Back from lunch





NEVI CPO Summit 2025

Procurement Trailblazers Out of the cost jungle, towards the business value oasis.

Zeist
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Data.
People.
Leadership.







Making impact.





PROCUREMENT TOP-LINE TRAILBLAZERS

Make feedback your strategic asset

Ready? Let's go!

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Think about your **most important business unit**.

How would they rate your function today on a scale of 1-10?

Think about your **most important supply partner**.

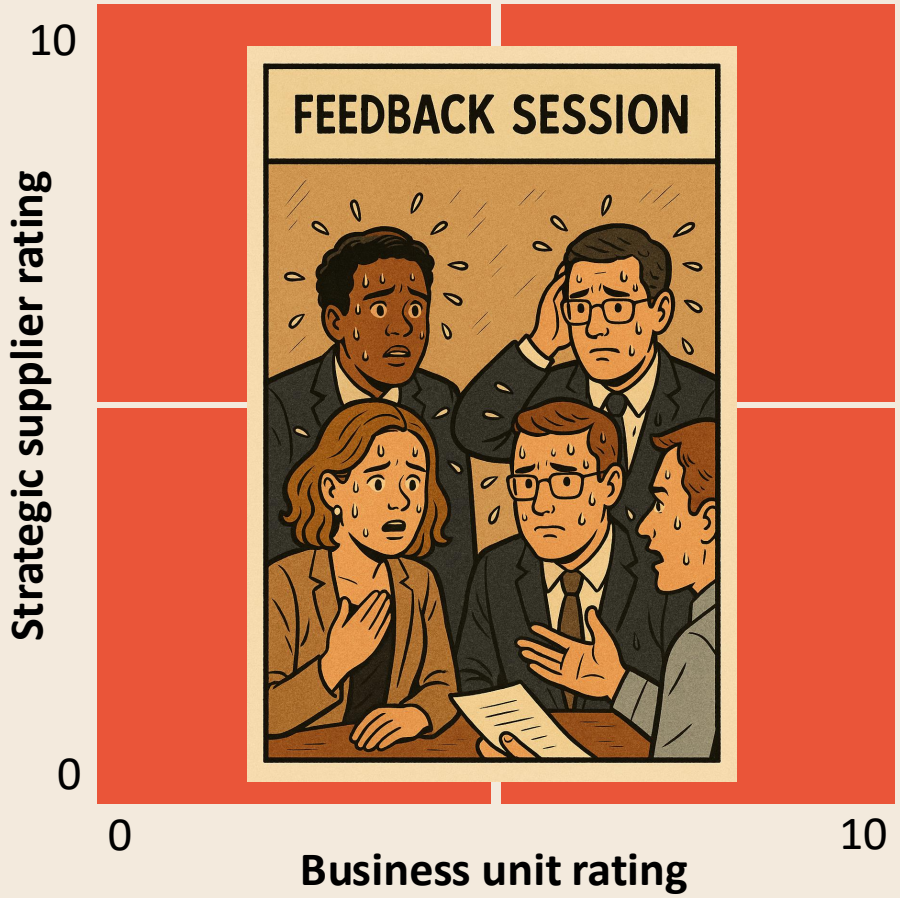
How would they rate your function today on a scale of 1-10?



Initial reaction?

