Procurement Controlling Manual

Profit Inception Project

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Procurement Controlling

Manual

by
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Table of Contents

Table of Figures

1 Abstract: Target of Procurement Controlling

Based on an as-is analysis of already implemented KPIs within your company the objective for Procurement Controlling is to define a set of procurement Key Performance Indicators (KPI). Additionally to this, new KPIs can be introduced to measure the effectiveness of the different organizational structures of your company.

This manual will describe guidelines and examples to identify, calculate, validate and report all defined Key figures and KPIs within procurement organization of your company. The set of principles have to be applied by all employees involved in the procurement controlling and reporting process.

The ultimate goal from the application of these guidelines is to give your company valuable insights into critical procurement dimensions on a strategic and operational level. By setting target values for dedicated KPIs it can be measured if these targets are on track or if any corrective or supporting actions need to be taken.

The KPIs, which are described here, are designed to monitor the performance of the overall procurement organization. Department specific KPIs could be defined separately. However, selected KPIs might cover the topics of most of departments to a high degree.

The guidelines of this manual address both the global need for consolidation and the local need of practicality.

The overall purpose of this manual is to be a user manual containing all the guidelines to be followed by all the different stakeholders involved in any stage of the reporting process.

Through application of these guidelines your company should aims to:

- create transparency on Procurement Performance;
- measure the efficiency of the organizational structure;
- reduce dependence on single source suppliers;
- improve (early) Procurement involvement;

- increase compliance with defined Procurement processes;

- create world-class cost efficiencies that support the competitive strategy and deliver increased earnings across the business.

The focus group of this Procurement Controlling Manual involves all stakeholders responsible with procurement reporting process within your company.

2 Principles – reporting process, pyramid and units

Procurement Controlling's target is to define harmonized Key figures and KPIs on the corporate level. There exists a common understanding of these figures and reporting is possible companywide which means that all reporting units are able to collect and calculate the data.

Additionally to the corporate figures, there should be department specific KPI especially for such departments as Project Procurement, Category Management and Operational Procurement. They should be defined and reported by the respective category and/or unit.

The third set of KPIs are reported only on a local basis and are not common at all, e.g. that there exists no common understanding because the figures are so specific that they might only concern one local division. They should be used for internal steering and therefore adopted to local requirements. This is illustrated in Figure 1.
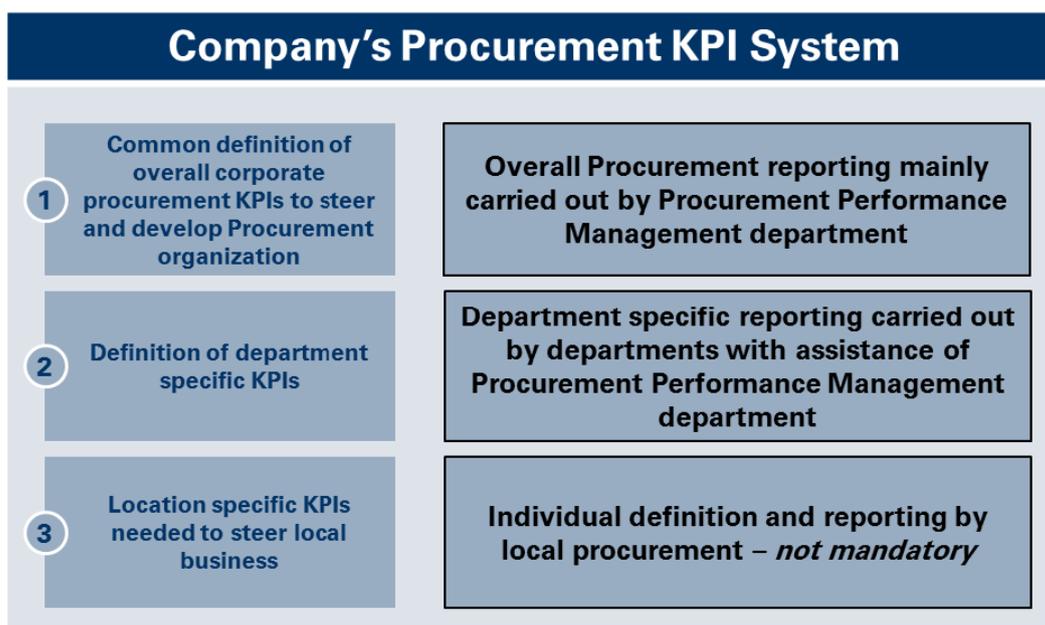
Figure 1: Defined levels for Key Figures and KPIs

Dedicated KPIs need to be updated and reported on a monthly or quarterly basis, whereas some KPIs need to be updated annually. For each single Key Figure and KPI the reporting cycle is defined in the respective definition sheets.

