

Session Code: TA

## THE ART OF PROCURING SERVICES

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Services represent a unique challenge for the procurement professional. Unlike other goods-based purchases where specifications can often be more readily codified, procuring services typically requires considerable efforts to define an experience that accompanies the delivery of a service. This makes scope definition more complex and the effective comparison of supplier options more challenging. It also means that there is often a very high relationship component to the purchase, further complicating the ability to dispassionately and objectively select the best alternative among equals. All of the above renders procuring services more of an art than a science.

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### **John A. Martino, MBA**

John Martino is the head of extended enterprise management at Aetna. In this role, Martino and his team are focused on designing and building an optimally structured supply chain focused on value creation. Previously, Martino was director of supply management, where he was responsible for US \$1.8 billion of expense. Over the last four and a half years at Aetna, Martino developed and deployed a transformational framework designed to move from a traditional procurement team to one that is supply management-focused. Prior to joining Aetna, he held positions of increasing responsibility, with Stanley-Black and Decker, ranging from plant manager to global productivity manager, with his last role focused on the global supply chain for the consumer hand tools and Bostitch product lines. John is certified in lean manufacturing, holds a Six Sigma greenbelt along with an MBA in operations from Rennsselaer Polytechnic Institute.