

5th edition

PwC Global

Digital Procurement Survey

CPO Insights:
Performance, CSR, and Technology



On behalf of PwC partners and employees, we are delighted to present the results of the fifth edition of our Digital Procurement Survey. This year, the barometer of digital transformation took on an increasingly international dimension, covering around 1,000 companies in close to 60 countries across five continents.

Given the challenges posed by the succession of economic, geopolitical and environmental crises, procurement is more strategic than ever. It plays a key role in ensuring supply chain resilience and achieving innovation, and therefore in ensuring that business can run smoothly. The digitalisation of the procurement function is a real asset in this transition.

Today, procurement departments' roadmaps include CSR use cases that have become essential – such as CO₂ emissions monitoring, supply chain traceability and data transparency – which demonstrates their commitment to delivering a more sustainable performance.

Against this backdrop, the survey shows that the quest to improve internal and external performance is accelerating the digitalisation of the procurement function in companies across all industries. To support this transformation, procurement departments must ensure that users are on board and develop new functionalities covering areas such as CSR, CLM and SRM.



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PwC Digital Procurement Survey

Executive summary

Current state of digitalisation in procurement

- ▶ **Procurement departments continued to cite procurement performance, digital transformation and strategic sourcing** as the top priorities. **CSR issues** tied in third place.
- ▶ In addition to the traditional objectives of process optimisation and cost reduction, **digital transformation is now also driven by a need for transparency and compliance.**
- ▶ **The use of source-to-pay solutions is now the norm**, with 94% of survey respondents reporting that they use such platforms.
- ▶ Among the key success factors for implementing a digital solution, companies look first **at business criteria** (definition of needs and processes) before considering more technical aspects.

Read the survey to find out more

Industry benchmarks, PwC best practices, regional deepdives...

Future state of digital procurement

- ▶ **Procurement departments set very ambitious digitalisation objectives for 2027, with an average target of 70% digitalisation.** However, the target set out in the previous edition was not met, as investment was limited due to the different crises. But as resilience builds, it seems more likely that the new target will be met by 2027.
- ▶ **Small and medium-sized companies are continuing to increase investment** in the digital transformation of the procurement function (by a projected 6% between 2024 and 2027), while large and very large companies are stabilising their spending while maintaining **substantial capacity** to invest in digital transformation in this area.
- ▶ CPOs (Chief Procurement Officers) are focusing their roadmap on **data management, S2C process digitalisation and risk management** as well as on innovative **CSR** use cases and **contract lifecycle management.**
- ▶ In the area of CSR, managing **environmental issues** is the **top priority** for procurement departments for the next three years, in particular reducing scope 3 emissions.
- ▶ **One in two companies plans to invest in upgrading or implementing** a contract lifecycle management tool (CLM) in the next three years. The main benefits they expect to get from this investment are time savings, cost reductions and greater compliance.





Survey sample

A global insight into the world of procurement

1,000 procurement departments
(up 25% vs. 2022 edition)

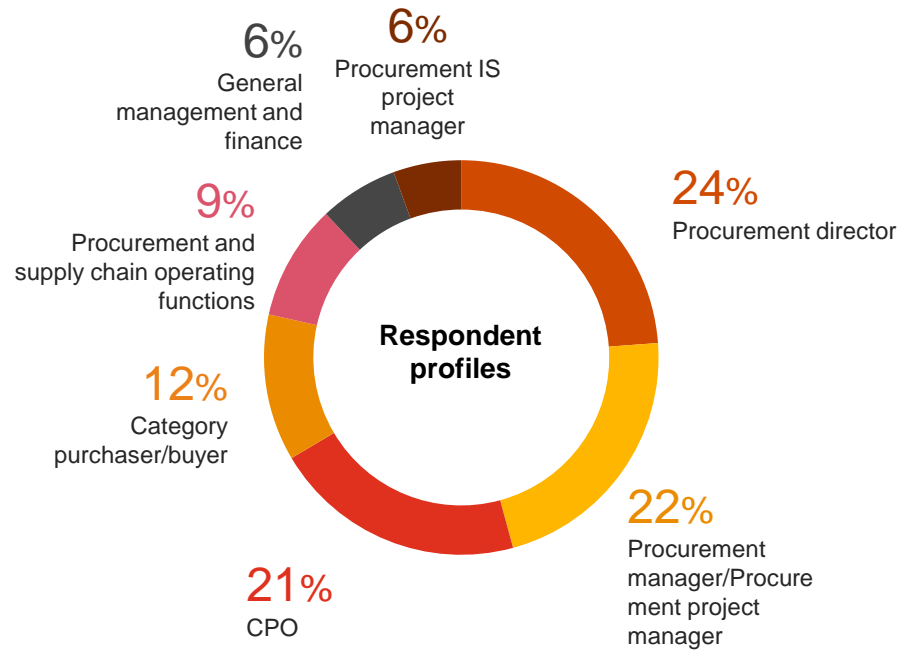
58 countries worldwide
on **5 continents**

3 main themes

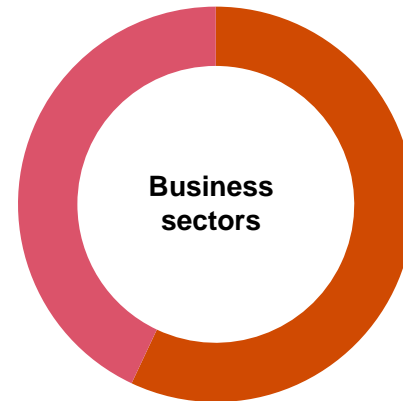
- ▶ Procurement function priorities
- ▶ Overview of digitalisation in the procurement function
- ▶ Roadmaps and future major transformations

3 focus areas

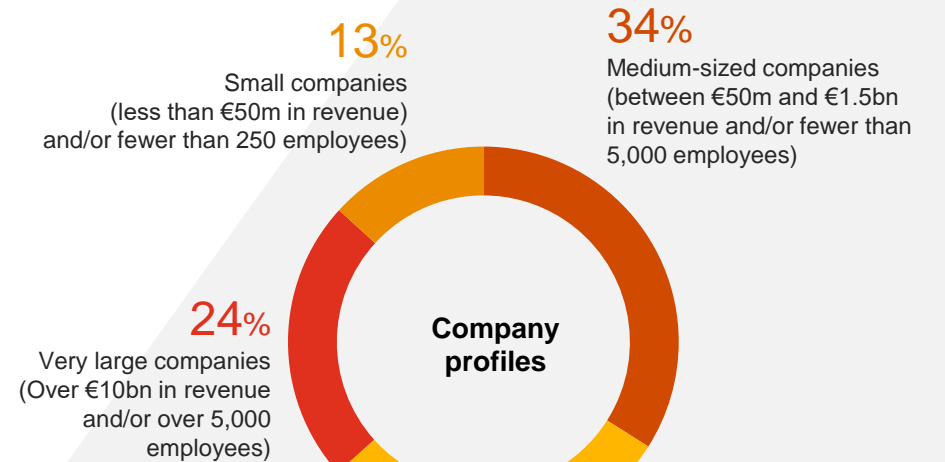
- ▶ Themes: CSR, CLM, Collaborative platforms
- ▶ Sector-based
- ▶ Regional



44% Services



56% Industry



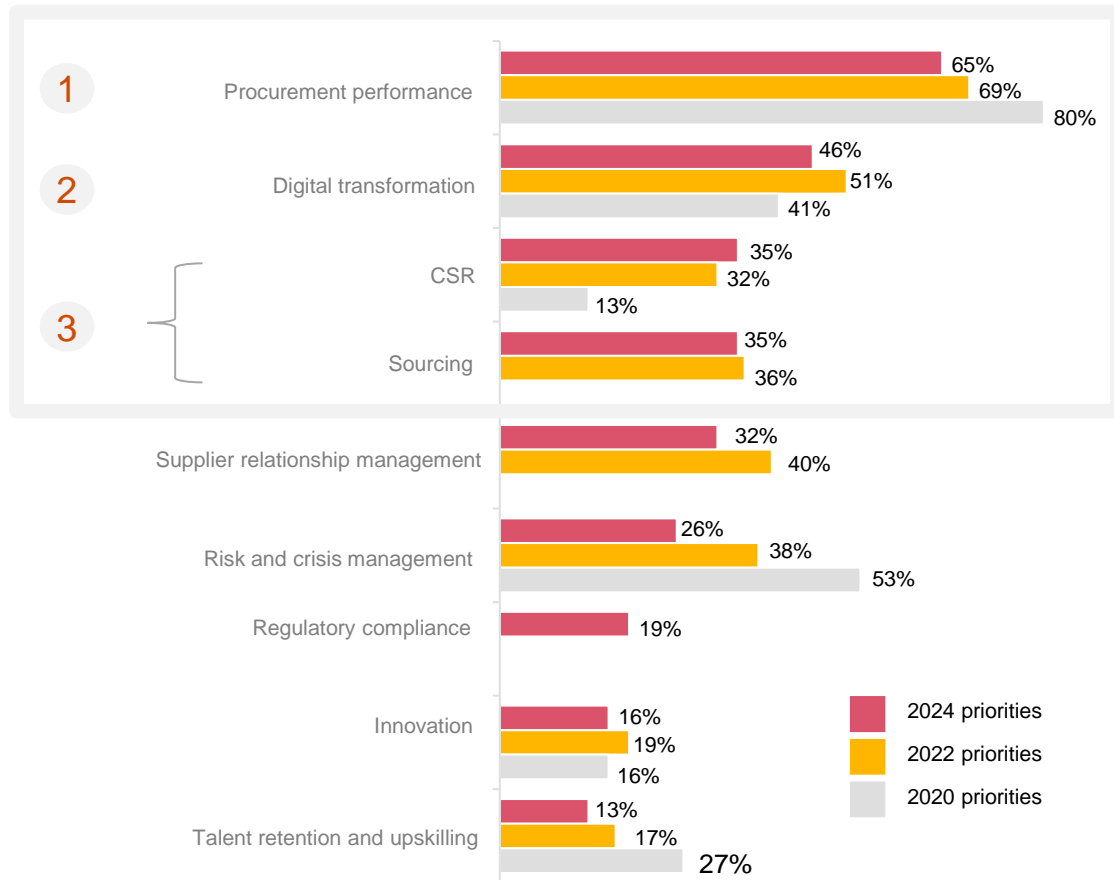


Procurement function priorities



Cost control remains the top priority for procurement departments

Ranking of procurement departments' strategic priorities



65% of procurement departments name cost control as their top priority

In a post-COVID-19 environment marked by rising inflation and the Ukraine conflict, strategic priorities have become more focused on cost control.

Digital transformation is the second strategic priority

Digital transformation remains an important priority, despite efforts to keep a tight rein on cost, which could have resulted in less ambitious plans for investment in digital solutions. This shows that procurement departments are expecting tangible results from digital transformation, particularly in terms of reporting, regulatory monitoring and operational efficiency gains.

CSR and sourcing in third place

CSR has climbed up the rankings compared with 2022 to become a priority for CPOs. This shows that the procurement function is considered to have a key role to play with regard to growing business and regulatory challenges (CSRD, CS3D, etc.) that impact direct and indirect suppliers. Sourcing, a key driver for procurement performance and risk management (multi-sourcing, reshoring, etc.), continues to be named as a priority year after year.

Procurement departments' priorities are expanding, with a new addition this year: regulatory compliance

The priority relating to regulatory compliance is now included in the ranking, and responds to new national, European and international challenges in areas such as e-invoicing, GDPR and reporting.

CPO view

“ Digital transformation is a key driver of growth and development for organisations and businesses.

CPO of an international industrial group

PwC Global Digital Procurement Survey, 5th edition (1,000 respondents)* 2022 source data: PwC Digital Procurement survey, 4th edition (over 800 respondents).

> Question: What are your procurement function's three strategic priorities for the coming year? (ranked from first to third)



Overview

of digitalisation in the procurement function



Through digitalisation, procurement departments are primarily seeking to strengthen overall performance



Efficiency gains, process transparency and procurement performance are the three main drivers of digitalisation

- Efficiency gains are the main driver as they are easily quantifiable and contribute directly to ROI, but they sometimes come in below expectations.
- Transparency, traceability and fairness may be more difficult to integrate into an initial ROI, but they contribute to significant qualitative benefits.
- The reported benefits of procurement performance are lower than expected (third place as a driver but fourth place in terms of benefits).



Regulatory compliance moved up one place in the ranking compared with the previous edition

- Digital transformation fuelled by increasing regulatory requirements (e-invoicing, Sapin II law, CSRD, etc.) is delivering the expected tangible benefits.



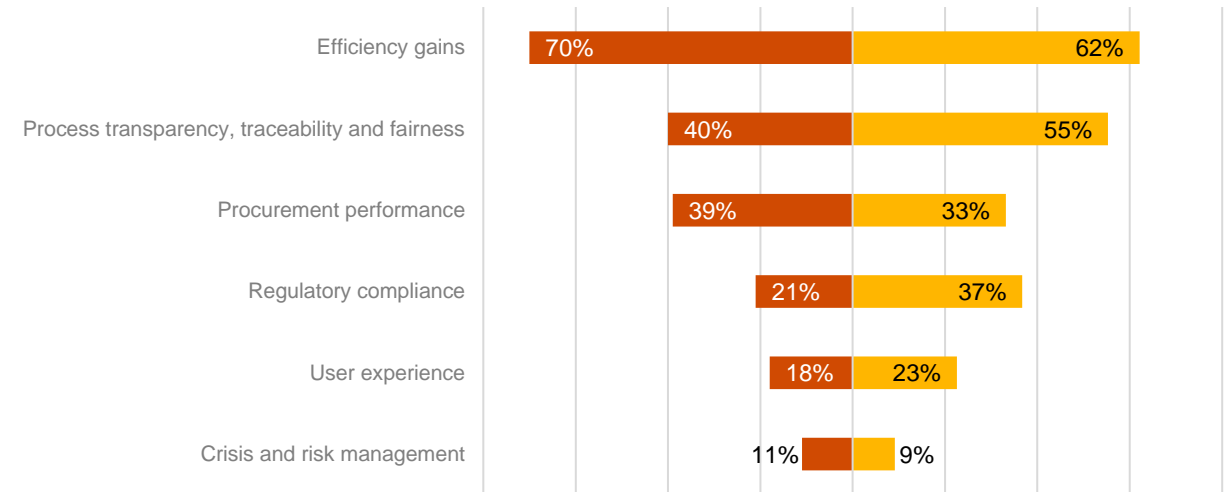
User experience is emerging as a new key driver of digitalisation

- User take-up is currently one of the most limiting factors when it comes to the digitalisation of the procurement function, as the success of digitalisation efforts depends more on the quality of the user experience (ergonomics, change management, etc.) than on significant differences in performance between solutions.

PwC Global Digital Procurement Survey, 5th edition (1,000 respondents)

Question: What benefits have you observed from implementing digital procurement solution(s) in your company? (select three answers)/What are the main reasons for pursuing digital transformation in the procurement function? (select two answers)

Main drivers and benefits of digital transformation for the procurement function



Drivers



Benefits achieved

Expert view



In addition to the drivers and benefits mentioned, the external reasons for digital transformation include the obsolescence of information system tools, business transformation, new challenges and the need to change ERP.

Director & Procurement Digital Transformation Expert at PwC





S2P solutions are now a must-have

Procurement departments are becoming increasingly digital, both in terms of the procure-to-pay (P2P) process and the source-to-contract (S2C) process.

- 96% of companies now have a P2P solution. This increase was largely driven by market solutions (up 20 points).
- The same trend can be observed for S2C solutions, with 92% of procurement departments now using them.

5% of companies reported that they don't use any solutions. This percentage has been halved in two years, for all types of company.

- 71% of these companies are small or medium-sized enterprises. They have chosen to use recognised solutions (see the increase in the percentage of companies using market P2P and S2C solutions).

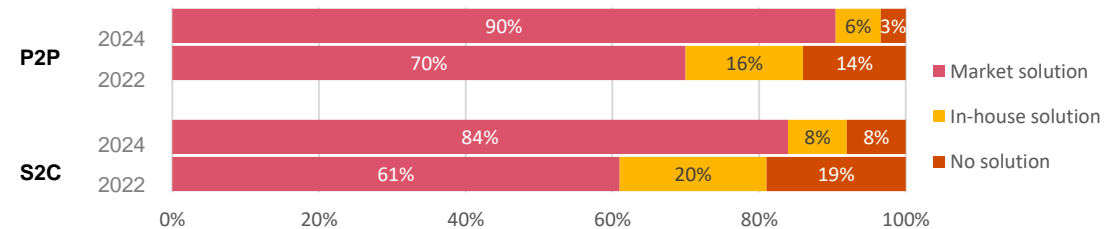
Companies cannot successfully digitalise their purchasing function without adopting S2P solutions

- To get the most out of these solutions, companies need to strengthen the implementation, user adoption and interface automation phases. This will enable them to maximise project success and derive maximum added value from their digital transformation.

