

The Digital Future of Procurement Operating Models & Work

Globality

ProcureTech 

The digitalisation imperative

PROCUREMENT ORGANISATIONS ARE CONTINUALLY HAVING

to accomplish broader objectives, expanding from cost to supply chain resilience, cyber security, sustainability and innovation. This is magnified by economic, social and environmental challenges compounded often by no changes to procurement resources or budget to help address procurement's new broader agenda.

Procurement's natural evolution for the majority of companies has been incremental. We believe digitalisation will significantly transform and impact the shape of procurement operating models, the future of procurement work, and the creation of new value.

Our research with over 170 global procurement leaders from across sector and company size, provides us with insight into both the fundamentals for digital transformation, as well as

those initiatives and activities that high-performing companies are deploying to outperform their peers.

We'll cover:

- **Digitalisation drivers**
- **Future procurement operating models**
- **Digital work in the future**
- **Procurement process digitalisation**
- **Digital supplier management**
- **Challenges to progress**
- **Value of digital adoption**
- **Change manifesto**

Advanced application of new digital solutions, business and supplier engagement and leadership skills are creating the catalyst for change which 'when embraced and amplified' will result in more significant transformation. This transformation is not possible without digitalisation in tandem with strategy, talent and capability changes.



The procurement operating model shifts

“THE FUTURE PROCUREMENT OPERATING MODEL IS MAINLY DRIVEN BY PROVIDING SIMPLICITY, SPEED, AND VALUE TO CUSTOMERS, EMPLOYEES, VENDORS AND PARTNERS, ALL EMPOWERED BY INTELLIGENCE AND DIGITAL CHANNELS”

THERE IS A SHIFT IN the focus of procurement operating model design which has been amplified and accelerated by the global pandemic, wars and inflation. This shift for procurement is from a function focused on cost to one that now has additional, multiple objectives of agility, transparency, resilience, collaboration and social impact.

Everyone recognises this shift, 99% of companies plan to make changes to their operating model over the next three years. In 2020 and 2021, change has been thrust upon us all. In 2022 and beyond companies are owning the shift. In our research we have seen the procurement leaders outperform their peers through a focus on resilience and cost in the short-term. However to maintain this competitive advantage in the long term, they need to adopt a new digital-led operating model.

This new paradigm will be characterised by:

- **Organisations will become more fluid. Expect flatter, non-hierarchical structures and more**

shared services and project-based working.

- **Reimagining digital operating and service delivery models that reduce costs, increase business value, and enable organisations to do more with less. More intelligent automation and decision making.**
- **Leadership transparency and accountability will increase based both on legal requirements and workforce expectations and new norms.**
- **Vendors and partnerships shift to digitally-enabled collaborative, lean partnerships.**
- **The shift to a more sustainable procurement that moves from sustainability conversations and commitments to embedding of KPIs and investments showing return. Often only possible due to digitalisation.**
- **Digitalisation enabling procurement to help lead the business.**

New ways of working

DIGITAL TRANSFORMATION AND NEW WAYS OF WORKING WILL RESHAPE PROCUREMENT

Beyond building the right procuretech stack with tools, technology and infrastructure for successful digital transformation you also need the right environment, people and skills to manage and work with them.

DIGITAL PROCUREMENT LEADERS

Procurement leaders play a crucial role in future-proofing organisations, defining the ways of working needed in the future. Leaders embrace digitalisation of procurement and the digitalisation of management decisions and activities too. The automation of management tasks creates space for managers to build more human relationships with their employees and suppliers. It is estimated from studies, 65% of the tasks that a manager currently does have the potential to be automated by 2025.

CRITICAL SKILLS BUILDING

There's also a fundamental skills mismatch and deficit. Current role profiles don't match the skills required, and as digital innovation accelerates the talent gap will only widen. There should be less focus on roles and more focus on skills. Critical skills that procurement require are relationship management, leadership, agility and data skills ... all of which are transferable and all of which are also required from suppliers too. The ability to incubate ideas, work with suppliers that are the engine for future innovation – that requires a culture of soft skills, inquisitive problem solving and digital market awareness. From research conducted, as many as 25% more workers may need to switch occupations than before the pandemic and roughly half of them overall will need new, more advanced skills to move to occupations one or even two wage brackets higher.

With a focus on these skills procurement can position itself differently to drive business decisions – having meaningful conversations with both internal stakeholders and suppliers in the language of business rather than that of procurement.

HYBRID AND REMOTE WORK BECOME THE NORM

Flexibility around how, where, and when people work is no longer a differentiator, it's now table stakes. Companies will reinvent where work gets done as they formalise hybrid models of working. The tools that we use to work and collaborate remotely will become the tools that help measure and improve performance. Can procurement become natural leaders in this area as the core interface with suppliers and the supply chain?



“DIGITAL AND DATA-FIRST DELIVERY MODELS WILL BE ENABLED BY AGILE PROJECT TEAMS”

Digital Future of Procurement

NOW IS THE GREATEST TIME to be in procurement. The nearly two-year long pandemic disruption forged the profession into the breach, forcing us to work in new and innovative ways as we fought one fire after another. As such, we stepped into a much more visible and even appreciated role within the enterprise. In many cases, no longer being seen as the shadow budget control function meant to slow progress and keep costs low. Instead, we entered a new era to help solve the most pressing operational problems thrust upon us by COVID, a trend that continues with today's myriad of macro disruptions.

The last two years also brought another profound change to the function, the rapid acceleration and adoption of a digital way of working. In an almost 100% remote working environment digital tools and competencies became an operating imperative. As such, most historical ways of working needed to be changed. A trend that continues today. In fact, for most organisations the adoption of digital simply for working

remotely is giving way to a fundamental redefinition of procurement's OpModel based around a [digital first approach](#).

This digital first approach allows us to redefine every piece about how we do procurement. We are vastly simplifying overly convoluted and manual processes (often the result of poorly performing technology). We are employing the most sophisticated user experience technology to improve how our stakeholders, colleagues, and suppliers interact with us. And, the talent profile and competencies required are vastly changing.

The digital OpModel is being designed, piloted, and refined (in true agile fashion) as we speak. Despite our collective excitement and desire, this is an evolutionary journey that will take many years to complete. But, as we evolve we will continue to grow into a vibrant and mature strategic function. Or more simply, we will become the supplier value orchestrators of the enterprise.

“DESPITE OUR COLLECTIVE EXCITEMENT AND DESIRE, THIS IS AN EVOLUTIONARY JOURNEY THAT WILL TAKE MANY YEARS TO COMPLETE”



DR ELOUISE EPSTEIN
PARTNER, KEARNEY

New ways of working

What are organisations doing to improve digital ways of working?

1

Internal 'bottom-up' L&D that places procurement professionals as customers not simply recipients of training. Leaders in our research have been addressing this already. They have put in place L&D programmes, a culture of cross-team fertilisation that educate teams on how technologies actually work and demystify the natural concerns of procurement professionals.

2

Having non-procurement people as the 'game changers'. The procurement professionals of tomorrow could be the talented programmers, data experts and pioneers of AI. Procurement knowledge and processes can be learnt. Attracting the right mix of future talent will be mission critical.

3

Being creative about talent acquisition and talent management strategies to secure the niche, in-demand skills you need to succeed. Invest in upskilling and reskilling. Invest in people not jobs.

4

Working in a cross-functional manner and building self-service channels – allowing organisations to stop or streamline activities.

5

Shift to digital remote office operations and services.

6

Move from collaborative platforms to also include more digital performance management of suppliers.

7

Gen Z, millennials, 'everyone' is emphatically more socially conscious, and placing a greater emphasis on ESG and procurement's role in sustainability. Procurement has the potential – working on reducing carbon emissions, addressing gross exploitation of labour, biodegradable packaging – working with digital tools and suppliers that are at the forefront of the ESG agenda.



Future operating models in procurement will lead on sustainability issues, empowering talent, and investing in that talent with the skills required to flourish and take advantage of digitalisation. Procurement has a unique proposition compared to other functions - more outward facing as well as interacting with every part of an organisation - digitisation should act as a huge catalyst and incentive to attract and keep the best talent.

