



Future of procurement

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What is the future of procurement?

CEOs recognise the important role of procurement to take on a broader and deep strategic role to enable them to navigate change and disruptions and achieve their strategic objectives.

Organisations are facing unprecedented change and disruptions that threaten their future viability. Inflationary pressures, expanding regulatory requirements, pricing fluctuation, an ever-evolving industry landscape due to M&A activity, and shifts to outcome-based pricing are all key forces compelling procurement leaders to reevaluate strategies.

In the midst of continuous disruption, it's time for procurement leaders to be the disruptors, bring the function to life, work across siloes, and shift its reputation from cost-cutting to customer-centric and business enabling; this can be achieved with wholesale transformation that engages executives and peers, allowing procurement to take on greater strategic responsibility.

Added to the global picture are rising geopolitical tensions, which are damaging and shifting supply chains, is the economic hangover of the COVID-19 pandemic, as well as soaring costs driven by broader inflationary pressures.

How can procurement professionals navigate all this whilst also building a digital-first function that can support the wider business in their growth aspirations? Companies should challenge thinking and consider how they can rebuild the function focusing on the entire target operating model spanning the service delivery model (on and offshore), process, people, governance, data and technology layers whilst driving the needs of the entire business, delivering sustainable value and meeting regulatory compliance at the core.

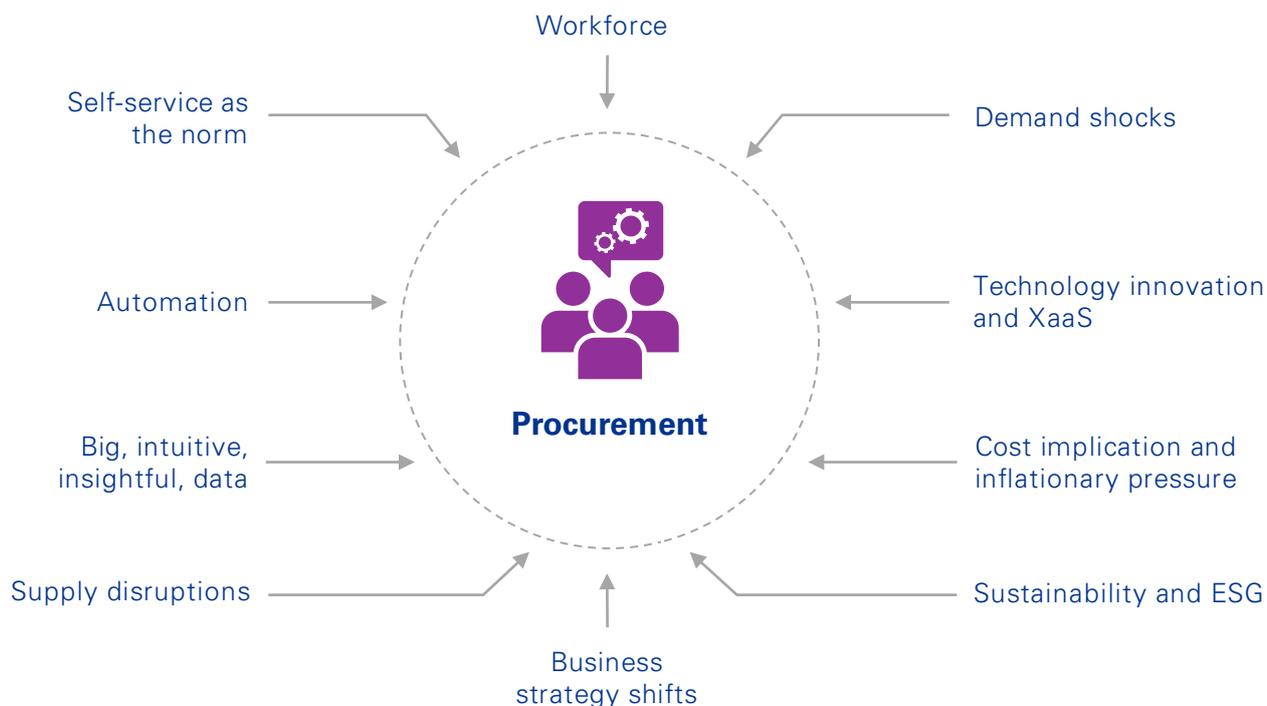
Procurement needs a new perspective that is forward-looking, focused on aiming to maximise third-party relationships, innovation, integration, collaboration and data-driven performance.

