customer policy to implement
 - Draw-up, propose, supervise the communication strategy

- Head of the Account Management Department

- Supervise the relationship with customers (mandatory or not)
 - Responsible of Collecting customer needs
 - Responsible of the orders

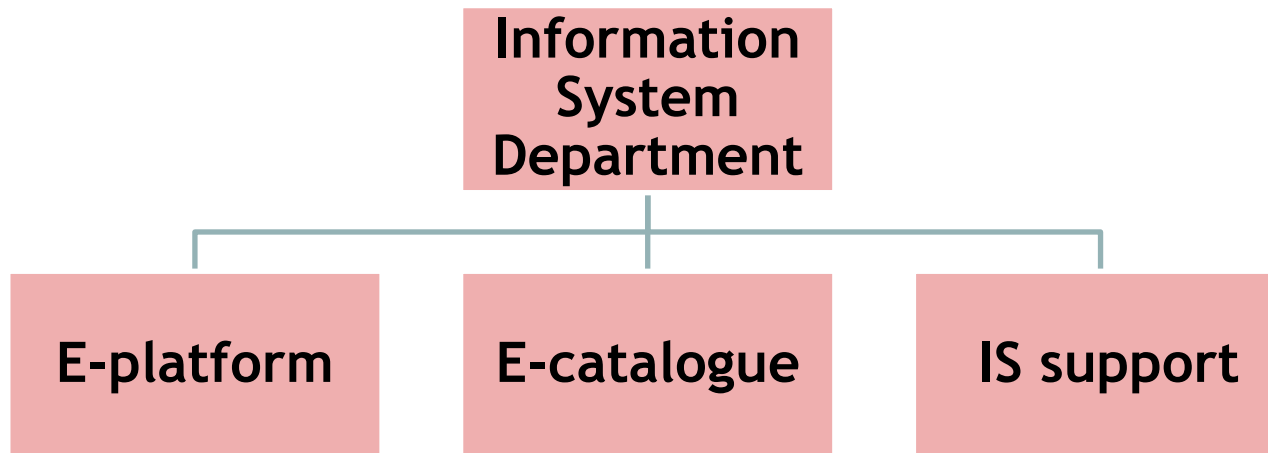
Customer Department

-Head of the Communication Department

- Responsible on the internal communication
- Responsible of the external communication: implementing the communication strategy of the CPB and playing an active role in the promotion of the CPB.

Information System Department

- The Information System Department is responsible of the e-platform, the e-catalogue and all the other information system issues
- It is divided into 3 departments with 3 different roles



Information System Department

▪ Staff

-Head of the IS Department:

- ➔ Draw-up, propose, supervise the IS strategy to implement
- ➔ Responsible of the management of all the IS issues
(e-platform/e-catalog...)

-Head of the E-platform Department

- ➔ Supervise the e-platform
- ➔ Responsible of the evolution of the e-platform
- ➔ Supervise the unit in charge of delivering training to the stakeholders

Information System Department

-Head of the E-catalog Department

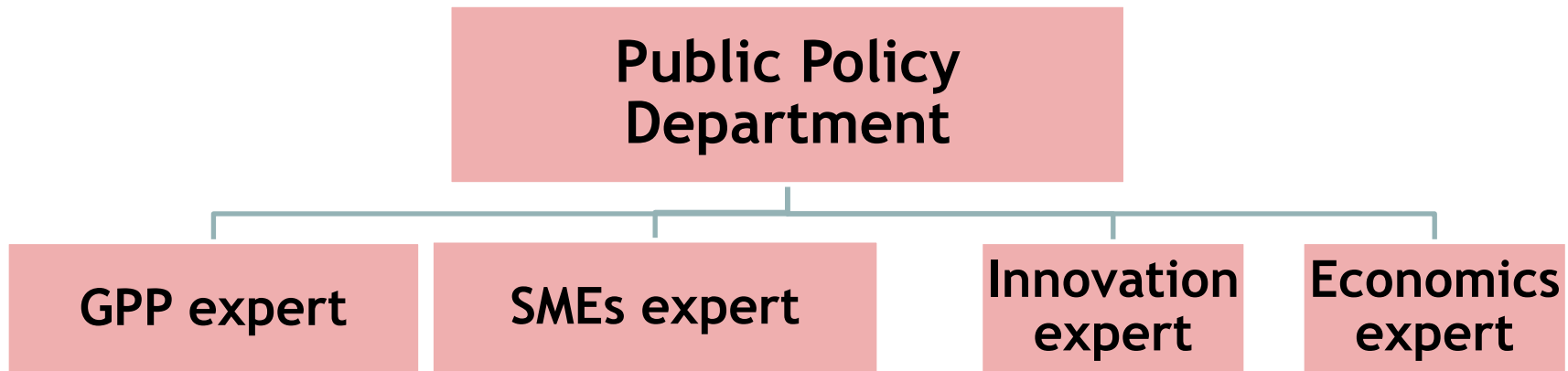
→ Responsible of the continuous update of the catalog