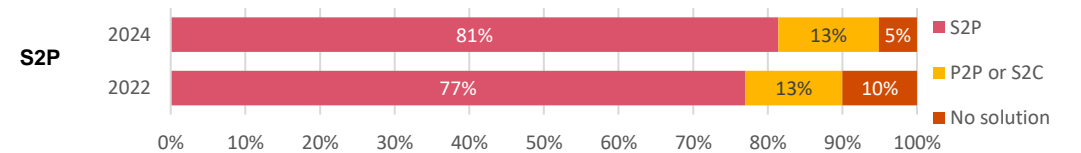
PwC Global Digital Procurement Survey, 5th edition (1,000 respondents)
Questions: What digital solution(s) does your company currently use for the source-to-contract process? Procure-to-pay process?



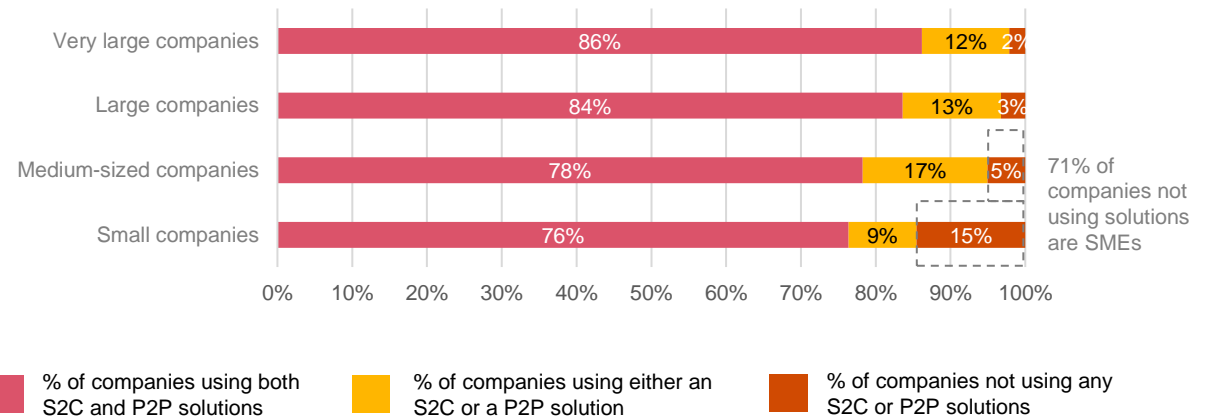
Percentage of companies with P2P/S2C solutions



Percentage of companies with S2P solutions

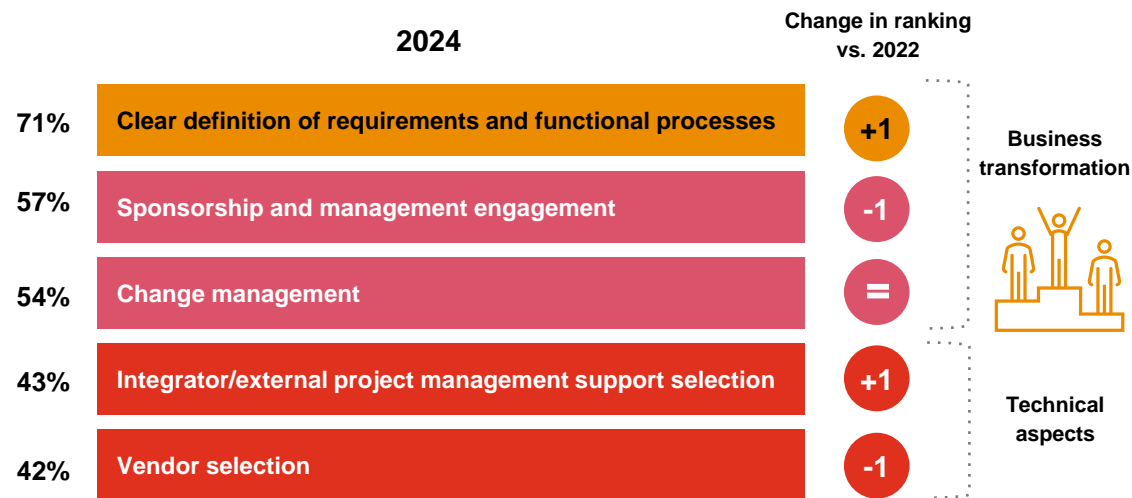


Percentage of companies with S2C/P2P solutions by company profile



Among the key success factors for implementing a digital solution, companies are focusing more on business criteria than on the more technical aspects

Key success factors for the deployment of a digital procurement solution



Processes and practices

- A clear definition of needs and processes is essential for harmonising and streamlining operating methods, and a key input for ensuring that the solution meets those needs.
- This factor has moved up one place since the previous edition, demonstrating the growing maturity of project teams.

Organisational and human aspects

- The positive impact of change management is still seen as important.
- Management sponsorship slid one place in the rankings versus the previous edition. This can be interpreted in two different ways – positively, as a practice that is now seen as a given by procurement and IS organisations or, conversely, as a factor that is not given sufficient importance, which increases the risk of project failure.

Vendor and integrator selection

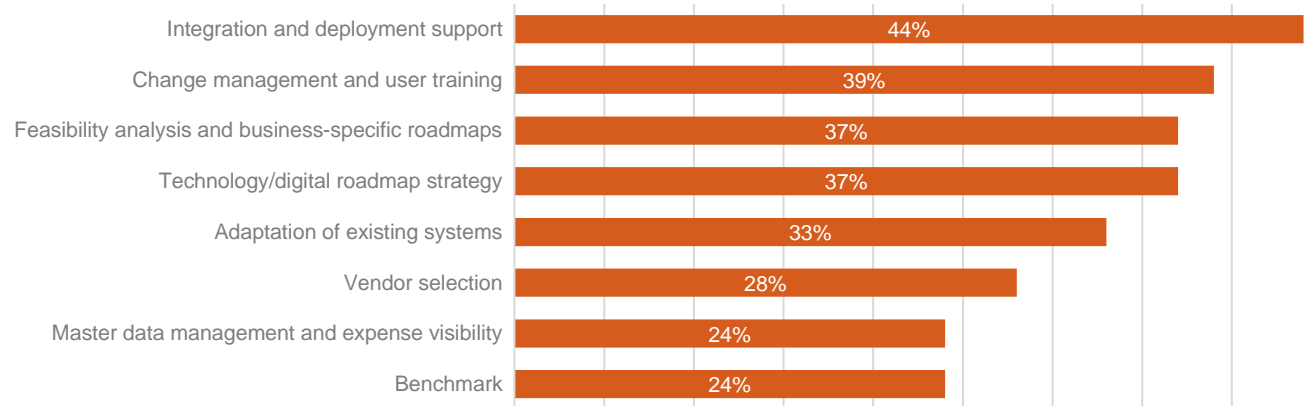
- Technical aspects, such as selection of the integrator or vendor, continue to be viewed as secondary success factors, as in the previous edition.
- This shows that such aspects have less of an impact than business transformation, in a context where the functional coverage of solutions and integrator skills are becoming more standardised.

PwC Global Digital Procurement Survey, 5th edition (1,000 respondents)
Question: In your opinion, what are the key success factors when it comes to implementing digital solutions? (select three answers)



Companies are opting for external support throughout the lifecycle of their digital project

Top external support needs for companies' digital transformation



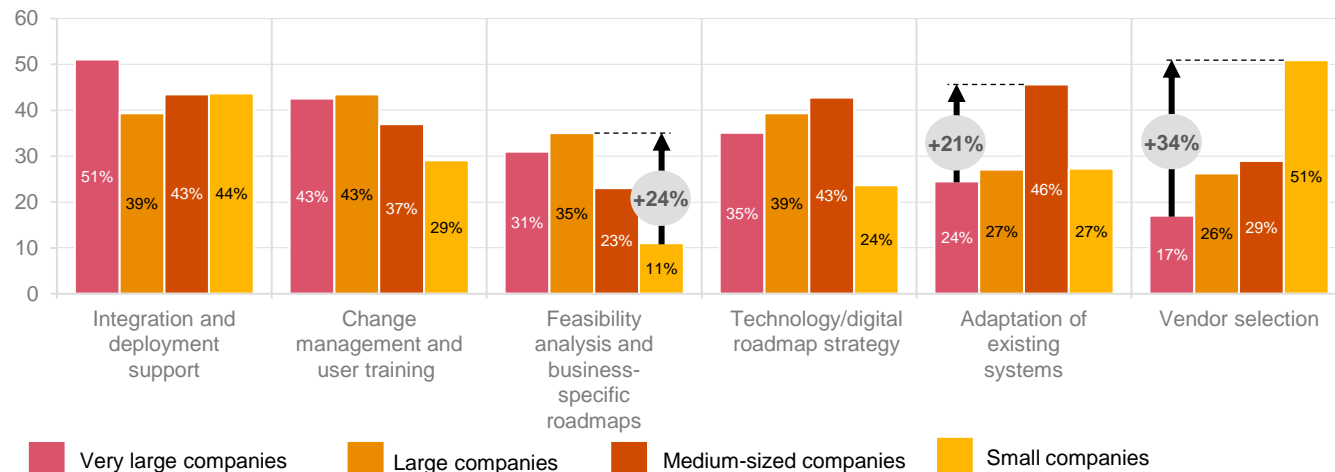
Companies' main external support needs concern all phases of the digitalisation project

- Activities requiring technical and business expertise are most likely to be outsourced, as maintaining these skills in-house is not an option due to low project volumes.

Significant differences depending on company size in the upstream phases of a digitalisation project

- Large and very large companies require less external support when it comes to adapting existing systems, as they can choose to adopt standard solutions and also because the choice of solution is less critical.
- Medium-sized companies have a strong need for support in **adapting their existing systems**. These companies still seem to be in an "adapt" rather than "adopt" frame of mind, which is the current principle in SaaS and cloud-based solutions.
- Small companies have a greater need for external support when it comes to **choosing which digital solution** to implement as they lack expertise and are more focused on a one-off solution than on how it can be used and developed.

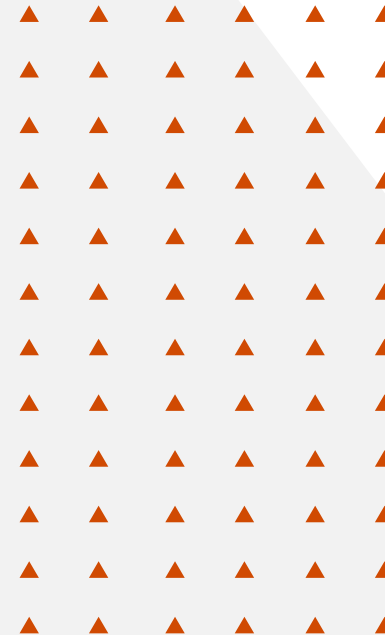
Breakdown of external support requirements for digital transformation by company size



PwC Global Digital Procurement Survey, 5th edition (1,000 respondents)
Question: For what needs do you use external support as part of the digital transformation of the procurement function? (select three answers)

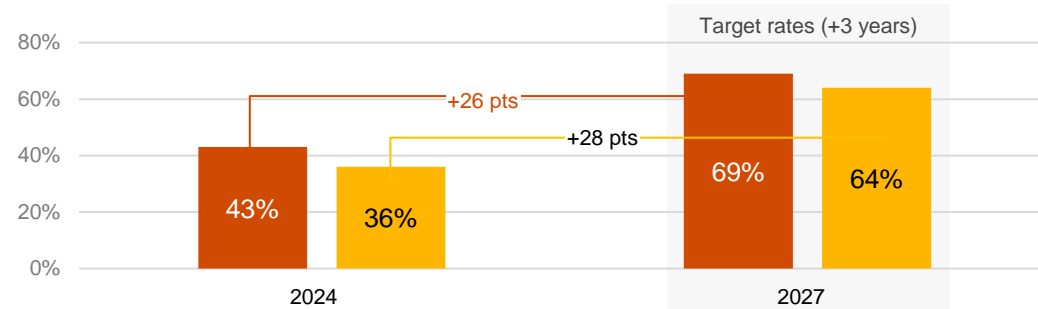


Roadmaps and future major transformations

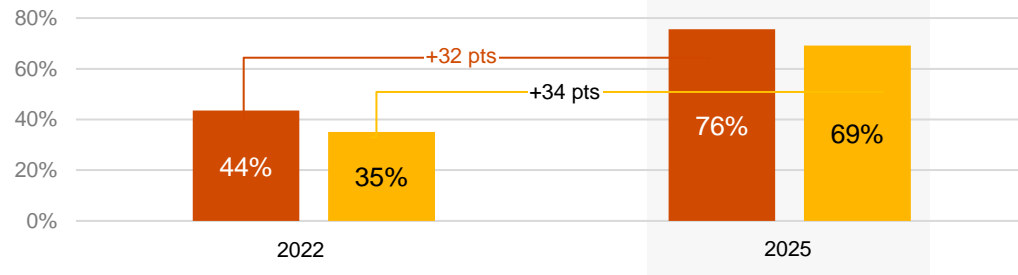


While the rate of digitalisation of procurement departments has stabilised following the pandemic, ambitions for the coming years show little sign of slowing

Procurement process digitalisation rate for the next three years (2024-2027)



Recap of procurement process digitalisation rate for 2022-2025



Transactional processes:

Supplier data management, tender management, catalogue management, P2P, operational management of supplier relations.

Strategic processes:

Strategic sourcing, contract analysis, predictive processes, supplier development and co-innovation, reshoring, risk anticipation.

PwC Global Digital Procurement Survey, 4th edition (over 800 respondents) + 5th edition (1,000 respondents). Questions: For each type of process (transactional, strategic): What is the current level of digitalisation of procurement processes? What level of digitalisation are you targeting by 2027?

Digitalisation rate of around 70% by 2027

- Procurement departments continue to set themselves an ambitious three-year digitalisation objective, albeit slightly lower than in our previous survey.

Stagnation in the actual digitalisation rate between 2022 and 2024

- The actual rate reported in 2024 is unchanged from the 2022 rate.
- There are a number of possible explanations for this, including successive crises that have slowed investment, rapidly changing needs requiring greater digitalisation, and the time lag between the investment decision and its effects on digitalisation.

Optimistic outlook for digitalisation between now and 2027

- If by 2027 the crises impacting investment ease, the actual digitalisation rate is likely to increase significantly.
- Other drivers, such as a change of ERP or regulatory constraints, can accelerate digitalisation.

Expert view

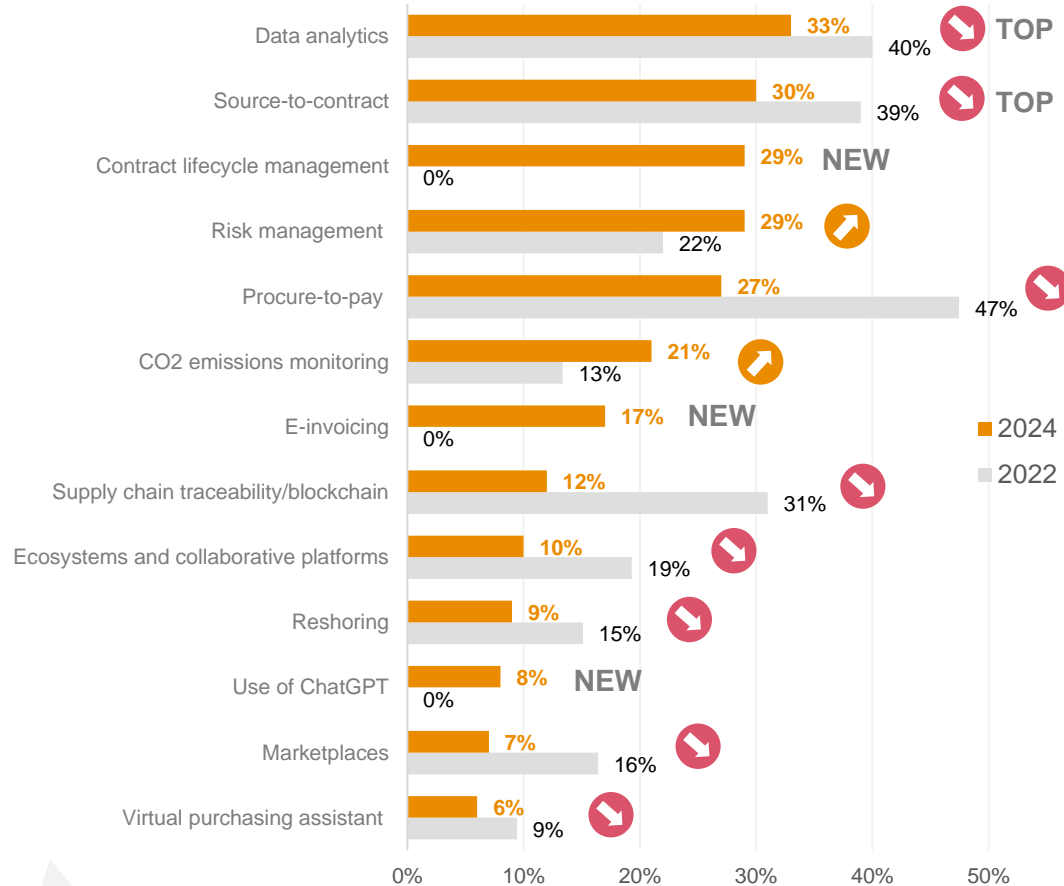


- “ To achieve a higher level of digitalisation, companies need to focus on the following areas:
- the number of deployments and the completion of digitalisation projects
 - the level of automation, by improving solutions and processes
 - user adoption, by optimising solutions and making them more user friendly

Director & Procurement Digital Transformation Expert at PwC

Densification of companies' digital roadmaps for the next three years

Procurement roadmap use cases: target investment areas for 2027



Data analytics and S2C in first and second place

- Data analytics and S2C are the key use cases for ensuring procurement performance, in terms of both process and content.