Disruptors shaping the future

What is driving this shift in procurement?

In a world where most purchasing experiences are available at the touch of a button, customers and employees alike are no longer willing to accept a cumbersome process and extensive delays. The procurement organisation of tomorrow will likely need to evolve from purchasing and sourcing, to enabling a seamless digital experience.

Suppliers, customers and your organisation will likely need to seamlessly integrate and be enabled through digital platforms, extreme analytics, leading workforce capabilities and an agile working model to compete in the future.



Procurement should lead the functional shift to digital



Where is procurement going?

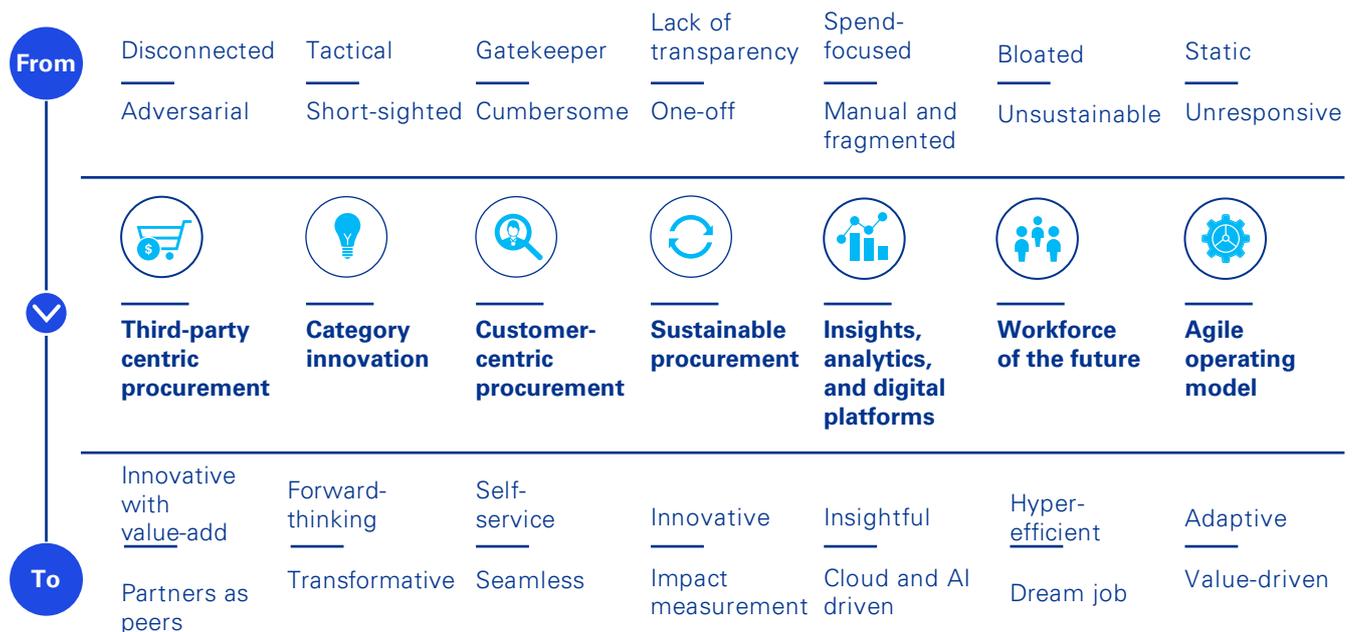
Procurement can help ...	by ...
Optimise the business operating model	➤ leading strategic adoption of XaaS across the Enterprise
Enable business resilience	➤ developing flexible supply strategies and responsive operations informed by market data
Optimise user experience	➤ adopting service management, automation, and AI to make interactions frictionless, intuitive, and effortless
Optimise the source to pay process	➤ directing spend to the right channels and using a digital twin to target leakage
Optimise ROI	➤ aggressively automating/eliminating procurement work in low value areas while increasing focus in areas of high value
Make sustainability happen	➤ bringing ESG to the forefront in supply strategies, selection criteria, and reporting
Manage supply risk	➤ utilising market intelligence to model and enhance supply base and sourcing decisions and by proactively managing risk
Pivot with the business	➤ adopting a customer-first mindset and a sense and respond model for procurement
Improve decision-making	➤ linking procurement processes and data upstream and downstream
Optimise its technology portfolio	➤ augmenting a could source to pay suites with specialised apps, services, analytics, and UX/service management

How should CPOs respond?