-Head of the IS support Department

→ Responsible of all the IS projects needed

Public policies Department

- The public policies department plays an important role in the CPB, as a cross-department responsible of implementing the public policies.



Public policies Department

- **Staff**

- Head of the Public policies**

- ➔ Draw-up, propose, supervise the implementation of public policies

- Public Policies Experts**

- ➔ Responsible of the implementation of Public Policies (GPP, SMEs, innovation...)

Other Departments

▪ Accounting Department

- In case of an economic model where there are fees to collect (from suppliers or customers), this department is intended to collect the total fees.
- Managing the expenses of the CPB

▪ Human Resources Department

- Adapting the recruitment and the career management to the professionalization of all the jobs.

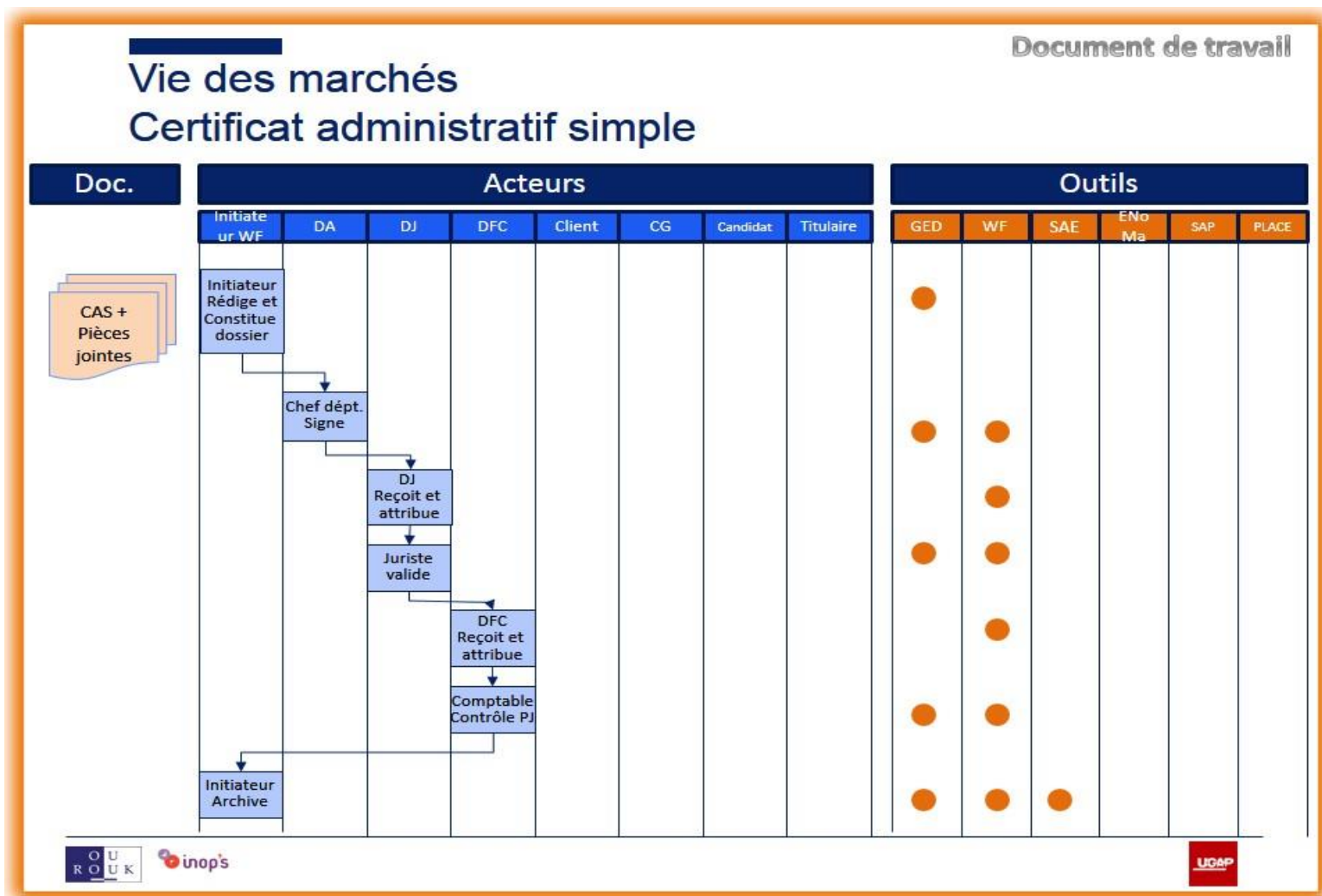
Challenges in the implementation of the organigram

