

Deal Summary

Company: Amazon.com
 Staples Strategic Account Manager:
 Allison Dulaney

Highlights

- Allison represents new opportunities for savings in visually impactful way
- Amazon buys into Staples' vision for new savings
- Allison converts Amazon to centralized buying model

"Staples knows more about our business than we do."

- Amazon's Senior Buyer



Staples helps Amazon uncover new opportunities for savings

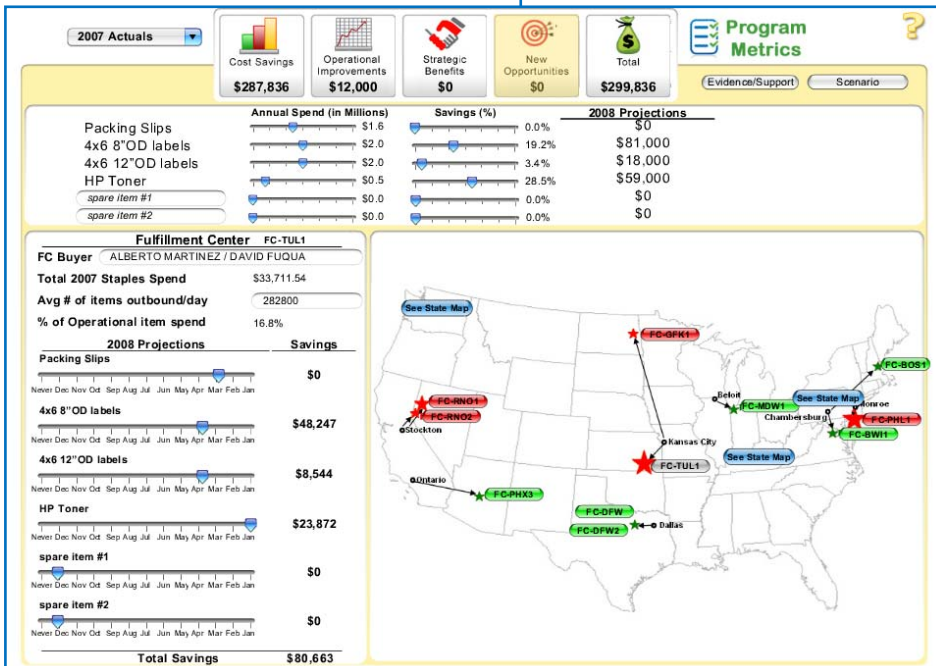
The Opportunity

Amazon.com, one of the world's largest retailers, operates twenty-one individual fulfillment centers across the United States, each with its own budget. The Amazon philosophy was that buying packaging supplies locally would result in lower costs, but in reality it resulted in large volume orders and long lead times for critical supplies.

Staples SNA Strategic Account Manager Allison Dulaney recognized the opportunity to convert more of the items Staples was purchasing locally over to the existing Staples national contract. To make the sale, Allison would have to show Amazon that centralized buying of these specific products would deliver cost savings, cut warehousing needs, and continue to provide on-demand delivery to the fulfillment centers.

Strategic Approach

Allison engaged the Ecosystems Value Management Office (VMO) to create a compelling Collaborative Business Case, which uncovered new opportunities for savings. Allison's virtual team members in the VMO created a map to visually represent Amazon's sourcing model in a way that would cut costs, improve lead times, and negate the need for large volume purchases and subsequent warehousing.



Highlights from the Collaborative Business Case included a visualization that mapped Staples' fulfillment centers with Amazon's, and dynamically modeled the savings that a centralized packaging source could provide on a national scale.

To create a sense of urgency, the Collaborative Business Case also demonstrated the opportunity cost of not moving forward with Staples.

Winning Outcome

Amazon converted their local packaging supply purchases over to the national contract, and now views Staples as a strategic partner in capturing new savings.