

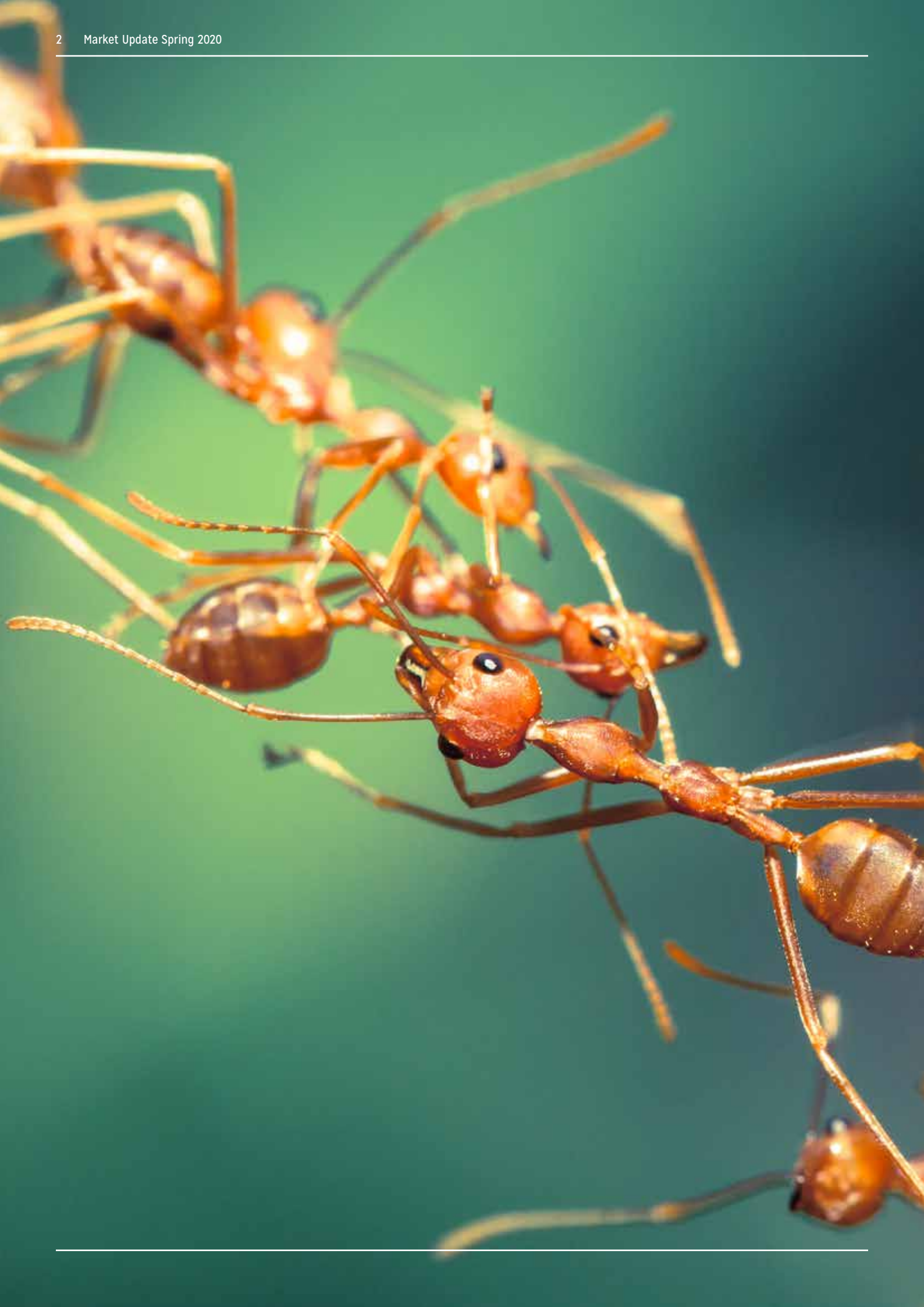
A macro photograph of three ants on a red raspberry. One ant is at the top, another is on the left side of the berry, and a third is at the bottom right. They are all on a green mossy surface. The background is a soft-focus green.

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**THE WORLD HAS BECOME DOMINATED BY
THE COVID-19 OUTBREAK CHANGING THE
BUSINESS WORLD IN WAYS THAT MANY OF
US COULD NEVER HAVE IMAGINED.**



“THE PROFESSION HAS TAKEN THE OPPORTUNITY TO PROVE ITS VALUE TO THE LEADERSHIP COMMUNITY.”

INTRODUCTION

The world has become dominated by the Covid-19 outbreak changing the business world in ways that many of us could never have imagined.

This report has historically focused on providing commentary on what has happened in the procurement and procurement technology job markets over the previous six months with additional features on issues close to our heart, like the development of the digital procurement skill set.

This particular edition will be structured slightly differently. Firstly we'll focus on sharing some examples of how the procurement, supply chain and spend management communities have stepped up to deal with the unique crisis the world is facing. Examples that really demonstrate the value of the people and the solutions that operate in this community.

Because the strain placed on international supply chains has brought procurement and supply chain professionals to the fore in their organisations, fighting urgent problems, managing real challenges and risk. In the process the profession has taken the opportunity to prove its value to the leadership community. In many cases this work has been facilitated by some of the outstanding digital procurement solutions, so we'll share some great examples of how the software providers have been invaluable to their customers.

We'll then talk about how this period is offering some unique career development opportunities as professionals have adapted to the challenges their businesses have faced.

Not forgetting the history of this publication, we will also report on the trends in the job market covering the period dating back to our last report in October 2019 in our usual fashion. We'll take this commentary up to the point at which it became clear that Coronavirus was going to have a significant impact on Europe, and we'll share some data illustrating the immediate impact of the crisis.

Finally we look at what we as a business are doing for our customers and how our unique offering is still proving valuable now and will do so in the future, to both hiring organisations and individuals seeking to progress their careers.

We hope you find it valuable and enjoyable. So many of you tell us you appreciate this information and now, more than ever, we feel it's important to give something to the network of outstanding professionals that we love to work with.

**MANY HAVE RELIED ON THEIR
PROCUREMENT AND SUPPLY CHAIN TEAMS
TO ACT QUICKLY AND DECISIVELY TO
ADDRESS THOSE CHALLENGES, WHETHER
IT BE URGENT COST SAVING ACTIVITY OR
MANAGING SUPPLY CHAIN RISKS AND
STRESSES THEY MIGHT NEVER HAVE
IMAGINED.**



“SAP Ariba was possibly the first solution provider to make a high profile move by opening-up Ariba Discovery.”

2. CORONAVIRUS RESPONSE - THE VENDOR VIEW

Most organisations have faced challenges they just haven't seen before in recent weeks. Many have relied on their procurement and supply chain teams to act quickly and decisively to address those challenges, whether it be urgent cost saving activity or managing supply chain risks and stresses they might never have imagined.

The stories that we are about to share demonstrate how

companies have been relying on their digital procurement and supply chain solutions partners to deal with some of the challenges they face.

They also demonstrate the value of having adopted these solutions in better economic circumstances and perhaps send a message to those that had yet to truly embrace the era of digital transformation.

SAP Ariba

SAP Ariba was possibly the first solution provider to make a high profile move by opening-up Ariba Discovery by giving free use to customers and suppliers. They advertised this via their website and social media as soon it became clear that Covid19 was developing into a global supply chain crisis.

“We are witnessing unprecedented disruption to global supply chains as the effects of the Coronavirus continue to unfold,” said President of SAP Procurement Solutions Chris Haydon. “By removing barriers we aim to help accelerate connections between buyers and suppliers so they can quickly fulfil immediate supply needs during this time.”

Here's a real life example of how this is helping out in the current crisis:

In March of 2020, ViaQuest Home Hospice was in short supply of personal protective equipment (PPE). In less than a day, SAP partner Premikati got ViaQuest ready to use SAP Ariba Spot Buy via the Premikati Marketplace.

By 4:00 p.m., ViaQuest had placed their first order for safety glasses. By 8:00 p.m. the much-needed glasses were shipped.

In addition to this SAP told us that: “To help buyers proactively analyze the overall risk associated with potential disruptions in their supply chains, SAP Ariba and Qualtrics created Qualtrics Supply Continuity Pulse. This offer is valid to new Qualtrics accounts for up to three months.”