- **Defining the roles/ tasks of each one (described bellow)**
 - ➔ Internal and external identification
 - ➔ To not duplicate the tasks
 - ➔ Optimization of resources

Challenges in the implementation of the organigram

- **Description of all the processes of the CPB in all the departments**
 - ➔ Identification of tasks and workflows
 - ➔ Identifications of the tools to use
 - ➔ Optimization of time

Challenges in the implementation of the organigram



Challenges in the implementation of the organigram

- Making everyone aware of his responsibilities → Role of the management
- Choosing the “right person “ with the appropriate skills for the “right position” → professionalization of all the jobs (management + HR)

Challenges in the implementation of the organigram

- Establishing a good coordination between the different departments
- Ensuring a good sequencing of the tasks of each one

Challenges in the implementation of the organigram

- Pre-award contract

Tasks	Procurement	Legal	Customer	Information System	Public Policies	Other
-Demand analysis			X active	X active	X active	X informed
-Market analysis	X active		X informed			
-Procurement Strategy definition	X active	X Informed and active	X Informed		X Informed and active	
-Tender documentation preparation	X active	X active			X Informed and active	
-Tender documentation publication	X active	X active	X Informed	X active	X Informed	

Challenges in the implementation of the organigram

- Supplier Selection

Tasks	Procurement	Legal	Customer	Information System	Public Policies	Other
- Analysis of the offers	X active	X active			X Informed and active	
- FA award	X active	X active	X informed	X informed	X Informed	

Challenges in the implementation of the organigram

- Post-award

Tasks	Procurement	Legal	Customer	Information System	Public Policies	Other
- Support the CAs	X informed	X Informed and active	X active	X active	X Informed	
- Tracking orders	X informed		X active	X active	X informed	X active

Examples of internal communication

■ Ugap's Intranet

- ➔ internal news from all departments
- ➔ external news impacting the activity of the CPB
- ➔ information from all the departments

The screenshot displays the Ugap Intranet interface. At the top, there is a search bar and a navigation menu with categories like 'L'UGAP', 'Marketing, e-Commerce, communication', 'Réseau', 'Partenariats', 'RH et Vie Professionnelle', 'Systèmes d'Information', 'Contrôle de Gestion et Audit', and 'Juridique'. The main content area features a 'Focus' section with a headline 'Le panorama de presse du 7 Juillet 2014 est en ligne' and a list of topics including 'UGAP', 'PME', 'EDUCATION', 'GESTION DES RH', 'ACHATS', 'MARCHÉS PUBLICS', 'ADMINISTRATION', 'SOCIAL', 'RELATIONS SOCIALES', and 'HYGIÈNE ET SÉCURITÉ'. Below this, there are sections for 'Actualités UGAP' (Mutuelle, mode d'emploi - Flash Info n°163), 'Agenda de l'UGAP' (Réunion DIR, Comité financier, Réunion RD/RL), and 'Chiffres clés' (Tableau de Bord Quotidien (TBQ) showing 4,9% on a map of France). A right-hand sidebar contains 'Sites et appli', 'Mes favoris', 'Mes dossier', 'Mes espace', and 'Mes flux int'. The bottom of the page includes a section for 'EAE et entretien professionnel : du 3 mars au 30 mai 2014'.