Leading procurement organisations have developed an agenda to deal with disruption. They are moving into the future with a focus on innovation, supplier and customer relationships, and a decentralised operating model to support the business.

The CPO agenda for the future of procurement

Leading procurement organisations are developing an agenda to deal with disruption.



Third-party centric procurement

Third-party centricity focuses on integrated relationships. Today's supplier interactions are largely tactical and lack any real insight or platform integration. That's why the future of procurement is expected to be dependent on creating a new operating model to support third-party centricity; one which drives supplier and third-party performance and relationships to a new level while fostering innovation and mitigating risk.

It is not just how a supplier is doing against its contracted service level agreements (SLAs), but also making sure a company's best suppliers have the ability to bring innovations to the account, resulting in better and more fruitful relationships. In this environment, procurement can become the relationship broker managing performance and driving innovation, including clearly defined roles for supplier management, procurement, front-line business units, and second-line risk functions. In addition, supplier sentiment helps track how the parties "feel" about each other and fosters deeper and tighter economic and process integration that can be enabled by technology.

An organisation can potentially benefit from a supplier that treats its customer as a true business partner, and procurement can open that door for suppliers. Are your suppliers in tune with your business objectives? Are you getting what you paid for? Those are both critical questions, and ones in which analytics and data play a role by providing a means for measuring performance, identifying opportunities, mitigating risk, and helping move the organisation from being reactive to one that is proactively engaged with both the business and its suppliers. Working with suppliers closely can help you gain better visibility into the supply chain to more easily anticipate any supply issues across the tiers of your supplier base. When your supplier conversations are based on facts it can enable you to drive extra value.

Only

7%

of operations professionals are focusing on improving outcomes for third parties and suppliers for their digital transformation efforts.

Source: Value of connection, KPMG International, May 2022

Challenges being faced...



Increased industry regulation, legislation and compliance requirements driving costs higher.



Increasing adoption of new products, services and commercial models leads to increasing complexity, connectivity and risk exposure.



Increased expectations of data privacy given our complex and interconnected world.



Increasing number of third parties (fourth and fifth parties). Multiple delivery locations, diverse teams, etc.



Information latency issues. Ongoing, continuous monitoring of suppliers is now expected, as procurement becomes increasingly sensitive to accurate demand and supply information and planning discipline.

Third-party centricity focuses on driving supplier performance and relationships to a new level while fostering innovation and mitigating risks. It includes:

01

Extreme integration

- Visibility through deep interconnection of systems and data
 - Third parties' managed storefronts and content
 - Complete visibility of the value chain, a no surprises lens
-

02

Third-party innovation

- Third parties contribute to business, product, and category innovation
 - Evaluated based on value added to the business
-

03

Enhanced performance

- Proactive/predictive AI management of performance
 - Integrated view (sentiment, community and third-, fourth- and fifth-party data)
 - Transparency into the full supply chain
-

04

Compliance

- Automation of transaction, contract, and regulatory compliance
 - Continuous monitoring/ongoing management, predictive compliance management leveraging community data
-

05

Partners as peers

- Tighter relationship between suppliers and customers to deliver true win-win outcomes
 - Working as a single team, not squeeze the vendor and expect a continued good working relationship
-

Category innovation

What does category management do for you today? Probably not much. Being a leader in category innovation is about supporting the organisation to deliver an enhanced commercial model for the organisation, and acting ahead of the market as opposed to reacting to the market.

In the procurement organisation of the future, the emergence of big data and analytics should allow insights for category managers that have not been available before. The organisation should have the right systems, processes, and people in place to know how to enhance the value. Only then, can intelligent automation help provide on-demand insights that can assist with forecasting, demand planning, and should-cost modeling.

