



# PROCUREMENT 2021: BIG TRENDS AND PREDICTIONS

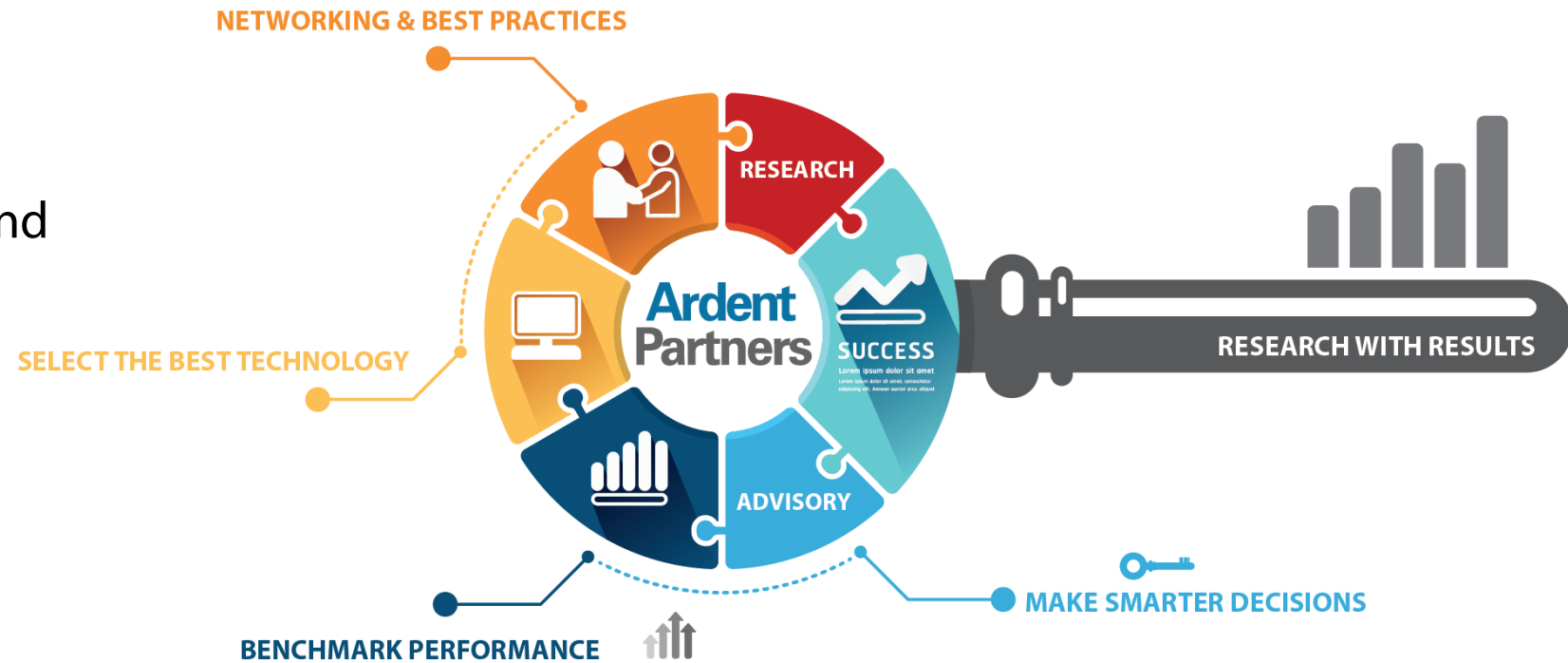
# AGENDA

- **Introduction**
- **Procurement 2021: Big Trends and Predictions**
- **The Future of Work 2021: Big Trends and Predictions**
- **Executive Roundtable**
- **Q & A**




# ARDENT PARTNERS: DELIVERING RESEARCH WITH RESULTS SINCE 2010

**Ardent Partners** is a research and advisory firm focused on defining and advancing the procurement and financial operations strategies, processes, and technologies that drive Best-in-Class performance and accelerate organizational transformation.



# ARDENT PARTNERS - TECHNOLOGY ADVISOR REPORTS



### The 2019 Digital Staffing

Research designed to help business leaders navigate the enterprise technology landscape.

### The 2019 ePayables

Research designed to help business leaders navigate the enterprise technology and solution landscape.

### The 2020 MSP Solution Advisor

Research designed to help business leaders navigate the enterprise technology and solution landscape.

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**Ardent Partners**  
July 25, 2019  
**Analyst:**  
Christopher J. Dwyer  
**Contents:**

- 1 Executive Summary
- 2 The Ardent Partners Advantage
- 3 Research Methodology
- 5 The Digital Staffing Technology Advisor Rankings
- 6 Provider Profiles
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- 23 Appendix I
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**Executive Summary**

The 2019 Digital Staffing Technology Advisor report assesses the primary digital and is designed to serve as a their talent engagement and use this report to identify, and aligns with their specific requirements.

**Ardent Partners' 2019 Solution Strength** (the ability to support the full scope of contingent workforce management, talent acquisition, and staffing activity) measured along the Y-axis.



**Ardent Partners**  
March 5, 2019  
**Analyst:**  
Andrew Battolini  
Bob Cohen  
**Contents:**


- 1 Executive Summary
- 2 Ardent Partners Advantage
- 3 Research Methodology
- 4 Ardent Partners' ePayables Framework™
- 5 The ePayables Technology Advisor Rankings
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- 20 Solution Strength at the AP "Sub-process" or "Phase" Level
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**Executive Summary**

The 2019 ePayables (AP) and final the RFP or solution selection process. This report analyzes and assesses the primary ePayables processes. It is designed to serve as a resource in 2020 for businesses seeking to transform their contingent workforce management and talent acquisition programs. Readers will be able to use this report to identify, and ultimately select, the MSP solution that best aligns with their specific requirements and budget.