Examples of internal communication

■ Communiqué after each administrative board

De : CommunicationInterne
À : Site AIX; Site AJACCIO; Site AMIENS; Site BESANCON; Site BORDEAUX; Site CAEN; Site CERGY; Site
 Site Montpellier DSI; Site NANCY; Site NANTES; Site ORLEANS; Site Poitiers; Site QUIMPER; Site RENN
Cc :
Objet : Communiqué du conseil d'administration du 3 juillet 2014

Bonjour,

Le conseil d'administration de l'UGAP s'est tenu ce 3 juillet.

Le communiqué vous apporte les informations essentielles et les décisions prises lors de ce conseil d'administration.

Pour le lire, cliquez sur [ce lien](#).

Cordialement,

Edith GUYOT-MORIE, Membre du Bureau de l'UGAP

Communication interne

DRHCVF

communicationinterne@ugap.fr



[Imprimer ce mail est-il nécessaire ?](#)

Examples of internal communication

■ Communiqué after each Directors Board

De : Fdida David
À : [Site AIX](#); [Site AJACCIO](#); [Site AMIENS](#); [Site BESANCON](#); [Site BORDEAUX](#); [Site CAEN](#); [Site CERGY](#); [Site CHALONS](#); [Site Champs sur Marne](#); [Site CLERMONT](#); [Site Montpellier DSI](#); [Site NANCY](#); [Site NANTES](#); [Site ORLEANS](#); [Site Poitiers](#); [Site QUIMPER](#); [Site RENNES](#); [Site ROUEN](#); [Site Savigny le Temple](#); [Site STRAS](#)
Cc :
Objet : Communiqué du conseil de direction du 11 juin 2014

Bonjour,

Ce communiqué informe les collaborateurs des principales décisions, orientations et informations du conseil de direction qui s'est tenu ce 11 juin 2014.

Pour le lire, cliquez sur le lien : [Communiqué du conseil de direction.](#)

Bien cordialement,

DFDIDA

Chargé de communication interne en contrat de professionnalisation
Direction des Ressources Humaines et des Conditions de Vie Professionnelle
Département Communication interne

1 Boulevard Archimède – Champs-sur-Marne – 77444 Marne-la-Vallée CEDEX 2
Tel : 03 20 73 27 82
DFdida@ugap.fr



Examples of internal communication

- **Weekly news** summarizing all what happened the week before (new comers, important events, meetings, trainings...)

Objet : UGAP Infos n°800 est en ligne

Bonjour,

UGAP Infos n°800 vient de paraître.

Cliquez sur le lien ou dans l'image pour y accéder.

A lire cette semaine :



Actualités

Les rencontres du Grand-Ouest : séminaire ADV des 17 et 18 juin

Le séminaire avant et après-vente des collaborateurs des directions interrégionales ouest et sud-ouest s'est déroulé dans une ambiance particulièrement conviviale sous le soleil nantais

Séminaire ADV Ile-de-France et Etat

Les équipes avant-vente et après-vente des DIR Ile-de-France et Etat ont partagé une belle dynamique, pendant les deux journées du séminaire ADV.

Colloques de Vannes et d'Amiens

Les mardis 17 et 24 juin se sont tenus les colloques d'Amiens et de Vannes où une quarantaine de clients et prospects, pour la plupart des décideurs, étaient présents.

Rencontre de l'ARTLH à Nantes

L'UGAP était présent aux 28èmes journées d'études les 12 et 13 juin derniers de l'ARTLH, à la cité des congrès de Nantes. Cette année la part belle était faite à la technologie.

Examples of internal communication

- A monthly news from each department describing the activity.

→ Example from the procurement department listing all the new tenders(per category) and describing the contracts awarded during their entire duration (consumption, problems...).

