



Transparency and Collaboration in Supply Management Drives Value and Efficiency at Dubai Airports

Vertical

Transportation and Warehousing

Featured Product Families

- JAGGAER One Platform
- Contracts
- Spend Management
- Sourcing
- Supplier Intelligence

Location

Dubai, UAE

Size

101 airlines, 269 destinations, 92,300,000 passengers annually

About Dubai Airports

Dubai Airports manages Dubai International (DXB) and Dubai World Central - Al Maktoum International (DWC). DXB is the primary international airport serving Dubai, United Arab Emirates, and is the world’s busiest airport by international passenger traffic.

Business Challenge

Resource constraints during a phase of significant expansion and limited visibility into the Procurement pipeline revealed the need for a more agile operating model. The period of growth post pandemic presented the ideal opportunity to strengthen procurement capabilities, improve responsiveness and align resources to evolving operational demands.

Approach to Solution

Expanded JAGGAER’s functionality to include procurement planning, tracking and dynamic dashboards, improving visibility, collaboration and accountability.

Impact Achieved

- Achieved real-time visibility into procurement progress, ensuring timely project completion and optimized resource allocation.
- Fostered cross-functional collaboration by increasing transparency and accountability across departments.
- Maximized budget utilization, allowing reinvestment into additional projects whilst aligning with sustainability goals.



Why JAGGAER

JAGGAER One is an intelligent source-to-pay and supplier collaboration platform, and the catalyst for enhancing human decision-making to accelerate business outcomes. Dubai Airports leveraged JAGGAER's Spend Management capabilities which helps customers to gain deeper control and flexibility over spend data and create actionable intelligence, reducing workload, and identifying new opportunities for savings.

Collaboration at the World’s Busiest Airport

Despite operating within the framework of public sector governance, Dubai Airports is structured to compete in a highly commercial environment. DXB, the world’s busiest airport for international passenger traffic, handled over 92 million passengers in 2024, alongside substantial cargo volumes. Behind the scenes, the Supply Management function plays a pivotal role in maintaining operational efficiency, supporting both routine procurement and strategic capital projects.

At the helm of this function is Emmanuel Augustin, Vice President of Supply Management, who has championed a forward-thinking approach to procurement transformation. Working closely with him is Henry Shepperd, Senior Manager of Supply Management Systems and Performance, who leads the team responsible for streamlining workflows and enhancing systems.

Under Augustin's strategic leadership and with Shepperd driving system enhancements, Dubai Airports launched a transformative procurement initiative designed to position the organization for future growth.

The Challenge

The COVID-19 pandemic and its aftermath brought unprecedented challenges for Dubai Airports. With the sharp decline in global travel, the company was forced to halt most of its activity, resulting in significant cost-cutting measures. However, as regions began to reopen, there was an urgent need to shift focus from savings to investment, as the airport prepared to ramp up operations.

Procurement faced increased demands, having to handle a surge in project volume while grappling with a reduced headcount. According to Najla Alghammai, Director of Category Management “Procurement was asked to do much more with



fewer resources, and we had to generate savings that would allow us to finance additional projects.” Adding to the complexity, there was limited visibility into project progress, compounded by manual processes and siloed data. This not only hindered efficiency but also bred a blame culture, where delays were attributed to anecdotal evidence rather than facts.

In response to these challenges, Supply Management sought to overhaul its procurement systems, aiming to enhance visibility, streamline processes and foster collaboration across departments. There were several objectives: improve on-time procurement delivery, optimize budget utilization, increase business unit satisfaction and reduce risk.

The Implementation

Enter JAGGAER, a technology solution that Dubai Airports had already been utilizing in specific areas such as sourcing and spend analytics. The expansion of JAGGAER’s functionality included procurement planning and tracking. “We knew JAGGAER had the capacity to build dynamic dashboards and that meaningful data sat within the system, so it made sense to expand the solution,” Shepperd explains.

The project was initiated in August, and by January, Dubai Airports was ready to roll out the new system. The implementation of JAGGAER’s dashboards provided real-time insights into procurement processes, allowing stakeholders to track project progress across multiple stages - from request for proposals (RfP) to contract signing. The shift to a data-driven approach transformed how projects were managed, as Shepperd notes: “We could focus on what the data was telling us and act accordingly, with confidence.”

The JAGGAER platform allowed the Category Management team to flag potential bottlenecks early on, whether in technical evaluations or commercial negotiations, helping to ensure that projects were completed on time and within budget. “The visibility the dashboard provided made people accountable for their part in the process,” Al Ghammai emphasizes. This transparency fostered a more collaborative environment, where all parties had a shared understanding of project timelines and responsibilities.

The Benefits and Organizational Achievements

The impact of the JAGGAER implementation was immediate and profound. “We delivered record performance, both in terms of procurement projects delivered and optimizing the budget,” says Augustin. Historically, Dubai Airports had underspent, often returning unused funds to the Department of Finance. However, the efficiency gains from the new system meant that the team was able to make full use of its allocated budget, reinvesting savings into new projects.

One of the key advantages of the new system was improved resource allocation. With a clear overview of all ongoing projects, Supply Management could ensure that workloads were evenly distributed, preventing employees from becoming overwhelmed. The system also allowed for better relationships with stakeholders, as Al Ghammai notes: “They can see how we’re adding value and delivering as per the plans.”

Moreover, the JAGGAER solution enabled Dubai Airports to consolidate projects across departments, uncovering opportunities for cost savings - such as spend consolidation - that freed budget to be reinvested elsewhere. Sustainability considerations were also

embedded into procurement practices, ensuring that the Dubai Airports’ investments aligned with its environmental, social and governance (ESG) goals.

The system’s ease of use drove high adoption rates across the organization. “Adoption is one of our most important metrics” Shepperd asserts. “We’ve got an engaged community of people invested in the success of procurement delivery, and we’ve eliminated manual effort, leading to huge productivity gains.”

Recognition and Awards

The success of the project did not go unnoticed. In 2024, Dubai Airports’ Supply Management team was awarded the prestigious ‘Best Public Procurement Project of the Year’ at the Chartered Institute of Procurement and Supply (CIPS) Middle East and North Africa Awards (MENA). The team also received a ‘Highly Commended’ accolade in the ‘Best Collaborative Teamwork Project’ category, a testament to the improved cross-functional collaboration facilitated by the JAGGAER solution.

Augustin reflects on the project’s success: “This award reflects the teamwork and collaboration that has gone into making procurement more efficient at Dubai Airports.

It’s not just about the technology; it’s about how we’ve worked together to use that technology to deliver real value.”

The Road Ahead

Looking to the future, Shepperd sees further potential in expanding the JAGGAER solution. The collaborative development process has allowed Dubai Airports to tailor the system to its unique needs, and Shepperd envisions continuing this partnership to refine and enhance its capabilities. “We’ve been able to customize the solution, and the locally based JAGGAER team has been incredibly responsive,” Shepperd says. “Delivery was on time and on budget, which meant no awkward conversations asking for more money!”

As Dubai Airports moves forward, the lessons learned from this procurement transformation will serve as a foundation for continued growth and innovation, ensuring that the organization remains competitive in an ever-changing global landscape.

In Shepperd’s words, “What we’ve achieved here is the democratization of data - making information readily available, transparent, and accessible to everyone. That’s the real driver of our success.”



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Henry Shepperd, Senior Manager of Supply Management, Dubai Airports Systems and Performance