Several use cases in steep decline, in particular P2P and supply chain traceability

- Most companies already have P2P tools and therefore have a lower need in this area than before.
- Lower priority is given to use cases less directly linked to performance and regulatory compliance (traceability, ecosystems, marketplaces, etc.).



Risk management and CO₂ emissions monitoring move up the ranking

- Companies are seeking to strengthen their management and prevention capabilities across the whole spectrum of procurement risks.
- The obligation to monitor scope 3 emissions is being extended to an increasing number of companies through France's greenhouse gas emissions assessment (BEGES).



New use cases are being added to procurement function roadmaps

- Use cases linked to contract creation and management are becoming a priority, with the aim of enhancing both maturity and performance.
- Companies are having to comply with new e-invoicing regulations (2024 tax reform).
- Interest in the use of GenAI is on the rise, with companies looking at how it can be used on a day-to-day basis.

PwC Global Digital Procurement Survey, 5th edition (1,000 respondents)

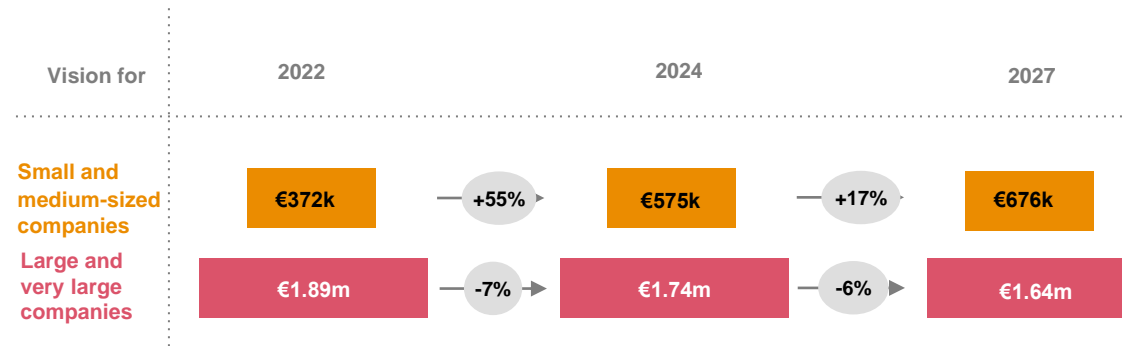
Question: What are your digital priorities over the next three years? (select three answers)



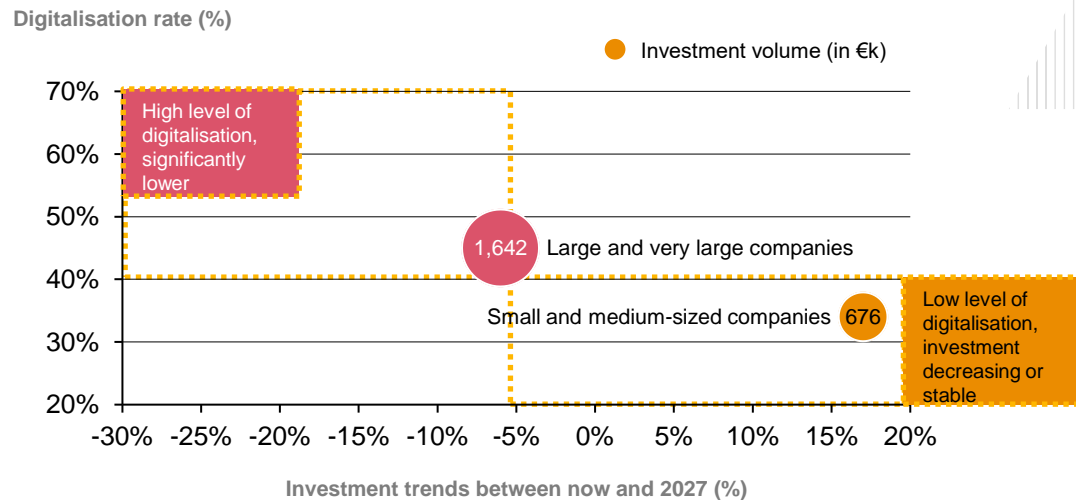


Investment remains stable overall

Projected investment amounts by company size and year



Digitalisation rate in relation to company size



The average level of investment relative to company size has remained in the same order of magnitude since our 2020 survey

- Companies are choosing to maintain a constant level of investment in order to deploy new tools and improve existing solutions.

Specific trends depending on company size

- Investment remains at a high level, driven by continued growth in investment by small and medium-sized companies
- Very large and large companies reduced their investment slightly, while maintaining significant capacity for digital transformation.

Companies tend to fall into two profiles: those who are increasing their investment, and those that are stabilising their investment

- **Companies increasing their investment** tend to be smaller companies with a **lower level of digitalisation**. Due to their smaller size, these companies can convert their investments into business value more quickly, but have to invest more per user to cover their digitalisation needs.
- **Companies stabilising their investment** tend to be large companies with a **higher level of digitalisation**. It takes them much longer to **convert** their investments into business value, but they benefit from economies of scale in terms of the level of investment per user.

Questions: PwC Global Digital Procurement Survey 3rd edition (over 400 respondents), 4th edition (over 800 respondents) What will the annual level of investment dedicated to digital transformation be in two years' time?
 5th edition (1,000 respondents) What will the annual level of investment dedicated to your digital procurement transformation be in three years' time?

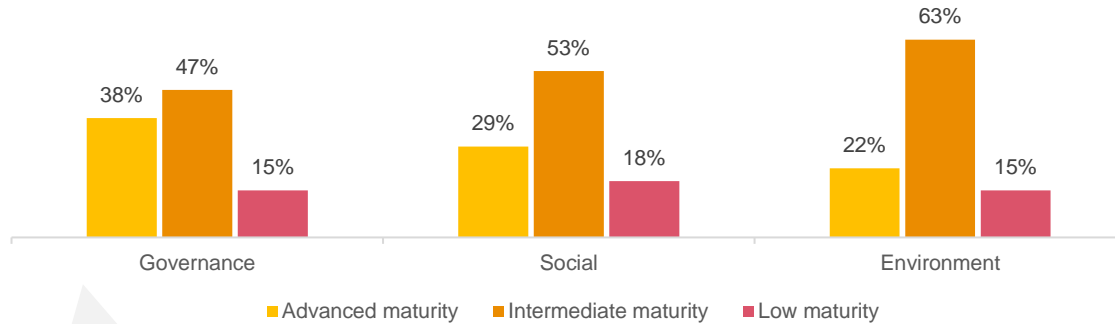


Key theme deepdive



ESG issues: priority needs to be given to increasing the maturity of environmental risk monitoring

Level of maturity on ESG issues



PwC Global Digital Procurement Survey, 5th edition (1,000 respondents)
Question: How mature is your company when it comes to monitoring environmental, social and governance risks?

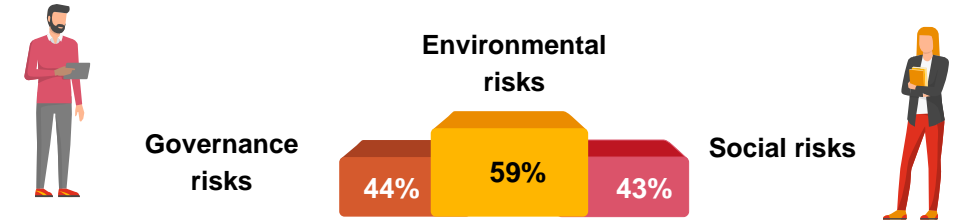
Intermediate level of maturity for the three ESG issues, slightly higher level of maturity for governance issues

- For several years, the management of corporate governance issues has been governed by national regulations (e.g., the Sapin II law in France), which explains why the level of maturity is higher in this area.
- For social and environmental issues, the wider variety of topics to be addressed means that achieving a high level of maturity is more difficult and complex.

Varying level of maturity depending on company size, due to different regulatory pressures

- Very large companies have a higher level of maturity as they have to comply with regulatory requirements and have the resources to do so.
- The majority of medium-sized and large companies have an intermediate level of maturity.
- Small companies have to deal with ESG issues, but do not have the resources to achieve a high level of maturity, and are still subject to non-binding regulations.

ESG priorities for the next three years



PwC Global Digital Procurement Survey, 5th edition (1,000 respondents)
Question: How do you plan to prioritise CSR issues over the next three years?

59% of procurement departments rank environmental risk management as their top priority for the next three years, mainly in the areas of:

- GHG emissions
- Biodiversity
- Water consumption
- Water, air and soil pollution
- Use of natural resources

Managing these risks enables procurement departments to limit exposure to the following impacts:

Financial

- Supply costs
- Compliance costs
- Environmental taxes
- Divestment

Regulatory

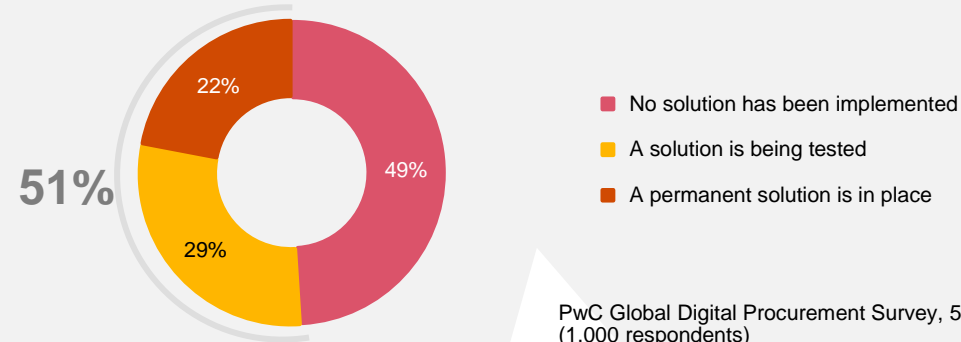
- Fines and penalties
- Compliance and risk prevention systems
- Third-party risk management

Social

- Reputational risk
- Attracting and retaining talent
- Political and socio-economic stability

Since the last edition, the use of carbon footprint monitoring solutions has doubled

Implementation of a solution to measure suppliers' carbon footprint



PwC Global Digital Procurement Survey, 5th edition
(1,000 respondents)
Question: What is your opinion on measuring the carbon footprint of suppliers within your organisation?



1 in 2 companies

are testing or already use a CO₂ emissions monitoring tool

- Other companies do not see the value in monitoring suppliers' carbon footprints, or have not found a solution that meets their needs. Nevertheless, companies need to get ready for the transition to carbon neutrality.
- In 2022, **only 27%** of respondents were using or testing a CO₂ emissions monitoring tool.

PwC assets

To address this issue, PwC has developed a series of digital assets and products:



Sector-based view



Top 5 sectors using or testing a CO₂ emissions monitoring solution



87%

Chemicals & metals



77%

Aeronautics, defence & security



69%

Technology, software and telecoms



61%

Consumer goods



59%

Professional services

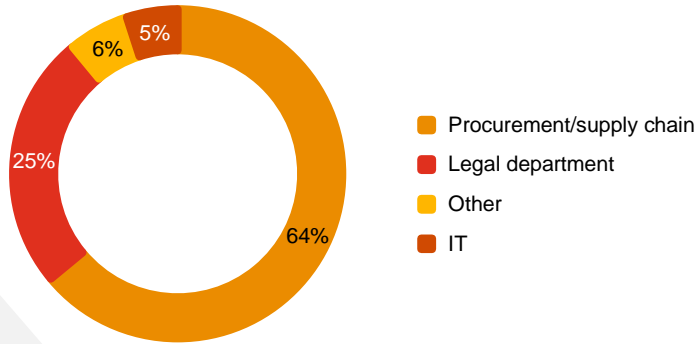


Contract lifecycle management tools are on the rise, with increasingly powerful features

Two main sponsors: Procurement/supply chain functions (63%) and legal function (25%).

These percentages are representative of the respective weighting of the two functions in the contract management and creation process

Sponsors of contract lifecycle management tools



PwC Global Digital Procurement Survey, 5th edition (1,000 respondents)
Question: Who are the main sponsors of contract lifecycle management in your company?

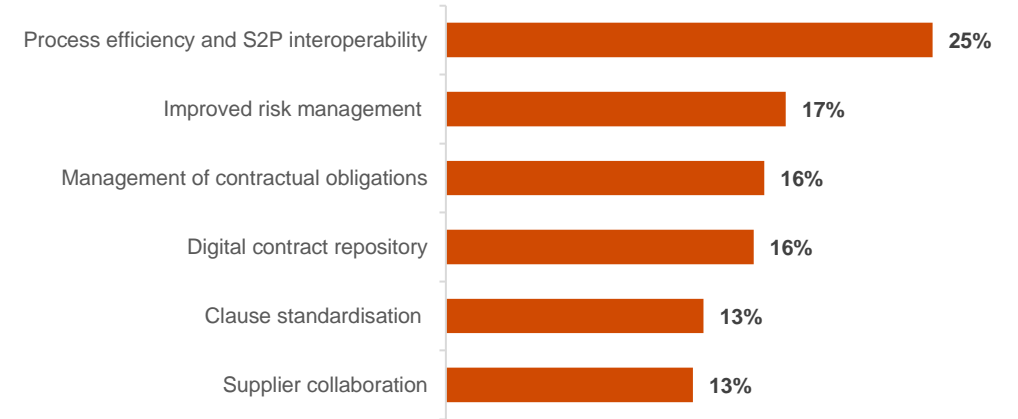
Proportion of companies planning to invest in CLM in the next three years

1 in 2 companies plan to invest in improving or deploying a CLM tool in the next 3 years

22% already have an advanced tool

PwC Global Digital Procurement Survey, 5th edition (1,000 respondents)
Question: Will CLM tools be a priority for your company in terms of new and/or additional investment over the next three years?

Ranking of the benefits of using a CLM tool



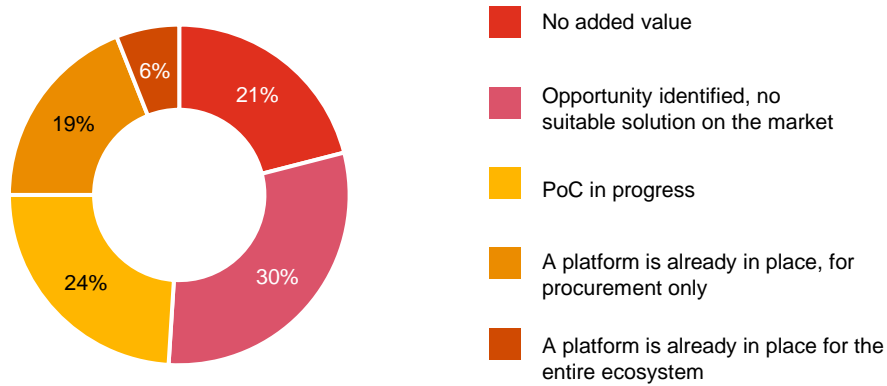
PwC Global Digital Procurement Survey, 5th edition (1,000 respondents)
Question: Where does the use of a CLM tool have the biggest impact in your organisation? Rank from 1 to 6

The three main benefits of using a CLM tool:

- 1. Save time:** by improving processes and digitalising contracts/templates, drafting and negotiating contracts, and conducting research and analysis, is much quicker.
- 2. Reduce costs:** thanks to carefully prepared CLM tool templates, high quality contracts and the ability to manage contract terms more easily all, the risk of contract claims and, therefore, potential additional costs, is lower.
- 3. Improve compliance:** a CLM tool can be used to manage contractual obligations and standardise contract clauses.

