



# 5 Reasons Procurement Digital Transformations Fail

Future Focused Procurement:  
Forging Ahead in ANZ

Your Speakers

**Ngaia Calder**  
TRA

**Silverio Governo**  
Portt, an Advanced company



# Your Speakers



**Ngaia Calder**  
Business Director  
TRA



**Silverio Governo**  
Head of Sales ANZ & Country Manager NZ  
Portt, an Advanced company



# The Why

The Need for a  
Procurement Transformation



What is the current state of play?

**We use industry-leading research,  
strategic insights and relentless  
creativity to live our purpose: putting  
people first.**

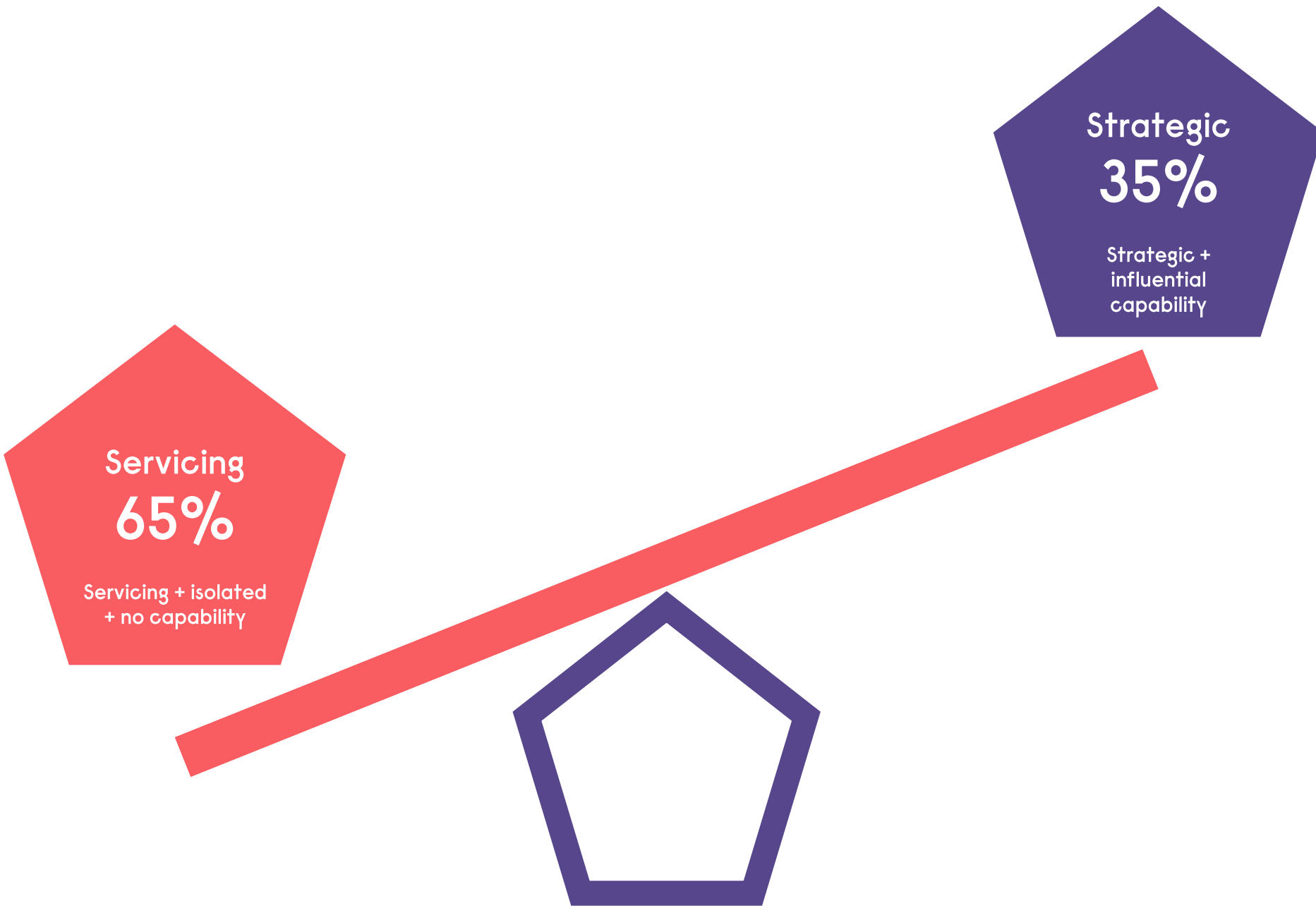
**TRA**

# Future-Focused Procurement:

## Forging Ahead in ANZ

2023/2024 Report

**TRA**





# Confidence is key to driving the shift towards strategic capability

Those operating within a strategic capability are:

