

DIGITAL OUTCOMES 2022

Translating Digital Transformation into Business Outcomes

Event Recap





“We have to solve problems immediately and quickly. Solving problems does require people; problem solving is a truly human task. More and more we’re seeing procurement find ways to use modern technology to run the operation and use people to solve the pressing issues of the day.”

Keith Hausmann, Chief Revenue Officer at Globality

This year, Art of Procurement is focused on the concept of experiential procurement. Experience will be critical for procurement organizations looking to forge a new path and deliver elevated levels of value.

But not even the best experience can substitute for solid business outcomes, so today’s leading procurement organizations have to find a way to do both: create an exceptional experience and drive desired outcomes.

While some outcomes will be delivered through tactics and others through insight, achieving strategy, speed, and scale will not be possible without technology. That is why we called this event Digital Outcomes.

A well-crafted procurement experience can change the hearts and minds of our stakeholders and suppliers; it can completely change how people see procurement. And that is important, because for all the disruption we’ve overcome in the last few years, we’re not seeing any signs that things are settling down.

Procurement needs to be preparing to answer two questions related to the digital experience:

- How many providers do we want to bring into our tech stack, and how will we integrate processes and data across them?
- How can we establish necessary checkpoints and compliance without slowing things down and annoying our stakeholders?

Speed will be a critical factor in the procurement experience and the digital outcomes we are able to deliver. Procurement can't be a roadblock, causing friction, layering on approvals, or sending suppliers 50-question questionnaires that no one will read when they are returned.

If we are to move away from the legacy of slow, cumbersome procurement technology and envision a new future, what kinds of changes do we need to make today? That is the question we brought together this incredible pool of speakers to answer, each in their own way.



I hope you enjoy this collection of ideas and themes pulled from Art of Procurement Digital Outcomes. If you would like to view the sessions on demand, [click here](#).

Philip Ideson, Founder & Managing Director, Art of Procurement



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Turning Data Into Business Strategy



Featuring:

- **Jason Bray**, Chief Technology Officer, Spend HQ
- **Rod Robinson**, SVP Supplier Diversity Practice Lead & Center of Excellence, Insight Sourcing Group

Investments in digital technology and the increased speed of data availability have completely revolutionized how high-stakes decisions are informed and made. In other cases, data makes it possible to automate the decision-making process itself, freeing up procurement to invest their scarce time elsewhere.

But the challenge of data will never be 'solved.' Whether it is questions about where to look for trusted data or how to quickly identify qualified diversity suppliers, procurement should stay tapped into any and all frustration as an indication of where further innovation is needed.

Assuming that this cycle of progress-evolution-frustration-repeat will go on infinitely, the best thing procurement can do today is insist upon systems flexibility. This will make it possible for us to continue making the most of our data looking forward and ensuring that our digital ecosystem aligns with business needs and desired outcomes.

[Click here to watch this session in full](#)

Removing Procurement's Roadblocks



Featuring:

- *Colin Glazier, VP of Solutions, Zip Intake-to-Procure*

When procurement is seen as a roadblock, the business feels no hesitation about simply going around them. Worst case, it may result in direct and even hostile conflict:

‘Listen, your team is a roadblock to us doing our work. I’m not interested in slowing down my team at all, so please stay out of my way and make sure my team can do what they need to do. If you don’t, then we’ll need to have an escalation call with some of our management.’

No one in procurement wants that. Colin Glazier describes this dynamic as the ‘joy and danger’ of working in procurement. He suggests:

- Creating a transparent process to increase understanding and inform requestors
- Making sure they know when procurement is the roadblock and when the approver is
- Simplifying and streamlining the intake process, to alleviate any friction that remains, automate the workflows that stem from it

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How Experiential Procurement Ecosystems Fuel Value & Growth



Featuring:

- **Fulden Sener**, VP Transformation & Member of Board at BT Sourced
- **Keith Hausmann**, Chief Revenue Officer at Globality, Inc

We've all come to accept that - like it or not - change is constant. And despite the endless list of digital procurement solutions claiming to solve business problems in a revolutionary way, few actually deliver. Procurement needs to have high expectations of their tech - both for the sake of the outcomes we deliver and for the experience they provide to stakeholders and suppliers.