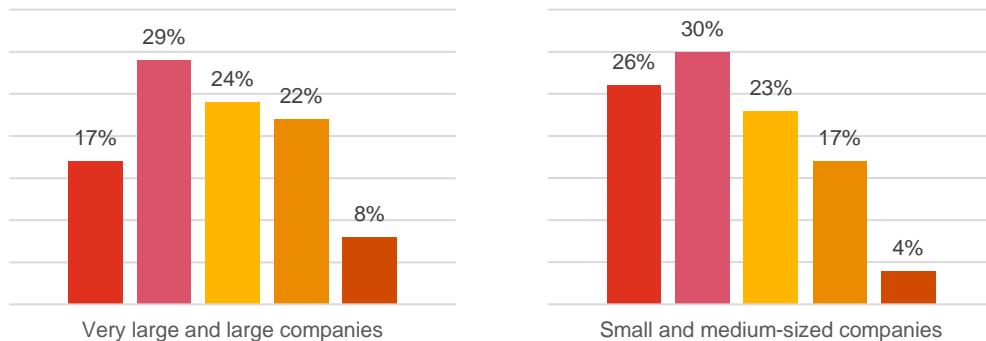
Use of collaborative supplier solutions and platforms growing rapidly

Use cases for collaborative supplier platforms



PwC Global Digital Procurement Survey, 5th edition (1,000 respondents)
Question: What are your views on the use cases for collaborative supplier tools and platforms?

Proportion of the use of collaborative platforms by company size



SRM solutions key to streamlining relations with tier 1 suppliers

- Very large and large companies often have very extensive supplier panels (over 5,000 suppliers). In such cases, SRM tools increase efficiency when it comes to managing supplier relations (transferring certain tasks to suppliers), maintaining visibility of supplier performance and managing risks (supplier dashboards)
- For these tools to be effective, securing supplier buy-in is key, both in terms of organisation and internal processes.

New use cases for improving visibility and collaboration in the supply chain

- Collaborative platforms are designed to streamline transactional processes (sourcing, P2P process digitalisation, etc.) and to help companies meet regulatory requirements (e-invoicing, e-reporting).
- 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.

Expert view



“ The use cases for enhancing visibility, collaboration and traceability in the value chain increasingly go beyond the customer-supplier relationship, prompting companies to organise themselves into ecosystems to better distribute increasingly complex investments.

Director & Procurement Digital Transformation Expert at PwC



Sector

deepdive

Services



Banking, Insurance, Financial Services



Technology, Software, Telecoms



Public Sector



Distribution & Retail



Transport & Logistics



Professional Services



Entertainment, Communications & Media

Industries



Manufacturing



Building & Infrastructure



Energy & Utilities



Automotive



Healthcare & Pharmaceuticals



Chemicals & Metals



Agri-Food industry



Consumer Goods



Aeronautics, Defence & Security





Manufacturing Industry

The manufacturing sector prioritises enhancing its financial performance and has ambitious plans for investing in data analytics by 2027

Financial performance and supplier sourcing are central to manufacturing companies as they are critical to profitability, competitiveness and the ability to meet customer demands. These aspects are closely linked to and influence the overall performance and long-term survival of manufacturing companies.

Furthermore, digital technologies enable manufacturing companies to optimise their operational processes. The digitization of procurement in the manufacturing industry revolutionizes how companies source materials and resources. Automation, IoT (Internet of Things), artificial intelligence and Big Data analytics help to optimise the use of resources. The desire to digitise procurement is reflected in significant investments, especially among small and medium-sized companies, which intend to invest 80% more than their peers in the industry sector.

Companies recognise that the future of the manufacturing industry depends heavily on the ability to take advantage of digital transformation.



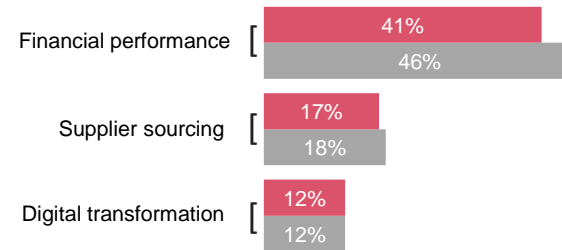
Industrial sector



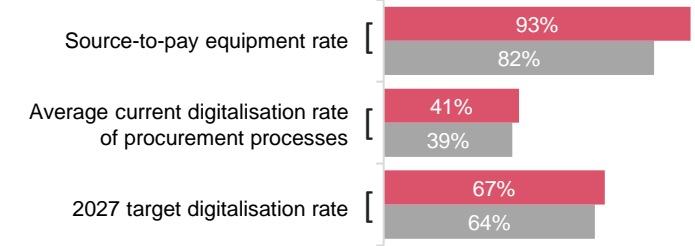
Manufacturing

Current state of digital procurement

Top strategic priorities of procurement departments

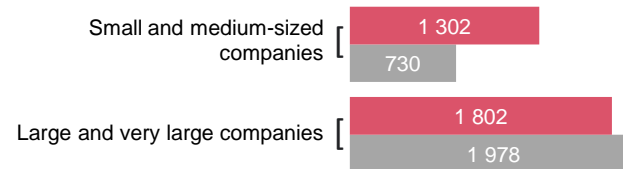


Digitalisation status

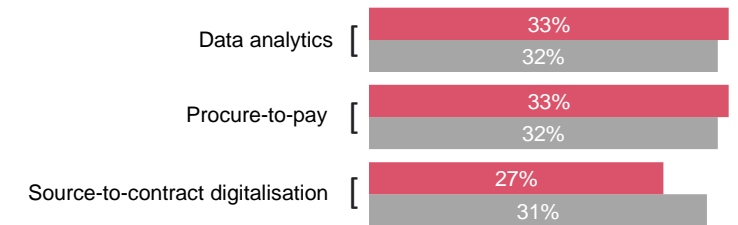


Future state of digital procurement

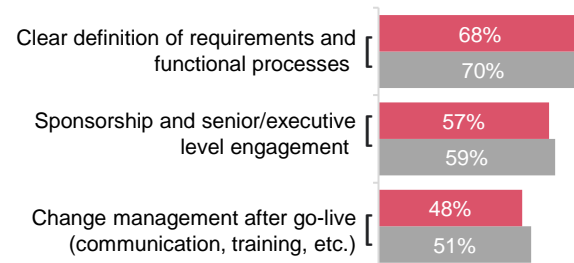
Investments in the digital transformation of procurement by 2027 (yearly – €k)



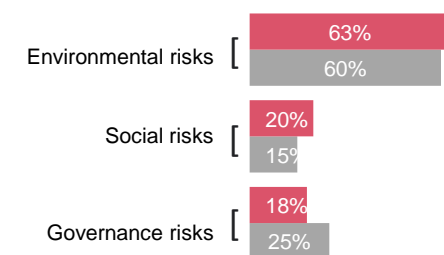
Use case digital roadmap by 2027



Key success factors for digital transformation



Prioritisation of ESG monitoring (as a %)





Energy & Utilities Industry

In the energy & utilities sector, enhancing efficiency and reducing costs through digital transformation directly impacts the bottom line as margins can be smaller due to high operational costs

Although price volatility greatly affects the energy & utilities industry, the strategic priority regarding financial performance in procurement is low in comparison to other industries. Furthermore, financial performance remains the most important strategic priority in the industry, significantly ahead of digital transformation, particularly for small and medium-sized companies. Other strategic priorities are supplier sourcing and digital transformation, which are both slightly below the average.

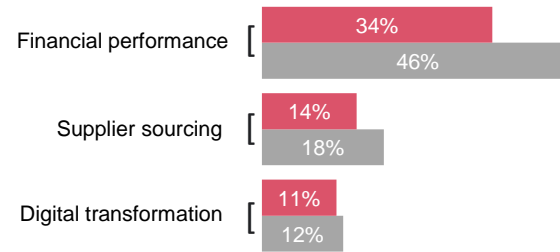
For the coming three years, the energy & utilities sector has identified procure-to-pay (P2P), as the key area of focus for digital transformation initiatives within their procurement departments. While the significance of P2P in the energy and utilities sector is evident, the implementation of this process faces potential delays. Resistance to change, legacy systems, and a lack of awareness about the benefits of P2P can hinder adoption. It is imperative to overcome these obstacles to fully realize the potential advantages of streamlined procurement processes, improved financial management, and increased operational efficiency

In this evolving landscape, procurement's role extends beyond traditional sourcing to support the integration of renewable technologies and contribute to the overall success of the energy transition.

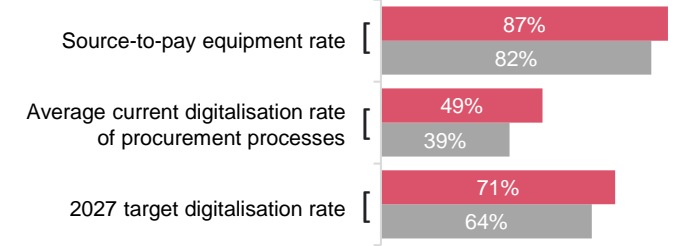


Current state of digital procurement

Top strategic priorities of procurement departments

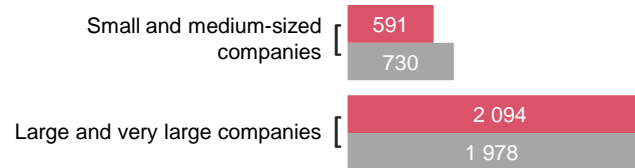


Digitalisation status

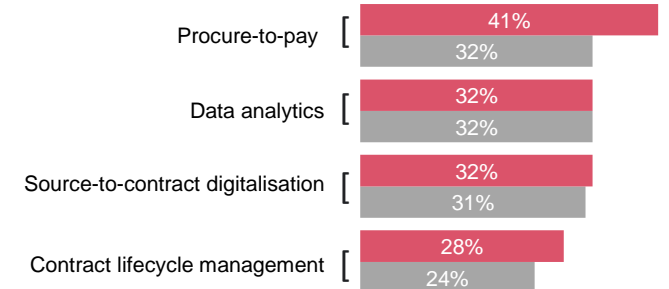


Future state of digital procurement

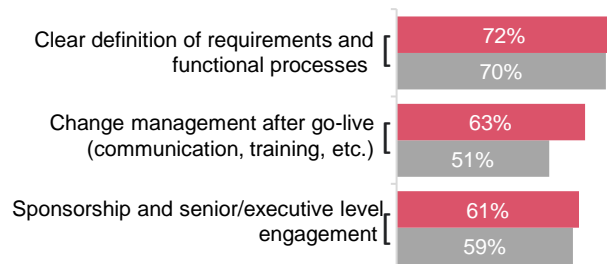
Investments in the digital transformation of procurement by 2027 (yearly – €k)



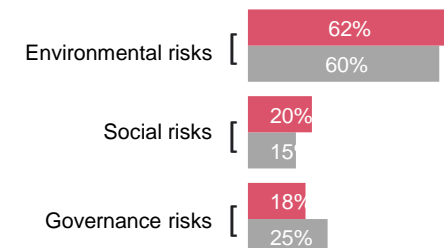
Use case digital roadmap by 2027



Key success factors for digital transformation



Prioritisation of ESG monitoring (as a %)





Healthcare & Pharmaceuticals Industry

The healthcare & pharmaceuticals industry gives significant, above-average priority regarding financial performance and monitoring of governance risks

The healthcare and pharmaceuticals industry strategically prioritizes above average the financial performance of their procurement departments due to the critical role these departments play in managing costs, ensuring the availability of essential supplies, and supporting innovation. Given the complex and regulated nature of the industry, effective procurement directly impacts the ability to invest in research, maintain regulatory compliance, and navigate unforeseen challenges. A robust financial position in procurement enables these sectors to optimize resources, enhance operational efficiency, and sustain investments in crucial areas, ultimately contributing to the industry's ability to deliver quality healthcare solutions.

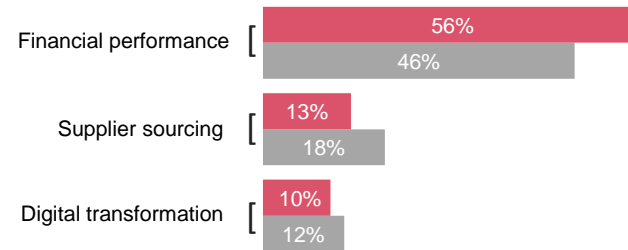
Monitoring governance risks is important in the healthcare & pharmaceuticals industry due to strict regulatory requirements and the need for high ethical standards. This oversight helps companies prevent legal sanctions, build trust with patients and consumers, and maintain the integrity of their research and products. It also helps to avoid financial and reputational damage and ensures sustainable business operations. The healthcare & pharmaceuticals industry is clearly above average in this area.

Industrial sector

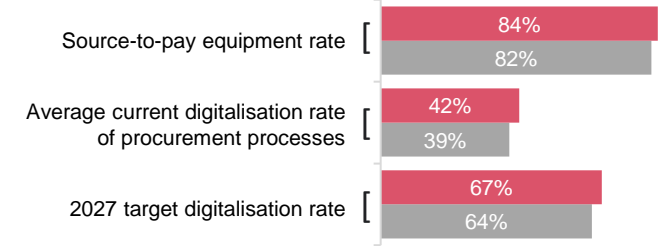
Healthcare & Pharmaceuticals

Current state of digital procurement

Top strategic priorities of procurement departments

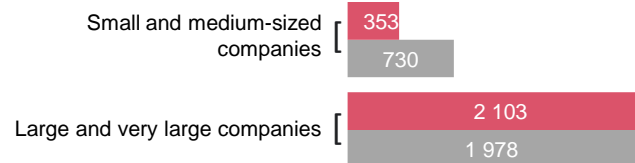


Digitalisation status

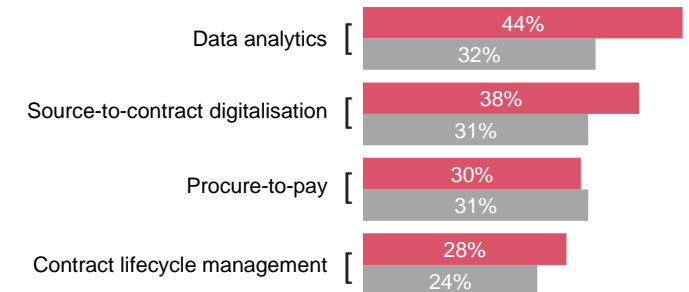


Future state of digital procurement

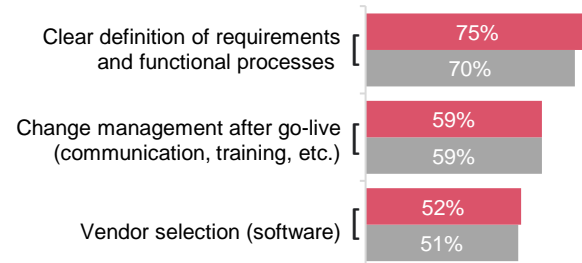
Investments in the digital transformation of procurement by 2027 (yearly – €k)



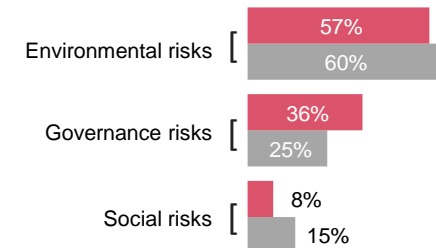
Use case digital roadmap by 2027



Key success factors for digital transformation



Prioritisation of ESG monitoring (as a %)





Agri-Food Industry

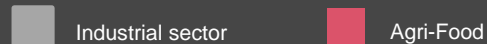
The agri-food industry will give priority to pursuing source-to-contract digitalisation as a use case on the digital roadmap for 2027

The agri-food industry is strategically committed to improving financial performance, refining supplier sourcing, and embracing digital transformation, mirroring trends in the broader industry sector.

Significant capital is being directed towards advancing source-to-contract digitalisation, reflecting a commitment to optimise the entire procurement process. This investment aims to streamline and enhance efficiency from sourcing suppliers to finalising contractual agreements.