In a global and decentralised environment, category management organisations can face several challenges to deliver added value, including:

- high research effort necessary to stay up-to-date with market trends
- lack of automated workflows generating high amount of manual paper pushing
- missing stakeholder engagement to execute category strategies — “not invented here”
- time consuming stakeholder management in a globalised environment
- impact of commercial procurement levers significantly diminished
- limited knowledge about use cases for technology like data and analytics, and artificial intelligence (AI) in strategic procurement
- validation of category strategies on an ongoing basis competing with daily business
- significant risk of loss of knowledge
- lack of standards jeopardising compliance.

Category innovation is needed to help unlock untapped value through:



Automation of today’s tactical and administrative category and sourcing activities



Data and analytics to develop and support strategies, inform decisions, and drive action



Predictive AI to forecast changes and monitor leading indicators



Deep insights which can transform supply market knowledge into business strategies



Driver-based category demand and costs which link to business activities



Disruption-seeking approach to assist with step-change performance improvement and supplier engagement

Customer-centric procurement

How would your internal customers rate their experience with procurement? Procurement is typically blamed for having outdated and non-integrated technology, hard to understand policies and procedures, limited insights on purchases being made, and overall contributing to frustration versus alleviating it.

Customer expectations have fundamentally changed in recent years and this is now making its way from the home into the business world.

In the procurement function of the future, customer centricity will likely be a focus in all aspects of procurement, including systems, processes, and people. Procurement should look to become a true business partner, not a spend gatekeeper, and business leaders can recognise the value added from procurement and want to work with them. Procurement teams should also think about how they adapt to being a stronger service provider to the business as well, adopting new capabilities to help better serve the end-customer.

Customer-centric procurement will likely transform both procurement's role and behaviour through:

- being a key contributor in the business-planning process
- driving spend behaviour using key insights into spend data, supplier relationships, and risks
- acting as a broker to products, skills, and sources of innovation to solve business problems
- being responsible for long-term decisions that can benefit the business, its customers, the environment, and society
- instilling a human-centric approach to solving problems and measuring true customer satisfaction. This helps enable intuitive interactions, seamless interactions, orchestrated journeys, and help maximise value across the customer lifecycle.
- focusing on reducing the cost of change and adapting more quickly, for example by investing in digital technologies
- monitoring market trends and assessing potential impacts to procurement in order to foster a culture of innovation
- driving spend behaviour proactively by making the right data available at the right time and investing in AI, connecting the business areas and info on customer needs more dynamically.

Sustainable procurement

Sustainable procurement integrates requirements, specifications and criteria that are compatible with the protection of the environment and the society. It is no longer simply about not using child labor or illegal chemicals that can damage the environment and peoples' health.

Commitment in sustainable procurement helps to ensure values which are core to the business are integrated through a company's supply chain into the life cycle of the company's products and services. Best practice would be to future-proof your company's sustainable procurement and investments with sustainable policies in order to increase the viability for the long-term.

Policies and strategies for sustainable procurement developed by companies are based on the need to future-proof themselves. This is primarily around scarcity in supply and ability to cope with the demand of emerging markets, pressures brought upon by cost and ability to help reduce this through reductions in energy consumption and waste reduction. Also, the need to protect brand reputation and taking sustainability in procurement seriously demands risk management and addressing weaknesses that could bring about scandals and bad publicity. Lastly, differentiation of the company's brand with the view of procuring sustainably for creation of opportunities that entail developing services and products that are more innovative and sustainable, while also being relevant to their markets and customers.

85%

of operations professionals believe that their function has a vital role to play in helping the business to address ESG issues.

Source: Value of connection, KPMG International, June 2022

Growth path to efficient and more sustainable procurement

01

Create transparency in procurement — achieve real-time visibility of suppliers and operations through technologies such as AI by collecting insights and data to provide tracking and traceability.

02

Predictive analytics to help identify risks — proactively mitigate risks using external data to enable predictive risk management and planning; influence suppliers by implementing a new compliance framework to plan, execute, monitor and assess shared strategic sustainability goals.

03

Drive innovation and circular business models — focus on supplier relationship management to co-develop new approaches.

04

Push ecosystem — engage in sector initiatives, best practices and certifications. Scale-up "buying groups" to amplify demand-side commitments.

