



COVID-19

GAME CHANGERS



SUPPLY CHAIN CRISIS: COVID-19

4 REASONS SOCIAL MEDIA IS A GAMECHANGER FOR SUPPLY CHAIN & PROCUREMENT

Thanks to the power of online collaboration, social media has played an essential role in helping supply chain and procurement professionals manage COVID-19.

Where would we be without social media? Imagine trying to navigate through this crisis without the support of your social networks. At Procurious, we have hopefully provided a safe space for our almost 40,000 (we're at 39,964 as I write!) supply chain and procurement leaders all over the world. We've played our small part in helping our members step up to the plate, curveball after curveball.

This Gamechangers whitepaper project was initiated to recognise the profession's gargantuan effort throughout COVID and to reflect on how far we've come as a community. At Procurious, we've helped our members find jobs, advance in their careers, make critical connections across the world and collaborate to tackle some truly complex and exciting challenges. We're extremely proud.

The comments we've compiled from this amazing group of influencers has helped me reflect on some of the many reasons social media has become a professional powerhouse:

1. IT CAN HELP ANYONE, ANYWHERE IN THE WORLD

Think of how small your network would be without the virtual groups, forums, discussions and networks you're a part of today. The best part is the skies the limit for the amount of connections you can make and the influence you can wield!

2. THE MORE WE PUT IN, THE MORE WE GET OUT

Since coming together to prove our organisational value, we've made monumental strides in outshining old stereotypes and proving our organisational worth. Our community has also learnt when you give, you receive.

3. IT BOOSTS COLLABORATION

Although much of the world is still at home, social media has brought our community closer than ever. Effective collaboration requires communication and sharing. That's what makes professional networks so unique. Chances are, someone out there has tackled a similar issue to whatever you are facing today... and they're willing to share what they learned.

4. ONLINE COMMUNICATION CAN BE JUST AS PERSONAL AND PRODUCTIVE

With major changes ahead, it's critical we keep up the momentum. The most rookie mistake supply chain and procurement leaders can make is not being receptive to further change. And social media is the enabler.

And if you haven't officially joined Procurious yet, do yourself the favor and make today the day.

Whether it's helping each other grow our careers or navigate through a worldwide crisis, social media has equipped us to enter the next generation of supply chain and procurement.

TANIA SEARY
FOUNDER, PROCURIUS

get
involved
get
ahead

procurious



SHERI R. HINISH

SUPPLYCHAINQUEEN®, CHIEF HEART OFFICER,
SUPPLY CHAIN REVOLUTION®

HOW DO YOU THINK OUR PROFESSION PERFORMED WHEN THE PRESSURE WAS ON DURING COVID?

If COVID has taught me anything, it is that we are ONE planet - each of us interconnected in ways we may not be aware of or see. You can't watch the news without hearing supply chain nowadays and people understand that you rely on a supply chain for integrity, and things out of your immediate purview in multi-tier orchestration. Literally, we are seeing that supply chains have the ability to save lives and power the world we share.

WHAT'S ONE STAND-OUT PROCUREMENT & SUPPLY CHAIN STORY THAT HAS REALLY INSPIRED YOU IN THE LAST 8 WEEKS?

As a Maryland native, I was impressed by Under Armour's response joining COVID-19: Action in the Global Garment Industry (Call to Action). Under Armour's endorsement of the Call to Action follows steps taken to ensure that its manufacturers continue to protect their employees' health and safety. Additionally, Under Armour continues to pay to its manufacturers the full negotiated price for all goods, both completed and in process (in process is defined as post-cutting). Additionally, UA's sister-company, Sagamore Spirits, also provided thousands of units of hand sanitizer for local businesses, communities, and residents.

BECAUSE OF YOUR INFLUENCE, HOW HAVE YOU BEEN ABLE TO MAKE A DIFFERENCE DURING THE CRISIS?

The pulse for information due to COVID has created a space for helping others better understand and prepare for external risks, visibility, social and environmental insights that are all tied to building resilient and transparent supply chains. Aside from advising clients on risk response, recovery, and connecting with customers during COVID, I've participated in many webinars to provide a POV on a path forward post-COVID that hopefully doesn't include returning to business-as-usual or "normal". The Supply Chain Revolution has hosted free, weekly sessions focused on key themes in building better supply chains using new school strategy and design for circularity and sustainability post-COVID and beyond. I hope that through mindshare, social media posts and engagement, and 1x1 dialogue, I've added value in helping others lead through crisis and understand that people matter.

WHAT BIG OPPORTUNITIES ARE THERE FOR YOU AND YOUR COMPANY OUT OF THIS SITUATION?

How we connect and build meaningful relationships is changed forever. This crisis has introduced new opportunities for mentoring, leading virtual events, webinars, and pushed all of us toward agility, change, and most importantly growth. I appreciate each connection, opportunity, and leader who has engaged and trusted me in these unprecedented times. I have several virtual events and video-series' coming out, and am always open to new opportunities and helping others transition toward new-school supply chain.



WHAT ARE YOUR ASPIRATIONS FOR OUR PROFESSION POST-COVID?

Supply Chain has never had a bigger seat at the table. My hope is that we embrace a paradigm shift from 'lowest price' to shared value and responsibility. I think in the race to lowest price influenced by globalisation and responsiveness, our supply chains have become really complex. Everyone now sees that supply chains are the conduit that power the world. Transparency is no longer a nice to have, it is critical. It's not enough to deliver on time and in full anymore. My hope is that we double down on digital to enable transparency. This requires designing for visibility, agility, and accuracy unlike anything we've ever seen. Much of that is tied to understanding your network, its complexity and understanding your supplier base, what's critical to quality, where are your social and environmental risk hotspots, and what's material to key stakeholders. Where should you prioritise your efforts in radial transparency? My hope is that we use technology for access, risk management, sensing capabilities for actionable insights that allow supply chain leaders and practitioners to make better decisions post-COVID.



DR. MARCELL VOLLMER

CHIEF INNOVATION OFFICER, CELONIS

HOW DO YOU THINK OUR PROFESSION PERFORMED WHEN THE PRESSURE WAS ON DURING COVID?

Procurement was heavily impacted by COVID-19 as a global lock-down of the economy has never happened before. Agility and flexibility is and was key to mitigate the shortage in some areas during the crisis.

WHAT'S ONE STAND-OUT PROCUREMENT & SUPPLY CHAIN STORY THAT HAS REALLY INSPIRED YOU IN THE LAST 8 WEEKS?

How fast it is possible to develop and use process mining technology by Celonis to mitigate the risks in times of COVID-19 by helping to find alternative suppliers quickly.

BECAUSE OF YOUR INFLUENCE, HOW HAVE YOU BEEN ABLE TO MAKE A DIFFERENCE DURING THE CRISIS?

Supporting CPOs and Chief Supply Chain Officers in time of a crisis is a must. Personally, I was delighted working at Celonis to support developing an app to find alternative suppliers globally to mitigate the risk. Another area is cash preservation to provide quick insights into the payment process. Beyond technology I got lots of questions to support CPOs and CFOs based on my own experience as Chief Procurement Officer (I got appointed as CPO at SAP in 2011, just before Fukushima and the flood in Thailand, where my team had to learn the hard way on how important it is to be prepared for risk mitigation and to build an agile procurement function - organisation, source-to-pay process).

WHAT'S ONE PERSONAL LEARNING YOU HAVE HAD DURING THE CRISIS THAT YOU WANT TO INCORPORATE INTO YOUR LIFE MOVING FORWARD?

Prepare and leverage technology: Think always in possible scenarios and about what could happen to prepare yourself in the best way for the unforeseeable events as much as possible. Leverage technology to get full transparency and control about your end to end processes.

WHAT BIG OPPORTUNITIES ARE THERE FOR YOU AND YOUR COMPANY OUT OF THIS SITUATION?

Develop software solutions to provide full insights in all business processes and enable companies to enhance their processes with AI-based tools as well as establishing a consistent monitoring for all source-to-pay activities.

