

# ACTIVATING THE VALUE CHAIN

## CHALLENGES AND OPPORTUNITIES FOR SUSTAINABLE PROCUREMENT

## About APCADEC...

- CONTRIBUTING TO THE DEVELOPMENT OF THE PROCUREMENT SINCE 1964
- + 450 MEMBERS
- BUILDING A STRONGER COMMUNITY OF PROCUREMENT AND SUPPLY CHAIN PROFESSIONALS
- PROMOTING BEST PRACTICES ENSURING THE RIGOR, ETHICS AND CONDUCT OF PROCUREMENT PROFESSIONALS
- FULL MEMBER OF



## FULL MEMBER OF



- 44 NATIONAL AND REGIONAL PURCHASING ASSOCIATIONS WORLDWIDE
- + 250,000 PURCHASING AND SUPPLY MANAGEMENT PROFESSIONALS
- DEVELOP GLOBAL STANDARD AND PROGRAMME ACCREDITATION
- SHARING THE BEST PRACTICES ON STRATEGIES AND ACTIVITIES



- “Procurement to Lead Innovation and Value Capture while coping with inflation, shortages and geopolitical instability”
- World’s most exclusive procurement and supply management forum
- Exchange of knowledge and best practices between both public and private operators
- +30 top speakers from 4 continents and different industrial realities

## From manage for processing to manage for value

### Traditional

- Transactional function
- Purchasing process oriented
- Focus on OPEX and unit price reduction
- Lack of visibility over total spend
- Transactional supplier relationships
- Manual/ administrative tasks
- Struggle for talent
- Unclear performance metrics

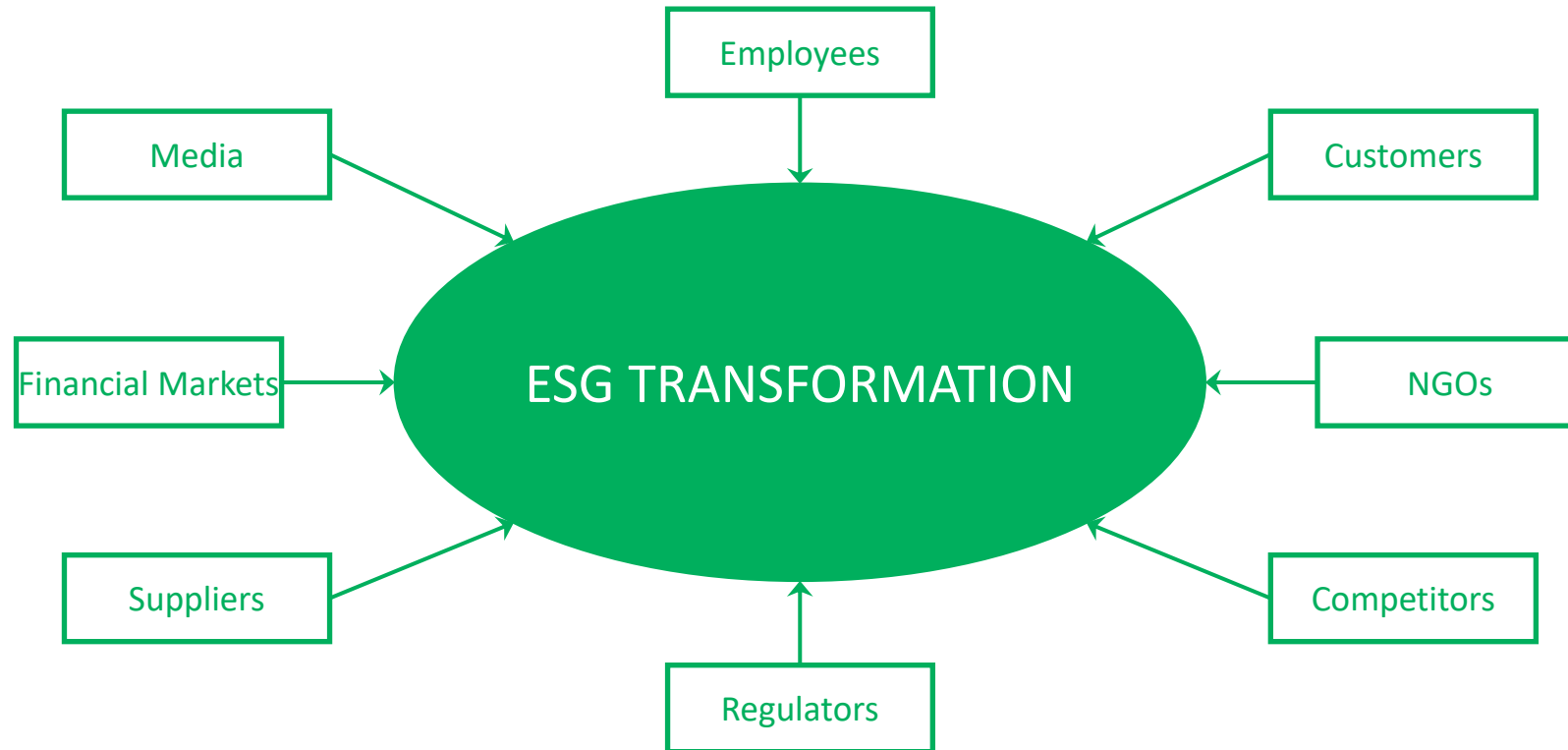
- Organization & governance
- Category excellence
- Supplier excellence
- Digital & analytics
- **Sustainability**
- **Risk management**
- **Value and performance management**

