

marketdojo.com/new-rules

THE NEW RULES OF PROCUREMENT ENGAGEMENT

RULE 3

RESHAPE SUPPLIER RELATIONSHIPS

COLLABORATORS



THE OLD PROCUREMENT PLAYBOOK **JUST WON'T CUT IT**
ANY LONGER.

RISING COSTS, ECONOMIC & POLITICAL UNCERTAINTIES,
AND **DISRUPTIVE EVENTS & TECHNOLOGY** LURKING AROUND
EVERY CORNER MEAN IT'S TIME TO DITCH THE TRADITIONAL
APPROACH TO SUPPLIER RELATIONSHIPS.

IT'S TIME TO BUILD **EXCEPTIONAL SUPPLIER**
RELATIONSHIPS FIT FOR TODAY'S DYNAMIC WORLD.

IT'S TIME TO EMBRACE THE NEW RULES OF
SUPPLIER RELATIONSHIP PERFORMANCE.

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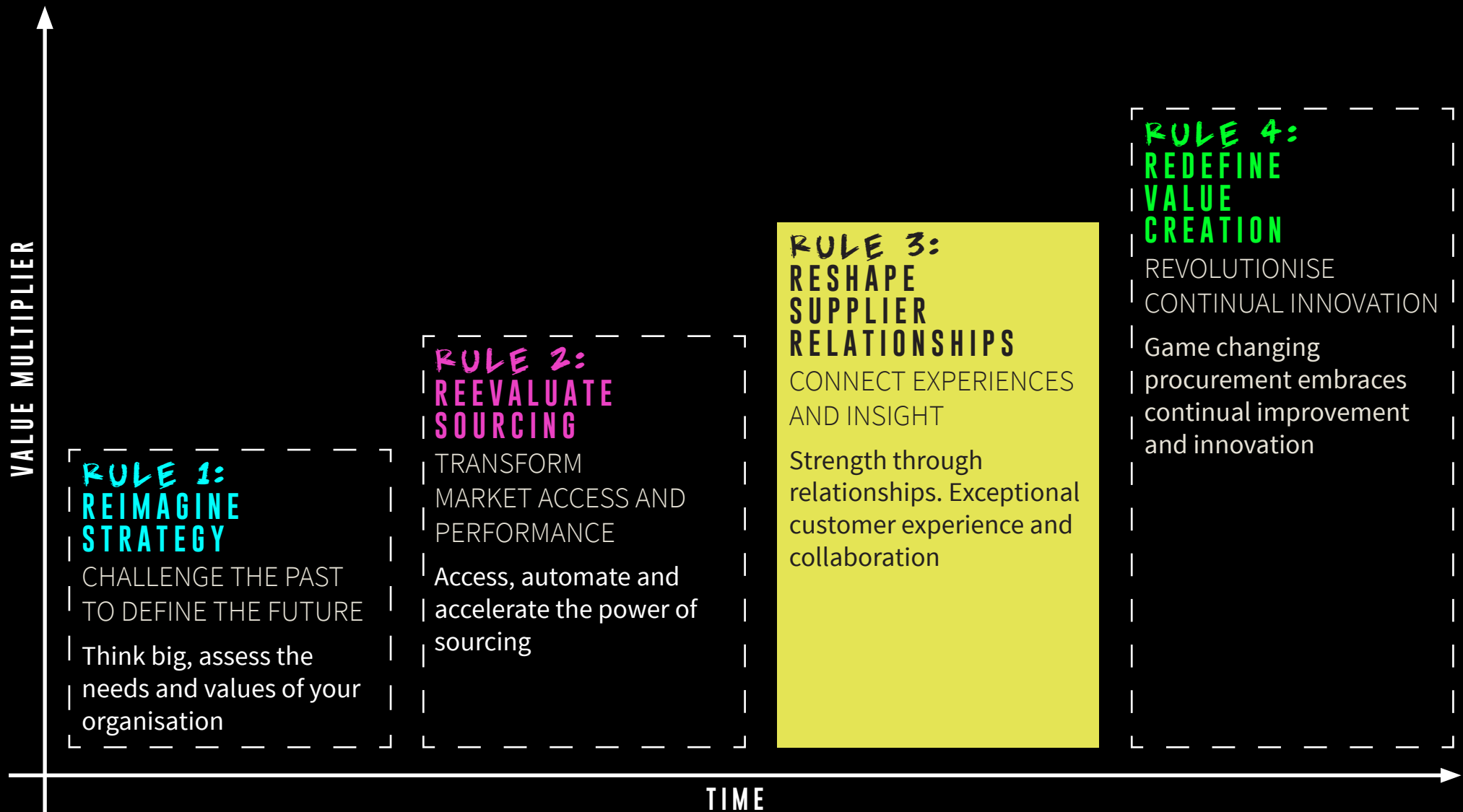
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RULE 3 SUPPLIER R

THE NEW RULES OF PROCUREMENT ENGAGEMENT



RULE 1:

HOW TO REIMAGINE YOUR PROCUREMENT STRATEGY

ALIGN TO UNLOCK TRAPPED VALUE

Procurement's role has shifted from a 'cost-cutter' to a strategic advisor and value generator.

Despite this shift, cost savings are still a priority. To maintain this balancing act, you need to **think strategically** and align closely with business needs and goals to deliver real value.

ESG is now a board-level issue. Your team is the best placed function to **embed ESG into the fabric of your organisation** and the wider marketplace.

To succeed, you must **attract the new breed of procurement** professional by equipping this talent with best-of-breed technology and tools.

To gain active sponsorship from C-level stakeholders, **show the business value and ROI** of your digital transformation programmes.

DISMANTLE OUTDATED SILOS

Procurement must challenge preconceptions and dismantle outdated silos to have a 'seat at the table' and drive real business value.

Actively engage and build relationships with stakeholders to manage the transition from a support function to a catalyst and **enabler of positive change**.

Focus on **user-centric processes** that make things better, easier, more efficient for users—the result will be greater buy-in and adoption of procurement's initiatives.

Effective **communication is key to changing mindsets**. Understand any preconceptions, address concerns, involve stakeholders, listen to feedback, and celebrate successes.

STRATEGY DRIVEN, TECH INFORMED AGILITY

Procurement agility depends on **People, Process, and Technology**.

Equip your team with the **right resources and skills** to carry out the many different functions in procurement, coupled with **easy to use tools**.

Strive to people with right mindset, vision, aptitude, then actively nurture this talent.

To best serve the business, align processes with overall business objectives, and **be agile to adapt** when new opportunities are identified.

Use technology for **data-driven decisions** on spend management, cost savings, supply chain risk, supplier performance and overall procurement agility.

THE FUTURE OF PROCUREMENT STRATEGY

Future procurement trends fall into four areas:

- 1 Protect the planet** through advancing the ESG agenda
- 2 Leverage AI & automation** to enhance efficiency, reduce costs, improve forecasting, and mitigate risk
- 3 Embrace disruptive innovation** by adopting best-of-breed, agile solutions
- 4 Expedite digital transformation** for long-term supply chain resilience

The future of procurement rests on you leaving behind the old rules and truly embracing **The New Rules of Procurement Engagement**.

MISSED RULE 1?

Access the Reimagine Strategy eBook and dive into procurement strategy to stay at the forefront of your field. **Download now!**

Alternatively, watch the On-Demand Live Debate with the New Rules Changemakers as they share their insights. **Watch today!**



RULE 2:

HOW TO REEVALUATE YOUR STRATEGIC SOURCING

ACCESS TO ELEVATE

The first stage in mastering sourcing is to establish an ecosystem that improves the understanding, visibility and control of your procurement activities.

This ecosystem must include **new strategies** to manage cost and ensure resilience given the changing times; while supporting ESG, legislative compliance, business agility and growth.

Using **technology and data** are a competitive imperative with procurement adopting a digital-first mindset, as is addressing any **skills gaps** within sourcing teams.

The ecosystem extends to stakeholder **relationships and collaboration** with other departments; ensuring procurement is actively **managing change** and seen as an integral part of the organisation.

AUTOMATE FOR EXCELLENCE

The next stage in achieving procurement excellence is to leverage technology to improve standards, failsafe the process, and drive greater value.

Technology unquestionably delivers immense value. Procurement's challenge is to **adapt to a digital-first mindset and adopt the right tools** so that it can be a value-add business partner.