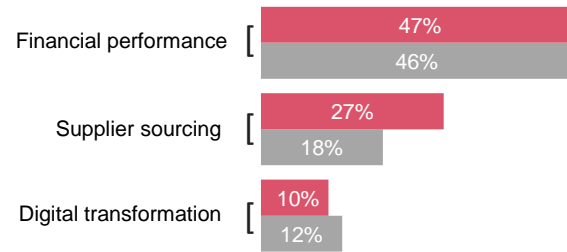
Procure-to-pay processes represent an additional focus of the investment, indicating a coordinated effort to digitise and streamline the purchasing lifecycle. This strategic move not only improves transactional efficiency but also contributes to cost savings and operational effectiveness.

Furthermore, the agri-food sector is progressively acknowledging the importance of environmental risks, particularly due to its direct vulnerability to climate change and biodiversity decline. The increasing awareness underscores the necessity for sustainable approaches and adaptability in confronting evolving environmental complexities. As a field directly affected by climate-related changes and biodiversity issues, the heightened consciousness is propelling efforts toward environmentally conscientious agricultural and food production practices.

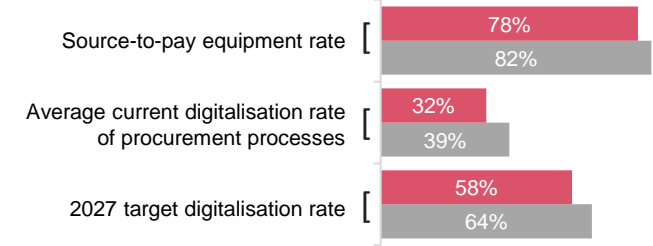


Current state of digital procurement

Top strategic priorities of procurement departments

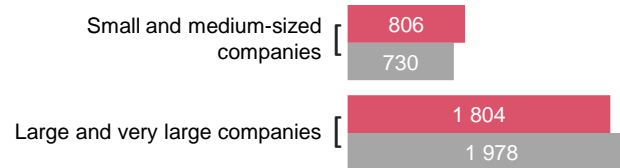


Digitalisation status

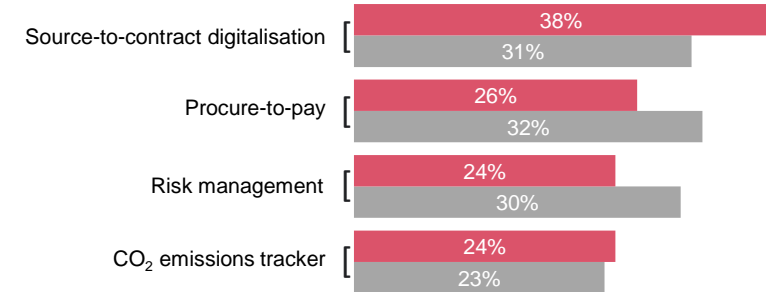


Future state of digital procurement

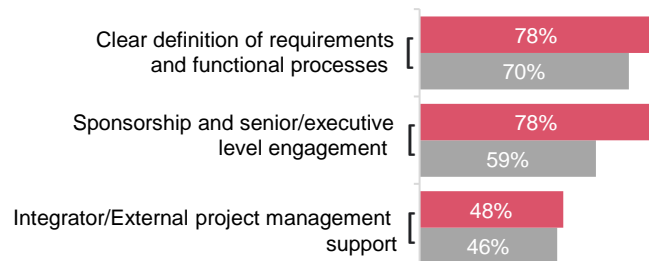
Investments in the digital transformation of procurement by 2027 (yearly – €k)



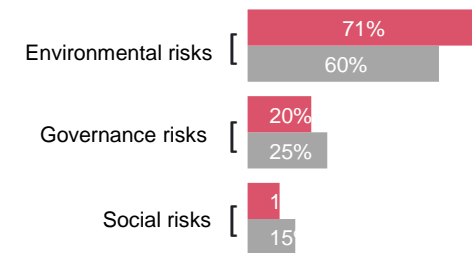
Use case digital roadmap by 2027



Key success factors for digital transformation



Prioritisation of ESG monitoring (as a %)





Consumer Goods Industry

In a globalised and fast-paced economy, the digitalisation of procurement is key for companies to remain competitive and adapt to constantly changing market conditions

When it comes to the consumer goods sector, the largest companies are the ones setting the pace for significant digital progress in procurement, aiming to complete this by 2027. The fierce competition and direct interaction with consumers make this industry unique. That's why having strong data analytics capabilities is so crucial here.

Data analytics is especially key in the consumer goods field, surpassing the typical improvements seen in other industries' purchase-to-pay processes. The utilization of data analytics enables seamless data continuity across Sales and Operations Planning (S&OP), forecasts, and supplier capabilities. It empowers procurement by facilitating scenario-making for supplier volumes and enhancing strategic decision-making. The insights derived from data analytics contribute to improved supplier relationships, streamlined processes, and greater overall efficiency in procurement operations within the consumer goods industry.



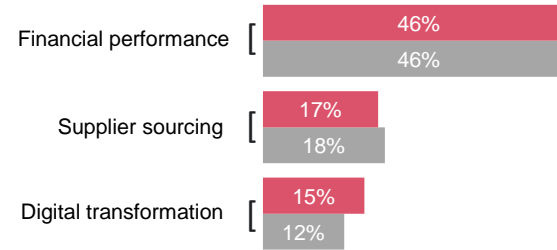
Industrial sector



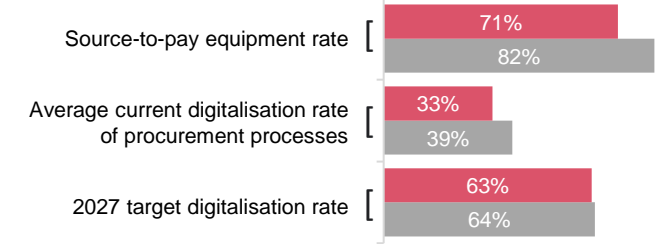
Consumer Goods

Current state of digital procurement

Top strategic priorities of procurement departments

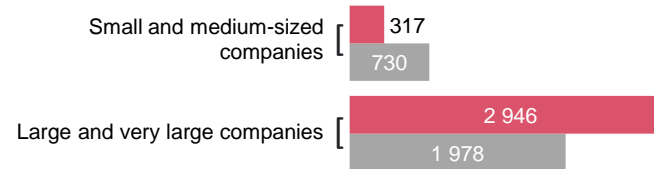


Digitalisation status



Future state of digital procurement

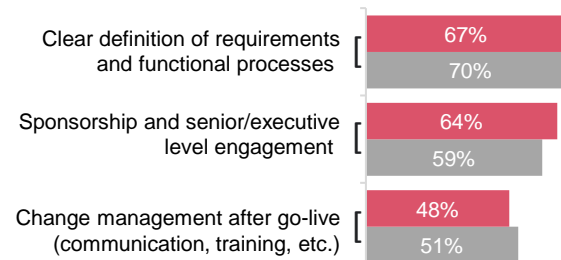
Investments in the digital transformation of procurement by 2027 (yearly – €k)



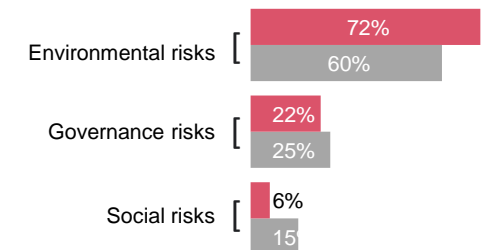
Use case digital roadmap by 2027



Key success factors for digital transformation



Prioritisation of ESG monitoring (as a %)





Aeronautics, Defence & Security Industry

Elevating financial performance is a top strategic priority for the industry emphasizing the critical role of streamlined contract processes in cost optimization and fiscal responsibility.

The aeronautics, defence & security sector is strategically sharpening its focus on critical areas such as contract lifecycle management, e-invoicing, and source-to-contract digitalisation. However, these strategic investments are intentionally maintained below the industry average.

Contract lifecycle management takes precedence as a pivotal aspect of ensuring seamless and effective management of contractual processes given the extensive supplier bases and small to medium-scale series with substantial impact, especially in ramp-up scenarios.

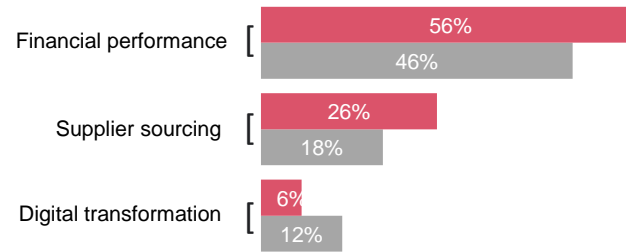
The focus on e-invoicing arises due to the fact that companies are having to comply with new e-invoicing regulations (2024 tax reform). Further it has emerged as a significant component, reflecting the industry's commitment to digitising financial transactions. This not only to streamline financial processes but also aligns with broader trends in modernising financial management practices.

Investment forecasts for the digital transformation of procurement are notably low and under average in the Aeronautics, Defence & Security Industry, possibly indicating a cautious approach influenced by unique industry complexities, stringent regulations, and a focus on proven methodologies over emerging digital solutions.

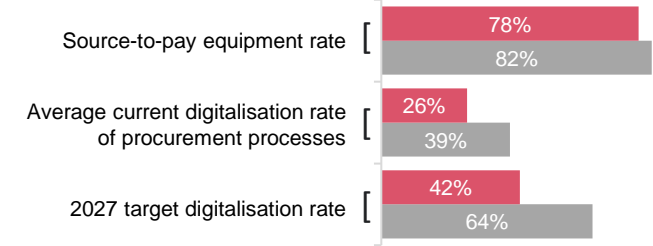


Current state of digital procurement

Top strategic priorities of procurement departments

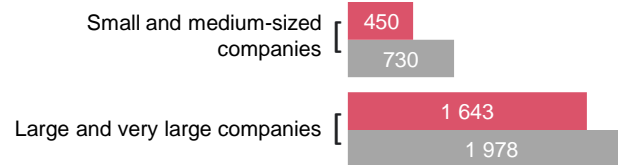


Digitalisation status

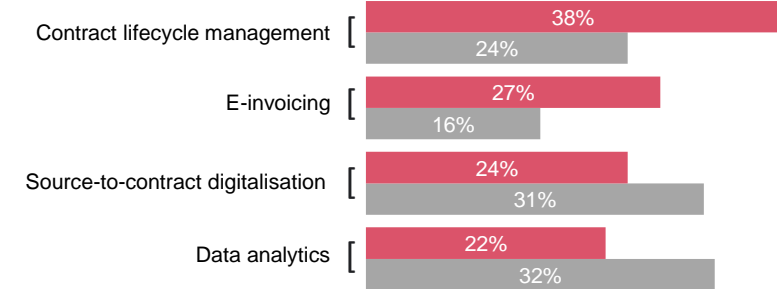


Future state of digital procurement

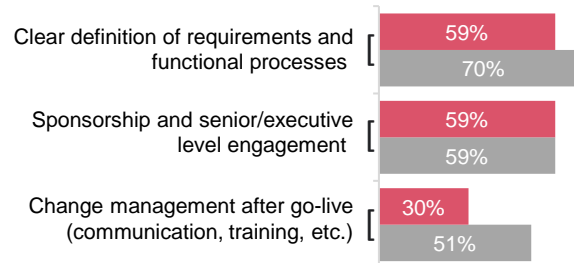
Investments in the digital transformation of procurement by 2027 (yearly – €k)



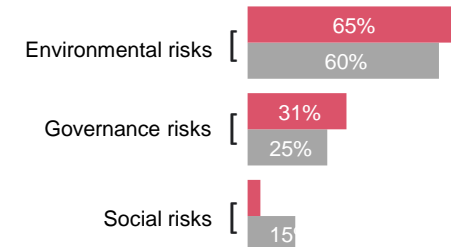
Use case digital roadmap by 2027



Key success factors for digital transformation



Prioritisation of ESG monitoring (as a %)





Building & Infrastructure Industry

Despite a current lag in digital procurement investment in the building & infrastructure industry companies prioritize advancing source-to-contract digitalisation as the primary focus on their digital roadmap until 2027.

The building & infrastructure industry, compared to other industries, has not yet focused on the digitalisation of procurement. Even though it is ranked as the second strategic priority, the current level of digitalisation is still low.

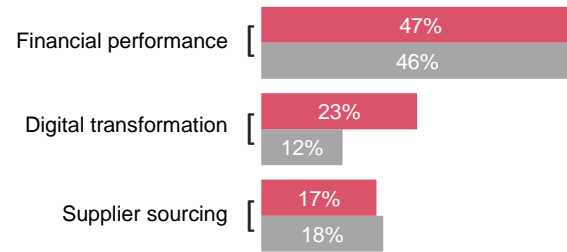
Companies in the Building & Infrastructure Industry currently exhibit a lower investment in digital procurement, marked by an under-average level of digitalization, including low rates of source-to-pay equipment rate and currently limited digitalization of procurement processes. The industry plans to invest less in the digital transformation of procurement due to factors such as high cost pressure within the industry and low profit margins, which may limit available resources for technological advancements in procurement processes.

However, they prioritize source-to-contract digitalisation as the top use case on their digital roadmap for the next three years. This suggests a strategic shift toward enhancing the efficiency of contract-related processes, indicating an intention to catch up on digital transformation initiatives in procurement within the coming years.

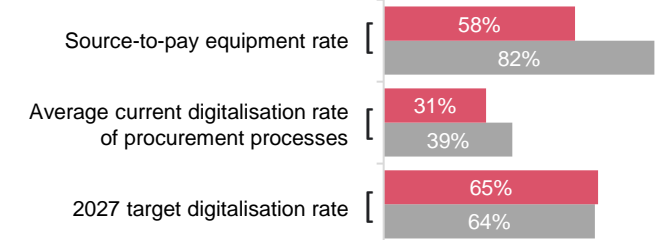


Current state of digital procurement

Top strategic priorities of procurement departments

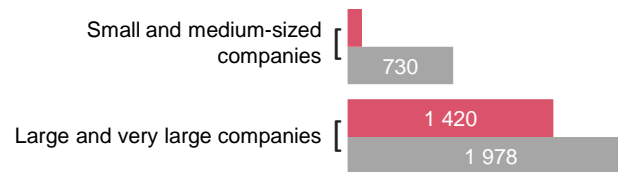


Digitalisation status

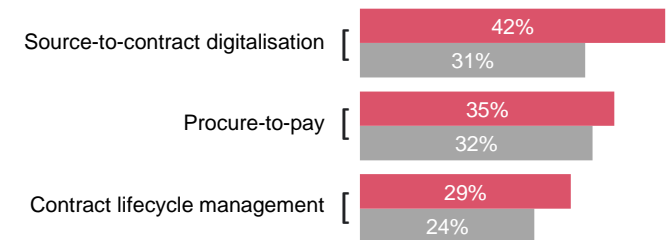


Future state of digital procurement

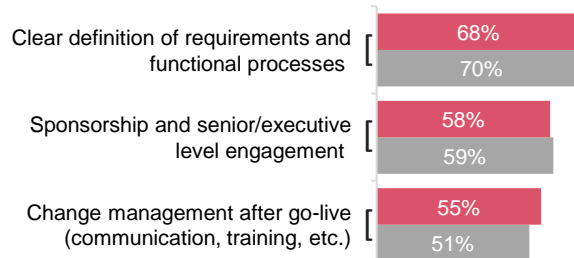
Investments in the digital transformation of procurement by 2027 (yearly – €k)



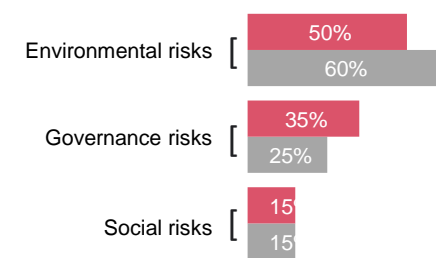
Use case digital roadmap by 2027



Key success factors for digital transformation



Prioritisation of ESG monitoring (as a %)





Automotive Industry

Environmental risk monitoring and CO₂ emissions tracking are the top priorities in the automotive industry and are far above the average

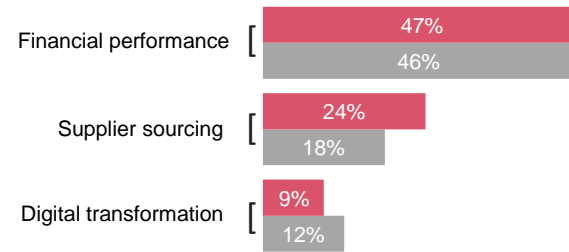
Among all the industries considered, only the automotive sector recognises CO₂ emissions tracking as a key application in its digital strategy by the year 2027. Additionally, for this sector, tracking carbon emissions takes precedence as the primary digital initiative over source-to-contract (S2C) and procure-to-pay (P2P) processes.