WHAT ARE YOUR ASPIRATIONS FOR OUR PROFESSION POST-COVID?

Define and drive innovations to support the procurement profession to transition into the future by enabling the function to generate the highest possible value for the business by:

1. LEVERAGE THE PURCHASING POWER
2. DEFINE RISK MANAGEMENT BEST PRACTICES
3. PROVIDE TOOLS TO MANAGE A SUSTAINABLE SUPPLY CHAIN
4. AUTOMATE TRANSACTIONAL ACTIVITIES
5. LEVERAGE BUSINESS NETWORKS TO DRIVE SUPPLIER INNOVATIONS

DIEGO DE LA GARZA

SENIOR DIRECTOR GLOBAL SERVICES & DELIVERY, CORCENTRIC

HOW DO YOU THINK OUR PROFESSION PERFORMED WHEN THE PRESSURE WAS ON DURING COVID?

Procurement was looked at as the one area that could generate the quickest and most significant impact to the organisation, and for many companies, procurement is emerging as the hero, by enabling strategic discussions with suppliers, highlighting the value of digital solutions and technologies, getting creative with cost mitigation and realising savings. More importantly, procurement was put at the centre of the organisation as a strategic function that can and will impact the overall performance of the organisation and mitigate risk effectively.

WHAT'S ONE STAND-OUT PROCUREMENT & SUPPLY CHAIN STORY THAT HAS REALLY INSPIRED YOU IN THE LAST 8 WEEKS?

There are many stories, both small things with big impact as well as large initiatives intended to be transformational, and in my mind, the sheer volume of these stories is the most inspirational aspect of my profession. Seeing procurement become such a critical element of a company's survival during a crisis and conversely its significance to generate a competitive advantage as an evident trend is extraordinary. I guess if I had to chose one story it would be that of a Fortune 500 distributor starting off the year considering deploying a tail spend management program only to double down efforts to deploy a full guided buying and source-to-pay solution as soon as the crisis ensued.

BECAUSE OF YOUR INFLUENCE, HOW HAVE YOU BEEN ABLE TO MAKE A DIFFERENCE DURING THE CRISIS?

By pointing out the things that well-equipped procurement organisations can do. Taking the conversation from quick savings to sustainable value creation, based on the versatility of procurement to understand the supply chain and mitigate risks. I've spent significant time in supporting companies look at spend data differently and show them how to harness its power, discussing the potential of well-deployed best practices around supplier relationship management, and demonstrating the benefits of technology in procurement from supporting digitisation goals to creating more efficient processes, which during this crisis became (and are becoming) performance differentiators.

WHAT BIG OPPORTUNITIES ARE THERE FOR YOU AND YOUR COMPANY OUT OF THIS SITUATION?

My company provides technology and advisory solutions on Source-to-Pay and Order-to-cash for companies around the globe - therefore opportunities to continue to enable the value of procurement and develop supply chains are tremendous. One of my goals is to take the accumulated learnings from our customers and translate them into creative ways to achieve their objectives



WHAT'S ONE PERSONAL LEARNING YOU HAVE HAD DURING THE CRISIS THAT YOU WANT TO INCORPORATE INTO YOUR LIFE MOVING FORWARD?



WORKING FROM HOME DOES IMPACT PRODUCTIVITY, FOR THE BETTER. MY TEAM HAS BEEN ABLE TO DEDICATE MORE TIME TO CRITICAL TASKS WHILE BALANCING WORK WITH LIFE (WITHIN THE CONFINES OF SHELTER IN PLACE RESTRICTIONS) - AND THAT ULTIMATELY IT IS POSSIBLE FOR EVERYONE TO COLLABORATE AND PERFORM EFFICIENTLY.

JAMES MARLAND

GLOBAL VP, CENTRE FOR PROCUREMENT EXCELLENCE, SAP ARIBA



HOW DO YOU THINK OUR PROFESSION PERFORMED WHEN THE PRESSURE WAS ON DURING COVID?

I think Procurement responded well in most areas except in the area of PR. The whole supply chain around PPE at the NHS was poorly explained, and it left lay people scratching their heads around why there were shortages. If Procurement and Supply Chain wants to raise its profile, its needs to find better spokespeople.

WHAT'S ONE STAND-OUT PROCUREMENT & SUPPLY CHAIN STORY THAT HAS REALLY INSPIRED YOU IN THE LAST 8 WEEKS?

“ FINDING 500 HOSPITAL BEDS IN 30 MINUTES TO HELP BUILD A NEW HOSPITAL IN 14 DAYS. IT WAS A MIXTURE OF TECH, BUT ALSO PEOPLE REACHING OUT TO ASK HOW THEY COULD HELP.

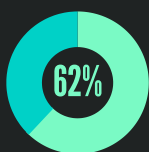
WHAT ARE YOUR ASPIRATIONS FOR OUR PROFESSION POST-COVID?

To have people clapping for procurement professionals for keeping shelves stocked and hospitals safe.

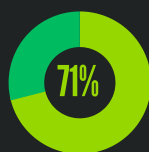
HOW NOW?

SUPPLY CHAIN CONFIDENCE INDEX

procurious



62% OF ALL RESPONDENTS AND 71% OF MILLENNIALS SAID THEIR INTEREST IN PROCUREMENT AND SUPPLY CHAIN HAS INCREASED



GO-FORWARD JOB CONFIDENCE ALSO REMAINS STRONG - 3.96 ON A 5-POINT SCALE



22% SAID THEY NOW HAVE A SEAT AT THE EXECUTIVE TABLE WITH INPUT ON KEY DECISIONS

COVID CONFESSSIONAL: IT'S NOT ME, IT'S YOU
DESPITE HIGH JOB CONFIDENCE OVERALL, THREE OUT OF 10 RESPONDENTS ADMITTED BEING MORE LIKELY TO LOOK FOR ANOTHER JOB BECAUSE OF THE WAY THEIR ORGANISATION MANAGED AND COMMUNICATED DURING THE CRISIS

KELLY BARNER

OWNER, MY PURCHASING CENTER

HOW DO YOU THINK OUR PROFESSION PERFORMED WHEN THE PRESSURE WAS ON DURING COVID?

I think procurement and supply chain professionals have performed admirably well, keeping the lights on despite periods of great uncertainty and concern. Whether we were locating replacement suppliers with little to no notice, or identifying completely new suppliers so our operation could be switched from clothing or machinery production to PPE, we have been getting the job done since the start.

WHAT'S ONE STAND-OUT PROCUREMENT & SUPPLY CHAIN STORY THAT HAS REALLY INSPIRED YOU IN THE LAST 8 WEEKS?

I was inspired by a cross-functional team at Ford, including a person who leveraged past supply chain experience, to distribute the face shields that were being distributed quickly, and without a model to follow. As the author, Debra Hotaling, U.S. regional communications manager at Ford Motor Co., wrote in the article, "Businesses everywhere are sorting out tough problems. But behind the people directly responsible for decisions, there are armies of unlikely characters self-organising to make things happen. It's a marvel to witness. Business leaders should pay attention in their own organisations and notice who runs toward the fire. It might not be who you expect."

BECAUSE OF YOUR INFLUENCE, HOW HAVE YOU BEEN ABLE TO MAKE A DIFFERENCE DURING THE CRISIS?

I have advocated for calm from day 1. One of the interesting dynamics - especially in the early days of the shutdown - was the sudden interest in, and awareness of, supply chains in the world around us. These are the operations and strings of transactions that procurement professionals have spent whole careers managing and optimising, and overnight everyone from my mother to my neighbour was interested in the details of why there was no toilet paper, or whether the fears about a meat shortage were founded. As my procurement training taught me, I based my responses on numbers rather than emotion. Some of the hype surrounding the pandemic has been founded and some has been damaging, but I did my research before answering questions or making recommendations to ensure that any information I passed along would stand the test of time.

WHAT BIG OPPORTUNITIES ARE THERE FOR YOU AND YOUR COMPANY OUT OF THIS SITUATION?