**Ardent Partners' 2020 MSP Solution Advisor Rankings**

Ardent Partners evaluated the market's top MSP solution providers' **Solution Strength** (the ability to support the full scope of contingent workforce management, talent acquisition, and staffing activity) measured along the X-axis, and **Provider Strength** (which includes factors like execution ability, client success, references, and product/solution vision) measured along the Y-axis.



**Ardent Partners**  
March 12, 2020  
**Analyst:**  
Christopher J. Dwyer  
**Contents:**


- 1 Executive Summary
- 2 2020 MSP Solution Rankings
- 3 The Ardent Partners Advantage
- 3 Research Methodology
- 4 Managed Service Providers: A Mature CSM Solution Model
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**Executive Summary**

The 2020 Managed Service Provider ("MSP") Solution Advisor is designed to help procurement, talent acquisition, human capital management, and human resources executives navigate the MSP solution provider landscape, accelerate their RFP and solution selection process, and select the MSP solution that most closely aligns with their talent/workforce needs and requirements. This report analyzes and assesses the primary MSP solution providers in the marketplace today and is designed to serve as a resource in 2020 for businesses seeking to transform their contingent workforce management and talent acquisition programs. Readers will be able to use this report to identify, and ultimately select, the MSP solution that best aligns with their specific requirements and budget.

**Ardent Partners' 2020 MSP Solution Rankings**

Ardent Partners evaluated the market's top MSP solution providers' **Solution Strength** (the ability to support the full scope of contingent workforce management, talent acquisition, and staffing activity) measured along the X-axis, and **Provider Strength** (which includes factors like execution ability, client success, references, and product/solution vision) measured along the Y-axis.



Ardent Partners publishes reports that rank solution providers based upon a detailed analysis of each provider.

Supply management professionals can use these reports to identify, and ultimately select, the solution that best aligns with their specific requirements and budget.



# CPO RISING: THE SITE FOR PROCUREMENT PROS



Visit [www.cporising.com](http://www.cporising.com) today!

# ARDENT PARTNERS' MONTHLY WEBINAR SERIES



## Webinars for Procurement Pros

Scheduled Dates:

- *February 26<sup>th</sup> – Bold Procurement Strategies for Uncertain Times*
- *March 31<sup>st</sup> – Strategic Procurement Theme*
- *April 22<sup>nd</sup> – State of Procurement 2021 (World Premiere)*
- *May 20<sup>th</sup> – CPO Rising 2K21 (LIVESTREAM)*
- *June – Procurement Metrics that Matter in 2021*

For more information and to register, visit

[www.cporising.com/webinars](http://www.cporising.com/webinars)

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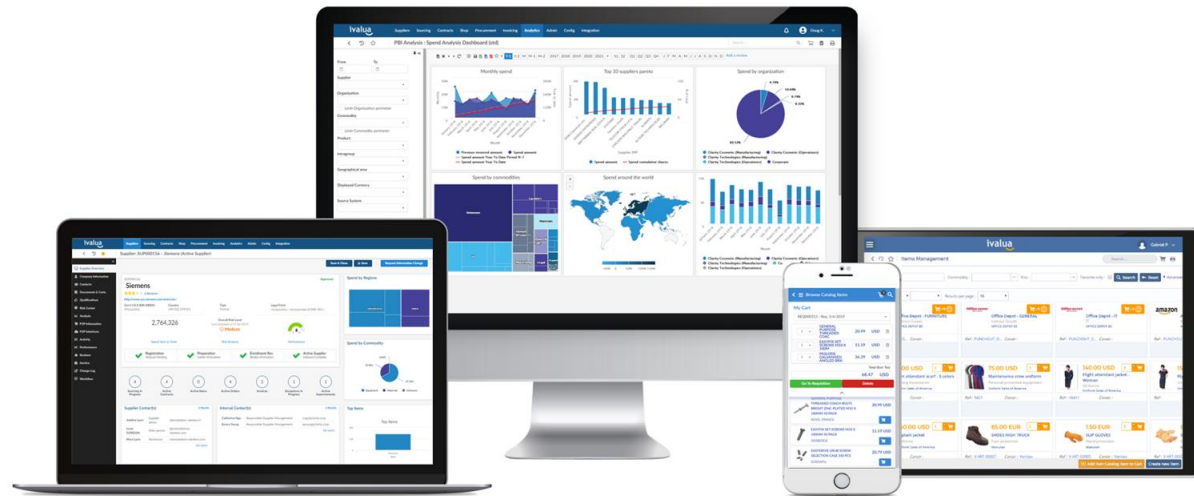
Supplier Management



Strategy & Analytics



Sourcing



Invoicing & Payment



Contract Management



Procurement





# OUR PRESENTERS



**Andrew Bartolini**  
Founder &  
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**Christopher J. Dwyer**  
VP of Research  
Ardent Partners