The automotive industry is subject to strict global and national emissions regulations. Therefore, many car manufacturers have committed to reducing their CO₂ footprints in order to achieve sustainability goals and respond to climate change.

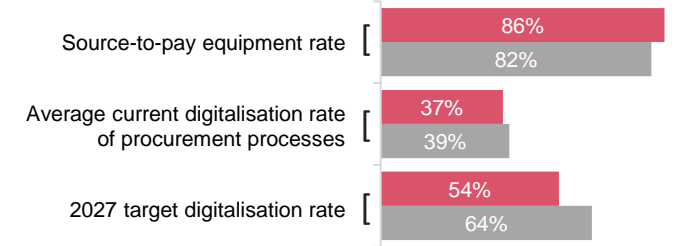
This use case is interdependent with that of risk management, which the automotive industry has also ranked and prioritised as the sole industry on their digital roadmap through to 2027. In the automotive industry, regulatory risks have a direct association with financial, reputational, and strategic risks.

Current state of digital procurement

Top strategic priorities of procurement departments

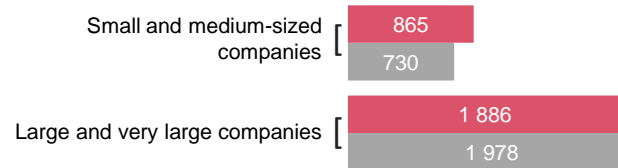


Digitalisation status

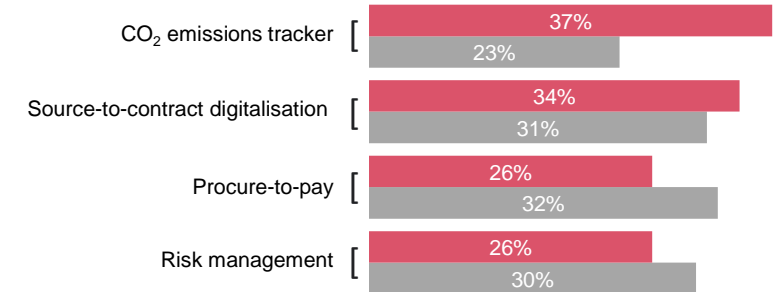


Future state of digital procurement

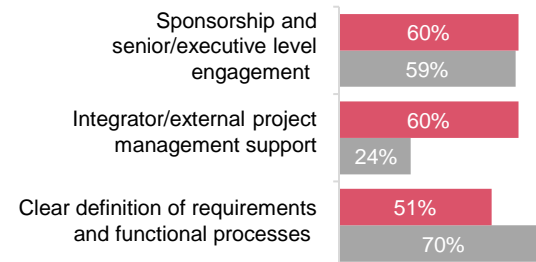
Investments in the digital transformation of procurement by 2027 (yearly – €k)



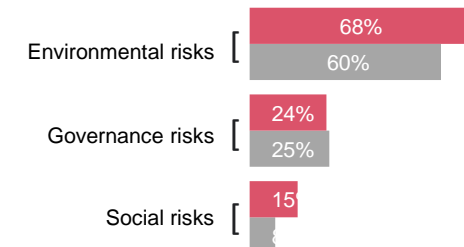
Use case digital roadmap by 2027



Key success factors for digital transformation



Prioritisation of ESG monitoring (as a %)





Chemicals & Metals Industry

In the chemicals & metals industry, the source-to-pay equipment rate is at an impressive 96%, surpassing the industry average

Within the chemicals & metals sector, survey's findings reveal that the source-to-pay equipment rate stands impressively above the industry average at 96%. Despite this very high equipment rate, the digitalization rate is quite low and the the investment forecast in digital transformation of procurements is under average.

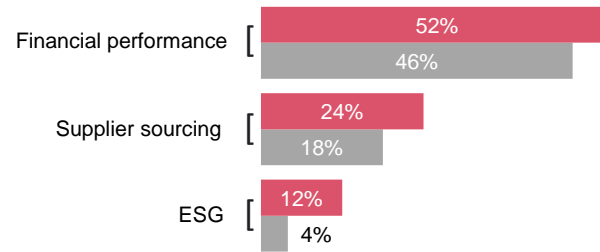
Strategic investments are notably directed towards enhancing procure-to-pay processes, implementing source-to-contract digitalisation initiatives, and deploying CO₂ emissions tracker tools.

Survey participants emphasise critical success factors essential for a successful digital transformation journey, aligning with the results in the industry sector. A clear definition of requirements and functional processes emerges as a foundational element, paving the way for seamless and effective digital integration. Equally crucial is active sponsorship and engagement at the senior/executive level, underscoring the importance of leadership commitment in propelling transformative initiatives forward.

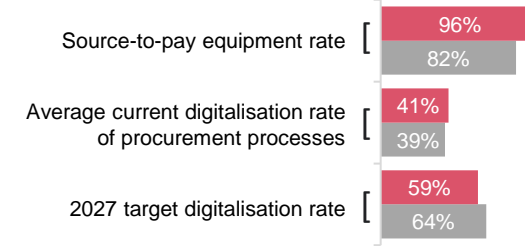


Current state of digital procurement

Top strategic priorities of procurement departments

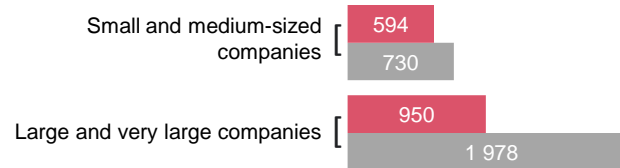


Digitalisation status

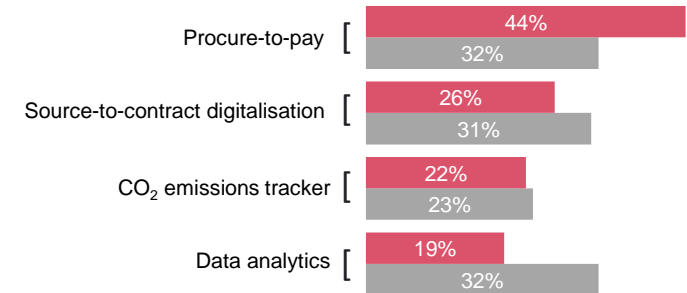


Future state of digital procurement

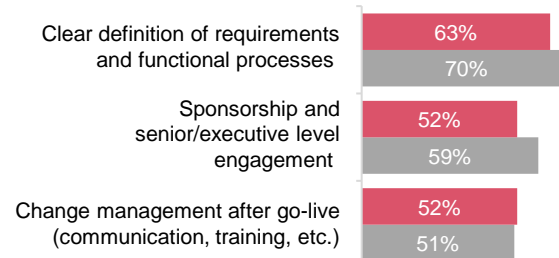
Investments in the digital transformation of procurement by 2027 (yearly – €k)



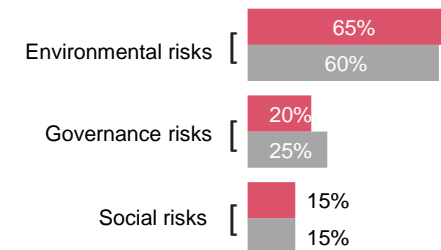
Use case digital roadmap by 2027



Key success factors for digital transformation



Prioritisation of ESG monitoring (as a %)





Banking, Insurance, Financial Services

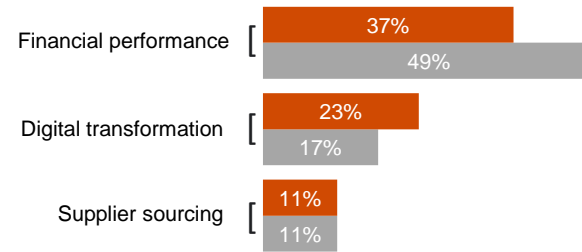
The banking, insurance, and financial services (FS) industry places significant emphasis on digital transformation and is planning substantial investment in data analytics and source-to-pay digitalisation by 2027

With increasing pressure on costs in banking, insurance and financial services, procurement departments are not spared, as improved financial performance appears as their most strategic priority but with significantly lower weight than the other services. It implies that other factors currently outweigh the emphasis on financial metrics in shaping the procurement strategy.

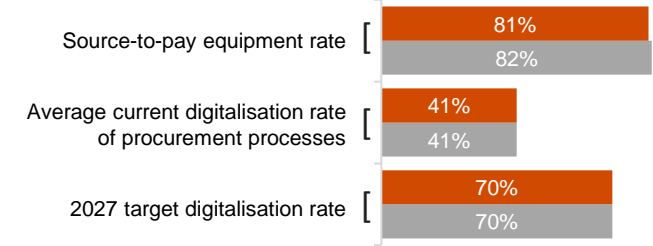
Reducing costs will require investment in digital transformation, which will primarily target data analytics solutions and source-to-contract digitisation.

Current state of digital procurement

Top strategic priorities of procurement departments

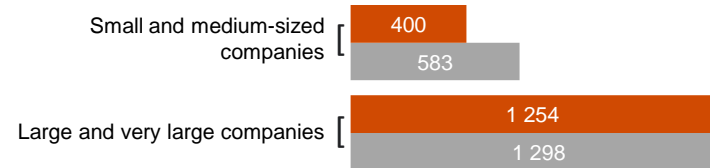


Digitalisation status

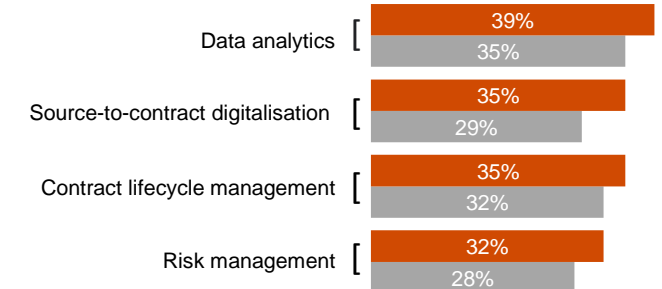


Future state of digital procurement

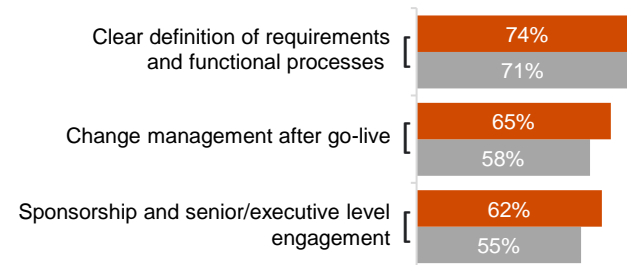
Investments in the digital transformation of procurement by 2027 (yearly – €k)



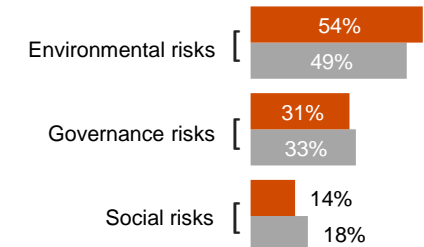
Use case digital roadmap by 2027



Key success factors for digital transformation



Prioritisation of ESG monitoring (as a %)





Technology, Software, Telecoms Services

In technology, software, and telecommunications, measuring financial performance is considered the highest strategic priority, surpassing the average

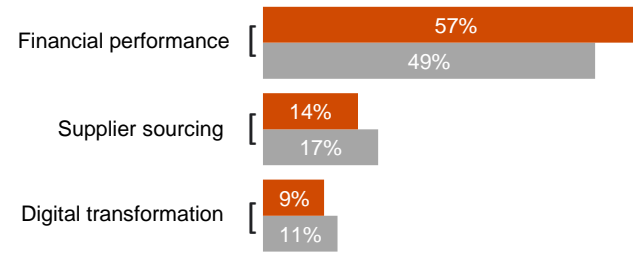
For the technology, software and telecoms service sector, financial performance, supplier sourcing and digital transformation remain the top strategic priorities. Companies operating within this service sector are striving to enhance profitability, efficiency, and overall economic health.

The source-to-pay equipment adoption rate in this sector surpasses industry standards. This heightened adoption reflects a dedication to modernising procurement processes and optimising the source-to-pay lifecycle.

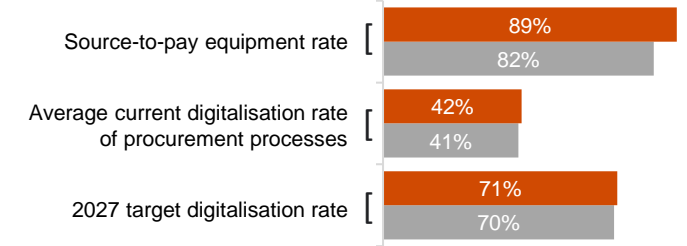
Notably, small and medium-sized companies are investing significantly beyond the industry standard in digital transformation. This trend highlights the recognition, particularly among smaller companies, of the critical role digital transformation plays in staying competitive and relevant.

Current state of digital procurement

Top strategic priorities of procurement departments

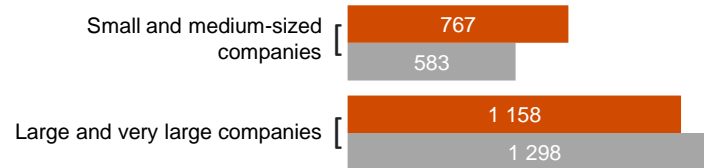


Digitalisation status

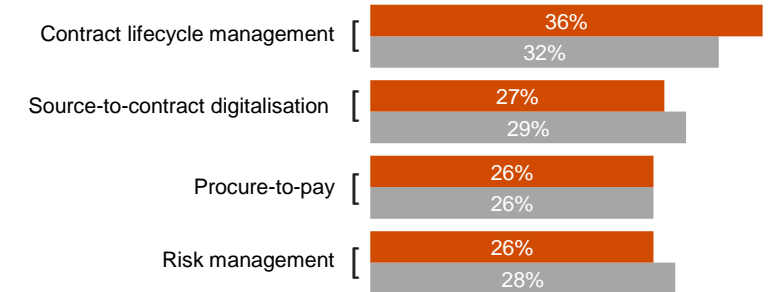


Future state of digital procurement

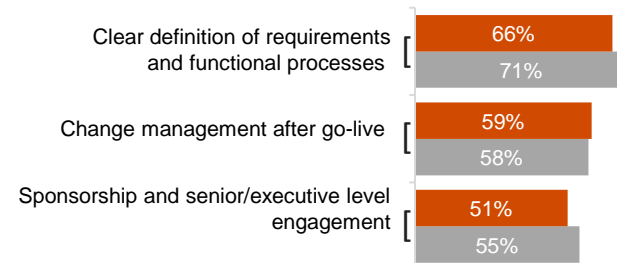
Investments in the digital transformation of procurement by 2027 (yearly – €k)



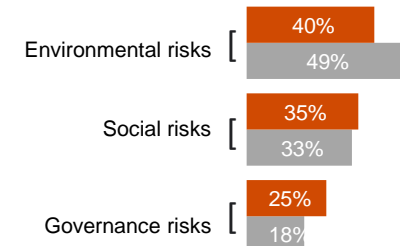
Use case digital roadmap by 2027



Key success factors for digital transformation



Prioritisation of ESG monitoring (as a %)





Public Sector Services

Digital transformation, including contract lifecycle management, are the top priorities on the digital procurement roadmap

In the public sector, procurement departments are strategically prioritising key areas to drive efficiency and effectiveness.

The main focus areas for these departments are digital transformation, financial performance improvement, and optimising supplier sourcing. What stands out here is that, among all the surveyed industries and services, only the public sector places digital transformation ahead of financial performance in terms of their top strategic priorities to improve internal efficiency of procurement processes and improve quality of services to citizens. The public sector exhibits a notably low strategic priority for financial performance compared to other services, potentially reflecting a focus on diverse and broader public service objectives over stringent financial outcomes, and a greater emphasis on societal impact rather than financial metrics.

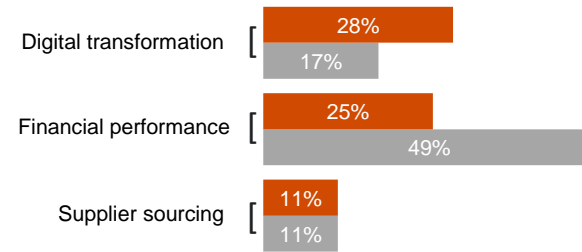
Notably, large and very large companies within the public sector are demonstrating a commitment by investing more significantly in these priorities compared to other service sectors.