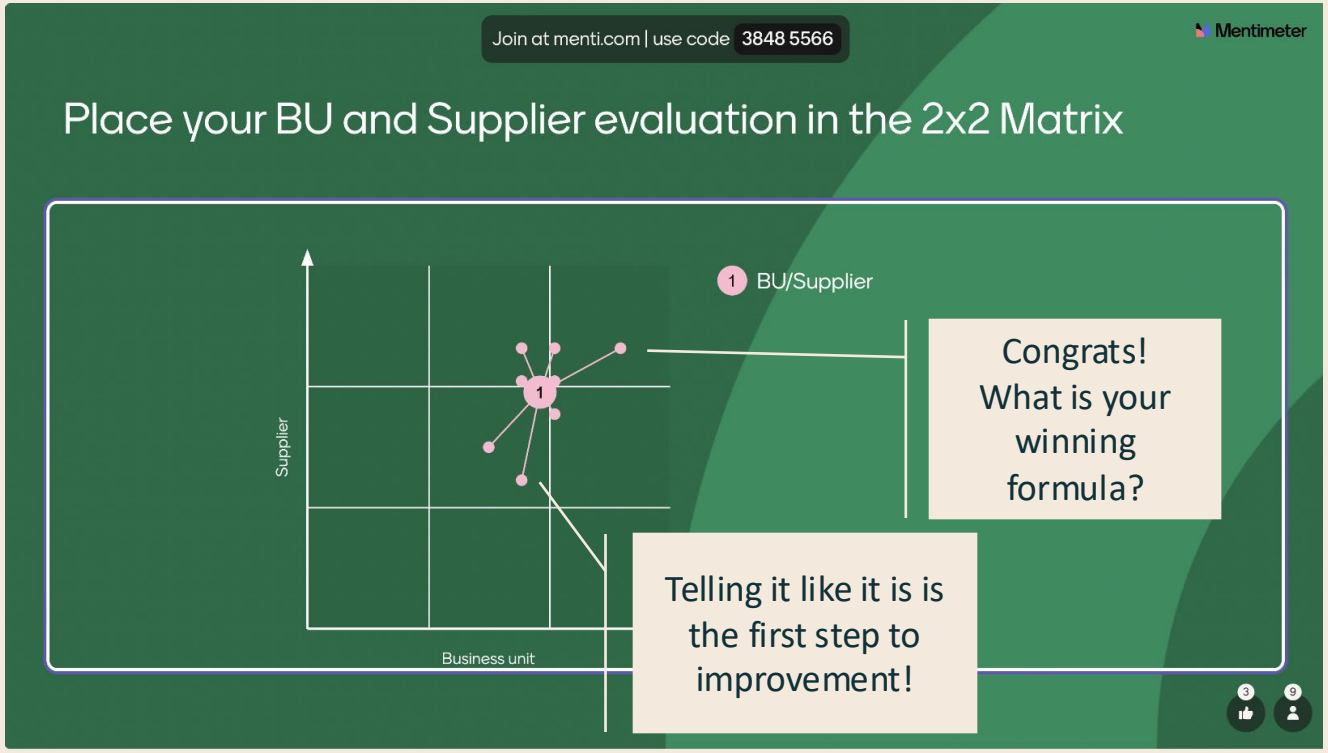
Any real use cases?

Let’s explore the ratings



- What specific experiences influenced your ratings?
- If so, what was the rationale for differences in ratings between BU and strategic supplier?
- Where do you see the biggest gaps between expectations and actual performance?

For those who positioned their relationships



- ❑ Have that chat with your critical strategic supplier and BU
- ❑ Schedule that meeting to deep dive.
- ❑ Identify the areas with the biggest improvement opportunities
- ❑ Identify some quick wins and mid term opportunities
- ❑ Fix and action plan
- ❑ Communicate together
- ❑ Build that trust, one meeting at a time.

Rank by biggest improvement opportunity



- Strategic alignment
- Building relationships
- Communication
- People capability & capacity
- UX on value creation & delivery
- Systems
- Structure

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What are the most impactful improvements procurement could still make in 2025, considering the initial scoring? **Choose 3 dimensions**, a specific issue and at least one practical action each.

Discuss in small groups and share a few insights.
15 minutes.



PROCUREMENT TOP-LINE TRAILBLAZERS

Make feedback your strategic asset

Shape the future with your company in mind

"Good leaders inspire action, exceptional leaders shape organisations."

WeQual, 2025



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“Name the main drivers that shape your company’s success?”

wordle

“What elements are shaping an organisation?”