**Brian Hoffmeyer**  
SVP of Market Strategies  
Beeline



**Vishal Patel**  
VP, Product Marketing  
Ivalua



**PROCUREMENT 2021:  
BIG TRENDS AND PREDICTIONS**

# BIG TREND: THE GLOBAL PANDEMIC RAGES ON

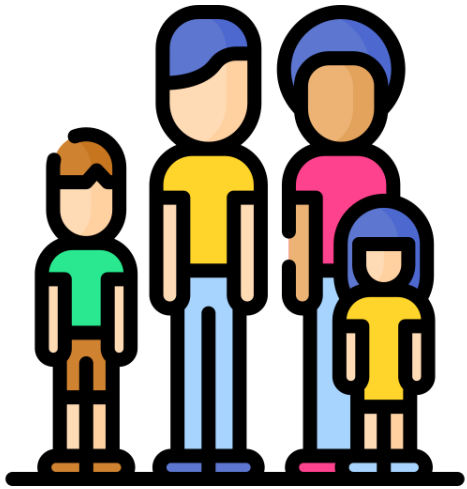


# PREDICTION #1:

## VACCINES WORK – COUNTRIES SLOWLY GAIN CONTROL OVER COVID-19



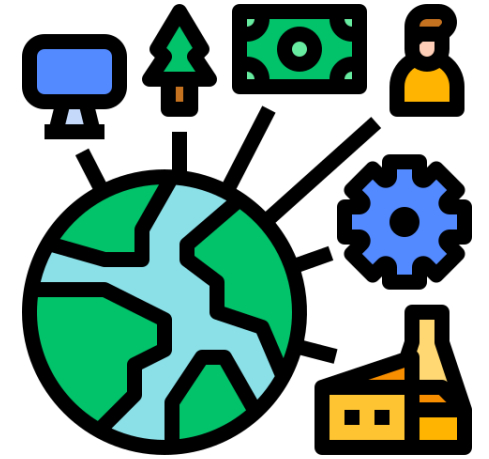
# BIG TREND: UNCERTAINTY REMAINS THE THEME OF 2021



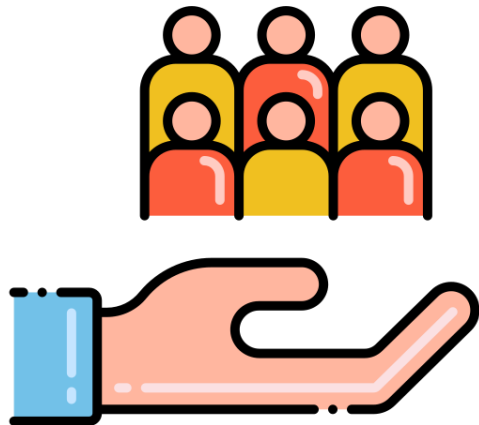
FAMILY



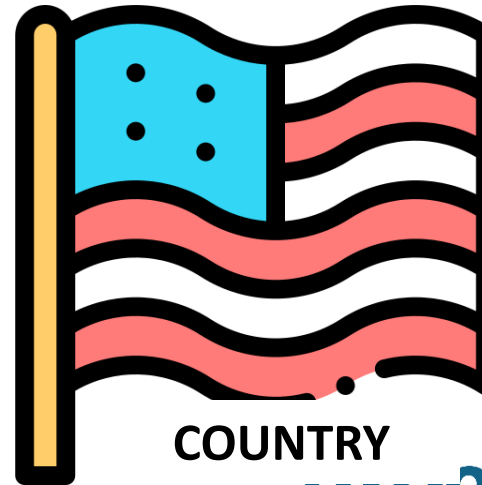
COMPANY



WORLD



COMMUNITY



COUNTRY





## PREDICTION #2:

# THE US AND GLOBAL ECONOMIES, OVERALL, HOLD STEADY



# **BIG TREND: PROCUREMENT'S GROWING IMPACT**

## **PROCUREMENT'S IMPACT ON THE ENTERPRISE (LAST 12 MO.)**

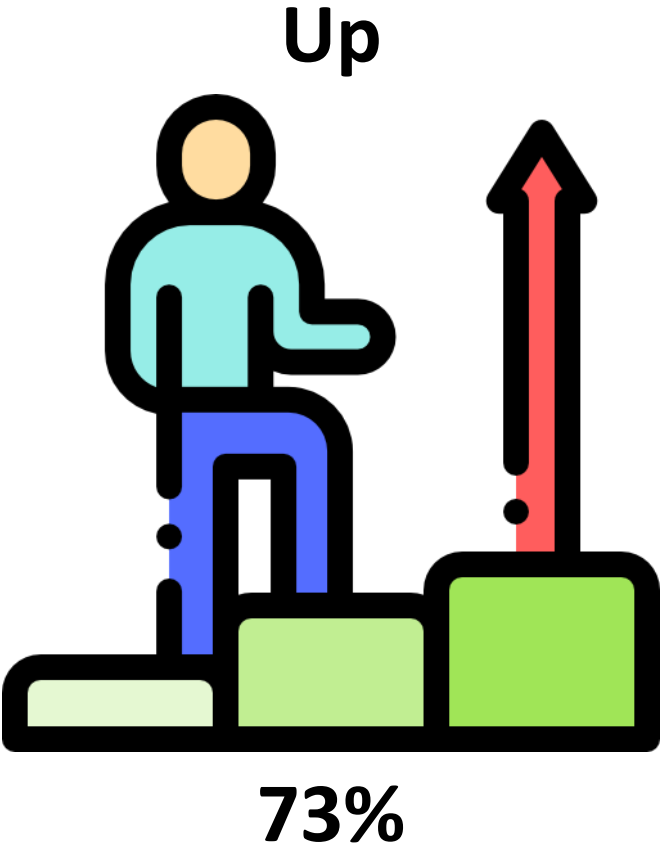
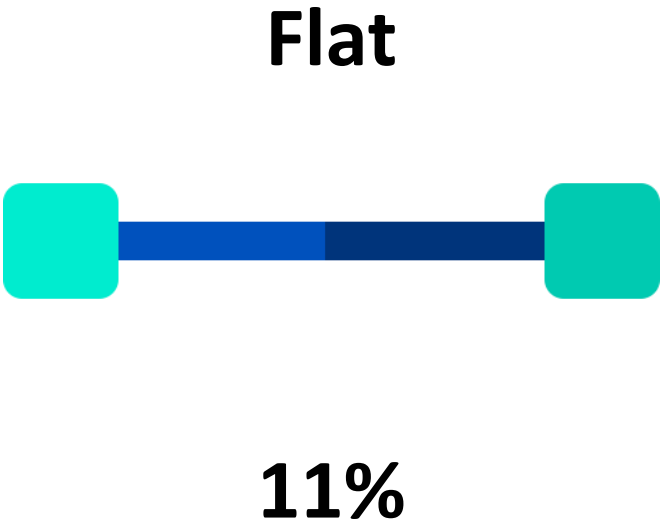