CO2 emissions tracking is absent from the list of use cases in the digital roadmap for the public sector by 2027. Their investments are concentrated on contract lifecycle management, source-to-contract, and procure-to-pay initiatives.

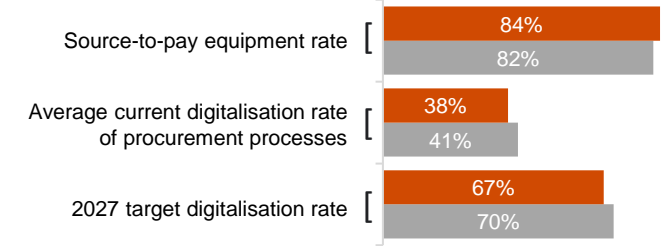


Current state of digital procurement

Top strategic priorities of procurement departments

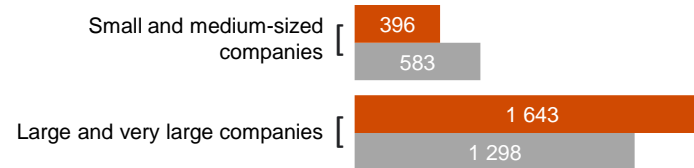


Digitalisation status

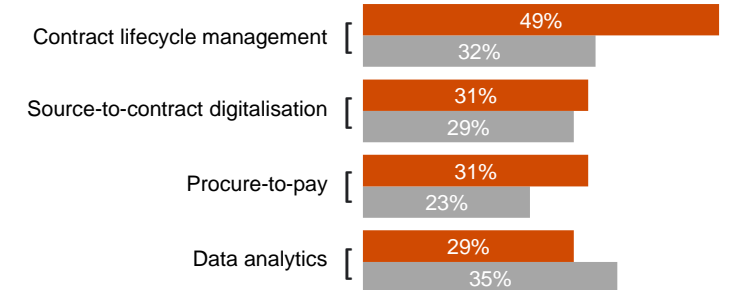


Future state of digital procurement

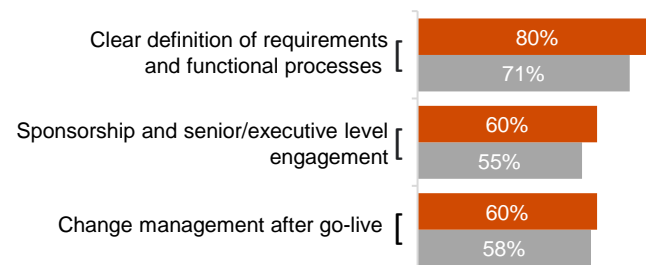
Investments in the digital transformation of procurement by 2027 (yearly – €k)



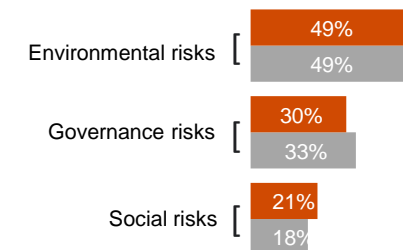
Use case digital roadmap by 2027



Key success factors for digital transformation



Prioritisation of ESG monitoring (as a %)





Distribution & Retail Services

Enhanced procurement investment in distribution & retail with a clear focus on data analytics

In the distribution & retail sector, companies are allocating investments that exceed the services sector average. Their primary area of focus for these investments is data analytics.

This heightened level of investment in procurement signals a profound recognition within the sector of the transformative potential offered by digital technologies and data-driven strategies. By placing a central emphasis on data analytics, companies are unlocking the power to gain invaluable insights into various aspects of their procurement processes. This includes a deeper understanding of supply chain dynamics, supplier performance, usage of intelligent negotiation tools, and market trends, which, in turn, empowers them to make more informed and strategic procurement decisions.



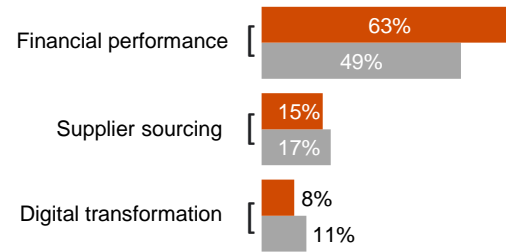
Services



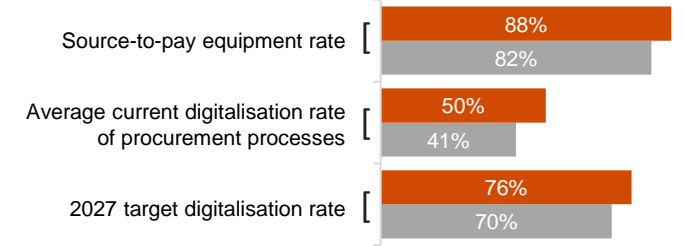
Distribution & Retail

Current state of digital procurement

Top strategic priorities of procurement departments

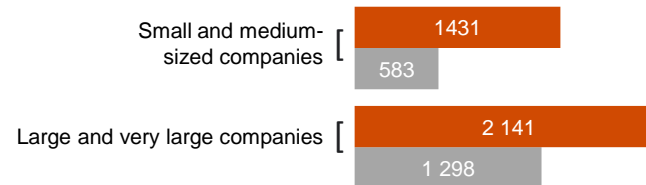


Digitalisation status

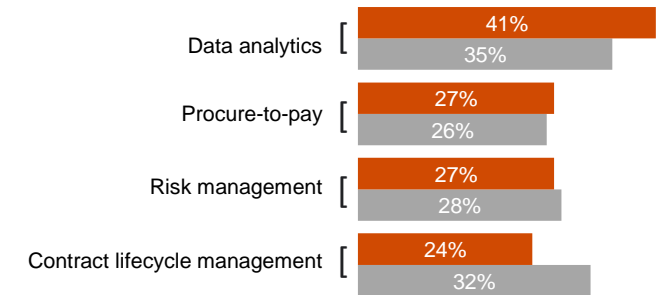


Future state of digital procurement

Investments in the digital transformation of procurement by 2027 (yearly – €k)



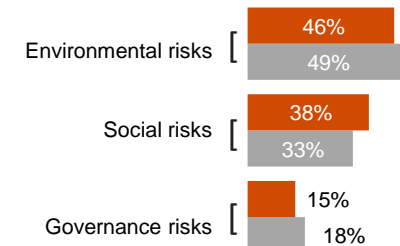
Use case digital roadmap by 2027



Key success factors for digital transformation



Prioritisation of ESG monitoring (as a %)





Transport & Logistics Services

Companies in the transport and logistics service sector are anticipating investment below the average over the next three years

In the transport & logistics sector, overall investments are lower compared to the industry average. Particularly in regard to small and medium-sized companies.

Despite the lower overall investment in the digital transformation of procurement, the focus on data analytics is a remarkable trend. This underscores the sector's recognition of the pivotal role of data-driven solutions in improving decision-making, operational efficiency, and competitiveness. Data analytics serves as a key instrument for maintaining oversight of complex supply chains, monitoring supplier performance, and gaining insights into market trends.

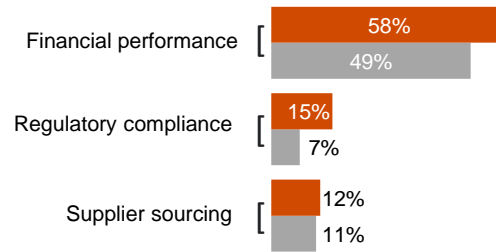
Moreover, the survey findings highlight that the strategic priority of improving financial performance is of high importance in the transport & logistics sector. CO2 emission tracking or CO2 as a whole is not identified as a priority or use case, due to a predominant focus on operational efficiency, cost management, and traditional procurement concerns in this sector, with sustainability measures taking a backseat in current digitalization priorities. In the transport & logistics service sector the need to optimise costs, ensure efficient financial management, and enhance overall financial performance remains a shared strategic objective.

Services

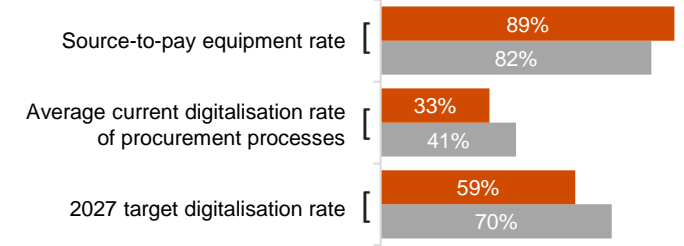
Transport & Logistics

Current state of digital procurement

Top strategic priorities of procurement departments

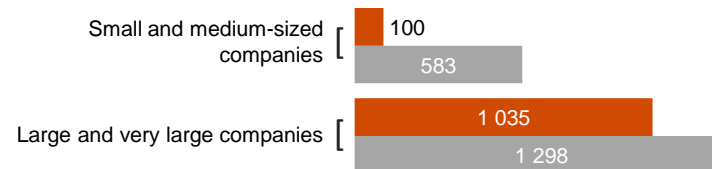


Digitalisation status

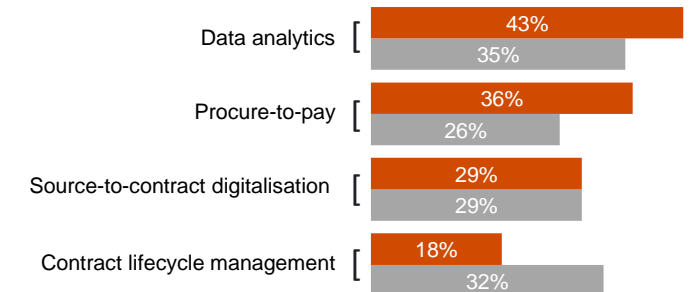


Future state of digital procurement

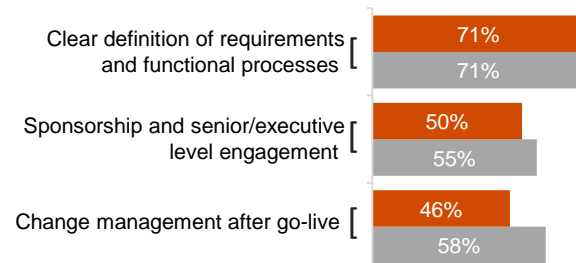
Investments in the digital transformation of procurement by 2027 (yearly – €k)



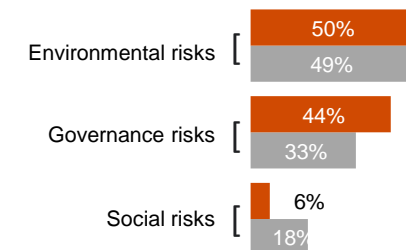
Use case digital roadmap by 2027



Key success factors for digital transformation



Prioritisation of ESG monitoring (as a %)





Professional Services

Increased investment, particularly by large and very large professional services companies, with a focus on digital transformation and data analytics

Large and very large companies in the services sector are demonstrating a commitment to elevating their procurement strategies, with investments exceeding the average for service industries.

Their primary investments areas include procure-to-pay, source-to-contract digitisation, and data analytics. These investments align with their strategic priorities of enhancing financial performance, driving digital transformation, and optimising supplier sourcing.

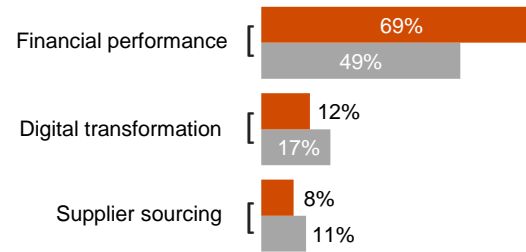
In a world marked by digital disruption and rapid changes, professional services companies recognise the need to evolve their procurement processes.

Data analytics is at the core of this investment, as it equips organisations with valuable insights into supply chain dynamics, supplier performance, and market trends. This data-driven approach empowers companies to make well-informed procurement decisions, enhancing their financial performance and competitive position in the marketplace.

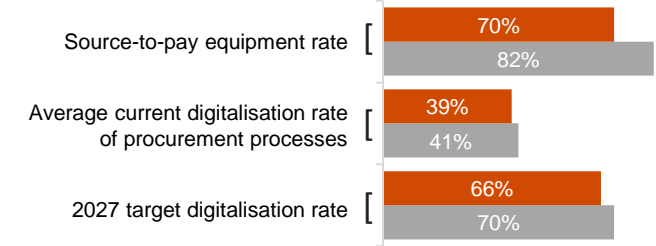


Current state of digital procurement

Top strategic priorities of procurement departments

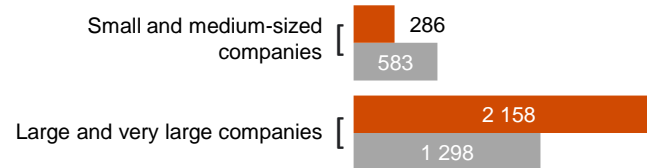


Digitalisation status

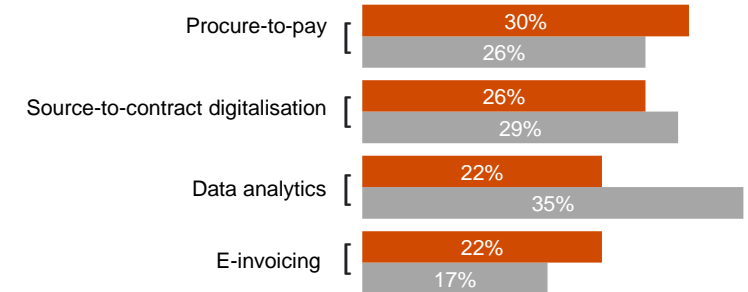


Future state of digital procurement

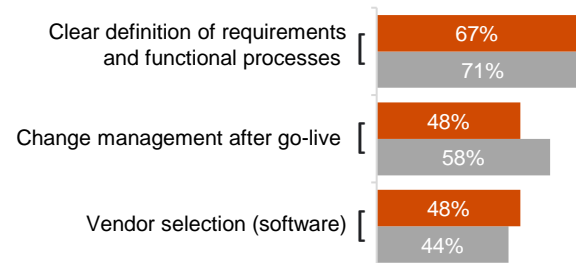
Investments in the digital transformation of procurement by 2027 (yearly – €k)



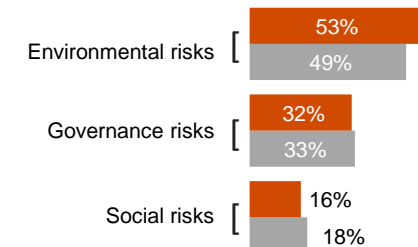
Use case digital roadmap by 2027



Key success factors for digital transformation



Prioritisation of ESG monitoring (as a %)





Entertainment, Communications & Media Services

Small and medium-sized companies invest more than twice the service sector average, while large and very large companies surprisingly invest below this average

Within the entertainment, communications & media services industry, small and medium-sized companies are investing more than twice the average for the service sector. Notably, investment by large and very large companies is surprisingly below the industry average.

These substantial financial commitments are strategically channeled into key areas, with a predominant focus on data analytics, contract lifecycle management, and risk management. Additionally, investments are allocated to the development of collaborative portals and ecosystems. By creating platforms that facilitate collaboration and synergies, companies seek to build robust networks that can adapt to evolving market dynamics and drive innovation.

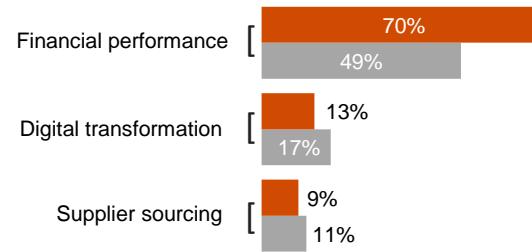
Ecosystems provide a holistic framework for integrating diverse digital technologies and solutions. This approach facilitates seamless connectivity between different facets of the industry, such as content creation, distribution, and customer engagement. By participating in ecosystems, companies can optimize their digital procurement processes, leverage shared resources, and stay agile in the rapidly evolving landscape of entertainment, communications, and media services.