Procurement needs to empower business users to meet their own needs independently. This is not a small challenge, however. Platforms need to be frictionless and intuitive - no training required.

If we don't change our expectations for technology, procurement doesn't stand a chance of improving the experience we provide to stakeholders or elevating the outcomes we deliver to the enterprise.

Today is the day to start building the future we want to lead in.

[Click here to watch this session in full](#)

Why Self-Guided Buying Can Enable the Business to Scale Quickly



Featuring:

- **Elisabeth Schlag-Lawrence**, SVP, Head of Procurement Governance and Enabling at Bayer
- **Mita Gupta**, Senior Vice President and General Manager at Globality

Self-guided buying and self-service procurement are well-established ideas, but they are not seen in practice as often as procurement - and our distributed buyers - would like to see. Until now, the tools and incentives have not existed to help procurement overcome hesitancy based on risk, transparency, and compliance. As we learned in this session, that is no longer the case.

Procurement can now put our stakeholders first. When they are at the center of our processes, and we have transparency and contract compliance, the business can scale quickly without being concerned about risk.

There is a lot of important strategic work that requires procurement's unique expertise, but the flow of transactions never ends. Procurement must combine automation and stakeholder empowerment to deliver a world-class experience that does not lead to losses in spend control or visibility.

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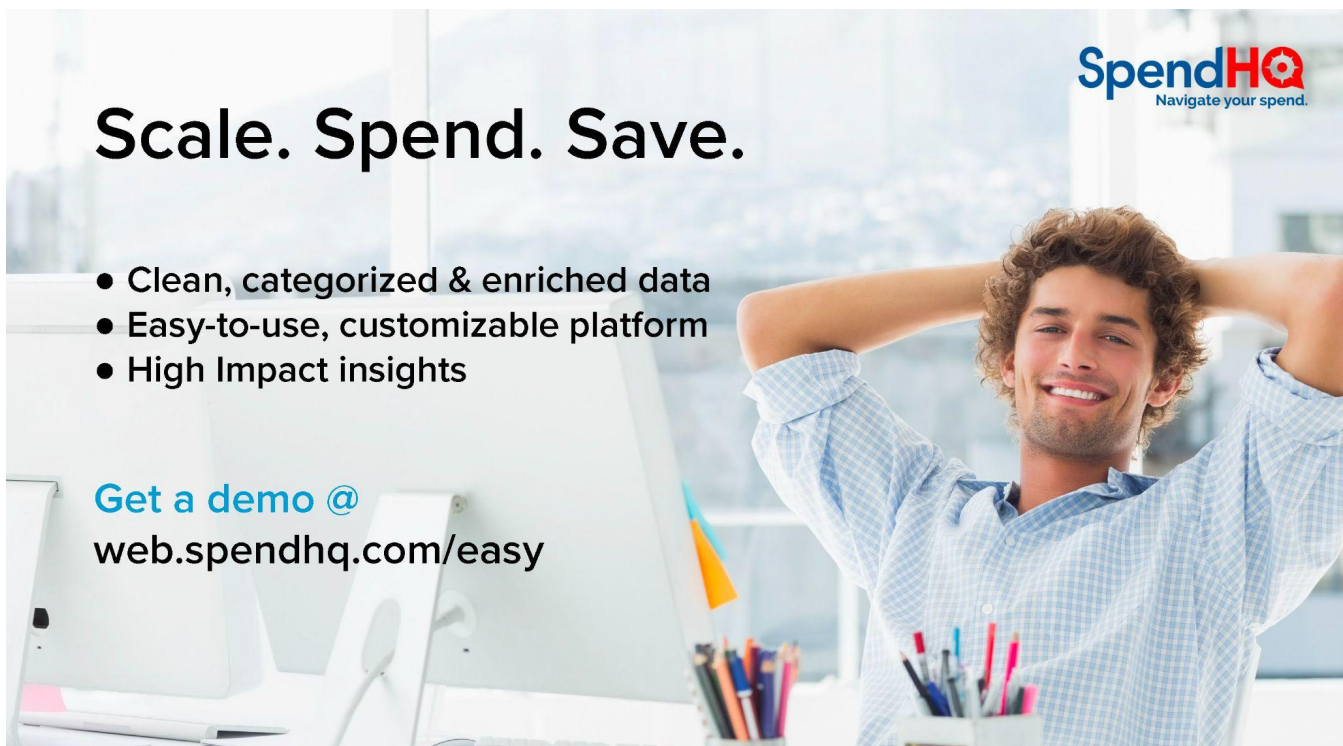
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Session Soundbites