- **53% Major or significant impact**
- **42% Solid or some impact**
- **5% Little to none**





# BIG TREND: PROCUREMENT'S IMPACT (DURING THE PANDEMIC)



# BIG TREND: CHANGE IN CPO FOCUS



**SAVINGS**



# PREDICTION #3:

## PROCUREMENT DRIVES CRITICAL BUSINESS STRATEGIES IN 2021-2022



## PREDICTION #3A:

### THE JOB MARKET FOR PROCUREMENT HEATS UP



# **BIG TREND:** GEOPOLITICAL & ECONOMIC CONFLICT, NATIONALISM





# PREDICTION #4:

## GLOBALIZATION, UNITY, AND GREATER FREE TRADE TRENDS START



## PREDICTION #5:

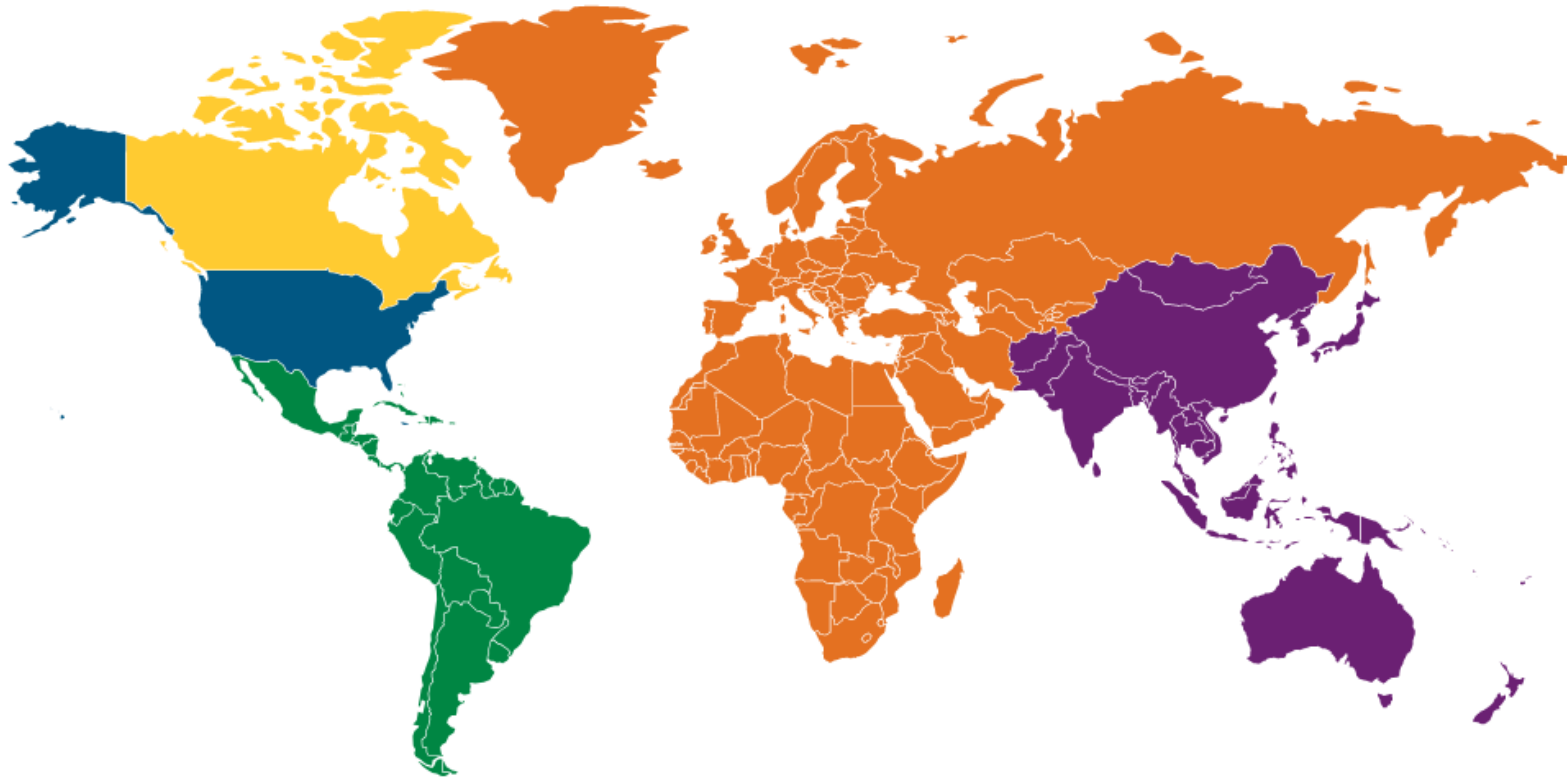
# PROCUREMENT BEGINS TO RETHINK THE SUPPLY CHAIN