Leaders now and in the future

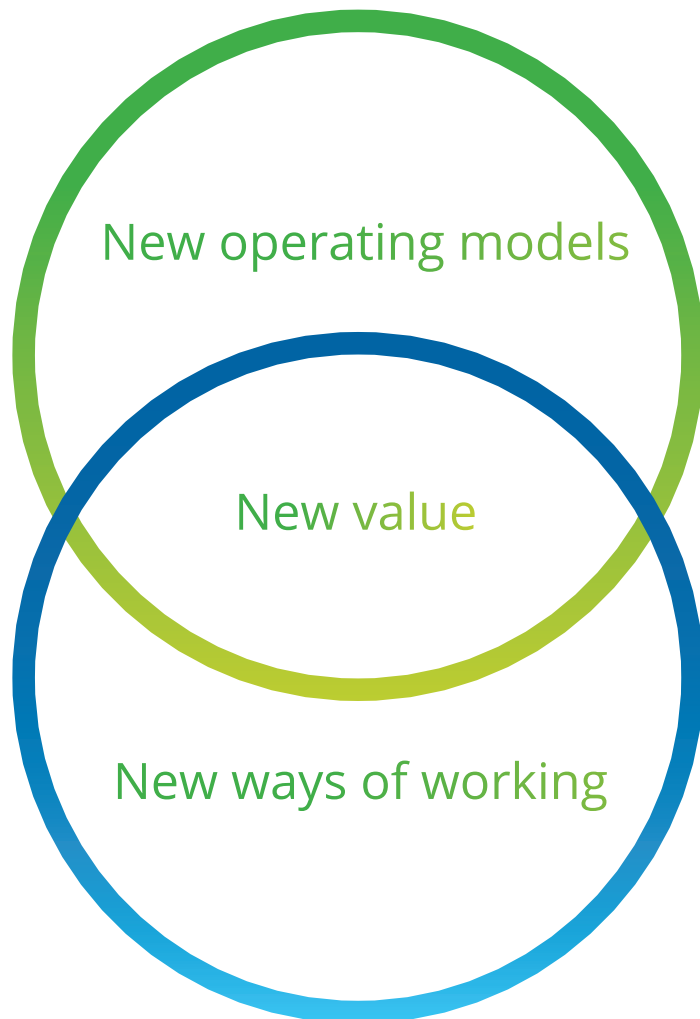
AS PART OF OUR RESEARCH we have identified a cohort of procurement leaders that are outperforming their peers. These digital procurement leaders are both focused on current economic and supply chain challenges as well as continuing to evolve their procurement operating models. Critical to this are the development of leadership styles and digital skills as well as dedicated digital and data teams. Beyond the successful digitalisation of transactional supplier management activities, leaders are now integrating sourcing processes to improve performance and visibility.

Procurement leaders provide 'guidance' for digital transformation, every company should have their own dynamic digital procurement strategy and roadmap to navigate their digital evolution.

Leading organisations typically...

- 1** See optimising cost and cash flow, plus improving compliance and risk as key drivers to digitalise. They are 100% in tune with current market and able to act accordingly.
 - 2** Will be making changes to their procurement operating model over the next three years. They accept that the operating model is in a permanent state of evolution.
 - 3** Are building dedicated digital and data teams.
 - 4** Will integrate suppliers more to improve supply chain visibility.
 - 5** Believe leadership styles and digital skills need to change and significantly improve.
 - 6** Have digitally enabled supplier onboarding, invoicing, payments and financing solutions.
 - 7** Find the largest challenges to implementing digital is the level of overall organisational support and required training.
 - 8** Have significantly improved their reduction of value leakage.
- 

Creating new value



MOST ORGANISATIONS FORESEE A TRANSFORMATION in their procurement operating model over the next three years, with two thirds stating that this will involve digitalisation. These transformations need to deploy multiple strategies and initiatives to be successful from shared service and self service to business partnering and digitalisation. Where current levels of digitisation are relatively low, digital transformation, accompanied by mindset changes and new ways of working, will result in significant new value being delivered by procurement to the business.

New operating models

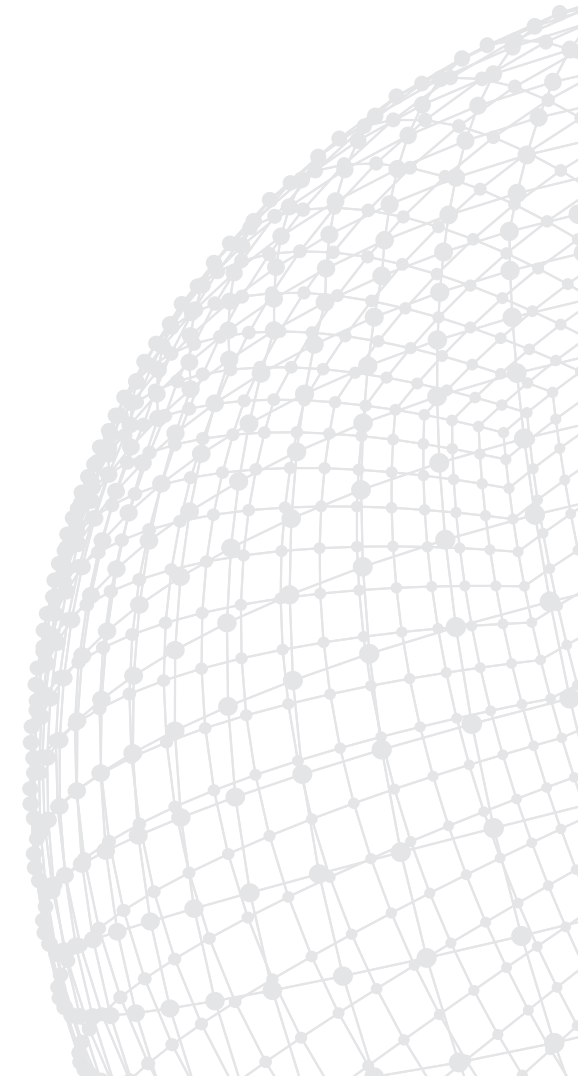
- Relationship management focused
- Supplier centricity and collaboration
- Business and supplier self service
- Outsource transactional work
- Digital and data capability
- Flatter organisation

New value

- Greater execution speed
- Impactful business leadership
- ROI on digital
- User experience and adoption

New ways of working

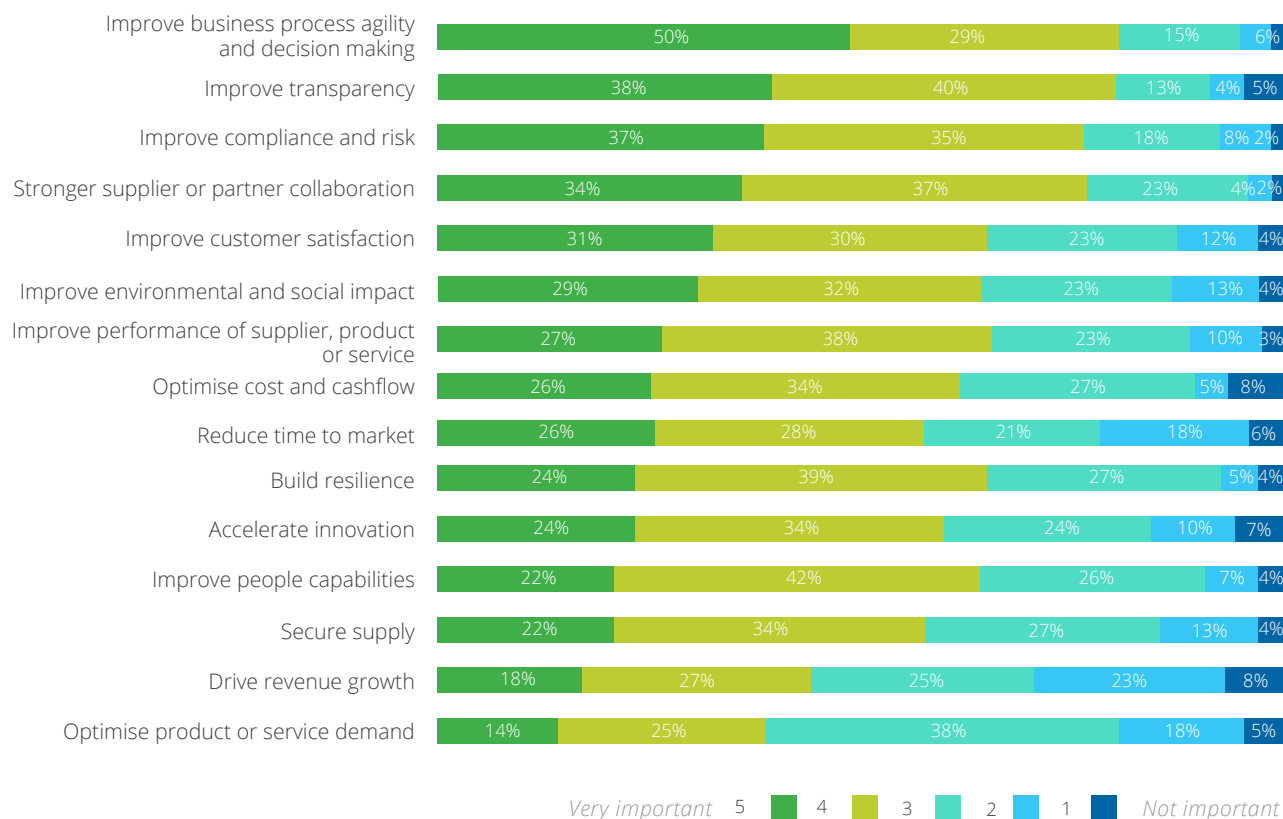
- Digital leadership mindset and skills
- Agile cross functional working
- Supplier management digitally enabled
- From mature solutions e.g. P2P to greater automation and predictive technology
- Real time and forward looking data



Digitalisation drivers

Agility, decision making, risk and collaboration drive the digitisation of procurement

Procurement digitalisation drivers



Source: ProcureTech

65% of companies see digitalisation as being important to achieve their company and procurement objectives.