With the cancellation of in-person events, most companies trying to reach procurement and supply chain professionals have moved to virtually consumable content: webinars, podcasts, written content. Since I have made a career out of producing all three - already working virtually out of my home - I have been able to seize the opportunity and gain new clients as well as new or expanded projects with current clients.



WHAT ARE YOUR ASPIRATIONS FOR OUR PROFESSION POST-COVID?



I WOULD LOVE IT IF THE 'SURPRISES' WE HAVE HAD TO FACE AND MANAGE INSPIRED US TO MAKE FEWER ASSUMPTIONS GOING FORWARD. THE MORE 'WHAT IF?' QUESTIONS WE CAN ASK, AND SCENARIOS WE CAN CONSIDER, THE BETTER PREPARED WE WILL BE FOR CHANGES AND THE MORE OPEN WE WILL BE TO NON-CONVENTIONAL OPPORTUNITIES FOR SAVINGS, SUPPLIER COLLABORATION, AND VALUE CREATION.



SASCHA HASELMAYER

FELLOW AT NEW AMERICA, FOUNDER OF CITYMART

HOW DO YOU THINK OUR PROFESSION PERFORMED WHEN THE PRESSURE WAS ON DURING COVID?

“ I THINK IT WAS IMPRESSIVE TO SEE SO MANY PROCUREMENT TEAMS STEP UP TO A VERY DIFFICULT SITUATION, ESPECIALLY WHEN FACED WITH SOURCING PRODUCTS THAT WEREN'T AVAILABLE. I HEARD A LOT OF STORIES ABOUT TEAMS COLLABORATING INSTEAD OF COMPETING FOR RESOURCES.

WHAT'S ONE STAND-OUT PROCUREMENT & SUPPLY CHAIN STORY THAT HAS REALLY INSPIRED YOU IN THE LAST 8 WEEKS?

I am blown away by the efforts of World Central Kitchen to bridge the need of feeding millions struggling under Covid-19 by putting chefs and restaurants to work and now lobbying the US government to channel disaster recovery funding through restaurants into quality meals for communities in need. It really is supply chain work at its best, with a non-profit fundraising to do immediate relief, government (hopefully) stepping in to sustain this infrastructure, and creating a supply chain that will not just feed people, but keep thousands of small businesses on a lifeline.

BECAUSE OF YOUR INFLUENCE, HOW HAVE YOU BEEN ABLE TO MAKE A DIFFERENCE DURING THE CRISIS?

We recognised that we will not play a role in the immediate crisis and chose to help by getting out of the way. By keeping our team at home to not burden the healthcare system and causing distraction and by suspending our own (and lobbying others) to suspend all marketing efforts that are not immediately helpful to governments and supply chain professionals - this is after we noticed a huge influx of marketing efforts by all kinds of companies and organisations trying to repackage unrelated services as Covid-related.

WHAT BIG OPPORTUNITIES ARE THERE FOR YOU AND YOUR COMPANY OUT OF THIS SITUATION?

Covid has reminded us about the truth of Milton Friedman's observation that leaders will take one of the options on the table in a time of crisis. I look critically at what options we contributed to - they were tactical in nature, but we did not have anything on offer that was as big and transformative as the situation demanded. We see an opportunity to bring the procurement community and other stakeholders together to make sure we pursue a common goal and are going to be able to present a truly ambitious vision for our community.

WHAT ARE YOUR ASPIRATIONS FOR OUR PROFESSION POST-COVID?

I hope that our profession will be more open to the idea that we are not a service to government, but a service to society. We need to invest in critical thinking, creativity and being not a procedure, but open-eyed to spot opportunity and flaws. I hope that mindsets will be inspired that suppliers aren't just contractual counter-parties, but that we need to nurture them and encourage them to collaborate in our communities. All this will be needed to handle the austerity ahead and build resilience for the future.

WHAT'S ONE PERSONAL LEARNING YOU HAVE HAD DURING THE CRISIS THAT YOU WANT TO INCORPORATE INTO YOUR LIFE MOVING FORWARD?

My life has become a lot simpler and I have paid more attention to what I need to retain an active and creative mind, be present and handle the immense uncertainty ahead. For example, I have incorporated daily sketching and philosophical readings into my days and have reduced my intake of daily news by about 95% after I found that they were negative, distracting and not helping me take useful decisions. I also found that I could help other leaders by having open conversations about the challenges we face.

HELEN MACKENZIE

PRINCIPAL ADVISOR, PROCURIUS

HOW DO YOU THINK OUR PROFESSION PERFORMED WHEN THE PRESSURE WAS ON DURING COVID?

We've had some pretty tough challenges to get through haven't we? Peaks and troughs in demand to cope with. Supply chains just shutting down. Life and death supplies to get through to the people who need them. And time and time again, procurement and supply chain pros have stepped up and delivered for their organisations.

I think that's testimony to the hard work we've all been doing over the past few years to move ourselves on from a transitional to a value add service. We had the skills, capabilities and influence in our organisations and with our suppliers that were required.

WHAT'S ONE STAND-OUT PROCUREMENT & SUPPLY CHAIN STORY THAT HAS REALLY INSPIRED YOU IN THE LAST 8 WEEKS?

Being from a public procurement background, I'm going to say the hard work my former colleagues from the health and social care sectors across the world have done to source PPE is the stand out story for me. It can't have been easy to phone supplier after supplier to see if they have stock and then get those supplies to people on the front line. They've worked tirelessly and I am so proud of what they've all achieved and indeed are still achieving every day.

BECAUSE OF YOUR INFLUENCE, HOW HAVE YOU BEEN ABLE TO MAKE A DIFFERENCE DURING THE CRISIS?

I've been working hard to connect CPOs with each other. We're having virtual coffee breaks, where three or four of us come together just for a chat and to exchange information, insight and ideas. I like to think that being that community connector - which after all is what we're about at Procurious - has helped the CPOs I've shared a virtual coffee with feel that they are part of a wider network that's there to support each other.

WHAT BIG OPPORTUNITIES ARE THERE FOR YOU AND YOUR COMPANY OUT OF THIS SITUATION?

I think we're in a great position at Procurious to continue to ramp up the value we're delivering for our community. We've produced some great content over the period in partnership with the support of our sponsors. Engagement and membership numbers are growing. We need to keep our content relevant to what the community needs. For me? Well, I think it's the opportunity to connect more people that I'm excited about - whether they're community members on the Procurious platform or CPOs. Oh and more opportunities to talk about procurement!

WHAT ARE YOUR ASPIRATIONS FOR OUR PROFESSION POST-COVID?

I've been really impressed with the collaboration across the procurement and supply chain community during Covid. And also the collaboration between buyers and suppliers, the whole supply-chain-as-a-team ethos. I'd love for that collaboration to continue - that's what makes us different to other functions in the business - our ability to reach out and develop the relationships we need to drive things forward and add value.



WHAT'S ONE PERSONAL LEARNING YOU HAVE HAD DURING THE CRISIS THAT YOU WANT TO INCORPORATE INTO YOUR LIFE MOVING FORWARD?

“ I'VE ALWAYS TRIED TO WORK ON THE BASIS THAT THINGS CAN CHANGE IN AN INSTANT - LIFE CAN BE LIKE THAT CAN'T IT? AND THIS CRISIS HAS TAUGHT ME THE IMPORTANCE OF HAVING NOT ONLY A PLAN B BUT A PLAN C, D E AND F! THIS IS ALSO SOMETHING THAT WE HEARD AT BIG IDEAS LONDON FROM SIR CLIVE WOODWARD TOO JUST BEFORE THE UK LOCKDOWN, SO IT HAS BEEN FRONT OF MY MIND EVER SINCE.



ALEX SARIC

CMO, IVALUA

HOW DO YOU THINK OUR PROFESSION PERFORMED WHEN THE PRESSURE WAS ON DURING COVID?

