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DRIVING DIGITAL TRANSFORMATION IN PROCUREMENT

Tamra Pawloski, Head of Global Leveraged
Procurement and Corporate Real Estate at Corteva
Agriscience talks people, process and tools

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DPW announces new CEO, Herman Knevel, its New York City
summit and fresh innovations for 2024



EDITOR'S WORD



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Welcome to issue 49 of CPOstrategy!

This month's exclusive cover story features Tamra Pawloski, Head of Global Leveraged Procurement and Corporate Real Estate at Corteva Agriscience, who talks process automation, talent development and how to drive continuous improvement while managing more than \$3bn in spend...

Leaders in today's procurement sector face an ever-shifting landscape fraught with new challenges and mounting responsibilities. In light of shifting geopolitical pressures, souring economic conditions, and the worsening effects of the climate crisis, staying competitive requires constant evolution and agility. The strategic value of procurement has gained greater attention too, and so the expectations placed upon the function have also increased.

"When you get down to the root of it, the biggest challenge is that change is constant. If you stay still then you're not going to be competitive," reflects Pawloski.

Pawloski joined Corteva in November 2019, shortly after the organisation was spun out from Dow Chemical subsidiary, DowDupont, combining the strengths of Dupont Pioneer, Dupont Crop Protection and Dow AgroScience into a new agriscience enterprise. Corteva is the only major agriscience company completely dedicated to agriculture.

Pawloski was no stranger to procurement, having spent over two decades in various leadership roles in procurement for Chubb, Avaya and Telcordia prior to a role in IT asset management at AIG. And so Pawloski joined the multi-billion-dollar-generating Corteva as Global Procurement Director Indirect Materials, IT and Corporate Services, a role that combined her stellar expertise in both procurement, tech and leadership... Read the full story inside!

Not only that, but we also have more exclusive content from CPOs and Chief Supply Chain Officers at Orange County, Werfen, Sanofi and SourceDay, as well as experts from leading procurement solutions provider, Focal Point. And there's much, much more, including an exclusive interview with Herman Knevel, the new CEO at DPW...

Enjoy!

A handwritten signature in black ink, appearing to read "A Woods".

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A collaboration between CPOstrategy, Orolabs and ProcureTech, three of the leading platforms for global procurement and its associated technologies, the AI in Procurement Champions 2024 will honour those who are redefining the procurement landscape.

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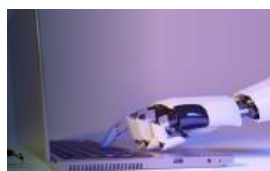
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PEOPLE, PROCESS, TOOLS:

Driving digital transformation in procurement

WRITTEN BY HARRY MENEAR
& ANDREW WOODS

PRODUCED BY RICHARD DEANE





**Tamra Pawloski, Head of Global
Leveraged Procurement and
Corporate Real Estate at Corteva
Agriscience, talks process
automation, talent development
and how to drive continuous
improvement while managing more
than \$3bn in spend...**



Leaders in today's procurement sector face an ever-shifting landscape fraught with new challenges and mounting responsibilities. In light of shifting geopolitical pressures, souring economic conditions, and the worsening effects of the climate crisis, staying competitive requires constant evolution and agility. The strategic value of procurement has gained greater attention too, and so the expectations placed upon the function have also increased.

"When you get down to the root of it, the biggest challenge is that change is constant. If you stay still then you're not going to be competitive," reflects Tamra Pawloski, Head of Global Leveraged Procurement and Corporate Real Estate at Corteva.

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Pawloski joined Corteva in November 2019, shortly after the organisation was spun out from Dow Chemical subsidiary, DowDupont, combining the strengths of Dupont Pioneer, Dupont Crop Protection and Dow AgroScience into a new agriscience enterprise. Corteva is the only major agriscience company completely dedicated to agriculture.

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Pawloski was initially asked to take on the software and technology side at Corteva from an indirect sourcing perspective, covering Corporate Services, Professional Services and Technology, which translated to around \$2bn in spend.

INITIAL AIMS AND OBJECTIVES

During her time at Corteva, she has helped shape the company's approach to procurement as a newly independent organisation. In doing this, Pawloski has navigated the increasingly complex procurement landscape, driving an ongoing digital transformation within the function at Corteva, while cultivating the necessary cultural shift to support it. Over the past four years, her role has grown to encompass all of Corteva's leveraged procurement and logistics. Pawloski now manages over more than \$3bn in spend.

"I instigated a shift to a more self-service model, so that my team could concentrate on higher value sourcing and the projects that are really critical for our success"

— *Tamra Pawloski, Head of Global Leveraged Procurement and Corporate Real Estate at Corteva Agriscience*



"Success in procurement is rooted in people, process and tools," she explains. "All too often, people only invest in the process and the tools and leave the people out in the cold without the support they need. I always make sure to invest in people," she says. "We're investing in technology and adopting new digital tools, implementing new processes and both supporting and pushing our people to excel and grow."

PHASE ONE: THE PROCESS

Procurement teams face constant pressure to 'do more with less'. In addition to traditional goals like cost containment, procurement is expected to be a creator of strategic wins. With the amount of procurement work



increasing while skilled professionals are in shorter and shorter supply, Pawloski explains how a key element of her process transformation is either automating or shifting low dollar spend outside of procurement.

"I instigated a shift to a more self-service model, so that my team could concentrate on higher value sourcing and the projects that are really critical for our success," she explains. "All of the low dollar spend is now happening through a guided buying self-service model."

She admits the transition to a guided buying self-service model required a definite mindset shift for her and her team. "It really challenged the traditional belief

that everything should be centrally sourced and controlled through Procurement," she reveals.

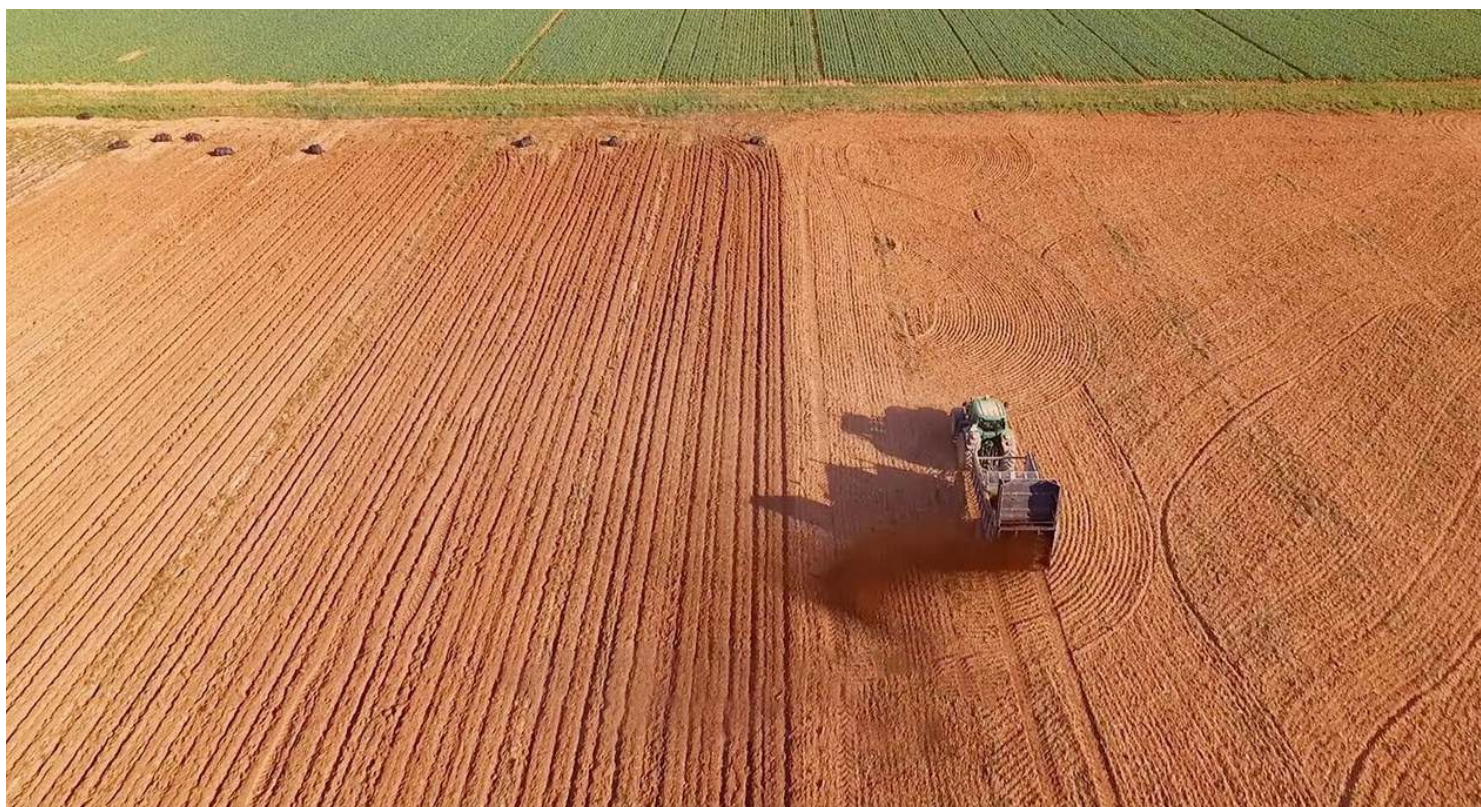
PHASE TWO: THE TOOLS

As an agriscience company, Corteva applies cutting-edge biological and chemical engineering to processes as old as human civilisation. The results are hardier, pest-resistant seeds that grow higher-yielding crops and industry-leading fungicides, herbicides, insecticides and seed treatments that protect against weeds, disease, insects and nematodes.

Pawloski's background isn't in agriculture, she admits, but rather in technology. "We're an agriculture technology company, so we use innovation and technology to provide innovative solutions to farmers and ranchers," she explains, adding that she was tasked with applying her technology background to find ways for procurement to support this process.

She stresses, however, that "just because I have a technology background, I didn't come into my role and immediately start forcing new technologies onto the team. I definitely have a 'crawl, walk, run' mentality."

In a market where the amount of work being done by procurement departments is growing much faster than department headcounts, Pawloski explains that automation is key to her digital transformation strategy. Following an initial investment in Ariba, its utilisation was expanded. Leveraged Procurement is now refreshing its category management program by incorporating an Ariba module and establishing it as a repository to capture all the "great work done already" and to enhance it by adding the automated technology offered by this tool.



"I am an advocate for innovation and automation, but only where it makes sense," she enthuses. "Let's not automate bad processes. For example, we had a challenge with our inquiry intake process. Working with our IT department and collaborating with Accounts Payable, we introduced ServiceNow as our intake ticketing tool to improve productivity and efficiency. This improved our response times for those areas that consume a lot of low value discussions. 'Where's my invoice? Has my PO been issued? Where's my contract?' We call it Source-to-Pay Central because it answers all the questions our internal colleagues may have in this area."

This year, Corteva's procurement team is working on implementing a process mining tool. "I love this one," Pawloski says. "You can't automate something you don't understand or have good documentation

for." She explains that her team is currently in the 'crawl' stage of implementation for this tool, noting that "we're using it to understand our working capital data, the impact of our working capital, where we have leakage and how long it takes us to process purchase orders."

One of the major issues in a rapidly transforming discipline like procurement, Pawloski reflects, is that "sometimes it feels like everybody uses different ways of measuring success. By examining all these factors, we can now refine our KPIs."

PHASE THREE: THE PEOPLE

The digital tool currently being implemented that Pawloski might be the most excited



“Rather than searching outside the organisation, it’s essential to find, develop and leverage the talent you already have”

— Tamra Pawloski, Head of Global Leveraged Procurement and Corporate Real Estate at Corteva Agriscience

about, however, doesn’t have a whole lot to do with procurement itself. “Our new talent development tool is in the pilot stage right now,” she says. The tool, TalentGuard, enables Corteva’s procurement professionals to identify the training they need to progress to the next level of their career, identifying certifications, mentorship opportunities, and professional development goals that can help workers elevate their skillsets. “This investment in talent development complements our efforts to enhance operational processes,” she adds. “It’s also capable of aligning an employee’s career aspirations with available opportunities within the company. For instance, if someone in procurement aims to transition into a role in sales, the system provides a roadmap outlining the necessary steps, such as specific courses or experiences required for the transition.”

Pawloski also expects the implementation to cut down on attrition and help empower Corteva’s team. This is especially important at a time when, she explains, that finding talent is a challenge all over the world. “There’s talent out there, but it’s not always easy to find the good ones; the ones who have all the requirements you’re looking for,” she says. “Rather than searching outside the organisation, it’s essential to find, develop and leverage the talent you already have.”

In 2024, Corteva’s Leveraged Procurement team will be implementing a procurement data management tool that will ensure they have data integrity as the digital transformation moves forward. However, the tool will require skilled data analysts to live up to its potential. “We looked through



our own procurement staff for anybody who had a data analytics background and education, either as an undergrad or a graduate degree,” she explains. “We found that we had a couple of people who were doing procurement but were educated as data analysts. So, they’ll move into that function to support it this year.”

COLLABORATION, CHALLENGES AND CHANGE MANAGEMENT

Despite a series of strategic wins, Pawloski admits that it’s still a challenge balancing tools, processes and people – especially at the speeds at which her team is required to move. “For me, the challenge is really keeping my team motivated in the midst of all the change that’s going on. That’s why we’re implementing new technologies to help our people be more productive and strategic,” she reflects. “It’s also why we

make an effort to ensure the team gets lots of recognition for the work they do, because they’re all so talented.”

LOOKING FORWARD

This year will be Corteva’s fifth year as an independent company. Pawloski already knows what a new financial year means for her and her team. “Every year, my team is asked to save the company more money. That’s what it means to be in procurement,” she reflects. “You only have so much spend under management, so how do you continually improve every year? How do you continue to reduce costs, all while innovating in lots of other ways?” The answer, she explains, is through

CUTTING THROUGH THE NOISE

In 2022, Corteva brought in experienced consultant Scott Vrablik to help push Pawloski's strategies through the organisation more quickly and effectively.

Scott Vrablik has over four decades of procurement and supply chain experience at some major enterprises. His final full-time gig as a CPO was at Veolia North America. Since leaving that role, he has spent the past seven years guiding companies as a procurement and supply chain consultant.

"I have an amazing leadership team, but they're concentrating on ensuring that we're following the strategies we set," Pawloski reveals. "I had a lot to tackle with change management and a change in leadership and so we decided to bring in some outside expertise to support our efforts."

"Scott came aboard very much as an integrated partner someone who would implement solutions – not just identify them. Our success was his success."

Pawloski and Vrablik got to work on keeping the procurement team motivated and aligned as Corteva set about defining and achieving its objectives post spin-off. "Sometimes when you're going through a major change, you need someone from

the outside to look at things with a fresh lens," says Pawloski. "Just because we've been doing things a certain way, is that really what is best for the new company moving forward? Scott took that theme and really zoned in on the simplification side of things."

Vrablik agrees, remarking that "Every KPI I worked on was a KPI for Tamra and the Leveraged Procurement team. The expectations for the engagement were to make sure that Tamra's team achieved their goals, which they did. That was the key. I wanted them to look at me as a resource, which is sometimes hard to achieve as a consultant. However, he reflects that he managed to get the team, including Pawloski, "to see me as a resource to help them achieve their metrics, as part of the team. That's the kind of position where



you can do the best from a consulting perspective.”

“We had a complex task ahead of us: integrating the discrete business units and functions that were combined to create the Leveraged Procurement and Corporate Real Estate organisation,” Pawloski recalls. “Scott really helped cut through the day-to-day noise. He was very helpful in looking closely at the data, understanding it and working with me on strategies that I’ve since set out for the organisation.

According to Pawloski, what some of the procurement team needed was validation on operations, category strategy and sourcing plans, pure and simple. Vrablik provided by focusing on the core objectives, one of which was simplification. “A lot of what Scott helped us do was take a look at some of our processes that were over-engineered,” Pawloski explains. “He helped us through focusing on how we improve that.” Leveraged Procurement knew it had to change its processes, and Vrablik was able to break those elements down. Questions were also raised by Vrablik: “How do we make sure that it doesn’t take us three months to get a vendor onboard? Why is this taking so long? OK, I get why you do this, but out here in the real world, this isn’t necessary. How do we focus on bringing financial benefits to Corteva with all these other initiatives occurring?”

Vrablik adds: “We tried to identify the areas that needed to improve. But we didn’t just identify them, we also tried to make the changes. Some consultants will identify a million things for you to go and fix, but I always felt that if I identified it, I needed to also put the plans in place to help the team fix it themselves. It’s probably because I’ve been in Tamra’s seat, so to speak, and I know that identification is not good enough, you have to actually improve it and meet the financial targets the company expects from the procurement group.

“I did not know the heritage of the Dow and Dupont spinoff experience and all that, which is good. I had a fresh perspective. Nobody saw me as a spy or a threat, and the working relationship was collaborative. And that’s what was so enjoyable about the whole thing. They looked at me as a resource to help them achieve their objectives. And of course, my goal as a consultant was to get them as independent as fast as possible. Sometimes consultants want to become a drug you can’t get off. A dependency. That isn’t my objective as a lone wolf consultant. My objective is to help them, improve them with a sustainable fix, and leave. And did I finish everything that I wanted to at Corteva? No, you never do. But I think that everything was identified, and they’re now on the road to being able to do that themselves.”

Scott is founder of Vrablik Consulting, LLC and can be reached at ScottVrablik18@gmail.com or on LinkedIn



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collaboration and partnerships – both internal and external to the business.

“By working with your senior leadership, ecosystem partners and stakeholders to understand where they’re going to be spending the money, what their strategies are – so there’s alignment there – and by really helping out to achieve what they’re looking to from a third party, you can drive continuous improvement.”

In 2023, Pawloski’s team worked hand in hand with Corteva’s IT department, restructuring their procurement process to be more competitive. This year, she’ll do the same with R&D. “We’re helping the organisation understand that our role is as a strategic partner to them, to help them to do more with the money they’ve been allocated,” Pawloski explains. “My mantra is that we’re going to help the company buy better.”

Managing change inside and outside your own business unit is an ongoing exercise in demonstrating value and self-justification. “Our stakeholders were accustomed to doing things differently, of course,” Pawloski explains. Making the case for the kind of collaboration that allows for strategic wins is challenging and, she says, highlighting the importance of demonstrating the value procurement brings to the table. “It’s why having skilled talent is crucial,” she adds. “Introducing individuals who cannot effectively fulfil their roles jeopardises our ability to earn respect and trust. You’re not going to be able to make headway with the strategies you have for the organisation as a whole without the right talent.”



Going into the rest of 2024, Pawloski knows how critical the right combination of tools, process, and (perhaps most of all) people will be to achieving her strategic objectives. “As we look at the next year or two, my priority is going to be building an organisation that’s sustainable and that meets the goals set out by the company.”

“We’ve got to invest more in automation,” Pawloski details. “I read an article saying procurement is going to be asked to do 80% more than they were doing the year before. So how do you take your resources,

focus them in the right areas, and get rid of the low value tasks they’re doing? The answer is automation. So, the next couple of years will see us continuing to invest. I need to keep my team engaged and aware of what is happening in their market spaces and understanding where we need to go. We will always need to bring in savings, but what about risk mitigation? Plus, privacy continues to be a big issue in procurement, going forward.”