Actu Achats



N° 45 – Février/Mars 2014

Mobilier de bureau et collectif	Informatique et Télécommunications	Services et produits pétroliers	Véhicules légers	Incendie Secours Protection	Soins	DQELPP DPO
Mobilier scolaire et Equipement général	Impression et Consommables		Véhicules industriels		Biomédical	Logistique

■ **Direction de l'offre**

Nous vous informons de la mise en ligne et de la maintenance d'un fichier sur l'intranet détaillant les portefeuilles achats des collaborateurs de la DA. Cette réalisation opérée par Stéphanie Launay et Marina Wavrant répond ainsi aux attentes exprimées par de nombreux collègues du réseau. Merci à elles pour ce travail et le maintien opérationnel du fichier sur l'intranet.

<http://intra/LOffredelUGAP/Outilsinternes/Suiviinterneduprogrammedappelsdoffres/Forms/AllItems.aspx>

■ **Direction de la qualité, de l'emploi local, et des politiques publiques**



Attribué pour 3 ans à l'UGAP fin janvier 2013 sous l'égide du ministère du Redressement productif et l'autorité conjointe de la Médiation nationale, de la Médiation des marchés publics et de la CDAF (Compagnie des Dirigeants et acheteurs de France), suite à un audit réalisé par le cabinet Vigéo, le **label « Relations Fournisseur Responsables »** vient de nous être attribué à la suite de l'audit de certification annuel.

Session 5:

Communication strategy and roadmap

Communication Strategy

- A new CPB has to work on its communication strategy from two sides: suppliers and clients.
- Both have the same importance to ensure the success of the activity of the CPB

Suppliers → CPB ← Clients



Roadmap towards clients

- Three kind of models with the clients

1- Mandatory clients

2- Some mandatory and some voluntary

3- Voluntary clients

→ 3 different roadmaps

**However in all cases the most important is to
build a strong relationship**

Roadmap towards clients

- Collecting data on the clients

Before starting a communication plan, the CPB needs information on the clients

- Name
- Registration number
- Identification of the “responsible of procurement”
- Email address and phone number of the person in charge of procurement
- ...

Roadmap towards clients

- Communicating on the benefits of a CPB
 - Savings: benefiting from lower prices through demand aggregation
 - Economies of procedures
 - Guaranty of a legal security
 - Economies of time (using the CPB platform to run the competitions)
 - Strong expertise in all the segments proposed
- ➔ Bringing a clear value added to the contracting authorities

Roadmap towards clients

- Training clients to use the platform and submit electronic orders

The CPB has to :

- Prepare the material for a “**virtual training**” / e-learning. The material should be easy to use and the information should be easy to understand.
- Organize “**human trainings**” : sessions inviting contracting authorities (CA) to explain how to use the platform
- Needs a team dedicated to support CA in the use of the platform

➔ EU imposed the full dematerialization of the tender procedures in 2016

Roadmap towards clients

- Informing the clients on all the activities of the CPB
 - New tenders
 - Savings achieved
 - Procurement strategy (what, why, which procurement tool?)
- ➔ **Permanent communication**

