

2021 Global Chief Procurement Officer Survey

Agility serves as the solution to an increasingly complex procurement landscape

Procurement agility masters excel at risk mitigation, actively monitor fast-moving stakeholders and supply markets, and decisively orchestrate internal and partner resources to nimbly respond and transform the upstream supply chain.



Top CPO priorities

Driving operational efficiency is top priority

78.0%

Reducing costs

76.4%

knocked out of first place for the first time in survey's 10-year history

Digital transformation

76.1%

a 20% increase from 2019

Innovation

72.9%

reflecting the need to innovate internal operations (including procurement ops)

Introducing new products and services

69.2%

Enhancing risk management

67.9%

Corporate social responsibility

67.6%

a 22% increase (and largest of any 2019 priority)

Risk and supplier management

Supply assurance was the biggest challenge in the past 12 months:

56%
said that key suppliers have gone bankrupt or are severely hampered

41%
had to expedite shipping to keep critical supply line flowing

36%
said suppliers are failing to meet new requirements

32%
said they are losing revenue due to supply shortages

11%
cited that brand damage was realized, directly resulting from supplier issues

75% of CPOs

Enhanced supplier information-sharing is the top supply risk mitigation strategy

Activating alternative supply sources (~70%) and shoring up inventories (50%) were second and third, respectively



Supplier collaboration

a top strategy to unlocking value, a close second to digital transformation



52%

of organizations are **not** using SRM tools for supplier collaboration, the least unexplored technology area

Characteristics of high-performing agility masters

Operating model

2x as likely to leverage hybrid operating models and more flexible automation tools and methods

<60%
more likely to cross-train staff and incentives teams

80%
more likely to conduct scenario planning and leverage playbooks

Digitization

4-5x
more likely to have fully deployed advanced analytics and visualization

~18x
more likely to have fully deployed AI and cognitive capabilities

10x
more likely to have fully deployed RPA solutions

✓
Have fully deployed predictive analytics capabilities (1.2% vs. 0% for the rest)

Risk management

High performers are:

95%
more likely to have **high visibility** into **tier 1 suppliers**

50%
less likely to have **low visibility** into their **tier 2+ suppliers**

Value and performance

🔍 Have a broader value focus (more and higher ranked set of priorities)

🎯 Are more likely to be formally tracked against a broader balanced scorecard

13-44% higher prioritization of corporate social responsibility

★ Have much higher perceived stakeholder satisfaction

70% more likely to be involved in all decision-making

32% treat supplier diversity as mature or strategic, compared with **15%** for everyone else (High performers are 3x more likely to be formally measured on this topic)

Talent

🎓 Are significantly more likely to have junior talent or fast-track, graduate, and MBA sponsorship programs

🗣️ Invest more time in 360-degree feedback and one-to-one coaching

65% more likely to engage in job-swapping in and outside the function