Overall I believe the Covid-19 crisis has been a proud moment for Procurement & Supply Chain professionals. Despite the sudden nature of the crisis and the immense strains it created, the real story is not toilet paper shortages due to hoarding, but that supplies broadly continued to flow around the world. Additionally, manufacturers adjusted production to new products such as ventilators, sanitiser and PPE, companies adjusted payment strategies to support supplier financial viability, and demonstrated the many other ways they deliver value to not just their businesses, but also employees, suppliers and the broader population.

WHAT'S ONE STAND-OUT PROCUREMENT & SUPPLY CHAIN STORY THAT HAS REALLY INSPIRED YOU IN THE LAST 8 WEEKS?

There have been so many, from companies like L'Oreal and LVMH shifting production to hand sanitisers, Danske Bank accelerating payments to ensure supplier liquidity, or dozens of others. But I would single out the City of New York. There has been lots of coverage about overwhelmed hospitals and health care workers when the virus first exploded in the city, but the effort involved and rapid progress is really inspirational, especially when you consider the unique constraints faced and how quickly the virus spread in certain parts of the city. City Procurement operates under a broad web of legislative and regulatory constraints and serves dozens of agencies. I know many of the procurement leaders there and the dedication and effort put in was remarkable. To say that finding new sources of supply and rapidly securing tens of thousands of ventilators and millions of N95 masks (per week) when every other government across the country and world is simultaneously trying to do the same is challenging is quite the understatement. Yet they rose to the challenge and undoubtedly saved many lives. I am sure they would point out all the things they could have done better, but I view it as a great example of Procurement leaders rising to the challenge in the face of unprecedented adversity.

WHAT BIG OPPORTUNITIES ARE THERE FOR YOU AND YOUR COMPANY OUT OF THIS SITUATION?

The crisis has demonstrated the importance of digital transformation to Procurement and Supply Chain. Technology can free capacity via automation, improve access to actionable insights for more informed decision making, and connect suppliers and internal stakeholders to collaborate. All of this has been critical to effectively dealing with the Covid-19 crisis. The right technology does all of that while providing the agility to adjust to rapidly evolving situations. Ivalua has always believed in the strategic value of procurement and designed our platform to support all these requirements, empowering leaders to be agile and manage all spend and suppliers in a single platform. Our customers have been able to adjust to the crisis better as a result. We expect to see not just a greater demand for spend management technology overall, but a growing preference for comprehensive, agile platforms such as Ivalua's.

WHAT ARE YOUR ASPIRATIONS FOR OUR PROFESSION POST-COVID?

Solving many of the problems on the front page of newspapers has certainly elevated the stature of Procurement & Supply Chain. Cost of course still matters as revenues dry up across industries, but continuity of supply, payment transparency and control and other key objectives have been as, if not more, important. While we have seen the strategic importance of procurement increasingly recognised, it's not been universal. I hope and believe that after the crisis this will be established as the norm across most organisations and we'll see CPOs and CSOs play a more prominent role in board room discussions. It's up to all leaders to make sure that happens and not squander the opportunity, selling the function internally and equipping it with the talent and technology needed to rise to that challenge.

PROF. KARSTEN MACHHOLZ

DOCTOR, PROCUREMENT & SUPPLY CHAIN
EXPERT

HOW DO YOU THINK OUR PROFESSION PERFORMED WHEN THE PRESSURE WAS ON DURING COVID?

"When the light is on you, you can show how you can dance." Procurement & Supply Chain professionals could demonstrate their business impact and relevance as global Supply Chains have been disrupted.

WHAT'S ONE STAND-OUT PROCUREMENT & SUPPLY CHAIN STORY THAT HAS REALLY INSPIRED YOU IN THE LAST 8 WEEKS?

Prof. Omera Khan's presentation about black and green swans at Procurious' Big Ideas Summit in London March 2020. I am trying to incorporate these concepts into my VUCA and Risk Management Keynotes and lectures.

Before this period: The warning letter from Larry Fink / CEO of Blackrock to all global CEOs prior to the WEF in Davos to withdraw major investments/VC from all businesses, which are not sustainable. This was really a "wake-up call" for all business and SC/procurement professionals, which are still only focussing on cost cuttings and profits, and neglecting a real triple bottom line.

BECAUSE OF YOUR INFLUENCE, HOW HAVE YOU BEEN ABLE TO MAKE A DIFFERENCE DURING THE CRISIS?

With the use of my procurement & supply chain networks (e.g. Procurious, Procurement Leaders, SAP Ariba Live, Celonis, CIPS, Amazon Business, Transnational Transparent Procurement Foundation, Sustainable Procurement Pledge, start ups like Scalue, WTP and Scoutbee), I am trying to help companies to find alternative suppliers to make their supply chains run again.

Besides this, I try to support a FHWS student start-up company, producing face shields for COVID-19 protection of doctors, nurses and medical staff. They produce these shields on their own behalf and give them away for free. Just some days ago, they were delivering 5,000 masks to Uganda and some other African countries, who desperately are in need of medical supplies and protective garments.



WHAT ARE YOUR ASPIRATIONS FOR OUR PROFESSION POST-COVID?

“ AFTER THE GLOBAL SHUTDOWNS AND SC DISRUPTIONS, MOST OF OUR ECOSYSTEMS NEED TO BE RE-BUILT AGAIN. OUR GOVERNMENTS, BUSINESS, PROFESSION AND ACADEMIC LEADERS SHOULD USE THIS (ONCE IN A LIFETIME) OPPORTUNITY THAT LIES IN THIS CRISIS, AND USE GOVERNMENTAL FONDS AND RE-VAMPING INITIATIVES OF LOCAL BUSINESSES TO CREATE A MUCH MORE SUSTAINABLE AND RESILIENT ECOSYSTEM/SUPPLY BASE.

HOW NOW?
SUPPLY CHAIN CONFIDENCE INDEX

procurious



OF THE CEOs WE SURVEYED, ONE-FIFTH BELIEVE THE IMPACT WILL PEAK BETWEEN SEPTEMBER AND DECEMBER



GRAHAM WRIGHT

GLOBAL PRACTICE LEADER, SOURCE TO PAY, IBM

HOW DO YOU THINK OUR PROFESSION PERFORMED WHEN THE PRESSURE WAS ON DURING COVID?

Exceptionally well. I believe the source-to-pay professionals are fundamental to successfully managing and addressing the challenges we face influencing the immediate short term needs and in parallel lay the foundations for future strategy.

WHAT'S ONE STAND-OUT PROCUREMENT & SUPPLY CHAIN STORY THAT HAS REALLY INSPIRED YOU IN THE LAST 8 WEEKS?

The ability to get 99% of our delivery teams working remotely with no client impacts, keeping morale and team engagement high (which included a work-from-home pledge), and effectively managing the demand and allocation of critical supplies.

BECAUSE OF YOUR INFLUENCE, HOW HAVE YOU BEEN ABLE TO MAKE A DIFFERENCE DURING THE CRISIS?

Client interactions to ensure we can support them in any capacity, keeping team engagement and morale high, clear prioritisation of work to maximise our collective impact, and finally, ensuring our offerings are relevant to the current situation.

WHAT ARE YOUR ASPIRATIONS FOR OUR PROFESSION POST-COVID?

Greater influence across the organisation and clients spearheading the transformation.

WHAT'S ONE PERSONAL LEARNING YOU HAVE HAD DURING THE CRISIS THAT YOU WANT TO INCORPORATE INTO YOUR LIFE MOVING FORWARD?

We are all in this together. Self-directed, empowered, engaged teams drive client success!

NORMAN KATZ

PRESIDENT, KATZSCAN INC.

HOW DO YOU THINK OUR PROFESSION PERFORMED WHEN THE PRESSURE WAS ON DURING COVID?

I think that the profession performed well during - and could have performed better before - but was constrained by cost-driven leaders who should be more focused on value rather than the bottom line all of the time.

WHAT'S ONE STAND-OUT PROCUREMENT & SUPPLY CHAIN STORY THAT HAS REALLY INSPIRED YOU IN THE LAST 8 WEEKS?