For each KPI there should be defined **reporting units,** which can be procurement departments and/or business entities. Procurement departments comprise all sub-departments of Operational

Procurement, Project Procurement and Category Management. Business entities are corporate functions, such as for instance Refining & Marketing, Exploration & Production, Gas & Power, etc. The corresponding reporting unit for each KPI can be found in the KPI details provided in the excel sheets.

3 Definition of Key figures and Key Performance Indicators (KPIs)

Chapter 3 will describe in detail the identified Key figures and KPIs in order to create a common understanding and to guarantee a harmonized reporting.

Three target clusters have been defined to classify both, Key Figures and KPIs.

These clusters are:

- Strategic
- Operational
- Corporate Social Responsibility (CSR)

The example provided in Figure 2 gives an overview of all KPIs.

Strategic	Operational	CSR
Overall	Process efficiency	Number of A-Suppliers
Number of Procurement FTE	% of BANFs with >2 changes of ownership	PVO ordered at A-Suppliers
Cost of Procurement organization	% of BANFs with =2 changes of ownership	Number of A-Suppliers local
Performance	% of BANFs with =0/1 changes of ownership	Number of A-Suppliers Central and Eastern Europe (CEE)
Procurement Performance (negotiation performance)	Automation	Number of A-Suppliers Rest of Europe (RoE)
Secured Savings	Degree of automation (internal)	Number of A-Suppliers Rest of World (RoW)
Budget Savings	% of PO e-enabled (external)	% of PVO ordered at A-Suppliers local
Control	Working Capital	% of PVO ordered at A-Suppliers CEE
Spend under control (Maverick)	Average weighted payment terms	% of PVO ordered at A-Suppliers RoE
PVO on "frame contracts"	Employees	% of PVO ordered at A-Suppliers RoW
PVO placed on "single Pos"	Average training days	Number of contracts with Code of Conduct (CoC) total
Supplier complexity	Average English Language skills level	% of PVO ordered within contracts with CoC total
Single source rate		Number of contracts with CoC local
Number of active suppliers		% of PVO ordered within contracts with CoC local
Number of new suppliers		Number of contracts with CoC CEE
% of A-suppliers		% of PVO ordered within contracts with CoC CEE
		Number of contracts with CoC RoE
		% of PVO ordered within contracts with CoC RoE
		Number of contracts with CoC RoW
		% of PVO ordered within contracts with CoC RoW
		Number of suppliers with CoC (listed)

Figure 2: Overview of KPIs

Key Performance Indicators (KPIs) are quantifiable measurements that reflect critical success factors. By target setting the KPIs can give an indication about the development of the KPI in relation to the last year or indicates the achievement level of a defined target. Moreover, KPIs are applied for assessing if processes are executed in the defined procedure, if supplier management is competitive and if the Procurement organizations are set up in a proper way.

The two KPIs "Number of active suppliers" and "% of order request (OP <-> CM) with 0 and 1 changes of ownership/purchasing group per involved Purchase Requisitions/Requests" are reported as key data without target setting.

A complete list of the KPIs and their descriptions is shown in the enclosed excel sheets.

4   Savings measurement principles

This chapter intends to describe how savings achieved within procurement processes and projects can be measured in future. In principle two types of "savings" could be measured:

- Procurement Performance (or Negotiation Performance)