The Qualtrics solution “combines procurement and experience management expertise from SAP Ariba and Qualtrics to deliver a pre-configured solution to help procurement and supply chain leaders quickly gain visibility into the health of their suppliers”.

SAP recognised that during this time of uncertainty and high stakes, active listening, visibility and collaboration are more critical than ever. To help buyers proactively analyze the overall risk associated with potential disruptions in their supply chains, SAP Ariba and Qualtrics created Qualtrics Supply Continuity Pulse. Procurement and supply chain leaders can quickly launch this pre-configured solution, which issues a questionnaire to suppliers and reverts results immediately after suppliers respond. This supplier feedback can be used to help identify:

- potential supply constraints and jeopardized delivery timelines;
- areas to optimize business continuity and recovery plans; and ways to collaborate with and assist suppliers to help them meet demand.

As part of the launch of this initiative, Chris Haydon said: “We are trying to do what we can right now to help companies navigate this new world of unprecedented disruption. With Qualtrics Supply Continuity Pulse, we aim to help buyers gain the visibility they need to understand the operational status of their suppliers in near-real-time so they can better manage risks and disruptions.”

SAP has created a [landing page](#) with all available offers designed to help clients manage disruptions caused by Covid-19. As more offers are rolled out, you'll find them here.

To us, this is just the sort of response that was required from one of the sector's long standing leaders. We know from speaking to some of our long standing contacts in the SAP Ariba business that they are as busy as ever, working from home, doing all they can to support their customers and strengthening their business relationships in the process.

THE EVER-CHANGING LANDSCAPE OF COUNTRIES AFFECTED AND THE KNOCK ON EFFECT ON GLOBAL SUPPLY CHAINS WILL NEED TO BE CLOSELY MONITORED BY PROCUREMENT AND SUPPLY CHAIN TEAMS.



“ROSSLYN WAS VERY QUICK TO REACT ON BEHALF OF ITS EXISTING CUSTOMERS, IMMEDIATELY RECOGNISING THAT GLOBAL SUPPLY CHAINS WERE FACING UNPRECEDENTED CHALLENGES AND RISKS.

2. CORONAVIRUS RESPONSE - THE VENDOR VIEW CONT...

ROSSLYN DATA TECHNOLOGIES

Rosslyn was very quick to react on behalf of its existing customers, immediately recognising that global supply chains were facing unprecedented challenges and risks.

Their initial communication to customers outlined that “the ever-changing landscape of countries affected and the knock on effect on global supply chains will need to be closely monitored by procurement and supply chain teams.”

To help existing customers with this business critical issue Rosslyn told them: “We have built a Covid-19 Supply Chain Risk dashboard for you. This dashboard will be provided on your RAPid home page as a separate Business Application titled Geo-Political Risk Dashboard.

“This dashboard will be refreshed on a daily basis to help you with your efforts to stay on top of the changes within your supply chain. We will be providing this information free of charge to all of our valued clients.

We will be fine tuning and updating this dashboard as quickly as we can. All updates will be provided free of charge to existing customers.

The dashboards will reflect your current data held within RAPid as of your last data refresh. As with all of your dashboards you can select and view data by category, supplier, country etc.”

One customer commented: “I appreciate that you have created this free for us, great customer service, this will no doubt be very useful as we plan our emergency supply chain process.”

This quick, effective response from Rosslyn has been greatly valued by customers across multiple industry sectors and helped identify many cost saving opportunities to particularly short time frames. We’ve all heard about the power of data for procurement, this is a great example of how companies that have embraced it are benefiting.

Further information about Rosslyn can be found here. www.rosslyndatatech.com

**IN A SITUATION LIKE THIS I DON'T
KNOW HOW WE WOULD MANAGE
TO CONTACT 30,000 SUPPLIERS
AND BUILD A PICTURE OF SUPPLIER
READINESS TO SUPPORT OUR
CONTINUITY PLANNING**



“HICX ESTIMATES THAT THE MAJORITY OF BUSINESSES OVER \$1B IN REVENUE ALREADY RELY ON THIRD PARTIES TO GENERATE 50% OR MORE OF THEIR TOTAL ECONOMIC VALUE.”

2. CORONAVIRUS RESPONSE - THE VENDOR VIEW CONT...

HICX - FOR BAE SYSTEMS, ACCURATE SUPPLIER DATA PROVES ITS WORTH

Here HICX tell us a great story about what they've done with one of their key customers:

There are many reasons why a single source of truth for supplier data is essential for large enterprises, and much emphasis is rightly placed on the strategic benefits associated with supplier collaboration, joint innovation, risk and performance management and seamless integration of supplier data across multiple systems. But during times of crisis, such as we're seeing with Covid-19, an even more fundamental benefit quickly re-surfaces: who are our suppliers, and how do we effectively communicate with them all?

For large organisations with tens of thousands of suppliers, having supplier data spread across multiple systems, with duplicates, gaps and errors makes even answering these apparently simple questions something of a nightmare.

There are three steps which look simple, but without perfect supplier data, will seriously hamper a business as it responds to a crisis.

Firstly, where are our suppliers located? With the timing, magnitude and response to the Covid-19 impact varying so significantly, not just by region but by country, an accurate picture of risk has to be based on precise information about where suppliers are located.

Secondly, once you know where the suppliers are, do you have accurate and up to date contact information in order to be able to communicate with the right people?

And thirdly, even if you have accurate company and contact data, how exactly will the business communicate efficiently and quickly with the supplier community?

A single supplier information management system, designed to manage the end-to-end lifecycle of the supplier relationship, and built on sound supplier data management foundations, will enable very rapid and highly efficient communication to the right contacts at the right supplier unit, and in a way that delivers genuine business intelligence to support the critical decisions Boards need to be taking.

As a long-term customer of the HICX Supplier Management Platform, BAE Systems is already feeling the benefit of having this foundation in place. "We sometimes take it for granted but, without HICX, in a situation like this I don't know how we would manage to contact 30,000 suppliers and build a picture of supplier readiness to support our continuity planning," said Jerry Grable, Director, eBusiness at BAE Systems, Inc. "It would take a whole team of people pounding the phones for days or even weeks to do something I've been able to do on my own in a matter of hours."

In response to the crisis, HICX is also providing a free-of-charge add-on module to its Supplier Management Platform that will enable companies like BAE to take the next step in understanding their potential supplier impact. Firstly, by mapping real-time and continuously changing Covid-19 outbreak and response data to a company's own unique supplier footprint, and secondly by enabling fast and comprehensive surveys of supplier readiness without the need to email and then collate thousands of responses.

HICX estimates that the majority of businesses over \$1B in revenue already rely on third parties to generate 50% or more of their total economic value, making it more important than ever that companies treat their supplier relationships as a board-level concern, and that starts with accurate supplier data.

Further information about HICX can be [found here](#).

FORTUNATELY, OUR CUSTOMERS COULD MAP THE IMPACT ON THEIR SUPPLIERS FROM THE NEAR REAL-TIME DATA THE TECHNOLOGY PROVIDES AND ASSESS THE DAMAGE THAT BREAKS IN THEIR SUPPLY CHAIN COULD HAVE ON THEIR BUSINESS.



“WE’VE SEEN THE STRAIN ON SUPPLY CHAINS AND THE INCREASE IN SUPPLIERS’ NEED FOR CASH MATCH THE INEXORABLE SPREAD OF COVID-19 ACROSS THE GLOBE.”

2. CORONAVIRUS RESPONSE - THE VENDOR VIEW CONT...

C2FO - WALMART AND DANONE SUPPORT THEIR SUPPLIERS

On a normal day, C2FO runs 250+ cash flow optimisation programmes for large corporates (including 25 of the 100 largest companies in the world) which spend \$trillions with their suppliers every year. Due to the unique way that our platform works, we not only see which suppliers are interested in getting paid early (by the corporates or their banks) but precisely how much each individual supplier wants that capital to thrive or survive. As a result, we’ve seen the strain on supply chains and the increase in suppliers’ need for cash match the inexorable spread of Covid-19 across the globe.

We watched as demand from suppliers in China exploded in the run up to Chinese New Year. As the virus spread, we saw similar supplier behavior in EMEA and The Americas with demand for accelerated payment from SMEs increase more than tenfold.