How automobile manufacturers have turned on a dime to revitalise old buildings, retrain their teams, engineer new parts, and engage their suppliers to build ventilators from scratch in record time. If this isn't a case study in collaboration, internally and externally, I don't know what is.

WHAT'S ONE PERSONAL LEARNING YOU HAVE HAD DURING THE CRISIS THAT YOU WANT TO INCORPORATE INTO YOUR LIFE MOVING FORWARD?

This crisis has only reinforced that adversity builds character and that fortitude allows you to successfully meet life's challenges with a better sense of logic and clarity.



WHAT BIG OPPORTUNITIES ARE THERE FOR YOU AND YOUR COMPANY OUT OF THIS SITUATION?

With my niche in supply chain vendor compliance (notably in retail) - it's become clear that despite this crisis, retailers still demand that vendors comply with technology and operational mandates and be non-disruptive suppliers. As vendors outsource distribution to 3PLs, third-party logistics providers will need to get on-board with vendor compliance capabilities to be competitive players in the marketplace and service retail vendors. My company is uniquely poised to help vendors and 3PLs be successful, non-disruptive supply chain partners.

SARAH SCUDDER

PRESIDENT, REAL SOURCING NETWORK LLC

HOW DO YOU THINK OUR PROFESSION PERFORMED WHEN THE PRESSURE WAS ON DURING COVID?

7 out of 10. Procurement needs to step up and take charge even if not asked to do so. It's a sourcing leaders' time to shine and show what she can do. Procurement needs to lead the way in demanding and demonstrating that in-person conversations should be held frequently with stakeholders and suppliers. Stakeholders who hide behind email and technology do not demonstrate a sense of partnership which effects the supplier/customer relationship. Communication is KEY!

WHAT'S ONE STAND-OUT PROCUREMENT & SUPPLY CHAIN STORY THAT HAS REALLY INSPIRED YOU IN THE LAST 8 WEEKS?

“ A CLIENT WENT TO THEIR CONTINGENT LABOR CONTRACTOR WHO SUPPLIES THEIR KITCHEN AND JANITORIAL STAFF AND SAID WE WILL SHARE IN THE PAIN OF THIS SHUTDOWN BECAUSE WE WANT YOUR QUALITY STAFF BACK WHEN WE CAN RETURN TO WORK. IF YOU PAY THESE CONTINGENT WORKERS FOR 5 WEEKS, WE WILL MATCH 5 WEEKS OF PAY, ALLOWING WORKERS TO GET 10 WEEKS OF PAY. BOTH PARTIES AGREED AND MATCHED THE PAY TO KEEP THE SKILLED WORKERS ON PAYROLL.

BECAUSE OF YOUR INFLUENCE, HOW HAVE YOU BEEN ABLE TO MAKE A DIFFERENCE DURING THE CRISIS?

I've made an effort to check in with 5 people every day to see how they are doing. I think small acts of kindness can change the world.

WHAT BIG OPPORTUNITIES ARE THERE FOR YOU AND YOUR COMPANY OUT OF THIS SITUATION?

Marketing stakeholders often want nothing to do with procurement. They work in a silo and oversee their spend with little to no oversight from procurement. Covid-19 is forcing companies to save money and be more efficient. I think procurement will be asked to partner with marketing to manage the marketing spend. This will allow procurement and marketing to work in collaboration to put systems and programs in place that help build the brand and increase sales while also increasing efficiencies and reduce cost.



WHAT'S ONE PERSONAL LEARNING YOU HAVE HAD DURING THE CRISIS THAT YOU WANT TO INCORPORATE INTO YOUR LIFE MOVING FORWARD?

To be more compassionate. Don't hide behind email and technology. Pick up the phone call people to check in and see how they are doing personally.

WHAT ARE YOUR ASPIRATIONS FOR OUR PROFESSION POST-COVID?

- (1) That marketing and procurement stakeholders work in collaboration to manage the marketing spend together.
- (2) That procurement will actually believe in WE instead of I. I want ALL procurement professionals to believe in collaboration and teamwork with suppliers instead of US vs. THEM.

DAVE FOOD

STRATEGY DIRECTOR, PROPHETIC TECHNOLOGY,
SUPPLY CHAIN EXPERT

HOW DO YOU THINK OUR PROFESSION PERFORMED WHEN THE PRESSURE WAS ON DURING COVID?

I don't think the pressure is off yet. In lock down the rules were clear, now the gloves are off and the rules are yet to be decided. We are seeing flexible, data-driven professionals adding value at all levels

WHAT'S ONE STAND-OUT PROCUREMENT & SUPPLY CHAIN STORY THAT HAS REALLY INSPIRED YOU IN THE LAST 8 WEEKS?

The Mercedes F1 team - who turned zero demand in racing to design and get approved a new form of ventilator, that went through all the approval processes at speed - just shows you that agile businesses can reshape their end-to-end supply chains at speed when they need to.

BECAUSE OF YOUR INFLUENCE, HOW HAVE YOU BEEN ABLE TO MAKE A DIFFERENCE DURING THE CRISIS?

My role at the moment is as a coach to those who have never had to change at this speed. Furthermore, as a scenario guru, my role is to help suppliers and supply chains model scenarios in a constantly changing play, where the script is not yet written, but the players are on stage. Finally as an educator, my role is to explain the art of the possible and sharing examples of success.



WHAT'S ONE PERSONAL LEARNING YOU HAVE HAD DURING THE CRISIS THAT YOU WANT TO INCORPORATE INTO YOUR LIFE MOVING FORWARD?

The future is full of possibility - say 'no' to the old ways and leverage the new potential. Early adopters are the powerhouse of tomorrow! Leverage your end-to-end supply chain as it's those partnership relationships that will help you to win business.

STEPHANY LAPIERRE

CEO, TEALBOOK

WHAT'S ONE STAND-OUT PROCUREMENT & SUPPLY CHAIN STORY THAT HAS REALLY INSPIRED YOU IN THE LAST 8 WEEKS?

Brooks Brothers reached out to Tealbook right away to identify suppliers of raw ingredients never sourced before, to make over 100,000 N95 masks in record time.

BECAUSE OF YOUR INFLUENCE, HOW HAVE YOU BEEN ABLE TO MAKE A DIFFERENCE DURING THE CRISIS?

Supported over 170 procurement teams source suppliers to meet gaps, buy or produce PPE.

WHAT BIG OPPORTUNITIES ARE THERE FOR YOU AND YOUR COMPANY OUT OF THIS SITUATION?

Enable procurement team to lead with a strong supplier data foundation that powers all of their software solutions.

WHAT ARE YOUR ASPIRATIONS FOR OUR PROFESSION POST-COVID?

Much more data driven and understand that a technology stack without data is not properly enabling the digital transformation.



WHAT'S ONE PERSONAL LEARNING YOU HAVE HAD DURING THE CRISIS THAT YOU WANT TO INCORPORATE INTO YOUR LIFE MOVING FORWARD?



I HAVE ALWAYS PREACHED THE IMPORTANCE OF SUPPLIER DATA, BUT PROCUREMENT TEAMS ARE REALIZING NOW THAT EVEN THOUGH THEY SPENT MILLIONS OF DOLLARS IN SOFTWARE, IT STILL DIDN'T GIVE THEM THE VISIBILITY AND ACTIONABLE INSIGHT TO REACT WITH AGILITY.



JOANNA MARTINEZ

FOUNDER, SUPPLY CHAIN ADVISORS LLC

HOW DO YOU THINK OUR PROFESSION PERFORMED WHEN THE PRESSURE WAS ON DURING COVID?

Procurement came through, as always. I listened to the NY governor, Andrew Cuomo, give his daily updates on the coronavirus response, and was proud to see the consistent mention of procurement and the supply chain. As the crisis wanes, the work of redesigning supply chains begins.

WHAT'S ONE STAND-OUT PROCUREMENT & SUPPLY CHAIN STORY THAT HAS REALLY INSPIRED YOU IN THE LAST 8 WEEKS?