Insights, analytics, and digital platforms

Today's leading procurement organisations recognise that technology and automation will likely continue to improve all aspects of the procurement operating model, helping to drive efficiency and effectiveness. Manually intensive and administrative tasks should be replaced by new technology which enables self-service, allowing procurement professionals to focus on higher value activities that focus on suppliers and customers.

In order to independently shape its position as a key function in any company, procurement should not only scrutinise its own strategy, but also play a proactive role in shaping the company's digital strategy.

Companies that opt for digitised procurement can gain a competitive edge through a stronger customer focus and the necessary agility to satisfy ever more rapidly changing customer requirements. Outdated procurement organisations, meanwhile, can find it difficult to identify innovative suppliers early on and integrate them into their value chain in order to establish transparent and efficient end-to-end supply chain management. The gap between the company and its competitors will likely increase as it is forced to cling to veteran suppliers that have also missed the boat to innovate. Thus, the market is expected to split into innovative and outdated supply chains. Companies wanting to be among the group of innovators should set out on the digital transformation journey sooner rather than later.

The digital procurement platform can help enable modernisation through:

Extreme automation

- robust technology enablement across a broad procurement cycle
- pursuit of process automation.

Extreme integration

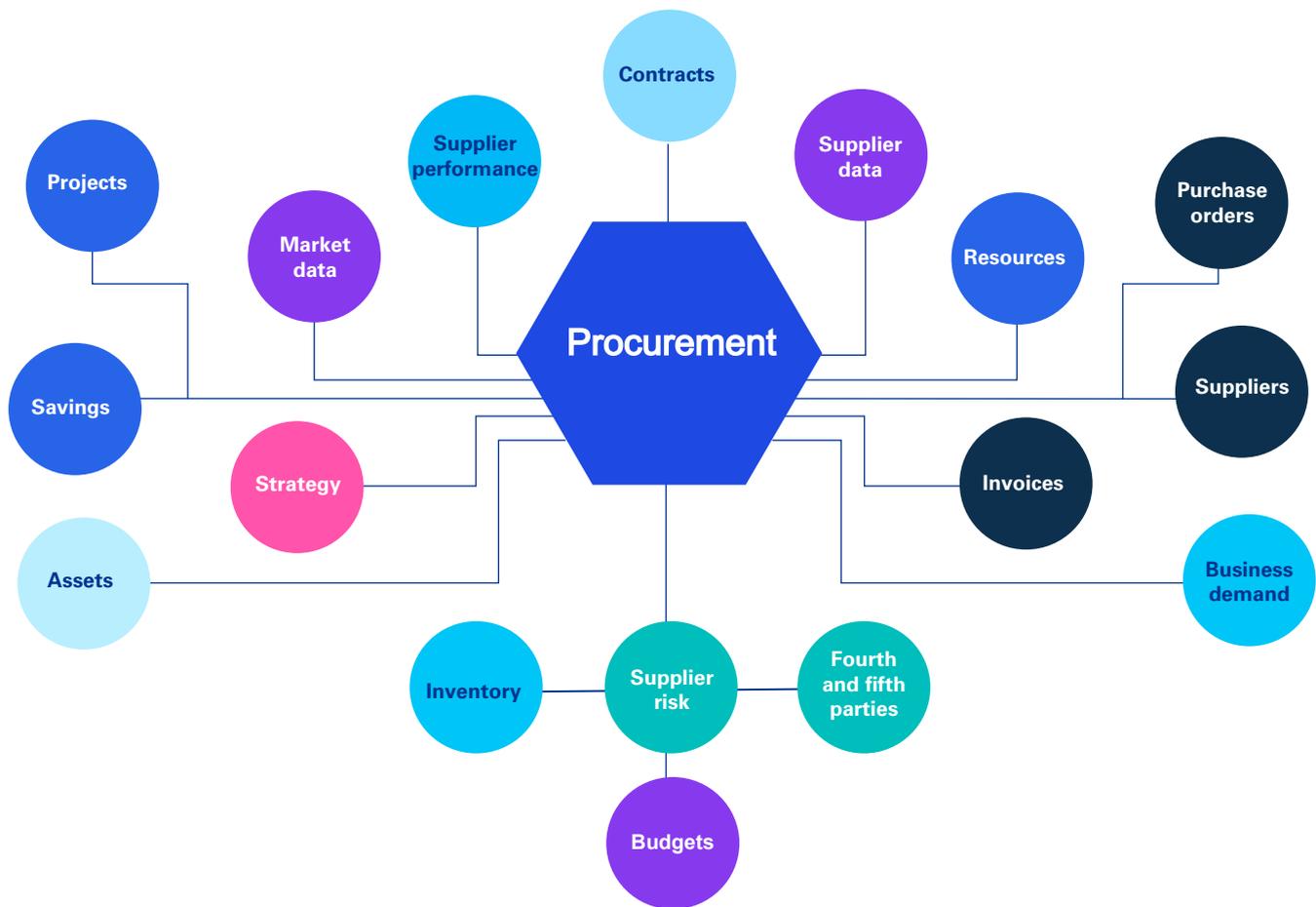
- end-to-end integration beyond procurement
- simple and adaptive integration (Cloud integration, Blockchain).