Finding the **best fit of solution and technology partner** is critical. Technology should solve your problems, not require users to conform to 'fit' the tools, and finding a provider who shares your vision guarantees success. Another balancing act is **complexity over usability**. User adoption will be low if the tools are overly complex and monolithic.

The potential of getting this right is to future proof your procurement function by building a **collective memory of sourcing intelligence**.

ACCELERATE FOR GROWTH

The final stage of sourcing reevaluation aims to connect intelligent systems and teams in order to become the catalysts for transformative insight and smart decisions.

Procurement and Finance have the potential to be the **'power couple'** in combating risks and accelerating company growth.

By aligning strategies on shared goals and initiatives, these functions can **deliver maximum value and performance** to the organisation.

To expedite this synergy, Procurement and Finance must move away from siloed technology and processes, towards **integrated Source-to-Pay systems** that connect the data and insights in order to better identify performance, risk and opportunity.

WHAT'S NEW, WHAT'S NEXT

What emerging trends in sourcing should CPOs and CFOs be looking at.

ESG – there is lots of talk on this topic but it's time to translate the good intentions to real action

e-Auctions – in current market conditions, there is simply no better way to maximise cost savings than e-auctions

Modular sourcing – being agile and having tools that allow you to react quickly is key to maintaining a competitive edge in the future

Supplier networks & diversity – building partnerships and establishing diversity in your supply network will strengthen resilience

Circular sourcing & sustainability – companies need to look beyond just procuring goods, to fully understand the sustainability and environmental credentials of all parts in the supply chain

Autonomous sourcing – AI will streamline the sourcing process and support the decision making process of awarding spend to suppliers

MISSED RULE 2?

Access the Reevaluate Sourcing eBook to achieve unparalleled procurement success. **Download now!**

Alternatively, watch the On-Demand Live Debate with the New Rules Changemakers as they share their insights. **Watch today!**



RULE 3:

RESHAPE SUPPLIER RELATIONSHIPS

MEET THE CHANGEMAKERS



SHELDON MYDAT

Founder & CEO

[linkedin.com/in/sheldonmydat/](https://www.linkedin.com/in/sheldonmydat/)

Sheldon Mydat is an industry leader and well-respected expert in the field of Supplier Relationship Management and founder/CEO of Suppeco.

Suppeco was born from Sheldon's frustration of the current 'normal'. Suppeco is a collaborative relationship platform that supports organisations in driving growth and value creation by promoting best-in-class vendor relationships, reciprocal transparency, supplier performance excellence, and innovation.

Throughout his career, Sheldon has led successful supplier transformation programmes for high profile organisations such as Metropolitan Police Service (the Met), Royal Mail Group, T-Systems, Fujitsu, BAA, BAT, BAE Systems, GFK, Lloyds Banking Group.

He is also a former Sustainable Procurement Ambassador at The Sustainable Procurement Pledge, and has notable achievements as the Met's Head of Supply Chain for Digital Policing.



TEMEENA HUSSAIN

Head of Partnerships

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Temeena Sharif Hussain is a seasoned professional in the realm of eProcurement, bringing over 18 years of extensive experience to her role as Head of Partnerships at Market Dojo.

Temeena's academic background includes a Master of Science in Engineering from Nottingham University; a qualification that gave her strong analytical and problem-solving skills, which today she applies to her work in eProcurement.

Before joining Market Dojo, Temeena honed her expertise through roles with several prominent eProcurement companies ranging from product marketing, to pre-sales and consultancy.

At Market Dojo, Temeena plays a pivotal role in fostering strategic collaborations and alliances that drive mutual growth and innovation, and spearheads initiatives to enhance Market Dojo's offerings and expand its reach.



PIERRE LAPRÉE

Chief Product Officer

[linkedin.com/in/pierrelapree/](https://www.linkedin.com/in/pierrelapree/)

Pierre Laprée is the Chief Product Officer of SpendHQ, best-in-class provider of enterprise Spend Intelligence and Procurement Performance Management solutions.

He joined SpendHQ with the company's July 2022 acquisition of Per Augusta which he founded in 2012 and served as its CEO. He currently oversees the strategic product vision, innovation planning, and roadmap for the company's spend intelligence and procurement performance solutions.

Before turning entrepreneur, Pierre served as Procurement Director and right hand of the global CPO at The Adecco Group. He graduated from Kedge Business School (France) and Laval University (Canada) where he holds an MBA in eBusiness.

He is a frequent speaker at procurement, finance, and industry events and contributing author for his subject matter expertise.

THE PSYCHOLOGY OF A CHANGEMAKER

CHANGEMAKER (N) – A TERM COINED BY THE SOCIAL ENTREPRENEURSHIP ORGANISATION, ASHOKA, MEANING ONE WHO DESIRES CHANGE IN THE WORLD AND, BY GATHERING KNOWLEDGE AND RESOURCES, MAKES THAT CHANGE HAPPEN.

Characteristics of a Changemaker

“A changemaker has empathy for others and is driven by the genuine goal of making the world a better place. Motivated to act. A changemaker gives themselves the permission to do something about a social problem, and keeps trying until they have made a difference.”

“Simply put, a changemaker is someone who is taking creative action to solve a social problem. Thus, whether sparking a global movement or stopping a classroom bully, a founder of a social enterprise or an employee of a multinational company, every changemaker is intentional about solving a social problem.”

Source:

**Ashoka, More than Simply
“Doing Good”: A Definition
of Changemakers**



WHY NOW?

Traditional approaches to supplier relationship management (SRM) are failing in today's increasingly volatile business environment.

Relationships built solely on transactional values will not safeguard companies against supply chain fluctuations and risk.

“SRM, or supplier relationship management, has been overwhelmingly a traditional approach; very adversarial; very binary; a numbers-driven approach to supplier management. Largely because, for many years now, the supply chain itself has been seen as an overhead and, as is the case with any overhead, the emphasis is generally going to be on driving costs down.” Sheldon

In a world where companies must constantly seek alternate suppliers, logistics partners, and new markets, the traditional approach falls short.

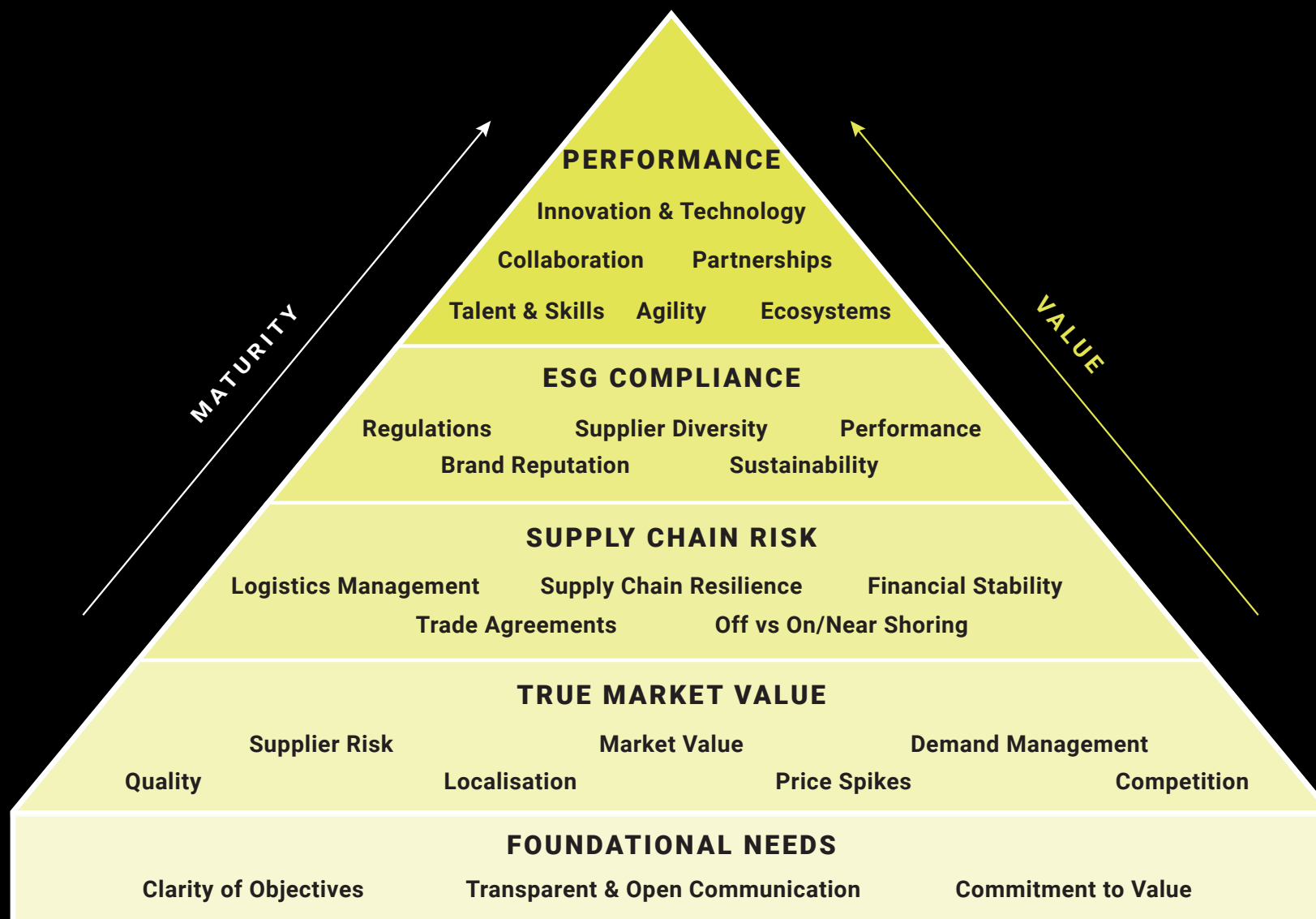
“Traditional approaches tend to lack agility and fail to address complex challenges businesses face today. These approaches predominantly focus on transactional interactions rather than collaborative relationships and they tend to neglect the broadest strategic considerations that encourage long term partnership.” Temeena

