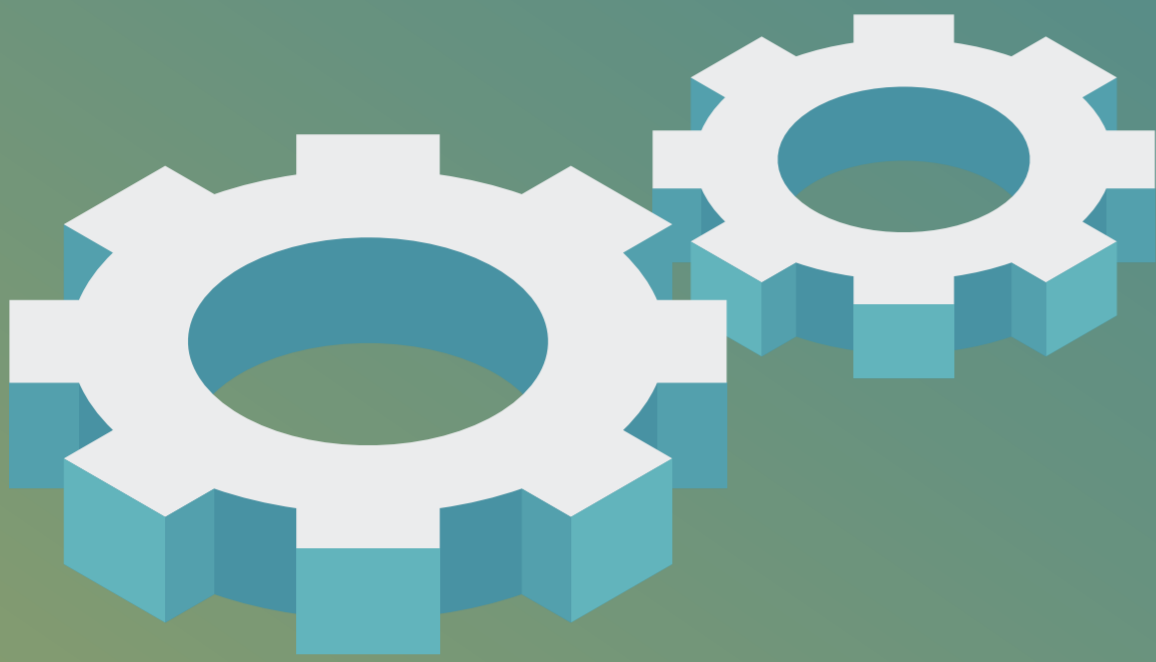


PROCUREMENT PERFORMANCE EXCELLENCE SURVEY HIGHLIGHTS



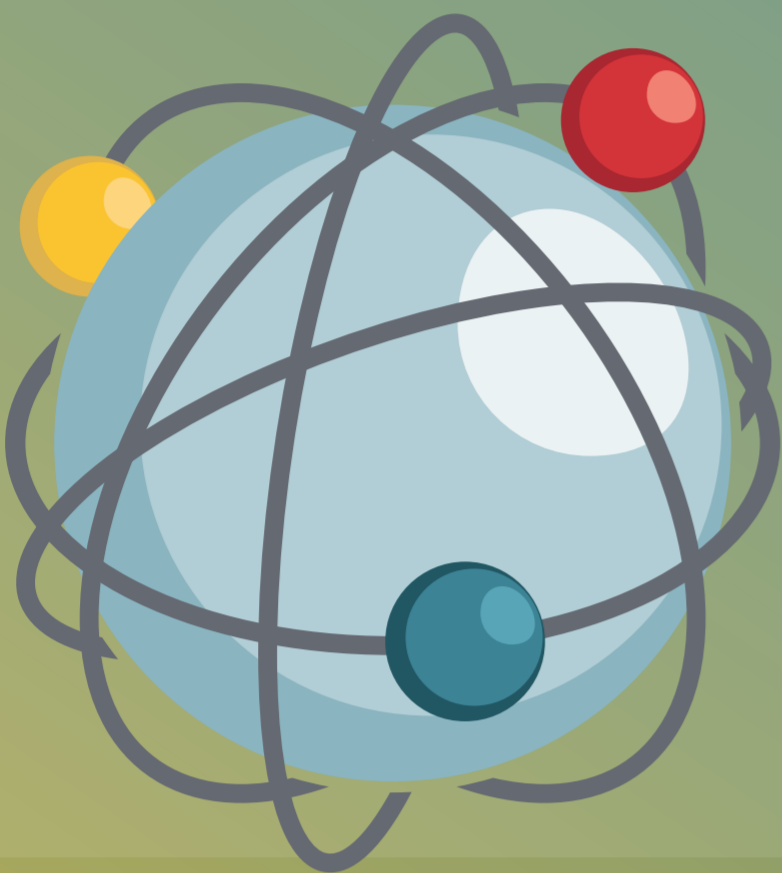
Operational vs Strategic

- **125** operational employees vs **37** strategic employees
- Procurement has a lot of ground to make up to realize its strategic potential



Digital Processes

- **55%** of participants have digitized key processes
- **43%** have developed big data applications or implemented data lakes



SRM & Sourcing

- **68%** have implemented SRM but many struggle with full execution
- **43%** haven't implemented eSourcing and a majority haven't run an eAuction event



CLM & Order Management

- **85%** of respondents have digitized contract lifecycle management, but most have only taken the first step(s)
- **Two-thirds** have digitized order management



Procure-to-Pay & Spend Analysis

- **70%** have implemented or partially implemented P2P technology
- **Two-thirds** of organizations do spend analysis but most only use basic dashboards



Covid-19 Effect

- Key supplier concentration diluted from 2016
- Supplier management average goes from 6 to 16 which is unsustainable and inefficient
- Engagement on 'special projects' is way up
- Strong focus on paperless and remote capabilities
- Developing a crisis response playbook



Low-Hanging Fruit

- Continuous benchmarking
- Making processes transparent
- Cross-functional collaboration with marketing, IT, finance, R&D
- CPOs and procurement heads gaining influence
- Increasing agility and adaptability



Benchmarking

Internal

Use this data to drive conversation with other decision makers to develop a clear and strategic action plan

External

Get insight to assess your organizations digital maturity against global best practices