A 60% cost reduction is not a rate-card story.

It is an execution-governance story.

Starting point: EUR 200M

Annual external consulting expenditure in a complex, regulated technology environment.

The wrong question

How do we negotiate every supplier down?

The better question

Why does this demand exist, who owns the outcome and which capability must remain internally?

Separate capability from dependency

Protect business-critical expertise. Remove unmanaged external reliance.

Connect economics to delivery

Every supplier decision must have an accountable owner for the operating consequence.

Govern demand before price

Remove duplicated activity and unowned demand before negotiating the residual requirement.

Result: EUR 80M

External consulting expenditure reduced by 60% while delivery quality was preserved.

Vendor rationalisation is the consequence

Governance is the mechanism. Economics becomes durable when governed with Performance.