



# Candidate Booklet

2024

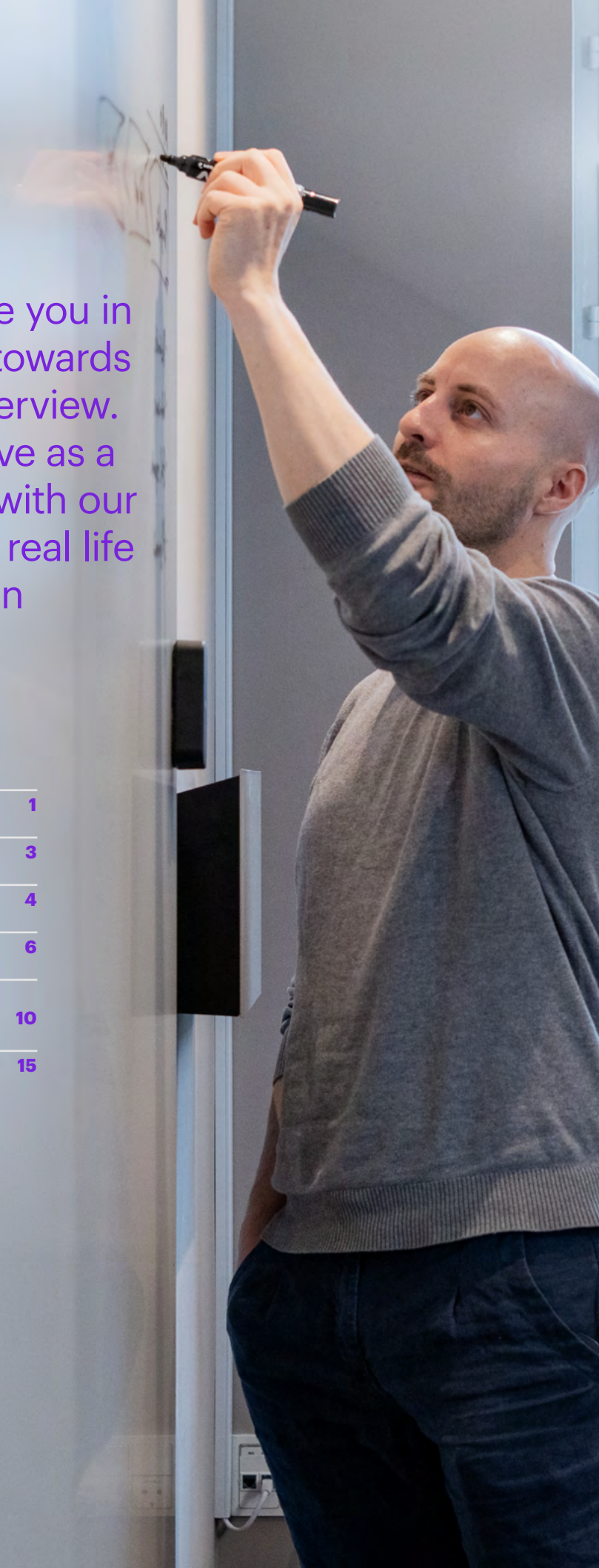
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# Foreword:

We are excited to guide you in the best possible way towards the upcoming case interview. This document will serve as a comprehensive guide with our advice and cases from real life interviews along with an exemplary answer.

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# What is a case interview:

A case interview is a type of job interview we typically use to evaluate analytical and problem-solving skills.

There are many types of case interview questions, the most common are business strategy, business operations or market sizing cases.

The interviewer will test you on three dimensions: information analysis, structure, and mathematical calculations. However, bear in mind that it is not the final result that counts, but rather to show a structural approach to solving a complex problem.

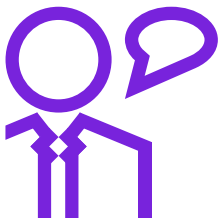
The interview typically starts with some small talk, followed by some get to know each other questions. The second part of the interview is the case study. At this point, key is to listen and take notes of the information you will get. Ask the questions you feel necessary to grasp the whole picture before getting into execution mode. The interviewer will give you some time to think and structure your thoughts. Feel free to ask additional questions if needed. Usually, the case will last between 25-35 minutes.