SRM should aim to foster a supply chain environment where everybody wins. When everyone wins, everyone is invested in continued success.

“From a pure business standpoint, those relationships are often very one-sided, meaning that one party has more at stake than the other. If both parties aren't aligned, it's difficult to work towards a common objective, which strains the relationship.” Pierre

SRM needs to evolve. As with any relationship, there are many layers and nuances that require consideration. And in a business context, relationships must be steered by *performance*.

Taking inspiration from Maslow's Hierarchy of Needs, here's a visualisation of the intricate work of what's needed to manage today's supplier relationships, or *Supplier Relationship Performance Management (SRPM)*.



THE **SRPM** HIERARCHY OF NEEDS

**“MANY SUPPLY CHAINS ARE
PERFECTLY SUITED TO THE
NEEDS THAT THE BUSINESS
HAD 20 YEARS AGO.”**

JONATHAN BYRNES, SENIOR LECTURER MIT

WHAT IS SRPM?

Definition

Foundational Needs

At the ground level there are the *foundational needs* of supplier relationships—open and transparent communication, clarity of objectives and a commitment to providing value to each other—this creates a mutually beneficial environment in which both you and your suppliers can develop a trusted working relationship.

True Market Value

Level two is understanding *true market value* which requires a balance between best price or market value on goods and services versus quality and supplier value.

Additionally, benchmarking against impartial third-party sources helps validate what you understand to be the true market value and what your supplier deems it to be, avoiding the echo chamber effect.

Once the true market value has been understood, procurement must consider demand management, competition, price spikes and any localisation requirements, and how each potential supplier can deliver against these conditions.

Supply Chain Risk

Mitigating *supply chain risk* is the next level in the hierarchy and is concerned with overall supplier resilience, financial stability, logistics management, as well as decisions on offshoring versus on/nearshoring suppliers or those based in countries with existing trade agreements.

ESG Compliance

Environmental, social, and corporate governance (ESG) is now a board-level issue and procurement is increasingly seen as the torchbearer to drive forward initiatives. In terms of SRPM, procurement needs to ensure suppliers can demonstrate:

- 1) compliance on ESG legislation, which directly impacts shareholder value and investment attractiveness,
- 2) compliance from an ethical point of view, which feeds into the importance of brand reputation, customer loyalty and empowering workforces with purpose.

Our Changemakers will delve much further into the (sometimes confusing) world of ESG in the context of sustainability and supplier diversity.

WHAT IS SRPM?

Definition

Performance

At the top of the value hierarchy is *performance*. At this level, procurement teams see relationships with suppliers as a collaborative exercise beyond the supply of goods and services. Teams foster value driven partnerships, supplier communities or entire crowd-sourced supply ecosystems leveraging expertise from both sides.

To reach this level of maturity, both procurement and suppliers must embrace the right technology, processes and talent with the right skills and culture.

As AI permeates every job function (whether welcomed or not) the importance of innovation is more critical than ever before.

Companies that embrace AI will be able to level-up productivity much quicker, make faster, better decisions, and ultimately gain competitive advantage.

So we've reached the top, or better said, the pinnacle of SRPM maturity and value. However, in the real world, it's never this neat and tidy.

There will be cross-over and repetition, additions and movement between levels. It's a framework, and just a framework, to create a common understanding of the many facets required to build successful relationships fit for today's complex, global supply chains.

Next, the changemakers share their professional insights on the current situation affecting the supplier/procurement dynamic.

MORE SRM RESOURCES:

[What is Supplier Relationship Management \(And Why It Matters\)](#)

[How to Improve Supplier Relationships: What do Your Suppliers Want?](#)

THE NEED FOR A NEW **APPROACH**

Today's business landscape is incredibly complex with many supply chains spanning multiple time zones, cultures, languages, regulations, policies, currencies and processes.

Couple this with numerous stakeholders involved on the supply side, as well as the buyers, and ultimately the end customers.

This complexity dictates the need for new approaches to managing business relationships. [Page 16](#) illustrates the dire consequences that can arise from failures in supplier relationship management.

“With more and more relationships, it’s harder and harder to dedicate meaningful time and attention to ensuring your operations are both thoughtful and effective.” Pierre

Traditional methods of managing suppliers using spreadsheets and emails will, at best, hinder collaboration and at worse, fail.

These predominantly manual methods will not provide the necessary access and insight to supplier data, at the speed needed to match today's agile business environment.

“Buyers find themselves with too much to do and zero insight. Often, getting the basic data they need to guide supplier relationships is a struggle. How often have we as the buyer had to go back to the supplier and say, ‘Can you tell me how much I’m spending with you, because we have a meeting coming up?’ That’s a huge issue in today’s world. You cannot manage supplier relationships properly when you have such limited access to data.” Pierre

Download SpendHQ's whitepaper: [Procurement's Data Quality Challenge](#)

“When you operate this [supplier ecosystem] using traditional methods; in a performance managed way; you can’t manage this complex environment with spreadsheets.” Sheldon

“In many cases, 80% of a company’s revenue is generated outside of its immediate borders by its supply chain; by its suppliers. So how could something of such size not be an intrinsic part of digital transformation, i.e. the supplier relationship?” Sheldon

MAN-MADE SUPPLY CHAIN DISASTERS

Examples of the catastrophic impact of supply chain issues

Boeing 737 Max software malfunction

A catalogue of errors including insufficient supplier management, leadership issues, sourcing decisions, design changes and cost cutting decisions caused two fatal crashes and the grounding of the entire 737 Max fleet

Galaxy Note 7 battery explosions

Widespread battery explosions led to a global product recall and significant damage to the brand's reputation. A reliance on a single supplier for the majority of batteries compounded Samsung's problems

Volkswagen emissions scandal

Unethical practices of regulatory compliance led to financial losses, legal consequences, loss of reputation and a decline in consumer trust of Volkswagen and its suppliers

Rana Plaza factory collapse

Poor working conditions and safety standards resulted in the tragic loss of 1,100 lives and exposed the lack of care or concern held by some companies for their suppliers and the employees who work for these suppliers

Foxconn suicides

Following a series of suicides, dismal labour conditions and standards, and a general lack of supply chain transparency, was exposed in the electronics industry forcing Foxconn and its customers, most notably Apple, to reform worker welfare

Source: 10 Catastrophic Man-Made Supply Chain Disasters! Supply Chain Game Changer

THE NEED FOR A NEW ATTITUDE

Procurement's success and in some respects its relevance is dependent on its ability to evolve. The other [New Rules eBooks](#) discussed extensively the need for Procurement to evolve from a reactive, back-office function to a proactive, strategic resource.

This new attitude, or mindset, extends to how Procurement manages supplier relationships. And it starts with truly understanding how things are different, that the situation is ever-changing, and that the challenges are ever-present.