A major point of focus for Pawloski will be ensuring the integrity of Corteva’s procurement data. “We absolutely have to have trusted data. If you don’t have data you can trust, it doesn’t matter how much you



“I’ll be doing what I need to do to keep my team engaged and focused on delivering cost savings, resilience and strategic wins for Corteva”

— *Tamra Pawloski, Head of Global Leveraged Procurement and Corporate Real Estate at Corteva Agriscience*

pound on somebody’s door and ask for an opportunity you’re not going to be able to build the trust you need,” she says. Beyond data integrity, her priorities fall into three categories.

“First, I’ll be investing in our data. It’s time to take procurement’s data, cleanse it and make sure that what was done during that period of integration was really what we needed to do. We’ve also got to invest more in automation because, as I said, procurement is all about doing more for less, and that’s only going to become more true over the next few years,” Pawloski says. “Lastly, and maybe most importantly, we’ll continue investing in our people. I’ll be doing

what I need to do to keep my team engaged and focused on delivering cost savings, resilience and strategic wins for Corteva.”

The work that Pawloski and her team have achieved over the past five years is helping to ensure that Corteva has a forward-looking and future-proof procurement function when it’s needed the most. “What we delivered in an unstable geopolitical world, with challenging economic conditions, has been amazing,” she beams. “I’m so immensely proud of my team. And part of that was the ability to stay focused and not let all the other noise and distractions impact what they were doing from a strategy perspective. It has been such a positive experience and we’ve got so much to look forward to.” ■



DPW WELCOMES NEW CEO AND BUCKLES UP FOR GROWTH

We catch up with new CEO at DPW, Herman Knevel, to discuss his new role, fresh innovations for 2024's event in Amsterdam and the future of procurement

WRITTEN BY
SEAN GALEA-PACE





ne of the world's biggest and most influential tech events in the procurement and supply chain space has announced a new CEO.

DPW has revealed that Herman Knevel has stepped up to take on a more strategic role while Founder Matthias Gutzmann focuses on continuing to grow the events.

"It's a great brand and a fantastic company. The energy in the room in Amsterdam is contagious and the people and teams that come to DPW are at the core of what we do,"

explains Knevel. "We're building a strong strategy and team now and continue to deliver great value and experiences to our customers and community at scale."

Being the initiator of DPW LABS, the corporate innovation programme, Knevel is already involved with DPW. He has long-standing career in global outsourcing, corporate innovation, and corporate start-up collaborations. "Throughout my career I have always been passionate about making connections meaningful and been driven by people, innovation, and collaboration opportunities," he reveals. "That's what

"The energy in the room is contagious and the people and teams that come to DPW are at the core of what we do,"

— Herman Knevel, CEO, DPW



LABS still is today as we thrive by the procure tech ecosystem, and that's what I continue to do at scale as CEO of DPW. I am grateful and excited to make DPW the global number one super connector of our ecosystem and to create more value for our stakeholders year-round, an ambition that is shared and supported by the founder and team behind DPW."

Since the launch of DPW in 2019, the conference has grown from strength to strength. In its October 2023 edition, DPW welcomed 1,250 procurement professionals with more than 2,500 virtual

attendees watching along at home. Held at the former stock exchange building, the Beurs van Berlage, last year's theme was "Make Tech Work" which focused on turning digital aspirations into a reality. The event encompassed a deep dive into discussions surrounding AI and machine learning in procurement, digital transformation strategies, sustainable procurement, supplier collaboration, risk management as well as innovation and disruption.



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“The 10x mindset is so should need in the inc the base of innovation speed of value for ma

— Herman Knevel, CEO, DPW

INNOVATION DRIVE

DPW's topic focus for 2024 has already been determined as 10x. Knevel explains the process of deciding a conference's theme is relatively straightforward. “If you look at Make Tech Work, that was a really good theme last year and that resonated well with many who came to DPW, not only in Amsterdam but also online on our livestream,” he explains. “But also, what we learned from the market, and especially from the side of the startups and scale-ups, is that the technology is there and ready to solve the problem. Make Tech Work was an obvious thing last year, as the adoption rate is still fairly low and a pain point in the industry. The 10x mindset is something we think we should need in the industry to accelerate the base of

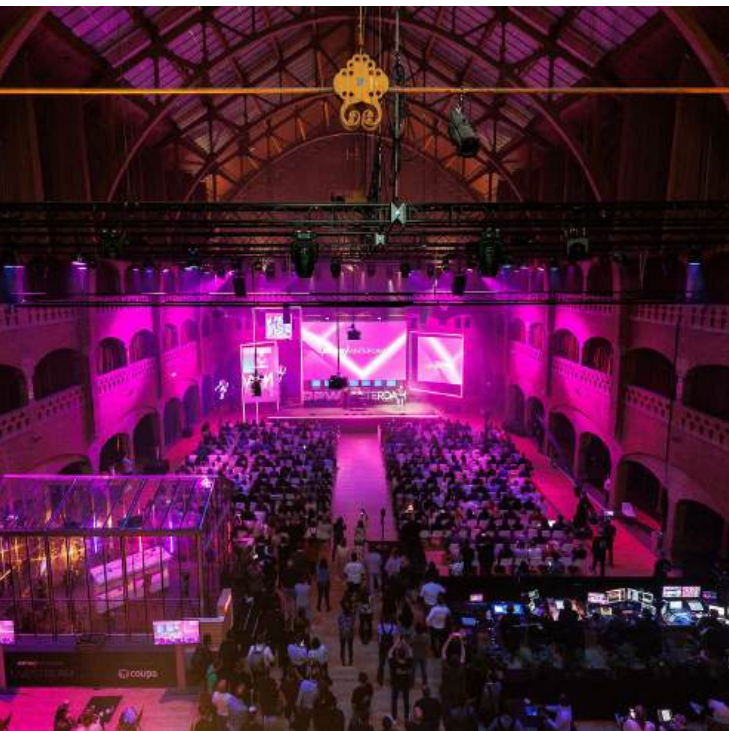


Something we think we industry to accelerate and to increase the any”



innovation and to increase the speed of value for many.”

One of DPW’s newest innovations for 2024 is tech safaris which are guided group tours throughout the expo halls. With 25,000 ft² of exhibition space and over 120 technologies to explore, it can sometimes be hard to navigate. Based on areas of interest such as ESG or intake and orchestration management, tech buyers and investors are taken directly to exhibitors to watch live product demos, ask questions, and get insights into key trends in specific tech domains. “It all comes from feedback and listening to customers,” he explains. “Right before I joined as CEO, Matthias and I went to San Francisco and the Valley and also visited New York. Being able to listen to different customers



and founders was key and meant we could listen, learn and then implement that innovation.”

COMING TO AMERICA

And continuous improvement is very much part of DPW's mantra. The organisation is gearing up for its inaugural United States event which will be held in New York on 12th June, 2024. Although it will be a scaled-down one-day event, the aim is to spread awareness of DPW's presence in a new market together with launching partners and start the process of expanding out of solely operating in Amsterdam. “We want to engage with the community in the ecosystem on the

East Coast and the Americas,” explains Knevel. “It’s also not the same format as Amsterdam as we bring people and the ecosystem together for a day with some great solutions and customers. It’s about understanding the ecosystem there a bit better and we plan to grow over the years to come.”

DPW is passionate about bringing procurement to the top of the c-suite and making the function cool and relevant. This year, the organisation has plans to introduce a Padel tournament as a different way of connecting. “Networking through sports is a great way of getting together,” says Knevel. “It’s an informal way to connect and also lowers the bar. We know this works from experience and we wanted to bring this to DPW so it’s very exciting.”

DPW'S PULL

But the main draw of DPW Amsterdam has always been the high-level speakers it attracts. Last year saw the likes of

“There’s so much to be excited about over the coming years”

— Herman Knevel,
CEO, DPW

visionaries such as Dr. Elouise Epstein, Partner at Kearney, Yossi Sheffi, Director of Massachusetts Institute of Technology and author David Rogers deliver keynote sessions. Knevel recognises the importance of bringing in great speakers and also sees the value in outside perspectives too. “We want to bring in more CEOs for a different perspective with the right leadership experience,” he explains. “We had Guenther Steiner (former Haas Formula One team principal) who provided an interesting perspective from a different industry. This year, we’re bringing in the former CEO at Unilever, Paul Polman. We’re always on the lookout for fresh speakers and they

don’t just have to CPOs for them to be considered.”

With an eye on the future, Knevel is looking forward to procurement’s next few years and how DPW fits within that. “Some say we are at the beginning of a replacement cycle in digital procurement,” explains Knevel. “There’s so much happening in the coming years. Of course, it will not only be driven by technology and AI, but foremost by the people, founders and leaders. It’s people that bring innovation and make the connection. If you look through the lens of opportunity from a digital and sustainable procurement angle, there’s so much to be excited about over the coming years.” ■





Empowering procurement to optimise

Focal Point's Anders Lillevik and Alice Gumo discuss procurement in the digital age, and how their end-to-end solution enables the function to modernise, optimise, and drive value

WRITTEN BY
MATT HIGH

PRODUCED BY
MIKE SADR

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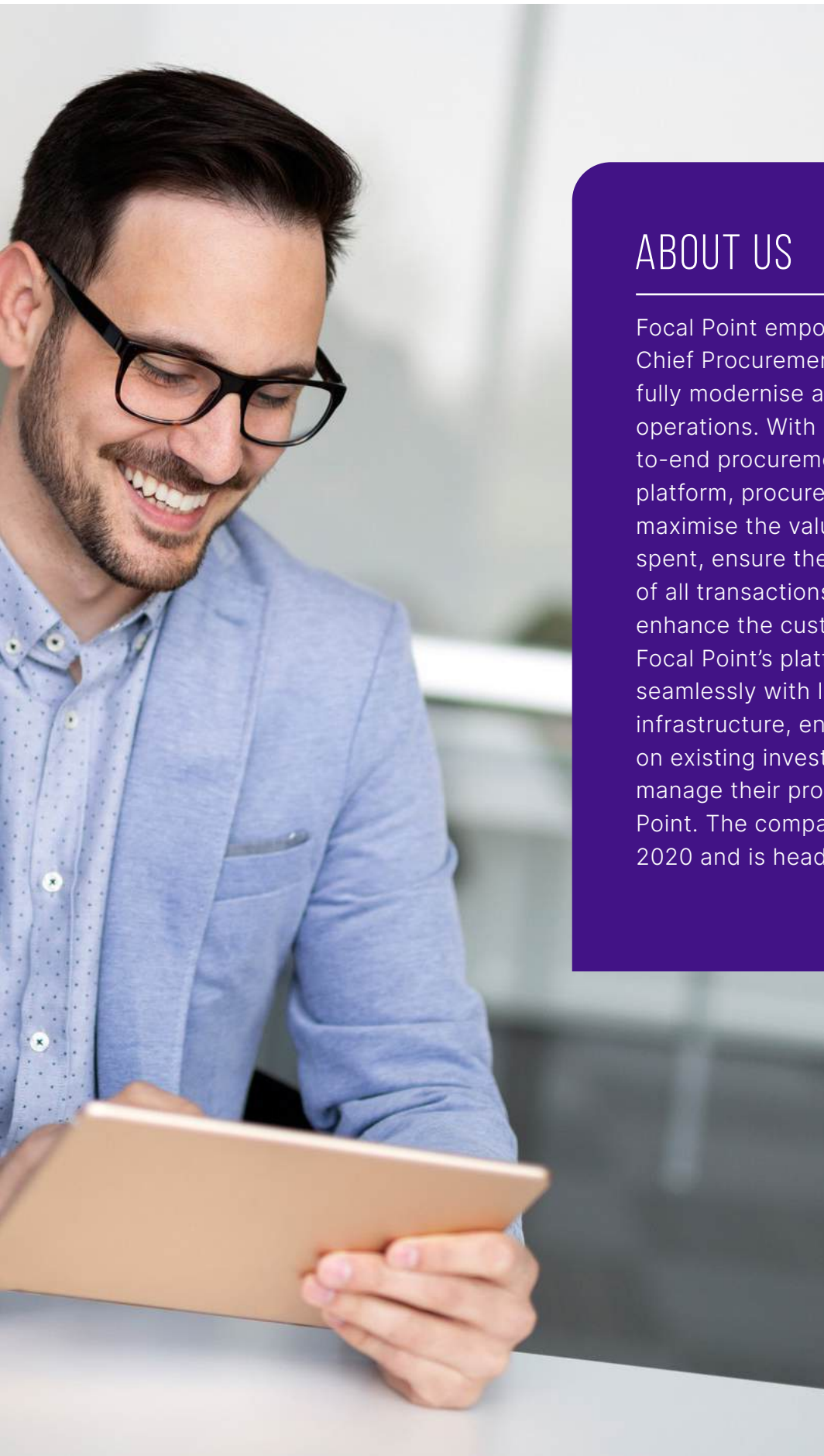
ow do you run a successful procurement department on Excel and email, or on legacy infrastructure that makes the job more challenging than it needs

be? The short answer, as Anders Lillevik and Alice Gumo can unsurprisingly attest to, is you can't. At all. And that's truer today than ever, with procurement professionals facing increased pressure and complexity, the need to add value beyond savings, and to have greater visibility and transparency across an increasingly broad remit of activities like ESG, diversity and inclusion, and risk mitigation taking place in separate, vertical solutions.

Technology, of course, is essential in navigating such a landscape, but only if it gives the necessary flexibility and user experience, centralises procurement processes and brings high levels of automation to workflows, connects functions and stakeholders across the business and brings large and disparate volumes of data into one central location. Which is where Focal Point, developed in 2020 by Lillevik in response to his own experiences as a senior procurement professional, comes in.

The company provides a single, end-to-end management solution for procurement decision intelligence, data analytics, and process automation. Focal Point connects seamlessly to legacy procurement infrastructure, and helps streamline workflows and mitigate process inefficiencies by bringing typically-siloed data from across the organisation and making it easily available in real time. This eliminates the need to log into multiple systems to find information, thus reducing complexity and inefficiencies, and enables procurement to track and monitor activity across the business and demonstrate greater value.





ABOUT US

Focal Point empowers enterprise Chief Procurement Officers to fully modernise and optimise their operations. With Focal Point's end-to-end procurement management platform, procurement teams can maximise the value of every dollar spent, ensure the safety and security of all transactions, and ultimately enhance the customer experience. Focal Point's platform integrates seamlessly with legacy procurement infrastructure, ensuring maximum ROI on existing investments. Global brands manage their procurement with Focal Point. The company was founded in 2020 and is headquartered in Atlanta.



Anders Lillevik
*Founder and Chief
Executive Officer*

Anders is founder and CEO of Focal Point, which he developed based on firsthand experience of more than 20 years as a Chief Procurement Officer. As a CPO, Anders worked for companies including Fannie Mae, QBE Insurance, and Webster Bank managing large teams and optimising procurement operations.

MODERNISING PROCUREMENT

Focal Point takes a people-first approach to procurement to empower those in the function to realise their full potential – hardly surprising considering it's the product of Lillevik and team's 95 collective years' procurement experience. Both Lillevik and Gumo have been in the profession for more than 20 years, with Lillevik's own tenures as a CPO inspiring him to start the tech firm. Which brings us back to those Excel spreadsheets and emails...

"It made it hugely difficult to track things as they were progressing through the funnel," recalls Lillevik. "It was challenging to see what anyone was working on at any point in time, hard to know what had been done, and difficult to audit work properly – you'd get to that point and face questions around



why you'd only invited certain vendors, how you'd come up with requirements and who signed them off, and the answer was basically 'I don't know'.

"Alice and I also worked together at QBE Insurance Group, where we had sourcing teams all over the world," he says. "Creating a monthly savings report was a herculean effort that involved a lot of manual tracking and spreadsheets. It was crying out for a solution that could track work from left to right in a structured way, irrespective of what the specific work was, which was my starting point. That's quickly morphed into what we have today: a tool that sits on top of existing source-to-pay infrastructure, pushes and pulls data in and out, and gives one view of a supplier, stakeholder, and category that's actionable."



Gumo's experience lies in process and tools in the function, and delivering major transformational programmes. "Whatever procurement tool or solution we implemented, users always had a problem. Often it was a relatively simple tweak or adjustment like capturing an additional data field. From a functional perspective, that can bring a lot of additional value, but it seemed like such a major action and, because of challenges around change management, budgets or the simple fact that procurement wasn't always at the top of the priority list, we sometimes ended up doing nothing to make the change.

"That's a challenging environment to be in from a process and standardisation perspective," she says, "because people ended up doing what suited them, creating their own spreadsheets, or capturing additional data by themselves away from the system of record. As soon as you go off-system like that it's very difficult for anyone to follow, chase, improve, and make better. That's one of the real selling points of Focal Point, it's built around user experience, flexibility, and customisation to make life simpler and more efficient for everyone managing complex procurement operations day in day out."

That complexity is only increasing as a rapidly changing world places more pressure on procurement. "When I started it was all about saving money," says Lillevik. "Then Sarbanes-Oxley and the failure of companies like Enron put the focus on ensuring suppliers are safe and sound, that they're good custodians of data, and that the security and risk environment was effective and stable. We've essentially gone from saving money and the company to saving the world with recent additions of ESG requirements."



“We’re in an environment where the function takes on more work and responsibility and it becomes increasingly challenging to stitch it all together—I read a KPMG study, for example, that said more than half of ESG metrics are still in spreadsheets for companies that track them,” he continues. “In a function that’s complex and where IT dollars are sometimes hard to come by, companies are using whatever tools they have to try and solve very specific challenges. It’s a classic case of ‘if all you have is a hammer, everything looks like a nail.’”

Gumo explains that greater complexity and additional areas of work or focus for procurement make visibility and clarity over processes and workflow difficult. “Because these additional demands are often third-party related, you’ve an environment where procurement has a stake in things like cybersecurity and security frameworks, contracts, or vendor management, but doesn’t always own them.

“But as soon as procurement needs a total picture of a third-party supplier it’s really difficult to have an instant and complete view of all the details because they’re siloed, or lie within another function,” she says. “That’s why our solution lets procurement teams bring together all the data quickly and efficiently to give a complete and actionable overview and insight.”

FOCAL POINT’S SOLUTION

Focal Point offers an alternative to these and other challenges that modern procurement functions face. It’s a single,

end-to-end solution that allows anyone, not just procurement, to track every activity, person, vendor, contract, KPI, and seller from one place, providing easily accessible live context and data to enable greater strategic decision making. For procurement teams, Focal Point provides a simplified workflow that handles all tasks from requests and reporting, through to strategy.

Its single-point-of-entry to data, project management, procurement tools, and project records helps bring context out of disparate systems into one easy-to-use interface. This eliminates context switching to enable simple moving between transactional procurement and strategic work through drag-and-drop customisable workspaces and ready-to-use shortcuts for complex tasks.

Planning is also improved through dynamically generated pre-built reports that give real-time information from multiple data sources. This reduces opportunities for data error and eliminates time spent on manual data transfers. Users can also measure and report on the full benefits of strategic procurement, track progress towards ESG and DEI targets, demonstrate non-financial benefits, catalogue risk and prevention savings, and ultimately demonstrate departmental impact and value.