## PREDICTION #6:

# DECENTRALIZATION - PROCUREMENT BEGINS TO PUSH CONTROL TO REGIONS



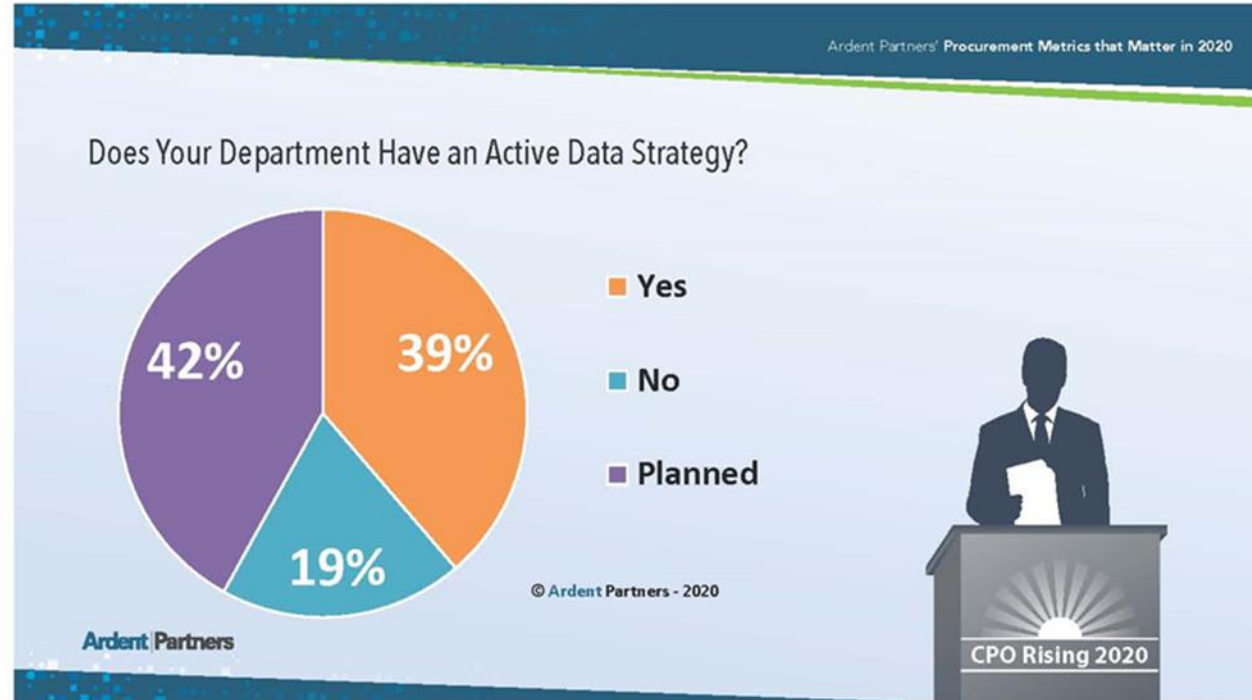
# BIG TREND: TECHNOLOGY IS NOW THE LYNCHPIN TO OPERATIONS



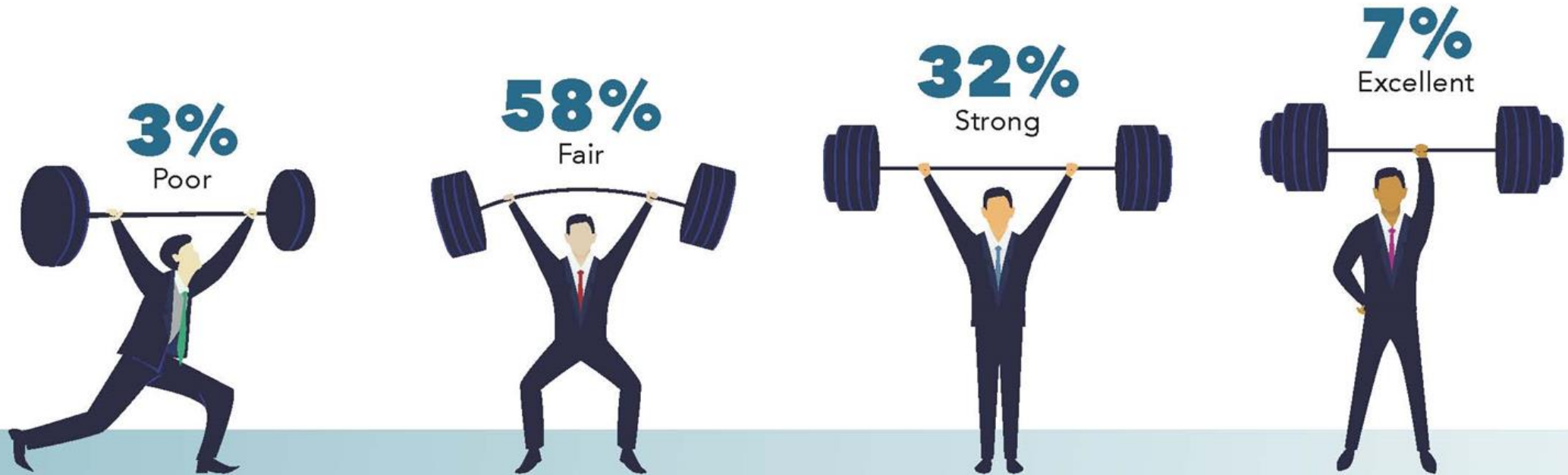
# PREDICTION #7: TECHNOLOGY SUITE MENTALITY



# ~~Big~~ All Data = Big Opportunity



# ~~Big~~ All Data = Big Opportunity, Part 2



Rate your organization's proficiency in analyzing data and gaining value and intelligence from it.