- Secured Savings

Each measurement addresses an own target. Figure 3 shows the basic definitions and differences between the two measurement methodologies.
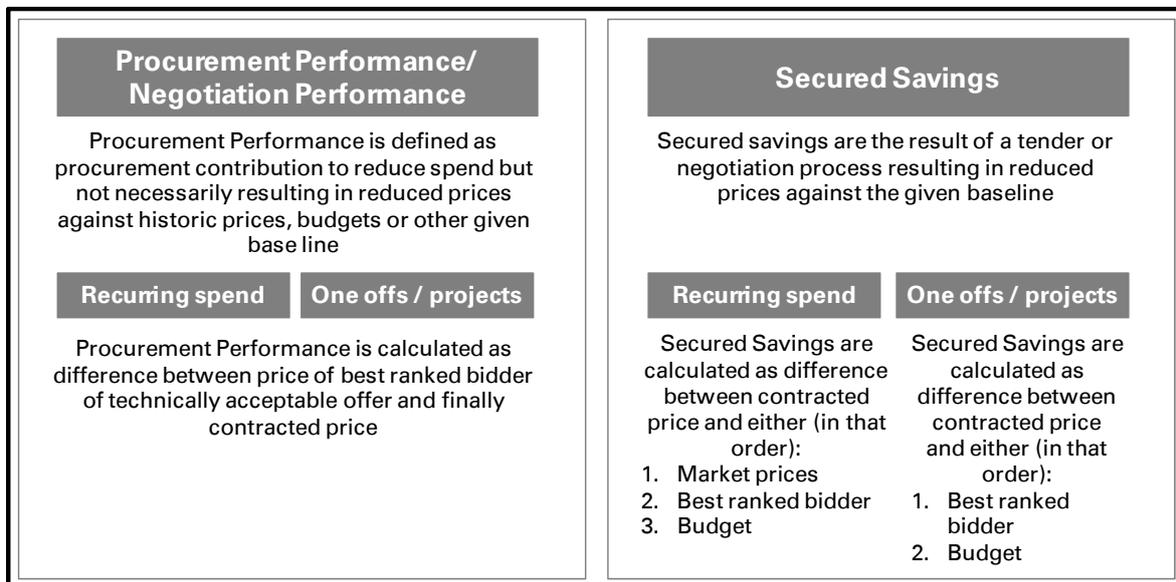
Procurement Performance/ Negotiation Performance		Secured Savings	
Procurement Performance is defined as procurement contribution to reduce spend but not necessarily resulting in reduced prices against historic prices, budgets or other given base line		Secured savings are the result of a tender or negotiation process resulting in reduced prices against the given baseline	
Recurring spend	**One offs / projects**	**Recurring spend**	**One offs / projects**
Procurement Performance is calculated as difference between price of best ranked bidder of technically acceptable offer and finally contracted price		Secured Savings are calculated as difference between contracted price and either (in that order): 1. Market prices 2. Best ranked bidder 3. Budget	Secured Savings are calculated as difference between contracted price and either (in that order): 1. Best ranked bidder 2. Budget

Figure 3: Procurement Performance and Secured Savings

In the following, a detailed explanation for the savings calculations is provided.

4.1   Specification of Procurement Performance (Negotiation Performance)

4.1.1   Detailed description

It is necessary to make some explanations and clarification about the KPI Procurement Performance so that a common understanding for the target audience is created.

Procurement Performance is defined as procurement contribution to reduce spend / cash out but not necessarily resulting in reduced prices against historic prices, budgets or any other given baseline.

Procurement Performance basically is calculated as difference between a reference price (specification can be found below) of a technically acceptable offer and the finally contracted price.

4.1.2 Reference price

There are three different types of procurement activities and two different types of reference prices possible.

In the case of concluding a new contract the reference price is the price per unit of the best ranked bidder. Best ranked bidder means that a weighted ranking is calculated with both commercial and technical criteria. After negotiating with the shortlisted suppliers the Procurement Performance is the difference between the price of the best ranked bidder and the contracted price which is closed with the best ranked supplier after negotiations (for clarification purpose please refer to 4.3).

In the two other cases – prolongation of a contract and renegotiation of existing contract – the reference price is the price of a new offer from the supplier.

