Top CPO priorities

- Driving operational efficiency is top priority: 78.0%
- Reducing costs: 76.4%
  knocked out of first place for the first time in survey’s 10-year history
- Digital transformation: 76.1%
  a 20% increase from 2019
- Innovation: 72.9%
  reflecting the need to innovate internal operations (including procurement ops)
- Introducing new products and services: 69.2%
- Enhancing risk management: 67.9%
- Corporate social responsibility: 67.6%
  a 22% increase (and largest of any 2019 priority)

Risk and supplier management

Supply assurance: 56% said that key suppliers have gone bankrupt or are severely hampered.
41% had to expedite shipping to keep critical supply line flowing.
36% said suppliers are failing to meet new requirements.
32% said they are losing revenue due to supply shortages.
11% cited that brand damage was realized, directly resulting from supplier issues.

75% of CPOs:
- Enhanced supplier information-sharing is the top supply risk mitigation strategy.
- Activating alternative supply sources (~70%) and shoring up inventories (50%) were second and third, respectively.

Characteristics of high-performing agility masters

Operating model:
- 2x as likely to leverage hybrid operating models and more flexible automation tools and methods.
- <60% more likely to cross-train staff and incentives teams.
- 80% more likely to conduct scenario planning and leverage playbooks.

Digitization:
- 4–5x more likely to have fully deployed advanced analytics and visualization.
- ~18x more likely to have fully deployed AI and cognitive capabilities.
- 10x more likely to have fully deployed RPA solutions.
- Have fully deployed predictive analytics capabilities (12% vs. 0% for the rest).

Risk management:
- High performers are:
  - 95% more likely to have high visibility into tier 1 suppliers.
  - 50% less likely to have low visibility into their tier 2+ suppliers.

Value and performance:
- Have a broader value focus (more and higher ranked set of priorities).
- Are more likely to be formally tracked against a broader balanced scorecard.
- 13–44% higher prioritization of corporate social responsibility.
- Have much higher perceived stakeholder satisfaction.
- Are more likely to be involved in all decision-making.
- 32% more likely to engage in job-swapping in and outside the function.
- Are significantly more likely to have junior talent or fast-track, graduate, and MBA sponsorship programs.
- Invest more time in 360-degree feedback and one-to-one coaching.
- Treat supplier diversity as mature or strategic, compared with 15% for everyone else.
- High performers are 3x more likely to be formally measured on this topic.