- Communicating on key performance indicators

The CPB has to set from the beginning KPIs related to its activity

- Communication on the transparency of the activity of the CPB

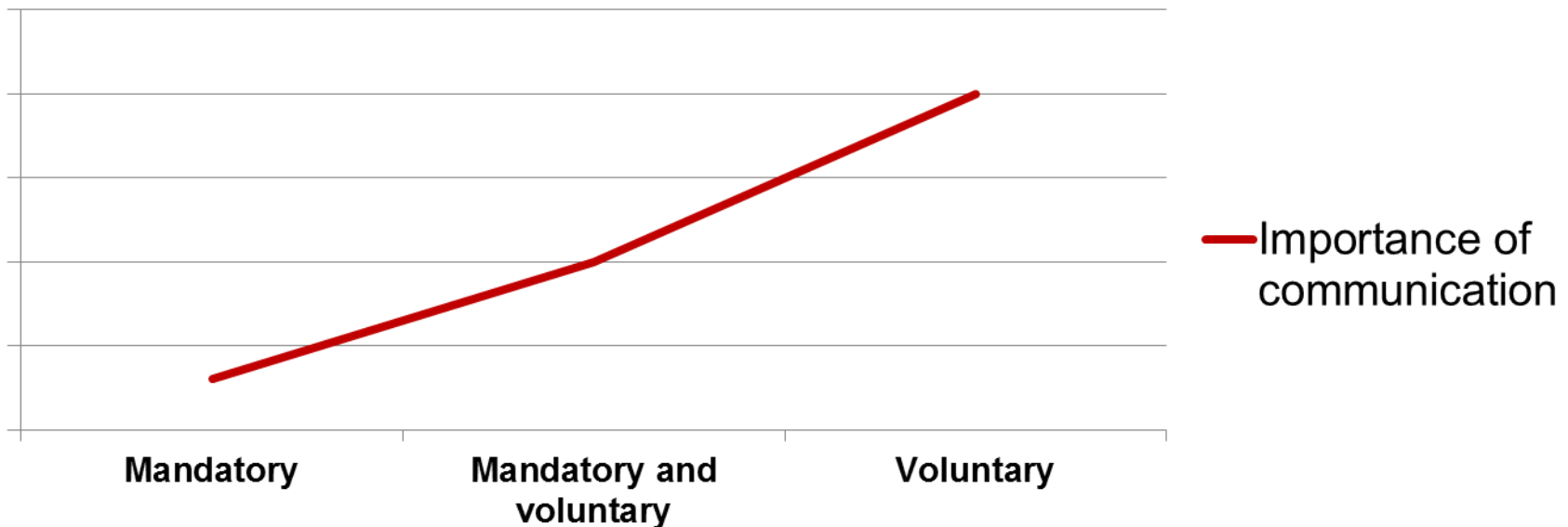
Roadmap towards clients

- Involving the clients in the activity of the CPB
 - Collecting the needs
 - Associating (sometimes) the important clients to the tender procedures
 - ...
- Participating and organizing events related to public procurement

The CPB has to be identified clearly as the main actor in public procurement

Roadmap towards suppliers

- The communication towards suppliers is a key element of the success of the activity of the CPB
- The importance of the communication strategy is very linked to the model of the CPB in terms of mandatory or not use of the CPB



Roadmap towards suppliers

- The different models of use of a CPB have an impact on the estimated value of the contract → on the interest of the CPB

In any case the CPB needs to settle a communication plan in order to increase its attractiveness

Roadmap towards suppliers

- Communicating on the benefits of the CPB
 - Centralization of the tender procedures generating savings
 - Economies of time (using the CPB platform)
 - ...
- Communicating on the activity of the CPB
 - Role, aim and mission of the CPB
 - Tenders
 - Procurement strategy (what, why, which procurement tool?)
 - Key performance indicators

→ Permanent communication with a special focus on the professional federations and associations

Roadmap towards suppliers

- **Communicating on the new tenders**
 - Description of the tender (object)
 - Visibility of the tender (OJEU+ national/ regional/specialized sites)
 - Estimated value/volume
 - Geographical area
- **Communicating on the principles of public procurement**
 - Open access to public contracts
 - Equal treatments of candidates
 - Transparency

Roadmap towards suppliers

- Training suppliers to use the platform and submit offers

The CPB has to :

- Prepare the material for a “**virtual training**” / e-learning. The material should be easy to use and the information should be easy to understand.
- Organize “**human trainings**” : sessions inviting contracting authorities (CA) to explain how to use the platform
- Needs a team dedicated to support suppliers in the use of the platform

➔ EU imposed the full dematerialization of the tender procedures in 2016

Roadmap towards clients and suppliers

- The communication part is ensured by the communication department
- However the information is given by other departments (Procurement/ E-proc....)