Fortunately, our customers could map the impact on their suppliers from the near real-time data the technology provides and assess the damage that breaks in their supply chain could have on their business, now and when the health impact of the crisis subsides. As everyone knows, good suppliers are hard to find and harder to replace.

Here are a few of the heartening ways in which customers have helped their suppliers to survive and in other cases, have made it more likely that some of us will survive:

Walmart - dedicated cash flow for the most vulnerable suppliers

Walmart didn’t get to be the largest retailer in the world (> 2.2m employees, turnover > \$500bn) by ignoring the needs of their suppliers. Before the crisis could bite chunks out of their supplier chains they concluded that the most efficient and effective way to get liquidity to their SMBs, which make up more than two-thirds of their suppliers, was to create a dedicated section of the C2FO platform for them and automatically focus support at especially low rates of finance exactly where it was most needed. As a result, the uptake has been extraordinary with thousands of suppliers that have never used the platform before signing up in just a few weeks. [Here’s an example of how suppliers are using it.](#)

Danone - rapid deployment of new technology

As a top 10 global food manufacturer that sells its products in more than 120 countries, Danone has experienced disruption to its operations as well as unprecedented, localised spikes in demand for its products, as customers raced to the shops to prepare for the worst. To help address this, it slashed weeks off the deployment of its supplier early payment technology.

“It is imperative for Danone to support its suppliers in their financing needs. Fortunately, C2FO allows us to make the most of our customer-supplier relationships, by implementing a flexible solution for us and personalised financing for them. The use of a digital solution is an advantage that will strengthen our links with our partners in a secure and efficient environment,” explains Yves Pellegrino, SVP Corporate Finance, Control and Services at Danone. [You can read more here.](#)

European top five medical device company - ramping up production of ventilators

While this company has been using C2FO for a couple of years the challenge for their supply chain was somewhat different: how to pay for the prodigious increase in resources required to satisfy the global demand for ventilators. The solution, was at their fingertips, allocated dedicated liquidity to those supplier partners at the tightest pinch points in supply.

**THE RISKMETHODS SOLUTION HELPS
CUSTOMERS TO IDENTIFY RISK EARLY,
ASSESS THE IMPACT AND MITIGATE.
THIS IS PARTICULARLY HELPFUL IN
THE CORONAVIRUS CRISIS.**



“WE ARE PROVIDING A CORONAVIRUS DAILY UPDATE SUMMARY BY EMAIL WHICH HELPS PEOPLE UNDERSTAND THE IMPACT ON THEIR BUSINESSES.”

2. CORONAVIRUS RESPONSE - THE VENDOR VIEW CONT...

RISK METHODS

We are currently supporting procurement and supply chain professionals with a variety of tools and sources of information.

We offer non-customers a special Coronavirus Supply Chain Visibility Kit which we designed just in time for this current crisis and is available until May 31 for special conditions. It gives organisations immediate insights into how their suppliers and supply chains are affected by various factors, for example, lockdowns, transportation barriers such as closing of borders, ports and airports, Force Majeure or bankruptcy. [There is more information here:](#)

We are providing a Coronavirus daily update summary by email which helps people understand the impact on their businesses. It covers:

- Status Quo
- Impacts
- Implications
- What to expect with regards to global supply chains
- Recommendations
- Short and long-term actions

We have also organised a series of helpful webinars with industry experts and customers.

Earlier in April we had a webinar entitled How to Protect Your Supply Chain During Times of Crisis with TIm Mishchiara, VP of Global Sourcing at Chamberlain Group. In May we have one with Forrester entitled Beyond Coronavirus: Finding the Right Balance for the Next Normal. [All our webinars can be found here.](#)

The riskmethods Solution helps customers to identify risk early, assess the impact and mitigate. This is particularly helpful in the Coronavirus crisis. [Here is our customer Swiss Steel talking about how The riskmethods Solution supported them.](#)

**UNDERSTANDING THE SUPPLIER
BASE TO BE ABLE TO MITIGATE
RISKS IS CRUCIAL AND THAT'S WHAT
WE CAN PROVIDE TO OUR CLIENTS.**



“IN CRISIS TIMES, HAVING A SINGLE SOURCE OF TRUTH FOR PROCUREMENT SPEND IS INCREASINGLY IMPORTANT.”

2. CORONAVIRUS RESPONSE - THE VENDOR VIEW CONT...

SIEVO

Another procurement analytics business that was quick to recognise its ability to support its customers was Sievo. They told us that: “Understanding the supplier base to be able to mitigate risks is crucial and that’s what we can provide to our clients. On top of the standard procurement analytics offering, we developed Corona Response Analytics a few weeks ago and that has been a really popular subject. There have been about 800 registrants in our webinars about that topic.”

They consider building the Corona Response Analytics dashboard to be “our biggest effort in supporting customers during this period. It combines customer spend and supplier data in Sievo with external data sources on the spread of the epidemic (Johns Hopkins University data) and supplier risk (including data from RiskMatters). Customers can also bring in updates from their suppliers, as they work to build an understanding of their spend-at-risk, status of suppliers etc. In crisis times, having a single source of truth for procurement spend is increasingly important.”

Sievo offered these observations from their customer base:

- Some customers are shifting from a monthly to weekly refresh cycle with their spend data to track their situation more closely. Many customers are already on a weekly cycle, but we’re moving quickly to set it up for those that would like to switch
- Primary questions for many have been: are a) my suppliers ok / financially stable? and b) what are my alternative suppliers for *(single-sourced) categories or components*.

So some great examples of how technology vendors are really making a difference at such a difficult time for their customers.

We’ve heard several other stories about vendors really making a difference for their customers, most notably the likes of Jaggaer and Proactis supporting the sterling work being done by their public sector clients in areas of critical, high demand like PPE.

What’s clear to us is that procurement and supply chain professionals are really reaping the reward for having invested in these solutions and training their people to use them. It’s giving people great career opportunities (more of that later in the report) and reinforcing the case for the digital transformation of the procurement and supply chain.

Many people believe this could be a catalyst for accelerated digital transformation in several industry verticals. We’ll be observing that closely over the coming months.

Further information about Sievo can be found here. sievo.com

WE ANTICIPATE THERE IS GOING TO BE A STRONG MARKET ON BUSINESS TRANSFORMATION AND STRATEGY RETHINK AND IN MANY CASES THERE MAY BE AN URGENT NEED FOR RE-MAPPING THE SUPPLY CHAIN.



“THE COMMON THEMES ARE THAT PROCUREMENT AND SUPPLY CHAIN PROFESSIONALS ARE AT THE FOREFRONT OF DEALING WITH THESE EXTREME CIRCUMSTANCES.”

3. THE VIEW FROM THE PROCUREMENT COAL FACE

Firstly, many if not most organisations have a total freeze on external recruitment, due to both further restructuring in Procurement and Covid-19 business continuity challenges.

Typically we are hearing that procurement's total focus is on risk and alternative sources of supply if needed as part of a comprehensive business continuity plan that has been initiated for Covid-19 related disruption across most sectors. In fact several consultancies are gaining work around third party risk tracking. In some cases this is even being outsourced and teams are typically on daily update calls with their business stakeholders to map and mitigate supply risk issues or challenges.

Many organisations are already looking to tap into extended lines of credit and distributors in the supply chain are seeing increased risk of customer payment. That said, we've also seen plenty of evidence of early supplier payments to protect vulnerable vendors and have heard of payment terms of as little as five days.

The closure of distribution centres in Italy and South Africa is impacting those regions, however core markets of US and Europe are not materially impacted as yet but there has been a significant uplift on air freight costs causing price pressures for many commodities.

Conversely in what is a rapidly changing situation as positive news, some manufacturers are moving capacity back into China, as it reopens for business. For example, Apple closed manufacturing in Europe, but now has China picking up excess capacity.

After the UK elections, Christmas and confirmation of Brexit many senior interim professionals reported a rise in potential opportunities as clients began to look seriously at how they may need to restructure their operations and supply chains to meet the potential changes to the market. These appeared to be highly challenging projects especially for manufacturing supply chain transformation work.

Understandably now virtually all of this work is on hold but CEOs are looking to the challenge ahead, post lockdown and we anticipate there is going to be a strong market on business transformation and strategy rethink and in many cases there may be an urgent need for re-mapping the supply chain.