The way the solutions providers started offering assistance at no cost. I saw businesses offer their experts and their technology, forming working groups that banded together to acquire PPE and help procurement professionals who were struggling with what to do and where to go. Good to see people work together for a higher purpose, even those who were competing a few short months ago.

BECAUSE OF YOUR INFLUENCE, HOW HAVE YOU BEEN ABLE TO MAKE A DIFFERENCE DURING THE CRISIS?

As someone who works independently I do not have direct responsibility for acquiring medical supplies or PPE. But watching all the people being furloughed or laid off, I started "Pay it Forward Fridays" where I use my connections and expertise to help people begin the journey back to employment. I've been a practice interviewer, been a speaker to Zoom groups focused on the job search, proofread resumes, made connections, and been a reference. Haven't found a person yet that I haven't been able to help in some way.

Also, I was trying to figure out how to help my community beyond financial support to local organisations. So I decided to coach senior citizens in using Zoom, FaceTime, and other tools to enable them to communicate better with their loved ones. I will never forget the look on an 87-year-old woman's face when we started communicating and she could see me on her computer screen and realised she could finally connect with her family on their Zoom chats.

WHAT'S ONE PERSONAL LEARNING YOU HAVE HAD DURING THE CRISIS THAT YOU WANT TO INCORPORATE INTO YOUR LIFE MOVING FORWARD?

The speed with which life can change. Let me tell you, I am now laser-focused on the people who are dear to me and on creating the best life I can create.

Secondly, coaching the seniors on communication technology was an eye opener. Some people jumped right in, some expressed trepidation but were excited to give it a try, and others were paralysed in fear sometimes, barraging me with calls and messages about the evils of online chat. I saw how fear can paralyse and limit someone. I am carrying that takeaway forward as well.

WHAT ARE YOUR ASPIRATIONS FOR OUR PROFESSION POST-COVID?

Once supply is assured and business starts looking more "normal", the cost pressures will be heavy again. Probably more intense than in recent years. My aspiration is that procurement professionals leverage their newfound stature and profile within the business to make sure that the "best risk" models get put in place for their firms. I expect to see a combination of lowest cost and lowest risk providers, the blend of which will be different for different companies. But no more single sources providers halfway around the world. I don't believe procurement typically agreed with that approach, but now people in our profession have the clout to do something about that.

I hope this means a resurgence of business in "home" countries. Procurement leaders have a great chance to champion local manufacturing, to develop onshore suppliers. There will be opportunity to revitalise our countries through a resurgence of manufacturing close by, and Procurement can lead the way.

WHAT BIG OPPORTUNITIES ARE THERE FOR YOU AND YOUR COMPANY OUT OF THIS SITUATION?

I speak about disruption and digitisation, two topics that have become more relevant overnight. I was in the midst of my best year ever, my calendar booked with great speaking engagements at top companies. The old delivery model isn't viable anymore, just like that. But the day we began quarantine, a call came through on a new business opportunity to deliver my messages via an online tool. I have been engaged, excited, and am working hard to launch in June. A door slammed shut, and another one opened.



AMANDA PROCHASKA

PRESIDENT & CEO, HPP, INC.

HOW DO YOU THINK OUR PROFESSION PERFORMED WHEN THE PRESSURE WAS ON DURING COVID?

We were able to prove that we can have a great blend of compassion and innovation that we deliver with or without a crisis. While, we needed to secure sources of supply, many also considered how to manage small and diverse suppliers by paying them earlier and putting together strategies to help them through the crisis.

WHAT'S ONE STAND-OUT PROCUREMENT & SUPPLY CHAIN STORY THAT HAS REALLY INSPIRED YOU IN THE LAST 8 WEEKS?

I have loved the stories of the companies who were choosing to do something different to stand out from the crowd. For instance, a restaurant did not want to stop buying from their suppliers. So, they decided to sell their supplies to customers to make the food at home. It became a booming business that they will continue well into the future.

WHAT ARE YOUR ASPIRATIONS FOR OUR PROFESSION POST-COVID?

Procurement has such a chance to seize the opportunity to show-off what we already know how to do. Get some swagger and show-off the insights we can share, the proactive approach we can take, and the trusted relationships that we have with our suppliers that drive value.

WHAT'S ONE PERSONAL LEARNING YOU HAVE HAD DURING THE CRISIS THAT YOU WANT TO INCORPORATE INTO YOUR LIFE MOVING FORWARD?

Even if it is not good news, people want to be heard and what to hear from you. With the business owners, they all want their money very quickly. And, sometimes we did not have any update to give. But, still letting them know we are working on it seemed to help.

WHAT BIG OPPORTUNITIES ARE THERE FOR YOU AND YOUR COMPANY OUT OF THIS SITUATION?

“ WE ARE GOING TO BE FOCUSED ON HELPING AS MANY SUPPLIERS AND BUSINESS OWNERS TO GET ACCESS TO CAPITAL, TO HELP THEM BUILD RELATIONSHIPS WITH THEIR BANKERS TO GROW, AND INNOVATE TO MEET NEW MARKET DEMANDS.

BECAUSE OF YOUR INFLUENCE, HOW HAVE YOU BEEN ABLE TO MAKE A DIFFERENCE DURING THE CRISIS?

My company, HPP, Inc, has been able to help 800+ small business owners get access to Paycheck Protection Program funding in the United States. It has been hard to hear the stories of so many companies on the brink of closing, but fulfilling to hear the joy and soften the tears when they get the funding in their accounts. In a small way, we are giving a glimmer of hope to so many.

PROFESSOR RICHARD WILDING OBE

PROFESSOR OF SUPPLY CHAIN STRATEGY, IMMEDIATE
PAST CHAIRMAN OF THE CHARTERED INSTITUTE OF
LOGISTICS & TRANSPORT

HOW DO YOU THINK OUR PROFESSION PERFORMED WHEN THE PRESSURE WAS ON DURING COVID?

The Logistics, Procurement and Supply Chain profession has in the most case performed exceptionally well - from the coping with significant changes in demand, to creating agility within an incredibly short time frame. Processes, network and infrastructure, information systems, organisation and people have all had to adapt to a rapidly changing world. In the most cases the "hidden heroes" within our profession have performed amazingly.

WHAT'S ONE STAND-OUT PROCUREMENT & SUPPLY CHAIN STORY THAT HAS REALLY INSPIRED YOU IN THE LAST 8 WEEKS?

There are many amazing stories but two that comes to mind. The team at NHS Supply Chain which set up the PPE supply chain in an incredibly short lead-time. Creating a supply chain that could procure and deliver to 54,000 locations in the U.K. from one that had been traditionally focusing on the main hospital trusts of a few hundred. Also managing increases in stock keeping units due to different products being supplied by multiple suppliers globally. All this done in a matter of weeks. It was a privilege to visit them in my volunteer advisor role. Secondly I have been amazed at businesses reflecting on their key capabilities and adapting. Pubs doing online sales, Market traders doing home delivery food boxes, Brewers making hand sanitiser and automotive sound deadening material manufacturers making face masks. Amazing innovation and adaptability.

WHAT BIG OPPORTUNITIES ARE THERE FOR YOU AND YOUR COMPANY OUT OF THIS SITUATION?

Personally I have found new ways to challenge and inspire supply chain & business leaders to innovate, enabling them to create economic, environmental and societal value thus benefiting their businesses and themselves. During this time, I have been working with senior business leaders as an advisor, mentor and Non-Executive Director, and connected networks and linked expertise of organisations and individuals. My work as an academic is focused on creating the next generation of supply chain professionals and this will continue.

WHAT'S ONE PERSONAL LEARNING YOU HAVE HAD DURING THE CRISIS THAT YOU WANT TO INCORPORATE INTO YOUR LIFE MOVING FORWARD?

Working remotely - if managed well - is more efficient and effective than physical meetings. It has enabled increased productivity, improved collaboration, and has made me focus on what is really important in terms of adding value.

