

28th CPOs ROUNDTABLE *"Re-imagining procurement"*



In Paris
on Aug. 31st
& Sept. 01st

1st post-Covid
face-to-face meeting
for CPOs

Welcome to the 28th EIPM European roundtable

Part of the **EIPM 30th Anniversary**, the 2021 EIPM CPOs Roundtable is dedicated to the theme **"Re-imagining procurement"**. While we're still navigating the rapids, we need to take the long view and plan the investments - including on technology - that will make a difference for the future. The principles of EIPM's CPOs Roundtable: on the one hand a few presentations from Experts and CPOs willing to share some cases, on the another hand a lot of discussions and exchanges between Participants.

During this roundtable we will exchange on the following themes:

- Developing a strategic vision that engages people and leverages technology to deliver value.
- Delivering innovative services to stakeholders and clients.
- Acting as an ROI catalyst for the business.
- Developing a real-time view of suppliers and external risk to better anticipate and mitigate them.
- Unfolding sustainability & carbon footprint reduction ambitions across the whole supplier network.
- Digitalising the source to pay process for performance.

OVERVIEW of the CPO Roundtable Agenda:

The venue is in the Capgemini Building, 147 Quai du Président Wilson, 92130 Issy les Moulineaux, close to the centre of Paris and accessible by subway.

• 31st August 2021

- 12:00-12:30 Welcome drinks
- 12:30-13:15 Buffet lunch
- 13:15-13:30 Introduction & welcome
- 13:30-15:30 **Topic 1 - Techno Megatrends**
- 15:30-15:45 Break
- 15:45-17:45 **Topic 2 - Procurement impacts on those megatrends with experts per practice**
(split in 11 corners within the Lab)
- 17:45-18:00 Wrap-up of the day
- 18:00-19:30 Break
- 19:30 Diner in Paris



• 1st September 2021

- 8:30 - 9:00 Welcome breakfast
- 9:00 - 9:15 **Topic 1 - Capgemini overview**
- 9:15 - 9:45 **Topic 2 - Capgemini Procurement transformation journey**
- 9:45-10:00 Break
- 10:00-12:15 **Topics 3 & 4 - Workshops** (parts 1 & 2) **feedback & short presentations**
- 12:15-13:30 Lunch break
- 13:30-14:30 **Topics 5 & 6 - Workshops** (parts 3 & 4)
- 14:30-14:45 Break
- 14:45-16:00 **Topics 5 & 6 - feedback & short presentations**
- 16:00-16:40 **Topic 7 - Competing in the digital world: How Google is shaping the rapid adoption of AI**
- 16:40-17:00 **Wrap-up of the roundtable**

Day 1: 31st August 2021 afternoon: Megatrends and Technology

Emmanuel ERBA, Capgemini CPO and 2020 EIPM Peter Kraljic Award Winner will welcome us and present, with Capgemini Experts, some innovations in the “**Capgemini Innovation Lab**” where we will be hosted. This introduction will help us develop a **common vision** on what is possible in the future. It will also help us understand how our teams can harness these innovations.

Afternoon programme: Presentation on Technology megatrends

Focus on specific **Technology and applications**.

- Artificial intelligence
- From data to insights
- Blockchain
- Automation
- Intelligent supply chain
- Move to the cloud / integrated data model
- Touchless procurement & Marketplaces
- Frictionless organisation
- Cybersecurity for supply chains
- Sustainability enablement
- Advanced communications and the New Normal

Following the afternoon, we will have dinner together, a convivial moment, for socialising, discussing and exchanging in a relaxed atmosphere on the Seine River.

Day 2: 1st September 2021 – Procurement re-imagined

During the 2nd day, we will come back on the different topics and share practical applications and experience. Participants will present their ideas and plans. New questions will be raised, and workshops will be organised to develop together a vision on how to re-imagine procurement in the years to come.

Morning programme:

Topics 1 & 2: An overview of **Capgemini's Procurement transformation journey, including some insights on future developments**.

Workshops and discussion on **topics 3 & 4:**

- **Procurement Excellence foundation:** basics and enablers needed to harness technology advantages in procurement.
- **Automate:** using RPA and other technologies for Procure to Pay, Vendor data management, Compliance screening or should costing

Afternoon programme:

Presentation by participants on their achievements and their future developments.

Workshops and discussion on **topics 5 & 6:**

- **Cross-functional alignment:** Using procurement technologies beyond procurement, user's engagement, cross-functional collaboration.
- **Insights & data on sustainability/CO2 baselining or risk management:** augmenting the capabilities of buyers to deliver value or to orchestrate rapid responses in turbulent times.
- Presentation by EIPM on Competing in the digital world: “How Google is shaping the rapid adoption of AI” by Dr Hervé LEGENVRE, Director of the EIPM Value Creation Observatory, Professor at EIPM

Conclusion

Emmanuel Erba's vision for Purchasing

Statement at the occasion of the 2020 EIPM Peter Kraljic Awards.

In September 2020 we asked the contenders of the EIPM Peter Kraljic award to share their vision, to describe how they saw the roles and responsibilities of the function evolve, following the events of 2020. Emmanuel Erba, Capgemini group CPO, made the following statement on this occasion:

Covid crisis has reset a few paradigms that were the foundation of procurement strategies and at the same time opened new opportunities.

As said by Winston Churchill, never waste a good crisis!

First, the paradigm based on volume growth and scale factor saving to fuel value creation and competitiveness are invalidated for at least a couple of years, the time for the economy to recover and a new normal to settle in. Commercial models, including how margins are managed across the value chain, will be drastically revisited.

This means that in the meantime, winners will leverage other levers such as sectorial resilience, quality and predictability of the demand, solvency and relationship.

But this is not all. The weaknesses exhibited in some supply , as well as the chain reaction of subcontractors' deficiencies, are bringing risk management to a new level, where assurance of supply and flexibility account as much, if not more, than facial cost.

On the other side, corporations that had already performed their digital transformation, not to say digitally-native companies, like GAFAM, have emerged stronger than ever, helped by the resilience a true digital model allows.

To complicate things, the environmental dimension, even if not directly correlated to the Covid per se, has benefited from the mother of all fears the pandemic has inspired, leveraged by media, NGO and political groups. Like our CEO said, "There is no business case for ignoring sustainability and climate."

Finally, the crisis is an opportunity to accelerate changes that otherwise would have taken decades to materialise (work from home, deliver from anywhere, flat organisations, liquid workforce...) Resistance to change was broken by the lockdown and unprecedented restrictions of individual rights. More than ever the "why not" has overcome the "yes, but".

On this foundation, leveraging successful behaviours demonstrated during crash plans to ensure continuity of service and cost containment have become generalised and an incentive to look at things in a very different manner. Employees' engagement is reinforced.