Ardent Partners

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# BEST IN CLASS – BIG DATA MANAGEMENT

**60%**

More likely to have an active data management plan in place



**Best-in-Class 55.6% vs.**

**All Others 34.8%**

## Best-in-Class Characteristics:

- High technology adoption
- High usage or throughput
- Strong financial analysis capabilities
- Emerging data science capabilities





# **PREDICTION #8:** **ARTIFICIAL INTELLIGENCE (AI) ARRIVES IN 2021**

- **The huge investments in AI start to pay off in 2021.**
- **Procurement solutions become embedded with the ability to transform data into value.**







# THE FUTURE OF WORK 2021: BIG TRENDS AND PREDICTIONS

# WHAT IS THE “FUTURE OF WORK”?



## TALENT

The evolution of talent acquisition, the impact of the Gig Economy, and a major shift towards an "agile workforce" that can be leveraged dynamically.



## TECHNOLOGY AND INNOVATION

Innovative solutions, systems, and platforms that are actively transforming the way work is done.

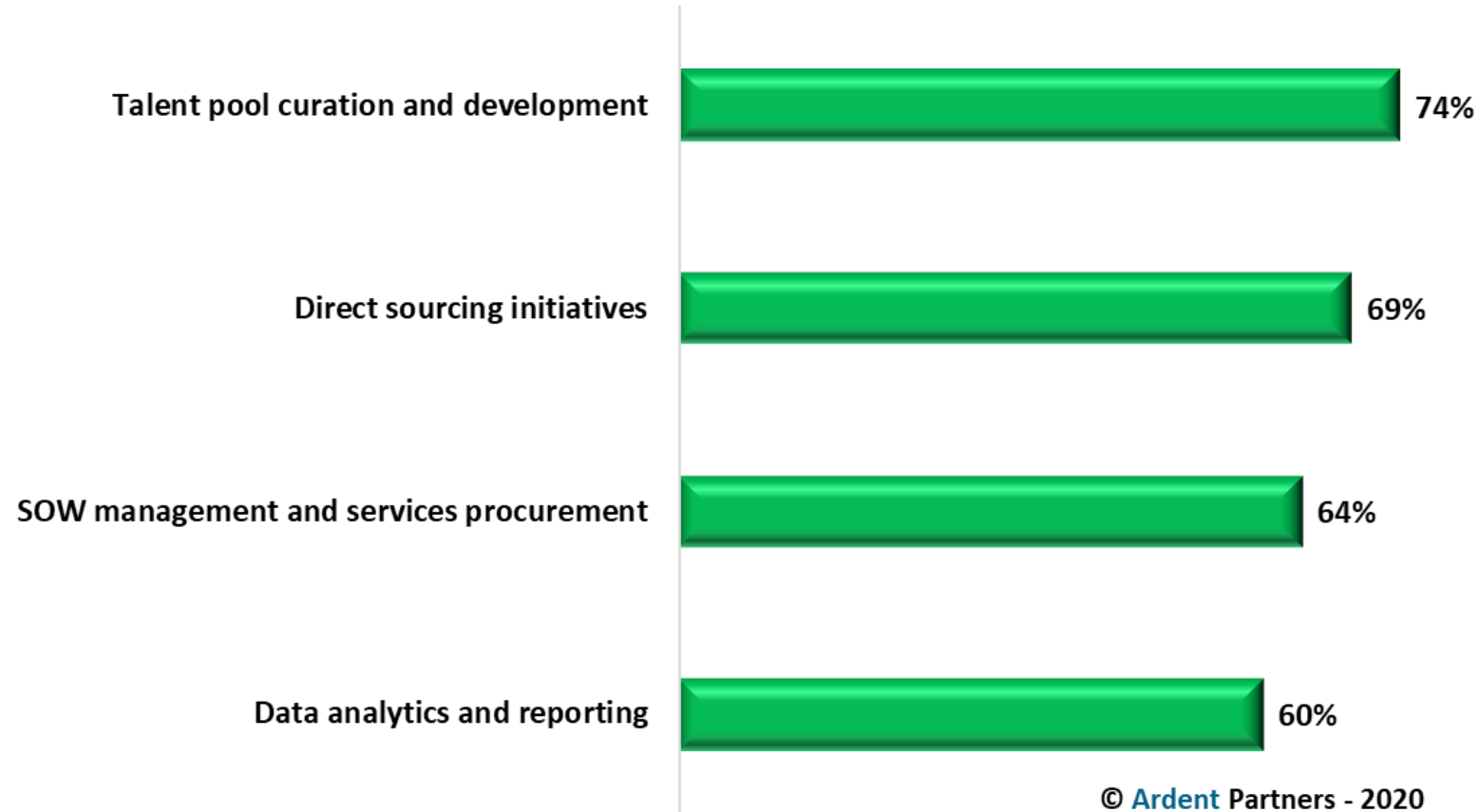


## BUSINESS STRATEGY

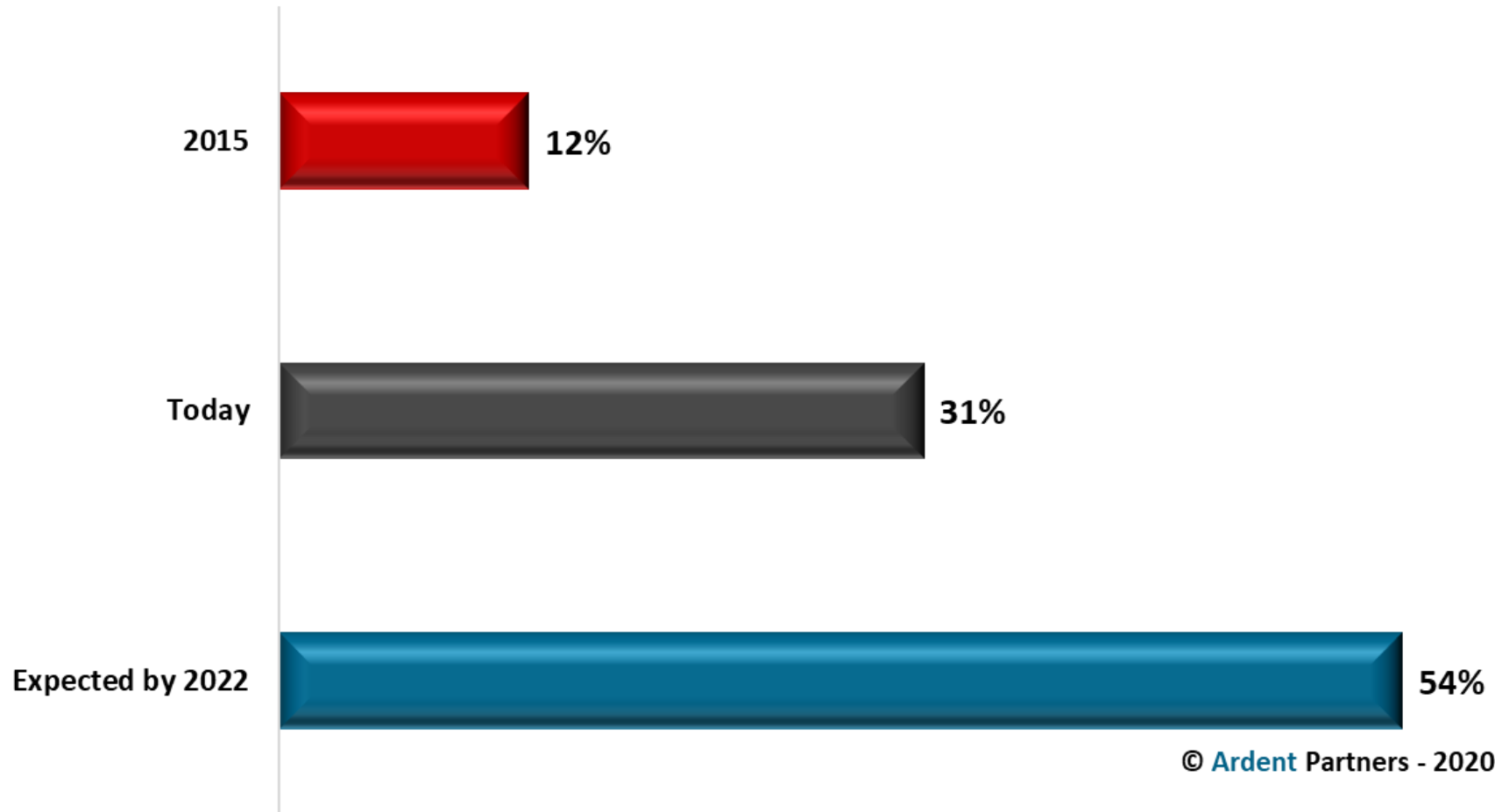
Transformational enterprise thinking and innovative approaches to support a future, optimized state of talent and work.



# BIG TREND: TALENT ENGAGEMENT, REIMAGINED



# REAL-TIME TALENT ENGAGEMENT: A SNAPSHOT







**PREDICTION #9:**  
**3X INCREASE IN**  
**DIRECT SOURCING**



# BIG TREND: THE ACCELERATION OF WORK OPTIMIZATION

## THE WALL STREET JOURNAL.

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CIO JOURNAL

### For Many CIOs, 2020's Digital Acceleration Was Only the Beginning

Technology and processes deployed during the pandemic set the stage for future digital efforts