Value-added services

- managed services and XaaS used to help maximise procurement ROI
- external insights available on-demand.

AI everywhere

- AI and machine learning deployed to be seamless and invisible
- automation of decisions and decision implementation.



Data and analytics are one of the cornerstones of the future of procurement and a key foundation for enabling supplier-centricity, customer-centricity, and category innovation. In the procurement organisation of the future, previously disparate and fragmented data sources are expected to be seamlessly integrated to deliver easily digestible and accurate data points. This is enhanced from external data sources and third parties to help enrich your insights. Procurement professionals will likely be the resident data scientists, delivering powerful, real-time, and accurate insights. Integration among functional silos should pave the way toward rich analytics, allowing the organisation to shift from:

- descriptive to predictive
- did-cost to should-cost modeling
- auditing to proactive compliance monitoring to mistake proofing
- reactive sourcing to automated sourcing and bid evaluation.

It is anticipated that category managers will likely utilise on-demand category insights and real-time supplier risk segmentation based on internal and external (social media, news feeds, etc.) intelligence will likely be employed. Further, embedding of subscription services should help drive data accuracy and richness of decisions and decision implementation.

Only **47%**
of operations professionals are very satisfied with their ability to use data to support financial and operational analytics, and 35 percent with applying advanced analytics to data.

Source: Value of connection, KPMG International, May 2022

Workforce of the future

What is procurement's role in the future and how are workforce dynamics going to shape that?

An augmented set of skills is needed for the future of procurement. Commercial acumen will likely always be a staple, but being empathetic, technology conversant, and analytically fluent are expected to become minimum requirements.

The next generation of procurement is expected to engage in category strategy, category innovation, and top of the value chain activities that allow the employee to see the results of their work — well beyond the cost savings metrics.

Procurement, like most other functions, is dealing with future workforce challenges and needs, including:

01

a millennial, Gen Z and Gen Alpha workforce replacing the institutional knowledge of retirees and desiring a different "employee experience"

02

digital transformation eliminating the work of the transactional and tactical procurement workforce

03

contingent labor required to support highly skilled analytical positions

04

training programs to accommodate future skills and different learning environments

05

increasing ongoing collaboration in global teams

06

relationship management, both internal and external

07

analytical modeling capability and the need for the "citizen data scientist"

08

cross-functional expertise, improved business acumen, and negotiation readiness

09

"bot managers" who manage virtual AI teams

Agile operating model

Procurement should break out of working in silo and operate as part of the wider ecosystem

For example, just 41 percent of operations professionals are fully connected across finance and operations for their source-to-pay processes. This leaves a lot of value on the table. The majority of organisations and functions are aware that the future can require different and flexible operating models to keep pace with the changing landscape. Technology disruptors should naturally drive the automation of low-value tasks, moving the workforce to higher value activities such as category innovation. However, even these higher-value activities will likely require a high degree of cross-skilling to allow the workforce to flex based on current priorities. In other words, having category managers managing one category in an endless loop is expected to become rare.

For procurement, it is anticipated that the effectiveness and measurement of the operating model value will no longer only be linked to “how much have you saved” feedback from suppliers, customers, and other stakeholders, but rather, how they “feel” about procurement will likely be a key measurement.

