CPO Summit 2022
The menu to procurement excellence

How to attract, build and secure future procurement talent and leadership

Sanne Buijs - Head of HR Procurement at Unilever
Heliana Romanelli - VP Procurement EMEA at Unilever
&
Prof dr. Frank Rozemeijer, Maastricht University

NEVI GEP - CPO Summit 2022
June 1, 2022
9.00 – 12.30 hrs

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Do PEOPLE make Procurement?

2

PEOPLE make Procurement!

Over the past decades, *PEOPLE* often mentioned as the #1 concern in CPO surveys/reports



How come?
Is it so difficult to get it right?

3

PEOPLE make Procurement!

Do you know the % Procurement employees of the total # employees?

Are they all Happy & Healthy?

What's their Purpose?

How many vacancies Do you have?

Do you know what Knowledge, Skills or Attitude you need in the future?

How many # hrs annual training?

Is it easy for you to recruit top talent?



What about 'your' Procurement people?

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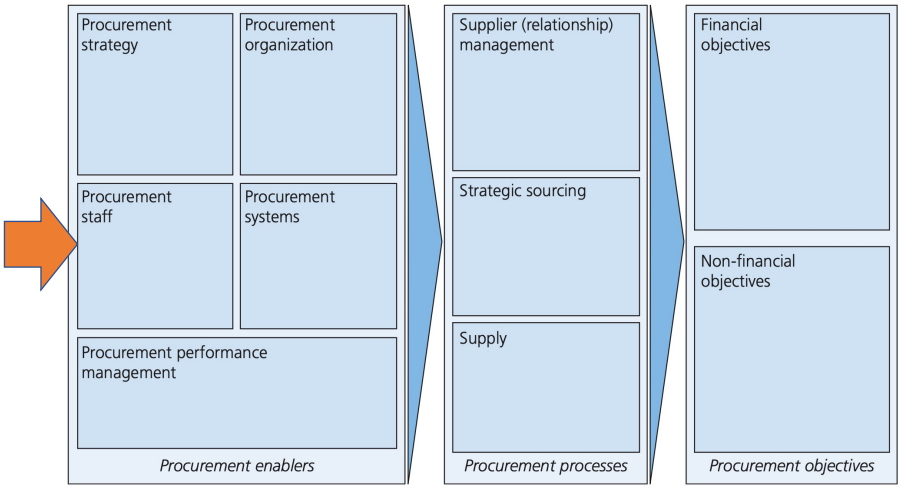
PEOPLE make Procurement!

Procurement Canvas – Procurement Operating Model



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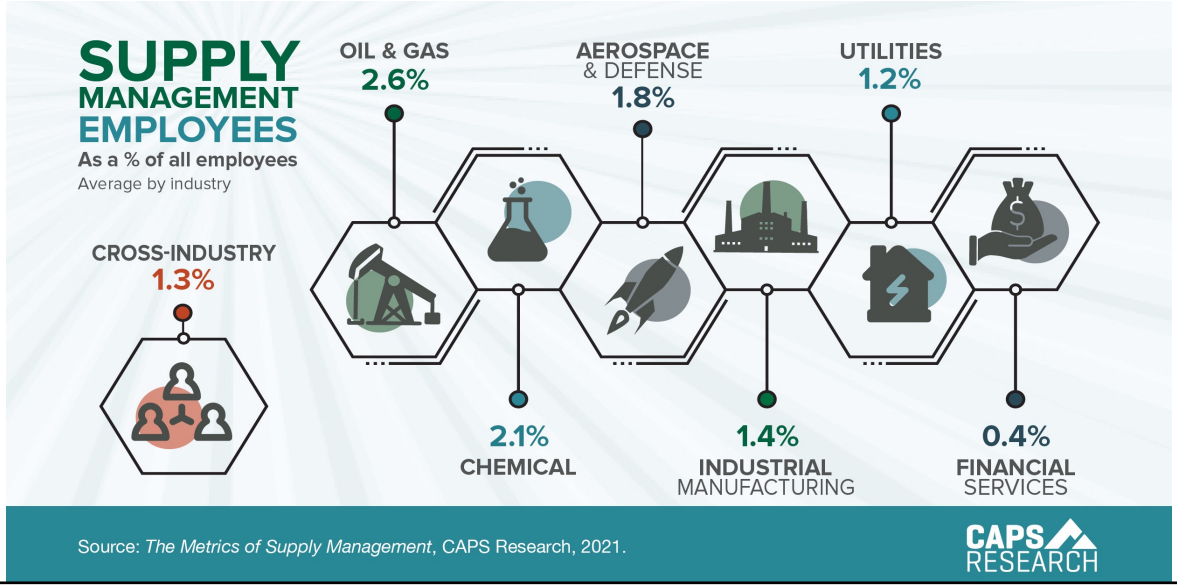
PEOPLE make Procurement!