# The great digital acceleration

BY ALAN MURRAY AND DAVID MEYER

January 14, 2021 5:22 AM EST

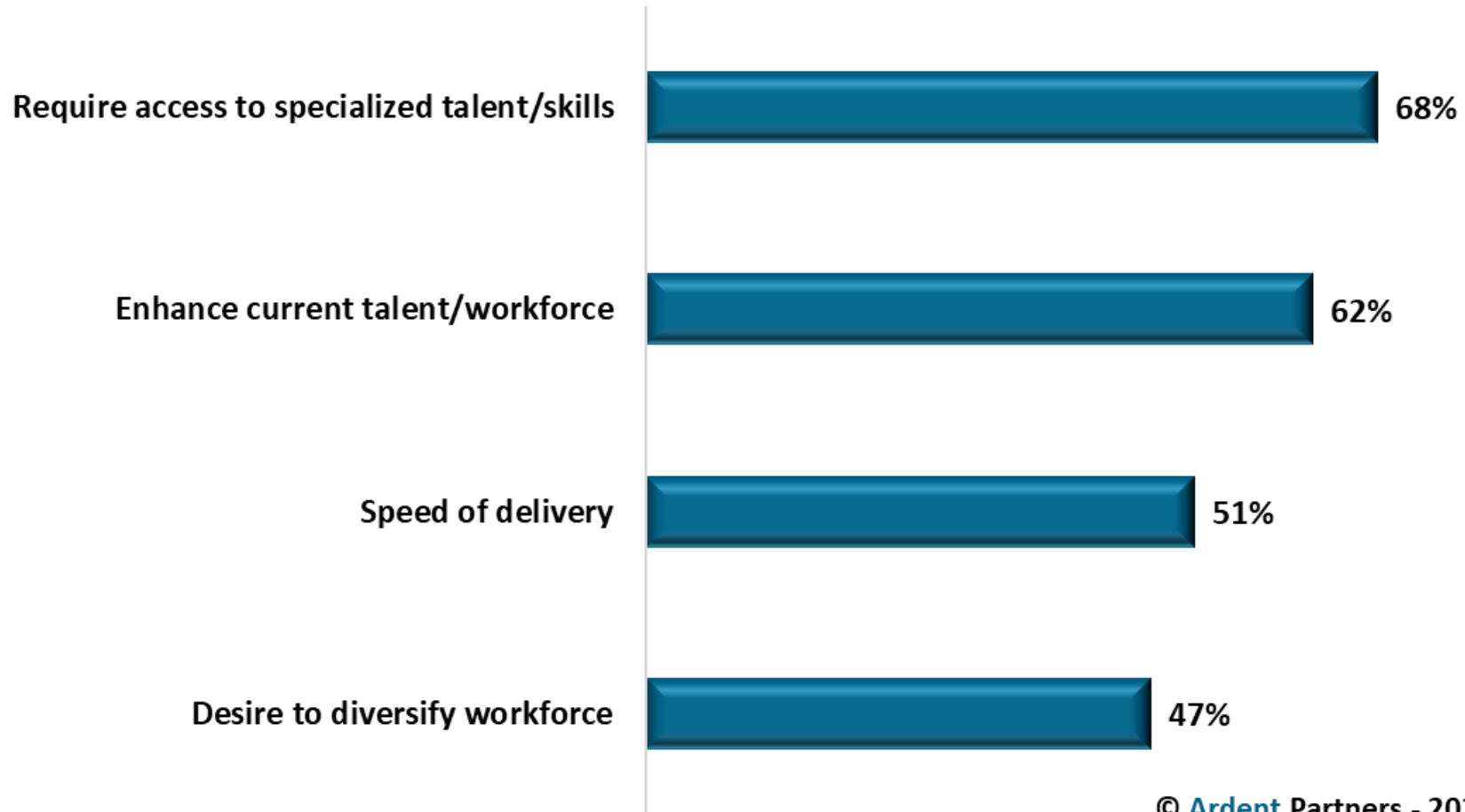




**PREDICTION #10: DIGITAL TRANSFORMATION BECOMES TABLE STAKES**



# BIG TREND: AGILE WORKFORCE STRATEGIES RULE THE DAY



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# PREDICTION #11: THE RISE OF FLEXIBILITY-LED LEADERSHIP



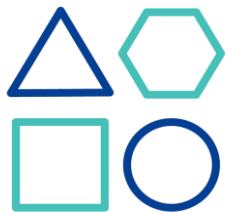
ENHANCED COMMUNICATION

FLEXIBLE WORK ARRANGEMENTS



EMPATHY-LED LEADERSHIP

INCLUSIVE WORK ENVIRONMENT



UNDERSTAND DIVERSE PERSPECTIVES



## 2021's BIGGEST FUTURE OF WORK PREDICTION (#12):

We will be closer than ever to having 50% (half!) of our total workforce being comprised of non-employee and agile talent.





## EXECUTIVE ROUNDTABLE

# EXECUTIVE ROUNDTABLE DISCUSSION



**Andrew Bartolini**  
Founder &  
Chief Research Officer  
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**Christopher J. Dwyer**  
VP of Research  
Ardent Partners



**Brian Hoffmeyer**  
SVP of Market Strategies  
Beeline



**Vishal Patel**  
VP, Product Marketing  
Ivalua



# ROUNDTABLE QUESTION #1

**What are some of the  
BIG procurement trends for how  
companies manage their spend and suppliers?**





## ROUNDTABLE QUESTION #2

**What BIG trends are you seeing regarding remote work? Are companies, especially as it relates to their extended workforce going to go back to working in offices after the pandemic?**



## ROUNDTABLE QUESTION #3

**What are the major barriers  
to successful technology transformation  
in Procurement?**



## ROUNDTABLE QUESTION #4

**Are Diversity, Equity, and Inclusion relevant to the extended workforce and, if so, what BIG trends are you seeing?**



# THE BIG TRENDS - SUMMARY

1. The Global Pandemic Rages On
2. Uncertainty Remains THE Theme of 2021
3. Change in CPO Focus (to Money & Savings)
4. Procurement's Growing Impact
5. Procurement's Increasing Impact (During the Pandemic)
6. Geopolitical & Economic Conflict, Nationalism
7. Technology is now THE Lynchpin to Operations
8. Big Data
9. Talent Engagement, Reimagined
10. The Acceleration of Work Optimization
11. Flexible Strategies Rule the Day



# PREDICTIONS SUMMARY

1. Vaccinations Work – Slowly Gain Control Over COVID
2. The Economy, Overall, Holds Steady
3. Procurement Drives Critical Business Strategies in 2021-2022
- 3A. HOT JOB MARKET!!!
4. Globalization, Unity, and Greater Free Trade Trends Start
5. Procurement Begins to Rethink the Supply Chain
6. Procurement Begins to Push Control to Regions
7. Technology Suite Mentality
8. Artificial Intelligence (AI) Arrives
9. Real-Time Talent Engagement: A Snapshot
10. 3x Increase in Direct Sourcing
11. Digital Transformation Becomes Table Stakes
12. The Rise of Flexibility-Led Leadership
13. “...Closer than ever to having 50% extended workforce”





# **FINAL BIG TREND: PERSONAL NETWORKS REMAIN VITAL TO CPO SUCCESS IN 2021**

- Very hard to stay connected in 2021
- Average job tenures continue to shrink
- Location of talent becomes less important
- Experience matters but, “what you know” and “who you know” are also competitive advantages in the job market

**Ardent Partners: Executive Roundtable Sessions Start in February**



# **FINAL PREDICTION: CPO RISING SURVEY 2021**

**Ardent Partners' 16<sup>th</sup> Annual**

**State of Procurement – Market Survey is now open**

**<https://www.surveymonkey.com/r/cporising2021>**

**Spend 15 minutes helping us capture the  
latest data and benchmark statistics...**

**In return, receive the final report (free) when it publishes in April.**



# Q&A (CONTACT INFORMATION)

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**THANK YOU!**