“A change in attitude is required to drive better relationships. Understanding that there are multiple customers in the ecosystem gives rise to many different challenges. Understanding that the landscape is changing. Understanding that you can't meet the chaotic, ebb and flow of activity within today's complex environment with static processes.” Sheldon

But, Procurement does not have to tackle this on its own. Collaboration is a two-way exercise. There is enormous value, experience and insight within your suppliers that can be unlocked by building good, value based relationships.

“We're going to need to find different ways to meet value targets because the traditional category managed approach to driving performance is going to struggle. As recession hits, business shrinks, and as business shrinks those predefined, pre-negotiated margins shrink too. The only thing that doesn't shrink is value targets. So with that, we need to find different ways to meet the value targets, and our suppliers will probably relish the opportunity.” Sheldon

In the next section, we look at three specific areas which are currently impacting supplier relationships and practical steps on how to address the challenges.

**“IN THIS NEW WORLD,
THE CURRENCY ISN'T DATA.**

THE CURRENCY IS **TRUST.”**

JARED FULLER, NEARBOUND.COM



THE **NEW RULES** OF SUPPLIER RELATIONSHIPS

THE AI FAST TRACK

HOW AI CAN BE USED TO RAPIDLY
TRANSFORM TRADITIONAL METHODS OF
MANAGING SUPPLIER RELATIONSHIPS

DEATH OF STRATEGIC SUPPLIERS

WHY IT'S TIME TO MOVE ON FROM
STRATEGIC VS. NON-STRATEGIC
SUPPLIERS

BEYOND ESG & DIVERSITY

WHAT'S THE REAL IMPACT (& STRAIN)
OF ESG & SUPPLIER DIVERSITY ON
LONG TERM BUSINESS GROWTH



I. THE AI FAST TRACK

STREAMLINING OPERATIONS
EXPEDITING DATA ANALYTICS
BOOSTING PERFORMANCE
SUCCEEDING WITH AI
AI NEXT STEPS

STREAMLINING OPERATIONS

There are few areas in the business world where AI has not shown its applicability—specifically generative AI (GenAI) in terms of generative pre-trained transformers (GPTs) that power large language models (LLM).

While the more attention-grabbing AI applications such as Chat-GPT4, Gemini, Dall-E and Midjourney dominate the headlines, there are many, more routine and operational areas of business that will also benefit from AI advancements.

For Procurement, this centers around data, specifically the ability to process large volumes of complex internal and external data. And to do it faster, more accurately than humans.

But in the context of supplier relationships that rely heavily on people interacting with people, how can AI add value?

AI IS AN **ALLY**
NOT AN ENEMY, IN MANAGING
SUPPLIER RELATIONSHIPS.

Freeing up time to be more human

Hackett Group predicted that procurement's workload increased by 10.6% in 2023 but with little increase in headcount or operating budget.*

Freeing up people's time from performing manual, repetitive tasks is the first tangible, and accessible, use case for AI in the procurement function.

Whether that's time saved manually building RFx events, comparing tenders, reviewing contracts, analysing data—time and labour intensive tasks now can be performed by AI tools.

“AI needs to take some of the more manual activity away, freeing up people to climb the value ladder; to do more of the creative engagement; to work in the nuance. That's what we're good at. That's where supplier relationships flourish.”

Sheldon

Learn more about the [powerful AI functionality](#) in **Market Dojo Sourcing** that can reduce time spent on building supplier questionnaires by 50% or more.

* Source: Hackett Group: Procurement Key Issues – What's Top of Mind for Executives in 2023

EXPEDITING DATA ANALYTICS

Using data to build stronger relationships

It may seem counterintuitive but data can actually help build stronger relationships with suppliers.

While people excel in many areas, we are prone to biases, judgement and error. Conversely, AI can see patterns and spot opportunities with exceptional speed and precision. And this is exciting! AI is an ally, not an enemy, in managing supplier relationships.

“If you don’t have to spend as much time chasing your data, cleaning it, and finding insights, you have more face time with your stakeholders to say, ‘Hey, we’ve noticed the following spend patterns with that supplier. What do you think we should do?’ Less data work means more time engaging with your stakeholders and suppliers so you can understand your relationships and what is causing the patterns. If there are issues, these conversations will help you find and solve them.”

Pierre

“Advanced spend analytics is about surfacing patterns in your spend data that you would not have seen otherwise.” Pierre

Supplier data contains valuable data such as performance trends, risk indicators, and areas for improvement. By using AI to extract these insights, procurement teams can engage with suppliers in more meaningful discussions, identifying mutual goals and opportunities for growth.

“AI provides a powerful tool in terms of analysing vast amounts of information and gives deeper insights into supplier performance and potential risks.” Temeena

Furthermore, AI promotes transparency in supplier relationships by providing objective assessments based on data-driven metrics. This transparency encourages greater trust between parties and facilitates open dialogue, leading to stronger partnerships built on mutual understanding and accountability.

“AI will bring procurement and stakeholders closer, and it will also bring them together in front of suppliers more often. Procurement’s success is all about relationships and the more time you spend with stakeholders and suppliers, the stronger the bond you can make.” Pierre

BOOSTING PERFORMANCE

Utilising unstructured data

Another key area for AI-driven data analysis is processing the ‘unstructured’ data layer.

The International Data Corporation (IDC) found that unstructured data—customer contracts, product specs, employee handbooks, and more—makes up 90% of business data. Furthermore, as that content is often spread across systems and siloed, it’s full of untapped value.*

“Think of email, documentation, voice, chat, all this different stuff is unstructured data and there’s loads and loads of value inherent in it, but it’s haemorrhaged because it’s not utilised. We spent years focusing on the numbers, looking down at the systemic data. Things are changing very, very fast.” Sheldon

Most procurement teams will never have the available bandwidth to manually sift through all the communications that take place with suppliers.

* Source: Untapped Value: What Every Executive Needs to Know About Unstructured Data, IDC

UNSTRUCTURED DATA MAKES UP 90% OF BUSINESS DATA.*

But imagine using a few simple commands in an AI tool and being served up individual preferences, needs, and behaviours, enabling personalised supplier engagement strategies and being able to tailor your interactions based on these insights.

This approach is far more likely to strengthen the connection between buyers and suppliers than weaken it.

“Look at your average supplier relationship or supply chain ecosystem, with all those different mediums of data, that’s all unstructured data. Think about what GenAI can do with that level of unstructured data in a compartmentalised, relevant way... If we could organise that data into something that we could then manage and measure, the opportunities are huge; huge!” Sheldon

MORE RESOURCES:

[Procurement’s Data Dream Team – Podcast](#)

[Procurement Performance Management](#)

PROCURETECH MATURITY

As a result of AI, procurement—like the rest of the business world—is evolving fast.

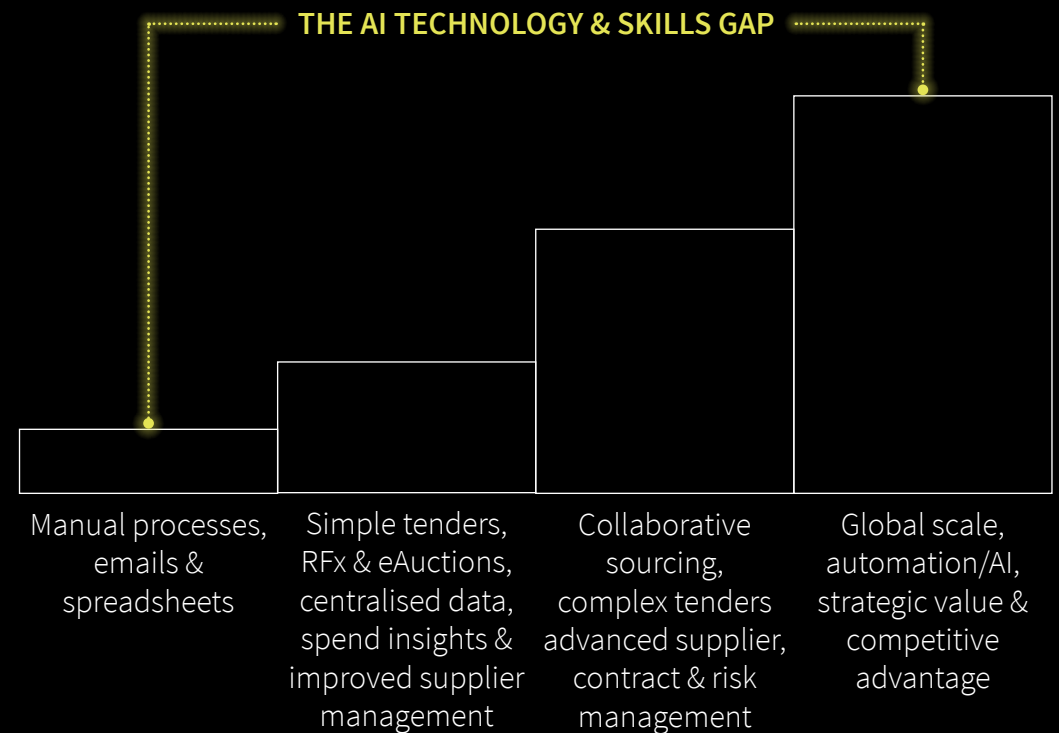
But for many procurement teams, AI is further widening the technology and skills maturity gap.