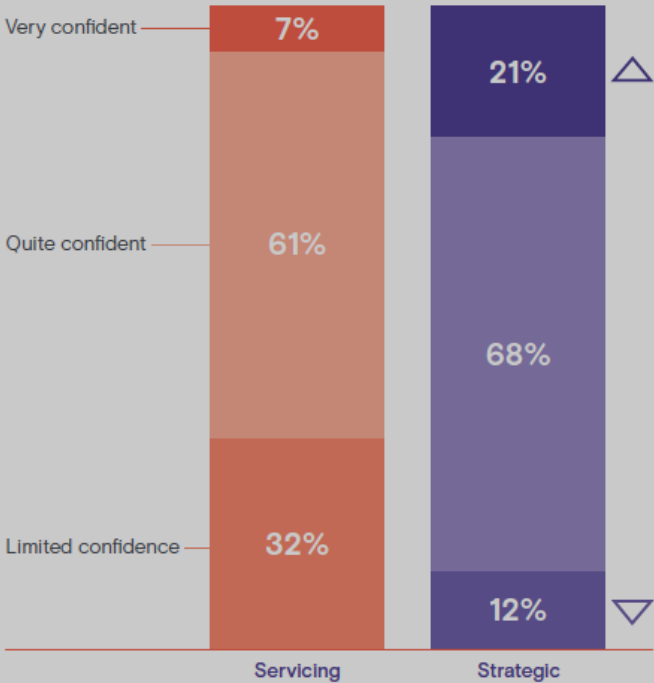
Significantly more confident  
**(7% vs. 21%)**

Also significantly more satisfied  
**(45% vs. 62%)**

Which world are you a part of?

The past or the future?

How do you drive this transformation?



▽△ Significantly above/below servicing

Source: What level of maturity is the procurement function operating within your business...?  
How confident are you that the procurement function can meet the evolving expectations of your business?  
How satisfied are you in your current role? n=291

# Procurement Customer Experience (PCX) principles are inherently linked to this shift

## From -----> To this

Servicing -----> **Strategic**

Passive -----> **Active**

Reactive -----> **Proactive**

Processes -----> **Solutions**

Conformity -----> **Visionary**

“Procurement can help in widening the scope [and] ensuring stakeholders think about their holistic customer experience. We need to be at the table early.”