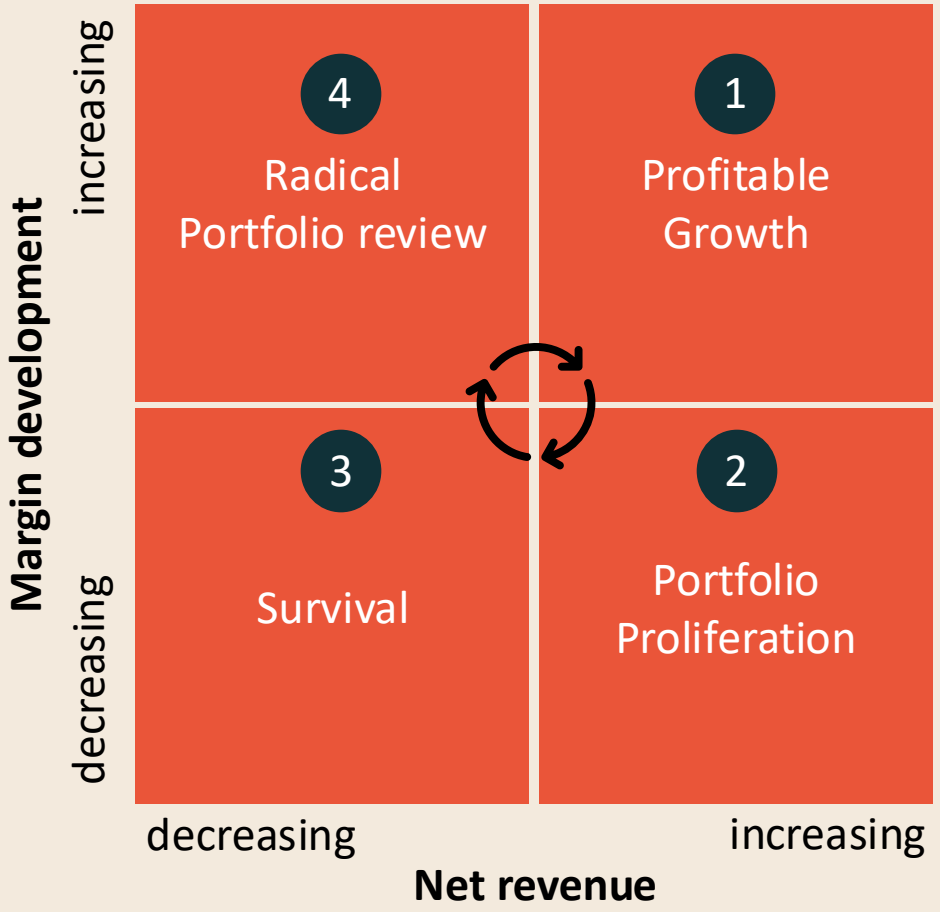


External

+

Internal drivers

… leads to very different business situations.

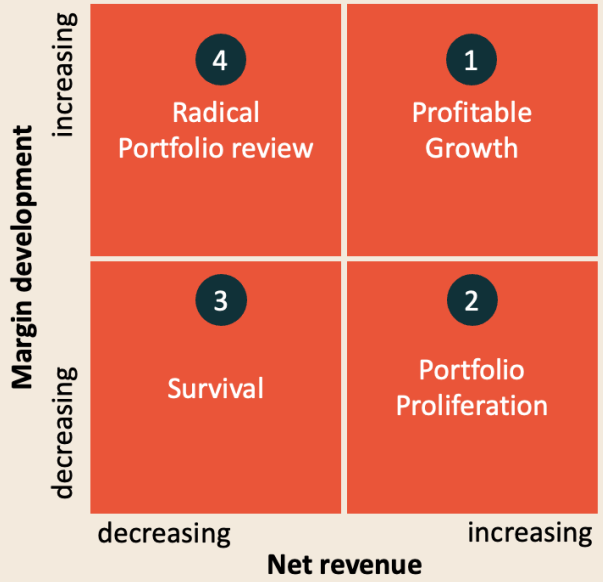


1. Companies with clear strategic **priority setting**, **cross-functional alignment**, clear and **measured goals**. An **innovative**, culture of **accountability** and effective **change management** with focus on feedback loops.
2. Companies in this square are dealing with increasing complexity, **silo-thinking** and **unclear priorities** paired with **limited data connectivity**. They likely move from 4 or 1.
3. Survival is only possible by applying Nr.1 behaviours instantly to ensure turnaround.
4. e.g. frequent PE business model

Back up

Required
Key skills & competencies
?

RADICAL PORTFOLIO REVIEW	PROFITABLE GROWTH
▪ Integration / Divestment playbook ▪ Efficiency programs, reducing waste, cautious investment in business (PE driven)	▪ Focus, accountability, alignment ▪ Executional excellence, change mgt ▪ Scaling up operations ▪ Mitigating potential bottlenecks ▪ Strategize supplier relationships ▪ Ongoing investment in people and/or IT
SURVIVAL	**PORTFOLIO PROLIFERATION**
▪ Strong short term cost focus across all areas ▪ Resource impact: Reduce, Outsource, furlow ▪ Portfolio and network review	▪ Siloed thinking, risk of “lost” accountability ▪ Inventory management focus ▪ Streamlining logistics ▪ Negotiating new deals ▪ Careful investments



"In which quadrant is your company currently ?" hands up

"If you are in Quadrant 1, what makes your company successful?"