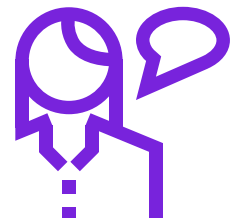
# Considerations while solving the case

Case interviews are created to represent real life client cases, where information is incomplete, instructions are intentionally vague and there is a constant time pressure. These are some recommendations to consider while facing the case:

- Ensure to highlight your intellect and ability to solve problems.
- Don't stress if you are not able to come to a final answer. Sometimes the interviewer wants to evaluate your ability to propose different paths or simply "ballpark" an estimate.
- Don't be afraid to be pragmatic and make assumptions, but make sure to elaborate on the logic behind your assumptions.
- Don't rush into analysis, take your time to structure your thoughts and make sure you are not overlooking important elements of the problem.
- Involve the interviewer in your thought process and ask all the questions you think are required to break down the problem. In some cases, key facts will be withheld on purpose to evaluate your ability to identify necessary information to solve the case.
- Cases are generally related to the country you are applying. However, having general knowledge of different countries demographics and economies is recommended. Example: It is not expected for you to know that the population of India is 1.4 billion. It will be ok if you assume a number of 1 billion, but saying 100 million can be seen as unreasonable. Important is however, to explain where more accurate data might be obtained.
- If at some point you get stuck, think outside the box and come up with innovative ideas. Even if your result is not perfectly accurate, your personality, confidence and enthusiasm can allow you to go to the next round.
- Picture yourself as a consultant that is entering a client's office. Use your imagination, gather and analyze information, arrive at solid conclusions, and communicate persuasively.
- Know your limits: If things aren't going well, don't try to tough it out. Acknowledge that you are stuck, seek more information, or pursue a different logical path.
- Be sure to do some mock case interviews before. Practice makes perfect!



**The case is designed to reflect the reality of consulting, where the situation can be complex and ambiguous.**



# How to prepare for the case

## 1. Be organized with your notes: separate your notes with all the data, information, analysis, etc., from the one with your mathematical calculations.

While structuring the problem, draw basic tables and graphs to facilitate the thought process and demonstrate structured presentation of information.

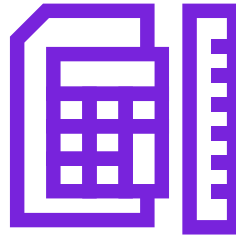
## 2. Practice general mathematical calculations: feel comfortable making educated guesses for values where data is missing.

Round large numbers to make calculations easier. For example, the average price of beer across all restaurants in Germany can be around 4.75 EUR, but it is easier if you round it to 5 EUR.

Feel free to 'ballpark' calculations and estimates if possible. E.g. "Your estimate is high, but still in the ballpark". If you are needed to calculate the 19.68 percent of 986,210 (= 194.086,128), you can take the challenge and calculate it by yourself and risk doing it wrong, or you can ballpark it and align your interviewer to calculate the 20 percent of 1,000,000 which is 200,000.

Always write all your calculations on paper, so you can refer to them later.

Use the rule of 10's and ½'s. Basically you break difficult numbers into either tens or halves to do quicker calculations.



### E.g. calculating 58% of 75,000:

- First take  $75,000/10 = 7,500$ , this is 10% of 75,000
- Then halve that to get  $7,500/2 = 3,750$ , this is 5% of 75,000
- Now halve again to get  $3,750/2 = 1,875$ , this 2.5% of 75,000
- Or you can divide the original 10% to get  $7,500/10 = 750$ , this is 1% of 75,000