→ **Teamwork**



Examples of external communication

Ugap's website

Information on P&S

The screenshot shows the UGAP website homepage. At the top, there is a navigation bar with the UGAP logo and the text 'La centrale d'achat public'. To the right, there are links for 'Espace vendeur', 'Tout sur l'UGAP', 'Fournisseurs', 'Nous Contacter', and 'Besoin d'aide', along with a phone number '0 811 702 703' and a 'MON PANIER' link. Below the navigation bar is a search bar with the text 'Rechercher un produit, une référence ou une page' and a 'Rechercher' button. To the right of the search bar, it says 'Consultez l'index (A - Z)' and '1 500 fournisseurs en France'. The main content area features a large purple banner for a promotion: 'Promotion sur les solutions interactives mobiles' valid 'JUSQU'AU 31 JUILLET 2014'. The banner shows a bundle of '1 TNI MOBILE', '1 VISUALISEUR', and '1 TABLET XL' for '899€ HT' (down from 960€ HT), with a 'Speechi' logo. Below the banner are three event cards: 'CONGRÈS DES DGS ÎLE-DE-FRANCE' (July 9th), 'COLLOQUES DE L'ACHAT PUBLIC' (July 9th), and 'PARTENARIATS INSTITUTIONNELS'. The footer contains the slogan 'ugap.fr, simplifiez-vous l'achat public' and several icons representing values: '+ de sécurité', '+ de facilité', '+ de choix', '+ d'achat responsables' (circled in red), '+ de proximité', and ' Paiement sécurisé par carte d'achat'.

Events

Public Policies

Examples of external communication

- Clear information on the status, role and mission of the CPB

The screenshot displays the UGAP website interface. At the top, there is a navigation bar with the UGAP logo and the text 'La centrale d'achat public'. To the right, there are links for 'Espace vendeur', 'Tout sur l'UGAP', 'Fournisseurs', 'Nous Contacter', and 'Besoin d'aide'. A phone number '0 811 702 703' is also visible. Below the navigation bar, there is a search bar with the text 'Rechercher un produit, une référence ou une page' and a 'Rechercher' button. To the right of the search bar, there is a link to 'Consultez l'index (A - Z)' and a notification '+ 500 fournisseurs en France'. The main content area features a sidebar on the left with a menu titled 'ACTEUR DES POLITIQUES PUBLIQUES' containing items like 'PME', 'Emploi local', 'Innovation', and 'Développement durable'. The main content area has a header 'Tout sur l'UGAP' with social media icons for LinkedIn, YouTube, Facebook, and Twitter. Below this, there is a section titled 'Connaître l'établissement' with a sub-section 'Statut et mission'. The text in this section describes UGAP as a public industrial and commercial establishment created in 1985, under the double tutelage of the minister of budget and the minister of national education. It details UGAP's role as a generalist public purchasing central body, its mission to support SMEs and local employment, and its involvement in various sectors like equipment, fire services, and public procurement. The text also mentions the creation of the 'Services des Achats de l'État' (SAE) in 2009 and UGAP's role in professionalizing public procurement and generating savings.

Examples of external communication

■ Newsletters towards clients and suppliers



La lettre 

N°69 - mai 2014

Si vous souhaitez ne plus recevoir cette newsletter, connectez-vous sur [votre espace client](#) ou [contactez-nous](#).

À LA LOUPE

- **FIN DES TARIFS REGLEMENTES DE GAZ NATUREL : L'UGAP PREPARE UN SECOND PROJET D'ACHAT GROUPE**



Compte tenu de l'intérêt des collectivités publiques pour son dispositif d'achat groupé d'énergie, l'UGAP va mettre en place une seconde procédure d'achat de gaz naturel. La campagne de recensement des besoins démarrera en juillet prochain.

- [Lire la suite](#)

PRODUITS ET SERVICES

- **Maintenance des bâtiments**



Les actions de maintenance préventive (contrôles du fonctionnement des installations) et corrective (interventions de dépannage et de réparations) permettent d'assurer l'entretien des bâtiments pour leur utilisation optimale et de garantir leur valorisation.

VITE DIT

- Relais de l'innovation avec l'échographe Supersonic Aixplorer
 - [Lire la suite](#)
- Numérique à l'école : l'UGAP lance une offre d'ENT pour le 1er degré
 - [Lire la suite](#)
- Déplacements professionnels : offre clés en main
 - [Lire la suite](#)
- Consultez la Lettre d'informations « Médico-social » de mai 2014
 - [Lire la suite](#)
- Manifestation véhicules à Metz le 22 mai
 - [Lire la suite](#)
- Stand UGAP aux Salons de la Santé et Autonomie du 20 au 22 mai