"How will business priorities change across the quadrants with impact on SC?"

"How can you contribute to move your company to Quadrant 1 or keep it there?

"What about the tariffs impact?



Choose your company wisely!



READY TO BE TOP LINE TRAILBLAZERS?



Creating top line impact

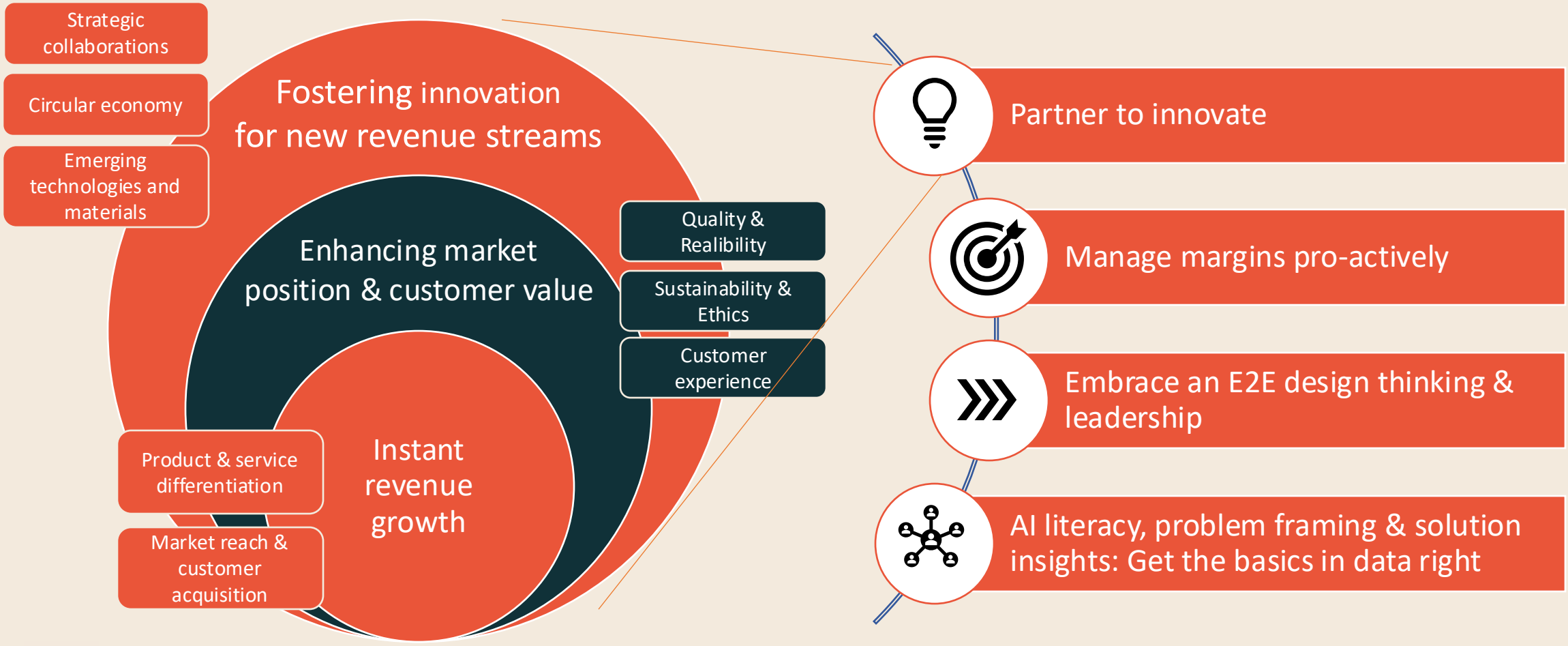
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“How do you create top line impact today?”

free text

Creating top line impact through procurement influence



Examples could be

- **Product / service differentiation & innovation** (e.g. smart building systems, new textures, IoT components)
- **Market reach & customer acquisition** (local sourcing, promos, product bundling)