Services

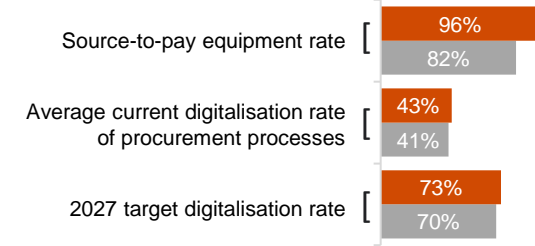
Entertainment, Communications & Media

Current state of digital procurement

Top strategic priorities of procurement departments

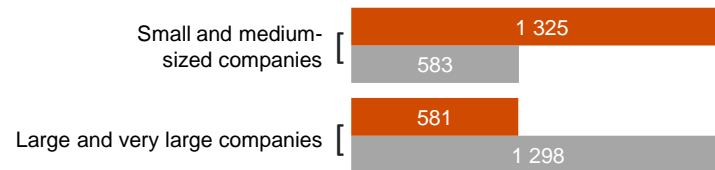


Digitalisation status

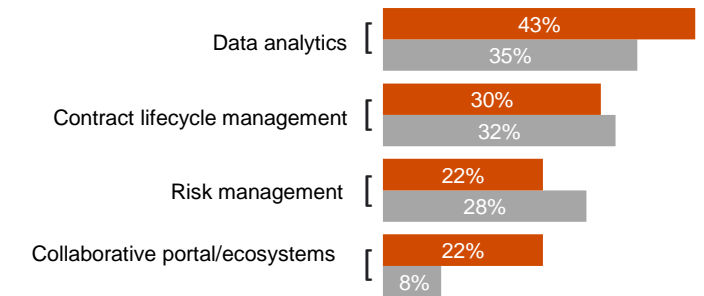


Future state of digital procurement

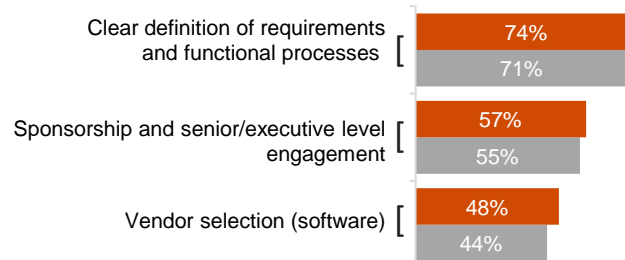
Investments in the digital transformation of procurement by 2027 (yearly – €k)



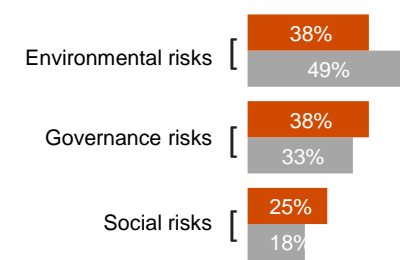
Use case digital roadmap by 2027



Key success factors for digital transformation



Prioritisation of ESG monitoring (as a %)





Regional

deepdive





Global view of the digital transformation of procurement: All continents are already on board and will keep investing

	Africa	Americas	Asia/Oceania	Europe	Middle East
Source-to-pay solution equipment rate	74%	73%	86%	83%	86%
Current process digitalisation rate	37%	38%	39%	41%	33%
2027 target process digitalisation rate	70%	65%	60%	69%	64%
SMEs' yearly investments	€496k	€1,225k	€724k	€601k	€3,500k
Large and very large companies' yearly investments	€1,304k	€2,110k	€1,643k	€1,600k	€750k
ESG rate with high maturity	56%	27%	26%	44%	NA
CO ₂ emissions tracker usage rate	50%	67%	35%	59%	NA

Strategic priorities	Africa	Americas	Asia/Oceania	Europe	Middle East
	<ol style="list-style-type: none"> 1. Financial performance (57%) 2. Digital transformation (14%) 3. Supplier sourcing (13%) 	<ol style="list-style-type: none"> 1. Financial performance (29%) 2. Digital transformation (24%) 3. Supplier sourcing (16%) 	<ol style="list-style-type: none"> 1. Financial performance (39%) 2. Supplier sourcing (23%) 3. Digital transformation (15%) 	<ol style="list-style-type: none"> 1. Financial performance (51%) 2. Digital transformation (12%) 3. Supplier sourcing (12%) 	<ol style="list-style-type: none"> 1. Financial performance (43%) 2. Digital transformation (29%) 3. Risk and crisis management (14%)

▶ All continents are strongly focused on enhancing their financial performance and driving digital transformation

▶ While it seems that Africa has currently one of the lowest digitalisation rates (37%) among other continents, this is not reflected in their ambitious digitalisation targets for 2027

▶ All continents are strongly focused on enhancing their financial performance and driving digital transformation

▶ Companies in the Americas have planned to invest considerably to support digital transformation

▶ Digital transformation will be supported by significant investments

▶ All continents are strongly focused on enhancing their financial performance and driving digital transformation

▶ Asia/Oceania is leading along with the Middle East in the procurement transformation race, with the highest source-to-pay equipment rate

▶ All continents are strongly focused on enhancing their financial performance and driving digital transformation

▶ Europe is leading the procurement transformation race, with the highest process digitalisation rate

▶ All continents are strongly focused on enhancing their financial performance and driving digital transformation

▶ The Middle East seems to have the lowest digitalisation rate, which makes data management a challenge

▶ The Middle East is concerned about risk and crisis management and places it as its third strategic priority



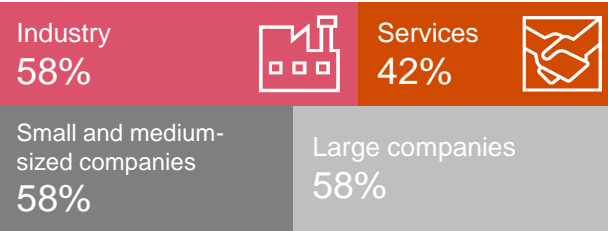


France

Performance management is an absolute priority for procurement departments in France



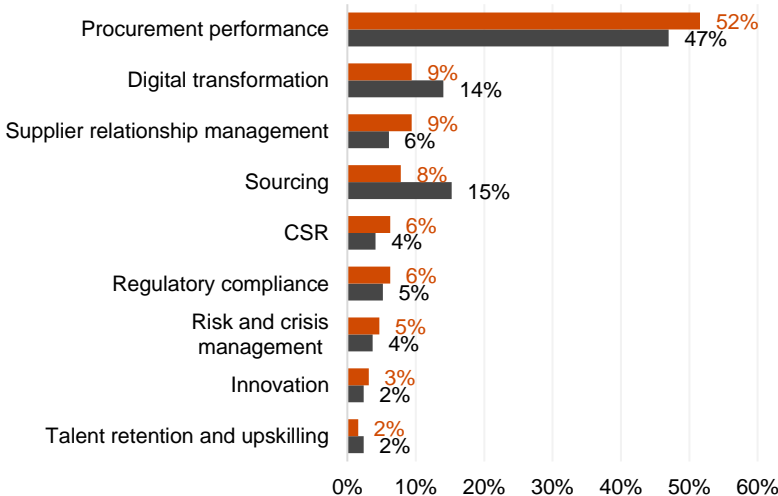
66 respondents



Rate of procurement function digitalisation

		France	World
Percentage of companies with S2P solutions		68%	82%
Strategic process digitalisation rate	Current	24%	36%
	2027 target	57%	64%
Transactional process digitalisation rate	Current	37%	44%
	2027 target	70%	70%

Top strategic priorities for procurement departments



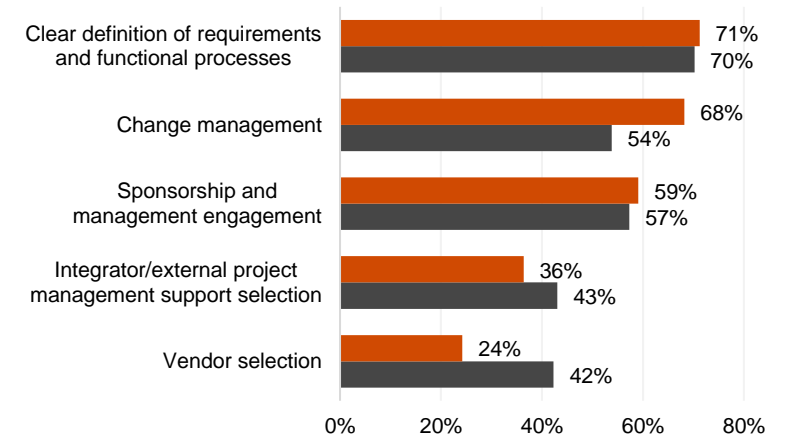
French companies are still placing great importance on performance management within their procurement functions

- Purchasing performance ranks as the top priority for more than half of procurement departments, ahead of the global average.
- Digital transformation and supplier relationship management come in joint second place in France, while sourcing is the second priority worldwide.

While the digitalisation rate is well below the global average in 2024, it is expected to rise to the global target rate in 2027

- This lag may be due to the way in which French professionals' approach digital transformation (see the key success factors chart). They tend to place greater focus on the human aspect of digital transformation, rather than the choice of vendor or integrator, for example, which they perceive as less important. This shows how important user take-up is for the success of procurement IS projects.

Key success factors for digital transformation



France

World

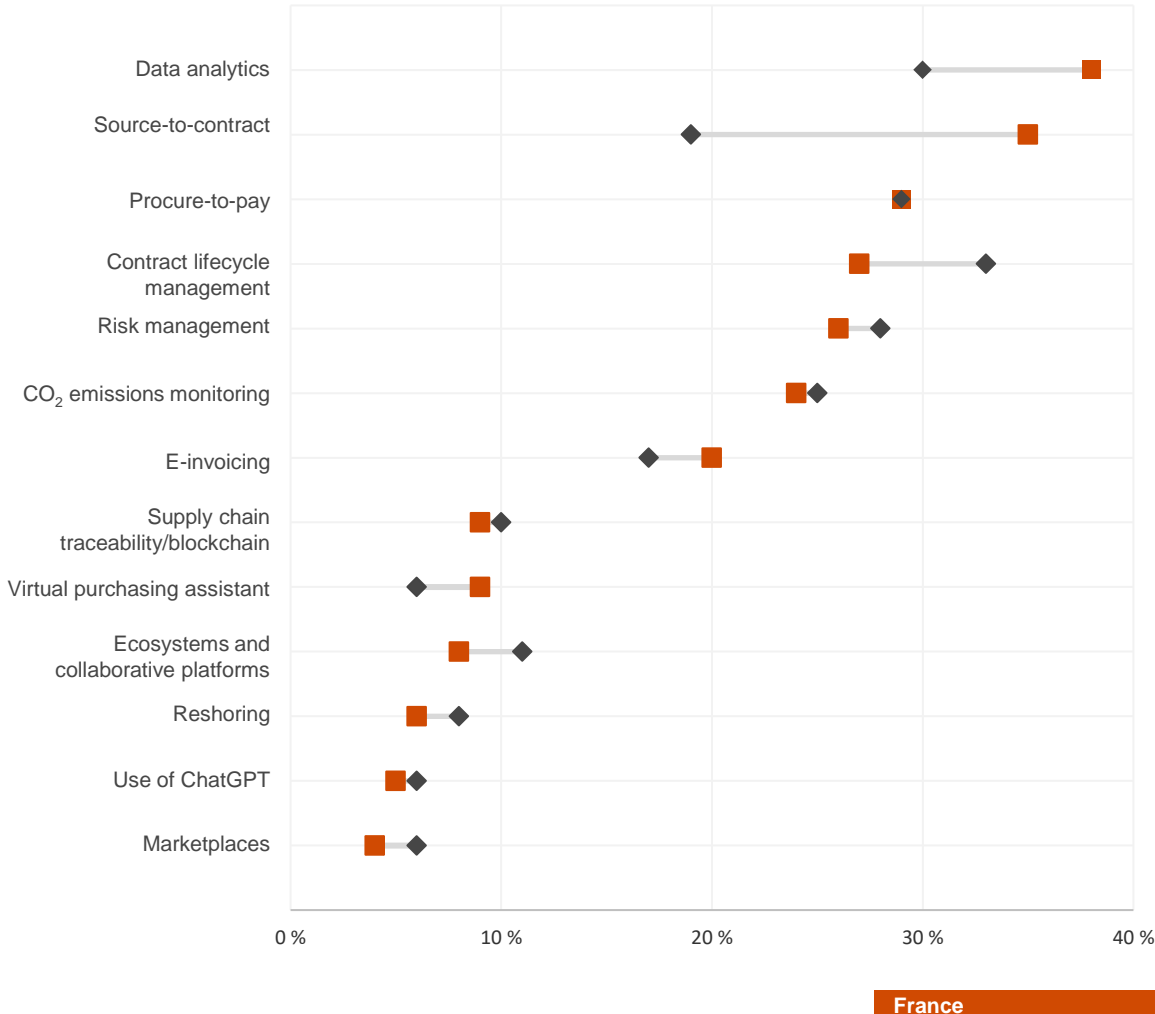
France

World

France

Data analytics and S2C process digitalisation are seen as new priorities in procurement departments' roadmaps. Disparities can be observed in the level of investment, while CSR priorities are the same as at global level

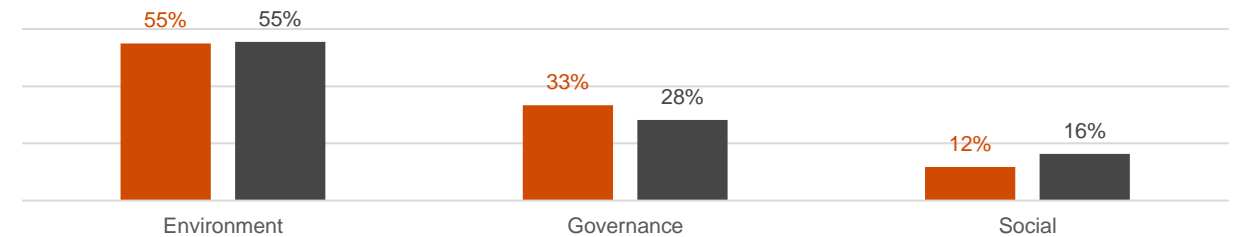
1 Rate of inclusion of digital use cases in procurement department roadmaps for 2027



2 Investment in the digital transformation of the procurement function by 2027 (per year)

	France		World
Small and medium-sized companies	€461k	-46%	€676k
Large and very large companies	€2,844k	+75%	€1,640k

3 ESG priorities for the next three years



1 Use cases in French companies' roadmaps are focused on upstream (S2C) process and data management.

- New areas of innovation are being given lower priority (ChatGPT, marketplaces, virtual purchasing assistant, etc.), with greater importance placed on areas directly linked to optimisation and performance (maximising value and reducing risk).

2 There is a significant gap between investment in France and the global average.

- Small and medium-sized businesses are choosing to invest less, perhaps due to the lack of visibility over the return on investment. Investment by large and very large companies is well above the global average, reflecting the substantial proportion of very large French groups surveyed.

3 French companies' CSR priorities are aligned with those of the rest of the world.

- Managing environmental challenges is an international issue, which explains why procurement departments in companies both in France and worldwide rank them as their top ESG priority. On the other hand, governance issues rank more highly for French companies, driven by local regulations (such as the Sapin II law).



Glossary: acronyms and technical terms

This survey contains acronyms and technical terms. Please refer to this glossary for clarification:

AI Artificial Intelligence.

Automation Implementing a technology, software or programme to reduce human interference.

CEO Chief Executive Officer.

CLM Contract lifecycle management is a comprehensive management process that encompasses all stages of a contract, from its initial creation and negotiation through to its execution, monitoring and completion.

CO₂ Carbon dioxide (CO₂) is a gas with a molecular structure composed of two oxygen atoms and one carbon atom.

COVID-19 Coronavirus disease, an infectious disease caused by the SARS-CoV-2 virus.

CPO Chief Procurement Officer.

CSR Corporate social responsibility.

Data analytics The science of analysing raw data to make conclusions about that information.

Digitalisation Converting business processes to use digital technologies, instead of analogue or offline systems such as paper or whiteboards.

Digital transformation Leveraging emerging technologies to digitalise or automate operating processes.

ERP system Enterprise resource planning, integrated management software.

ESG Environmental, social and governance topics are used to assess a company's collective conscience in order to establish social and environmental factors.

GHG Greenhouse gases, such as carbon dioxide (CO₂) and methane, contribute to global warming by trapping heat in the atmosphere.

IS Information systems refer to all the technical, human and organisational resources used to collect, store, process and distribute information within an organisation.

Medium-sized companies Medium-sized companies fall between small and large companies in terms of sales, workforce and assets.

P2P Procure-to-pay. Also referred to as "transactional processes" for the purposes of the survey.

PoC Proof of concept, a demonstration to verify that certain concepts or tools have the potential to be applied in real-life situations and on a large scale. In a nutshell, a PoC represents the evidence demonstrating that a project or product is feasible and worthy enough to justify the expense required to support and develop it.

ROI Return on investment.

S2C Source-to-contract. Also referred to as "strategic processes" for the purposes of the survey.

S2P Source-to-pay.

S2P solutions Complete or semi-complete suite of procurement tools covering all source-to-pay processes.

SRM Supplier relationship management refers to the strategic management of supplier relations, aimed at optimising collaboration, performance and mutual value creation.





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