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PEOPLE make Procurement!

How to make it work?

99%

1%

7

7

PEOPLE make Procurement!



Source: https://www.drehall.com/Strategic-Buyer-Noun-Definition-Funny-Shirt-T-Shirt-Funny-strategic-buyer-gift-Long-Sleeve-T-Shirt-p69162.html

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PEOPLE make Procurement!

Recent research on PSM competencies…

Classification according to: Bals, L., Schulze, H., Kelly, S., & Stek, K. (2019). Purchasing and supply management (PSM) competencies: Current and future requirements. Journal of Purchasing and Supply Management, 25(5),

Competencies matching with Tassabehji and Moorhouse (2008) and additional competencies gathered in interviews.

Technical Skills	Interpersonal Skills	Internal/External Enterprise Skills	Strategic Business Skills
Matching competencies – competencies identified by Tassabehji and Moorhouse (2008) and found in the interviews			
Basic knowledge on PSM role & processes	Analytical skills	Change Management	Business Acumen
Computer Literacy	Conflict Resolution	Communication skills	Financial acumen
Contract Management	Creativity	Cross-functional abilities & knowledge	PSM Best Practice Intelligence Scouting
Cost savings	Decision making	Engineering	Risk management
eProcurement Technology	Effective questioning techniques	Finance	Strategic thinking
Intellectual Property	Integrity	Logistics	
KPI Reporting Design	Interpersonal Communication	Manufacturing/Production	
Languages	Knowledge sharing	Marketing	
Negotiation	Leadership	Quality (QHSE)	
Process optimization	Learning agility	R&D	
Product knowledge	Prioritization	Supply Chain	
Project Management	Remote Virtual Working	Sales	
Quality assurance	Results focus driving for results	Cultural awareness	
Strategic sourcing	Structured way of working	Customer Focus	
Tools and Systems Implementation	Teamwork-working in teams	Networking	
		Stakeholder Relationship Management	
		Supplier management	
Additional competencies – competencies NOT identified by Tassabehji and Moorhouse (2008) and found in the interviews			
Automation	Curiosity		Critical thinking
Big Data Analytics	Deal with ambiguity		Holistic Supply Chain Thinking
Innovation sourcing	Humility		Sustainability
Innovative sourcing approaches	Mobility		
	Openness, Open-minded		
	Passion		
	Resilience		
	Self-confidence		
	Self-reflection		
	Self-reliance		

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PEOPLE make Procurement!

Key Skills Required *(Source: CPO Summit 2022)*

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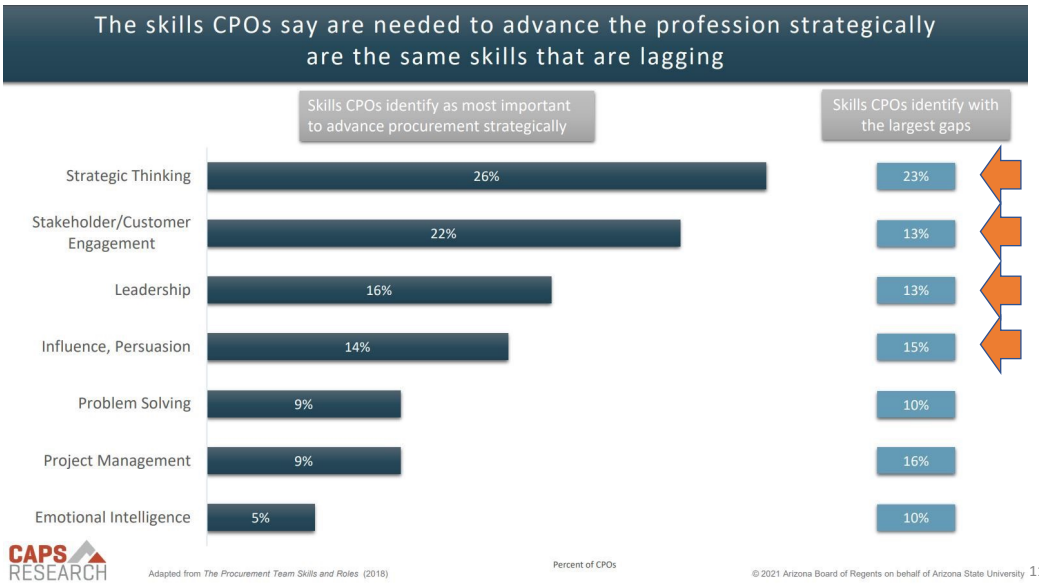
PEOPLE make Procurement!