### From the above calculations, you can approximate the answer to:

$$(5 \times 7,500) + 3,750 + 1,875 = 43,125 = 57.5\% \text{ of } 75,000$$

### Or more accurately calculate it exactly as:

$$(5 \times 7,500) + 3,750 + (3 \times 750) = 43,500 = 58\% \text{ of } 75,000$$

### 3. Get familiarized with key business concepts

- **Profit** is total revenues minus total costs. Revenues are dependent of price and quantity sold. Cost can be divided using many different schemes, for example fixed and variable, direct and indirect, etc.
- **Sales & Marketing** involves the 4 P's. Product, Price, Place (distribution alternatives) and Promotion.
- **Supply Chain** consists of activity and information flow for a product. It includes suppliers, manufacturers, distributors, sellers, and customers, both for tangible as well as intangible products.
- **Economies of scale** refers to getting additional benefits by increasing volume.
- **Price** is affected by supply and demand. High demand and low supply equal higher prices.
- **Long term contracts** can be beneficial (e.g., if a lower price and rebates are achieved) or negative (e.g., if committing to a long contract restrains you from getting out of a declining initiative).
- **Industry Attractiveness** involves the value size of the market, the number of competitors, the minimum efficient scale, and market conditions (growing, stagnant or shrinking).
- In **mergers and acquisitions** consider elements such as profitability, payback period, synergies, market reaction, and cultural issues.
- **Product Introduction** considers whether there is a need of the customers, the profitability, resources required for the introduction campaign, the possible response from competitors, synergies, etc.



# Aligning expectations in the case interview

## 1. Introduction

## 2. Objective

## 3. Issue tree

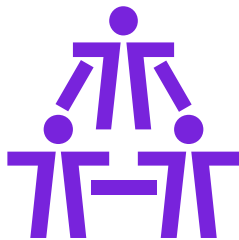
**Introduction of the case:** At the beginning of the case the interviewer, like a real client, will offer you an initial set of facts. Take notes and don't be afraid to ask questions.

We expect a complete understanding of the situation from you as well as to lay out the client's objective clearly.

A good understanding of the problem can be communicated with a **SMART** problem statement

- **Specific:** be precise with regards to what you want to achieve
- **Measurable:** Include a certain figure/amount reflecting a measurement of quality, quantity, cost, timeliness, or a combination of these
- **Attainable:** Ensure that people can be motivated to work towards the problem statement
- **Relevant:** Ensure that each person in their role can clearly contribute to achieving the overall target
- **Time bound:** Provide certain dates by which results need to happen. Ongoing expectations should specify how often

**We recommend synthesizing what the interviewer has mentioned in the introduction.**



**Below are examples of syntheses.**

**Interviewer:** The profits of our company Steelwork A/S refinery have been declining in the past couple of years. The total market share has been stable, whereas we have strengthened our position in a couple of segments. We are looking for new strategies on how to increase our profitability.

**Candidate (bad example):** Perfect, let me check whether I understood the problem correctly. Steelwork A/S refinery is suffering from poor profitability despite a strong market niche position, and the question is if Steelwork A/S refinery can be managed differently to increase profitability.

The candidate only summarized the problem; however, is not setting a measurable objective, has not asked the relevant questions and does not offer an actionable approach nor points towards the required analysis. A good candidate would ask for additional information to make his/her problem statement SMART.

**Candidate (good example):** Thanks for sharing this, can I ask some additional questions to get a better understanding of the problem?

**Interviewer:** Yes, sure.

**Candidate:** Is there a target on how much the profitability should increase? When should this be achieved?

**Interviewer:** Our goal is to increase profitability by 40 million EUR by end of 2024.

**Candidate:** Perfect, so the objective is to identify what opportunities exist for Steelwork A/S refinery to improve annual profitability by 40 million EUR from 2024 onwards, through costs reductions and/or sustainable revenue increase?

As shown above, synthesizing is not repeating what the interviewer just said, but clearly state the implications behind it. What is required to increase profitability? In this case, reduce costs or increase revenue.

**Structuring your approach:** Afterwards the candidate will have a couple of minutes to structure his/her thoughts and identify levers he/she would like to explore and gather more information. We recommend creating an issue tree using a top-down approach. There are many frames that the theory recommends to use (Porter 5 forces, BCG Matrix, SWOT Analysis, Revenue and Cost Modelling, Business Lifecycle analysis, etc.), however we want to see your creativity and come up with your own frame.

To do that, a clear understanding of the end product defined previously is key. Think what is required to reach it (which information, analysis is needed) and break it down to its immediate components. Once you have the next level, repeat the exercise again to break it down even further until you reach the granularity adequate to the case and start asking for the information.

Note that when breaking the problem down, the components need to be MECE (Mutual Exclusive Collectively Exhaustive). This means that there should be no components that overlap to one another and together they need to cover the whole problem.

**Interviewer:** We want to decrease total cost of food and beverage by 15 percent until end of this year.

One alternative to break down the costs of food and beverage is to understand that there are two elements. One the price of the products and second the quantity we are buying.