Moving from emails and spreadsheets to implementing AI into procurement's day to day workflow is too big of a leap to make.

Procurement leaders who find themselves in this situation need to start at the beginning by first identifying what 'success looks like' for their company, for example what processes need to be supported; what data needs to be collated; what metrics and KPIs are required; what new skills are required.

To revisit and redefine your procurement strategy, download the first eBook in the New Rules series,

[**Rule 1: Reimagine Strategy**](#)



SUCCEEDING WITH AI

Choosing curiosity over fear

In a department where technology can be met with scepticism or suspicion; where using spreadsheets and emails are seen as having done 'digital transformation'; taking the leap into AI may seem daunting.

But the time has come for Procurement leaders to move away from the "if it ain't broke, don't fix it" mindset; to make it easier for their team to succeed by focusing their time on more valued work, and AI is the enabler for this.

"Choose curiosity over fear. Get your team on board early, allow your employees to experiment with AI tools. I think it's really crucial to invest in training. And with that in mind, assess and reassess your AI needs; AI is evolving and advancing every minute, learning to work with AI will be a continuous process not just a one-time training session."

Temeena

Leading innovation expert and author, Jeremy Gutsche cites seven key obstacles that need to be addressed within organisations for AI to succeed.

7 Key challenges to AI innovation

1. Getting buy-in (from everyone)
2. "I'm not a coder" fallacy
3. Uncertainty = inaction
4. Feeling of chaos/overwhelm
5. The 'expected future'
6. Short-term thinking
7. Random focus

Source: How to Innovate in an Era of AI, Jeremy Gutsche

Furthermore, Gartner states that top performing supply chain organisations are investing in artificial intelligence and machine learning (AI/ML) to optimise their processes at more than twice the rate of low performing peers.*

Leaders must commit to continuous learning, experimentation and adaptation. Only by confronting these challenges head-on can organisations unlock the full power of AI innovation.

* Source: Top Supply Chain Organisations Adopting AI Fastest, Gartner

SUCCEEDING WITH AI

Take the first step

Every company will have a different starting point based on technological maturity and culture, but what's important is to take that first step.

“Figuring out your pain point is the best place to start. What issues are limiting your impact? Start by understanding what could work better or where you want to step away from preparation to free up time for your relationships.” Pierre

“With any adoption of new technology, the key here is change management. Embrace the need for change management and first and foremost identify your goals and metrics of successfully implementing and adopting AI. Keep in mind that every department, discipline, role will have a different need when it comes to AI.” Temeena

“It's the digital infrastructure that you first create with your supplier relationships in order that you can use GenAI to actually analyse that data; to harness the value that lies within it.” Sheldon

Get to know your options

Next, research and assess the AI tools appropriate for your situation.

“It's important to understand what 'AI' is, because there's a lot of 'portmanteau words' and clichés around it. Everybody's talking about GenAI but that's just one application of the technology. Until you understand what 'AI' means; what it can do, what it cannot do, and what it should not do; you can't form an educated opinion on how you can use it. You might not need GenAI. You might need to invest in advanced neural networks or large language models instead. Spend some time, meet some vendors, watch some YouTube videos, however you do your research, understand what AI is before doing anything else.” Pierre

MORE RESOURCES:

[How to Gain Spend Insights Faster With Procurement AI](#)

[Can Procurement Keep it Human?](#)

SUCCEEDING WITH AI

Align solutions with situation

Just as every company has a different starting point, every company will have a different end goal.

“We all want to use AI in one way, shape or form. But the right way depends on how your company ticks and what it can stomach. That’s probably the most important piece of advice.”

Pierre

If your company is in the business of exploration then taking this explorative approach to finding the right AI solutions might work best.

If your business is in the financial or insurance sector then a less risky, more ROI defined approach will be appropriate.

“Ask yourself, what is my team’s DNA; what is my company’s DNA? Do we have a DNA of exploring and trying stuff or a DNA of whatever we do has to work? The way you approach the embedding of AI into your workflow needs to match that DNA.”

Pierre

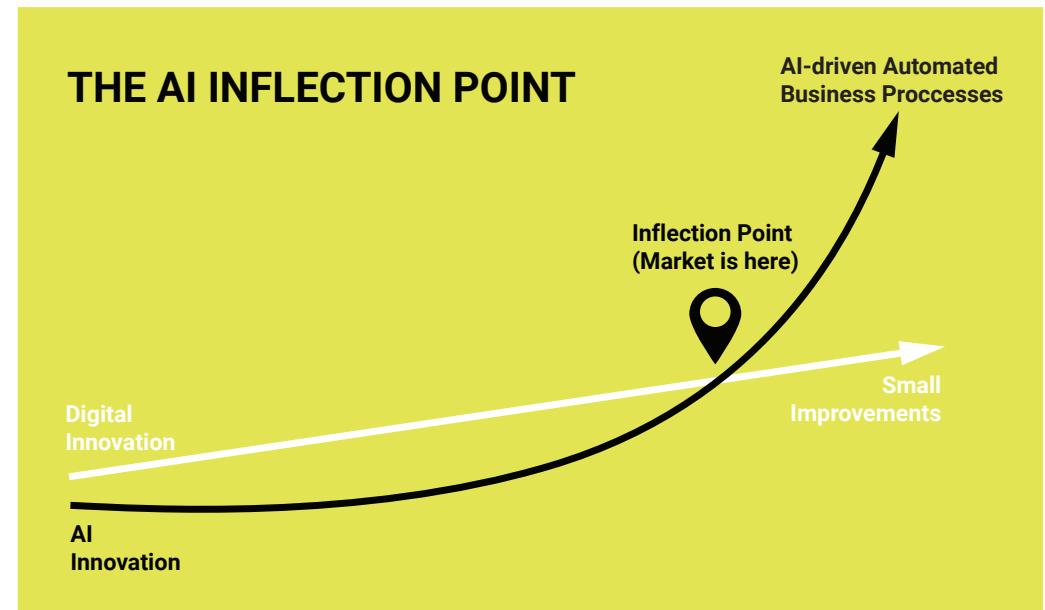
**SPEND SOME TIME:
MEET SOME VENDORS,
WATCH SOME YOUTUBE
VIDEOS, BUT GET A
BETTER UNDERSTANDING
OF WHAT ‘AI’ IS.**

AI NEXT STEPS

AI HAS BROUGHT THE 4TH
INDUSTRIAL REVOLUTION TO AN
INFLECTION POINT
MANUFACTURERS MUST CHOOSE A PATH FORWARD:
INNOVATE, ACCELERATE, OR FOLLOW FAST.*

1. **Commit to getting started today** — complacency and delay could leave you at risk. Create an action plan, even if it needs to changes in the future
2. **Understand the technology** — what are the options and what are the benefits of the AI solutions available for your needs
3. **Educate internal stakeholders at all levels** — demystify AI by allowing people to try out AI tools for themselves; give people ownership, time and resources to explore ideas of how AI can help them ‘level up’, not replace them
4. **Plan for different scenarios** — as the pace of AI developments shows no signs of slowing down, plan out alternative, even opposite, scenarios to what you currently expect in order to take some of the pressure off current decisions
5. **See AI as an opportunity not a threat** — this is an exciting time so take advantage of the numerous free AI tools available on the market or collaborate with technology vendors to shape the future of procurement AI (learn about Market Dojo’s Customer Advisory Board on [Page 29](#))

* Source: McKinsey & Company



CUSTOMER ADVISORY BOARD (CAB)

Market Dojo is committed to providing our customers with tools that optimise value delivery and make their lives easier... and there's no better evidence than the fact that 80% of our product roadmap is led from customer innovation projects.