Director of Procurement, Public sector

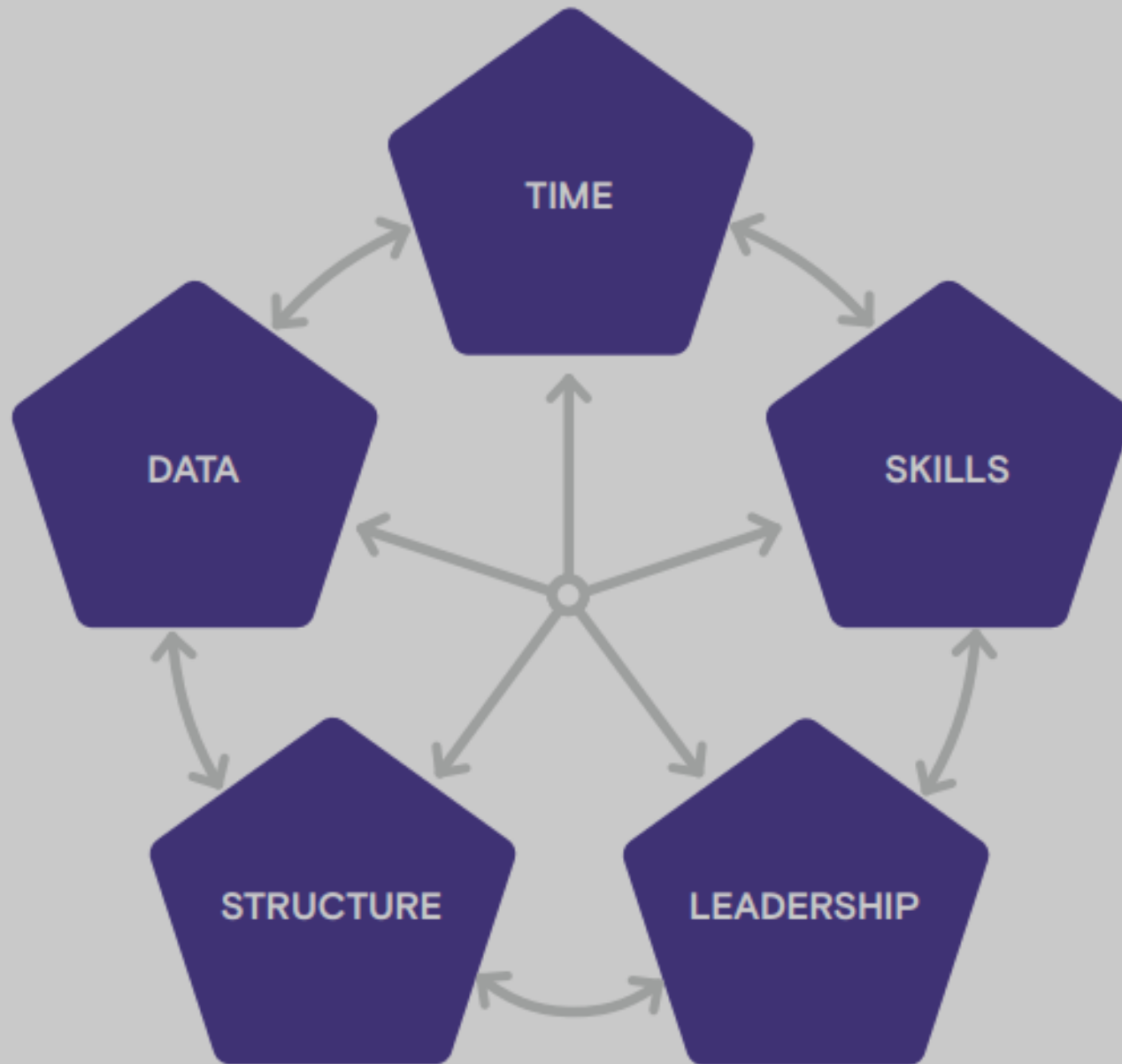


This shift also creates trust,  
builds reputation and  
drives transformation

| From          | -----> | To this              |
|---------------|--------|----------------------|
| Comfortable   | -----> | <b>Confident</b>     |
| Transactional | -----> | <b>Influential</b>   |
| Downstream    | -----> | <b>Upstream</b>      |
| Overbearing   | -----> | <b>Collaborative</b> |
| Adversarial   | -----> | <b>Trusted</b>       |
| Vulnerable    | -----> | <b>Integral</b>      |

“I want people to think procurement is an approachable function where we can be a trusted partner. It’s not just telling them what to do and what not to do. It’s not me pushing, it’s pulling them into my vision.”