Another alternative is to break it down into the process that generates the costs. In this case the processes are supply and demand management. Below is an example of the first level of the issue tree (see Figure 1):

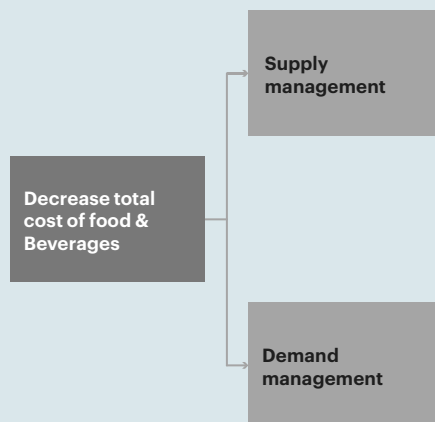
Always align with your interviewer if the path you are following is the right one.

**Candidate:** Ok, I see two main drivers of the costs. On one side there are supply management processes and on the other one demand management. Does this make sense to you?

**Interviewer:** Yes, absolutely. What would you like to explore there?

Figure 1  
**Profitability issue tree level 1**

Levers



Source: Prokura

To go to a level deeper, try to identify the levers that can be pulled to improve the supply and demand management towards a decrease of the total costs of food or beverage.

Below is an example of those levers (see Figure 2). Once you have your frame align with the interviewer which actions are to be further explored.

**Create your hypothesis:** At this stage, we expect you to present some hypotheses that can back up the levers you want to pull. For example, why do you believe the price can be optimized? Or why do you believe the SKU complexity can be reduced? To answer these kinds of questions, if you still haven't gotten the required information, you can still ask more questions.

**Candidate:** *I have identified these levers (1-9) (see Figure 3) that can be applied to the case and would like to understand more of the business to see which one are the most suitable.*

**Interviewer:** *Seems reasonable.*

**Candidate:** *Have the purchase prices of the products increased in the previous years? How many suppliers do you have and how does the spend distribute? Are there other suppliers in the market? How do the prices benchmark?*

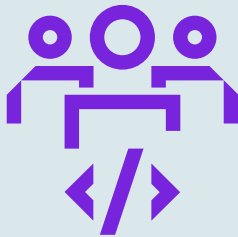


Figure 2  
**Profitability issue tree level 2**

Levers



Source: Prokura

**Interviewer:** We have many suppliers, but the top 10 correspond to 80 percent of the spend. Now that you mentioned our main supplier and 2 additional within the top 10 have increased their prices constantly every year due to inflation and we have been renewing constantly their contracts with them as we have been working for many years together by now. We don't know how the prices benchmark as we have never looked for other suppliers.

**Candidate:** Understood, so based on what you are telling me. I believe is fair to assume that there is the possibility that you are not getting the best possible prices from the market as for many years you have renewed contract without opening competition and looking for alternatives in the market. Therefore, I have the hypothesis that the prices can be optimized via a competitive tender for the products.