4.1.3 Calculation examples

In the following you will find some examples how to calculate Procurement Performance and how to figure out which price is the reference price. In addition to these examples a "savings calculator" will be provided to automatically calculate Procurement Performance and later Secured Savings based on the inputs of the responsible buyer (see 4.3).
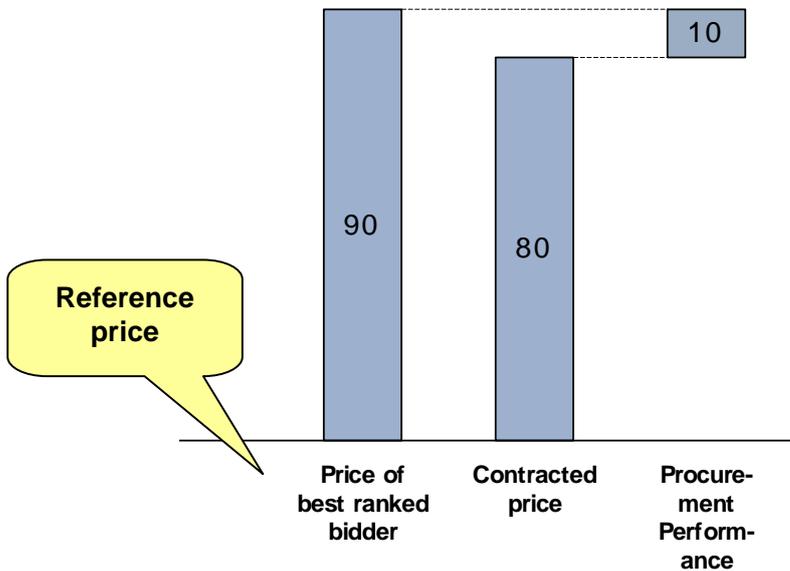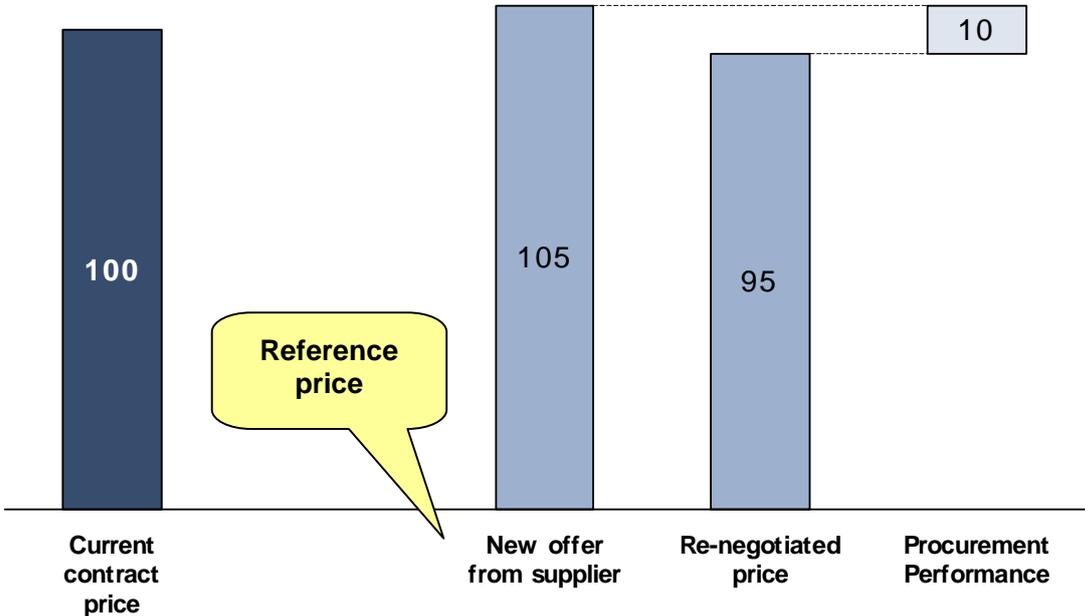
Figure 4: Closing of a new contract

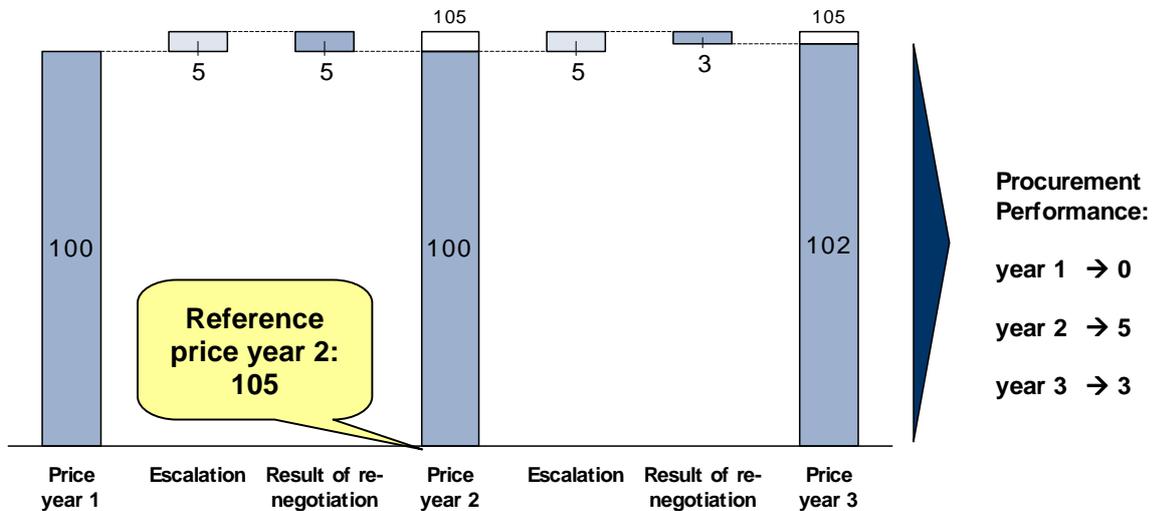
Figure 5: Prolongation of a contract

Figure 6: Renegotiation of an existing contract: Frame contract is negotiated for 3 years; supplier is allowed to increase prices by 5% each year. Procurement avoids yearly escalation by re-negotiating the contract

4.1.4 Smart / concept savings

Smart / concept savings are savings which result due to Procurement's effort that succeeds in reaching a better performance of a supplier than contracted in terms of either delivery time or product / process quality. This type of savings do not effect the contracted price but make an earlier start of production, better product quality, etc. possible.