Melissa Drew
IBM

“We’re typically bound by the limitations that have been communicated to us. As we talk about the ‘art of possible’ here at Art of Procurement, we have to ask the question: ‘Do we really need to touch this requisition 15 times for something that’s low cost? Do we really need to spend four months working on a contract?’ There’s software out there that can compare contracts very, very quickly and do what’s necessary. I know that that sounds pretty simplistic, but a lot of it is looking at what you have today and asking the questions – ‘Why?’ and ‘Why not?’”

As heard in ‘Augmenting the Tactical: Can AI Elevate Procurement's Focus to the Strategic?’



Johann Raunig
McKinsey &
Company

“I think procurement is at a pivotal point – across industries and across companies - to decide: do I want to go ‘all in’ so that I can cope with these new challenges – the volatility, the inflation, and so on, or do I want to go a second route which means outsourcing and probably dialing down on procurement?”

As heard in ‘Disrupting Imperatives: Procurement’s Digital Destiny’

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Session Soundbites



**Jacob Gorm
Larsen**
MoneyBall CPH

"I am a very practical person. I'm all about getting started. Let's work on it, and then we can always improve and expand on our impact. For example, I don't think you need all the data in the world to get started. It's a matter of deciding what you can do with what you have and then building from there.

Most change is not related to data or technology. It's about the new mindset that is required in procurement. That mindset will build up as you build experience. That's why it's so important to get started."

As heard in 'Creating Ecosystems to Power Up Outcomes'



Jack Freeman
PeakSpan
Capital

"I think you can boil down the prowess of an organization as a whole - but also a procurement organization or a supply chain organization specifically - by how much visibility to insights they have into their operation. If you ask them a couple of simple questions around where they're spending money, can they get that answer for you in a couple of minutes, a couple of days, or is it going to take a \$60,000 engagement with Deloitte to get you that answer? All of those are options."

As heard in 'Scaling Procurement Outcomes Through Suppliers'

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Session Soundbites



Prof. Remko Van Hoek
University of Arkansas

“Data is such an important tool for stakeholder engagement because it sets your team up to lead with insight from the get-go. ‘Did you know that your peer also buys from that same agency that you work with, and did you know that they have completely different terms for something very similar?’ If I have that data, when I’m meeting with stakeholders to talk about the category, I’m leading with insight and I’m being helpful and I’m setting us up for a meaningful discussion that can go towards strategy.”

As heard in ‘Scaling Category Management Best Practices’



Gary Levitan
WeWork

“Scaling volume is easy, but that doesn’t ensure quality or profitability (more importantly) in what we do. The only way to ensure that is to figure out what you’re the best at and then repeat that. Keep finding additional activities or deliveries or processes that you’re really great at and then keep repeating those and either improving or removing the things that you’re not good at, quite frankly.”

As heard in ‘Scaling Category Management Best Practices’

[Click here to watch these sessions in full](#)



Session Soundbites



**Doug Van
Wingerden**
SpendHQ

“Procurement has done a great job of understanding categories, developing strategies, running plays, and executing sourcing events. What they haven’t done as good a job with is managing the category on the back end and realizing that there are many things they can do after a sourcing event to continue to optimize the category - but, to do that, they need to have good data.”

As heard in ‘Digital Reality Check - SpendHQ’



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About Art of Procurement

Art of Procurement was founded in 2015 to empower professionals at all levels to align procurement performance with corporate objectives.

For more information, visit www.artofprocurement.com, follow the AOP company page on [LinkedIn](#) or follow us on [Twitter](#).