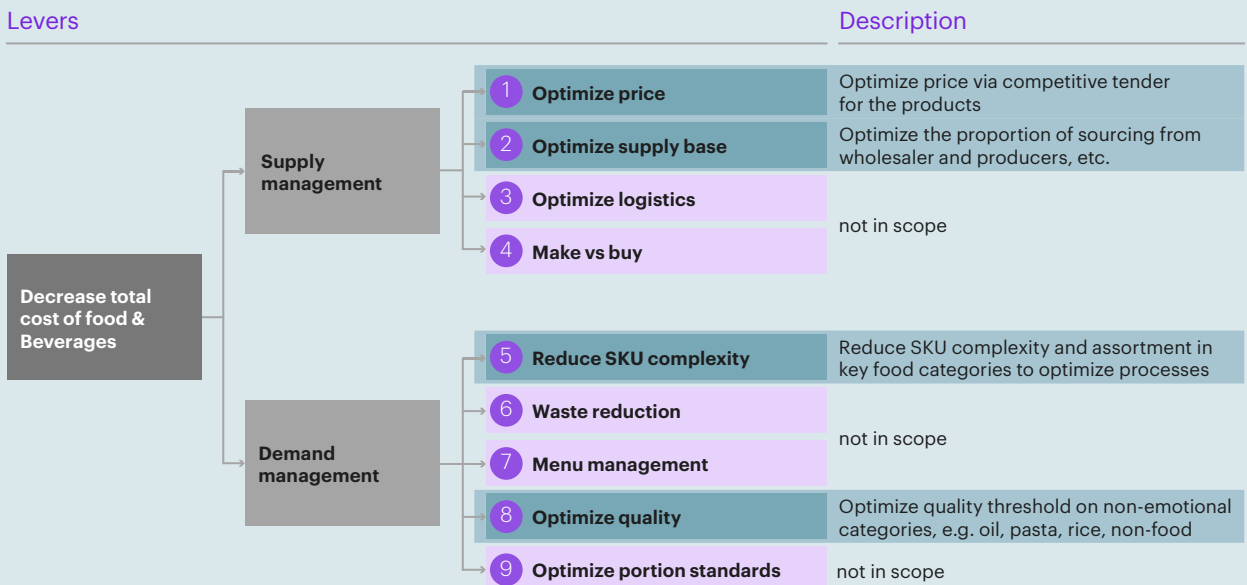
**Interviewer:** It is possible, how do you recommend proceeding?

As you can see in the example, the candidate tested his/her hypothesis by asking questions to the interviewer and aligning with him/her on a concrete action. On the other hand, it is also important to discard hypotheses if these lack arguments.

**Presenting your results:** present your solution in a way that is precise, clear, and concise. State your assumptions, and revisit them when the need arises. Be coachable, soliciting feedback and integrating it quickly. At the same time, be assertive of your hypothesis. And most importantly, be yourself.

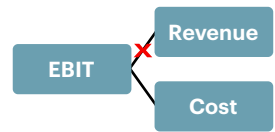
**Candidate:** To reduce the total cost of Food & Beverage by 15 percent we recommend to review both the supply management and demand management process. On the first one we will optimize product prices by conducting a competitive tender and optimizing the proportion of sourcing from wholesalers and producers. On the second one we will reduce SKU complexity and assortment in key food categories and optimize quality threshold on non-emotional categories like oil, pasta, etc.

Figure 3  
Profitability issue tree level 3



Source: Prokura

# Case example – Cost Optimization for ProvisionsX



## Task: Identify and prioritize optimization opportunities across the entire business

Supreme Equity has recently completed an acquisition of 9 food and beverage (F&B) wholesalers, establishing a new company – ProvisionsX. An F&B wholesaler that buys large quantities of products from manufacturers and then sells them to retailers, restaurants, hotels, and other businesses. Their purpose is to ensure products for customers with right service and speed, through a robust and cost-effective supply chain.

Despite increasing revenues, the wholesalers of ProvisionsX have experienced decreasing EBIT-margins over recent years. The board has m€ decided to initiate a thorough investigation to figure out how to increase EBIT by min. 60 m€, and you have been hired as a consultant to **identify and prioritize optimization opportunities** across the entire business.

## Possible solution:

First thing is to identify which type of problem it is. It is mentioned that the EBIT-margin is decreasing, so it is a profitability problem. As mentioned previously, profit is a result of revenue minus costs. Since revenues are increasing, that branch of the tree can be ignored and focus shifted towards costs.

To determine the cost structure, start graphing the supply chain of a wholesaler with the information that was given (see Figure 4), instead of thinking and listing of all possible costs that come to your mind.

At this point, you have created your framework but don't have any data, so you should first align it with the interviewer and start asking questions. Remember to follow a top-down approach (see Figure 5).