With the political situation between the US and China many Chinese firms and investors are turning their attention to Europe and are on the lookout for the right investment or buyout opportunities. The UK and European economy may well get a significant cash boost from the Far East.

Equally work in independent mentoring and advising of supply chain and manufacturing rebuilds or re-engineering will be required.

Clients in the Life Sciences and Medical Device sectors are one of the few that are still recruiting as demand for their products has soared in some cases. The challenge has been to continue 'safe' production and also ensure the continued supply of certain raw materials or manufactured parts. One client with circa 200 staff recently had 17 live vacancies to deal with as a direct result of the increased workload. That is a difficult challenge under normal circumstances and whilst the likes of Zoom and Skype really help with the interview process, the challenges of onboarding new staff during lockdown need to be thought through carefully.

Similarly in BioSciences the scenario is one of increased demand for the products with the challenge being risks to the supply chain of increased demand and ensuring safe production. One organisation had moved to 24/7 operation but with fewer staff on each shift to allow social distancing and to compensate for the unsocial hours, with typically each person working fewer hours per week. Whilst procurement and supply chain have a critical role to play for now this does not seem to be equating to extra headcount or recruitment and many of our contacts are incredibly busy as a result.

So it's a mixed picture with wide ranging challenges but the common themes are that procurement and supply chain professionals are at the forefront of dealing with these extreme circumstances and that is giving many professionals exposure to some amazing opportunities to develop their skills and experience.

PROCUREMENT AND SUPPLY CHAIN IS IN A LEAD ROLE FOR MANY COMPANIES, ACTING AS THE GUIDING LIGHT FOR ORGANISATIONS WITH SUPPLY CHAINS UNDER IMMENSE STRESS



“FOR LEADERS, THE NEED TO BRING YOUR TEAMS TOGETHER TO ACHIEVE GREAT FEATS OF TEAMWORK WHILST REMOTE WORKING PRESENTS REAL CHALLENGES.”

4. CAREER DEVELOPMENT IN A CRISIS

As you've read above, the procurement, supply chain and spend management communities are taking this unique opportunity to prove their value in the midst of a truly global crisis. Procurement and supply chain is in a lead role for many companies, acting as the guiding light for organisations with supply chains under immense stress or sourcing new components for essential medical equipment required by health services all over the world.

We should be proud of the contribution and celebrate it when the opportunity comes along, whenever that may be. Hopefully it won't be too long before we see our colleagues in a work or social setting!

We should also appreciate the fact that these unprecedented circumstances are offering some amazing opportunities for personal growth for the people involved.

There are opportunities to do different things that might not happen under normal circumstances in supplier collaboration and innovation. There are new challenges managing supply chain risks and visibility across multiple tiers of the supplier base, particularly for companies that rarely look beyond tier one suppliers.

For leaders, the need to bring your teams together to achieve great feats of teamwork whilst remote working presents real challenges. Employers and stakeholders are relying on you to adapt to these changes with the future of your business on the line.

For many senior management teams, seeing how your suppliers are adapting in these circumstances and understanding what they are capable of when managing their own crisis, fighting for survival, fighting for supply is a real eye opener.

Maybe you urgently need to find a new supplier or get to the front of the queue with existing ones? How are you doing that?

Whether it's working with your stakeholders, customers or colleagues in new ways, making progress in circumstances where tools that you have traditionally relied on aren't necessarily available to you, or overcoming problems when everything you have traditionally relied upon goes out of the window, this is all great professional experience.

And what should you do with it? Well one thing you can do is keep a diary of this period. You should document what you are doing, maybe share experiences with current and past colleagues, see what they are doing, what they are learning and what you might have done differently with the benefit of hindsight.

Because at the end of all this, it will be a great time to strengthen your CV because these are all great learning opportunities that are providing experience that will prove invaluable in the future. Experience that could be the key to your next promotion, internal or external job move because you now have knowledge that could prove invaluable when we work out what the new business environment looks like after all this.

And what if you aren't on the front line, what if your company has furloughed you or doesn't see the value of what procurement can contribute? Well don't despair because that means you've got more spare time during all this which, if used wisely, could be very beneficial. There are so many valuable resources available to consume that will help you get some professional development.

Andrew Daley made a video about how to prepare yourself for the future of procurement. In it, he gives some guidance on how you can take responsibility for your own personal development, and for those that have more spare time than normal now is the time to embrace his suggestions and his six point plan to protect the future of your career.

[You can access the video here.](#)

**THE END OF 2019 AND EARLY 2020
SAW SOME MAJOR ACQUISITION
ACTIVITY IN THE PROCUREMENT
TECH MARKET WHICH WILL HAVE A
SIGNIFICANT LONG TERM IMPACT
ON THE MARKET.**



“INDUSTRY EVENTS OFFER SO MUCH IN TERMS OF BRINGING GREAT MINDS TOGETHER, SHARING PROFESSIONAL EXCELLENCE AND INNOVATION AND DRIVING HIGHER STANDARDS ACROSS THE COMMUNITY.”

5. PROCUREMENT TECHNOLOGY MOVERS & SHAKERS

It may seem like a lifetime ago now given how much change we've all experienced in such a short space of time, but the end of 2019 and early 2020 saw some major acquisition activity in the procurement tech market which will have a significant long term impact on the market.

Most notably, back in November Workday announced that it had entered into an agreement to acquire online procurement platform Scout RFP for \$540 million in an all-cash transaction.

The acquisition builds on top of Workday's existing procurement solutions, Workday Procurement and Workday Inventory, but Workday chief product officer Petros Dermetzis wrote that Scout gives the company a more complete solution for customers.

“With increased importance around the supplier as a strategic asset, the acquisition of Scout RFP will help accelerate Workday's ability to deliver a comprehensive source-to-pay solution with a best-in-class strategic sourcing offering, elevating the office of procurement in strategic importance and transforming the procurement function,” he wrote.

Workday is a formidable organisation with a strong presence in their core markets, some outstanding people and this deal will no doubt enable them to compete on a broader front with ERP giants SAP and Oracle.

The valuation raised a few eyebrows amongst industry veterans and in fact Workday stock slipped 2.3% to 161.38 on the day the deal was announced.

Interestingly Coupa stock also dived by as much as 8.5% on the day as well but recovered some of its losses to close at 130.37, down 4.6% overall that day.

These industry giants seem set to go head to head in the coming years, intensifying competition in an enterprise market which also interests the likes of Ivalua.

In another significant deal that was also announced in November, UK headquartered e-procurement firm Wax Digital was acquired by Swedish based Medius, part of global investment firm Marlin Equity Partners. Medius offers its customers process efficiency and financial control through its two cloud solutions, MediusFlow and Ascendo Invoice.

The Wax Digital Solution and their people are both highly regarded in the UK market and the press release at the time pointed to two happy parties joining together:

“The decision to join forces with Wax underscores Medius' commitment to supporting our customers' eProcurement needs,” said Per Åkerberg, CEO of Medius. “We firmly believe Wax strengthens our product capabilities and provides a unique suite of solutions to continue to accelerate our growth globally.”

“Wax is delighted to have found a highly complementary partner in Medius who shares our mission of delivering best-in-class source-to-pay software solutions,” said Paul Ellis, CEO of Wax. “The acquisition combines two market-leading cloud offerings to create a business of scale, and we look forward to working with the Medius team to help drive our next phase of growth.”

Speaking to our contacts at Wax Digital at the eWorld event in February (the last event before widespread cancellations of the likes of Ivalua Now and SAP Ariba Live in Vegas) the integration of the two businesses seemed to be progressing nicely.

On the subject of industry events, at the time of writing SAP Ariba Live Europe in Berlin is still scheduled for June but surely SAP faces a choice between postponement or going digital again.

A big, and quite frankly depressing question, is when will these amazing events that bring people together from different businesses and geographies become the norm again? Furthermore when will we feel comfortable travelling again? Will companies shy away from them preferring the lower risk investment of digital events and what does that mean for the long term health of the events industry?

It will undoubtedly be a loss to the procurement profession and procurement tech industry if those events become a thing of the past. They offer so much in terms of bringing great minds together, sharing professional excellence and innovation and driving higher standards across the community. Let's hope it's not too long before we can all benefit from these events again.

Cont....