The key drivers for this digitalisation are **process agility and decision making** (79%), **transparency, compliance and risk** (78%), and **supplier or partner collaboration** (70%). Leaders see optimising cost and cash flow as well as improving compliance and risk as key drivers to digitalise, priorities that mirror the current 2022 global challenges.

Whilst we are living in post pandemic times and in the middle of supply chain shortages, digitalisation to help **secure supply, is not seen as significant driver**. Immediate issues have been addressed through the application of corporate and supplier talent. We would anticipate that this will change in the next 12-18 months through the introduction of new digital solutions to help solve these issues.

For large companies, with over 5,000 people, the digital drivers **are focused on increased decision agility and risk compliance**, whereas for smaller companies, less than 200 people, the drivers were stronger supplier or partner collaboration and improved transparency.

Driving revenue growth and optimising product/ service demand were also evaluated as relatively low reasons to digitise. For future leaders addressing demand management will increase the importance of optimising product or services demand through greater access to data and application of digitalisation.

Future procurement operating models

Universally, procurement's operating models will change over the next three years.

Procurement's expanding remit and responsibility, combined with the level of technology change, geo-political and economic turbulence are increasing the need for change exponentially. All procurement teams are adapting to this, and leaders are proactively changing their operating models to meet end customer needs as well engaging the business, the procurement teams and suppliers.

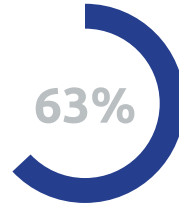
Cross-functional working is seen as being more likely than unlikely and this is extended to the **integration of suppliers into the procurement ecosystem.**

This will grant better visibility which is advantageous for the digitisation process.

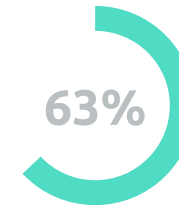
With such a significant expectation of change, procurement teams have to have clarity on their objectives, strategy and plan for change. A change that typically takes years that companies need today.



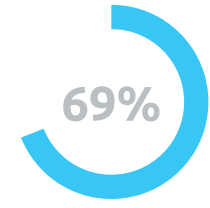
See relative or significant change to the operating model in the future.



Believe it is likely or highly likely that the role of procurement itself, will be changed by digitalisation in the next three years.

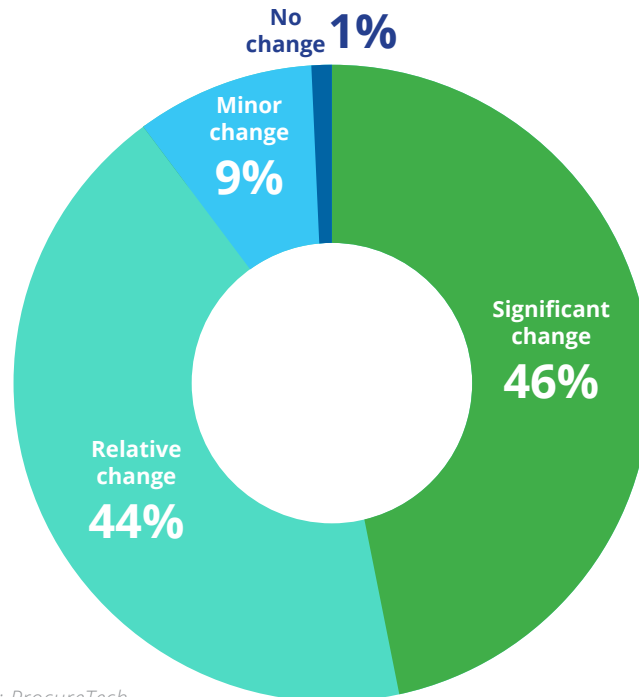


Have re-purposed objectives to reflect new ways of working and building an agile organisation.

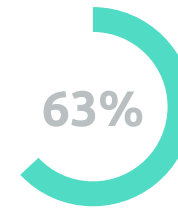


State that it is very likely that digitisation will drive a closer relationship between procurement and suppliers.

Future procurement operating model changes over next three years



Source: ProcureTech



Believe it is likely or very likely procurement capabilities and processes, combined with governance, will become seamless and transparent.



Believe it is likely or very likely procurement will still exist to concentrate on pareto spend and suppliers (top 20% by value) – tail spend managed separately, automated or outsourced.



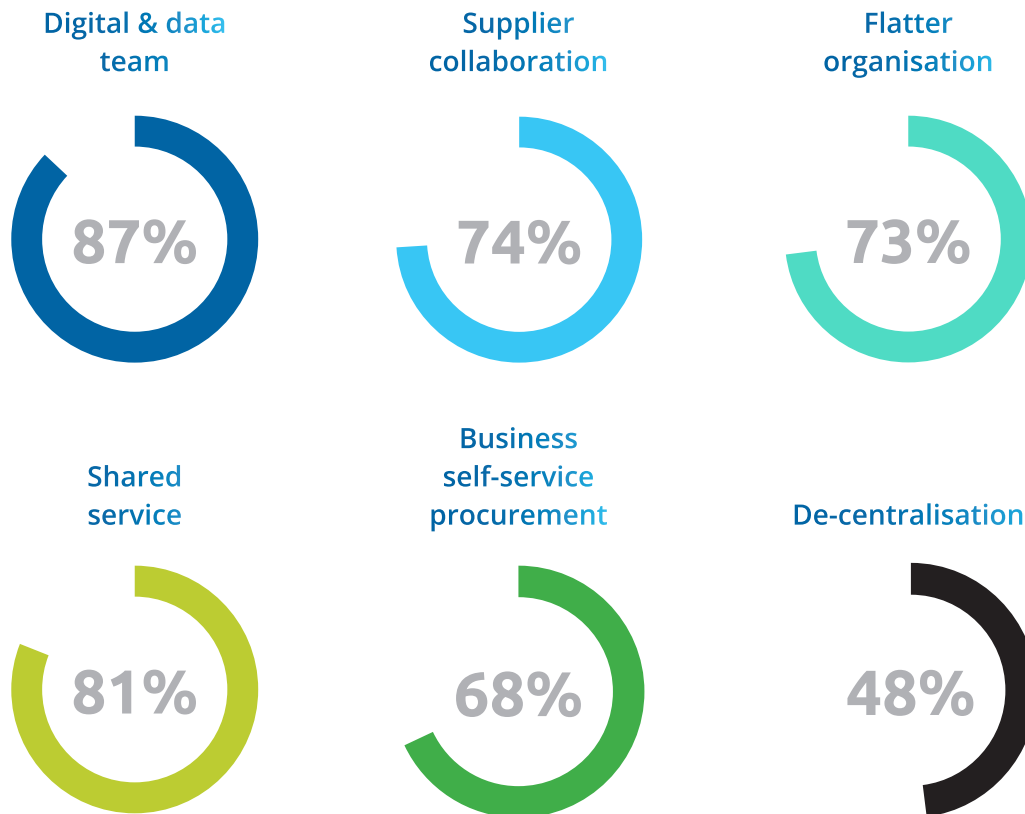
Believe that procurement will focus purely on relationships and that stakeholders with 'self-service' and procurement processes will be extensively automated.



Stated there will be no change to the procurement operating model over the next three years.

Procurement organisation of the future

Digital impact on procurement function shape



Source: ProcureTech

Two thirds of companies state that digitalisation will impact their operating models. Building digital, data and analytics teams (87%), shared service capability (81%) and supplier collaboration (74%) will drive the most significant impact on the procurement function shape for all procurement functions, irrespective of company size or sector.