Procurement employees should not judge or calculate smart / concept savings by themselves. Therefore, concept savings need to be signed off by technical function (beneficiaries) or Project Management. Once signed off smart / concept savings can be reported over the life-cycle of the respective contract.

Following example shows one theoretically designed case:

Procurement succeeds to drive supplier to deliver ahead of schedule; this allows starting production 2 months ahead of project schedule and equals USD 10 Million additional turnover, USD 200.000 reduction in project budget for contingencies, etc. _Project Manager or technical function agrees_ that procurement contribution to this success is worth 40.
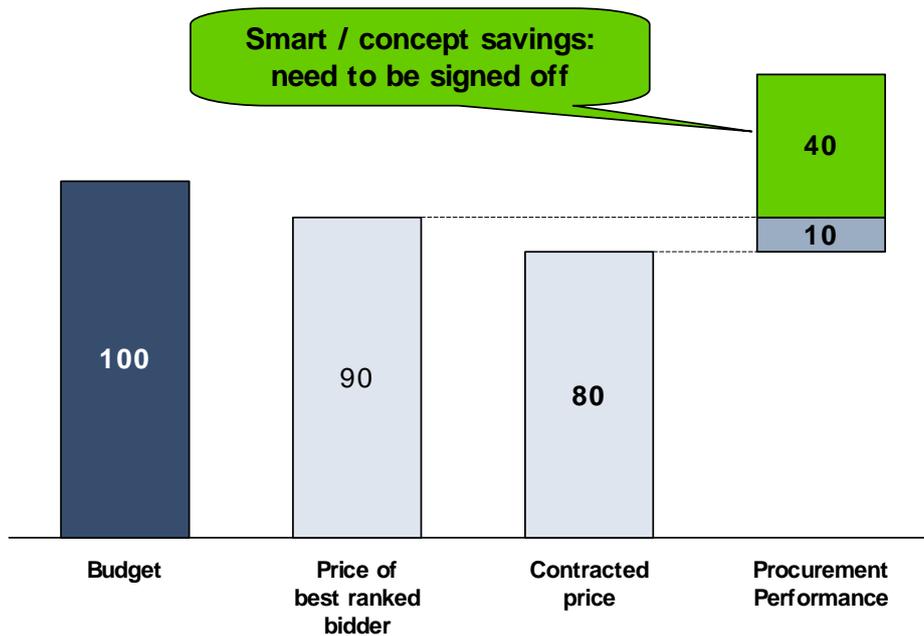
Figure 7: Example smart / concept savings

4.2 Specification of Secured Savings

4.2.1 Detailed description

Secured savings are the result of a tender or negotiation process resulting in reduced prices against the given baseline. In general, this baseline should reflect the global market dynamics, which can either result in price increase or decrease. This is done to eliminate deviations from the prices, which are not manageable by the procurement department.

In this way Secured Savings are also possible to accomplish with increased prices compared to the previous contract, if contracted prices increased less than market average. At the same time, a decrease in contracted prices does not mean a Secured Saving, if market prices fell even more (see examples).

4.2.2 Reference Price

In the case of recurring spend Secured Savings are calculated as difference between the market price and finally contracted price.

However, it will not be possible to find a suitable market price for each category and for each product. In any case, the order of finding the right reference price to approximate the market price should be as follows:

1. Compare against **market prices equivalents**. This can be done with either:
   a. Actual market price of publicly traded goods
   b. Historical prices, if no price change is expected
   c. Historical prices adjusted according to relevant auxiliary (market) index
2. Compare against reference price of **best ranked bidder**, if the previous is not applicable. (see chapter 4.1)
3. Compare against **budget**, if all of the previous is not applicable.

In the case of one off costs or projects Secured Savings are calculated as difference between the finally contracted price and either (in that order):

1. Reference price of **best ranked bidder** (see chapter 4.1)
2. **Budget**, if the previous is not applicable.

Savings can only be reported after the specific reporting period (e.g. savings for 2011 can be reported in January 2012), as market prices cannot be predicted. The respective market price should be an average over the reporting period to generate the average savings.

Secured Savings for long-term contracts can only be calculated year by year, as the uncertain market development has to be considered. Apart from that, the methodology of the savings calculation for recurring spends also applies here.

It has to be stated, that also negative Secured Savings might occur during the course of a reporting period. These negative savings (which arise if the contracted price increases stronger than market price) have to be considered for the overall procurement KPI as well.

