



MACGREGOR

CLIENT

MacGregor

INDUSTRY

Maritime cargo & load handling

COMPANY SIZE

~2,000 employees across 30 countries

TOPIC

Procurement transformation

PROJECT LEAD

Brendan McVeigh, Partner

TURNING PROCUREMENT INTO BUSINESS IMPACT FROM DAY ONE

How MacGregor established an independent procurement function that delivered measurable savings and strengthened procurement performance.

THE SITUATION

MacGregor is a global provider of marine cargo and load handling solutions, with products installed on around 50% of the world's merchant fleet. Following Triton's carve-out of MacGregor from Hiab (formerly Cargotec), the business entered a new growth phase as an independent global engineering and manufacturing group. The business had scale, a strong market position and ambitious growth plans, but procurement needed to contribute to profit improvement in the new standalone organisation from day one.

Independence and private equity ownership created urgency. Procurement had to move fast, deliver tangible results, and establish robust processes alongside an agile way of working that would meet the expectations of a private equity-owned business.

CLIENT CHALLENGE

The carve-out fundamentally changed MacGregor's operating environment. The business faced the challenge of building an effective procurement function while continuing to compete globally on cost, service and reliability.

Procurement was characterised by fragmented spend, decentralised decision-making across regions, limited contribution to savings, a lack of business partnering with key stakeholders and divisions, and high operational effort focused on process rather than value creation.

At the same time, procurement needed to move quickly, deliver measurable impact, and establish the robust processes and governance required to support sustained business performance.

KEY OBJECTIVES

- Deliver measurable EBIT improvement through procurement spend.
- Establish an independent end-to-end Purchase-to-Pay process to realise savings and process efficiencies.
- Create a scalable procurement platform to support future business growth.



SOLUTION STRATEGY

Rather than running a classic transformation programme, H&Z embedded a hands-on team directly into MacGregor's procurement organisation. The focus was on execution rather than theory, combining rapid delivery with the structural improvements needed to sustain results.



1. Identify

Rapid identification and execution of value creation initiatives across procurement.



2. Govern

Tight governance and steering to ensure pace, transparency and accountability.



3. Stabilise

Parallel stabilisation of processes and structural improvements to sustain results.



4. Align

Close alignment with finance and leadership to ensure credibility of outcomes.

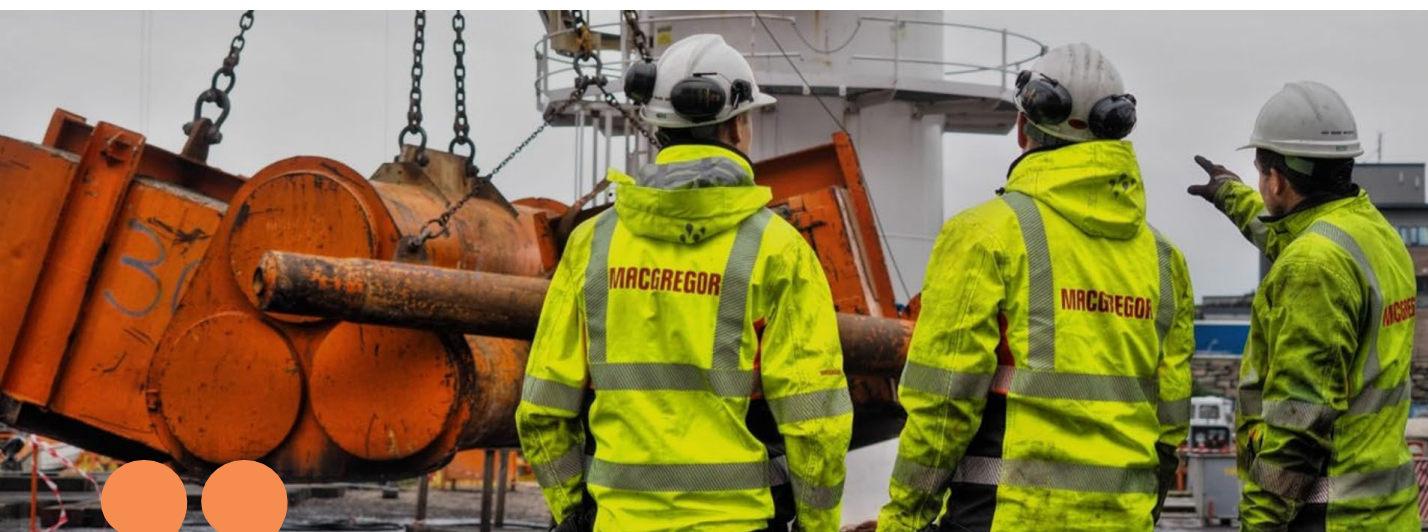
IMPACT DELIVERED

PROVEN VALUE CREATION AND A SCALABLE PLATFORM

The programme delivered strong results aligned with private equity expectations:

- Savings delivered above the original target, with clear run-rate visibility
- Improved cost control and reduced operational friction
- Stronger governance and transparency for senior management and owners
- Raised the profile of procurement in the organisation and a change of perception from a transactional function to a strategic one
- An optimised procurement process landscape across the end-to-end Purchase-to-Pay cycle

What started as a carve-out necessity became a performance platform, positioning procurement as a sustained value driver rather than a one-off savings exercise.



CLIENT PERSPECTIVE

H&Z played a key role in helping us quickly establish procurement as a real value driver after the carve-out. Their team combined strategic insight with a highly hands-on approach, integrated rapidly into a complex environment, and maintained a strong focus on execution throughout the project. As a result, we were able to deliver measurable impact and build a stronger foundation for long-term value creation.

Phillip Tipping
VP, Sourcing & Supply Chain





OUR PERSPECTIVE

Carve-outs create a unique opportunity to redefine procurement's role. At MacGregor, the priority was to deliver measurable impact from day one while establishing the governance and capabilities needed to support the business throughout its ownership journey.

Brendan McVeigh

Partner, H&Z

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OUR CORE SERVICES



Procurement



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Organisational Efficiency



Corporate Restructuring



Digital & AI



FROM AMBITION TO IMPACT WITH HEAD, HEART AND HAND

We believe that transformation starts with ambition and becomes reality through measurable results. With a clear purpose, we help organisations reduce complexity and turn vision into lasting impact.

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