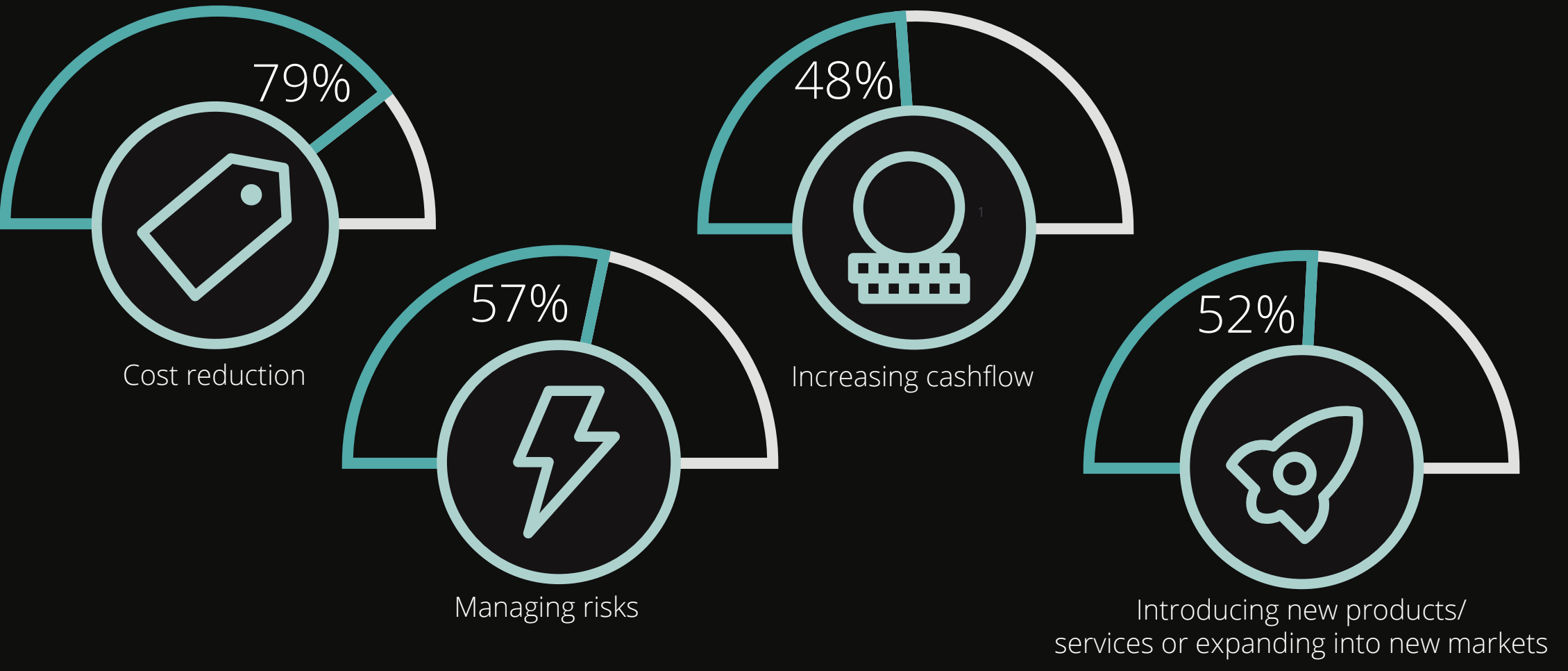


## Growth: the cost and digital imperative

### The Deloitte Global Chief Procurement Officer Survey 2017

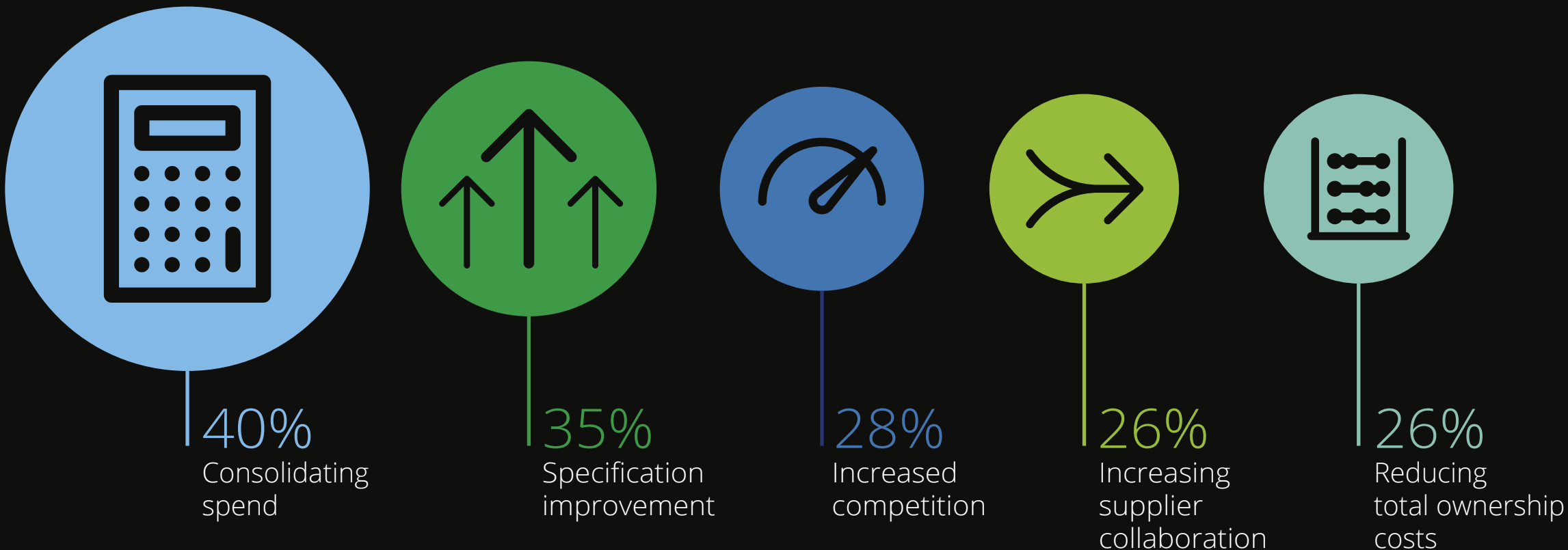
Growth ambitions are high in an uncertain market, the pace of change and increased uncertainty requires superior levels of funding. Defensive strategies being implemented by Chief Financial Officers are demanding rapid, sustained cost reduction in parallel to a greater focus on risk from procurement. Traditional procurement operating models are changing, driven by a lack of talent and an increase in digital innovation.