### Advanced Procurement

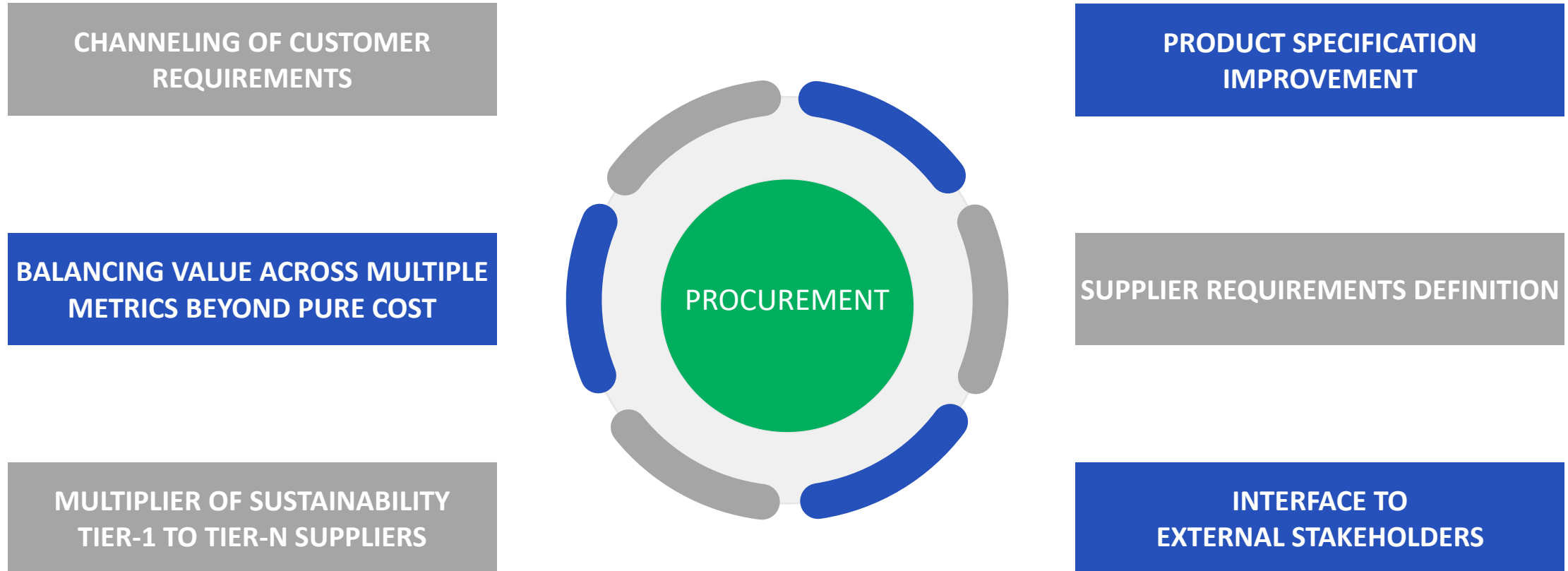
- Value-added function
- Top organization and talent
- Total Cost of Ownership focus (Capex, Opex)
- Value beyond savings – supply chain resiliency, risk mgt, innovation, carbon emissions' reduction
- Real-time visibility over spend
- Joint supplier value creation (e.g. innovation, risk management)
- Digitally-enable automated processes
- Sustainability embedded in purchasing strategies and supplier portfolio
- Finance value metrics