Figure 4

### Simplified ProvisionsX Supply Chain



Figure 5

### Issue tree for ProvisionsX

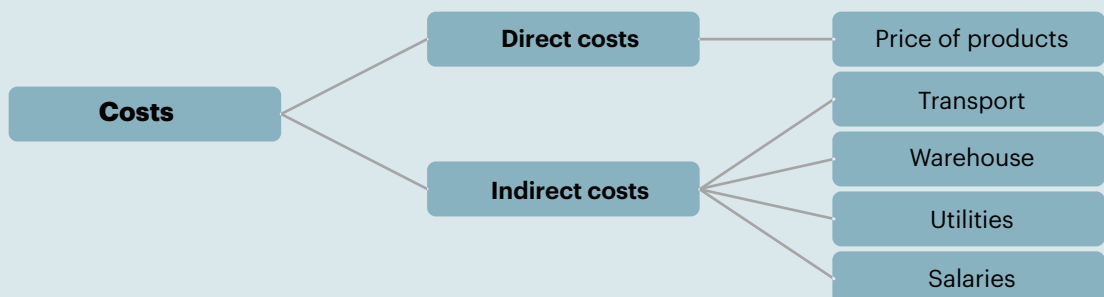


Figure 6

**Average price per product and supplier**

L3 category spend (2023, m€)	Spend per supplier (2023, m€)	Avg. price per product per category, (€)	Units bought per supplier per category
Cattle	Supplier 1	750	49,300
Poultry	Supplier 2	820	23,200
Cold cuts	Supplier 3	680	26,500
Pig	Supplier 4	900	17,800
Small cattle	Supplier 5	820	17,000
Kebab	Supplier 6	750	14,700
Hot Dogs	Supplier 7	950	10,500
Cattle & Poultry, others	Supplier 8	900	10,000
Venison	Residual (106)		
<b>Total</b>	<b>Total</b>		

**Candidate:** The objective is to increase profitability by 60 m€. Since the revenues are increasing, I would recommend focusing on the costs. These can be divided into direct and indirect costs. For the direct costs, I would like to explore the price of the products we are buying, while for the indirect costs let's double click on transportation, warehousing, utilities, and salary costs. Does that make sense for you?

**Interviewer:** Yes, sure. What would you like to know?

**Candidate:** Do you have a list of products and prices by supplier?

**Interviewer:** Yes, for the category Cattle here is a graph of the average price per product per supplier and the units bought (see Figure 6).

**Candidate:** Assuming that the products being bought from the different suppliers are similar in terms of quality, we can use the supplier with lowest price as benchmark and either challenge the rest to meet that price or to switch the volume to that supplier. By optimizing the category of Cattle we can achieve savings of 19 m€ (see Figure 7).

(Note: By consolidating volume toward preferred supplier, you can additionally get volume rebates, but for this example, let's not consider that. You can additionally assume that the rest of the categories follow the same pattern and extrapolate the % savings to the whole portfolio  $8.4\% \times 656 = 55 \text{ m€}$ ).

Figure 7

**Savings calculations for initiative category optimization**

	Price	Spend	Discount	Savings
Supplier 1	750	37,000,000	9%	3,453,333
Supplier 2	820	19,000,000	17%	3,243,902
Supplier 3	680	18,000,000	0%	-
Supplier 4	900	16,000,000	24%	3,911,111
Supplier 5	820	14,000,000	17%	2,390,244
Supplier 6	750	11,000,000	9%	1,026,667
Supplier 7	950	10,000,000	28%	2,842,105
Supplier 8	900	9,000,000	24%	2,200,000
<b>Lowest price</b>	<b>680</b>		<b>Total savings</b>	<b>19,067,363</b>

**Candidate:** Now, let's explore the transportation costs. Is the upstream transport insourced or outsourced?

**Interviewer:** Transport is 100 percent outsourced to external logistic providers.

**Candidate:** What about downstream?

**Interviewer:** It is the same, but there we have best practice in place.

**Candidate:** Ok, lets focus on upstream first, how many wholesalers and suppliers are there?

**Interviewer:** In total 9 wholesalers and more than 100 suppliers.

**Candidate:** How does the distribution take place? Does each supplier deliver directly or is the 3PL (3rd party logistic) provider picking up in each supplier location?

**Interviewer:** For each wholesaler, the 3PL provider picks up at every supplier location and then delivers to it.

**Candidate:** Perfect, then on average, how many deliveries does a retailer receive per week?

**Interviewer:** Around 3.

**Candidate:** Are the trucks full?

**Interviewer:** Not at all, on average the trucks have only 33.3 percent utilization ~10,000 kg.

**Candidate:** Is there a possibility to consolidate 3 wholesalers on each delivery to increase truck utilization, assuming the cost per kg transported will be reduced?