“Our view of the world is that, if you have an objective to be met, whether it’s saving money, mitigating risk, freeing up capital, driving innovation or ESG, it has to be part of how we do business day to day,” says Lillevik. “In procurement, that comes



“Focal Point sits on top of existing source-to-pay infrastructure, pushes and pulls data in and out, and gives one view of a supplier, stakeholder, and category that’s actionable”

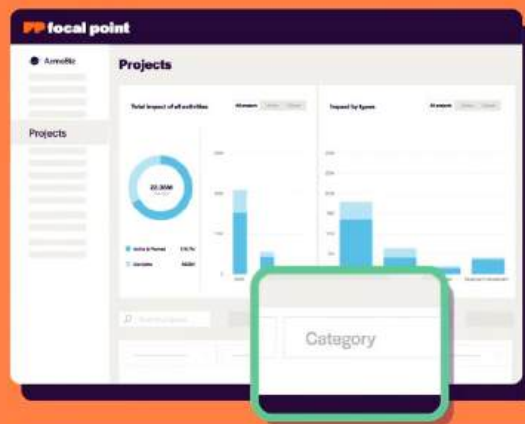
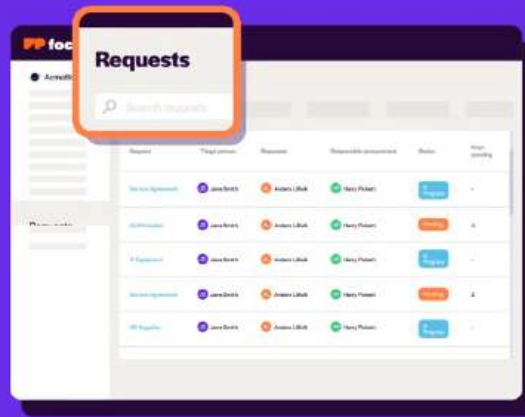
- Anders Lillevik, Founder & CEO, Focal Point

down to three things: how you source, how you manage, and how you transact with suppliers. It’s only natural that, every time you do one of these activities, it’s in the context of those objectives and what you’re trying to accomplish in that category.

“Performance management in procurement used to be all about saving money,” he continues. “But that’s not how we’re measured anymore, it’s about carbon footprint reduction, DEI, single-use plastic reduction, governance and so much more and, if you have to go all over hell’s half acre to do that, any reasonable outcome just becomes lost. For that reason, we embed all of these things in every project set up in Focal Point to reduce the friction

and allow accurate tracking and measuring. And that’s where we’re different from other solutions. We don’t set out best practices for people to follow. Instead we give the flexibility to allow procurement to create processes and projects in a way that emphasises what’s important to the organisation.”

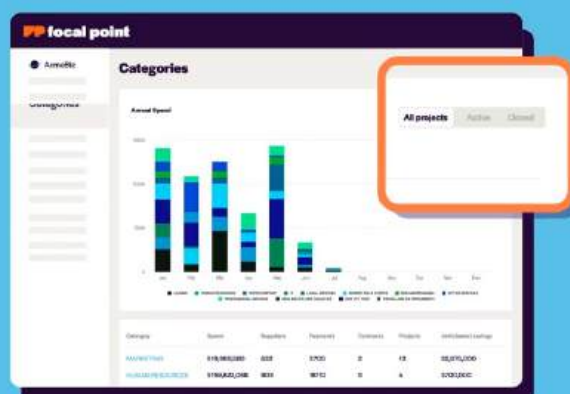
“It’s always been about putting the project at the centre of everything procurement does,” Gumo affirms. “You can then launch everything off from that starting point: ‘if the project delivers this, these are the items that should be considered so how do we pull them together into a project record and view the world from that whole-project perspective?’



Suppliers

Search for suppliers

Supplier	Supplier amount	Supplieror	Supplierable amount	Status	Next pending
New Supplier	1000	John Doe	1000	Approved	Request
New Supplier	1000	John Doe	1000	Pending	Request
New Supplier	1000	John Doe	1000	Approved	Request
New Supplier	1000	John Doe	1000	Pending	Request
New Supplier	1000	John Doe	1000	Approved	Request
New Supplier	1000	John Doe	1000	Pending	Request





Alice Gumo
*SVP Head of
Service Delivery*

Alice is SBP Head of Service Delivery at Focal Point, where she is responsible for service delivery and customer success, and customer implementation of the Focal Point solution. She is a highly experienced supply chain and procurement professional, in particular around process and tools adoption in the function, and delivering major transformation programmes.

“There’s still a challenge out there for many organisations around intake and how to have a single door into procurement for any kind of engagement, not just contracts,” she continues. “We offer Intake to Anything, a flexible intake process that can include any questions, approvals, calculations and more – it can be as complex as it needs. Once we get the intake and summarise the information, the customer can decide whether they take it to another external system, whether they push it into a project on Focal Point, and formulate how they’re going to deliver it. Most intake tools have an outcome in mind but we don’t do that. Instead we let the customer decide where they’re going with it – there’s no such thing as a straight-through process in procurement, so we ensure our flexibility matches that.”

Accessibility, functionality and user experience underpin Focal Point’s solution. At its no-code, low maintenance, and real-time heart are three core stages: Frames, Tools, and Workflow. Frames bring context and clarity to procurement processes by pulling data and workflow into organised spaces for thinking, planning, and doing. They’re highly configurable and collaborative spaces for things like requests, supplier information, projects and categories, within which procurement teams can build proactive procurement strategies by providing live context for decision making.

Customisable and automated tools maximise the outcome of Frames and drive agility and visibility by enabling users to manage data, build surveys, set goals, and keep stakeholders informed. Examples include an embedded reporting studio that enables reporting across any data set and frame, a powerful survey builder that gathers relevant project data and scores information, visibility over all active contracts, messaging apps that provide the ability to see and

communicate with all users within the platform, and goal-setting tools that create relevant and targeted objectives. Sitting beneath these layers, workflows build transparency and productivity.

“Frames define the blocks of things you have to get right in procurement – like your categories, suppliers or projects,” Gumo explains. “They’re also the things you need all the information about presented and summarised very simply, for example who are the top 10 suppliers, is spend going up or down, how many contracts do we have, and how’s the tail?. We frame that in a very effective way that gives a snapshot view of exactly where you are across any of those questions or areas of work.”

“As long as we have the data within our solution we can create any metric for that frame,” adds Lillevik. “We’re also developing the concept of observations, which is really important. So many people talk about ‘actionable insights’, but you still have to take the information somewhere to action it. Our solution will be able to tell you if your spend has gone up more than predicted, or that you might want to check out a new supplier in the system that doesn’t have a master agreement – the whole idea is to make actionable insights that you can actually action right there.

“To execute on all these things, the tools sit underneath and it could be anything from a contract management solution through to a procurement intake tool, whatever is needed,” he states. “At the bottom of the house, everything is driven by workflow. The whole idea is that if information travels by keystroke or gets transposed into an Excel document to be worked on later, we’ve already lost the battle. We’re saying “bring everything you’re measured on into one place, keep it dynamic and make it add value.”

**“Our vision is to create
a tool that everyone in
procurement wants to use
because it’s giving them
exactly what they need”**

– Alice Gumo, SVP Head
of Service Delivery,
Focal Point



COLLABORATION AND CLIENT SUCCESS

In the spirit of Focal Point's 'by procurement, for procurement' ethos the company places considerable focus on close collaboration with clients to nurture success and provide a solution built for people. Its client success model ensures optimum adoption, beginning with working to gather processes and needs and conducting a procurement maturity assessment, before building out the platform, integrating data, and formalising conditional logic behind the client's processes.

Once all data and processes are in one place, Focal Point configures the workspace to specific company goals and KPIs, and custom-filled data fields for optimum reporting. This is supported by a dedicated 'hyper-care' model from a team of specialists with deep sector experience, who also offer ongoing integration support for third party data sources.

"One thing we try to be really consistent with to ensure clients are successful is to absolutely hone in on what the objectives are at the beginning of a project," Gumo adds. "Whether it's cost savings, process improvements, data transparency or anything else we ensure the solution is geared towards it, and then craft our programme deliverable around that specific thing. I've been a head of procurement process and systems for many years and I've seen money invested in tools that aren't up to the task – you just end up pushing people to use it. Our vision is to create a tool that everyone in procurement wants to use because it's giving them exactly what they need."

"It's a change management process for organisations," says Lillevik. "But how we work with clients is by trying to eat the elephant one bite at a time. If teams are moving from spreadsheets, which is typically



the wild west, to working more efficiently with a platform like Focal Point in one fell swoop then that's a significant change. We discourage that as much as possible by working with clients to get their teams used to using a more structured solution and then layering up further downstream."

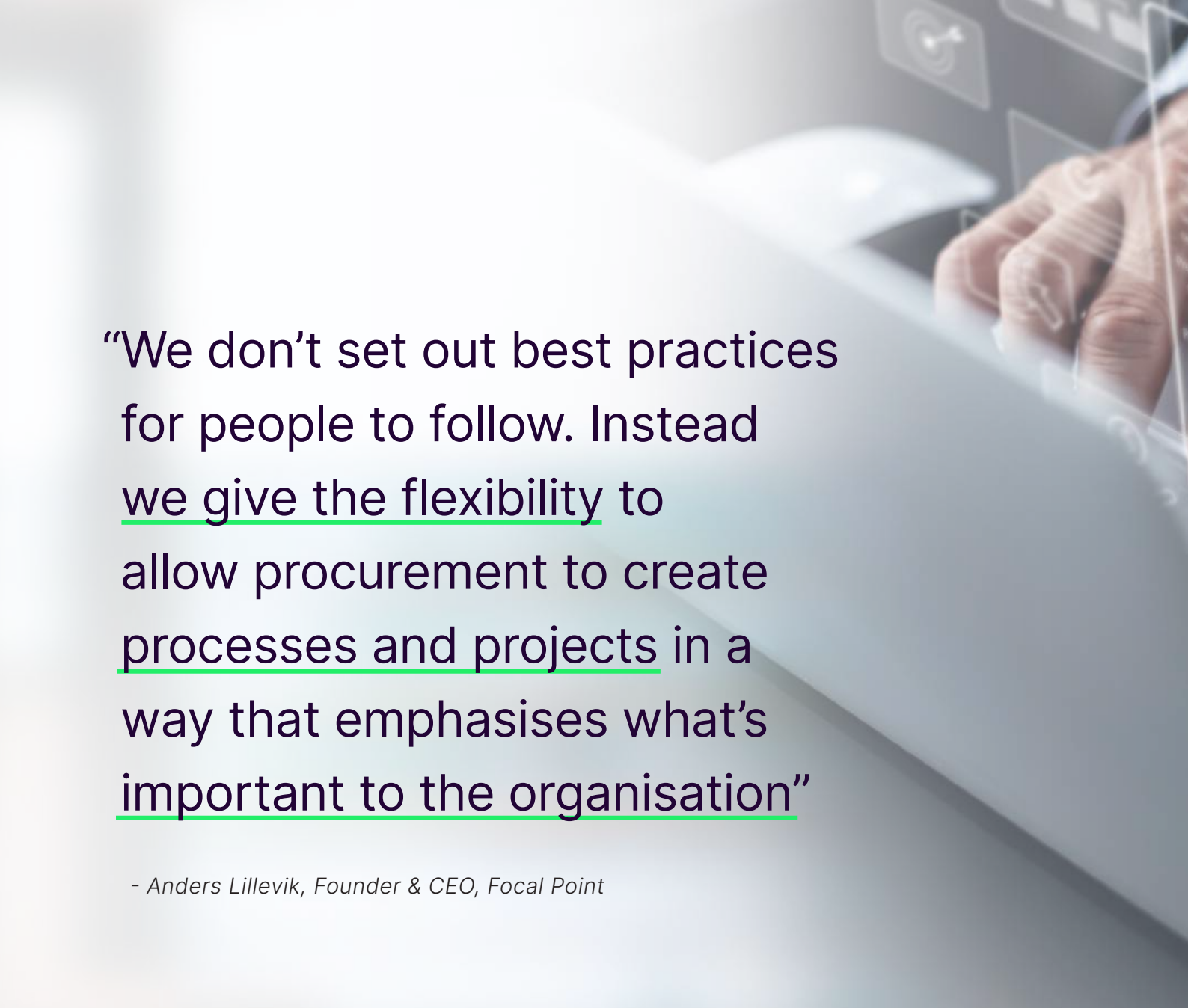
Gumo explains that this method of adoption is common because of the functionality within the platform. The beauty



of the solution, she says, is that a fully-baked process isn't necessary to get started. Rather, procurement teams adopting Focal Point can build as they progress. "You can start with a single intake with one flow if you want," she says, "get everyone used to it, then slowly add a layer of approval or automate a process. The flexibility to start small and build and that gradual build up, while not really seen by users, is crucial to

the success because you're implementing change in the function and really bringing people along with you."

Despite only being founded in 2020, Focal Point's approach to empowering procurement teams to modernise and optimise has already garnered much success. In October 2023, the business was recognised in Gartner's prestigious Hype Cycle for Procurement and Sourcing Solutions while, at the end of the



“We don’t set out best practices for people to follow. Instead we give the flexibility to allow procurement to create processes and projects in a way that emphasises what’s important to the organisation”

- Anders Lillevik, Founder & CEO, Focal Point

year, it received the 2023 Top Software & Tech award and, for the second consecutive year, the 2023 Top Tech Startup award.

Companies too have benefited significantly from adopting the solution. “We worked with a major Japanese pharmaceutical company that struggled to source clinical trials, which are outsourced, highly regulated and audited frequently,” recounts Lillevik. “They were basically using Excel to track all of this, which just didn’t stand up to scrutiny by the likes of the Federal Drug Administration (FDA) here in the US. With them we developed an intake process in which they could collect all the data upfront and set out projects with clear

information at the end. Everything was on the system, measurable, and tracked and, for the first time ever, reports stood up to scrutiny by the FDA.

“We’re also working with a very large hotel chain that has seven procurement teams in the organisation,” he adds. “Using our solution they’re able to standardise on the base case of what each organisation needs to do and then add extra steps where necessary. On top of that, they’re also layering in things like diversity and inclusion, certificates of insurance and more. It’s a collaborative relationship in both cases; we’re building a new ESG solution with one of these clients



and, with the other, a supplier management solution that'll both ultimately be released."

Looking ahead, Lillevik and Gumo explain that ongoing development and evolution is central to Focal Point's strategy while maintaining the core values and objectives that have set the company on such a strong journey. "There's never one way of doing things in procurement," Gumo notes. "I think that, wherever we go with the new developments and products we're looking at, we have to make sure we stick to our principle of simplicity, configurability, and making our tools as flexible and adaptable as possible."

"We're looking at developing the product

into a procurement operations suite," Lillevik adds. "As procurement organisations start to look at category management more holistically, we need to consider how we bake in things like contract compliance, payment compliance, ESG, and all the other procurement performance metrics into the category strategy. That ultimately means a category strategy solution that cares about how you source, manage, and pay suppliers – a lot of category management solutions look at the sourcing aspect, but it's meaningless unless you can manage everything after. For me, that's how we continue to focus on taking procurement to the next level." ■

SourceDay



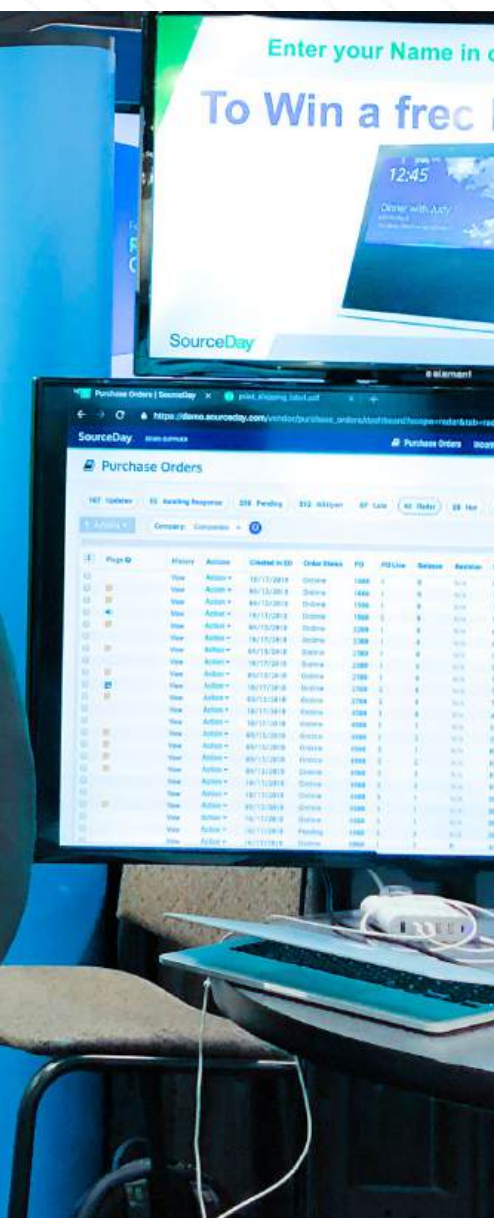
Delivering a higher level of performance and visibility in your supply chain

Tom Kieley, CEO and co-founder at SourceDay, discusses his company's secret sauce and how it has risen to the top of the pile, delivering unified supplier collaboration for manufacturing customers

WRITTEN BY
SEAN GALEA-PACE

PRODUCED BY
MIKE SADR





ome of the best innovation is born through frustration with existing offerings.

Having built their careers in manufacturing, SourceDay's founders grew tired of unnecessary costs, increased risk, and wasted time and productivity caused by ineffective supplier communication and incorrect ERP data. This led them to create a solution that would prevent direct materials inventory surprises and unnecessary costs and also rebuild trust between manufacturers, distributors, and their suppliers.

Today, SourceDay is a bi-directionally integrated platform for any ERP where the purchase order (PO) demand is generated. The company delivers 100% of purchase order demand to suppliers through the lifecycle of a PO to ensure that suppliers have no surprises and always have the most real-time, accurate source of truth. An ERP streamlines many of a company's internal processes, but when it comes to keeping track of critical PO changes in a timely manner, procurement teams are still stuck in manual work, such as spreadsheets, emails, and post-it notes.

By digitising and creating configurable smart rules for PO change management, SourceDay removes up to 80% of the manual procurement work and eliminates the persistent question marks around end-product delivery times and costs. Through seamless integration with a customer's ERP, SourceDay ensures that every purchase order is delivered to suppliers without fail and allows for true 100% supplier collaboration through a portal, email, or EDI.



With the transformative addition of complete PO visibility, SourceDay doesn't just enhance existing ERP capabilities, it sets a new bar for PO accuracy and on-time delivery for direct materials procurement. In today's digital age, embracing such clarity and intelligent use of technology isn't a luxury; it's the key to ensuring a business remains agile, robust, and ahead of the curve.

Since its inception, SourceDay has been on a mission to eliminate manual work, production delays, and inbound supply inaccuracies from the procurement lifecycle. In just under a decade, SourceDay went from an idea on a whiteboard in a small office to nearly 300 customers and more than 80,000 suppliers globally who interact through the solution daily.

PEOPLE ARE A HUGE DIFFERENCE-MAKER

As CEO, Tom Kieley is used to making tough decisions. However, he explains that hiring the best people for the right stage of the journey is one of the most challenging aspects of the role. Without great team members, a business can't be successful long-term. However, while the organisation's requirements dictate part of the job criteria, finding people who are already equipped with knowledge of the industry and the customer set plays a crucial role in the hiring process.

"We want to deliver value to the customers efficiently and effectively," he explains. "We're fortunate we have executives who are visionaries in their fields and can help carry the business to be the industry-leading solution while innovating and disrupting the supply chain technology space."