4.2.3 Calculation examples

Market price can also be substituted with historical price adjusted according to relevant market index, price of best ranked bidder or budget as the methodology stays the same.
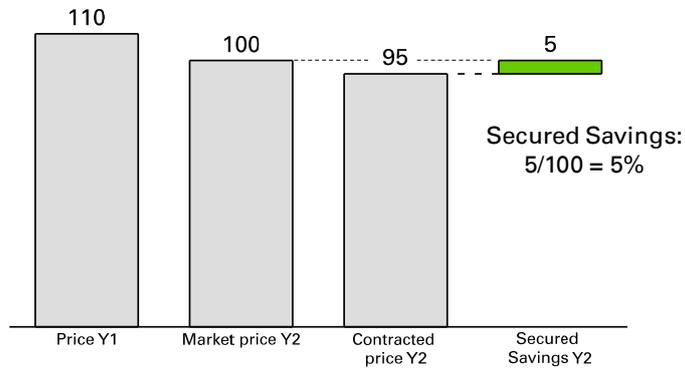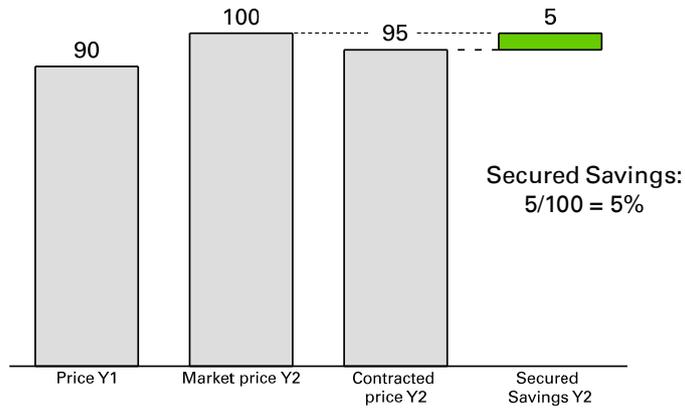
Figure 8: Secured Savings vs. market price I

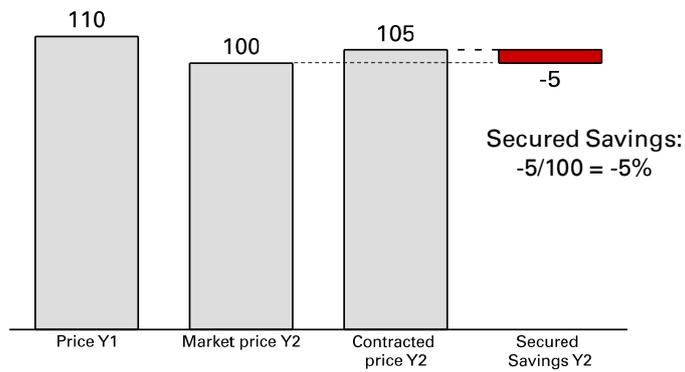
Figure 9: Secured Savings vs. market price II

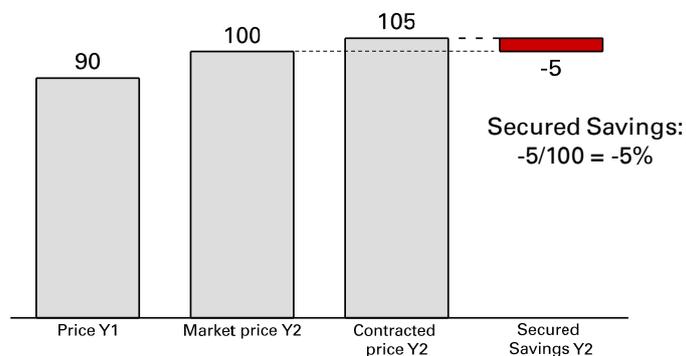Figure 10: Secured Savings vs. market price III

Figure 11: Secured Savings vs. market price IV

4.3   Procurement Performance / Secured Savings Calculator

To facilitate the calculation of Procurement Performance / Secured Savings a Procurement Performance / Secured Savings Calculator template is provided below where the relevant input figures for calculation have to be filled in.

In the category specification part there has to be entered specifications such as Contract Number, Supplier, Procurement Activity but also the start and end date of the contract.

In the input part there has to be entered first the currency and exchange rate so that an exchange of the local currency into USD/EUR is possible. Secondly, the reference price, contracted price as well as the contracted / estimated volume is required for the whole contract life-cycle. Within the Procurement Performance Calculator smart / concept savings can be additionally entered and it is required to upload a signed off legitimation document as mentioned above.

In the results part the Procurement Performance / Secured Savings will be calculated in local currency, USD/EUR and in percentage. This result can easily be taken for the reporting scorecard.