Driving revenue growth

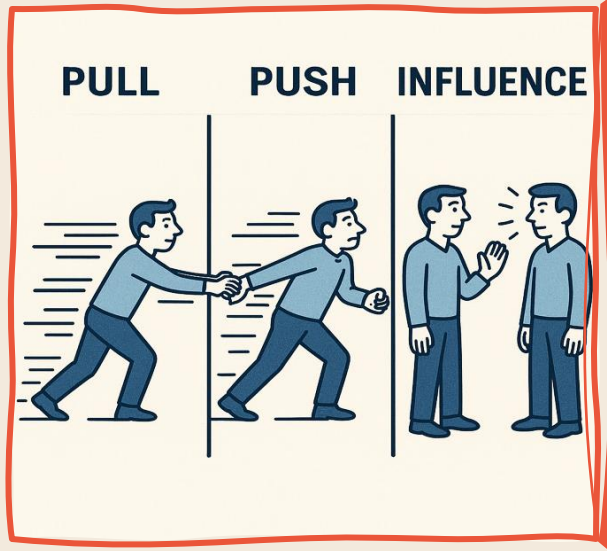
- **Quality & reliability** (address recurring complaints, process efficiency)
- **Sustainability & Ethics** (brand image, industry specifics: e.g. coastal protection, smart packaging,…)
- **Customer experience** (speed, personalization, limited editions, merchandising, experiential marketing,…)

Enhancing market position & customer value

- **Emerging technologies or materials (**personalised entertainment, new application areas, data analytics for personalized fan engagement, digital twins, drones for agri)
- **Circular economy** (e.g. closed loops, materials)
- **Strategic Ecosystem collaboration & partnerships**

Fostering innovation for new revenue streams

Increasing influence through a business impact focused communication.



Objective (1-sentence):
e.g., "Secure approval for dual-sourcing strategy to protect €120 m FY-25 revenue."
Stakeholder lens: CEO / CFO / COO
Enterprise KPI(s) impacted: e.g. Revenue increase, EBITDA +x bp, Free-Cash €x m
Evidence (2-3 bullets): market benchmark, pilot result, risk exposure
Ask: decision / funding / endorsement
Next milestone & owner:

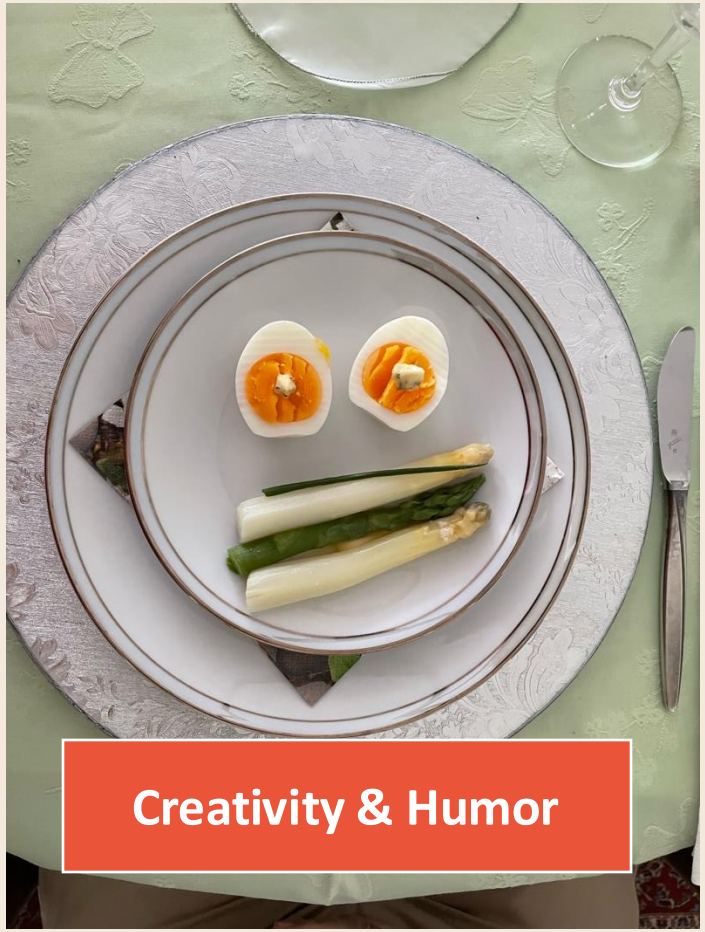
PROCUREMENT TOP-LINE TRAILBLAZERS

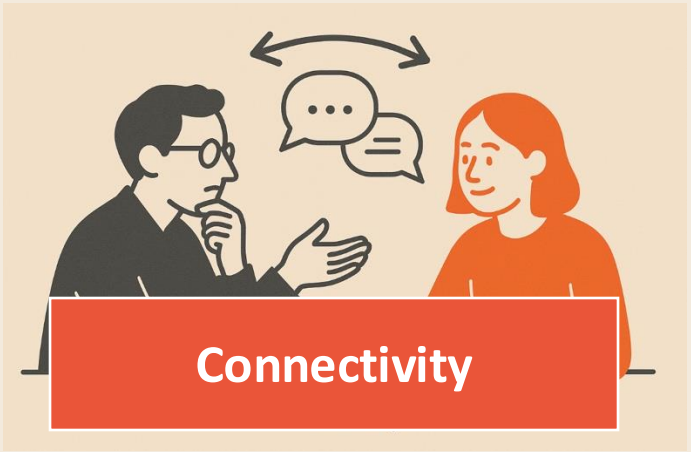
Make feedback your strategic asset

Shape the future with your company in mind

Life outside corporate seems tempting?

Brace yourself for the impact





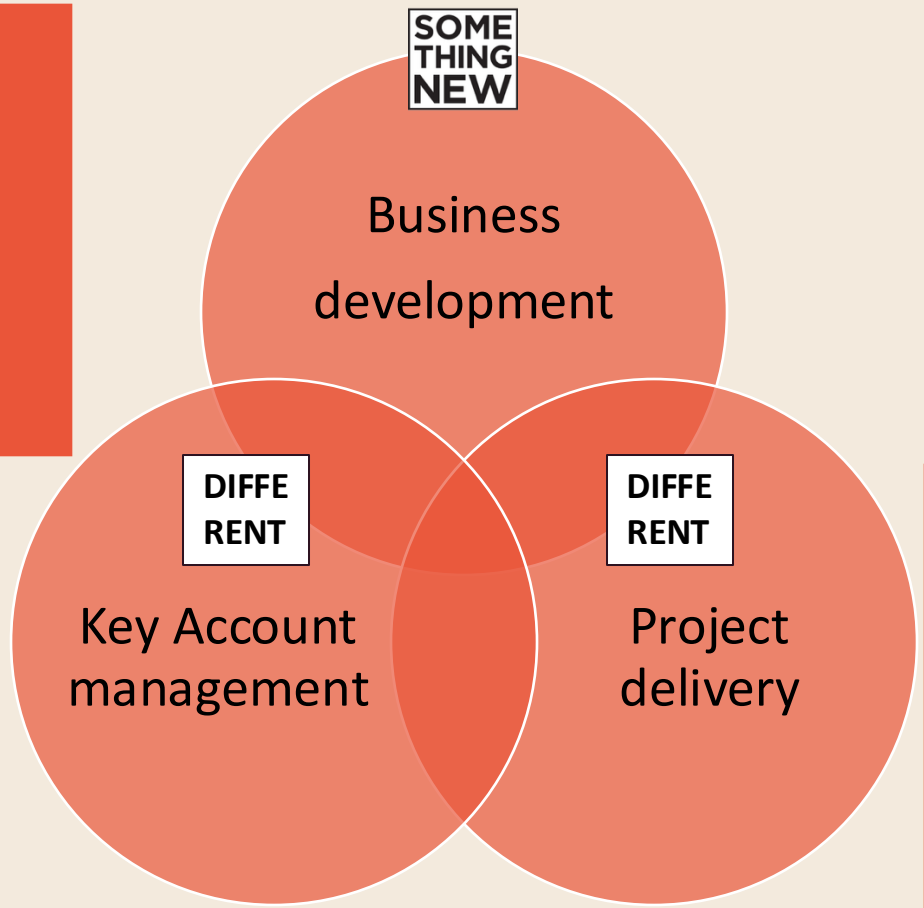




Get ready for the ride – Full personal accountability for vision & delivery

- Brand Identity & Services
- Ideal client persona
- Sales funnel
- Pricing strategy
- Company form
- Impact on pensions, social security

- Relationship building & communication for project delivery and up/cross selling opportunities through insights
- Contracting with focus on deliverables and liabilities



- Community building
- Collaborations – fit!
- Content strategy
- Thought leadership
- Opportunity generation
- Listen and focus on pain points

- Credibility
- Reliability
- Empathy
- Deliverables compliance
- Client satisfaction
- Referrals
- Payments