Amusingly, after having a minor "wardrobe" malfunction while on U.K. national TV "Good Morning Britain" where my shirt was not tucked in correctly, a major lesson is to look in the mirror before going on TV or even Zoom, that will now be incorporated into my life moving forward!



WHAT ARE YOUR ASPIRATIONS FOR OUR PROFESSION POST-COVID?

There is little doubt that the implication of Supply Chain 4.0 has accelerated during this time. My aspiration for the profession is that it can adapt, innovate and change rapidly, enabling professionals to create economic, environmental and societal value that benefit their businesses, communities and themselves. The "old normal" will never return, we need to prepare and accept the "new normal".

BECAUSE OF YOUR INFLUENCE, HOW HAVE YOU BEEN ABLE TO MAKE A DIFFERENCE DURING THE CRISIS?

I have had the privilege as acting as an advisor to many organisations but also supporting professional organisations including the Chartered Institute of Procurement and Supply, the Chartered Institute of Logistics and Transport, and the Royal Academy of Engineering. This has included liaising with the media, producing videos that give insights and advice to support professionals globally, and connecting individuals and networks. My engagement with the media has resulted in global influence during this challenging time, explaining supply chain and procurement concepts in simple accessible ways. This has included working with the BBC and major broadsheet papers including the Times, Guardian and Financial Times. I have utilised LinkedIn as a platform to call to action, which has resulted in resources being shared in terms of logistics but also physical goods (for example PPE and food for food boxes) to help our society. My role has been to inspire, inform & innovate supply chain development and performance during Covid-19.

JUSTIN DILLON

CEO/FOUNDER, FRDM

WHAT'S ONE STAND-OUT PROCUREMENT & SUPPLY CHAIN STORY THAT HAS REALLY INSPIRED YOU IN THE LAST 8 WEEKS?

“ AT THE OUTBREAK OF THE EPIDEMIC, A CPO OF A LARGE AUSTRALIAN HEALTH CARE COMPANY REACHED OUT TO US IN THE MIDDLE OF THE NIGHT ABOUT PROCURING RUBBER GLOVES. THE CPO DESPERATELY NEEDED TO ORDER GLOVES BUT WAS AWARE OF THE PREVALENCE OF FORCED LABOUR IN THE RUBBER GLOVE INDUSTRY, PARTICULARLY IN MALAYSIA. IN THE MIDST OF LIKELY THE GREATEST PROFESSIONAL CRISIS OF THAT CPO'S CAREER, THEY WANTED TO ENSURE THEY WERE PURCHASING ETHICALLY. THAT IS LEADERSHIP.

BECAUSE OF YOUR INFLUENCE, HOW HAVE YOU BEEN ABLE TO MAKE A DIFFERENCE DURING THE CRISIS?

Our company was immediately inspired by how companies like LVMH and Tesla were repurposing their factories to produce respirators and hand cleaner. That's what courage in a crisis looks like. We're a software company, so our factory is built with zeroes and ones. So we looked at how we might be able to help companies source better with more transparency. Remember the entire global work force has gone home. For some migrants, that means traveling up to 400 km (sometimes on foot) away from their worksite. This means that nodes in supply chains are now missing critical labour, which will be desperately needed as the economy slowly begins to grow. It also means that migrant labour will be even more exposed to exploitation by suppliers and middlemen. We just added a feature on our FRDM dashboard to track COVID disruptions beyond tier one suppliers. It tracks recovery time for countries, industries, products, and commodities and will launch next month.

WHAT BIG OPPORTUNITIES ARE THERE FOR YOU AND YOUR COMPANY OUT OF THIS SITUATION?

We built FRDM to address slavery embedded deep in supply chains. It was a massive build because we had to create tools that didn't exist (trust me, I wish they did). Now our tech can create a dynamic digital bill of materials from basic spend data that every company has. We are definitely excited about solving new problems like environmental risk, the health and safety of workers, supply disruptions due to COVID-19, and more. We see a lot of will from companies who want to build resilient supply chains we intend to be a tool in their tool belt.



WHAT'S ONE PERSONAL LEARNING YOU HAVE HAD DURING THE CRISIS THAT YOU WANT TO INCORPORATE INTO YOUR LIFE MOVING FORWARD?

In chaos, move. It sounds glamorous but it goes again so many basic instincts of self-preservation. If you are standing still you are dead, or worst, walking dead. Adaptation is hard but it's how we grow personally and corporately.

WHAT ARE YOUR ASPIRATIONS FOR OUR PROFESSION POST-COVID?

My hope is that we invest into transparency of supply chains. The buzz word right now is resilience, but resilience is a state of being, not just a response. It's not something you turn on then, move on. It means being adaptive, dynamic, and letting go of 20th century zero-sum game economics where someone has to lose in order for you to gain. At the turn of this century eBay proved something no one believed possible: that strangers can trust each other over the internet. They proved this because of their ingrained belief that most people are basically good. That torch is being passed right now to our profession. We can carry that torch with 'trust but verify approach to sourcing, not a 'don't ask, don't tell' approach. Get out of your hole and run! Leverage your incredible supplier network to build desperately needed resilience for your company.



RICHARD BARNETT

CHIEF MARKETING OFFICER, SUPPLYFRAME

HOW DO YOU THINK OUR PROFESSION PERFORMED WHEN THE PRESSURE WAS ON DURING COVID?

Overall the feedback that I have gathered from procurement executives in direct materials across multiple industries (high tech, industrial, automotive, medical devices, and consumer durables) indicates that procurement and supply chain teams have performed admirably. The consistent theme was that short-term, rapid response teams were formed to work through short term supply lead time issues, as well as address options for alternate suppliers, parts, and locations globally. A shift at the leadership level is underway to adopt more of a transformation mindset. Procurement leaders are in the spotlight again but this time have an opportunity to drive alignment and support for investing in new digital capabilities (such as supplier risk monitoring, improved risk analysis in new product introduction/NPI decisions, improved multi-tier supply visibility, etc.). It is no longer about cost-efficiency, but resiliency and making smart tradeoff decisions in sourcing strategy and supplier negotiations.

WHAT'S ONE STAND-OUT PROCUREMENT & SUPPLY CHAIN STORY THAT HAS REALLY INSPIRED YOU IN THE LAST 8 WEEKS?

There are many example of innovation, cross-functional collaboration, and frankly "heroic" efforts across many industries. I think overall, teams have stepped up both within companies as well as working with customers, suppliers, and manufacturing partners. The story that I am most proud of is the opportunity Supplyframe had to partner with Jet Propulsion Labs (NASA) in Pasadena to de-risk their new ventilator product design, using our solutions to identify multiple suppliers, alternate parts in the design phase. The new design cycle was completed in 37 days, with 400 units manufactured and a shared open source BOM design for adoption by any organisation that wanted to quickly scale local production for their regional health care system.

WHAT ARE YOUR ASPIRATIONS FOR OUR PROFESSION POST-COVID?

I hope that procurement and supply chain leaders use this crisis and lessons learned to accelerate digital transformation and opportunities for innovation. Too often our profession has lagged behind innovation in other "peer" group areas of the enterprise. It is our time to embrace change, creative problem solving, and adopting new sources of "outside in" intelligence.

WHAT BIG OPPORTUNITIES ARE THERE FOR YOU AND YOUR COMPANY OUT OF THIS SITUATION?

At Supplyframe, we believe that we can participate in this new wave of innovation, new ways of digital engagement, collaboration, and decision making based on new forms of intent, supply, demand and risk signals. We are investing in data science, engineering, and solution development to match these needs.

BECAUSE OF YOUR INFLUENCE, HOW HAVE YOU BEEN ABLE TO MAKE A DIFFERENCE DURING THE CRISIS?

We have been focused on supporting procurement teams in our customer network, as well as providing free part risk intelligence and BOM design solutions to help engineers and innovators take action to address short term medical device and PPE supply issues. Our team has both personally contributed to coordinating response efforts in their communities (particularly New York City), as well as supporting innovation cycles with the global Arduino community.