CLEARLY THE PARTNER ECOSYSTEM IS VITAL FOR BOTH ORGANISATIONS FOR MANY REASONS, NOT LEAST THE IMPORTANCE OF HAVING THE RIGHT IMPLEMENTATION PARTNER TO ENSURE A SUCCESSFUL ADOPTION.



“YAPTA HAVE ALREADY DELIVERED MORE THAN \$350 MILLION OF SAVINGS FOR THEIR CUSTOMERS.”

5. PROCUREMENT TECHNOLOGY MOVERS & SHAKERS CONT...

Moving into the new decade, the first big deal of 2020 came in January when Coupa made their fifteenth acquisition in the form of Seattle based business travel specialists Yapta who have already delivered more than \$350 million of savings for their customers.

At the time Rob Bernshteyn, Chairman and CEO of Coupa, said: “Business travel, which accounts for more than \$1 trillion of spend per year, is often one of the spend areas within a business with the least visibility and control. Yapta offers greater transparency into travel spend, helping businesses get the most value from their travel planning.”

Yapta CEO James Filsinger had this to say: “Yapta was founded on the concept of enabling travellers to get the most value and savings out of their travel plans, and we’re proud to have saved our corporate customers across the globe hundreds of millions of dollars. Joining the team at Coupa offered a logical next step for our company given Coupa’s strong focus on delivering value across business spend management. As an integral part of the Coupa BSM platform, Yapta will have greater reach and scale across Coupa’s growing customer base to deliver even greater value to businesses.”

In February in the last significant industry deal before the Covid-19 crisis really hit Europe saw global consulting giant McKinsey acquire German spend analytics firm Orpheus.

Spend Matters reported the deal as follows:

Orpheus’ software helps organisations ‘optimise their external expenditure throughout their operations by analysing purchasing data streams for value capture opportunities and measuring realised procurement impact.’ The move gives McKinsey a new offering to clients: Spend Intelligence by McKinsey. The service will enable spend transparency, spend and cost analytics, and value capture management. Here’s what the press release said:

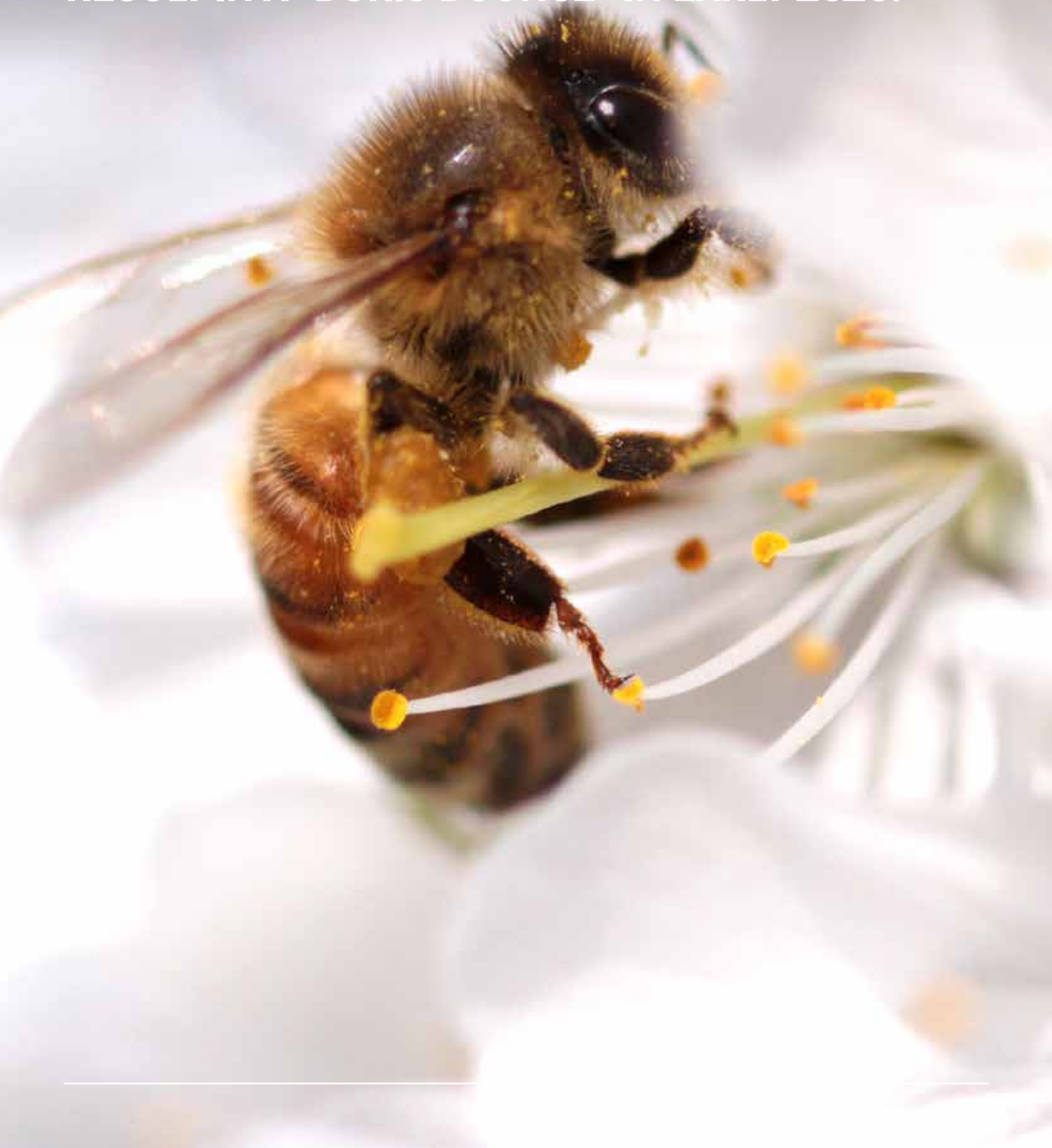
“Spend Intelligence by McKinsey will be a core element of the digitally-enabled procurement function of the future, involved in all business value chain activities from product development to distribution, and playing a strategic role in managing budgets and costs, anticipating and mitigating supply risk, and driving compliance.”

Jörg Dittrich, Orpheus CEO, said: “Orpheus is excited about joining forces with McKinsey. Together we can create a much richer solution and service offering that – with a single focus on driving impact for clients – is truly something new and differentiated in the space.”

If you are interested to see how the Covid-19 situation is likely to impact on the merger/acquisition market in this sector moving forward, Spend Matters has made their content on this (and many other subjects) free to access during the crisis. Here is a good starting point: [The Impact of COVID-19 on M&A and Procurement Technology Investing.](#)

In terms of individual moves, there have been relatively few for the reasons reported above. But one worth noting is that of Martin Hayles moving from Coupa to SAP Ariba, obviously huge direct competitors. Martin had been Director, EMEA Partner Success Management at Coupa and is now Senior Director - Strategic Partner Growth at SAP Ariba. Clearly the partner ecosystem is vital for both organisations for many reasons, not least the importance of having the right implementation partner to ensure a successful adoption of these solutions in order to maximise the potential benefits. So this looks like a significant win for SAP Ariba.

BY THE END OF 2019 MANY WERE ASKING IF THE DECISIVE NATURE OF THE CONSERVATIVE PARTY'S VICTORY IN THE DECEMBER ELECTION WOULD RESULT IN A "BORIS BOUNCE" IN EARLY 2020.



“IT’S ALMOST IMPOSSIBLE TO PREDICT WHEN THE JOB MARKET WILL RECOVER AND THIS DEPENDS ON SO MANY VARIABLES.”

6. THE EUROPEAN PROCUREMENT TECHNOLOGY JOB MARKET

This market has been growing at pace for several years now as covered in previous versions of this report. That has resulted in a large amount of hiring activity across the sector with most of the key players having recruited staff from competitors, partners and in some cases customers to fuel their growth.

In our last report published in October 2019 we reported that overall hiring activity remained strong. However during November and December of 2019 we saw real evidence that hiring activity was beginning to slow with fewer high profile moves and less open roles in the market. The reasons for this include:

- Several organisations that had hired heavily shifted their focus to maximising the returns from their existing resources.
- Continued consolidation in the market - mergers and acquisitions are rarely followed by aggressive further hiring.
- Slow decision making from the procurement community resulting in less new deals being done by software vendors.
- Questions about the return on investment from certain solutions becoming more common.
- The UK and EU were dealing with the uncertainty created by Brexit and the UK election which had an impact on 2019 sales - many revenue targets were missed.