**Interviewer:** Yes, it is possible, in fact here is the cost-curve (see Figure 8).

Figure 8  
Transportation costs curve (€/kg)

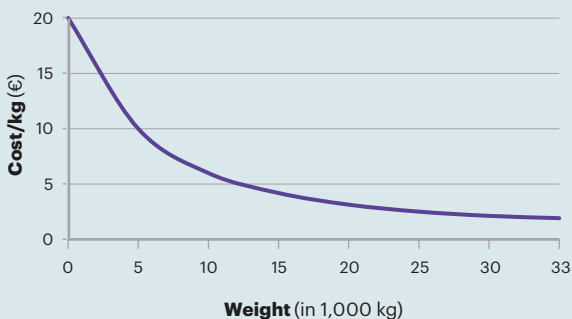


Figure 9  
Savings calculations for initiative shipment consolidation

Category	Weight	Cost/kg (€)
Cattle	-	20.00
Poultry	5,000	10.00
Cold cuts	10,000	6.00
Pig	15,000	5.00
Small cattle	20,000	4.50
Kebab	25,000	4.20
Hot Dogs	30,000	4.00
Venison	33,000	3.90

Before	
kg per delivery	10,000
Cost/kg	6
Cost per delivery	60,000
Utilization grade	33%
Number of deliveries per week	3
Total cost per week	180,000
Total cost yearly	9,360,000
For all 9 wholesalers	84,240,000

After	
kg per delivery	33,000
Cost/kg	3.9
Cost per delivery	128,700
Utilization grade	100%
Number of deliveries per week	3
Total cost per week	386,100
Total cost yearly	20,077,200
For all 3 groups of 3 wholesalers	60,231,600

**Potential savings** 24,008,400

**Candidate:** Assuming that we can increase utilization to 100 percent by consolidating shipments of 3 wholesalers together, we can reduce transport costs by 24 m€.

**Hint: Synthesize your intermediate results to highlight what has been achieved and what is missing.**

**Candidate:** So far, we have managed to identify 19 and 24 m€ from optimizing product sourcing from supplier and ensuring optimal truck utilization, meaning we still have a gap of 17 m€ to reach the target of 60 m€ (see figure 9). Lets, go to the next branch of the issue tree and review the warehouse costs. How are you storing the products?

Figure 10

**Five biggest warehouses spend**

Rent-related spend category	Ware-house 1	Ware-house 2	Ware-house 3	Ware-house 4	Ware-house 5
Rent	8 m€	7 m€	6 m€	5 m€	4 m€
Electricity	2 m€	1.5 m€	1.5 m€	1 m€	0.75 m€
Equipment	1 m€	1 m€	1 m€	1 m€	1 m€
Insurance	0.25 m€	0.25 m€	0.25 m€	0.25 m€	0.25 m€
Sum	11.25 m€	9.75 m€	8.75 m€	7.25 m€	6 m€
Capacity (m²)	4,000 m²	3,750 m²	3,500 m²	3,000 m²	2,500 m²

**Interviewer:** All products are stored in respective warehouses.

**Candidate:** Do you have the warehousing costs?

**Interviewer:** Yes, here is the cost breakdown for the top 5 warehouses and their capacity (see Figure 10).

**Candidate:** Are we using the warehouses at full capacity? Are there any other cheaper warehouses nearby?

**Interviewer:** On average the utilization is at 65 percent. We have the quotation for three alternative warehouses (see Figure 11).

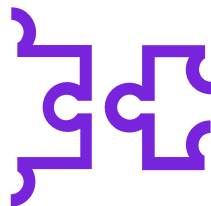


Figure 11

**Prospect warehouses nearby**

Rent-related spend category	Alternative 1	Alternative 2	Alternative 3
Rent	24 m€	11 m€	10 m€
Electricity	6 m€	2.5 m€	2.5 m€
Equipment	3 m€	2 m€	2 m€
Insurance	1 m€	0.75 m€	2 m€
Sum	34 m€	16.25 m€	15.25 m€
Capacity (m²)	12,000 m²	6,000 m²	5,000 m²

Figure 12

**EBIT-margin per category**

Product category	Revenue 2023 (€)	Spend 2023 (€)	EBIT-margin (%)
Cattle	303	227	12%
Poultry	144	108	9%
Cold cuts	140	105	10%
Pig	91	68	7%
Small cattle	60	45	-10%
Kebab	57	43	5%
Hot Dogs	52	39	8%
Venison	7	5	-20%

**Candidate:** Assuming the absolute required area will not increase from 10,887.5 m², we can replace the current 5 warehouses with alternative warehouse 2 and 3 and save 11.5 m€.