Recent examples have been the release of AI questionnaires and automated online negotiations.

This new AI functionality is just the beginning of the impactful applications and limitless potential we envision for the future of sourcing automation.

To find out how to join Market Dojo's CAB, speak with your Account Manager or visit marketdojo.com

80%
**OF OUR PRODUCT
ROADMAP IS LED BY
CUSTOMER INNOVATION
PROJECTS.**

**SHAPE THE FUTURE
OF PROCUREMENT AI**



II. DEATH OF STRATEGIC SUPPLIERS

STRATEGIC V. NON-STRATEGIC

1. BUSINESS ALIGNMENT

2. COLLABORATION + CO-RESILIENCE

3. A STRUCTURED QUANTITATIVE APPROACH

4. BE THE CUSTOMER OF CHOICE

STRATEGIC V. NON-STRATEGIC

The concept of ‘strategic suppliers’ (or direct and indirect suppliers) has long been a key strategy for procurement.

But is the notion of singling out certain suppliers as strategic (and by definition other suppliers as non-strategic) becoming outdated?

The well-known 80/20 rule, or Pareto Principle, suggests that 80% of outcomes stem from 20% of causes. Or in the context of supplier relationships, 80% of value/impact comes from 20% of suppliers. Conversely, it could mean that within the 80% of tail spend suppliers, there exists approximately 20% of untapped opportunities. Or it could also imply that 80% of challenges may arise from 20% of your supplier relationships.

Is it worth questioning the validity of this type of thinking?

In today’s dynamic supply markets, where agility and adaptability are paramount, does clinging onto traditional supplier segregation rules risk overlooking the potential value that a diverse array of suppliers can offer?

By dismissing the idea of strategic versus non-strategic suppliers, the way in which the supply base is perceived changes—perhaps unlocking a wealth of opportunities that may otherwise have gone unnoticed.

“Sometimes, procurement refers to people as ‘strategic clients or strategic suppliers,’ but there is no substance to that.

It’s just a tag you apply on a supplier. I wouldn’t even say a ‘relationship’ because sometimes there’s no relationship. If you just use words but your actions don’t line up with them, it’s useless, and it makes the relationship fake.” Pierre

Next, the Changemakers explore how procurement can build more progressive, future-oriented supplier relationships. But first, let’s look at characteristics that create unproductive relationships, and how to flip these traits into a more positive mindset.

STRATEGIC **V.** NON-STRATEGIC

Dysfunctional characteristics

Dysfunctional may be an extreme term in this context but when relationships fall apart through poor communication or a lack of trust then, by definition, they no longer function in a way that's conducive to success.

“Lack of communication; this is always likely to lead to misunderstandings, delays and missed opportunities for collaboration.” Temeena

“Supplier relationships can be too one-sided and unfortunately that happens often; sometimes because of the supplier, and sometimes because of procurement.” Pierre

“Unmet expectations; when supplies consistently fail to meet expectations it can strain relationships. The solution here is to be crystal clear on agreed performance metrics; if you're vague on these it leads you open to misinterpretations and misunderstandings.” Temeena

“All relationships need to have some balance and you need to recognise that it takes two to make a good deal. If you make it one-sided, you're poisoning the relationship even before there's ink on a contract.” Pierre

“Lack of transparency; when this is absent it erodes confidence and the collaboration suffers on both sides.” Temeena

**THE RELATIONSHIP IS THE ATOM.
IT SITS IN THE MIDDLE OF
EVERYTHING.**

STRATEGIC **V.** NON-STRATEGIC

A partnership mindset

Taking this advice on board, procurement needs to cultivate strong, resilient, mutually beneficial partnerships by viewing all suppliers through the same lens, namely

- Open and two-way communication
- Balance of shared objectives and contractual obligations
- Clear, measurable expectations and metrics
- Transparency throughout the sourcing process
- Collaboration of ideas and innovation

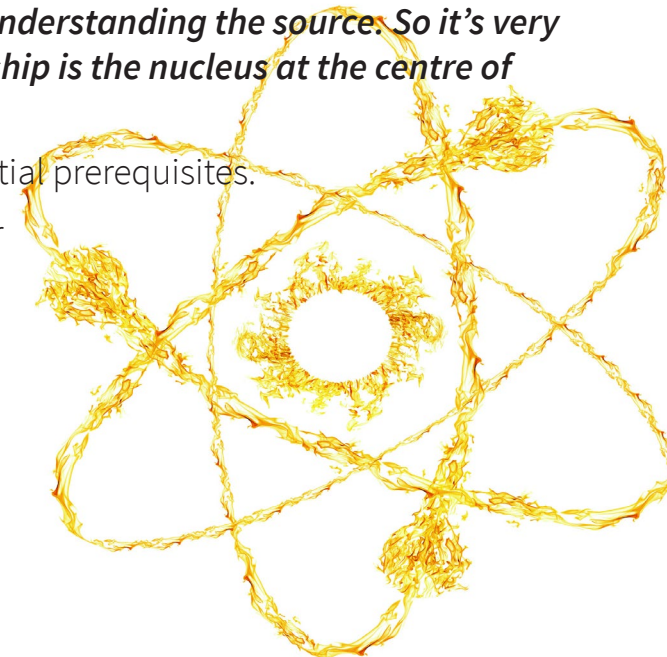
Supplier relationships built on shifting sands of unpredictability, uncertainty, and instability will only reap this type of dysfunctional association.

“Focus on value creation. Shift your focus from transactional interactions to value creation opportunities. And this is for all suppliers, regardless of the categories” Temeena

“The relationship is the atom. It sits in the middle of everything. If you drive a better relationship, everything that flows from that will improve. If you look at risk (for example) before the relationship, it’s almost like trying to fix the symptoms without understanding the source. So it’s very important. The relationship is the nucleus at the centre of everything.” Sheldon

These qualities are essential prerequisites.

In addition, there are four key areas that will help to create exceptional, future-proof supplier relationships.





BUSINESS ALIGNMENT

It may seem an obvious one, but suppliers need to be aligned with the business requirements, culture and values.

This is increasingly important in terms of meeting ESG/CSR goals (more on this in [Part 3](#)). A supplier that is not aligned with core business goals can be a dangerous thing.

Procurement needs to engage key stakeholders in defining what the business requires from its different suppliers, then seek suppliers where there's a good 'fit'.

“Have a conversation with your stakeholders to understand what you’re looking for from a vendor relationship. You might come across a situation where a supplier has a small volume of spend with you but is critical to the business. Having an understanding with the business on who your key suppliers are and how much you need to invest in those relationships is the first step.” Pierre

**A SUPPLIER THAT IS NOT
ALIGNED WITH CORE
BUSINESS GOALS CAN BE A
DANGEROUS
THING.**



COLLABORATION + CO-RESILIENCE

The best risk planning and contingency scenarios will fail if they are only ever designed to be executed within the company walls.

Each company operates in a larger ecosystem of customers, suppliers, shareholders, and communities. How a company engages and cooperates with these stakeholders significantly influences its outcome in terms of success or failure.

“It’s very important that customers and suppliers alike recognise that they are not alone as customers or suppliers. And when that is understood, it sets out a better playing field; a more collaborative and co-resilient playing field; because resilience is only true resilience if it’s co-resilience.” Sheldon

In a survey of more than 100 large organisations in multiple sectors, McKinsey found companies that regularly collaborated with suppliers demonstrated higher growth, lower operating costs, and greater profitability than their industry peers.*

“Co-resilience is based on collaboration. In order to make co-resilience work, you’ve got to be more open; more visible; you’ve got to create access; you’ve got to be supportive.”

Sheldon

RESILIENCE IS ONLY TRUE RESILIENCE IF IT'S CO-RESILIENCE.

* Source: Taking supplier collaboration to the next level, McKinsey & Company



A STRUCTURED, QUANTITATIVE APPROACH

People are critical to relationships, but so is data in a business setting. Data removes the emotion, the biases, the misconceptions that can adversely affect decisions and can create misunderstandings.