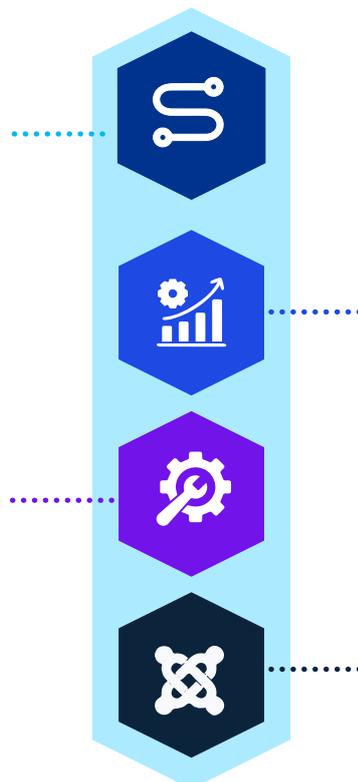
An agile operating model can tie it all together, and includes:

End-to-end connection

- Integrated with demand sources such as MRP, work orders, etc.
- Fully integrated with suppliers to rapidly coordinate changes in requirements and supply
- Integrated with partner functions such as finance, tax, and quality to best coordinate outcomes in a dynamic environment

Responsive service delivery

- Seamless shifts between remote, onsite, and hybrid models across procurement’s organisation
- On-demand procurement services to support shifting customer needs
- COEs and shared services models that can provide specialised and scaled procurement services as needed



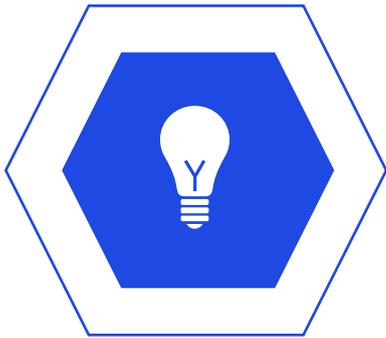
Data-driven

- Digital twin model of procurement used to drive ongoing process optimisation
- Operating model continually adapted to deliver on SLA and performance targets
- Operating model continually reevaluated to align with business/customer value metrics

XaaS-ready

- Continually evaluating managed service and other XaaS providers and adopting specialised procurement services that can maximise value
- Effective at coordinating an integrated end-to-end procurement capability while tapping multiple XaaS providers

Procurement's operating should be more agile:



Category coverage

able to shift focus and resources from stable categories to those being disrupted to help lead the organisation through major supply changes



Procurement operating cost

able to rapidly scale up or down based on the operating cost efficiency the organisation requires



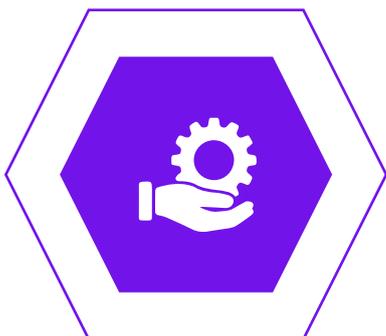
Value focus

able to quickly rebalance priorities to match the broader organisations demand for cost reduction, risk reduction, ESG focus, innovation, etc.



Procurement service levels

able to rapidly adapt service levels to respond to supply and cost shocks, workplace changes, etc.



Procurement service offerings

able to provide new services as the business shifts

Where to go from here?

KPMG professionals believe it's no longer business as usual for procurement. The scale and speed of transformation required to address the mix of disruptors impacting procurement is unprecedented. One of the keys to success is to proactively develop a blueprint for how your procurement organisation can turn these disruptors into opportunities for competitive advantage and growth. KPMG professionals believe this is what the future requires of procurement, and this is where you should start. Contact your local KPMG firm today to learn more.



Questions to consider:

- What business disruptors are affecting you most?
- What business questions and decisions should be anticipated to address these disruptors?
- How are you enabling your customers to more easily do business with procurement?
- How do you engage suppliers to move beyond a sole focus on cost and quality?
- How is procurement using external insights, tools, and technologies to drive better outcomes?
- How quickly can you leverage automation to help optimise procurement?
- Do you have visibility of the challenges on your horizon, those drive by geopolitical and other risk factors?
- How easily will your organisation pivot given the volatile world in which we operate?

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