Savings measurement calculator

Category specification

Reference (Contract No., Project No., Order No.)	
Name of supplier	
Procurement activity	
Description of Category	
Category Group	
Reporting unit	
Person in charge	

Start of contract		End of contract		Contract duration	1	years
Reporting date						

Input for Savings measurement

Local currency					
Exchange rate as of date of contracting	1	local currency	=		EUR
Inflation rate		%			

Reference price Procurement Performance	year 1	year 2	year 3	year 4	year 5	
						local currency

Reference price Secured Savings	year 1	year 2	year 3	year 4	year 5	
						local currency

Contracted price in local currency						local currency
Contracted / estimated volume						

Special effect

Smart savings in local currency						local currency
Signed legitimation document	upload document					

Savings measurement

	year 1	year 2	year 3	year 4	year 5	average	
Procurement Performance in local currency	n/a	n/a	n/a	n/a	n/a	0	local currency
Procurement Performance in EUR	n/a	n/a	n/a	n/a	n/a	0	EUR
Procurement Performance in %	n/a	n/a	n/a	n/a	n/a	0.0%	%
Secured Savings in local currency	n/a	n/a	n/a	n/a	n/a	0	local currency
Secured Savings in EUR	n/a	n/a	n/a	n/a	n/a	0	EUR
Secured Savings in %	n/a	n/a	n/a	n/a	n/a	0.0%	%

Figure 12: Procurement Performance Calculator

5   Reporting calendar

A reporting calendar can be deducted, based on the predefined reporting frequency and on the overall procurement reporting period. It shows, at what point of time which KPIs need to be reported to the head of procurement. This is shown in Figure 13 below.

KPI	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
	2 9 16 23 30	6 13 20 27	6 13 20 27	3 10 17 24	1 8 15 22 29	5 12 19 26	3 10 17 24 31	7 14 21 28	4 11 18 25	2 9 16 23 30	6 13 20 27	4 11 18 25
Strategic												
● **Overall**												
– Number of Procurement FTE	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲
– Cost of Procurement organization	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲
● **Performance**												
– Procurement Performance (negotiation performance)	▲			▲			▲			▲		
– Secured Savings	▲			▲			▲			▲		
– Budget Savings	▲			▲			▲			▲		
● **Control**												
– Spend under control (Maverick)	▲			▲			▲			▲		
– PVO on "frame contracts"	▲			▲			▲			▲		
– PVO placed on "single Pos"	▲			▲			▲			▲		
● **Supplier Complexity**												
– Single source rate	▲			▲			▲			▲		
– Number of active suppliers	▲											
– Number of new suppliers	▲											
– % of A-suppliers	▲			▲			▲			▲		
Operational												
● **Process efficiency**												
– % of purchase requests with >2 changes of ownership	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲
– % of purchase requests with =2 changes of ownership	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲
– % of purchase requests with =0/1 changes of ownership	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲
● **Automation**												
– Degree of automation (internal)	▲			▲			▲			▲		
– % of PO e-enabled (external)	▲			▲			▲			▲		
● **Working Capital**												
– Average weighted payment terms	▲			▲			▲			▲		
● **Employees**												
– Average training days	▲											
– Average English Language skills level	▲											
CSR												
– PVO ordered at A-Suppliers	▲											
– % of A-Suppliers with performance evaluation	▲											
– % of high risk A-Suppliers	▲											
– % of contracts with Code of Conduct (CoC)	▲											
– % of PVO ordered within contracts with CoC	▲											
– % of A-suppliers with CoC	▲											

Figure 13: Reporting calendar 2014

6   Reporting Scorecard

For reporting purpose a detailed reporting scorecard template is available below which has to be filled in with the required figures of each reporting unit.

Reporting Header			Version:	14.03.2014
Reporting unit				
Reporting date				
Person in charge				

Key Figures

Name	Frequency	Unit	2014	actual	
Procurement volume (PVO) - ordered volume	quarterly	EUR			
Procurement volume (PIV) - invoiced volume	quarterly	EUR			
Number of A-Suppliers	yearly	No.			
Number of A-Suppliers with performance evaluation	yearly	No.			
thereof number with good (green) performance	yearly	No.			
thereof number with medium (yellow) performance	yearly	No.			
thereof number with bad (red) performance	yearly	No.			

