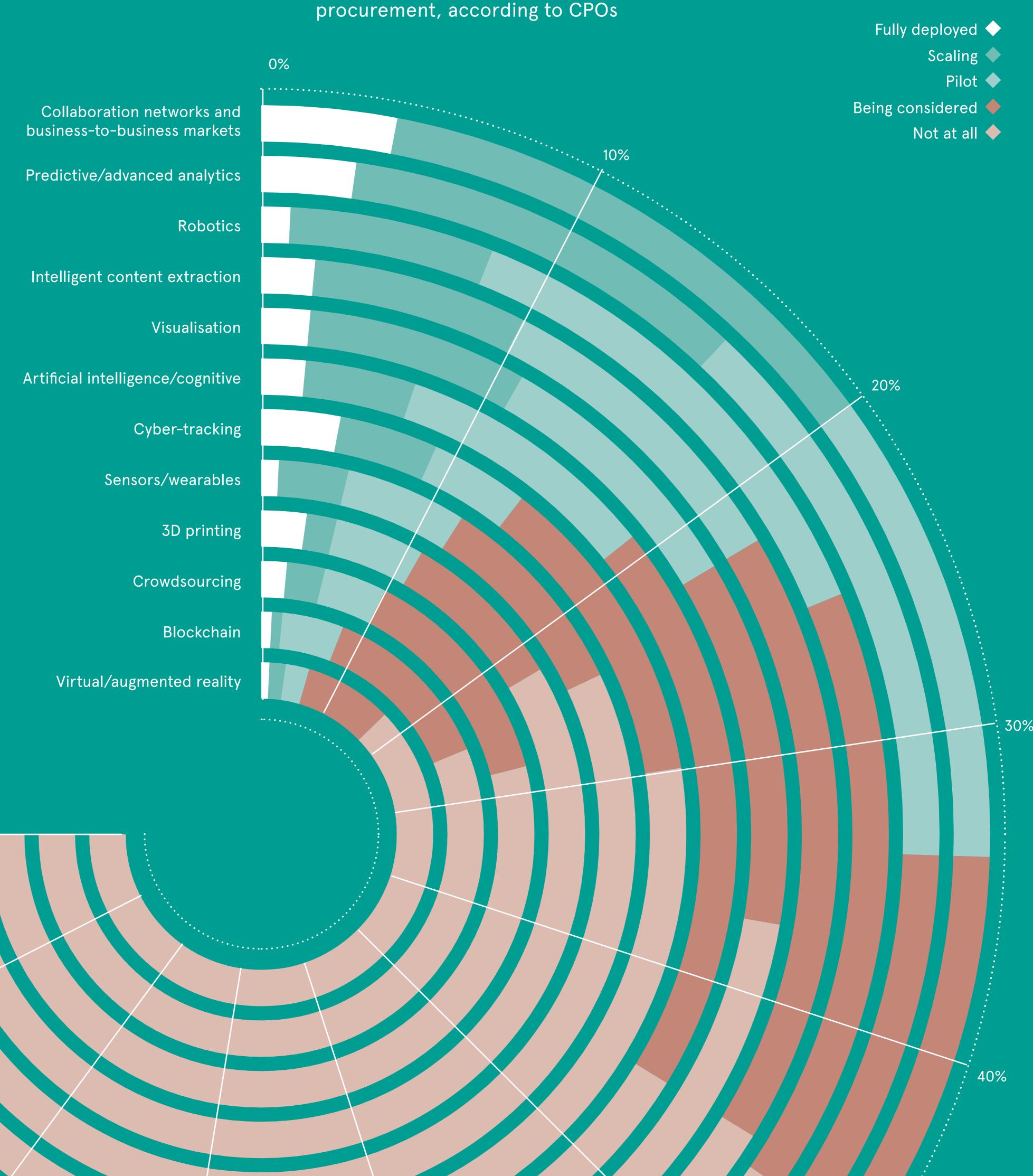
DRIVING PROCUREMENT ONWARD Current and future use of procurement technologies

Collaboration networks and business-to-business markets

Business leaders are beginning to realise that procurement is no longer a cost-cutting function and can deliver real value to organisations, though this will only happen with the right approach, technology investment and the backing from wider stakeholders