EXPERIENCE ACROSS THE COMPANY

"Hiring people with highly relevant industry experience has been very important. For example, we have former buyers on our sales team. They've walked in our customers' shoes and had to live with the pain that SourceDay solves," explains Kieley. "We have team members who were manufacturing operators, so they understand the challenges of manufacturing first hand."

The impact that relying on external suppliers can have on a manufacturer when things aren't going according to plan is often significant and costly. "A minute, an hour, a day of downtime from a missing part or component drastically impacts the bottom line of manufacturing, which is already a low-margin, highly cash-sensitive organisation."

REMOVING THE BUYER/SUPPLIER COMMUNICATION GAP WITH UNIFIED SUPPLIER COLLABORATION

A major frustration (and point of risk) in procurement, especially for manufacturers and distributors, are the constant PO line changes impacting production scheduling. Buyers are caught in a nearly no-win situation. They can waste hours they really don't have manually chasing down and staying on top of changes (hoping they or their supplier didn't miss something critical) or they can wait until the ERP updates (often the next day) and be behind on time-sensitive decisions.

"There isn't a manufacturer or distributor who hasn't felt the painful ripple effect of missing a critical PO change," says Kieley. "It impacts inventory costs, expedites fees, production and labour schedules, and end-product delivery dates."

Procurement's **Secret** Weapon

Stop misses at the Source

up to

96%

on time delivery

100%

supplier adoption

**ANY
ERP**

52% of purchase orders will change. And each line changes an average of 2.5 times.

Your company depends on you to keep things moving.
SourceDay is here to help.

sourceday.com/demo

SourceDay

“A minute, an hour, a day of downtime from a supplier drastically impacts the bottom line of manufacturing, which is already a low-margin, highly cash-sensitive organisation”

– Tom Kieley, CEO, SourceDay

The historical challenge has been the absence of a closed-loop supplier collaboration platform that accounts for supplier workflows as much as buyer workflows. SourceDay has solved this issue with Unified Supplier Collaboration (USC), a simple, yet powerful workflow tool that allows buyers and suppliers to communicate and collaborate through their preferred channel. That can be the SourceDay portal (even without a login or training),

an EDI connection, or through normal email communications. The SourceDay solution captures and updates critical PO line changes – and – directly into the ERP, retaining a single, accurate source of truth for shipment, demand planning and production scheduling. “With USC, there are no more supplier surprises, no more guesswork, no more inaccurate ERP procurement data, no more “where’s my part?” and no more ripple effect across the organisation,” Kieley adds.



SOURCEDAY: HOW EVERYONE BENEFITS

- Receive and manage timely PO confirmations and changes from suppliers.
- Find MRP inaccuracies with accurate PO data.
- Build strong, performance-driven supplier relationships with supplier scorecards.
- Robust US-based training, onboarding, and support.

Buyers

- Accurate lead time and MRP data to significantly improve on-time delivery.
- Increased visibility into KPIs for data-driven decision making: OTD, move-ins/move-out, price changes and more.
- Streamlined integration and onboarding for speedy time to value.
- Robust implementation and ongoing support.

IT

- Quick integration ensures speedy time to value and return on investment.
- Lightweight IT integration with any ERP.
- Training done by SourceDay's team to take pressure off IT teams.

Executives

- Reduce business risk caused by external suppliers.
- Decrease customer SLA penalties.
- Lower average inventory on hand to increase inventory turns.
- Increase ERP data accuracy for key business decisions.
- Increase visibility into repeatable and accurate revenue forecasts through improved demand and scheduling data.

COVID-19 DRIVE

The COVID-19 pandemic in early 2020 highlighted many inefficiencies in supply chains. Pre-pandemic, the supply chain technology space was limited and there wasn't much innovation beyond traditional ERPs. Kieley explains that boardrooms were not yet at the stage to buy technology as a "differentiator" and were instead throwing people at the problem. "When the pandemic hit, it really highlighted challenges that had always just been overcome through brute force and people," reveals Kieley. "You were forced to send everyone home other than essential workers in the warehouse and shop floor. This significantly



impacted visibility and communication with critical suppliers.”

The pandemic exposed the gaps that manufacturers and distributors had in their business model, which created a great deal of risk in operations. Kieley illustrates the stark paradox manufacturers were experiencing with and without SourceDay to help keep the lights on. “We had several hundred customers we were able to get data from that showed their buyers never skipped a beat because of SourceDay,” he reveals. “Many customers were able to tell us they were getting 90, 95% on-time delivery even through Covid. In contrast, companies that weren’t using SourceDay

ground to a screeching halt for six to 12 months while many of them were trying to get visibility and communication back with their suppliers. Outside of email, everyone was back at home, lost.”

CHOOSING THE BEST EMERGING TECHNOLOGY

Indeed, technological transformation is a big part of most organisations’ puzzle. With new technology causing significant waves of interest in procurement and supply chain, there is a rush by technology providers to quickly bring technology advances to market, often before actual value delivery has been vetted out. SourceDay has taken a different approach. The company has



SourceDay

“One of the
points for
was their fo
things *simp*”



“When the pandemic hit, it highlighted challenges that have historically been overcome through brute force and people”

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the biggest selling
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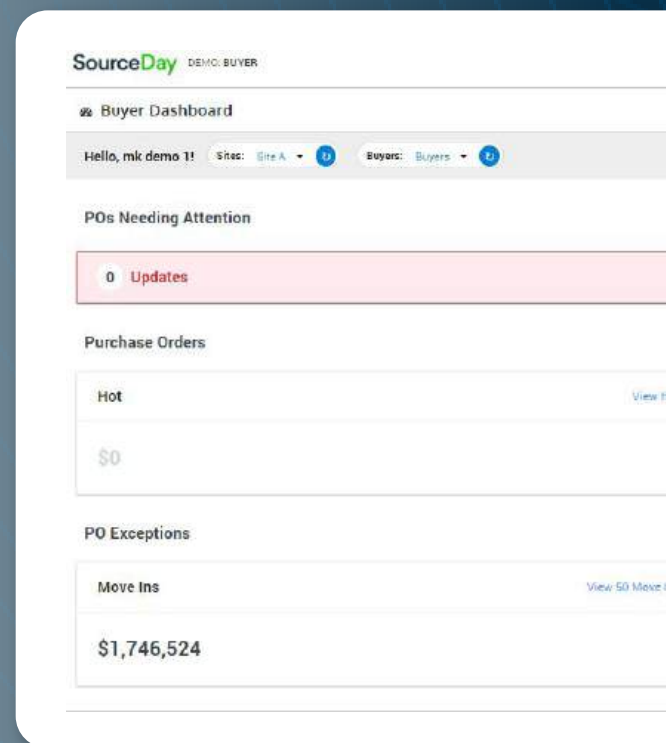
- Donna Fritz VP, Marketing & Growth

technologies because of the low impact to customer success.

One area of tech SourceDay has researched and tested extensively is artificial intelligence (AI). Properly utilised, AI has the potential to drive millions of unnecessary manual hours out of the procurement process. So, it's no surprise that SourceDay's roadmap for 2024 is centred on leveraging the power of AI. “We've added strategic experts from supply chain and data science backgrounds to enable us to deliver more solution value to customers, such as more proactive visibility, change tracking, and analytics; information that used to live in error-prone spreadsheets and email or was otherwise unusable,” explains Kieley.

One of the biggest crazes of the past few years has been generative AI. Since the rise of OpenAI's ChatGPT model, scores of industry leaders have been rushing to find ways to leverage chatbots successfully into their processes. But, it comes with risks attached because large language models are not always reliable and often incorporate made-up data.

In contrast, Kieley explains that SourceDay's data set solves the accuracy problem with AI. “The reality is generative AI and machine learning models are being trained and built by data that is primarily human-generated and subject to opinions and points of view that are not always factual,” reveals Kieley. “Our dataset is factual and action-derived. It reflects what has happened in the past on a supplier's ability to hit on-time delivery, price changes, quality, responsiveness, ability to ship on time in full, and all of the components that happen through those transactions that again, otherwise existed in email or voice that were uncaptured. As a result, our AI is able to use fact-positive historical data to provide insights and recommendations to customers.”



Customer case study:

CHATSWORTH PRODUCTS (CPI)

Chatsworth was facing a number of supplier-related challenges with their Epicor ERP, all of which centred around how they were managing the process of acquiring parts and raw materials. They predominantly relied upon email, phone calls, faxes, and spreadsheets to manage supplier communication, none of which facilitated visibility or easy tracking.

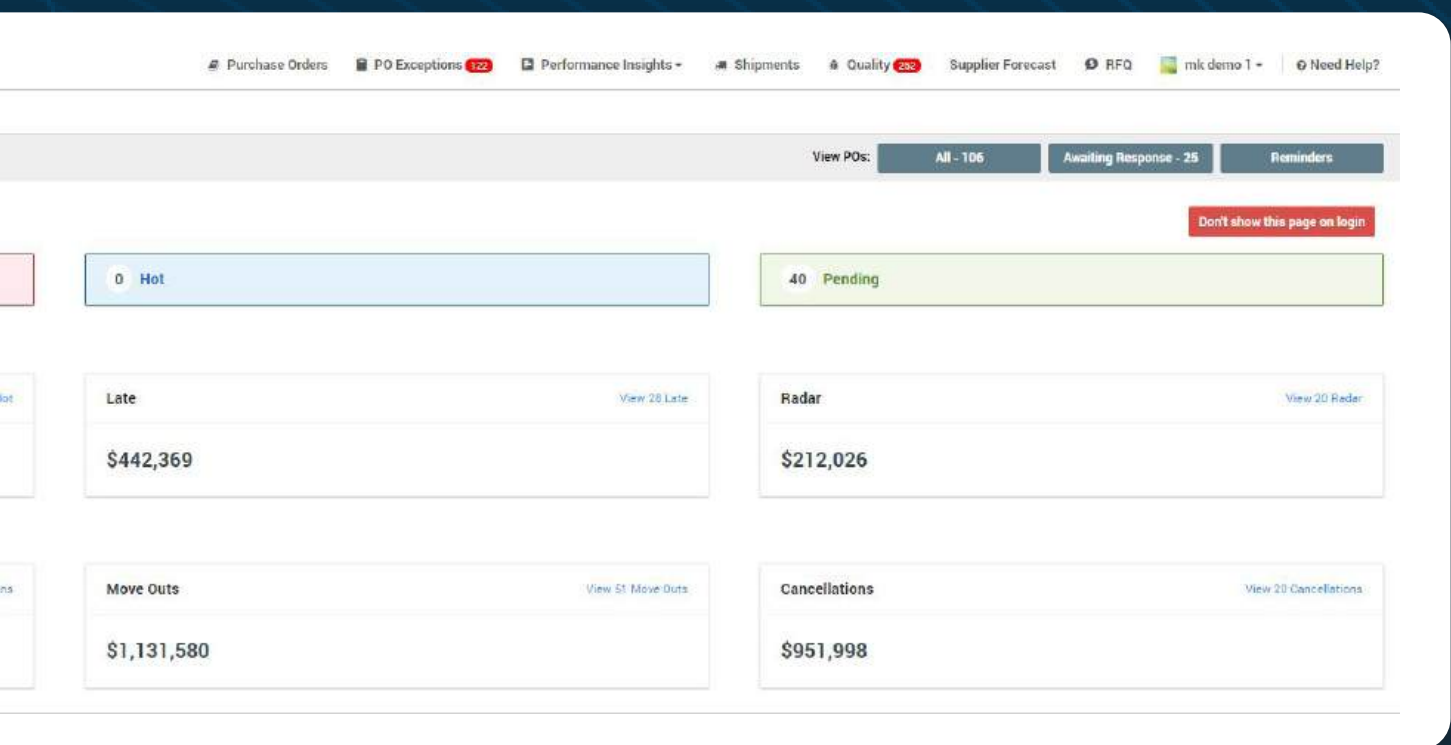
As a result, before working with SourceDay, Chatsworth's suppliers were chronically late delivering materials. The manufacturer had to amass significant buffer stock to keep production going because suppliers could not be relied upon to deliver materials when they were needed. After watching a demo of the SourceDay platform at an Epicor user group, Chatsworth immediately knew they needed this solution to resolve

supplier issues.

SourceDay enabled Chatsworth to improve supplier collaboration to such an extent that on time delivery (OTD) went up to 90%. In doing so, the company was able to shift to a just-in-time model and reduce on-hand WIP inventory needs by 66%. This allowed 90% of warehouse space to be freed up and converted to a manufacturing floor.

Chatsworth's Products Senior Director of Materials and Logistics, Jean Louis Marin, said: "Three years ago, we were living in chaos. Now, with our hyper-growth and with the new tool, I can't remember the last time we were short a part."

Not only did SourceDay help minimise risk impacting Chatsworth's business, but the benefits allowed them to optimise factory operations to drive more revenue through production.



EYE ON THE FUTURE

Looking ahead, Kieley is optimistic about the upcoming years at SourceDay. Having achieved considerable success in a relatively short time, he is showing no signs of slowing down amid an exciting time for procurement and supply chain. "Our future is bright. We have built strategic partnerships with organisations that are additive to our platform and/or we are additive to their platform," he says. "It's vital in helping SourceDay reach a bigger market and start going more global. Today, most of our customers are in North America. We have a handful around the world, and we have partners that we've recently announced will start taking us to a more global scale, which I'm confident will transform the supply chain landscape.

"There's truly nobody doing this in the way we do it. And explicitly, I

think groundbreaking, transformational technology for manufacturers and distribution companies enables them to succeed in otherwise challenging environments. Global conflicts are becoming an increasing challenge to supply chains, and if you're shipping into parts of Europe today, you're having to spend 25% or 30% more. It's these types of challenges that are unexpected and unplanned expense increases, and you need to do everything you can to build efficiency and visibility around those changes and risks. Technology is here to stay in this space, and there's not enough awareness of our platform and the specific supply chain procurement market we've created and solved. For us now, it's about building awareness in the manufacturing and distribution verticals and helping organisations to thrive." ■



PROCUREMENT IS ALL ABOUT RELATIONSHIPS

Maria Agrusa, Chief Procurement Officer at Orange County, California, emphasises the invaluable contribution of her staff, whom she regards as the cornerstone of her organisation's success

WRITTEN BY
LOTTIE DURRANT

PRODUCED BY
RICHARD DEANE





Innovative strategies. Smart technology. Solid contracts. Every procurement manager knows these too well. “However, without inspired and motivated procurement professionals, the procurement buzz words are meaningless.” Maria Agrusa, the Chief Procurement Officer at Orange County, emphasises the invaluable contribution of her staff, whom she regards as the cornerstone of her organisation’s success. “Quality and engaged staff are indispensable for accomplishing our tasks”, Maria asserts. With over 25 years of experience in government contracting, Maria brings a wealth of knowledge and a strong commitment to elevating the procurement profession in her leadership role awarded Procurement Officer of the Year in 2020 and 2023 by the California State Association of Counties. Her diverse background spans various government procurement sectors, including healthcare and military, providing her with a breadth of experience that she aims to continue sharing with her procurement agents.

“Procurement is all about relationships,” Maria says, referring to her staff, peers, suppliers, and customers. She’s been focused on strengthening all these relationships, while empowering her team to understand the critical value they bring to the table.





Recognising the importance of cultivating a skilled workforce, Maria focuses on attracting talent from diverse backgrounds and facilitating cross-departmental training opportunities. Under her leadership, the procurement team is empowered to become subject matter experts through formalised training and rotational programs. “For example, only those who previously worked in architect and engineering were provided architect and engineering training. However, I’ve opened up formalised training to everyone. I think it’s beneficial for everyone to learn, and then within each department I’m able to rotate.” This approach not only enhances individual skill sets but also fosters career development and progression within the department.





ORANGE
COUNTY



“



**OUR SUPPLIER RELATIONSHIPS ARE
SO IMPORTANT AND FOSTERING THEM
HAS NOT ALWAYS BEEN A FOCUS,
BUT WE'VE REALISED THAT SUPPLIER
ENGAGEMENT IS CRITICAL”**

– Maria Agrusa, Chief Procurement Officer,
Orange County, California

GE
ITY





“

**QUALITY AND ENGAGED STAFF
ARE INDISPENSABLE FOR
ACCOMPLISHING OUR TASKS”**

– Maria Agrusa, Chief Procurement Officer,
Orange County, California





Most notably, Maria has set out to transform the procurement mindset of her staff while elevating the profession. “We’re encouraging certifications, education rotations, cross-training and mentorship,” she says. “I want my staff to be proud of what they do, become role models for their peers, and help elevate the profession.” She explained how historically the procurement function was ignored and was treated very clerical. As a result, she developed the “Procurement Trailblazer” training program, in collaboration with NIGP’s Marcheta Gillespie, with the aim of redefining the role to show how this is probably one of the most important functions in the county.

Training is also easier now thanks to

Maria’s move to standardise systems. “When I assumed this role, all 22 County departments’ solicitations and contracts looked completely different, so we’ve worked to standardise in all areas.” This means that the entire procurement system, cradle to grave, that has been developed by OpenGov can be shared between departments and eliminates the various paper and manual processes. This is an example of how Maria prioritises streamlining processes wherever possible. By automating workflows and implementing tools like DocuSign, Pavillion and Procurated into OpenGov she eliminates traditional paperwork and enhances efficiency across the department. Maria’s commitment to modernisation extends



How to Ace Your Next RFP

Psst! Use Automation

All RFPs are not the same. Today, tools like word processors and processes used to build RFPs are cumbersome, slow, hard to understand, and lead to a confused suppliers. Not to mention a whole host of formatting struggles, version control, and compliance challenges.

In addition to frustrated teammates, there are bigger challenges from a lack of qualified vendor responses to the same vendors responding repeatedly, minimizing both competition and diversity of services.

No wonder almost half of public procurement professionals say it takes at least a month to issue an RFP. It's time to change. An automation tool is the missing link to building RFPs that are organized, consistent, compliant, guide vendors, and are easy to evaluate.

ORDER IS EVERYTHING

Sounds simple enough, but the vast majority of RFPs I read are poorly organized and extremely difficult to follow. Worse yet, they leave out critical questions or agency-specific policies.

I like to think about it as telling

a story. What is the beginning, middle, and end, and what are the key takeaways? For example, you'll want to start with a brief overview of the project and any key dates. The project scope, goals, and expectations should follow and be next to each other in the RFP, not hidden within lengthy, downloadable documents.

RINSE AND REPEAT?

The best way to make your RFPs the strongest possible: templates. These are beneficial both to your procurement department and to bidders. Procurement professionals save time and ensure they don't miss critical information in the RFP, and bidders know what to expect so they can spend more time providing strong responses.

Automated templates stand out because compliance is built in and easy to repeat. This ensures any RFP includes everything it's supposed to have, and nothing it doesn't. Using an automation platform allows the RFP author to focus on the specific needs of their project or service, and less on formatting and compliance checking.

GUIDE THE SUPPLIER

Ultimately, the above steps ensure that RFPs are readable because these are only useful if suppliers understand it. The best procurement software provides simple, intuitive guidance for the supplier that's not just in a flat document, but is integrated into a cloud application. This allows for an interactive experience for suppliers, resulting in more responsive bids!

By guiding suppliers to respond in a specific order, it's easier for subject matter experts to evaluate objectively. When suppliers get overly creative with formatting their responses. That desire to create something bold and colorful can ultimately distract from the content of the bid - the part that evaluators care about most.

The end result? Huge time savings. Happier suppliers. Happier stakeholders. Better outcomes.