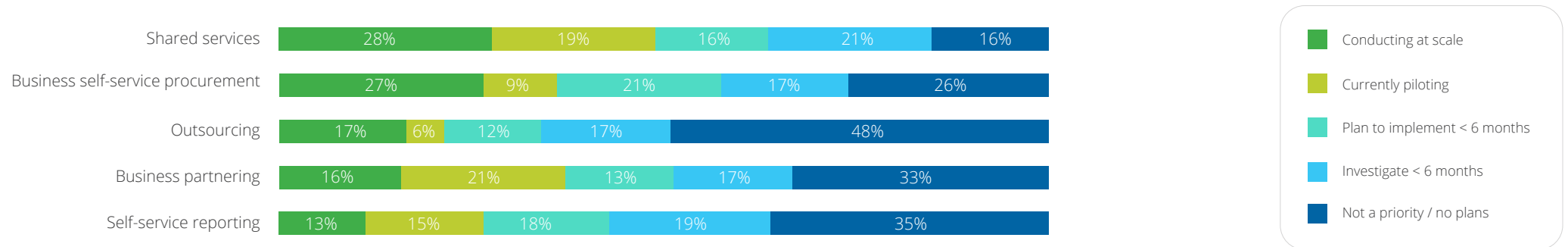
Digitalisation will continue to **increase business self-service** (68%), **enable the decentralisation** of procurement (48%) and the **creation of flatter organisations** (73%), all typically aligned with overall corporate structures. This will increase speed of decision making and execution whilst allowing procurement to **shift focus on to high priority initiatives and relationships**.

All leading procurement teams believe digitalisation will impact their procurement function over the next three years, in particular leaders believe one of the largest impacts of digitalisation in procurement will be the building of digital and data teams.

23% of respondent state that digitalisation will have no real impact on the operating model in the next three years, indicating that for a few organisations the anticipated changes will be focused first on organisational, talent and governance changes.

Value enabling strategies

Strategies to increase the value of procurement work



Source: ProcureTech

Beyond digitalisation, companies are typically implementing multiple strategies in order to increase the value of procurement work being completed. 54% of companies are conducting four or more strategies; and 76% of companies are conducting three or more strategies.

There is little discernible difference between large and small companies and

how they are deploying value enabling strategies.

47% of organisations are piloting or **conducting at scale shared service** capability for operational processes / transactional spend - only 16% stating it is not a priority. Typically, this is deployed as either centres of excellence or a cross company capability.

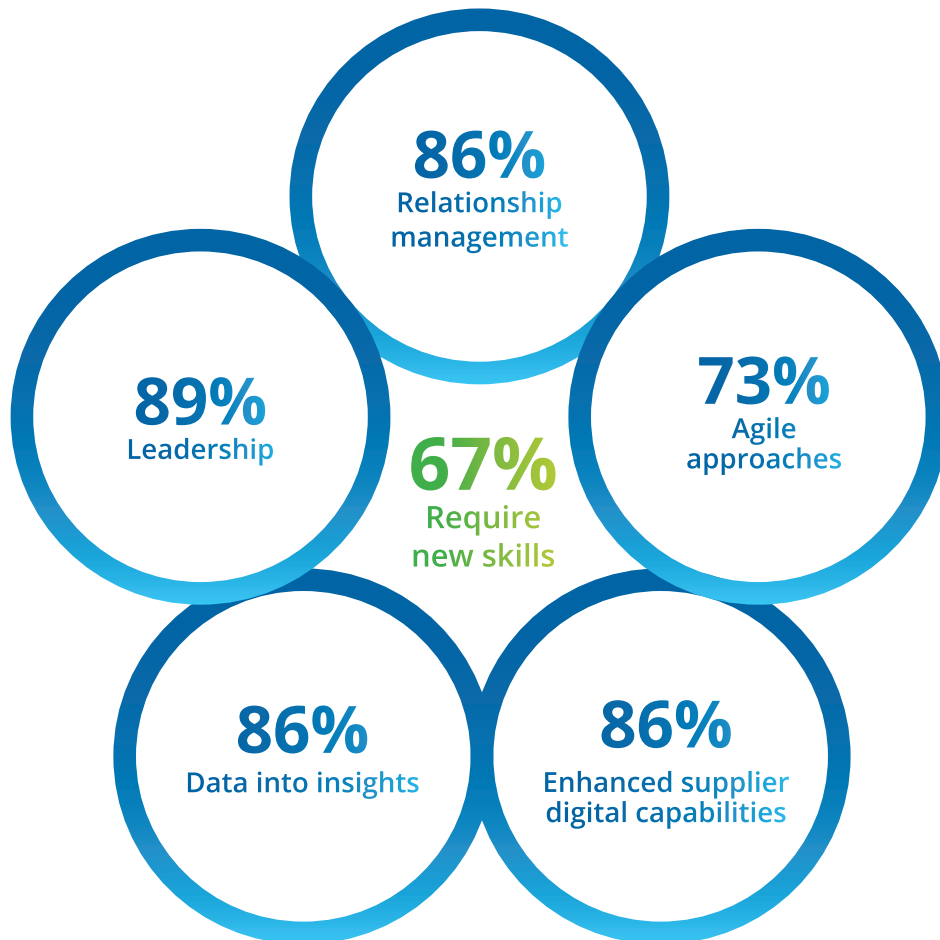
50% of organisations aim to move to a **business procurement centric** organisation acting as advisors and business partners versus executing transactional processes.

Outsourcing continues to be an option for a fifth of companies, which has slowly edged up over the last decade as needs have become clearer and there has been a strengthening of out-tasking and outsourcing options.

At a sector level, Technology companies have a significant focus on creating shared service capability for operational processes / transactional spend e.g. reporting, new vendor requests. Financial Services are focussing more on moving to a business centric organisation acting as advisors versus executing processes.

Digital work in the future

Required skills over the next three years



Source: ProcureTech

Shifts in operating models will be matched by significant shifts in the skills of procurement teams.

67% of organisations believe that they will need new skills to deploy within the new operating models.

The **critical skills include leadership (89%), relationship management (86%) and data intelligence (86%)**. The procurement leaders strongly agree that in terms of the future skills of procurement, leadership styles and digital skills will need to change and significantly improve.

Turning data into insights (86%) was seen as an imperative which, in turn, will require more application of decision intelligence which is emerging rapidly as a digital skill often also embedded within digital solutions.

Suppliers have a key role to play in improving their digital capabilities

to support the overall organisation with 86% of respondents stating this to be important. This will be one of the biggest challenges that procurement faces as digitalisation increases throughout the supply chain and

suppliers in turn need to increase their digital and data capabilities.

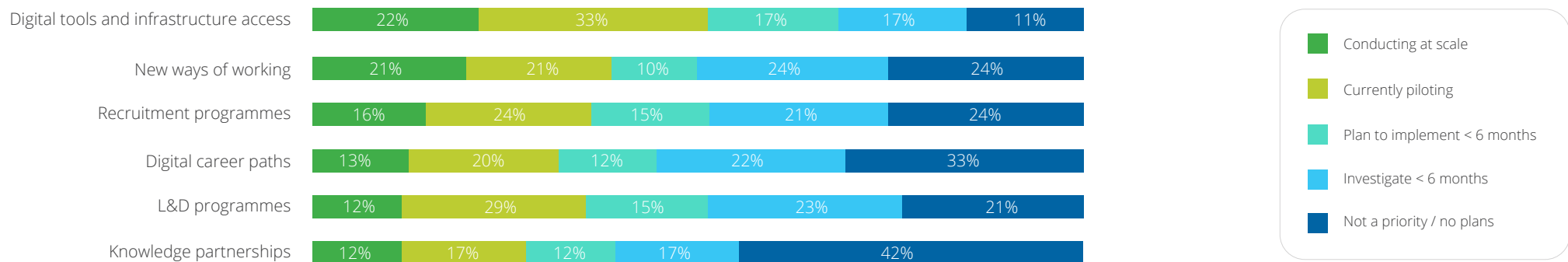
General business skills that focus more on managing strategic supplier partnerships and relationship management skills that focus on collaboration are required. This means having much more broad-based business skills, ranging from financial acumen for developing business cases to working collaboratively with suppliers to reduce risks.

The pandemic accelerated the adoption of many new ways of working including agile approaches and remote working which are set to prevail in the new world. For many companies **this requires new objectives and a fundamental rethink, redesign and digitalisation of procurement processes**. 63% have re-purposed objectives to reflect new ways of working and building an agile organisation

To deliver this, organisations plan to deploy the optimal mix of **building in-house capability (68%) and external capability (60%)**. As part of building the required skills of the future organisation, 44% of companies will also recruit non-procurement people.

Maximising capability & talent

Approaches to maximise digital capability and talent



Source: ProcureTech

Given the continued war on talent, and the need for procurement to deliver more it will be increasingly **imperative for procurement organisations to invest in the digital capability of their teams.**

In order to maximise digital capabilities, organisations are deploying a number of approaches. With only 40% of organisations currently piloting or already at scale with these approaches there is clearly significantly more to be done.