Examples of external communication

■ Communication on the events organized

ACTEUR DES POLITIQUES PUBLIQUES

PME ▼

Emploi local ▼

Innovation ▼

Développement durable ▼

Connaître l'établissement ▼

Univers métiers ▼

Appels d'offres

Carte d'achat ▼

Partenaires institutionnels ▼

Evènements ▲

- ▶ **Les colloques**
- ▶ Mobilité
- ▶ Enseignement numérique
- ▶ Rencontres régionales UGAP-PME
- ▶ Salons et autres événements
- ▶ Partenaires institutionnels

Tout sur l'UGAP

RETROUVEZ-NOUS SUR    

Les colloques

Article mis en ligne le vendredi 04 avril 2014   [Partager](#)



COLLOQUE PERFORMANCE D'ACHAT PUBLIC

- ▶ 6 rencontres annuelles dans toute la France
- ▶ 1/2 journée, 2 tables rondes : Performance de l'achat et Enseignement numérique
- ▶ Intervention d'un expert de droit public

PROGRAMME 2014

- Amiens** - Mardi 17 juin 2014 ([plus d'informations](#))
- Vannes** - Mardi 24 juin 2014 ([plus d'informations](#))
- Pau** - Mardi 30 septembre 2014 ([plus d'informations](#))
- Lyon** - Jeudi 9 octobre 2014 - Informations à venir
- Besançon** - Jeudi 23 octobre 2014 - Informations à venir
- Avignon** - Mardi 4 novembre 2014 - Informations à venir



Examples of external communication

- Communication on KPI
- Example 1: Savings per client

UGAP	LES GAINS A L'ACHAT	SIREN n° 229102280	DEPARTEMENT DE L' ESSONNE	Gains marchés 2013		Gains recours		Gains tarification
				% prorata temporis Gains moyens par segment	Valeur en Euros	% gains (*)	Consommation supplémentaire 2013 par segment	Valeur en Euros
Année	2012	2013						
	Commandes enregistrées	Commandes enregistrées						
TOTAL INFORMATIQUE	663 800	1 348 248	2,67%	36 047	15,0%	1 020 657	153 099	-
TOTAL MEDICAL	497	39 419	6,98%	2 749	15,0%	39 419	5 913	-
TOTAL MOBILIER	231 114	31 916	7,73%	2 466	15,0%	-	-	488
TOTAL SERVICES ET ENERGIE	33 785	23 685	2,25%	533	15,0%	-	-	-
TOTAL VEHICULES	1 026 077	911 975	0,90%	8 244	15,0%	95 845	14 377	619
TOTAL GENERAL	1 955 272	2 355 242		50 039		1 155 922	173 388	1 107

* Le pourcentage de gain recours est à déterminer par chaque client par segment d'achat. Par convention avec le SAE, nous estimons ce gain à 15% en moyenne.

Gain total	
Gain marchés	50 039
Gains tarifaire / n-1	1 107
Gain recours	173 388
TOTAL	224 534

Simulations de gain tarifaire	
Gains tarifaire / Standard	34 790
Gains tarifaire / Grands comptes	11 080

Examples of external communication

- Communication on KPI

- Example 2: Sustainable Procurement per client



RESTITUTION STATISTIQUE SUR LES ACHATS RESPONSABLES ADRESSÉS A L'UGAP

Année : 2013

Entité Client :	Tous
N° Siren :	Inactif
Département achat :	Tous

Lors de vos commandes, vous avez acheté des produits et services s'inscrivant dans une démarche de développement durable.

		Commandes enregistrées		Références	
		en montant HT €	en pourcentage	en nombre	en pourcentage
1	Offre durable	151 939 320 €	7,93%	6 346	7,26%
2	Offre performante au regard du DD	342 471 933 €	17,87%	13 379	15,30%
3	Offre présentant des aspects durables	517 743 276 €	27,01%	24 797	28,36%
Sous-total offres avec aspects DD		1 012 154 530 €	52,81%	44 522	50,92%
4	Offre ne présentant pas d'aspects DD	750 724 185 €	39,17%	39 690	45,39%
HC	Hors codification	153 698 913 €	8,02%	3 224	3,69%
Sous-total offres sans aspects DD		904 423 098 €	47,19%	42 914	49,08%
Total		1 916 577 628 €	100,00%	87 436	100,00%

CONTACT

Useful links

- * www.ugap.fr
- * www.achats-publics.fr/ (medical equipment)

For further information or question contact me at:

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