So by the end of 2019 many were asking if the decisive nature of the Conservative party's victory in the December election would result in a "Boris bounce" in early 2020. Our experience is that there was little or no evidence to support that optimism and in fact January 2020 was the quietest start to the year in this market for several years.

Many companies were telling us that they had to get their sales back on track after a disappointing end to 2019 before they could think about hiring. Of course there were exceptions to this but it seemed there was a lack of urgency with much of that hiring activity.

The UK market was particularly quiet, probably still impacted by Brexit uncertainty, as the opening gambits were fired through the press and social media by both sides in the trade negotiations.

And then Covid-19 landed in Europe and everything changed. As we write in April 2020, the vast majority of the vendor marketplace has put almost all recruitment activity on hold. The focus for most organisations is twofold:

- Ensuring their businesses are equipped to survive the crisis
- Supporting their customers in any and every way they can as already reported.

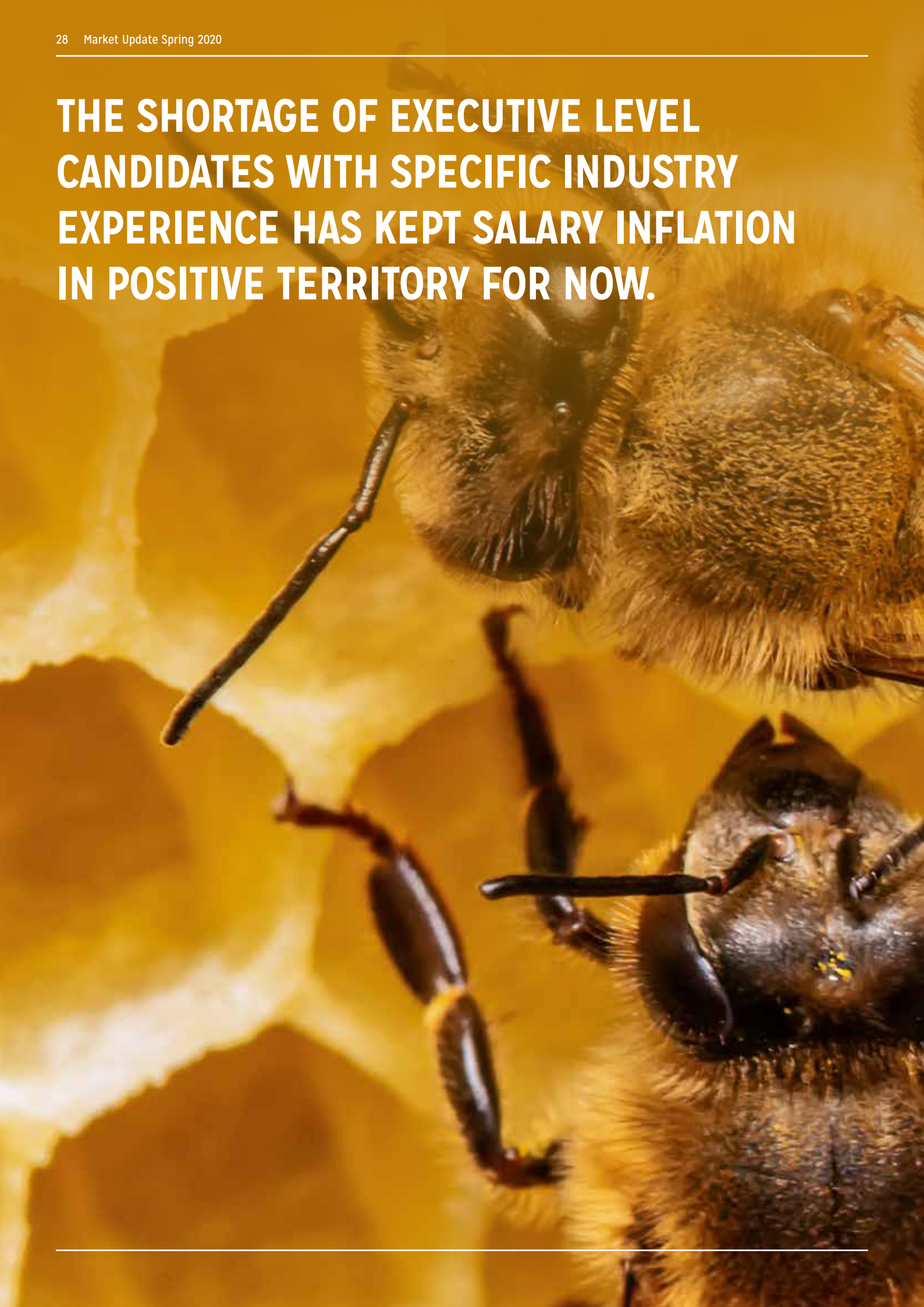
There are examples of companies that are still making business critical hires but these are the exception to the general rule.

It's almost impossible to predict when the job market will recover and this depends on so many variables. But as with the procurement and supply chain profession, the spend management community is proving to be a vital part of fighting the current crisis, so it's reasonable to assume that the market will be more robust than most and we can return to growth mode in due course.

Our best estimate based on the many conversations we've had across the sector is that the consensus is that 2020 will be about protecting what you have so growth will probably have to wait until next year. However by that point many will have seen the true value of these solutions and the overall market may benefit greatly as companies seek to strengthen their capability in key areas like supply chain visibility and digital procurement solutions.

This would give a boost to the profession, to the growth of the solution providers and have a positive impact on the job market creating more career development opportunities.

THE SHORTAGE OF EXECUTIVE LEVEL CANDIDATES WITH SPECIFIC INDUSTRY EXPERIENCE HAS KEPT SALARY INFLATION IN POSITIVE TERRITORY FOR NOW.



“MARCH HAS SEEN THE SHARPEST DROP IN HIRING DECISIONS SINCE FEBRUARY 2009.”

7. PROCUREMENT LEADERSHIP AND THE WIDER PROFESSIONAL JOB MARKETS

In early 2020 we were able to collate some interesting data, including some from the UK recruitment industry, which gave an valuable insight into the wider professional job market. Here it is:

- UK GDP Growth was almost zero in Q4 2019 as the country suffered an economic paralysis.
- Job vacancies were down 5.7% in 2019 with a relatively large decrease in the private sector only partially offset by an increase in public sector vacancies.
- Employment growth was relatively solid at 1.1% annually but temporary employment was down slightly whilst self-employment (which includes contractors with limited companies and sole traders) is up.

So in summary the professional job market, particularly the senior end of it, slowed down considerably as Brexit-related uncertainty leading up to the UK election really hit the permanent job market.

This data supports the anecdotal evidence that we observed in the procurement world as senior job moves were rare and the solutions market showed the first signs of slowing before Christmas.

Moving on into 2020, opinion was divided at the beginning of the year as to whether we would see a recovery or not. However the various theories never really got tested as the Coronavirus crisis stopped the job market dead in its tracks from mid-February onwards.

In terms of data for early 2020, Edbury Daley is a panellist on the REC/KPMG UK Jobs Report which is published monthly to provide up-to-date information on hiring, vacancies and job seeker trends. Below, we discuss some of the most pertinent statistics from the March report.

March has seen the sharpest drop in hiring decisions since February 2009. Many firms are cancelling or postponing appointments in response to the uncertainty created by the Covid-19 pandemic. The index used, where a score of 50 represents parity with the previous month, showed just 31.7 for permanent appointments for March.

Conversely, the supply of permanent job seekers has seen a reduction in decline. There are several competing factors here. We have seen candidates more reluctant to consider alternative

positions when approached due to wider economic uncertainty. Whilst this further tightens the candidate market, particularly in highly specialised sectors such as procurement or procurement technology, two further factors offset this trend. Specifically, there is already evidence of firms making redundancies in response to Covid-19 so these employees are thrust on to the job market immediately. In addition, the proposed change to IR35 legislation has caused certain candidates to switch from seeking contract positions to permanent roles. Whilst the IR35 changes have now been delayed for a year, this announcement was made very recently and many candidates had already taken the decision to pursue permanent positions.