The primary approach to maximising digital capability and talent is

increased access to digital tools and infrastructure, with 55% of organisations piloting or have already implemented at scale. Using AI and automation to digitalise outdated analogue processes frees up time for the workforce to focus on more human tasks such as problem-solving, supplier collaboration and product innovation.

Encouragingly 42% are also deploying new ways of working e.g. agile / waterfall methodologies, sprints, virtual, hackathons.

Approximately **a third of organisations are creating specific digital career**

paths, learning and development (L&D) programmes, and are actively looking to recruit for digital focussed roles right now. For learning and development programmes, 49% have digitalisation in their personal development plans and objectives. We would anticipate that all these approaches will increase in application as the need for data analytics, AI, implementation roles grow.

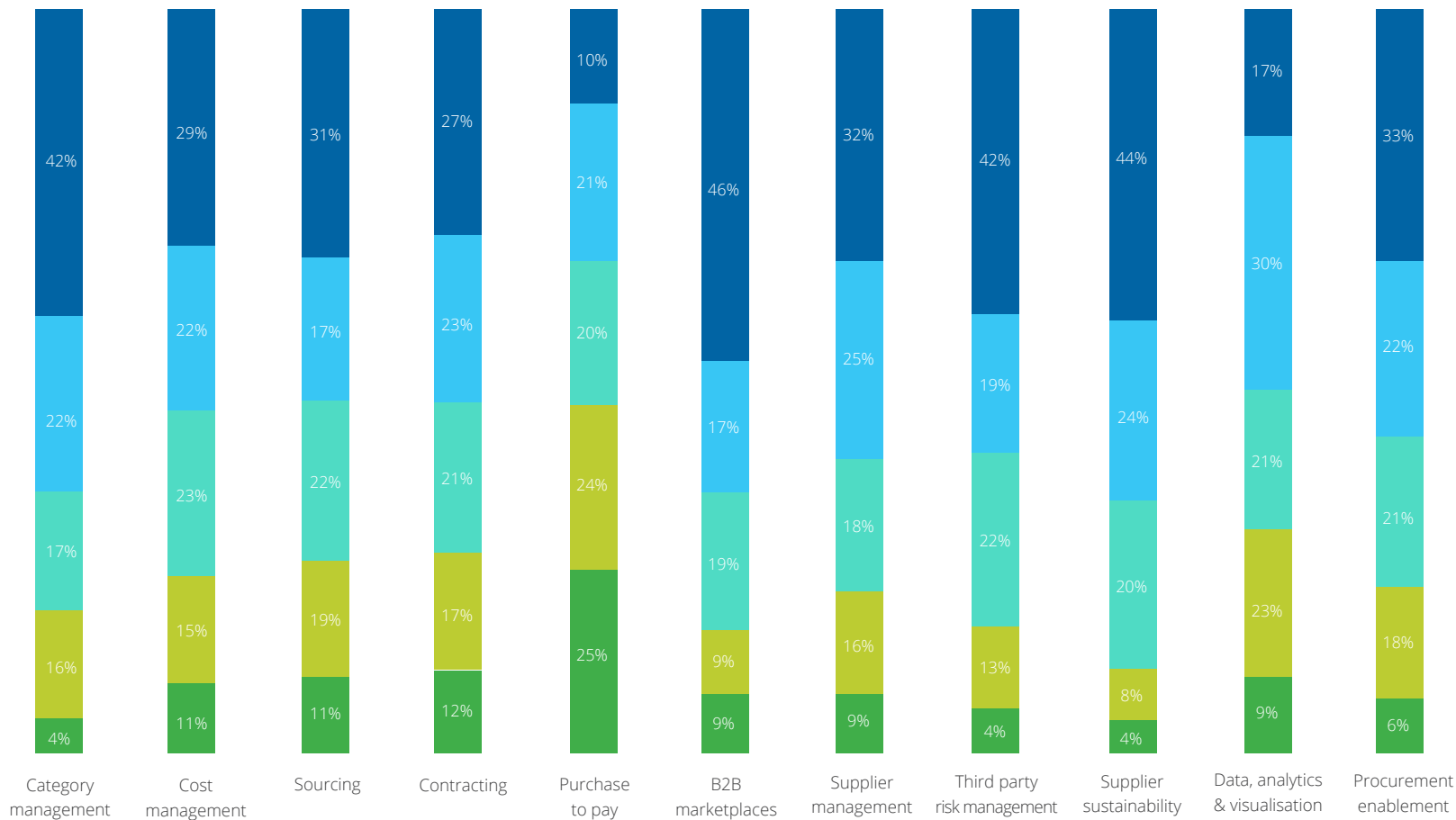
Relatively few organisations are partnering now with universities or think tanks to build digital capability - this may be an area of

differentiation for leading companies in the future.

Innovative digital technology solves challenges, enabling companies to scale quickly and take advantage of fast-changing markets without having to recruit large numbers of new employees. At the same time, **cutting-edge platforms and solutions can also help attract the cream of today's workforce**, which expects a seamless, consumer-like experience in their professional as well as personal life.

Procurement process digitalisation

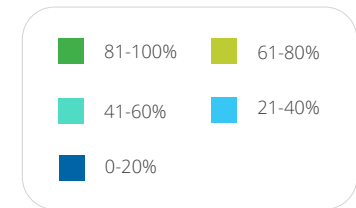
Current automation levels by capability



Overall digitalisation of procurement process appears to be very low. On average only 10% of respondents had processes 81-100% automated.

Automation of purchase to pay (P2P) remains the main priority for many organisations, however a third of organisations have low / no P2P adoption at all. **Procurement leaders focus on this area, where 70% of their P2P processes are automated** As expected sourcing, cost and contract management have the next highest level of automation, albeit at much lower levels than P2P. It is also positive to see the utilisation of B2B Marketplaces by procurement too, typically for specialised industry or category solutions.

Levels of automation



Procurement process digitalisation

Many organisations have data, analytics and visualisation tools in place, driven by the increasing organisational need to understand and act on data. In addition, the supply of digital solutions has increased in this area together with typically strong ROI. 74% of survey respondents state that **'everything we do and report must be based on having data that is insightful and valuable to our customers'**.

The digital enablement of procurement's 'back office' eg resource planning, initiative planning, communication and collaboration is also increasing either through the use of niche procurement solutions or cross company solutions too.

Supplier management, third party risk management and supplier sustainability all have relatively low levels of automation. Based on current focus on security of supply, resilience and the increase in legislation we anticipate an increase in the level of automation in the risk management domain. Fundamentally, companies will not be able to address risk through the supply chain at scale and speed without the application of technology. This is also true in the sustainability domain with advanced and multiple technologies being combined to solve sustainability challenges that couldn't be solved before.

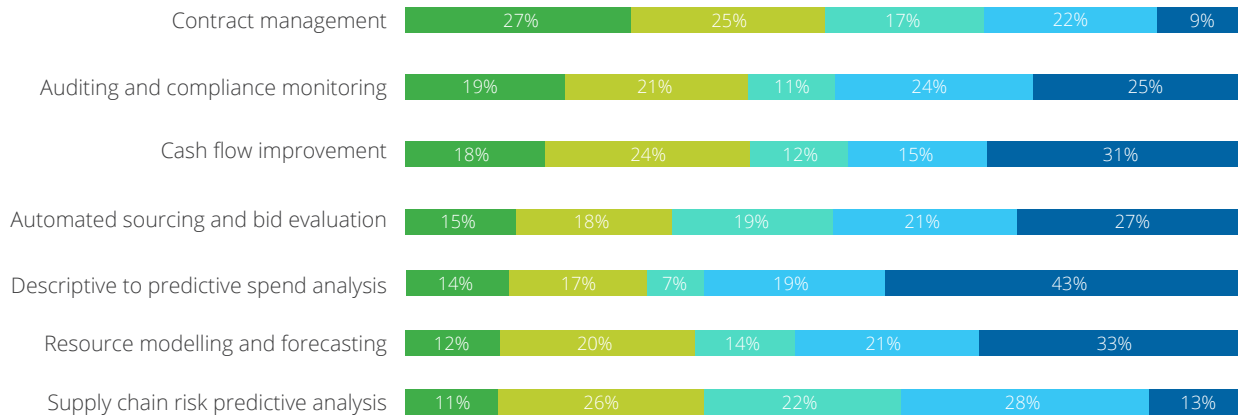
Manufacturing and Mining have the highest levels of automation across industries with Retail being the lowest. There appears to be little difference in the levels of automation across large and small companies.