WHAT'S ONE PERSONAL LEARNING YOU HAVE HAD DURING THE CRISIS THAT YOU WANT TO INCORPORATE INTO YOUR LIFE MOVING FORWARD?

I have definitely shifted my focus towards deeper empathy and understanding for by team, my community, and global community that has been impacted. Another dimension has been related to how to manage the ambient anxiety and fear that pervades our conscious and unconscious awareness. We are all in this together, and I hope that deeper connection and understanding extends into future global challenges we may face.



AMY FONG

**VICE PRESIDENT - STRATEGIC OUTSOURCING
AND VENDOR MANAGEMENT, EVEREST GROUP**

WHAT ARE YOUR ASPIRATIONS FOR OUR PROFESSION POST-COVID?

“ I'D LIKE TO SEE PROCUREMENT REALLY TAKE DIGITAL TRANSFORMATION SERIOUSLY, AND POWER THROUGH TO A FULLY DIGITAL, CUSTOMER-CENTRIC EXPERIENCE. I'D ALSO LIKE TO SEE PROCUREMENT MOVE BEYOND THE VALUE MEASUREMENT CHALLENGE. WE KNOW COST IS NOT THE ONLY PRIORITY BUT WE HAVE TROUBLE MEASURING THE OTHER IMPORTANT THINGS. MAYBE NOW SCORECARDS CAN EVOLVE TO FOCUS ON WHAT REALLY MATTERS.

WHAT BIG OPPORTUNITIES ARE THERE FOR YOU AND YOUR COMPANY OUT OF THIS SITUATION?

We can help companies (both services buyers and providers) navigate the crisis and come out stronger, and I think that's a powerful role to play. Our motto is "With you on the journey" and this is the time when leaders really need that sounding board and guide.

HOW DO YOU THINK OUR PROFESSION PERFORMED WHEN THE PRESSURE WAS ON DURING COVID?

Procurement and vendor management teams worked with service providers to modify agreements to allow work from home with very little lead time. Supply chain teams formed virtual networks to source critical goods. Our professions really stepped up at the beginning of the crisis!

WHAT'S ONE STAND-OUT PROCUREMENT & SUPPLY CHAIN STORY THAT HAS REALLY INSPIRED YOU IN THE LAST 8 WEEKS?

I was impressed with how hard a local friend worked to source protective gear and thermometers for the factory at a food production company. They are small, but were considered essential and continued to produce with social distancing.

BECAUSE OF YOUR INFLUENCE, HOW HAVE YOU BEEN ABLE TO MAKE A DIFFERENCE DURING THE CRISIS?

As an analyst and advisor, it's a bit harder to make a direct impact in the way I would in a company. I've focused on bringing people together and bringing information to the market.

For several weeks we've been holding virtual happy hours for our clients. This gives them a private space to hear what peers are doing, share experiences and ask us questions, while having a bit of the social time we're all missing.

From an information perspective, I've done several webcasts on handling the crisis with service providers. More recently, the focus has become how to find new cost savings and how we adjust our services relationships for the "next normal". We're still working through those questions and keeping the discussion open, but attendance is at an all time high.

WHAT'S ONE PERSONAL LEARNING YOU HAVE HAD DURING THE CRISIS THAT YOU WANT TO INCORPORATE INTO YOUR LIFE MOVING FORWARD?

I've worked from home for about 10 years but I made it work by having outside volunteer activities, face-to-face meetings, and business travel. Without that variety, I really don't get the balance I need.

ERIC WILSON

GENERAL MANAGER, SUPPLY CHAIN SOLUTIONS,
GEP WORLDWIDE

HOW DO YOU THINK OUR PROFESSION PERFORMED WHEN THE PRESSURE WAS ON DURING COVID?

In a word, admirably. I observed procurement and supply chain professionals around the world stepping up to face the challenges of Covid-19 head-on. Rather than simply being "those guys that negotiate contracts," we've seen procurement leaders in our customer base step forward to streamline emergency supply delivery to healthcare workers, partner with key suppliers to react in realtime to whipsaws in demand, and work tirelessly around the clock to support the needs of their businesses and the overall greater good of humanity through this unprecedented disruption to the global supply chain.

WHAT'S ONE STAND-OUT PROCUREMENT & SUPPLY CHAIN STORY THAT HAS REALLY INSPIRED YOU IN THE LAST 8 WEEKS?

For me, the most inspirational stories haven't been the big headline-making stories, but rather the individual acts of sacrifice and giving of oneself to help. For example, we at GEP had an employee in our Prague office who hand-sewed and donated hundreds of masks to the Red Cross. Nobody prompted her to do it, nobody gave her an assignment. She saw a way she could contribute and just did it. There are thousands of similar stories I've seen on social media. People operating unselfishly in the midst of an extremely difficult time in the world is truly inspirational.

WHAT BIG OPPORTUNITIES ARE THERE FOR YOU AND YOUR COMPANY OUT OF THIS SITUATION?

The critical role of supply management professionals is in sharp focus, now more than at any time in recent history. Our customers, and the profession as a whole, have really stepped up and delivered. We have a unique opportunity to drive bold change at our respective organisations that result in more engaged and productive teams, more visibility and influence at the enterprises we serve, and most importantly, more competitive, more resilient and more profitable businesses.

WHAT'S ONE PERSONAL LEARNING YOU HAVE HAD DURING THE CRISIS THAT YOU WANT TO INCORPORATE INTO YOUR LIFE MOVING FORWARD?

Perhaps not a learning, but a reminder to appreciate the here-and-now. The forced stop we all have experienced with lockdowns and social distancing has allowed many people, myself included, to look at what is around them with a renewed perspective and appreciation. Whether that is family relationships, our immediate communities and neighbours, or even just the basic necessities of life, the pandemic has served as a reminder to appreciate what we have.



WHAT ARE YOUR ASPIRATIONS FOR OUR PROFESSION POST-COVID?

“MY HOPE IS PROCUREMENT AND SUPPLY CHAIN PROFESSIONALS MOVE WITH A TREMENDOUS SENSE OF URGENCY POST-COVID, EVEN AS THEY HAVE DONE SO IN THE MIDST OF THE PANDEMIC. WE MUST NOT FALL BACK INTO OLD PATTERNS OR COMPLACENCY. WE MUST OWN THE STRATEGIC IMPORTANCE OF PUTTING IN PLACE AN AGILE AND HIGHLY RESPONSIVE SUPPLY CHAIN, BOTH WITHIN THE FOUR WALLS OF OUR BUSINESS, BUT EVEN MORE IMPORTANTLY IN PARTNERSHIP WITH OUR SUPPLY BASE. COVID WILL NOT BE THE LAST DISRUPTION BY ANY MEANS. NEXT TIME IT MAY OR MAY NOT BE A PANDEMIC, BUT SOMETHING ELSE UNEXPECTED WILL OCCUR, AND WE NEED TO BE READY.”

BECAUSE OF YOUR INFLUENCE, HOW HAVE YOU BEEN ABLE TO MAKE A DIFFERENCE DURING THE CRISIS?

I think my most significant impacts during the crisis have actually had little to do with position and influence. Providing support for others who have been adversely impacted by the crisis, either economically or physically, has hopefully made a difference. Supporting my wife, who is a front-line healthcare worker, as she works to help save lives, hopefully made a difference. The Covid-19 crisis can and should be a dose of humility for people in positions of power or influence.



get
involved
get
ahead

procurious

PROCUREMENT AND SUPPLY CHAIN LEADERS: ACCESS NEWS, BUILD YOUR BRAND, DEVELOP YOUR SKILLS AND EXPAND YOUR NETWORK GLOBALLY – ALL IN ONE PLACE. WITH 40,000 MEMBERS WORLDWIDE, PROCURIOS IS THE ONLY ONLINE BUSINESS NETWORK FOR THE NEW GENERATION OF PROCUREMENT AND SUPPLY CHAIN PROFESSIONALS.