**Interviewer:** Great initiatives, however, we are still 5.5 m€ away from the target. Outside of the supply chain, do you think we can do something on our portfolio of products?

**Candidate:** Yes, do you have the EBIT-Margin for every category?

**Interviewer:** Here it is (see Figure 12).

**Candidate:** Small cattle and Venison has a negative EBIT, maybe it makes sense to divest on those categories. Just to be sure of the implications, do these categories have any strategic relevance?

**Interviewer:** Our commercial team just created a strategic relevance analysis traffic light (see Figure 13).

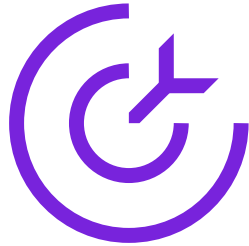
Figure 13

**Strategic relevance traffic light analysis**

Product category	Strategic relevance
Cattle	Green
Poultry	Green
Cold cuts	Green
Pig	Yellow
Small cattle	Yellow
Kebab	Yellow
Hot Dogs	Yellow
Venison	Red

**Candidate:** Based on this, by cutting sales of unprofitable products, we can achieve savings of 7 m€.

**Interviewer:** Amazing, I think we have a clear path.



**Candidate:** Yes, let me synthesize just to confirm everything. Reviewing four levers, we believe we can obtain 62 m€ in savings and reach the required target set. This will require a category optimization for cattle, consolidating shipments between wholesalers to increase truck utilization, switching to alternative warehouses and divesting from the categories Small Cattle and Venison. Following risks need to be considered such as dependence of only one supplier for the category, an increased lead time, a warehousing limitation if demand increases and decrease on the revenue for the remaining categories if the whole portfolio is not complete. However, despite the risks, the likelihood of achieving impact is good (see figure 14).

Figure 14

**Savings calculations for initiative divesting for unprofitable categories**

	Spend	Revenue	EBIT-margin	EBIT
Cattle	227	303	12%	<b>36</b>
Poultry	108	144	9%	<b>13</b>
Cold cuts	105	140	10%	<b>14</b>
Pig	68	91	7%	<b>6</b>
Small cattle	45	60	-10%	<b>(6)</b>
Kebab	43	57	5%	<b>3</b>
Hot Dogs	39	52	8%	<b>4</b>
Venison	5	7	-20%	<b>(1)</b>



This was an exemplary case, where for simplicity the interviewer asked the right questions and got the required data without struggling. In a real case, if you seem to be stuck at some point, the interviewer will try to redirect you or give you hints where to look, like for the 4<sup>th</sup> lever in the example.

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## Transparent career path

Streamline your career with a team of diverse individuals. We offer a transparent career path, packed with training and feedback to help you perform.

You will get the chance—and be expected—to gradually assume more responsibility and take on more challenges.



## Candid company culture

Become equipped and authorized to make a real difference. We operate with a relaxed hierarchy, a pragmatic mindset, and a candid company culture.

Our clients will count on your determination to follow through with your projects, and we will give you the means to do so.



## Nordic work-life model

Experience a workday unlike that at any other leading international consultancy firm.

As a Nordic-style consultancy, we believe a true work-life balance ensures a more sustainable foundation for you to bring your A game—day after day.

**“There’s so much autonomy. It’s not like you can do whatever you want, but if you want to make a difference, you can.”**

**Charlotte Steiness Jordt**, Partner

Prokura, a Kearney company, is an entrepreneurial consulting company specializing in Procurement and Supply Chain. Founded in 2008, Prokura has already become a key player in the market, creating significant savings for leading private and public organizations in Nordic countries, Germany and UK.

Drawing on the extensive experience from our highly-qualified consultants, Prokura helps clients to create measurable and sustainable results by optimizing procurement and supply chain. Our goal is to positively impact our clients' supply chain practices. We help our clients identify and optimize supply chain processes, develop strategies and create value by implementing optimizing changes in organization, systems, and processes.

**[prokura.com](https://prokura.com)**

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