Head of Procurement, Not-for profit



## Top 6 barriers to meeting business needs

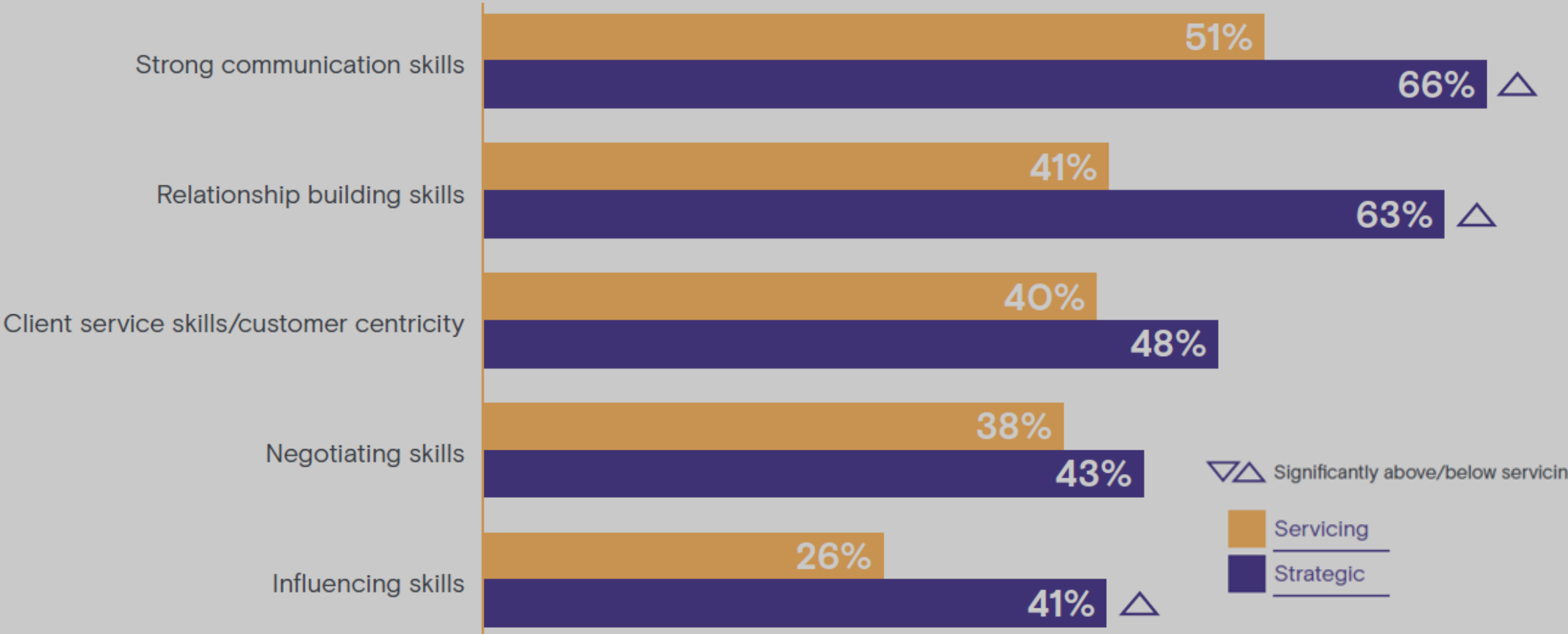
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Source: What are the greatest barriers to a procurement function being able to perform in a way that best meets the business needs?