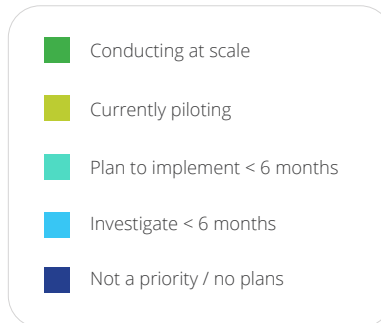
Investing in data and intelligence



Future capability investment areas



Source: ProcureTech



Whilst overall levels of analytics being applied at scale is low there are significant levels of data activity from pilots to plans and investigations over the next six months which will create an expected surge in data and intelligence capability.

Companies are currently focused on contract management analytics, with over 50% either operating at scale or piloting solutions.

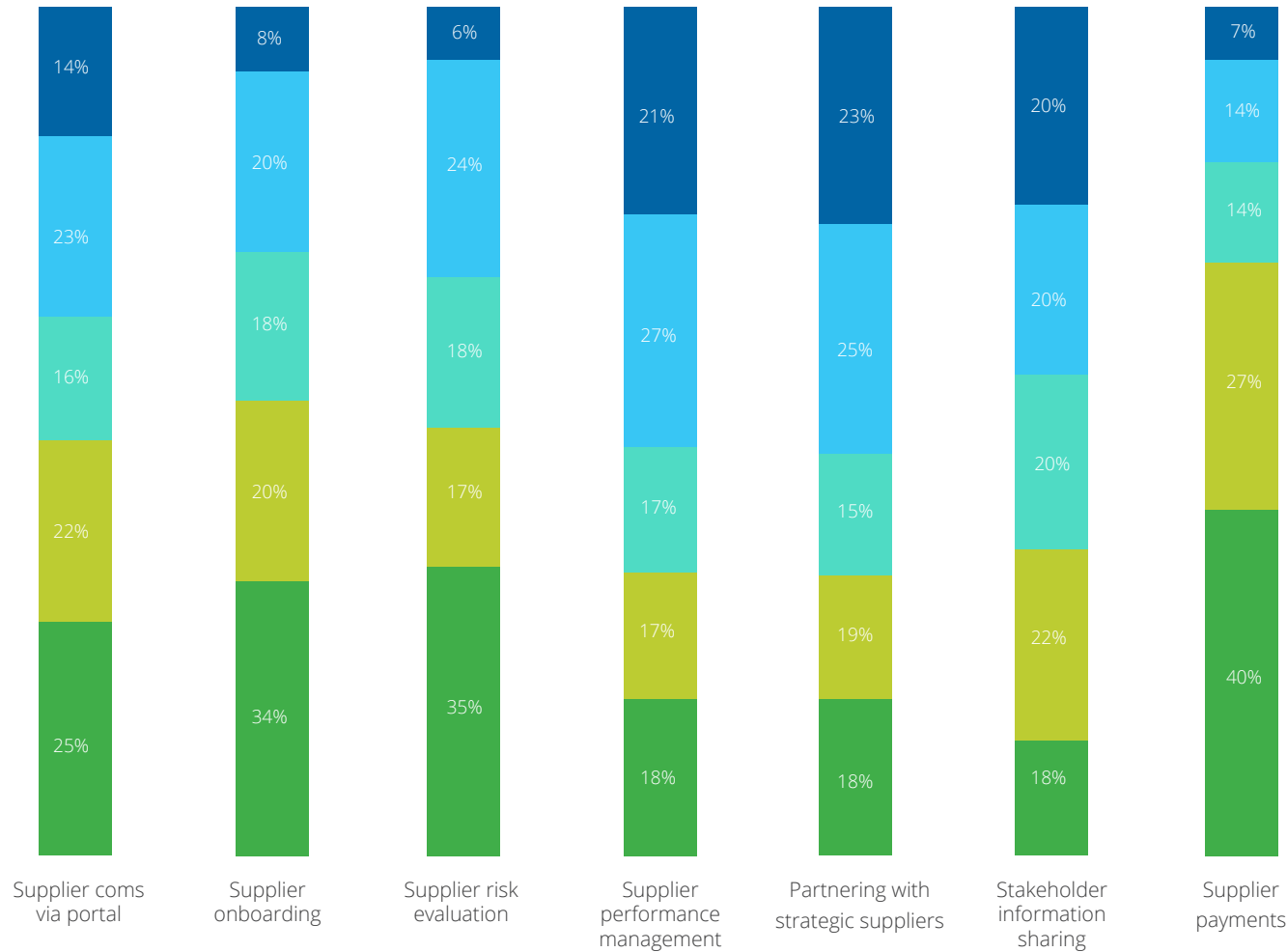
There are high levels of activity across auditing, compliance, cash flow, sourcing and resource management which will lead to increased future application of data solutions. This is most extreme in supply chain risk predictive analysis with the lowest level of current application at scale (11%) and with 76% of companies currently looking into more capabilities.

We would expect this growth and investment in predictive capabilities to extend into spend analytics too.

There is no such thing as the right capability to invest in - it depends on individual company strategic needs and importance. From here companies are exploring a variety of different data and intelligence capabilities to invest in.

Digital supplier management

Supplier management digitalisation priorities



Source: ProcureTech

■ Conducting at scale
 ■ Currently piloting
 ■ Plan to implement < 6 months
 ■ Investigate < 6 months
 ■ Not a priority / no plans

Supplier management has been emphasised strongly by organisations as being a critical enabler within the operating model to improve overall performance. Whilst digitalisation levels are still relatively low (47%), as with data / intelligence, there are significant activities in flight over the next six months which should lead to higher digitalisation of supplier management.

Across the supplier management process organisations have **prioritised the digitisation of business critical functionality first. 67% of survey respondents have supplier invoicing, payments and financing solutions digitally enabled** at scale or being piloted, with a further 28% evaluating solutions. This reflects the maturity and transactional nature of supplier payments technology and enablement.

Next organisations have digitalised supplier enablement (54%) and supplier risk management (52%).

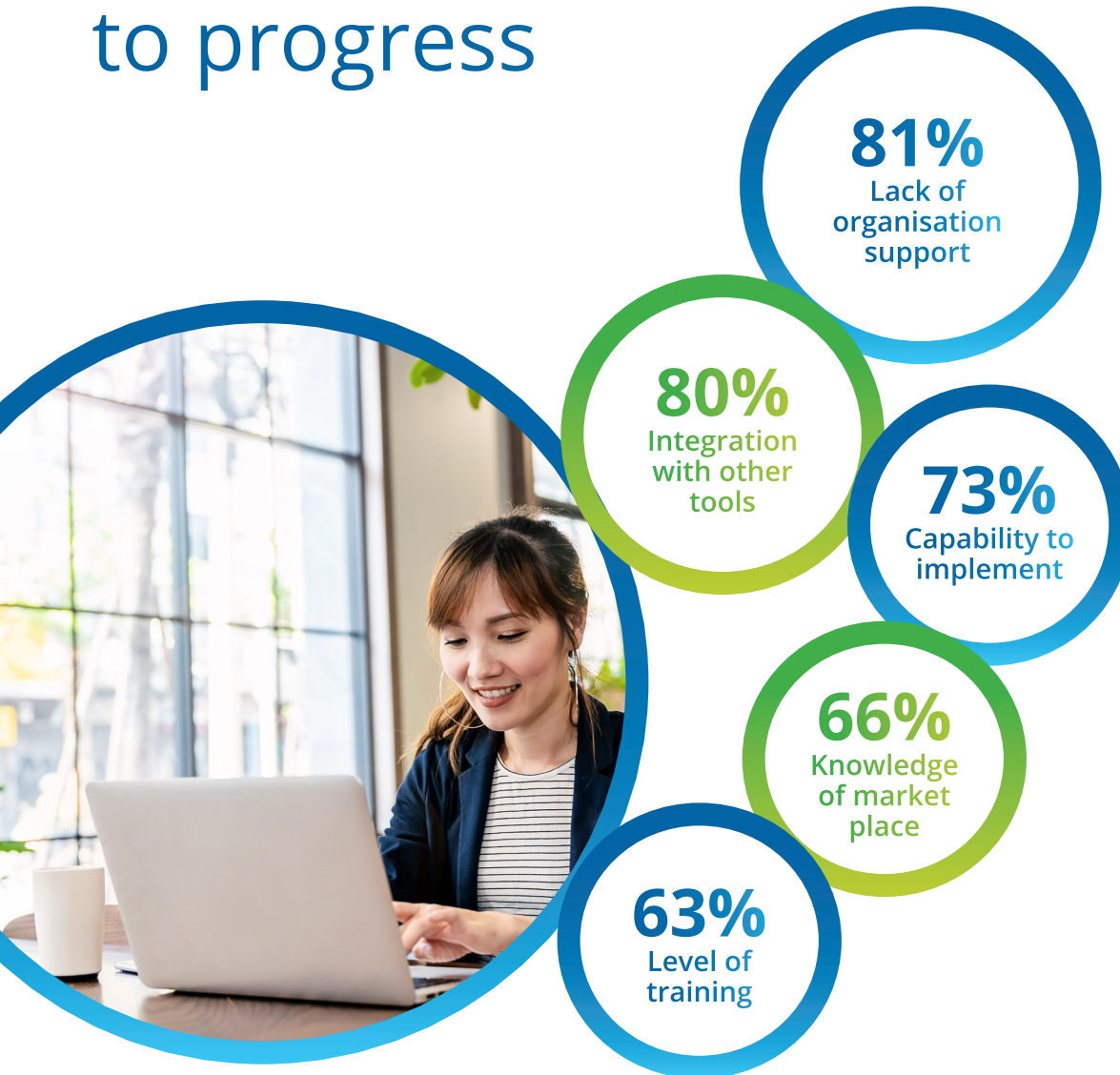
Leading procurement organisations have focused on digitally enabling core supplier management processes of supplier onboarding, invoicing, payments and financing.