KPIs

Name	Frequency	Unit	2014	actual	target
Strategic					
Overall					
Number (and Names) of Procurement FTE	monthly	No.			
Cost of Procurement organization	monthly	EUR			
Performance					
Secured Savings	quarterly	%			
Control					
Spend under control (Maverick)	quarterly	%			
PVO on "frame contracts"	quarterly	%			
PVO placed on "single Pos"	quarterly	%			
Supplier complexity					
Single source rate	quarterly	%			
Number of active suppliers	yearly	No.			[key data]
Number of new suppliers	yearly	No.			
% of A-suppliers	quarterly	%			
Operational	Frequency	Unit	2014	actual	target
Process efficiency					
% of purchase requests with >2 changes of ownership	monthly	%	reported by department Procurement Performance Management		
% of purchase requests with =2 changes of ownership	monthly	%			
% of purchase requests with =0/1 changes of ownership	monthly	%			
Automation					
Degree of automation (internal)	quarterly	%	reported by department Procurement Performance Management		
% of PO e-enabled (external)	quarterly	%			
Working Capital					
Average weighted payment terms	quarterly	days			
Employees					
Average training days	yearly	%/No.			
Average English Language skills level	yearly	%			

CSR reporting KPI					
CSR	Frequency	Unit	2104	actual	target
Number of A-Suppliers	yearly	No.			
% of high risk A-Supplier	yearly	%			
PVO ordered at A-Suppliers	yearly	USD/EUR			
Number of A-Suppliers local	yearly	No.			
Number of A-Suppliers Central and Eastern Europe (CEE)	yearly	No.			
Number of A-Suppliers Rest of Europe (RoE)	yearly	No.			
Number of A-Suppliers Rest of World (RoW)	yearly	No.			
% of PVO ordered at A-Suppliers local	yearly	%			
% of PVO ordered at A-Suppliers CEE	yearly	%			
% of PVO ordered at A-Suppliers RoE	yearly	%			
% of PVO ordered at A-Suppliers RoW	yearly	%			
Number of contracts with Code of Conduct (CoC) total	yearly	No.			
% of PVO ordered within contracts with CoC total	yearly	%			
Number of contracts with CoC local	yearly	No.			
% of PVO ordered within contracts with CoC local	yearly	%			
Number of contracts with CoC CEE	yearly	No.			
% of PVO ordered within contracts with CoC CEE	yearly	%			
Number of contracts with CoC RoE	yearly	No.			
% of PVO ordered within contracts with CoC RoE	yearly	%			
Number of contracts with CoC RoW	yearly	No.			
% of PVO ordered within contracts with CoC RoW	yearly	%			
Number of suppliers with CoC (listed)	yearly	No.			

Figure 14: Reporting scorecard template

Definition and details of Key figures and strategic and operational KPIs can be found in the <u>**KPI Detailed Controlling Manual**</u> **(a comprehensive practical guide consisting of 27 Excel Sheets, containing explanation, calculation formulas, examples, scorecard templates, etc) which can be easily purchased on** [**www.InceptionProject.net**](http://www.InceptionProject.net) **for only** <u>**USD 17.00**</u> (which is more than a fair price considering that you'll be paying only 63 cents per each single slide containing exceptionally well structured and useful information which will definitely support you in holding a grip on the procurement spend of your organization…not to mention the savings generated afterwards).

Find enclosed a sneak peak of Table of Contents teasers:

Reporting Sheet	**Key figures**	**Procurement FTE**
Cost of Procurement Organization	**Secured Savings**	**Maverick buying rate**
Frame contracts	**Single Purchase Orders**	**Single source rate**
Active suppliers	**New suppliers**	**% A-suppliers**
PR change of ownership >2	**PR change of ownership =2**	**PR change of ownership =0|1**
Degree of automation	**% of PO e-enabled**	**Average PT**
Training days	**English Skills**	**PVO Ordered at A-supplier**
A-suppliers with perf. evaluation	**High risk A-Suppliers**	**% contracts with CoC**
PVO ordered within CoC	**A-Suppliers with CoC**	**Savings Calculator (!)**

Back to
Reporting Sheet

Definition of KPIs

Back to
Reporting
Sheet

Example

PO No.	Payment target in days	PVO in USD/EUR
1	60	10
2	90	20
3	70	30
4	30	60
5	60	40
6	30	50
Sum	340	210

Calculation

$$\frac{60 \times 10}{210} + \frac{90 \times 20}{210} + \frac{70 \times 30}{210} + \frac{30 \times 60}{210} + \frac{60 \times 40}{210} + \frac{30 \times 50}{210} = 48{,}57$$

Savings measurement calculator

Category specification

Reference (Contract No., Project No., Order No.)	
Name of supplier	
Procurement activity	
Description of Category	
Category Group	
Person in charge	
Start of contract	End of contract	Contract duration 1 years
Reporting date	

Input for Savings measurement

Local currency	
Exchange rate as of date of contracting	1 local currency = EUR
Inflation rate	%

	year 1	year 2	year 3	year 4	year 5	
Reference price Procurement Performance						local currency
Reference price Secured Savings						local currency
Contracted price in local currency						local currency
Contracted / estimated volume						
Special effect						
Smart savings in local currency						local currency