WRITTEN BY

Thao Hill, VP Product Management at OpenGov

Are you ready to upgrade to the most automated procurement software?

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to collaborative initiatives with partners such as OpenGov, who share her vision of facilitating access to shared contracts and optimising procurement practices.

Maria's leadership extends beyond internal initiatives, as she fosters alliances within the region to leverage purchasing power and better support local businesses. "In addition to my 22 departments in the county, there are 34 cities and special districts. We developed an Orange County Procurement Alliance and we meet quarterly and collaborate on contracting. We're all contracting for the same stuff so why duplicate efforts?" The Alliance provides efficiencies and cost savings, which really helps the smaller cities who have

limited resources and can take advantage of the County's initiatives. The Alliance has a heavy focus on supporting the small and local businesses in the region. Since launching two years ago, the Alliance has collaborated on over 100 procurement transactions and increased the number of small and local suppliers by 15%. The establishment of the Orange County Procurement Alliance exemplifies her commitment to driving efficiency and cost savings through regional collaboration. This collaborative approach has garnered interest beyond Orange County, with other organisations expressing a desire to participate across the Southern California region.



In 2023, Maria was elected to, and continues to serve on, the CAPPO (California Association of Public Procurement Officials) Board as the Director South



“

**I WANT MY STAFF TO BE PROUD
OF WHAT THEY DO, BECOME ROLE
MODELS FOR THEIR PEERS, AND
HELP ELEVATE THE PROFESSION”**

– Maria Agrusa, Chief
Procurement Officer,
Orange County, California





Relationship building lies at the heart of Maria's strategy, both with suppliers and within her team. Supplier outreach events and focus groups are organised regularly to strengthen supplier engagement and provide networking opportunities. "Our supplier relationships are so important and fostering them has not always been a focus, but we've realised that supplier engagement is critical, so I launched a dedicated team dedicated to building and enhancing these relationships. We host monthly open house information days for suppliers showing them how to register as a County supplier and introducing them to other resources like the Small Business Administration, and procurement representatives from our various departments and across our Alliance." Similarly, Maria prioritises staff engagement through monthly all hands meetings and personalised one-on-one support, earning her a reputation as a supportive leader dedicated to professional development.

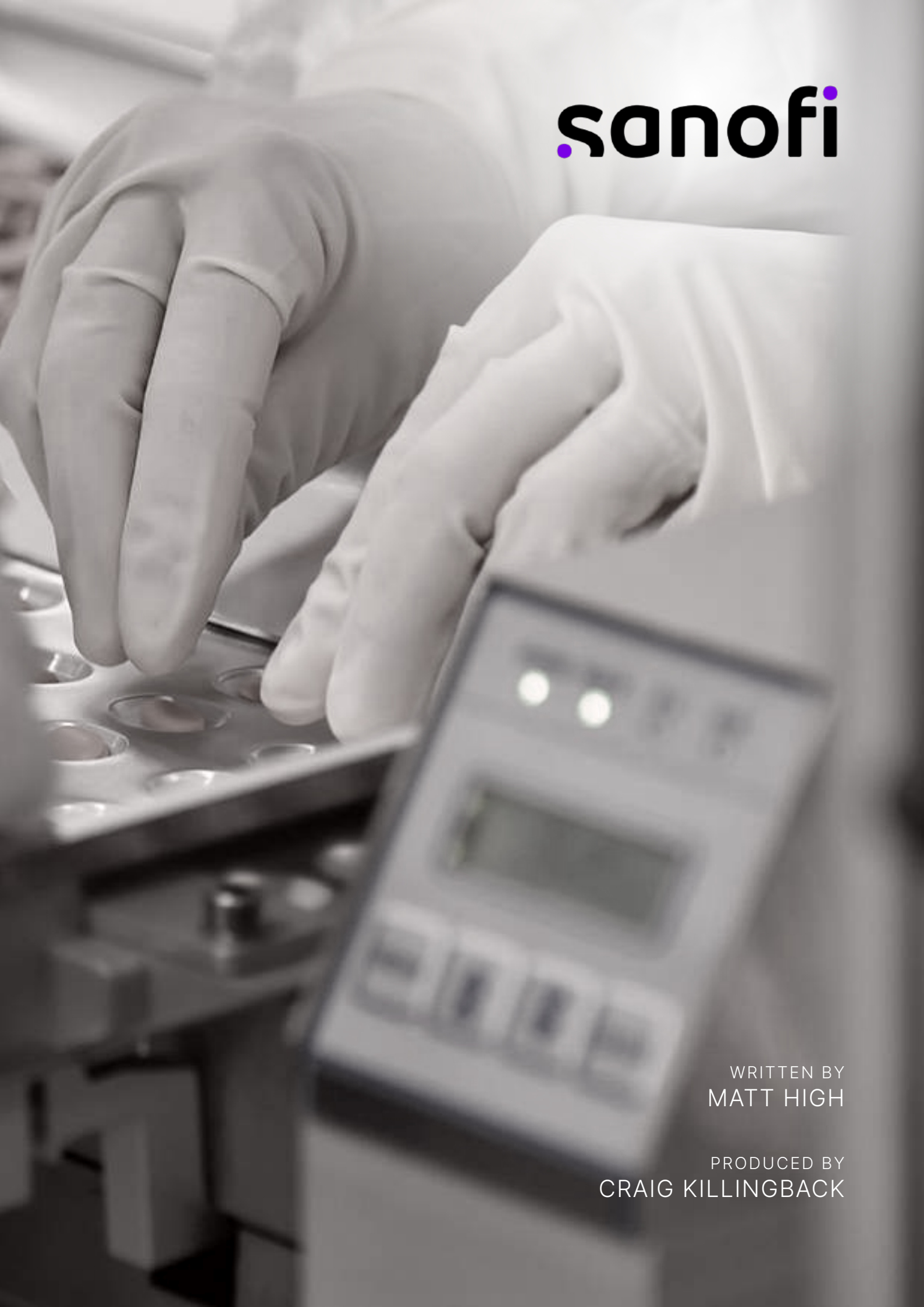
Looking ahead, Maria remains focused on empowering her team and solidifying Orange County's position as a leader in procurement excellence. With a keen eye on building lasting relationships and driving innovation, Maria's vision is to leave behind an organisation that thrives long after her retirement.

Amanda Jaffe, a Government Innovation Fellow at the Harvard Kennedy School Government Performance Lab who focuses on procurement, comments: "Maria Agrusa and her team are creating a culture of procurement excellence in Orange County by piloting innovative purchasing practices and building connections across the field through the Orange County Procurement Alliance. I am so excited for what the team will do next to set Orange County procurement leaders up for success." ■



Clinical supply chain innovation

Landry Giardina, Sanofi's Global Head of Clinical Supply Chain Operations Innovation & Technology talks data-driven performance, resilience, agility and operational excellence within the clinical supply chain area

A grayscale photograph of a person in a white lab coat and gloves working with a multi-well plate on a piece of laboratory equipment. The person's hands are in the foreground, carefully handling the plate. The background is slightly blurred, showing more of the lab environment. The Sanofi logo is in the top right corner.

sanofi

WRITTEN BY
MATT HIGH

PRODUCED BY
CRAIG KILLINGBACK



anofi has a mission: to chase the miracles of science to improve people's lives, and sometimes that means starting over with Plan B, Plan C, or even Plan Z. To do so means to work across the most complex disciplines to solve problems, to push the boundaries and not be afraid to take smart risks, and to dedicate everything to making life better for people everywhere. None of that happens without continuous and groundbreaking R&D and clinical trials to prove the medicines and vaccines it creates are safe and efficient for millions of people around the world. Which makes Landry Giardina and his colleagues' jobs absolutely essential.

Landry has been at the business for close to 20 years, beginning in science-oriented roles around downstream purification and manufacturing vaccines, before making a conscious choice to move into the global clinical supply chain sector. Here he worked across several areas, including drug needs translation, heading up comparator drug sourcing, and leading digital clinical supplies, until taking his latest role – Global Head of Innovation & Technology within Clinical Supply Chain Operations – in 2022.

"It's a digitally-focused, and innovation and performance-driven position," says Landry, expanding on the scope of his and his team's work. "From forecasting to operations, our role is to understand the complex needs and challenges of the clinical supply chain. Then, we translate them into operational activities to optimise supply strategy. It allows our entity to influence R&D decisions in order to optimise supply strategy, and to welcome the many new and evolving challenges the organisation faces."





“From forecasting to operations, our role is to understand the complex needs and challenges of the clinical supply chain. Then, we translate them into operational activities to optimise supply strategy”

– Landry Giardina,
Global Head of Clinical Supply Chain
Operations Innovation & Technology, Sanofi

“To do that effectively, I have three core teams focused on different areas: building strong foundations in robust processes, standard operating procedures and training; software and solutions management and enhancement for new projects; and lastly, implementing new technologies, tools and innovations that drive R&D in clinical trials.”

These trials, and the supply chain that supports them, are essential to provide quality and safe medicines and products that improve people’s lives. Sanofi works worldwide to provide life-changing treatment options and life-saving vaccine protection to millions of people. For half a century the company has led innovation and science in healthcare. It was the first

worldwide supplier of the injectable polio, influenza, meningitis, and rabies vaccines; it has innovated in mRNA technology to develop future vaccines; it played an important role in establishing standards of care in diabetes innovation; and has led the way in innovation in immunology, neurology, and rare diseases.

Clinical trials, designed to either validate a new drug or vaccine, or define patient populations in which a potential treatment would be most effective, underpin this legacy. They allow researchers to determine whether a new way to prevent or treat a disease is safe and effective for human beings and often follow years or decades of research. In recent years,



as clinical trials have increased and the pharma market evolved, the clinical drug supply chain has become a critical factor for success.

“The clinical supply chain is the part of the organisation that ultimately translates the needs from a clinical protocol, but also in terms of non-clinical requirements. It’s absolutely key,” Landry explains. “The supply chain has to understand all the constraints, whether they’re scientific (storage conditions, batch size or shelf-life related), regulatory-specific depending on country or location, equipment, plan and dose escalation and, of course, the dose regimen for our patients. All of this happens with effective forecasting and simulation.



LANDRY GIARDINA

*Global Head of Clinical Supply Chain
Operations Innovation & Technology*

20y+ experience within the pharmaceutical industry, especially within clinical supply chain, digital development, and innovation.

Landry’s career started as a biochemist engineer, and he has moved progressively to drug manufacturing process development, GMP production, comparator supply and material flow management, and then innovation and technology for clinical supplies.

Key drivers of his career are continuous improvement, factual based decision and valuable innovation implementation.



ABOUT US

Sanofi is an innovative global healthcare company, driven by one purpose: chasing the miracles of science to improve people's lives. Its team, across some 100 countries, is dedicated to transforming the practice of medicine by working to turn the impossible into the possible by discovering, developing, and delivering medicines and vaccines for millions of people around the world.

Its portfolio includes medicines for the treatment of immune-inflammatory diseases, cancers, rare diseases, multiple sclerosis, and diabetes; and human vaccines to protect infants and adults against various bacterial and viral diseases; and other products.

Sanofi's R&D efforts focus on advancing drugs to increase the effectiveness of treatments and on advancing formulation of new biologics to produce precision medicines. It has operations in Europe, the Americas, Asia-Pacific, China, Japan, Africa, and the Middle East. Sanofi is headquartered in Paris, Ile-de-France, France.



The department is also responsible for operations and manufacturing, distribution, and logistics. And in our real world both forecasting and operations have to be compiled and continuously updated.”

The innovation and technology provided by Landry’s team give the right processes and solutions to all departments in charge to achieve the clinical supplies. The clinical supply chain, he says, walks a tight line of balancing the three core aspects of the project management ‘golden triangle’: quality, productivity, and timelines. Quality, bearing in mind Sanofi’s work and the patient outcomes it delivers is non-negotiable. Across both productivity and timelines digital solutions play a pivotal

role, whether it’s making processes leaner and more efficient, optimising ways of working, minimising waste material volume or non-operational time, or introducing new solutions.

“If you want to grow or evolve that triangle, technology is the only solution,” Landry says. “That means serving the core objectives across three main drivers that influence the clinical supply chain: data-driven performance through business intelligence (BI), AI and the effective use of data; the ability to anticipate, understand and take action upon the new challenges we may face; and improving operational agility through forecasting, manufacturing, and distribution and logistics.”



Enhance your clinical supply performance



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30% Average supply cost savings



2-6 Months reduction in time to market



100% Patient service level

GET IN TOUCH TODAY

Streamlining the clinical supply chain



Transparency. Good partnerships need it to survive.

For N-SIDE and Sanofi, it has been a key ingredient to what has made the partnership successful for the past eight years.

Since late 2015, N-SIDE has established and built on a strategic partnership with France-based pharmaceutical company Sanofi, aimed at optimizing the firm's clinical trial supply chain. The partnership helped digitalize Sanofi's clinical supply chain while driving greater performance and waste reduction.

Amaury Jeandrain, Vice President of Strategy, Life Sciences at N-SIDE, has witnessed first-hand the development of the partnership since he joined the company in January 2016. "Very quickly, the value of risk management and waste reduction was perceived internally and this partnership ended up growing to become one of our largest. Today, Sanofi is the company at the forefront of a lot of the innovation co-created with N-SIDE."

Pharmaceutical companies of varying sizes use N-SIDE solutions to avoid supply chain bottlenecks in their clinical trials, decrease risks and waste, control costs, reduce time-to-market and speed up the launch of new trials. N-SIDE's focus is on four key pillars to bring high levels of efficiency into Sanofi's clinical supply chain: best-in-class supply chain, people, analytics and innovation.

Charlotte Tannier, Vice President of Life Sciences Services at N-SIDE, adds that the key

differentiator is the transparency between her organization and Sanofi. "We trust each other and know that we can be fully open with them," she explains. "We like to build new things together and co-develop innovative solutions."

Having defined a clear route to success through the Sanofi partnership, Amaury is keen to point out that the relationship has acted as something of a catalyst for future business collaborations with other companies. "There are a lot of good practices that were initiated with Sanofi that now became a standard in our industry," he discusses.

Looking ahead, the future of the partnership looks bright and is showing no signs of slowing down. Charlotte explains that the next step is all about "integration." "For the moment, we have multiple teams and departments that are using the N-SIDE solutions, and many other software are used as well within the organization. The focus in the short term will be to enable a unified IT landscape and environment," she reveals. "The objective will be to be fully integrated and to increase the impact of the data they own. Because we believe, with Sanofi, that the way forward is through data. We are also planning to help Sanofi leverage more of the data that we're generating together to increase its impact."

As technology continues to evolve and organizations become even more digitally mature, partnerships built on transparency and trust will be in demand. N-SIDE and Sanofi already have that head start.



DATA-DRIVEN SUPPLY CHAIN

Landry places a premium on the impact of powerful and effective data-driven performance on the clinical supply chain. Data, he says, plays a critical role in monitoring and enhancing existing productivity and performance but, when combined with AI, also in providing Sanofi's researchers with far greater predictive capabilities to guide market intelligence and knowledge, and inform decision making on potential new projects and areas of focus.

"Performance is key to us reinvesting in new drug development for patients, and the effectiveness of our business," says Landry, "and that's right across everything from forecasting and the way we perform our operations, through to how we manage distribution and work with our vendors. Data allows us to do that, but first, we have to ensure we are absolutely clear on our



objectives and strategies, then understand what that means in terms of clinical trials and supply chain KPIs. The first step of improvement is measurement, so that is why this is a foundation for our supply chain.

“Our approach to data-driven performance has been based around that mindset,” he adds. “Our team first collaborated with our clinical supply chain colleagues to understand the burning objectives and overarching strategy. Then, together with our digital team, we worked on developing and implementing the necessary technology that would allow us to collect and manage data in the most effective way, and created dashboards that our colleagues could use. This way, data gives you a complete view of current performance so you can deploy and drive targets and KPIs that achieve business outcomes.

“But we knew that wasn’t enough,”

continues Landry. “For the kind of continuous improvement we target, it’s essential to have data with obligation, make it mandatory to assess and understand, and then to take action on the information it gives. That’s true data-driven performance – we are able to see and analyse trends, understand how our supply chain productivity and performance evolves against the specific goals and objectives, and learn from the statistics to continuously evolve. It’s made a significant impact. Over the last two years, we have improved productivity in the clinical supply chain by more than 30% and we’re now looking to make at least the same impact on lead time.”

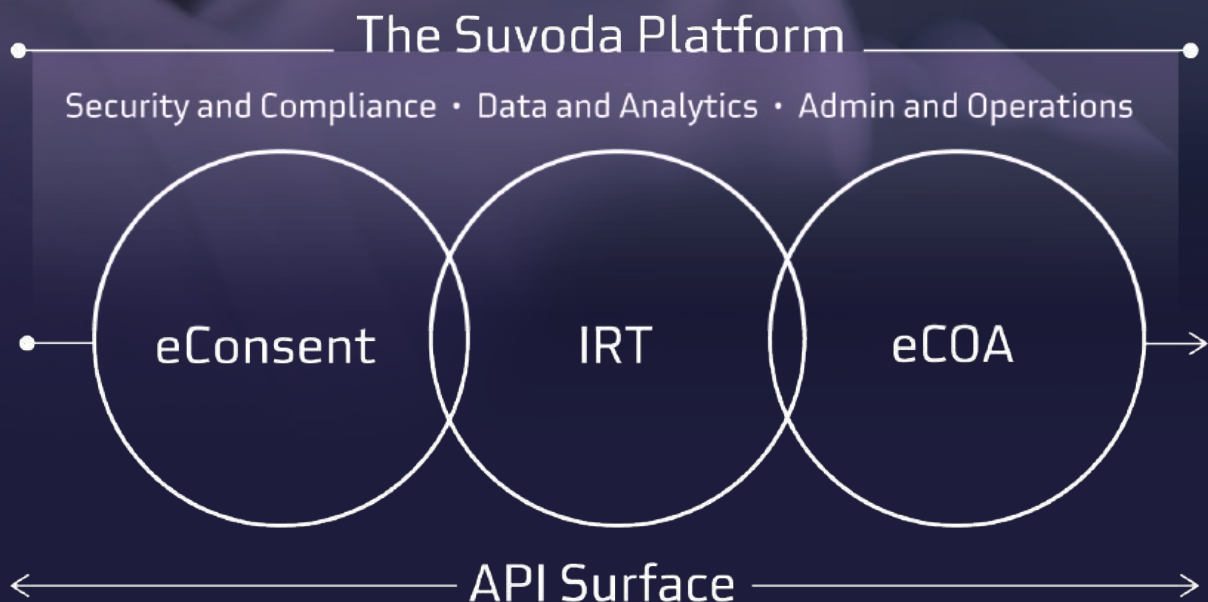
Data and the technologies implemented in Landry’s department are also contributing to supply strategy selection and business strategy by giving clear, concise, and factual information on key decision-making metrics. Various objectives inform this process, he says, including around positive impact on strategic KPIs, business case and investment/ROI (return of investment). As a result, innovation projects are now factually ranked and selected.



“It works! Over the last two years, we have improved productivity in the clinical supply chain by more than 30%”

– Landry Giardina,
Global Head of Clinical Supply Chain
Operations Innovation & Technology, Sanofi

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- ⊕ Free picking
- ⊕ Smart prediction
- ⊕ Advanced drug optimization



“Factual data on all these points informs the potential project decision, and to measure that effectively we use technology, methodology and partners,” he explains. “We have the technology and data, but we’ve also collaborated with market intelligence partners so we can benchmark key metrics. If we don’t have clarity on business value, cost, timelines, market impact, and strategic goals then we don’t launch a project.”