The most significant opportunity is to increase supplier management across communications, collaboration and performance areas. This is emphasised by the low level of digitalisation at scale in information sharing (18%) and supplier performance management (18%).

Overall, **larger companies are much further ahead when it comes to supplier collaboration**, for example partnering with strategic suppliers to incubate innovative ideas to accelerate digital adoption.

Fundamentally, there is much to gain by suppliers and corporates to pursue digitalisation, namely to create capacity and accelerate innovation.

Digitalisation challenges to progress



Source: ProcureTech

Despite having positive business support for the digitalisation of procurement, **81% still believe the level of overall organisation support to implement is critical** for digital implementation. This indicates a need to engage further across the organisation.

As organisations increasingly look for universal supplier records, data trust and transparency as well as process efficiency, **80% of organisations believe the integration with other tools is critical** to progress digitalisation.

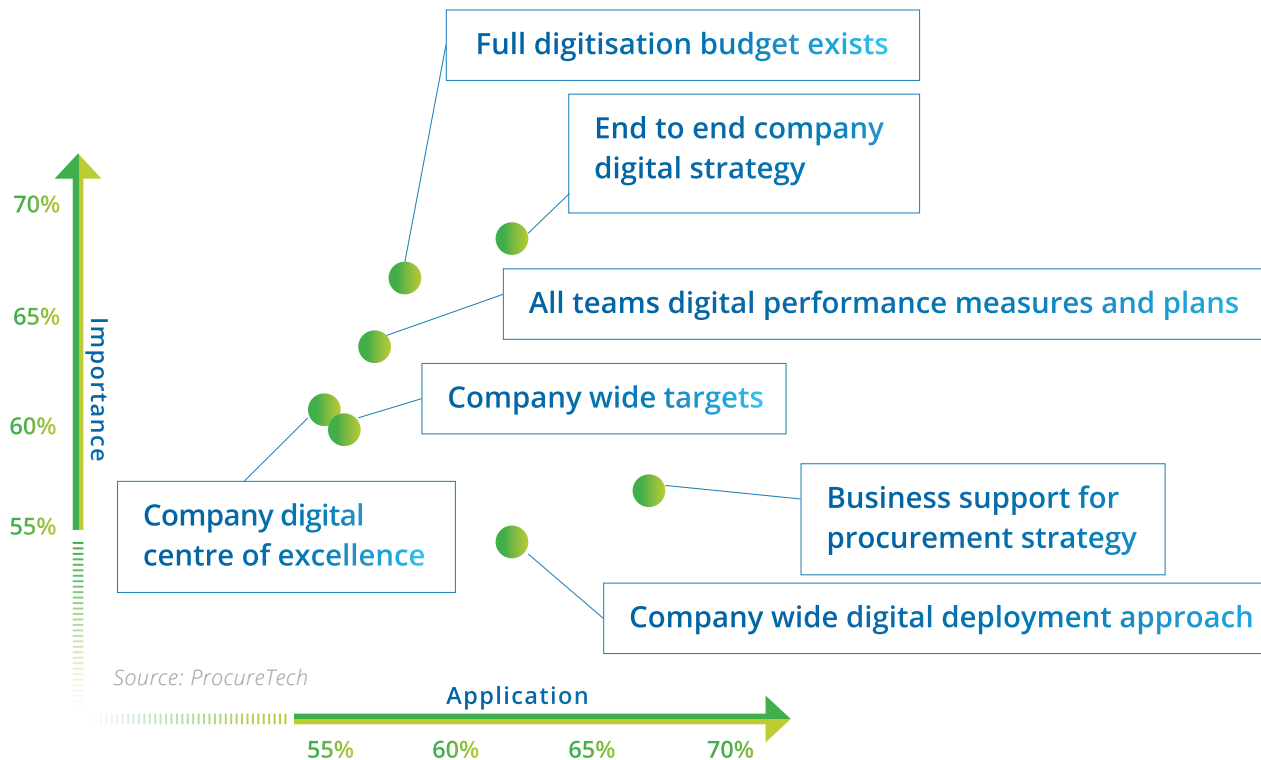
73% of respondents believe the capability to implement, whether in-house or bought, is critical to further digital implementation. This lack of capability is compounded by challenges for 63% with the level of training.

With **66% citing knowledge of the digital procurement marketplace as a challenge** this will further amplify implementation and integration challenges as companies potentially choose sub-optimal solutions. For example, choosing solutions that can't integrate out-of-the-box or that require significant training or expertise to build and run.

From business engagement to digital procurement roadmap creation and capability acquisition, as digitalisation continues to ramp up, organisations must also ramp up activity to address these challenges.

Company enablers for procurement digitalisation

Company wide enablers for procurement digitalisation



Whilst company wide strategy and objectives shape procurement's digitalisation there is no one critical enabler to make this happen. Indeed, **the overall importance and application of company wide enablers is lower than would be expected.**

The existence of an end to end company digital strategy together with a full digitalisation budget are seen as being most important to success. Work needs to be done to implement these enablers.

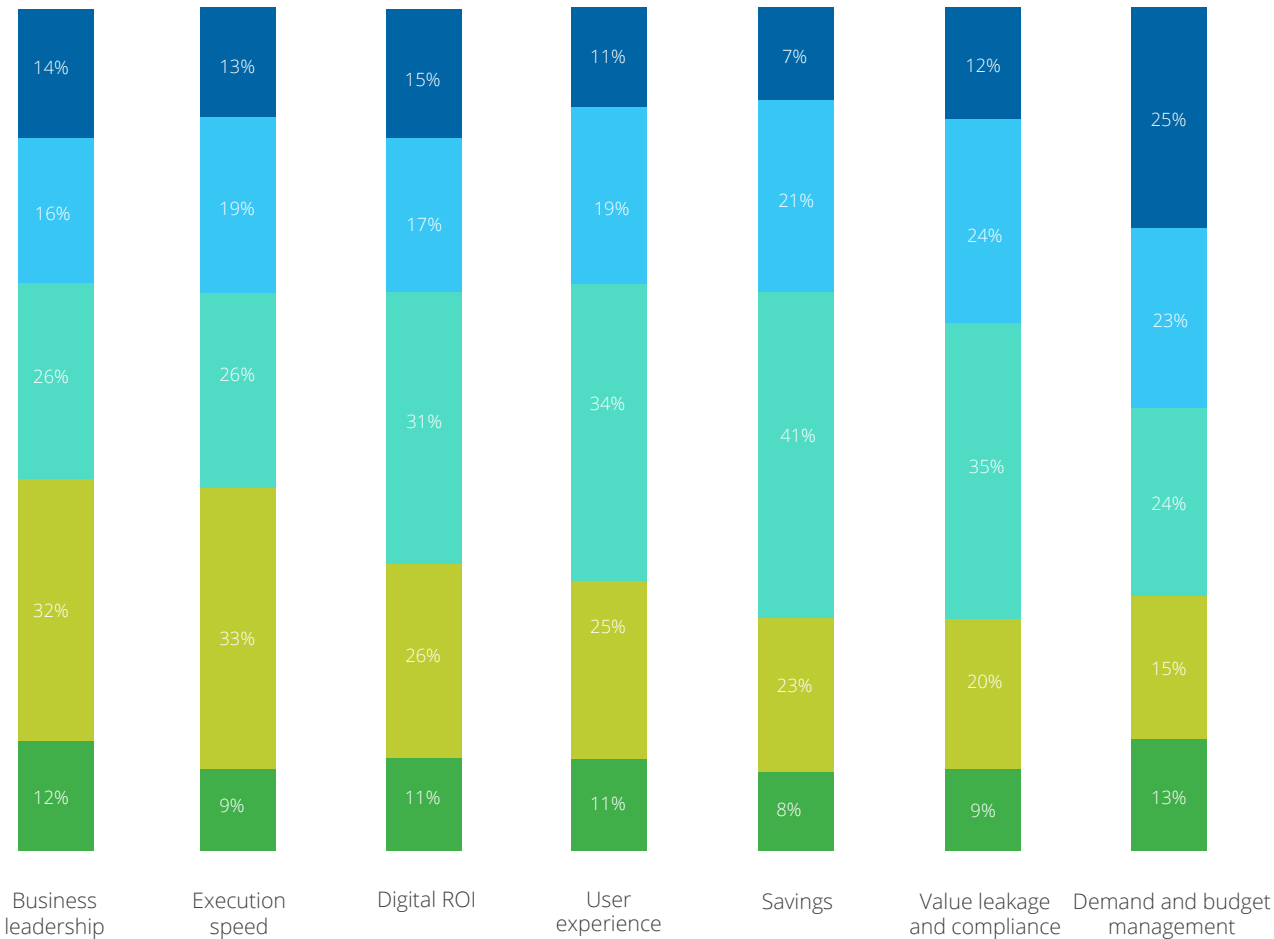
Procurement currently has positive business support for its digital strategy together with company wide digital deployment.