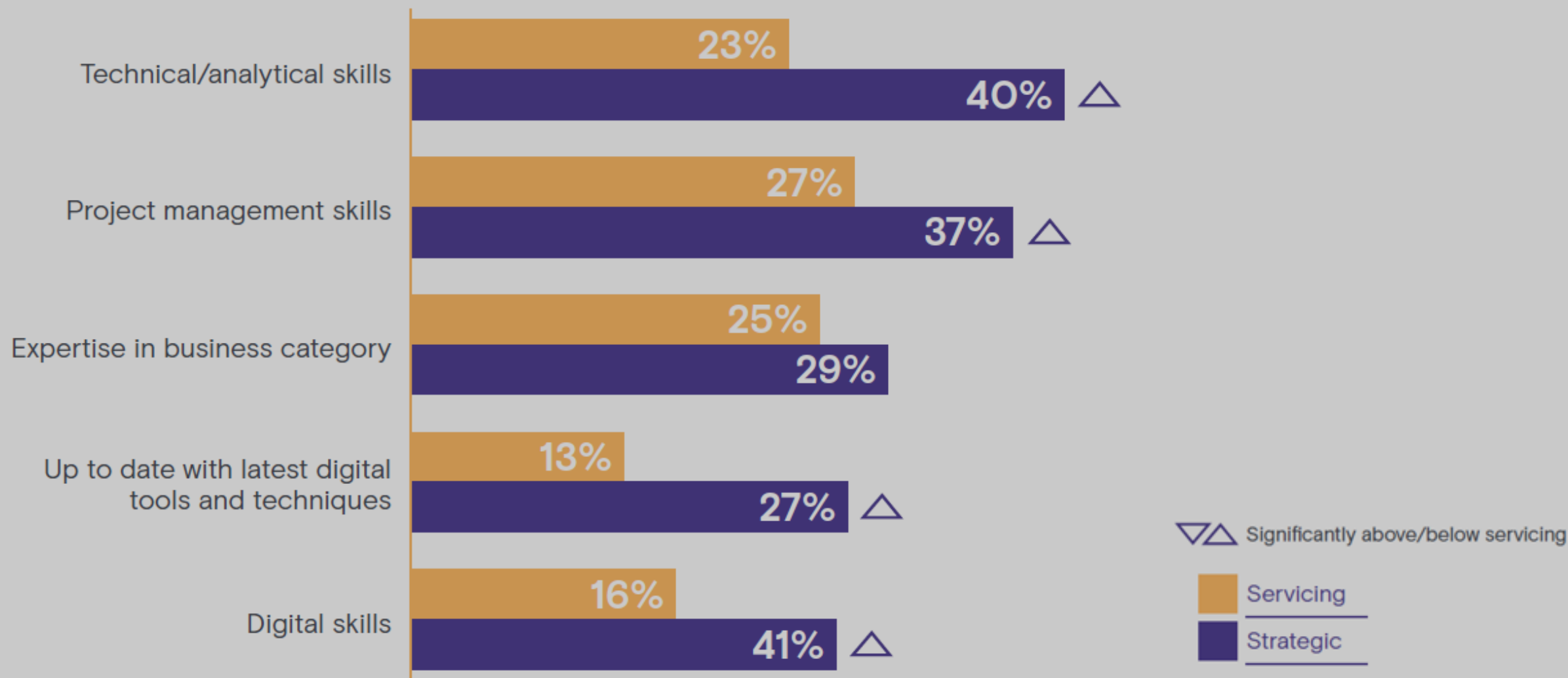


# Interpersonal Skills



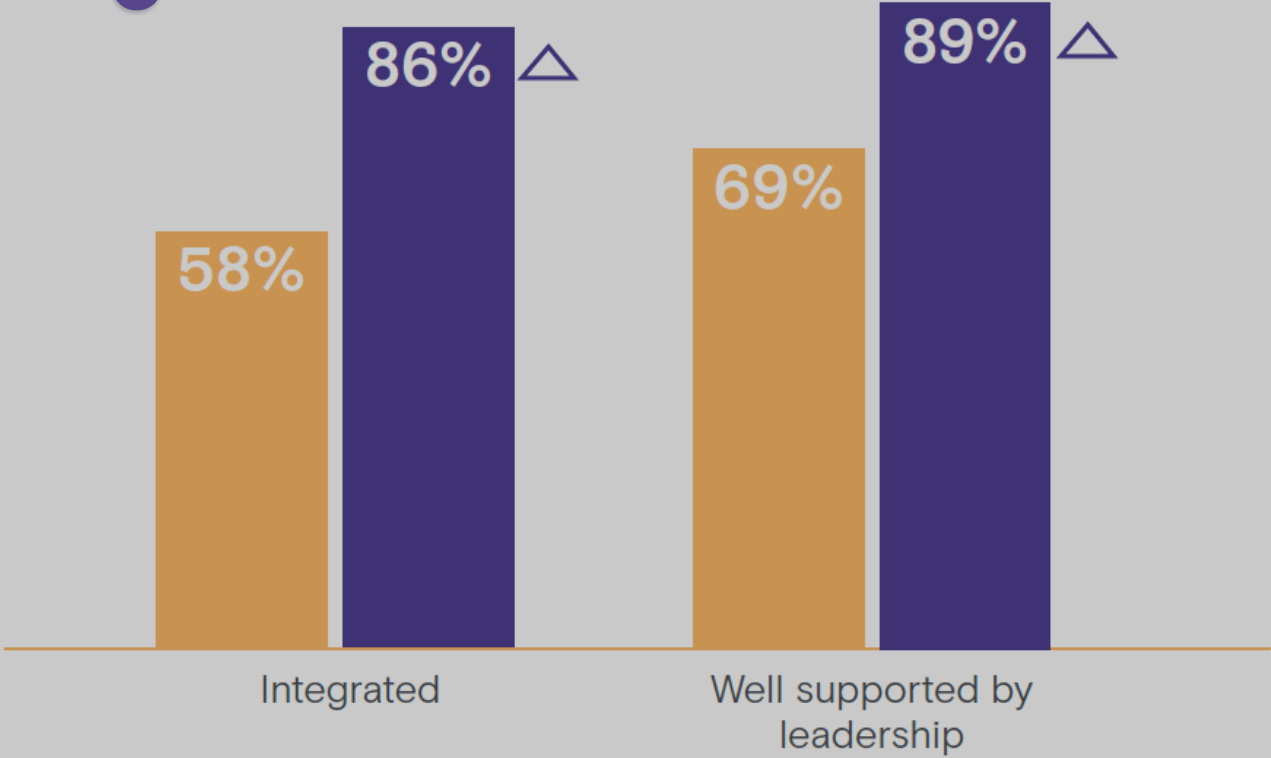
Source: How important is it for those that work in procurement to have these skills/traits? n=291

# Technical Skills



Source: How important is it for those that work in procurement to have these skills/traits? n=291

# Executive Alignment



■ Servicing ■ Strategic

▽△ Significantly above/below servicing

Source: How integrated do you feel the procurement function is in the strategic vision of the business?