Data governance and working with key technology partners has been essential for deploying this kind of data-driven performance across Sanofi’s clinical supply chain. For the former, Landry says the team has introduced a data lake to store, process, and secure the large amounts of structured, semistructured, and unstructured data available to the organisation. They have also introduced policies around effective data catalog governance, data modelling to ensure applications can ‘speak’ with each other, and cleaning data so the information on dashboards and in reports is optimised for stakeholders.

The adoption and use of key BI tools and technologies, in particular Microsoft

Power BI has brought significant benefit to clinical supply chain operations since implementation, says Landry. But decision making based on past information, data and market metrics can only bring so much success in a sector that’s both complex and ever-evolving in the challenges it faces.

“At some point, you have to go beyond that,” Landry affirms. “That’s where AI will become increasingly important – and it’s a technology we’re actively exploring. We need to be able to predict future outcomes and generate advice and strategy based on the information available, and AI can connect those parameters. In summer 2023 we rolled out plai (from Aily company), an industry-leading AI app that gives a 360-degree view across all Sanofi activities, and provides insights and personalised ‘what if’ scenarios based on internal data to support decision making and speed patient breakthroughs. We’re also partnering with N-side to enhance our predictive capabilities, forecasting and simulation. These companies help us to move to the next optimisation level and explode the determinist approach glass ceiling.”

FACING NEW CHALLENGES

Predictive capabilities underpinned by strong and data-driven foundations are crucial for navigating change and challenges. In the case of the clinical supply chain this goes far beyond the typical supply chain issues that professionals the world over have faced recently such as increased risk, geopolitical tension, and disruption. Landry also points to sector-specific and highly complex challenges including balancing risk and efficiency, new regulatory requests, portfolio changes that require fast and agile changes to supply strategy, tooling and processes, and new modalities or methods of treatment.

“We’re in R&D and innovation, change is our world,” he says. “Most importantly, our organisation must welcome these changes and be prepared to anticipate, benchmark, assess our options, and then act on the information and data available. We operate at the forefront of scientific research, and that brings potential for constant change – at the most basic level, ongoing changes and product development happens even as we’re providing medicines and collecting more data about optimum shelf life, storage conditions, dosage and more.

“Our portfolio can change, depending on patient needs and scientific discoveries, on competition or the need to move into new or developing areas like gene therapy, a greater focus on immuno-inflammation, biomolecules, small molecules and, as in recent years, more research and development into messenger RNA (mRNA),” adds Landry. “These shifts, as well as new or changing modalities and therapeutic areas, mean the supply chain model, our processes, and the collaboration with our vendors has to change rapidly.”

Technology helps alleviate these challenges. Landry points to Interactive Response Technology (IRT) as playing a





particularly important role. IRT, sometimes referred to as ‘randomisation and trial supply management’, helps clinical trial sponsors and investigators manage the patient and drug supply logistics across the entire clinical trial process. Because it offers control and flexibility while also increasing efficiency, IRT helps pharma companies organise their data to mitigate risk and to reduce time and costs in their trials.

“It requires an open and transparent relationship with vendors, in which both parties are collaborating for scientific and patient benefit,” says Landry. “In terms of managing that relationship, it’s an approach based on methodology, governance, and then technology. In my team I have people specialised in IRTs and who are in charge of vendor collaboration for 3 main objectives:

- Assess the relationship: quality, cost and timelines results
- Oversee and pace the troubleshooting and enhancement in progress
- Anticipate evolution and align our roadmaps

A good example is around free picking, or just-in-time dispatch. Our head of operations needed a specific treatment, so we engaged with our IRT provider to assess free picking for supply chain strategy optimisation. It was a change in the way we operate and is only effective with strong partners such as Suvoda, with which you can implement technology quickly, but it has sped up our operations and improved risk management and treatment continuity. Many other initiatives have been launched with the same spirit: prediction, analytics, interfaces with our ecosystem.”



AGILITY THROUGH INNOVATION

Irrespective of industry, one crucial phrase is relevant for all supply chains: agility. Landry refers to operational agility as the engine room of both the clinical supply chain and Sanofi at large. And while the organisation can respond quickly and flexibly through the use of subcontractors to absorb peak activity, he explains the best approach is internal agility supported by technology across three core areas of forecasting, manufacturing, and distribution and logistics.

“We forecast constantly, it’s not just something that happens before a trial starts,” he says. “We operate in an industry where we have to manage our capacity and ensure we deliver to partners, and that means forecasting before, during, and after a trial has taken place. Our role is to translate, optimise, and influence, by selecting the



“We’re looking at advanced planning systems that can add probabilistic data and understand the many factors that influence how we deliver the best results”

– Landry Giardina,
Global Head of Clinical Supply
Chain Operations Innovation
& Technology, Sanofi

right scenario and continuously assessing workload and capacity. It requires using technology to have an exhaustive view of end-to-end management and performance, and having simulations and full awareness of supply strategy decisions. We work with a partner, N-side, which provides forecasting and simulation technology that links with IRT and brings us considerable benefit around working with vendors, productivity and speeding up patient supplies. It helps us to make well informed decisions based on efficiency and risk awareness.”

As the industry becomes more complex and the challenges facing clinical supply chains continue, Landry explains that he and his team will explore and implement new technologies to improve areas like forecasting further. In particular, he says, this helps move forecasting from a

deterministic approach which considers that future events are determined by specific causes and are therefore inevitable, to a probabilistic outlook that considers risk across all possible scenarios, as well as their likelihood and associated impacts.

“Being deterministic is ultimately not enough if you wish to take your work to the next level,” he continues. “We’re looking at advanced planning systems that can add probabilistic data and understand the many factors that influence how we deliver the best results. Digital twins will also play a crucial role in these areas as we develop. If we can mimic what we’re doing and collect real life data, we can influence our supply strategy and manage the growing number of crises we’re seeing, from earthquakes and natural disasters through to conflict or geopolitics issues.”



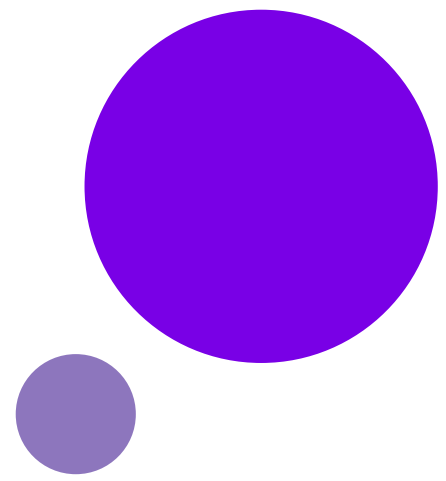
Much of Sanofi's manufacturing is on-demand, meaning short timelines and the need for optimised operations alongside strong forecasting. Areas of constraint like labelling design and validation mean IP on demand is essential, but Landry and team also face challenges around batch record (a package of documents that includes information on new developed drug products). The size and complexity of these documents means manufacturing on demand and in an agile way is challenging, so the team has started to use electronic batch record (eBR) technology to meet release timelines and avoid project money and resources wastage. They work on the release by exception instead of checking each data. Technology can secure data entry, highlight anomalies and then allow the team to focus on high value decisions only. In addition to that, avoiding wastage is important for economic aspects, but also for ecological footprint.

"Many of the challenges we face in distribution and logistics should ring true for everyone working in the supply chain sector," adds Landry. "We use technology across the board, including for essential aspects like smart packaging to ensure effective temperature management of medicines and vaccines to optimise reconciliation. It's mandatory to know exactly what we've produced, where we've shipped it, where it's stored, what's been destroyed and what's been used for patients, for example. It can also help the patient and investigator about the treatment adherence. It's mainly paper-based at present, which is challenging when you have to aggregate everything. We use technologies like QR codes to simplify that process and improve the track and trace of all our drugs."

INDUSTRY-WIDE CHANGE

Looking ahead, Landry and his team remain committed to implementing a data-driven approach to the clinical supply chain. Beyond Sanofi, however, he advocates for greater sharing of techniques, strategies, and technology transformations across the pharma industry backed by a shared aspiration to make the world better for patients.

“We act for change,” he says. “In the short term that means data-driven technology transformation at Sanofi, making sure my team and the supply chain can anticipate, address, and act on new challenges on the horizon, and deliver superior and agile performance. We don’t want to watch the technology train passing — we want to drive it.”



“Technology gives us an exhaustive view of end-to-end management and performance, and provides simulations and full awareness of supply strategy decisions”

But there’s a bigger, and more important message here. We’re in a competitive market, but I feel there’s greater opportunity to learn from each other to collectively develop. Supply chain is an area in which we should be more open, share ideas, benchmark the technologies and strategies we have, and push ourselves at the best level – it’s the only way we’ll make real improvement. And, because of the medicines and vaccines we provide, it’s essential for everyone on the planet that we do so.” ■

– Landry Giardina,
Global Head of Clinical Supply
Chain Operations Innovation
& Technology, Sanofi



PROXIMA: Sense and Simplicity

SIMON GEALE, EXECUTIVE VICE PRESIDENT,
PROCUREMENT, AT PROXIMA, DISCUSSES
THE ART OF SENSE AND SIMPLICITY DESPITE
A SIGNIFICANT DIGITAL TRANSFORMATION
IN THE SPACE

WRITTEN BY SEAN GALEA-PACE



Some things change quicker than others. In procurement's case, it is speed so fast that the function's own rulebook is almost being rewritten.

Truthfully, procurement has had to think on its feet. A rough Covid pandemic mixed with navigating the complexity of wars and inflation has been a cumbersome combination. But procurement has not been without help. The acceleration of digital has stepped up to the fore with many functions embracing tech-driven processes in ways previously alien to increase efficiency and decrease costs. Add last year's buzzword, generative AI, into the mix and procurement is almost unrecognisable. The function isn't tucked away out of sight anymore, it stands as an important cog in an organisation's machine.

And having witnessed procurement's trials and tribulations first-hand is Simon Geale. Having served as Executive Vice President, Procurement, at Proxima since June 2021, he has been involved with the organisation for almost 14 years overall. Geale has worked in procurement for more than two decades and has spent the majority of his career in solutioning roles designing procurement organisations and programmes.

His company Proxima provides expert procurement services to a comprehensive client list featuring some of the world's largest organisations. As a part of Bain & Company, Proxima helps its customers spend their money wisely through an extensive suite of procurement consultancy services focused on cost transformation, supply chain sustainability and decarbonisation. "My role is not like a traditional Chief Procurement Officer (CPO), I'm more market-facing," discusses Geale. "I'm there to communicate

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— Simon Geale, Executive Vice President,
Procurement, Proxima



what we think, what we say and the services that we build. I essentially keep in touch with our communities and calibrate what we do as business accordingly.”

SENSE AND SIMPLICITY

Indeed, the procurement world of 2024 is in a vastly different place than it was when Geale first joined. 20 years of digital transformation and evolution have taken place since then. But interestingly, in 2005, in a previous role at Philips Electronics he attended an internal conference where he heard the launch of the tagline ‘Sense and Simplicity’. Given the trajectory procurement has been on since then, how curious is it that ‘Simplicity’ is one of Geale’s key themes of 2024? “I suppose it’s something that’s always stuck with me, that concept of let’s make things that make sense to our customers and are easy to use. We have to think about the value to the customer in everything that we do.

“For example, five or six years ago we had built a supplier management platform and I was trying to sell it within the procurement community. I can remember having many meetings with procurement teams and very few, if any, walked out of that meeting saying this was a bad idea. There was universal enthusiasm for the concept and the feedback was great. But the adoption was low, contingent of driving quite a big organisational and operating change. It was too hard at the wrong time.

“I think surrounding us today, there’s lots of interesting solutions and great ideas. But when pressed on if you are going to buy it or do it, the answer is mostly no. So why is that? Often it’s because it’s too hard or not the right time, et cetera, et cetera. But

going back to that previous role at Philips Electronics, the business was doing loads of things and had four or five business units. Some of them were making money, the others were not. Generally speaking, business performance was a bit of a lottery every year. Innovation was a huge part of the culture, but was it innovating for the sake of it? The answer the CEO came up with was to actually put some arms around it and say, well, what are we doing? Why are we doing it? Does it make sense? He cut back, but created a more focussed and innovative company. It’s just another take on priority and pragmatism.”

One can learn a lot from the past. Famous scientist Albert Einstein once said the definition of insanity was to do the same thing over and over again while expecting different results. Indeed, Geale believes that what went before can act as a powerful reminder of how far procurement has come. The general



perception of what procurement is and what it does has also shifted over the years and despite clear evolution, Geale affirms the core human elements remain the same.

"I remember doing a speech on supply collaboration once, and actually some of the best lessons were from the 1990s in automotive," he explains. "I think topics like relationships, talent, capabilities, skills and digital, they don't go away. They keep coming back round but the business environment, and our capabilities have moved on. The questions are slightly different, but the theme is the same. It's easy to dismiss something from 10 years ago and think it's old news. But it all comes back around and actually, a new innovation could be a learning from the past or a fresh take on something."

PROCUREMENT'S NEW DAWN

Every year, Proxima consults leading CPOs to get their take on the opportunities and challenges in the year ahead in Proxima's CPO Report. This year's entry had reflections from the likes of Thomas Udesen, CPO at Bayer, Sandra Brummit, CPO at NiSource and Laura Cook, Director of Procurement at Primark. Having spoken to dozens of CPOs as part of the report over the years, Geale believes a common theme is that the average CPO is juggling having to do more with less resource than five years ago.

"CPOs might have grown their function, but it's in response to a much bigger to-do list," he explains. "They've virtually all got big cost targets, a resilience agenda, data and transparency agenda and digital initiatives which means more tech investments within



the businesses that they serve. Yes there is more sophisticated tech available to them to help them but they are unlikely to have unlimited budgets. They probably need to shift around some skills, balance some external insights to help challenge their thinking, and pick and choose where they need external support. On the positive side procurement is more relevant and better understood than in past times. They've likely got an organisation that has a better understanding of who they are and why they partner with them which means they can backtrack on some of the historic processes and red tape and allow for more flexibility and self service. The CPOs that we interviewed are really focusing on trying to get people to spend time and efforts on what really matters."

“CPOS MIGHT HAVE GROWN THEIR FUNCTION, BUT IT’S IN RESPONSE TO A MUCH BIGGER TO-DO LIST”

— Simon Geale, Executive Vice President, Procurement, Proxima



In the report, Udesen discussed three core areas that procurement leaders should focus on. Eliminate time consuming tasks, sustainability and learning from mistakes. “Firstly, it’s time to eliminate practices that are consuming too much time and not adding value: think tedious, time-consuming processes that can be eliminated and replaced with more pragmatic and practical measures,” he reveals in the report. “Secondly, it’s imperative that the role of procurement is defined by ethical, conscious, and eco-friendly practices. Finally, we must continue to adapt and evolve our profession, learning from mistakes of the past, to stay current and applicable to future generations of business challenges.”

As technology’s influence in procurement continues to soar, Geale is in no uncertain

terms that the landscape is moving towards a more transparent and connected model for value chains. However, he acknowledges that while a defined movement is underway, change this seismic won’t happen overnight. “The themes that we’re currently looking at around resilience, cost, sustainability and growth are going to be the same because they always have been,” says Geale. “It’s the world that’s changing and themes are staying very similar so it’s how we react to those. Things are going to change around the planet, and we are going to have to react to them. We don’t quite know how much or how yet, but I think it’s going to be fascinating.” ■



werfen

PROCUREMENT AND SUPPLY CHAIN EXCELLENCE THROUGH TEAMWORK

Don Perigny, Director Supply Chain, at Werfen, a Specialised Diagnostics developer, manufacturer and distributor, reveals how a strong work culture can achieve incredible success during challenging times...

WRITTEN BY
ANDREW WOODS

PRODUCED BY
MIKE SADR





It takes a village to raise a child,' purports a famous African saying. It's certainly a phrase that has struck a note with Don Perigny, Director Supply Chain at Werfen. For Perigny, the 'village' is Werfen's supply-chain and procurement

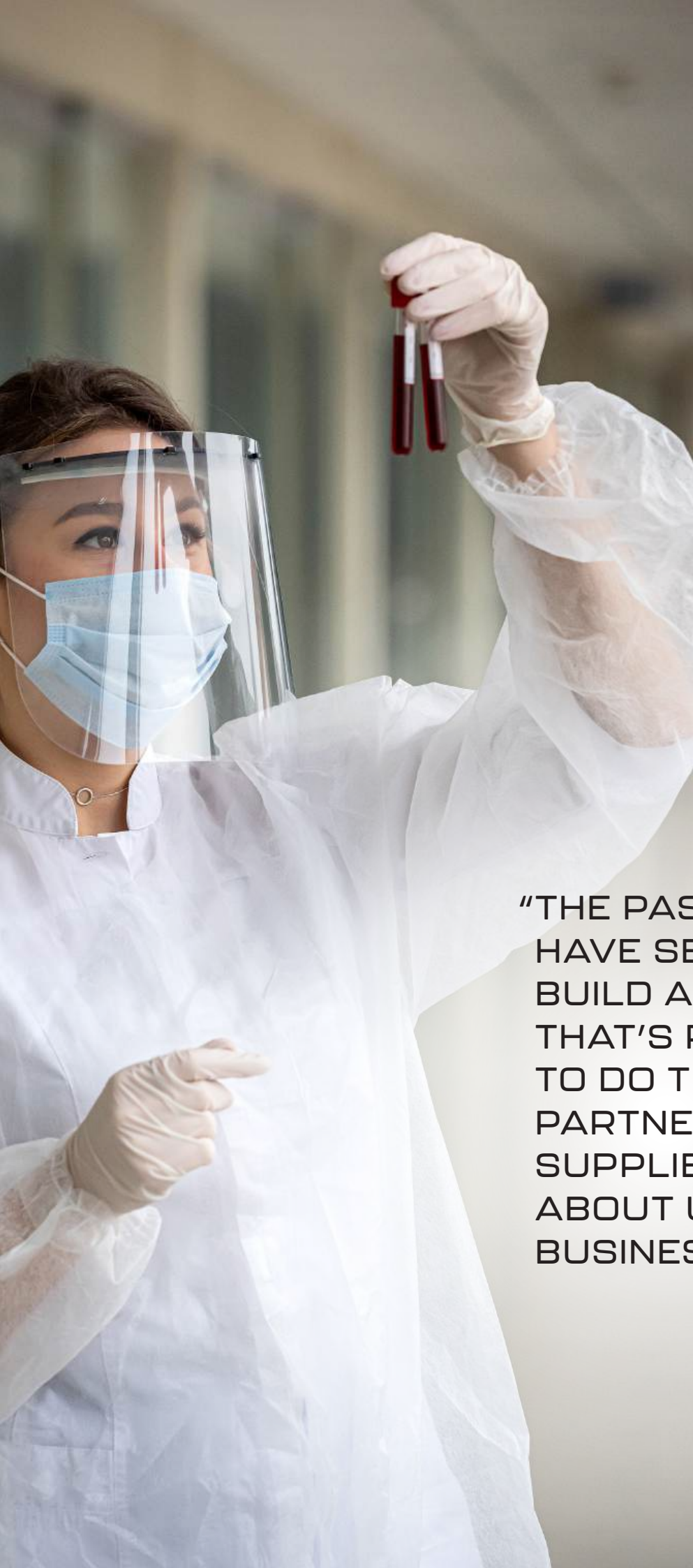
team, although he does extend the sentiment to Werfen's wider network, including its suppliers and partners, who have kept the former professional sportsman busy at the company for over 21 years.