Stage of deployment across global

Deloitte 2018

Top opportunities and barriers to procurement technology

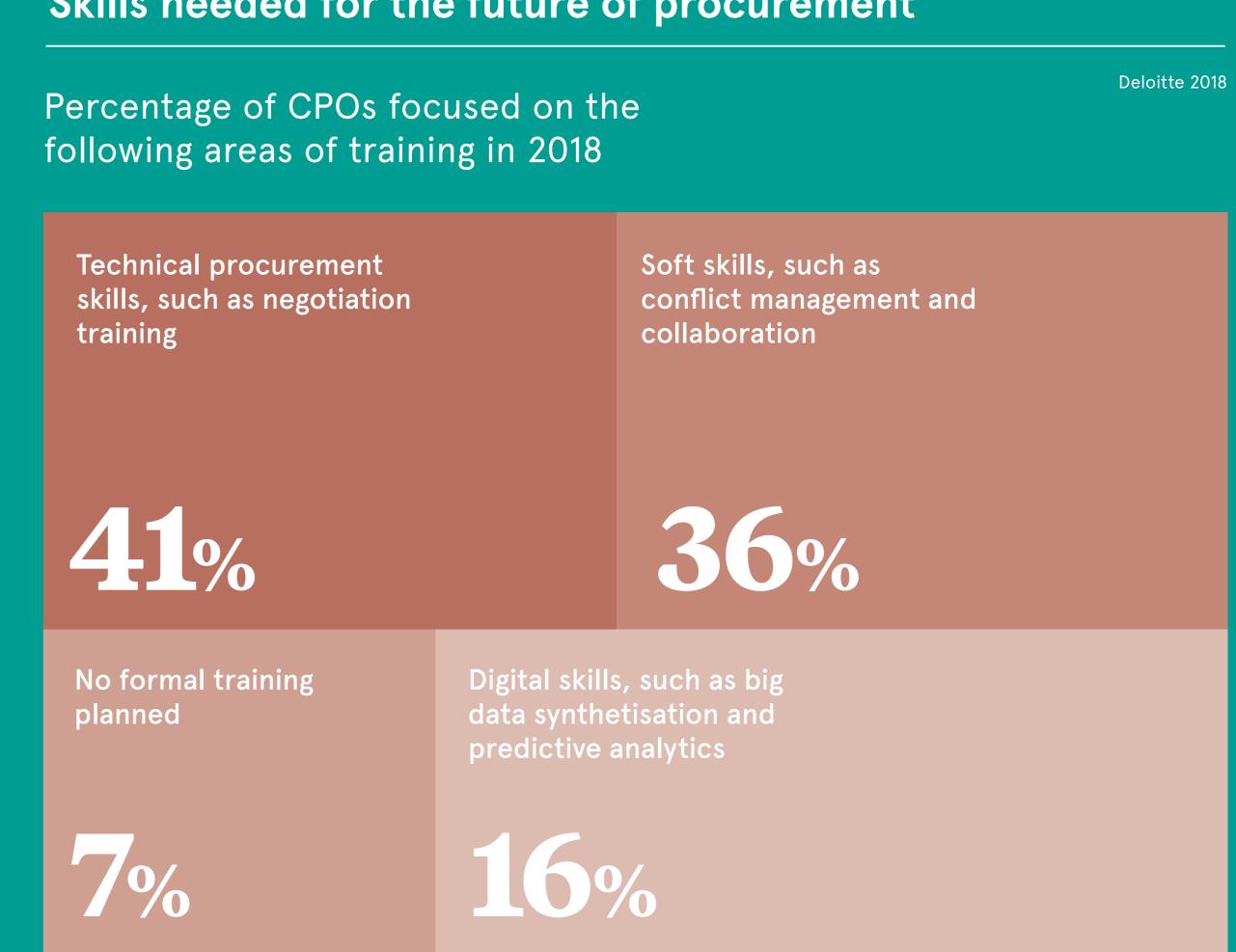


Biggest future risks for CPOs

Percentage of procurement leaders ranking the following as high risk	The Hackett Group 2018
Cyber/information security	75%
Access to critical talent	74%
Intensified competition	69%
Disruptive innovation	52%
Regulatory risk	43%
Intellectual property theft	38%

Skills needed for the future of procurement

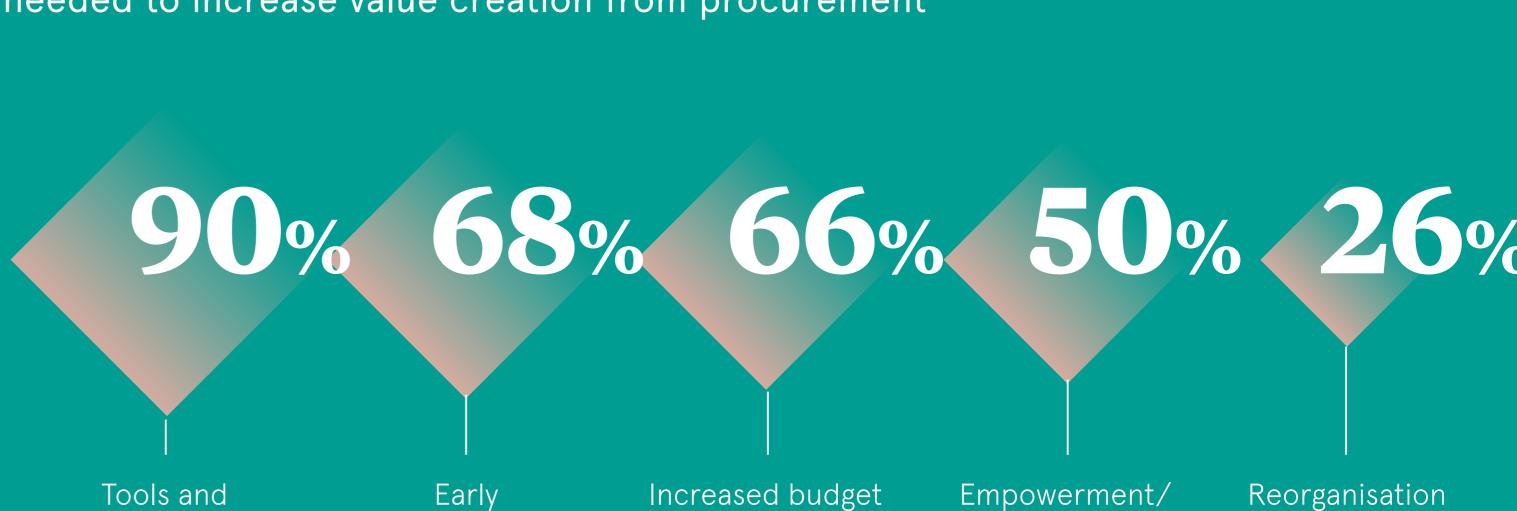
60%



Areas for improvement in procurement

involvement

Ayming 2017 Percentage of CPOs who believe the following is needed to increase value creation from procurement



mandate

systems