“You need a quantitative view of the relationship, and you need the proper data to get it. So how can procurement get that? Make sure that you invest in the right technology to know where you stand when it comes to the supplier. That means knowing your spend with the supplier but it also means understanding the balance and trade or the balance of power, because your supplier may also be one of your clients. Taking a data-driven view of the relationship helps clarify a lot of misunderstandings.” Pierre

MORE RESOURCES:

[There's No Supplier Relationship Management Without Spend Analytics](#)

[10 Contract Management Questions You Need to Ask](#)

Going hand in hand with using data to inform decisions, having a professional, structured, and consistent approach to managing suppliers is critical. Relying *just* on personal relationships is a big risk on many levels.

“You need to define how you will handle supplier relationships in a programmatic way. You need to segment your suppliers and, based on the segments, you need to define expectations, how you will interact with each other and how often. When you have many thousands or tens of thousands of suppliers in your supply base, you cannot just have an ad hoc approach to relationships. You need a framework to govern those relationships.” Pierre

Having a process for managing suppliers is one thing; ensuring it's followed is another.

Software that supports supplier onboarding and management, performs spend analytics, e-sourcing events and processes is essential in providing actionable insights and decision-ready data.



BE THE CUSTOMER OF CHOICE

Lastly, as supply chain challenges continue to hit procurement from all sides it's important to be seen as the customer of choice by your suppliers.

In tough times—whether an economic recession, political instability, or supply blockages—being front of mind with suppliers might be the difference between surviving the tough times, or not.

“You need to change the way you manage your suppliers because you need to make sure that you have the invaluable position of ‘customer of choice’ when your supplier has to prioritise who they ship something to; you better make sure that you entertain a good relationship with them so that you are near the top of the list.” Pierre

More on this in [Part 4: Emerging trends](#).

ON-DEMAND SRM SOLUTIONS BY MARKET DOJO

Market Dojo's on-demand supplier management software helps you digitise supplier relationships to centralise data, streamline processes and accelerate performance.

Seamlessly Onboard Suppliers fast to accelerate time to value and robustly screen for compliance and ESG with [Market Dojo Supplier Onboarding](#)

Centralise and maintain data integrity. Track supplier performance and risk whilst ensuring resilience, diversity and ESG success with [Market Dojo Supplier Management](#)

Collaborate to innovate. Refine, enhance and respond to the ever-changing markets with [Market Dojo Supplier Innovation](#)



III. BEYOND ESG & DIVERSITY

ES-GROWTH

THE REAL WORLD OF ESG

TAKING SUPPLIERS WITH YOU

EMBRACE SUPPLIER DIVERSITY

DELIVERING BUSINESS GROWTH

ES-GROWTH

Environmental, Social, and Governance (ESG) isn't just the latest buzzword or 'nice to have'; it's a requirement to stay ahead of the curve.

With mounting pressures from customers, employees, investors, and regulators, embracing ESG is a necessity for staying relevant and thriving in today's fast-paced environment.

But there is still a lot of confusion and vagueness about how to embed ESG into business practices and measure their impact on both financial performance and societal well-being. Without this clarity, ESG is in danger of being seen as a set of one-off initiatives, another marketing campaign or just a branding exercise.

In this section, we look at how to make ESG an integral part of business 'as normal' and to see ESG not as ES-Governance but as *ES-Growth*.

In a new study, KPMG US surveyed 550 board members, executives and managers at public and private companies in North America and Europe, and across a wide range of sectors.

The survey found that as regulatory pressures build for organisations to disclose sustainability information, scaling up ESG capabilities is emerging as a key priority for many companies, with 90% of respondents reporting plans to increase their investments in ESG over the next three years.

Top investment areas are:



Source: Addressing the Strategy Execution Gap in Sustainability Reporting, 2024 ESG Organization Survey, KPMG

THE REAL WORLD OF ESG

ESG is not just one thing. To different industries, companies, suppliers it will have different connotations and require different tactics.

“The meaning of ESG varies based on industry. There is the environmental impact, there is the governance impact; here in the US, ESG involves diversity. So we need to understand what we are talking about and what the company needs, because people must enter the conversation equipped with proper knowledge about what is at stake. Whether your company produces chemicals or is in the staffing industry will affect your impact on the planet and on society.” Pierre

Legislation also plays a huge role. It’s not enough to put a ‘tick in a box’; neither is regulatory compliance achieved by just putting the responsibility onto suppliers.

Many suppliers will not have the capacity, or capability, to immediately comply with evolving regulations making adherence and enforcement a critical obstacle to address.

95% OF SUPPLIERS ARE SMEs & THE FURTHER YOU GO UPSTREAM IN THE SUPPLY CHAIN, THE SMALLER THE COMPANIES BECOME.

“95%+ of organisations out there globally are SMEs. And the further you go upstream in the supply chain, the smaller those companies become. And a lot of those companies are struggling to pay the bills; to keep the lights on. They don’t have the processes or standards in place. But that [ESG] legislation is being pushed out.” Sheldon

Learn more about how [SMEs are the Secret Sauce to Sustainability](#).

According to MAKE UK, more than three quarters (77%) of firms are receiving ESG requests from their customers, but less than half say they have the resources required to meet them, highlighting a need for greater support.*

“Things are changing now. Legislation has teeth. These things are very important... but you still can’t impose them. It doesn’t work; it’s been tried.” Sheldon

* Source: ESG in Manufacturing: Growth, Supply Chain Cooperation and the Future of Sustainability in the Industry, Make UK

TAKE SUPPLIERS WITH YOU

As mentioned in the introduction, there is enormous value, experience and insight within your suppliers that can be unlocked by building good, value based relationships. ESG is a great case in point.

While suppliers might not know all the specifics of the legislation, they do know the intricacies of the product/service they're providing.

“Go outside of your own building. Procurement is an interface between the internal needs of the company and the market, so go and talk to your suppliers. There’s a good chance that they only do one thing for a living and they probably do it very well and with a lot of depth, so ask them. Get the knowledge where it is, and they will actually help you understand what you should be doing and why you should be doing it.” Pierre

To leverage this expertise in support of ESG strategies, it comes back to having a [partnership mindset](#) with *all* suppliers, (not just tier 1) built on open communication, transparency and visibility.

PwC reports* “The need to ensure supply chain continuity (in response to supply chain disruption) and rapidly evolving regulations in the area of ESG (duty of care, CSRD, etc.) mean that companies need to improve visibility beyond their tier 1 suppliers and streamline data sharing between stakeholders.”

“The fact is organisations need to create more visibility, not just for them as customers, but for their suppliers; their suppliers need the visibility. Give the suppliers the visibility; the ownership; the access. Give them involvement; take them on the journey. It’s the only way to make this work. Otherwise your ESG, CSR, programmes of improvement aren’t going to get much further than your tier one suppliers.” Sheldon

“Visibility only goes as far as your tier one because you can’t see around bends, you can’t see beyond the boundaries of a contract, so you need to bring your suppliers on the journey. [And] they need to bring their suppliers on the journey; and so on and so forth.” Sheldon

Read more about how to [Thrive in the Face of Limited Visibility](#)

Source: Global Digital Procurement Survey- 5th edition, PwC

VISIBILITY IS THE BIGGEST SUPPLY CHAIN THREAT

A global survey of 811 executives from manufacturing, life sciences, and retail rated what supply chain problems loom the largest going forward.

Lack of supply chain visibility and resiliency to see necessary changes in time to react effectively

46%

Lack of robust data analytics and insight intelligence

37%

Lack of digital competencies limits the ability to transition the supply chain to new business models

32%

Lack of deep insight into customers and consumers

31%

Lack of sufficient collaboration with external suppliers and/or customers

30%

Source: Compiled by MIT Technology Review with data from IDC

EMBRACE SUPPLIER DIVERSITY

Although there has been some recent backlash to ESG, an undeniable positive upside is the awareness and promotion of supplier diversity.

These two simple words have the potential to do so much good in the often ruthless world of commerce.

By actively championing suppliers from previously underrepresented groups, companies can promote equity, create economic opportunities for marginalised groups, foster innovation, and enhance overall business performance.

“Look at diversity, equality and inclusion [in terms of]... ‘As an employee; as a colleague; am I better in a workforce that is diverse, where we have a lot of different cultures, lots of different perspectives on the world?’ And if that applies to us, will it apply with our suppliers? Do we believe that having a diverse supplier base is useful or not? Start with this [question] internally.” Pierre

“There is absolutely a recognition that innovation comes through better diversity. It’s a fact. You can’t innovate unless you have diversity of thought. That’s the key thing. So we are seeing much more deployment of APIs and barometers that measure levels of diversity with the supplier ecosystems.”