The lowest rated enabler was digital resourcing being provided by a company wide centre of excellence model.

Digital procurement leaders are driving change as a function independent of company wide initiatives and activities.

Digital procurement performance improvements

Procurement performance improvement through digitalisation



Source: ProcureTech

Very high High Medium Low Zero

Digitalisation of procurement is delivering tangible benefits and value across multiple business areas, for companies of all sizes, across all industries

43% highlight execution speed and business leadership as having high / very high performance.

Execution speed has increased throughout the source to pay process through digitalisation and increased business self-service. Procurement leaders have greater credibility with business stakeholders due to digital adoption providing increased efficiency, stronger intelligence and improved results.

User experience improvement is also strong

which is critical for adoption and ultimately also positively impacting on business engagement too.

Only 7% of companies didn't benefit from the adoption of digital

to deliver improved savings performance through the identification and delivery of opportunities.

Whilst value leakage and compliance improvement eg through channel strategies, contract term analysis and reporting delivers lower benefits that other benefit types, procurement leaders have found digital adoption has significantly enhanced their reduction of value leakage.

13% that are using predictive tools, data science and agile working to influence business budget cycles and demand management are gaining very high improvements, however, over a quarter of companies are not activating this lever fully yet indicating potential opportunity.

Importantly, overall **Return on Investment (ROI) on digital is also positive for the majority of organisations. In addition, with digitalisation levels across procurement still low the potential for improved speed, engagement, compliance and savings performance is significant.**

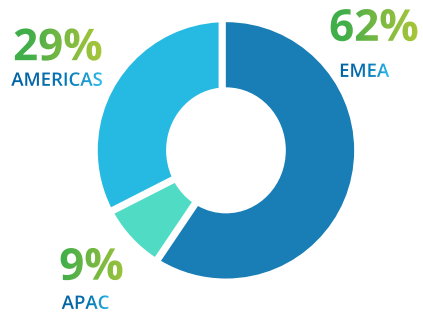
Manifesto for Change

The [procurement operating model](#) should be aligned with a company's overall strategy, organisation and culture. Every operating model should start with stakeholder engagement and experience first, and how structures will help facilitate the optimal relationship that drives value. Key changes should include:

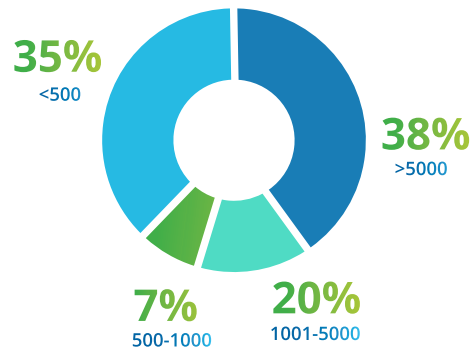
- 1** Identify and unleash more procurement leaders with a digital mindset and capability.
 - 2** Commit to a full digital procurement transformation to realise the full impact of digital performance improvement. Digitalisation enables procurement to expand its ambition and achievements.
 - 3** Create a dynamic digital procurement strategy, roadmap and digital ecosystem.
 - 4** Implement exceptional cross-functional user experiences.
 - 5** Accelerate the digitalisation of supplier management from collaboration and innovation to performance and resilience.
 - 6** Adopt digital first delivery models and agile project teams.
 - 7** Build a step-change in digital and data talent capacity, skills and new agile ways of working.
 - 8** Embrace digital AND data, process automation, integration and decision intelligence. Focus continually on the ROI.
- 

Survey Profile

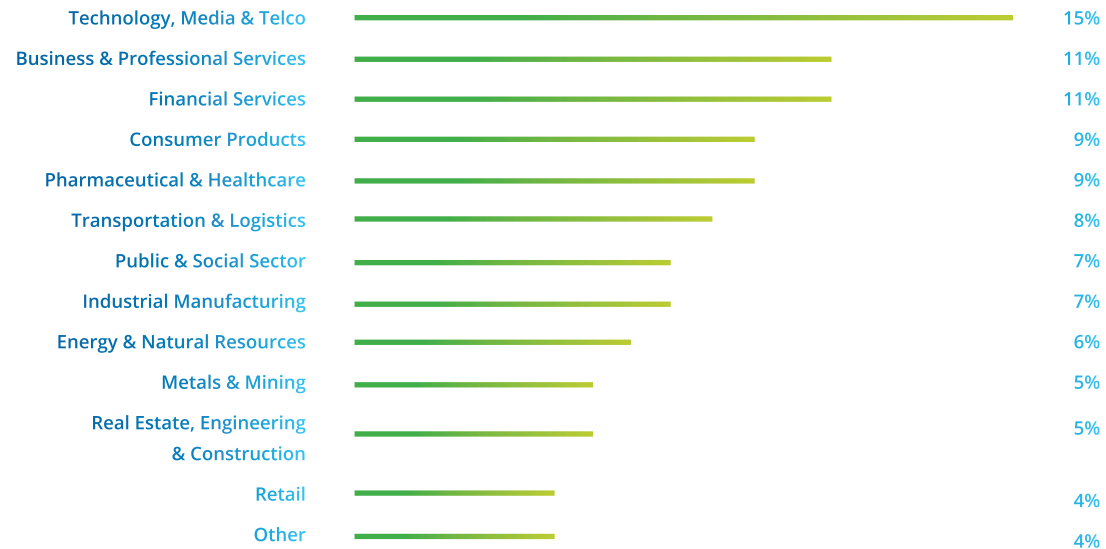
Respondents by region



Respondents by size (employees)



Respondents by industry



About

Globality

Globality is the world's only AI-powered Platform and Marketplace for B2B services, transforming the way global companies connect with the best suppliers across every service category.

Our Platform replaces the archaic analog RFX process, efficiently and effectively scoping needs, managing demand, matching companies with outstanding suppliers that meet their specific service needs and cutting the sourcing process from months to hours while delivering savings of 20% or more.

Our AI advisor "Glo" uses natural language processing to extract an accurate requirement description from the user's intent and needs. The Platform then uses algorithms to predict the best fit suppliers, based on qualitative and quantitative merit measures from our customers' preferred supplier list or Globality's broader marketplace of diverse, highly vetted, and sustainable suppliers.

Globality was co-founded by Joel Hyatt and Lior Delgo in 2015 and has offices in San Francisco and London.

Contact us

For more information visit www.globality.com

ProcureTech

At ProcureTech we are on a mission to accelerate and amplify the digital future of procurement.

Solving the most pressing social, environmental and economic challenges for our customers globally requires new thinking and a new platform for procurement leaders, entrepreneurs and the procuretech ecosystem.

ProcureTech catalyses digital procurement transformation through our proprietary platform of digital procurement solutions, intelligence, approaches and experts. We shift procurement performance through the design and implementation of digital procurement blueprints, procuretech stacks and road maps, that incorporate the dynamic, data-driven insights from 1,000s of digital procurement solutions.

Our approach includes the ProcureTech ACCELERATOR and SCOUT solutions, which match leading corporates with innovative digital procurement solutions to co-create and deliver smarter successful digital partnerships. ProcureTech is also home to the ProcureTech100. Curated annually with Kearney, the ProcureTech100 are the 100 pioneering digital procurement solutions super charging the enterprise.

The ProcureTech platform is the one place that unites and energises the whole digital procurement ecosystem, to build the digital future of procurement.

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For more information visit www.ProcureTech.co

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