Werfen is a worldwide leader in the area Specialised Diagnostics for Hemostasis, Acute Care, Transfusion, Autoimmunity and Transplant. The Company also has an OEM division, focused on customised diagnostics. Werfen's annual revenue exceeds \$2bn with a worldwide workforce of 7,000, operating in approx. 35 countries and more than 100 territories through its network of distributors.

We join Perigny at his office in Bedford, Massachusetts. He's just back from a week at Werfen's San Diego offices, where he spent some quality time with his extended (work) family. And it's soon clear that the people, the culture and what Werfen does for the world is crucial to Perigny and the wider workforce at the company.

With the significant scale of Werfen's supply chain, it's vital that they operate to the highest standards expected from the healthcare sector. "Millions of blood samples are processed worldwide every day with our products," Perigny explains. "This is an enormous responsibility and one we don't take lightly. The Werfen team understands that our roles are important not only to us personally, but importantly, to every patient depending on us."





**"THE PAST 20 YEARS
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*– Don Perigny, Director
Supply Chain, at Werfen*

THE PROCUREMENT STRATEGY

Perigny sees his role centering around supplier selection, including performance reviews and compliance. Perigny is positively evangelical as to the importance of building and maintaining relationships with his suppliers. “We place orders long in advance and make a point to communicate well,” he explains. “We have approximately 300 suppliers in Manufacturing and about 15% of them comprise 80% of the volume,” he tells us. “The majority are located in the US, but we also source heavily in Europe.”

Werfen’s Technology Centers (R&D and Manufacturing) are also located in the US and Europe.

Perigny and his team divide 8,000 SKUs, from nearly 300 global product-related suppliers around the world, among the responsible buyers who manage them. Buyers are assigned to suppliers that match their strengths and/or commodities experience “The buyers speak the suppliers’ language, with strong knowledge of their respective commodities,” he reveals.





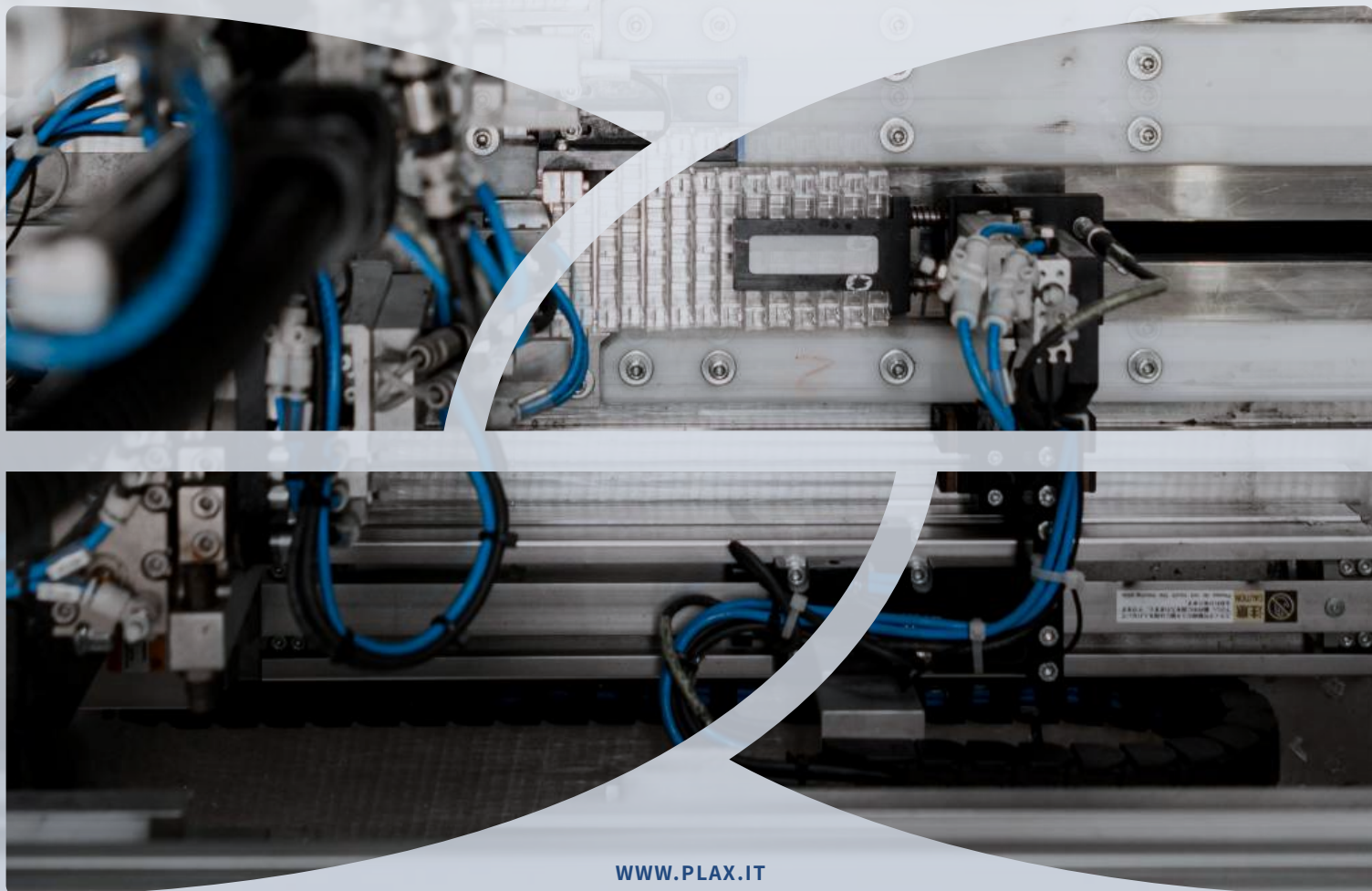
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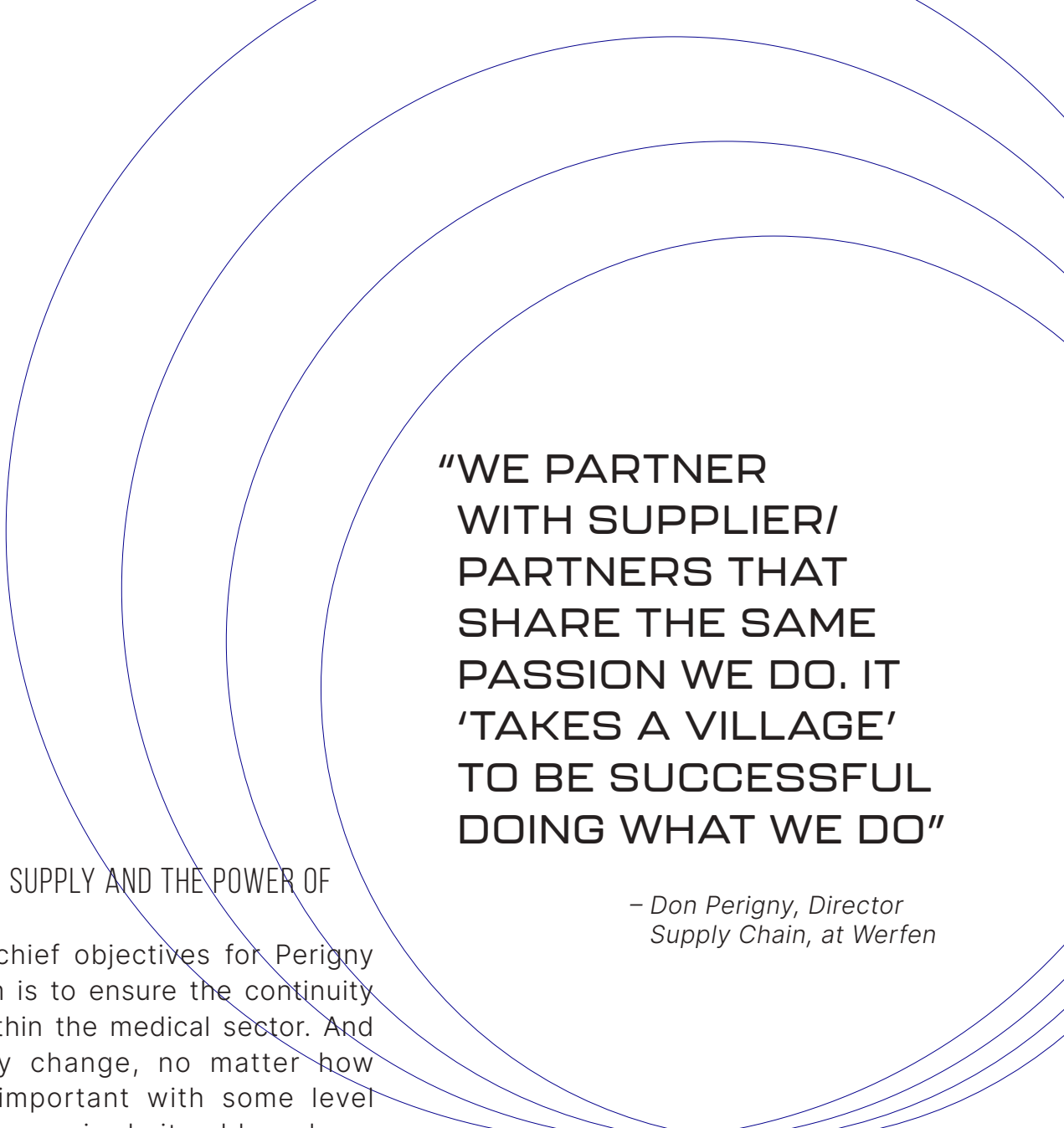
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WITH SUPPLIER/
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Supply Chain, at Werfen*

CONTINUITY OF SUPPLY AND THE POWER OF PARTNERING

One of the chief objectives for Perigny and his team is to ensure the continuity of supply within the medical sector. And because any change, no matter how minimal, is important with some level of validation required, it adds a layer of complexity to this endeavour. And so according to Perigny, developing a relationship with the suppliers is important, not only for continuity of supply, but also for the quality, delivery and cost. "Quality being the most vital of the three," he tells us. "We control what we can control and raise levels of urgency when issues arise (and they always do)," he continues. "We partner with supplier/partners that share the same passion we do. It 'takes a village' to be successful doing what we do."

The village includes the entire supply-chain team (compliance, supplier quality engineering, procurement) and supplier partners. "It only takes one supplier to

bring our entire world down and so we pay attention to all the small details. We watch the nightly news on international and domestic events that could affect us. Act fast! Timing is everything. In the end it's our suppliers we depend on to make it all happen. Quality, delivery and then price is how we work through the challenges together. When you have the right village, you get results. No matter the commodity partner we have; the strategy is the same. Keep the supplier informed, pay them on time and react to their needs if you expect them to react to yours. Partnerships have to go both ways."

STRATEGIC AND TACTICAL PROCUREMENT

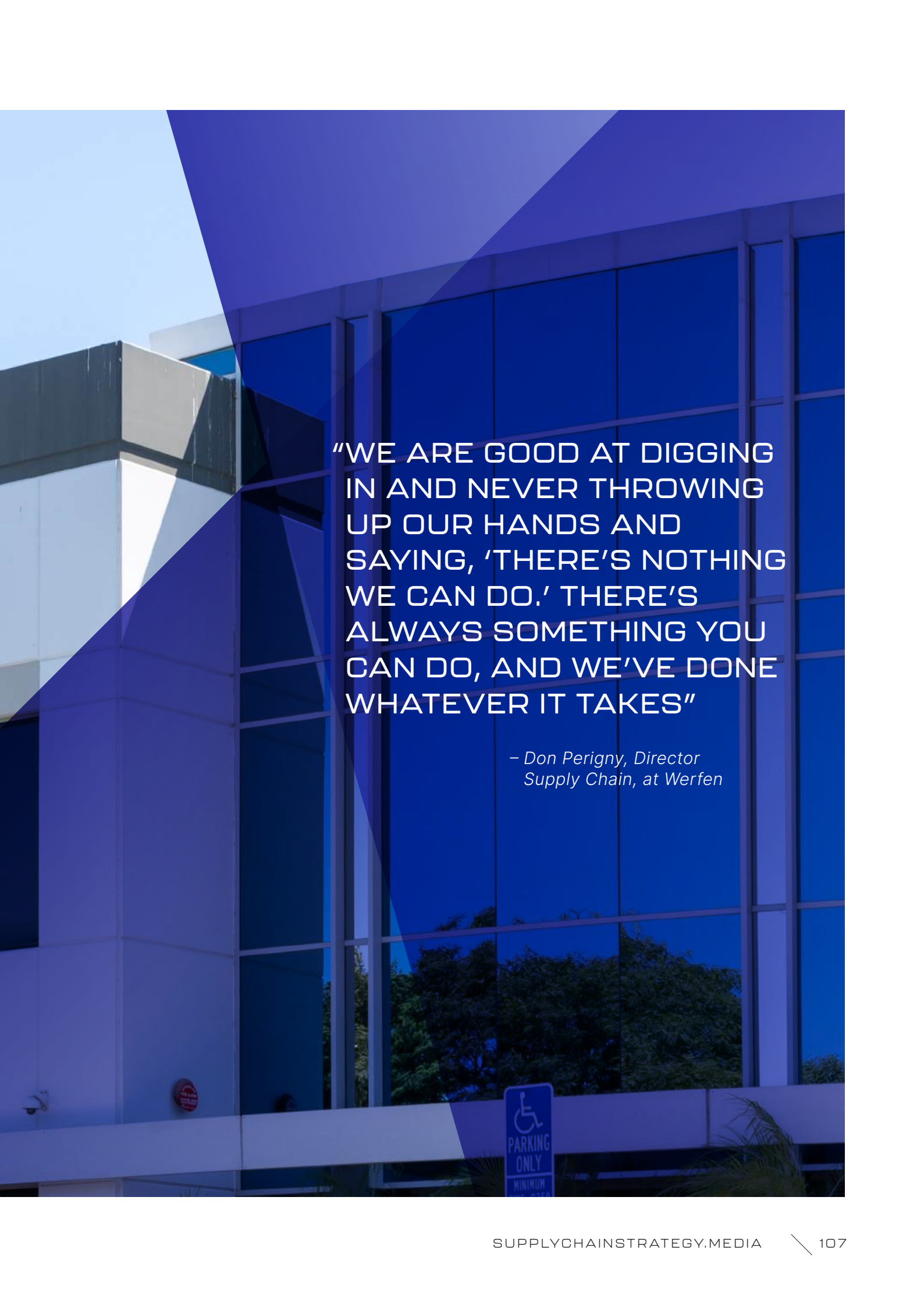
Perigny's responsibility covers all strategic and tactical procurement, dealing with commodities and suppliers from around the world. According to Perigny, his procurement strategy is to never account for more than 20% of a supplier's business. "We are the ideal small business customer. We buy relatively low volumes with a high mix. We prefer to be a medium-sized fish in their pond, instead of working with the biggest companies worldwide where we would only be a small fish. We have a pool of happy suppliers that want to work with us, grow with us and are willing to react when we need them to. We're big enough to our suppliers that we matter."

RESILIENCE IN THE SUPPLY CHAIN

Resilience in the supply chain became an especially hot topic for procurement and supply chain leaders during COVID, and so how did Werfen approach this at the start of what was an unpredictable and volatile time? "We, as a team, are resilient," he reveals. "There are countless stories of using our creativity to solve shortage issues during COVID and since then. Getting to 'the person' who understands the problem is what we've excelled at. In many cases, the problems have been deep supply-chain issues at our suppliers and our suppliers' suppliers."

Of course, being a manufacturer and supplier of Specialised Diagnostics, meant that Werfen was a vital cog in the fight against COVID-19 and the battle to keeping the country's medical capabilities ticking. The pandemic fully tested Werfen's procurement strategy. Perigny's team worked hard to remain significant to the suppliers who prioritised their requests, even in countries where governments were the first to order company shutdowns, like in Italy.





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– Don Perigny, Director
Supply Chain, at Werfen

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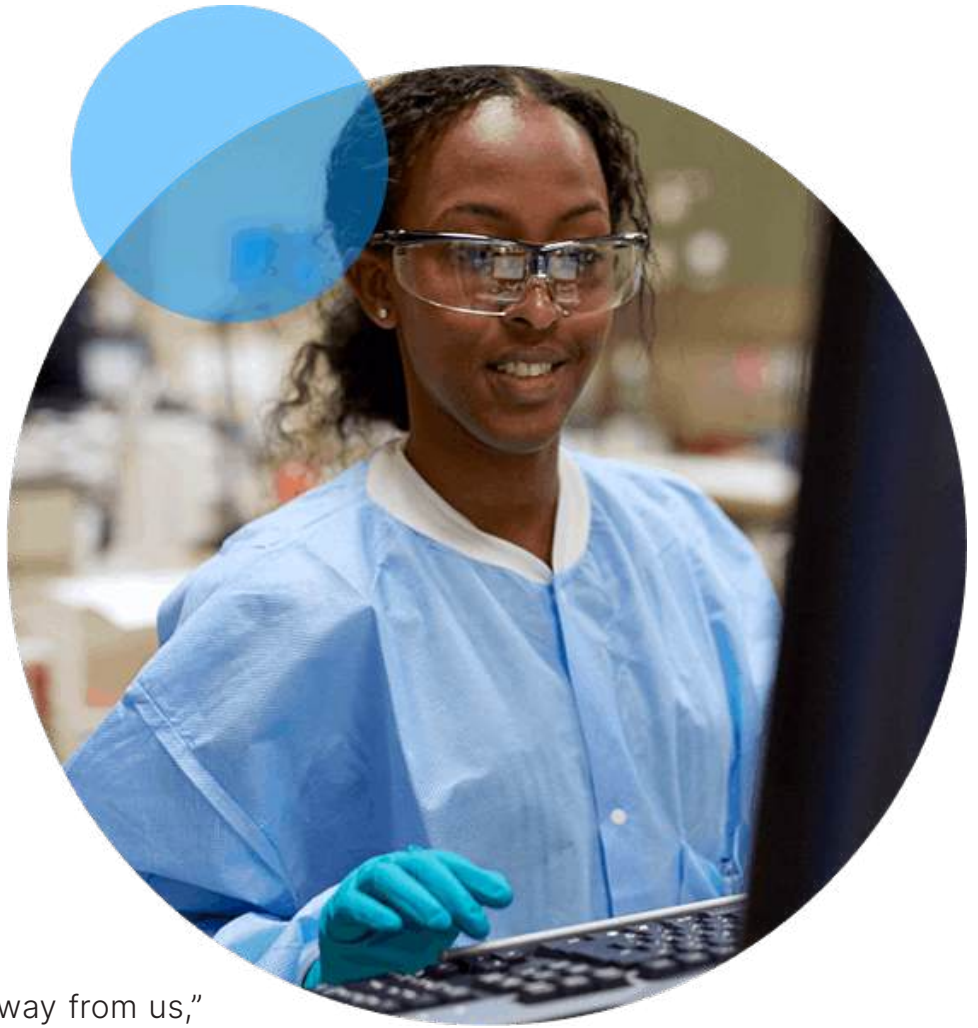
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“Not one supplier walked away from us,” he beams. “This is what allowed us to remain strong throughout the pandemic. After all, we produce products for blood-related testing. Healthcare professionals were relying on us. It was not just about keeping our production running. We had a higher purpose.”