How much do you agree or disagree that: the procurement function is well supported by the leadership in the business?

n=291.



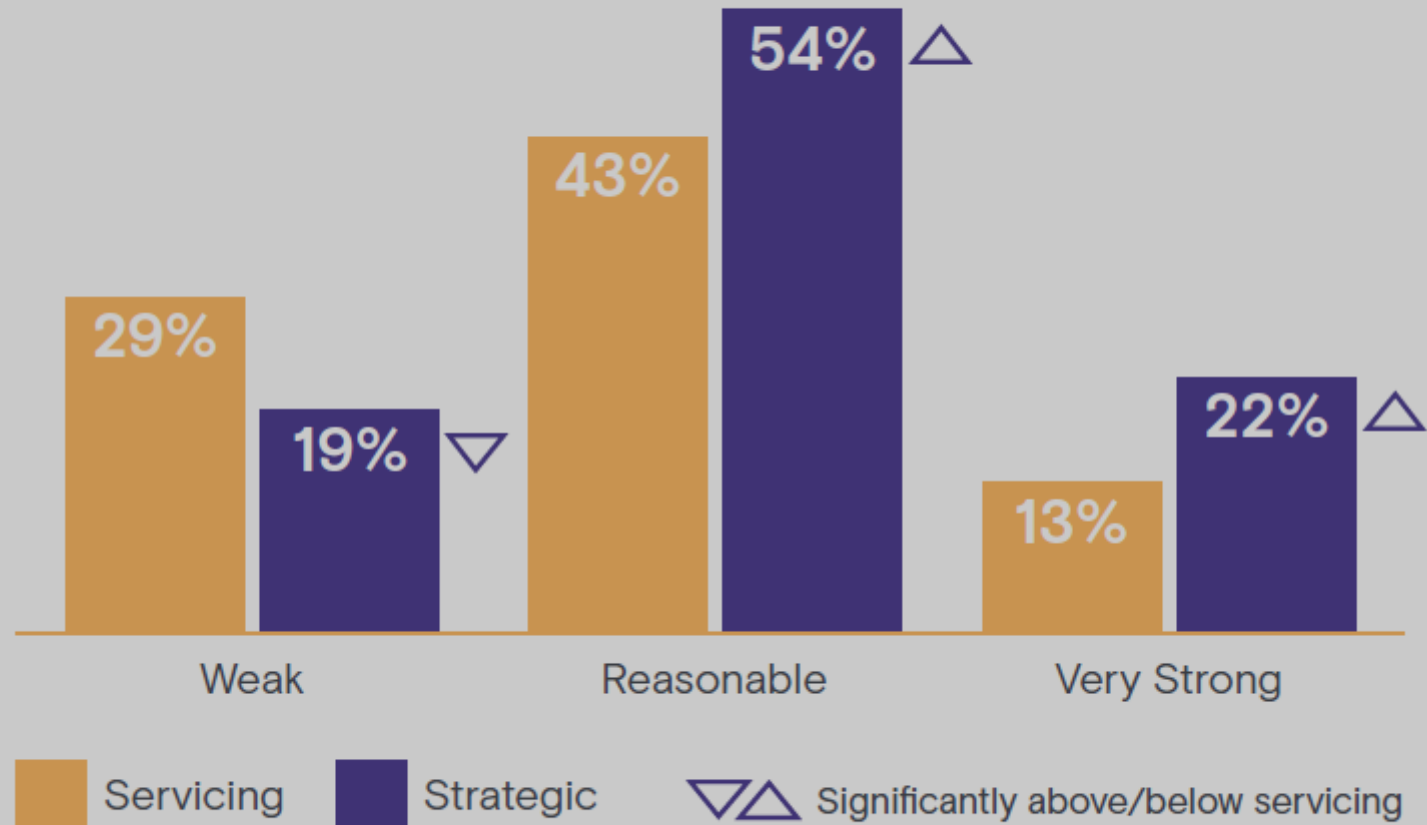
# Organisational Structure

**“We do ourselves a bit of a disservice in the way that we structure ourselves. We don’t structure ourselves to align with the business. We structure ourselves to align with the market. The market’s the easy part. The business is the hard part. We should be structuring ourselves as business partners.”**

Chief Procurement Officer, Private sector

## Access to data analytics and insights

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Source: How would you rate these areas within the procurement function? N=291.