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PEOPLE make Procurement!

58%

of employers have struggled to find the right talent

in the last 12 months

Hays (2021) Procurement Salary Guide and Insight (Europe edition)

12 / 00

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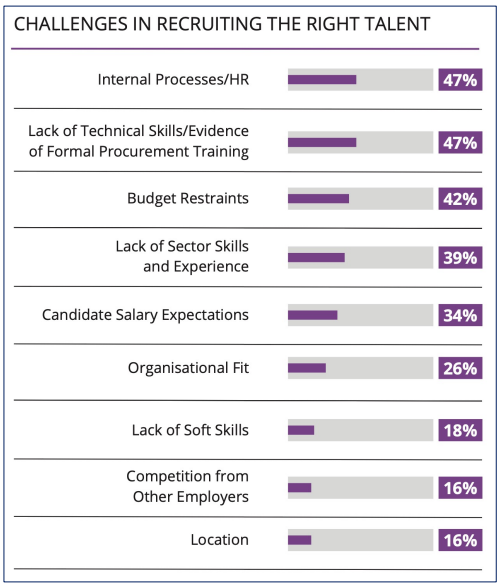
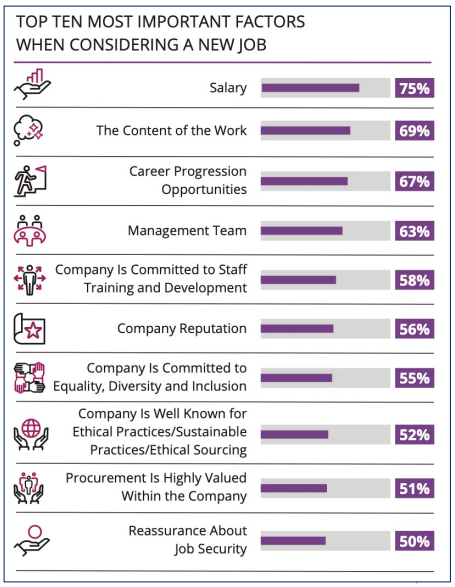
PEOPLE make Procurement!







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PEOPLE make Procurement!

INCREASING JOB DEMANDS…

Higher demands of the business

Less time

More sustainability

Less staff



More complex supply networks

Less budget

More conflicts of interests

More innovation

More Complexity

More key stakeholders to engage

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PEOPLE make Procurement!

JOB DEMANDS AND RESOURCES

Procurement examples

Job Demands Procurement

- Analysing lots of data
- Reporting load
- Answering all operational questions
- Planning of my activities
- Lots of Meetings
- Too much Traveling
- Internal selling
- Operational Fire fighting
- My workload
- Role conflicts
- …

Job Resources Procurement

- External peer network
- Top Mgt support & coaching
- Autonomy
- Positive results
- Learning opportunities (training)
- Getting feedback
- Recognition
- Diversity in projects
- Contact with colleagues
- Up-to-date tools
- Social support
- …

Source: Crafting Creative, and Energizing Interactions: The Role of Network Structure; van Gool, Demerouti, Rooks, Rozemeijer (2021, under review)

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PEOPLE make Procurement!



17 / 00

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PEOPLE make Procurement!

Core elements of integrated talent management

- Management development
- Traineeship program
- Job Rotation (inside)
- …
- …



- Procurement Academy
- Formal internal/external Training
- On demand Learning Platform
- Customized Training
- ….

- Coaching & Supervision
- 360 Feedback
- Peer Review
- External Coach
- …

- University partnership
- Campus recruitment
- …
- …
- …

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How to attract, build and secure future procurement talent and leadership (Part II)

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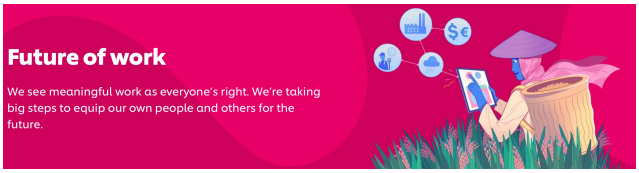

Unilever

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20 Min

COFFEE & MAILBREAK

20

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Roundtable

Round table discussion (30 min)

Discuss questions & Appoint timekeeper and presenter per table

1. What are major challenges in your organization to **attract new procurement talent**? What do **you** do in person to attract procurement talent? How much of your own **time** do you spend on this topic?
2. What are major challenges in your organization to **develop and retain procurement talent & leaders**? What do **you** do in person to develop and retain procurement talent & leaders? How much of your **time** do you spend on these topics?
3. Do you know how **fit and healthy** your procurement team is? What do you do to keep them fit and healthy?

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