#### The top four business priorities for CPOs in 2017 show an increased focus on cost reduction and cashflow

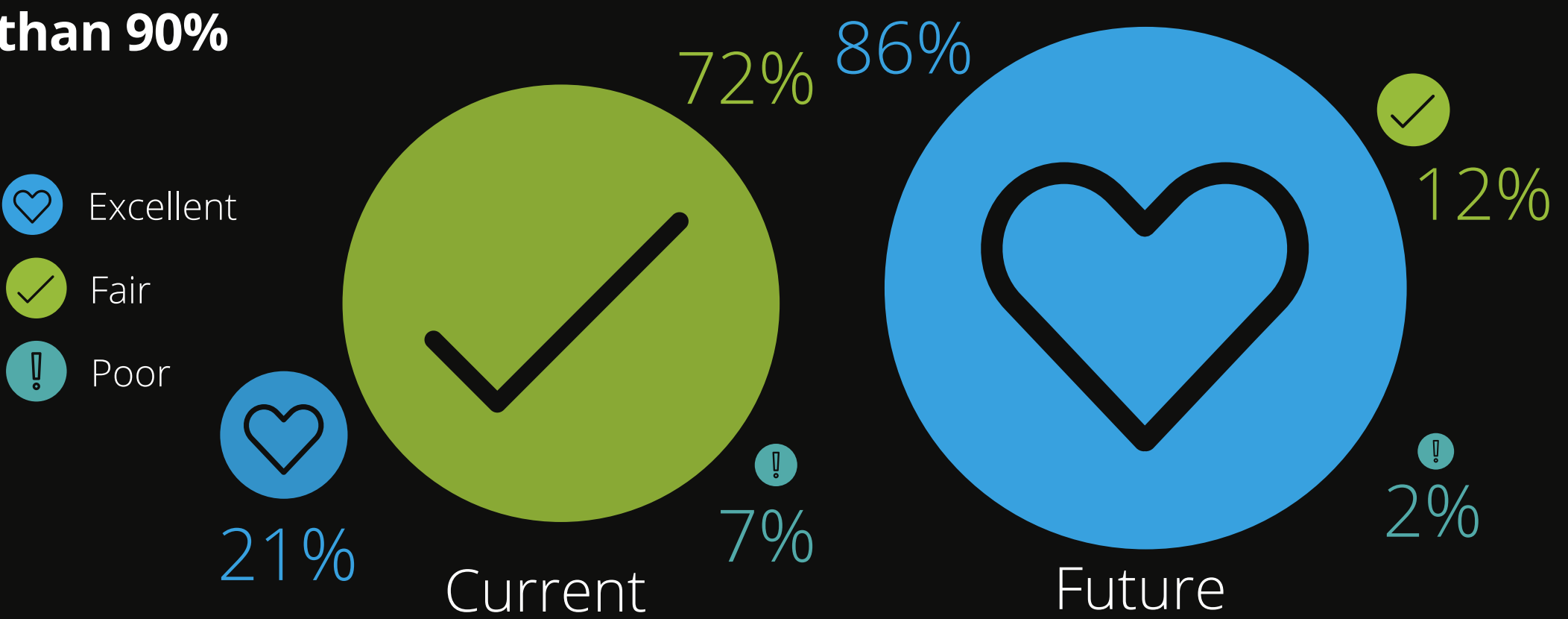


#### CPOs are primarily focused on the following procurement levers to deliver value over the next 12 months

Key procurement levers



Executive support for procurement change exists for 75 per cent of procurement leaders. The majority of CPOs rate their current effectiveness of business partnering at less than 70% and have an ambition for future effectiveness to be greater than 90%



#### 60% of CPOs do not believe their teams has the skills to deliver their procurement strategy



75% of CPOs believe that procurement's role in delivering digital strategy will increase in the future and analytics will have the largest impact for over 65% of procurement leaders