A strategic capability think it's:

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**2X** more important to...

...be up-to-date with latest digital  
tools and techniques

Source: How important is it for those that work in procurement to have these skills/traits? n=291.



Strategic capability is:

**2x** more likely to...  
...invest in the latest top of  
the line tech as an essential

Essential to  
unlock strategic  
capability

Source: Thinking about the procurement technology that your business chooses to invest in, which of the following statements best describes your current business adoption? n=291.

**“Trying to run a high performing procurement department in Excel spreadsheets is very difficult.”**

Director of Procurement, Public sector

# Tech can unlock advocacy and accelerate empowered decision-making

|                   |                                      | TOTAL | SERVICING | STRATEGIC |
|-------------------|--------------------------------------|-------|-----------|-----------|
| EFFICIENCY DRIVER | Streamlined processes                | 45%   | 43%       | 47%       |
|                   | Reduced admin time and effort        | 38%   | 37%       | 39%       |
|                   | Consolidation of information         | 36%   | 35%       | 38%       |
|                   | Clarity of information               | 35%   | 33%       | 38%       |
| ADVANTAGE LEVER   | Transparent processes                | 36%   | 32%       | 42% ▲     |
|                   | Strategic thinking                   | 34%   | 30%       | 42% ▲     |
|                   | Visibility of efforts                | 27%   | 24%       | 34% ▲     |
|                   | Unlocked opportunity to be strategic | 18%   | 15%       | 24% ▲     |

Source: What, if any, has using procurement technologies/platforms facilitated in your business? n=291.

▲/▼ Significantly above/below servicing



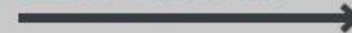


Are you enabling the future of procurement?

Are you ready to transform?

A strategic capability is:

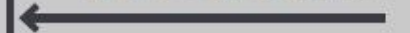
**2x** more...



Progressive  
Visionary  
Influential  
Proactive

Transactional  
Overbearing

**1.5x** less...



Source: Which of the following do you associate with the procurement function as it is currently operating in your business? n=291

# A strategic shift will help attract and retain top talent

Staff operating within a strategic capability:

**1.5x** more empowered

**1.4x** more satisfied

**1.8x** more respected

Source: Which of the following do you associate with the procurement function as it is currently operating in your business? n=291.

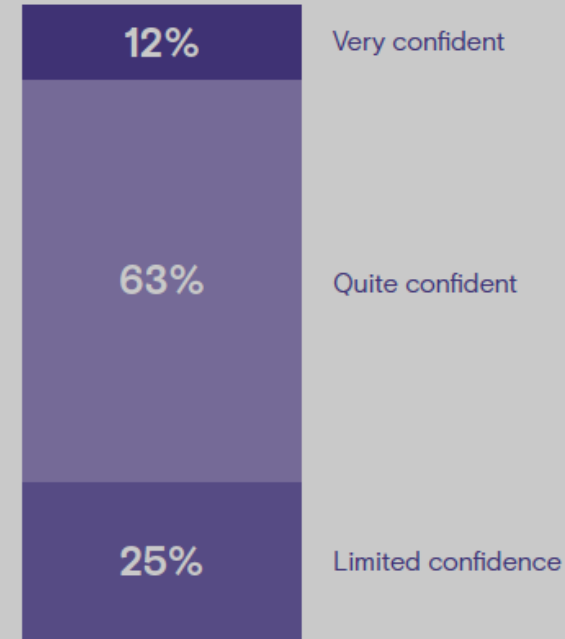
# Procurement professionals are ready

**3 in 4** are confident to meet the evolving expectations of the business.

**12%** are very confident - the changemakers

**63%** are quite confident - the majority

**25%** are limited in confidence



In the face of volatile business conditions and evolving expectations – how will this confidence be enabled and actioned?

“Is the procurement industry demanding enough in terms of what they want procurement professionals to be capable of? Procurement is going through an identity crisis and probably has been for a while.”

Head of Procurement, Private sector



## Actions of an optimal business partner

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Source: What are the top 3 things a procurement function should ensure it does to be the optimal business partner? n=291



Get in touch:

