

Development of a procurement strategy for photovoltaic modules

As part of the energy transformation, the procurement strategy for the purchase of PV modules for a procurement volume in the gigawatt range was developed for a company in the energy industry due to the high market dynamics

challenge

- **Strong growing importance of photovoltaics** (capacity in the GW range) for the company's generation portfolio with a **large number of projects** at various stages of maturity
- **High market dynamics** regarding to global manufacturer capacities, availability, prices and technological developments of PV modules lead to a relevant **procurement risk** regarding the project pipeline
- **Existing category management** in purchasing is not sufficiently set up for the upcoming PV purchasing volume

approach

- **Verification** of the **PV project pipeline** regarding to the degree of project maturity and their chronological development sequence
- Carrying out a **market analysis** with identification and **evaluation of the factors driving the market**

result

- **Transparency** about the **global procurement market**, the development of demand and the main **factors influencing the market**
- Information bundling in a **PV category cockpit** with key figures and information for regular updates
- **Identification** and evaluation of commercial and technical **negotiation levers**
- Proposals for the **tactical/operational handling of** individual projects as part of the purchasing negotiations
- **Roadmap with recommendations for** the tactical orientation of category purchasing in the current market situation and the expected upcoming market phases