Given the demand for permanent staff declining and the restriction on candidate supply easing it is no surprise to see a softening of salary inflation to a 44 month low in the month of March. The shortage of executive level candidates with specific industry experience has kept salary inflation in positive territory for now.

Whilst the current sharp drop-off in vacancies, new hires and professionals' willingness to move jobs is clearly attributable to Covid-19 and most of Europe in lockdown, it is relevant to note a softening of the jobs market prior to this as we outlined above when referring to the fourth quarter of 2019. The ONS shows a month on month decline of 3.7% on UK based vacancies for February. For context it's worth noting that the total number was still historically high at 817,000. It dipped as low as 500,000 during the depths of the credit crunch.

The REC conducts its own survey on employer confidence in hiring and investment decisions. The past six months have shown a high level of volatility. The index shows a net balance of -10 in the autumn of 2019 when the proposed Brexit deadline came and went, then soared to +20 by the beginning of the year following a resounding Conservative general election victory and finally, the UK's departure from the EU sees the index back in the red in light of the Covid-19 pandemic at -5.

Cont...

**COMPANIES THAT ARE PERFORMING WELL
DESPITE THE ECONOMIC CHALLENGES HAVE
THE OPPORTUNITY TO HIRE IN A LESS
COMPETITIVE MARKET AS THERE ARE SOME
VERY GOOD PEOPLE, PARTICULARLY IN THE
PROCUREMENT TECH SECTOR, STILL
INTERESTED IN EXPLORING NEW ROLES.**



“WHEN THE WORST AFFECTED COMPANIES ARE LOOKING AT REDUNDANCIES, PROCUREMENT IS MORE LIKELY TO ESCAPE THE WORST IMPACTS.”

7. PROCUREMENT LEADERSHIP AND THE WIDER PROFESSIONAL JOB MARKETS CONT...

The UK government has put in place a variety of measures including the Coronavirus Job Retention Scheme to stem fast declining labour market demand. How effective these measures prove to be will largely depend on how long the government can afford to finance them and the duration of large sectors of the economy being effectively shut down. Until the spread of Covid-19 is under control the jobs market will remain precariously poised.

At the time of writing, many UK recruitment companies are placing most of their consulting force on government supported furloughs reflecting the current state of the job market.

The few hiring companies that are trying to plough on with a business as usual mindset face challenges completing interview processes via video platforms, and if you can complete a key hire without the hiring manager and candidate actually meeting, how do companies effectively on board a new member of staff?

These are new challenges that companies are addressing now and we are working with some of our clients to overcome them, but it will take time to find solutions or at least adapt to a different way of thinking.

It's reasonable to believe that companies across the worst hit sectors will be making redundancies later this year, if not before, as they react to the crisis. Even companies in sectors that are not directly impacted are using phrases like “recruitment freeze” and “all non-essential hires are on hold for now whilst we assess the situation”.

So the hiring landscape will clearly be quiet in the second quarter of 2020 as many companies fight for survival whilst others face practical and logistical challenges to employing new people.

Where's the silver lining you may ask? There's always a silver lining surely. We can point to three possible positives:

Companies that are performing well despite the economic challenges have the opportunity to hire in a less competitive market as there are some very good people, particularly in the procurement tech sector, still interested in exploring new roles.

The current circumstances may be suited to the flexibility and agility offered by short term contract roles than the longer term commitment of full time hires and this would give a much needed boost to the flagging interim market, particularly in the UK. See below for more details on that.

Given how the procurement profession has stepped into the breach on behalf of its employers and in many cases is making itself more valuable than ever, there is cause for some optimism. Optimism that offers an opportunity for procurement to prove its value as a guiding light through supply chain, operational and financial challenges which will result in it being more valued than ever. This means that when the worst affected companies are looking at redundancies, procurement is more likely to escape the worst impacts than other professions.

Furthermore as companies rebuild, leaders will understand the value of procurement and supply chain more than ever which could result in greater investment in people, systems, training and development all of which will benefit the profession and mean that the procurement job market will be one of the more robust professional markets.

We saw evidence of this in the last recession as procurement was viewed by many as a recession proof market compared to other professional markets like marketing, HR and finance.

DIGITAL TRANSFORMATION AND ADOPTION PROJECTS FOR SOLUTIONS LIKE COUPA, ARIBA AND IVALUA HAVE ALL BEEN IMPACTED BY WIDESPREAD HOMEWORKING WHICH HAS SLOWED PROGRESS.



“MANY OF THE SMALLER NICHE FIRMS ARE TAKING A LONG TERM VIEW BY OFFERING FREE ADVICE AROUND RISKS TO THE SUPPLY CHAIN.”

8. CONSULTING

The picture in consulting is varied but typically those with a broad sector portfolio of clients are doing ok. However those focused on the most affected markets like leisure and hospitality have been hit quite hard. Many of the bigger players are extremely busy and there is some evidence of reallocating staff to different sectors as needed, however we are hearing of some of the larger firms asking some to reduce salary or hours and certainly many have furloughed staff in certain practices. Others have asked staff to take annual leave whilst on lockdown so that they have full consulting forces ready when clients need them later in the year.

Typically many report that new business development is very slow but specific work around risk mitigation and ongoing project work remains strong.

Digital transformation and adoption projects for solutions like Coupa, Ariba and Ivalua have all been impacted by widespread homeworking which has slowed progress. Some are ploughing on regardless, others delaying key work. Much depends on the amount of progress made prior to lockdown and/or individual business health and priorities.

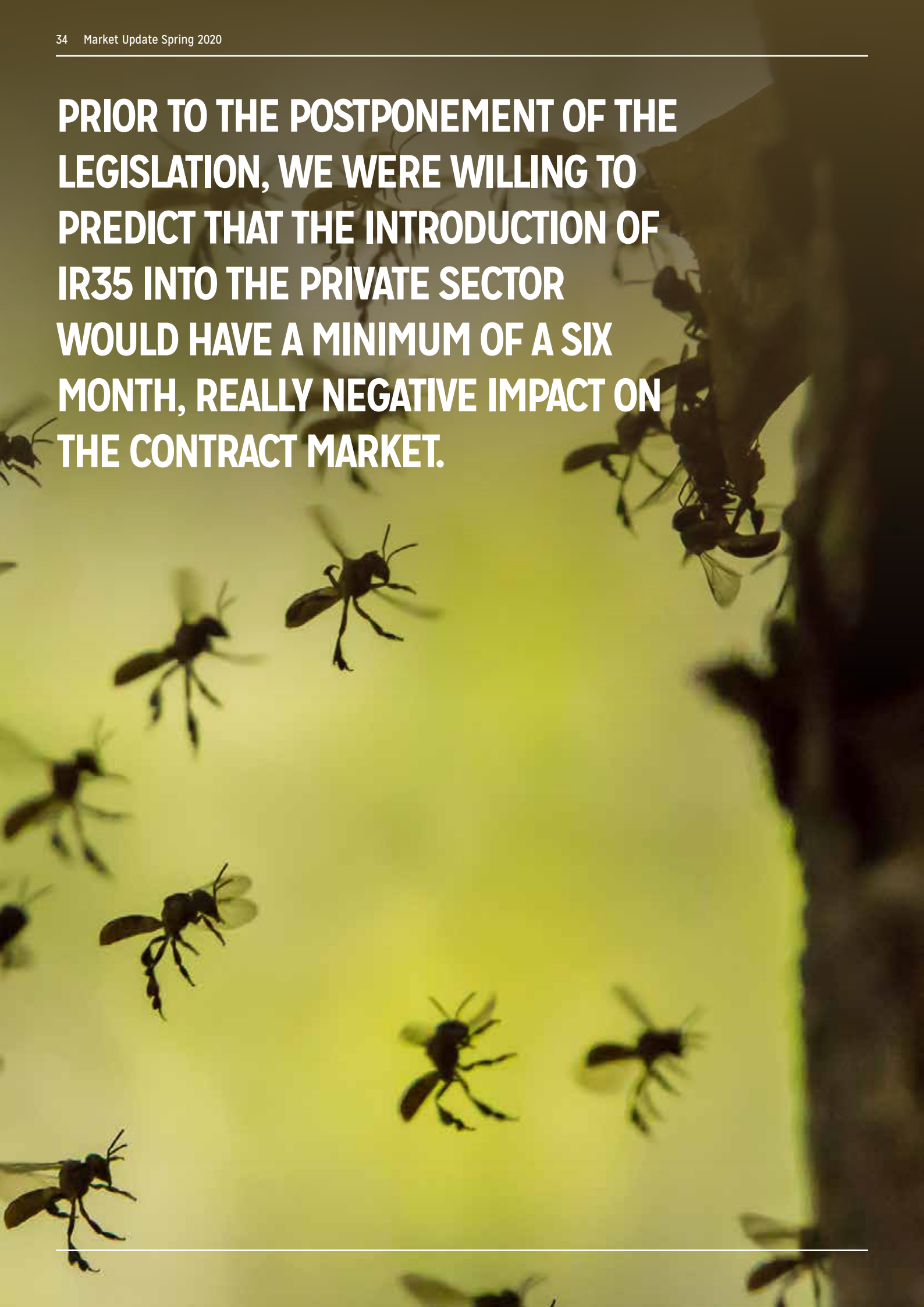
One consultancy reported that existing committed projects were ongoing and seen as critical by their clients, so they are on track to hit target and may even have a better than expected year overall by exceeding budget.