Sheldon

“It’s important to create an equitable place for smaller organisations to be involved, to take responsibility. This stuff needs to be done but if you want to engage; encourage the right behaviour; then you need to practise inclusion. You need to bring them along on the journey; make them feel included.”

Sheldon

**45% OF MANUFACTURERS
AREN'T AWARE OF SUPPLIER
PERFORMANCE AGAINST TARGETS.**

DELIVERING BUSINESS GROWTH

So, can ESG initiatives, sustainable and responsible sourcing practices, and supplier diversity really deliver business growth, or has it been oversold?

Growth has to be measured to be valued.

Just like the pencil marks on a kitchen wall recording a child's height, ESG and its counterparts need to be measured to see first the progress, then the growth, and ultimately the value.

And to do this you need data—both qualitative and quantitative data.

“It’s really hard to get started with ESG, so we’ve worked with our clients to start making things visible. Sometimes it’s really hard because a lot of the benefits you can find in ESG might be qualitative as opposed to quantitative, so it becomes really hard to track them. What we’ve been helping some of our clients do is simply flag their projects as ‘hey, we’ve touched a notion of ESG, be it in terms of sustainable procurement or diversity and inclusion.’ They’re not trying to measure KPIs. They’re just trying to see, to begin with, where they have addressed that question.” Pierre

MAKE UK state four in ten (45%) of manufacturing companies are not aware of their suppliers’ performance against their targets.*

With these metrics and reporting mechanisms in place, the next step is to go deeper. To set shared targets with suppliers and find the right ways to meet these goals.

“Once you have done that and piqued the interest of your C-suite, then that’s when you can start industrialising the big items, make them measurable and set targets. However, the moment you set targets, you can no longer succeed without your supplier. You’ll need to start socialising these goals and targets with your supplier and engaging the relationship, not only on a transactional basis, but on an ESG approach where you work with them to find the right levers you can pull to succeed.” Pierre

* Source: ESG in Manufacturing: Growth, Supply Chain Cooperation and the Future of Sustainability in the Industry, Make UK

DELIVERING BUSINESS GROWTH

Lastly, to embed these growth metrics into the business and allow for wider adoption and scale, technology takes much of the complexity out of ESG.

“More than ever, technology can help. It can help you track, measure, and identify factors that you would not otherwise be able to see. For example, we help our clients identify their diverse supplier spend and also position themselves in a benchmark. Benchmarking doesn’t only allow you to take pride in the fact that you’re good; it also helps you identify where you are a laggard, because that’s most likely where you will find the ‘low hanging fruit’ that will help you actually move the needle and do the right thing.” Pierre

“Embracing sustainability and supplier diversity isn’t just a checkbox exercise; it’s a strategic imperative to stay ahead. Relying on outdated manual input tools such as spreadsheets isn’t going to cut it. Forward-thinking companies are leveraging advanced supplier performance platforms as well as supplier onboarding technologies, with integrated ESG and AI functionality, to gain real-time insights into supplier performance. These tools tend to have reporting capabilities and dashboard functionalities so that they literally have information at their fingertips.” Temeena

“Make an assessment of where you are, find opportunities, and then make sure you follow up on these initiatives and track their results. That’s how technology can help you achieve more when it comes to ESG.” Pierre

GROWTH HAS TO BE MEASURED TO BE VALUED.



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[Read Aggreko's story](#)





EMERGING TRENDS IN SUPPLIER RELATIONSHIPS

To conclude this eBook we asked our Changemakers for their thoughts on emerging trends that will shape supplier relationships that Procurement should be taking action on right now.

Here is what they said.

EMERGING TRENDS

Scarcity of resources

“We are entering a state where many resources are scarce. As a result, you need to secure your access to those resources, because everybody is competing for them. On the flip side of that, you also need to find a way to require less of those resources because as they become scarce, you need to limit your reliance on them.”

Pierre

Promoting sustainable practices

“The focus that I find in the market and speaking to suppliers and to buying organisations, is on promoting sustainable practices which then enable fostering innovation and engaging stakeholders to align environmental social and governance standards.” Temeena

Leveraging unstructured data

What’s really important is the ability to create narrative. So rather than just having a KPI dashboard or lots of KPI dashboards, it’s the narrative behind the KPI – that’s what’s really important...

.... And the narrative is not just one-sided, it’s this equitable space for your supply chain to come together.

...The unstructured data layer. 90% of company data is unstructured. With LLM, they focus on the unstructured data so we think we’re going to see a lot more of this unstructured data within a supply chain setting. It’s almost a private LLM; to a supply chain; to the business ecosystem.” Sheldon

EMERGING TRENDS

Sensitivity to public opinion

“More and more, the public is becoming aware of and paying attention to incidents. If the public takes offence to something that happens, it can have a terrible effect on a company. What we generally find is that a supplier is involved in these incidents. There have been examples in the clothing industry where a building collapsed and that created a well deserved outrage, or you will have some problem with food quality or food poisoning, and you can generally always trace that back to supply chain issues.

Now, companies will have an even more vested interest in making sure that they have the right relationship with the right suppliers so they can prevent the public taking offence to what they are doing.

I don't know if it's for better or worse that there can be such a massive outburst in public opinion, but it's a trend you cannot ignore.

Overall, it's a good idea to manage your supplier relationships as well as possible. If you can avoid backlash from the public opinion, everybody wins.” Pierre

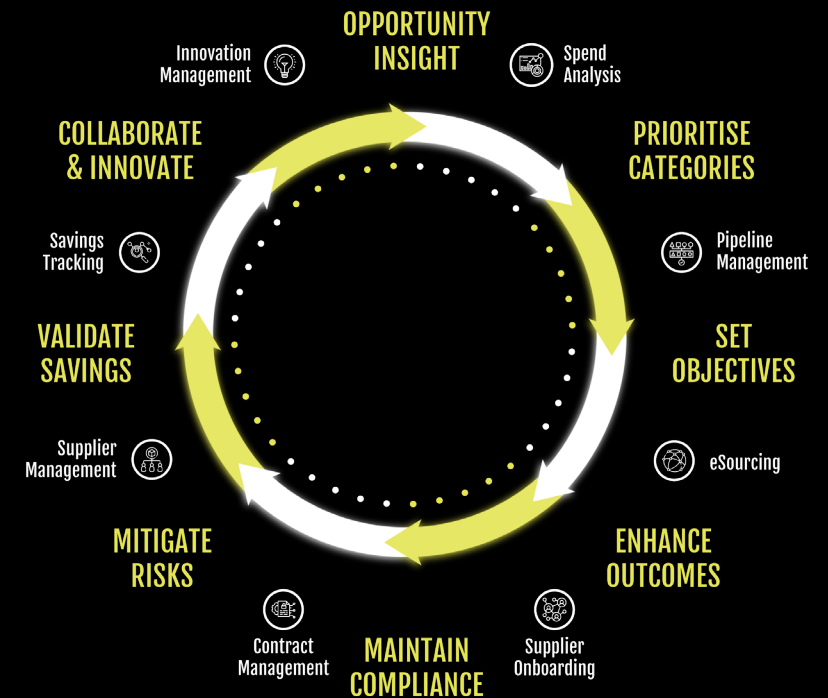
**I DON'T KNOW IF IT'S FOR
BETTER OR WORSE THAT
THERE CAN BE SUCH A
MASSIVE OUTBURST IN
PUBLIC OPINION, BUT IT'S
A TREND YOU CANNOT
IGNORE.**

**ARE YOU
READY?**

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LEVEL UP

Coming soon... join us for the next installment as we explore

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**“The products are designed in such a way
that they are very easy to set up and use.
We have successfully used the product
with both SMEs and big
multinational companies.”**



ACKNOWLEDGEMENTS



SpendHQ provides best-in-class solutions for Spend Intelligence and Procurement Performance Management following its merger with Per Angusta. With 20 years of procurement expertise delivered to 450+ customers, SpendHQ's solutions provide accurate, actionable spend insights and performance optimisation to drive better procurement financial and non-financial outcomes and demonstrate impact with data.



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Created by procurement experts for procurement experts, Market Dojo's mission is to democratise technology to help procurement teams of all sizes accelerate value creation, access decision ready data, mitigate risk and strengthen supplier relationships.

Our **on demand**, accessible, leading edge procurement tech rapidly evolve procurement from a reactive, back office function to a proactive, strategic enterprise resource.



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