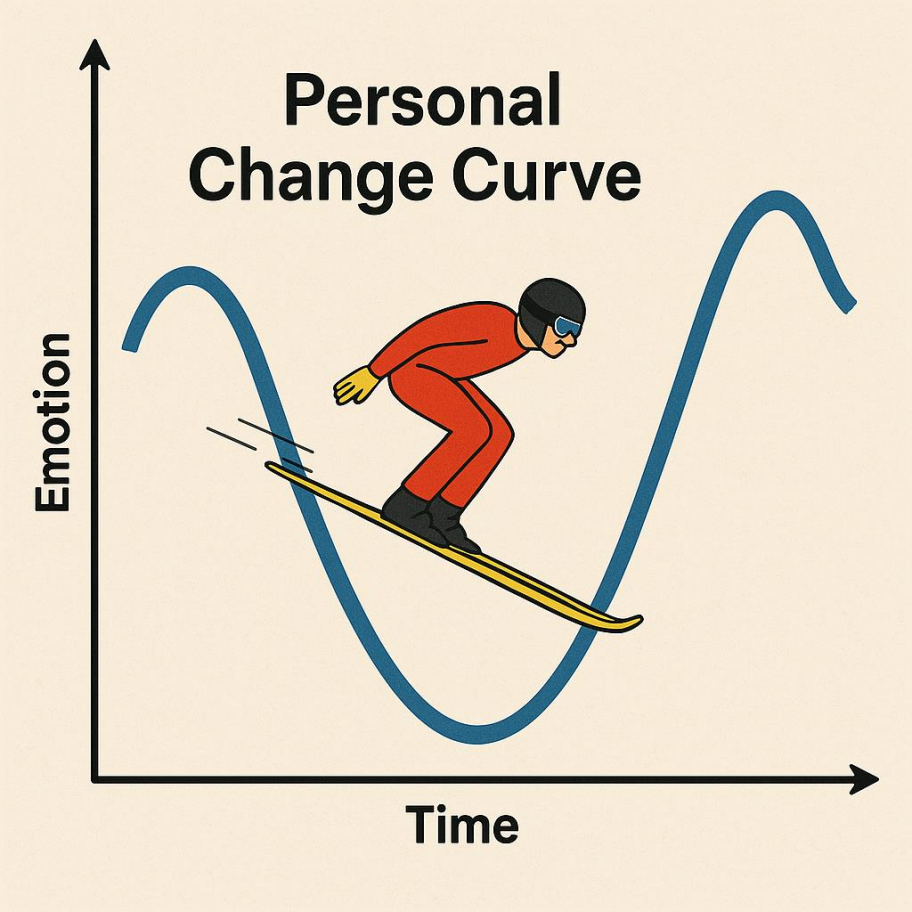
Applying Business model canvas to Procurement teams

#	Strategic Initiative	Description
1	**Define Procurement's Strategic Brand**	Clearly position procurement as a strategic business partner with defined services, impact areas, and a mission statement.
2	**Develop Stakeholder Personas & Playbooks**	Segment internal departments like customers; tailor engagement strategies to their priorities and pain points.
3	**Establish a Procurement "Sales Funnel"**	Track how initiatives gain traction across stages: awareness, engagement, and execution.
4	**Embed Commercial Accountability in Category Strategies**	Ensure strategies cover pricing models, risk, compliance, and delivery ownership beyond sourcing.
5	**Create Cross-Functional Procurement Squads**	Form agile teams combining procurement, legal, finance, and operations for major initiatives.
6	**Launch Procurement-Led Content & Insight Briefs**	Share market intelligence, trend analyses, and supplier innovations with senior stakeholders.
7	**Institutionalize Supplier Innovation Forums**	Invite key suppliers to co-create solutions and identify mutual value opportunities.
8	**Link Supplier KPIs to Business Outcomes**	Measure innovation delivered, lead time, and ESG outcomes—not just cost or compliance.
9	**Implement Relationship Management Frameworks**	Apply KAM models to strategic suppliers and internal "power users" to build trust and influence.
10	**Align KPIs with Procurement Credibility Factors**	Track stakeholder satisfaction, speed, and delivery reliability alongside traditional procurement KPIs.



You always have a choice

Do you see the change curve as an opportunity to accelerate and fly or is it holding you back?







Plant ideas,
Harvest sustainable value.
Repeatedly.
Together.

Get in touch

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