ESG will become a prerequisite for the “right to play”

## ESG pressure from stakeholders



# Procurement must be a sustainability enabler



## There are multiple challenges to address

**01**

Senior management  
commitment

**02**

Lack of knowledge  
about sustainability

**03**

Pressure on Cost

**04**

Buy in from supplier

**05**

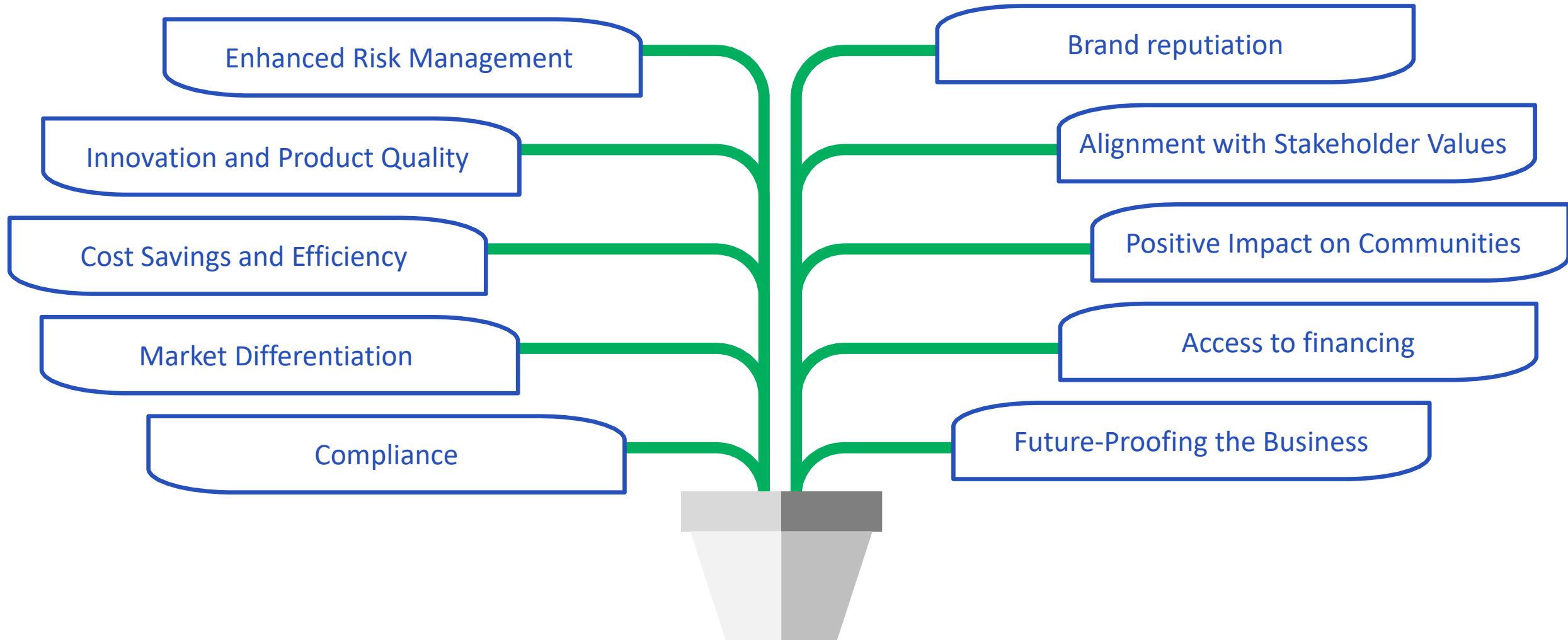
Few resources  
allocated

**06**

Technology

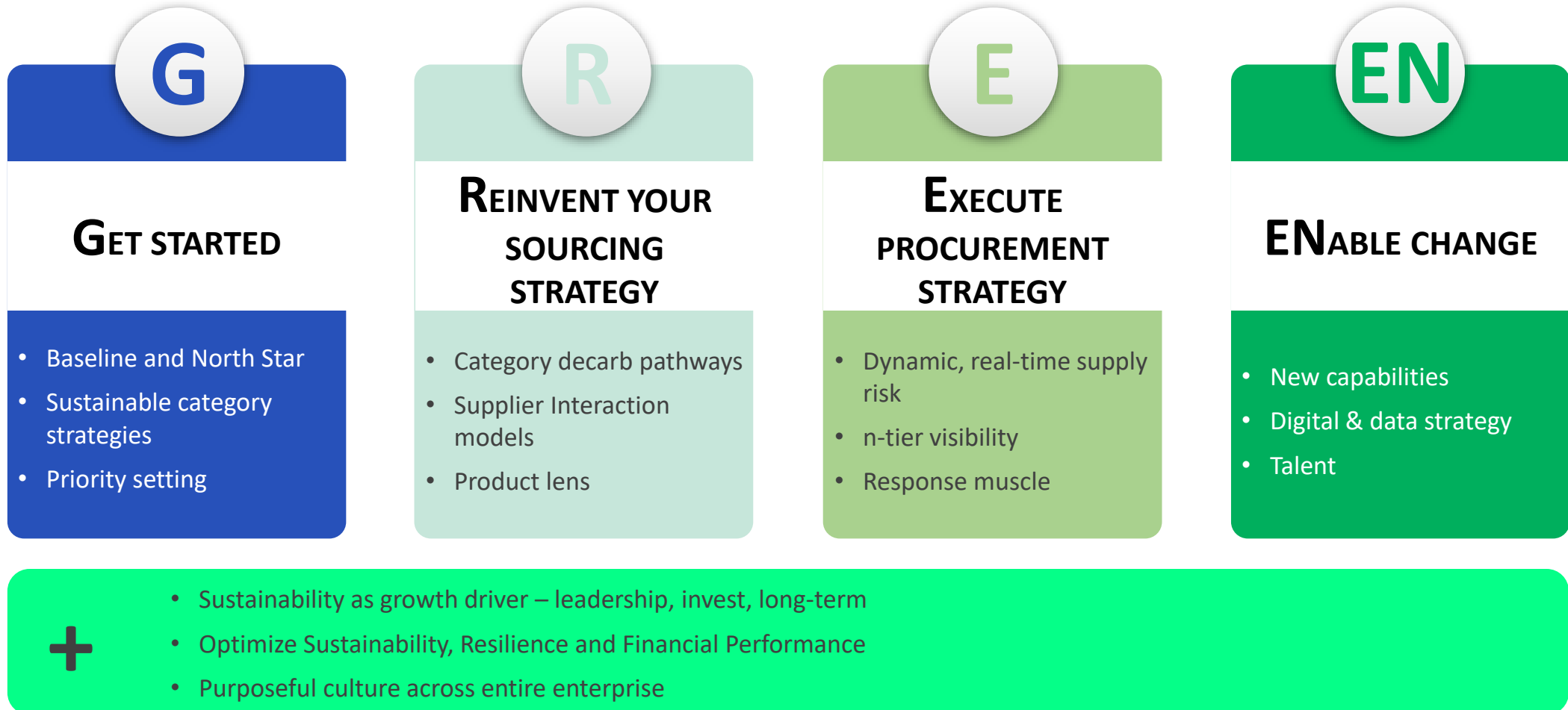
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## But the opportunities overcome the challenges





## A sustainable procurement strategy



Source: Kearney

# THANK YOU



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