Although obviously sensitive to the pain and suffering that COVID-19 caused for millions across the globe, Perigny looks back on that period at Werfen with pride. Werfen’s Chief Manufacturing and Supply Chain Officer, Mark Olsen was an inspiration to Perigny at that time because he led by example. “He was incredible through that period,” he reveals. “He was the first one at his desk every morning. It was hard work and lots of extra hours and disruption, but the way the team responded to that crisis was amazing. Teamwork is so important to this company and should there ever be another pandemic, we’ll be more than ready for it.”

LEARNINGS FROM A CRISIS

COVID delivered many learnings for Werfen, and indeed, every company that survived it. Looking back, while he and his team were challenged, Perigny believes “we proved ourselves worthy. We tackled each challenge as it came. And, while we ultimately had to bank our vacation time, it was awesome to witness what Werfen and our suppliers were capable of. We learned to embrace change and to accept that change is inevitable. And the experience helped us identify whom we could truly count on within our supply chain and whom we could not.”

According to Perigny, many of Werfen’s suppliers who struggled with supply, simply disseminated it thinly among clients,

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– Don Perigny, Director
Supply Chain, at Werfen



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attempting to keep their client base, rather than provide a meaningful delivery to those in greatest need. “They were giving everybody a little bit, just to keep them breathing,” he tells us. “Not fully breathing, but surviving until things turned. I understand their approach, but at some point they can only produce so much, so they focus on customers like Werfen, who they’ve been working with for 20 years, who pay on time, and communicate well. And that’s important. If you don’t pay on time, you have no chance. And if you don’t have that communication, that relationship, you have no chance. The past 20 years have seen Werfen build a supply chain that’s resilient. And to do that, we have partnered with suppliers who care about us and our business.”

Perigny is passionate about what he does, and for him the job is keenly focused on those supplier relationships and understanding each other’s needs. “When they need something and you take care of that, they’ll always take care of you when you need something. We’re a company that never went into back order in the medical diagnostics industry during the pandemic, and there are not many that can say the



same. And it wasn’t easy; with 8,000 active parts and a team of five to manage them - Werfen effectively rotates their inventory each year. “So, we’re lean from a personnel standpoint, but we’re very much lean from a material standpoint too.”

In a final testament to the effectiveness of Werfen supply-chain strategy, Perigny shares a story. “The Chief Procurement Officer for a significant hospital group called one of our Sales representatives one day and asked, ‘How was Werfen able to provide a constant supply of everything we needed, when many of our other suppliers had trouble delivering consistently?’”



A QUESTION OF TRUST

To Perigny and his team, suppliers are partners, not vendors. “Vendors are the people who sell hotdogs at the baseball game,” he laughs. “I put a ban on that word here at Werfen. We must know our 300 production suppliers and know them well. We have been working with some of them for over 40 years. We rarely add suppliers, unless we discover a gap to be filled. Respect is earned on both sides. Reading facial expressions was hugely important when things got challenging during COVID. It’s a luxury to trust your suppliers like we do. This luxury is something we have built up over the years. Trusting your partners and your partners trusting you makes the difference.”

Perigny was a pitcher at AAA level for the Florida Marlins and lower levels with the Chicago White Sox for a time, and he’s still exhibiting that honed level of performance in the second act of his working life 21 years later. “I like to lead by example and having played sports, I want to be out there in the middle of it all,” he enthuses. “We take the team approach. We strive to be on top of our game all the time, every day, or we’re at risk of failing. And we have to be ready. And we must be on all the time, but we’re also smiling and having fun.”

BE SMART. BE RESPONSIVE. BE NICE

Werfen’s culture in procurement is built on three mandates: Be smart. Be responsive. Be nice. So, what factors does Perigny believe make for a good procurement professional? “Someone who cares about working well in a team, who wants to be a ‘go-to person’. Every team needs people who will own their role for the greater good of the team/company. We give employees



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all the tools and support they need to be successful, and then it's up to them."

Passion, enthusiasm and experience are in good supply at Werfen, with Don Perigny heading up an 'amazing team', many of whom have clocked up as many years as him. "You know what?" he muses, sitting back in his chair, "We are good at digging in and never throwing up our hands and saying, 'There's nothing we can do.' There's always something to do and we do whatever it takes. I love working at Werfen. Our reputation is built upon delivering an uninterrupted supply of the best quality, most innovative products and services to hospitals around the world. As a supply chain and procurement team, we contribute to this, and we fight to maintain our outstanding reputation every day." ■



WILL AI BE STRATEGIC PROCURE



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WRITTEN BY
CRAIG HENDRY, PRINCIPAL AT EFFICIO



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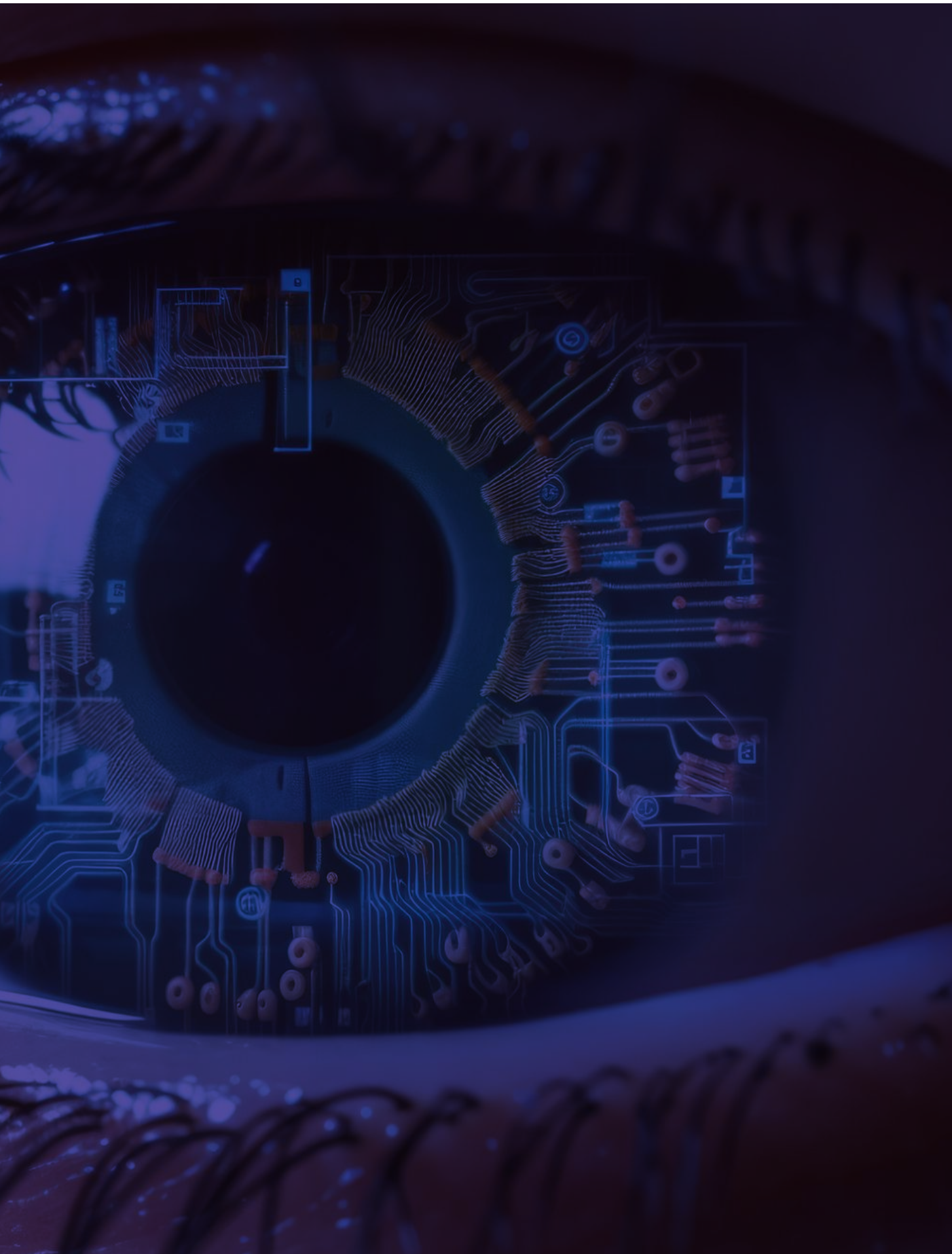
rtificial Intelligence (AI) technologies are crowding global news cycles and conversations across all industries, in a manner reminiscent of the launch of the World Wide Web in the 1990s.

The introduction of a new generative technology that can be used in nearly every industry and business has stirred up unprecedented interest among IT leaders and the C-suite.

For the procurement function in particular, AI promises to drive efficiency and improve productivity in several areas by performing more administrative tasks, allowing procurement professionals to focus on strategic priorities. As we start to enter a new era of smart business buying, senior leaders are seeking ways to enhance their operational prowess, whilst also saving on costs. Integrating AI into management strategies is an important step forward in revenue and cost-cutting approaches, with nearly half of senior leaders agreeing that AI will impact their bottom line in 2024 and 56% prioritising use cases that immediately impact revenue or cost.

On the flipside, significant questions remain about how this technology will work in reality and whether its accuracy and ethics can be relied upon for impactful decision-making. Procurement departments must also review their current IT systems and the data within them to ensure they are ready for such tools. AI is not a magic wand; to reap meaningful benefits, a certain level of IT housekeeping is needed ahead of implementation.





THE USE CASES FOR AI IN PROCUREMENT

Despite the hype, specific AI use cases and opportunities have yet to be determined across many different businesses and industries. However, for procurement, the value-add opportunities for AI models are already emerging across the entire lifecycle. We are witnessing an initial wave of automation, including the streamlining of tasks like document generation and data analysis, which leads to increased accuracy, improved efficiency, and reduced operational costs.

Take finding suppliers. AI-powered supplier discovery platforms match procurement needs with a vast database of suppliers. From there, AI can suggest potential suppliers based on past interactions and performance metrics. AI can also perform dynamic supplier evaluation, analysing suppliers based on various parameters including delivery times,

quality, pricing, and customer satisfaction. AI expedites and increases the frequency of supplier searches, making ongoing recommendations regarding potential new suppliers, as well as improving the quality of supplier selections by leveraging data effectively.

Procurement leaders can also utilise AI models to accelerate the creation, distribution, and analysis of documents including Requests for Proposals (RFPs), Request for Quote (RFQs) and Requests for Information (RFIs) – therefore accelerating and improving the accuracy of the sourcing and comparison process.

Beyond increasing efficiencies, this speaks to a big concern for procurement leaders: attracting and retaining the right talent, at a time when many companies note capacity and capability problems within their teams. Organisations either don't have enough



'THE HUMAN ELEMENTS OF BUILDING AND MAINTAINING RELATIONSHIPS WITH SUPPLIERS AND CROSS-FUNCTIONALLY WITHIN THE BUSINESS WILL REMAIN CRUCIAL'

people or their existing teams don't have the right skillset needed to elevate Procurement. AI-enabled systems can be vital in this situation by enabling teams to continuously monitor contract performance, KPIs, deadlines, deliverables, and compliance metrics. AI could liberate procurement professionals from repetitive responsibilities, allowing them to focus on high-value tasks such as strategic planning and creative problem-solving. As AI and large language model (LLM) integrations extend beyond task automation and provide insights on market trends, supplier performance, and risk assessments, this will empower Procurement to make swift data-driven decisions, enabling a shift towards a role emphasising emotional intelligence, nuanced decision-making, and relationship management. This transition will be a key factor in attracting and retaining the right talent in the team.

The use cases for AI within procurement are evident – but technology and data can only take you so far. The human elements of building and maintaining relationships with suppliers and cross-functionally within the business will remain crucial. Procurement should therefore focus on using AI as an ally to facilitate better supplier outcomes and navigate complex negotiations, with human emotional intelligence as the main driver. Ultimately, the best outcomes will be formed through a combination of both human and artificial intelligence, and, as with any transformation, the right procedures and training need to be put in place to make this happen.

THE BARRIERS TO AI INTEGRATION

But new technologies always bring questions, fears, and misconceptions – and AI is no different. Can we trust the process? Will



a product follow the right protocol, regulations, and ethical practices? Currently, only 39% of people are willing to trust AI systems; yet trust must be built up before we can capitalise on AI-driven recommendations.

A common misconception about AI is that this technology will replace humans and the work they do. However, rather than replace, AI will augment the capabilities of procurement teams and is even expected to create 133 million new jobs by 2030.

When it comes to utilising the power of AI, however, procurement leaders must be aware of potential biases and inaccuracies that may be present in AI models and how this can influence decision-making and recommendations. Incomplete, inconsistent, or poor-quality data can limit AI's effectiveness, which could lead to biased supplier selections, misjudgement of market trends, or incorrect predictions about supplier performance. Inaccurate or biased AI-driven decisions in procurement can also have ethical implications, impacting supplier relationships, fairness, and trust within the supply chain ecosystem. Ensuring the ethical and regulation-abiding (for example, the EU AI Act) use of AI in procurement, especially for data privacy and supplier relationships, is a challenge that business leaders must carefully navigate when implementing AI into their organisation. To minimise organisational risks, businesses must critically evaluate AI solutions during the selection process and set up regular reviews to ensure continuous alignment with industry-standard practices.

PAVING THE WAY FOR AI SUCCESS IN PROCUREMENT

For procurement leaders to implement and effectively deploy AI, their teams must have their house in order before implementation. This might involve ensuring robust data validation and cleansing processes to minimise biases and inaccuracies in the data that is used to supplement and train the AI models. AI models will operate at their best if the internal processes of the business are set up for the system to automatically track, analyse, and provide insights autonomously.



In the world of procurement, where efficiency, cost optimisation, and strategic decision-making are paramount, AI promises to be a game-changer. Advanced capabilities could see AI enhance intricate negotiations, predict market trends, and contribute to sustainability initiatives. Guided by AI-driven insights, the procurement professional's role is likely to become less reactive and more strategic – but for this to happen, procurement

teams must start on the right foot and have the right set-up and processes in place.

So, the question is... are we ready to and capable of propelling procurement into new territories through the synergy of human intelligence and AI prowess? Buying better is closer than we think: AI's impact is likely to be vast and if embraced and correctly deployed, procurement could be at the heart of it.







TOP PROCUREMENT EVENTS COMING UP

Hear from industry experts and keep up-to-date with the latest innovation in procurement by adding these upcoming events to your calendar

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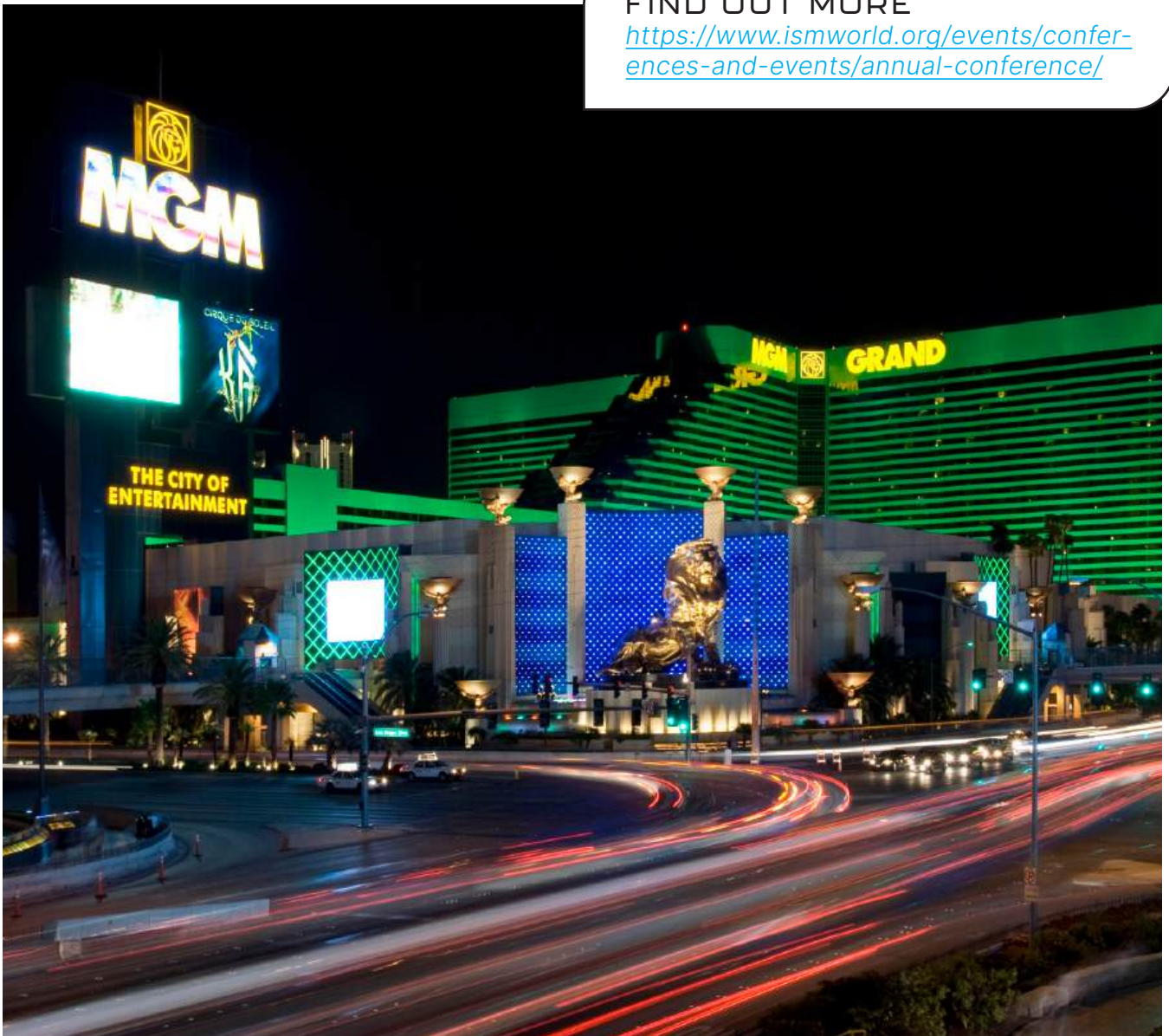
ISM World Annual Conference

The ISM World Annual Conference is the conference of the year for over 2,000 professionals in procurement and supply chain. This event offers an unparalleled experience, providing cutting-edge education, networking opportunities with industry thought leaders and peers, and the chance to connect with innovative suppliers and discover the latest products and solutions.

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With over 200 attendees, including more than 100 CPO's and Heads of Procurement, this is one of the most hotly anticipated events in procurement.

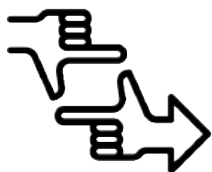
ProcureCon includes content from both

direct and indirect/services procurement. Get diverse perspectives from executive speakers representing a broad range of Fortune 1000 companies from aerospace to hi-tech, industrial manufacturing to CPG, automotive to pharmaceuticals, and much more. Bring yourself, as well as your indirect or direct procurement counterpart to maximise learning and optimise your organisation's supply chain strategy.



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Engaging, inspirational stories of global procurement transformation and digital disruption.



Focused delivery

Through our multiple social and digital platforms we deliver your content directly to pre-qualified individuals and relevant market sectors to ensure the largest reach possible.



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Passionate narrative

We have a unique approach creating a storytelling tone to our content, capturing C-Level personal narrative to deliver the most engaging, relevant and inspiring editorial.



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