Many of the smaller niche firms are taking a long term view by offering free advice around risks to the supply chain and other areas to cement client relationships.

As you might expect those with significant work in the public sector to a large extent are reporting business as usual other than issues around enabling their people to provide services to the end client either from home or in other working arrangements.

Several of the bigger consultancies have brought their procurement and supply chain expertise to the front line of the battle against Covid-19 by supporting the Nightingale Hospital projects. We say well done and thank you to all those involved in those projects.

PRIOR TO THE POSTPONEMENT OF THE LEGISLATION, WE WERE WILLING TO PREDICT THAT THE INTRODUCTION OF IR35 INTO THE PRIVATE SECTOR WOULD HAVE A MINIMUM OF A SIX MONTH, REALLY NEGATIVE IMPACT ON THE CONTRACT MARKET.



“THE REALITY IS THAT THE IR35 LEGISLATION HAD ALREADY HAD A SIGNIFICANT EFFECT ON THE INTERIM MARKET.”

9. THE INTERIM MARKET

On March 18th the UK government postponed the controversial reforms to the IR35 tax rules until 2021 as it attempted to alleviate pressure on businesses and individuals amid the Covid-19 fallout.

However the reality is that the IR35 legislation had already had a significant effect on the interim market. We've already reported that the final quarter of 2019 saw reduced recruitment activity generally and this included the interim market. Early 2020 saw the real impact of IR35 with the deadline for introduction clearly on the minds of all relevant stakeholders. This is what we observed:

- End users of contractors were nervous and/or confused about the impact of its legislation meaning that several companies made short term decisions not to employ contractors under various circumstances.
- Other organisations that rely heavily on their interim workforce invested significant sums in preparation to ensure compliance.
- Professional interim managers desperately looking for assignments outside of IR35 regulations coming up with some mind boggling reasons how they could justify that classification.
- Panic stricken recruiters were facing sleepless nights stimulated by fear of additional risk and financial exposure, increased costs, reduced demand and the loss of valued clients to unscrupulous competitors.

Like many other recruiters, we invested a great deal of time and resources into understanding the impact on our business, and those of our clients and contractors, to ensure we were well placed to advise all parties on the appropriate way to proceed.

Prior to the postponement of the legislation, we were willing to predict that the introduction of IR35 into the private sector would have a minimum of a six month, really negative impact on the contract market.

We based this judgement on what happened when it was introduced in the public sector, the responses of our customers who were generally very nervous about engaging new interims until their organisations had time to do the appropriate due diligence and the reaction of the recruitment industry who were experiencing similar responses to those outlined above.

The postponement of the introduction of the new regime was welcome but for most recruiters and contractors it was too late to really impact on the market conditions. Furthermore, having spent so much time preparing for the changes, recruiters and employers are now faced with the time consuming task of managing the impact of Covid19 on their contractors.

If we look at really recent activity the picture may seem confused as some professional interims have seen contracts end early with no government support if they are working through a personal service company (usually a limited company) whereas PAYE contractors (more common outside the professional market) can be furloughed by employers or recruiters.

It has undoubtedly been a tough period for all those involved in the UK interim market. At least with IR35 off the agenda until next year, it will simplify the extension process later this year and make emergency hires more achievable for businesses.

This greater agility could prove valuable for companies as they seek to rebuild following Covid-19 and for that the government deserves some credit. We do think this is the most positive thing to report at the moment in that given the importance of procurement and supply chain to companies' financial health in the current crisis, there may be some increased demand for specialist experience on a short term basis.

We've seen some evidence already of short term emergency pieces of contract work. For example one client recently engaged our services to find them a specific resource for a ten day project and this then may turn into a longer piece of work.

We hope to see more evidence of this in the second half of this year giving the market a welcome boost.

KEEPING A CLOSE EYE ON TOMORROW WE'LL ALWAYS BE THERE, EVOLVING ALONGSIDE THE MARKET TO PUT THE RIGHT TALENT WITHIN REACH.



By edburydaley

“COMBINING ALL OF OUR SKILLS AND SECTOR KNOWLEDGE GIVES US A UNIQUE ASSET AND POINT OF DIFFERENCE AND IT’S THE ADDED VALUE THAT’S A GAME CHANGER.”

10. THE BENEFIT OF TALENT INTELLIGENCE

Throughout the history of this report we’ve offered our readers valuable insight into the job market conditions for the procurement, supply chain and spend management worlds.

We’ve reported buoyant markets driven by successful, rapidly expanding organisations and we’ve told you most recently about flat market conditions driven by external economic, political and now health factors. We’ve also reported most variations in between these two extremes.

Some things have remained consistent though. One is the enormous potential that exists when outstanding people embrace great technology. Another is that there are skills shortages in the sector, principally because of a lack of investment in training and development.

However we may be about to witness the biggest change that any of us have seen in our lifetimes and we will have to adapt if we wish to survive.

The issue is that we still don’t know what the outcome of this change will look like. History tells us that we will adapt and some better than others. The latest generation of technology creates agility for many organisations and enables them to adapt better than those that don’t have it.

We’ve seen some examples of that earlier in this report with our case studies from the vendors, and our hope is that this crisis will give business leaders another push along the route of their digital transformation journey.

Although things are difficult currently, the situation will turn around. And with the procurement sector showing so much commitment and innovation during this crisis, it will be one of the key sectors for growth once things do improve.

And at Edbury Daley we will be in a strong position to help drive this growth.

Why?

Because we’ve recognised for some time that, as technology advances, we must anticipate change in order to provide our clients with the right talent in a manner that enables great hiring decisions.

Because we’re a true specialist that invests considerable resources and we don’t work anywhere else apart from in the procurement technology sector.

Because we’re passionate about finding the talent that will shape the future of procurement by utilising technology, making it innovative and exciting.

Because we connect great talent with career development opportunities that result in successful long term appointments, business success and fulfilled employees.

And finally, because we’ve long acknowledged that in a fast paced market like procurement technology, service providers like us can’t operate in isolation. So we’ve stayed close to our clients to understand their challenges and to adapt our services to meet their needs, now and in the future.

So we recently undertook a client audit in order to understand what our clients truly value in our services. We wanted to know what the expectations were from the digital procurement community and how those expectations are likely to evolve in the future.

It’s been a fascinating, rewarding process giving us vital information.

We’ve used this information to help refine and improve our service delivery and define the value we add to help potential customers understand what we offer. And the result is our Talent Intelligence offering.

Combining all of our skills and sector knowledge gives us a unique asset and point of difference and it’s the added value that’s a game changer for our clients and what they value the most.

And keeping a close eye on tomorrow, no matter how quickly procurement technology evolves, we’ll always be there, evolving alongside the market to put the right talent within reach.

Read more about the problems we solve and how we do it:

- [Problematic business critical roles and how we fill them](#)
- [Gain a competitive advantage by hiring from your competitors](#)
- [Procurement technology hiring – today and tomorrow](#)



edburydaley

Edbury Daley places outstanding professionals in to a wide range of businesses in the key areas of Procurement, Supply Chain, Consultancy and Spend Management Technology.

Our people, our knowledge and our networks are outstanding and we are constantly challenging our clients and ourselves to recruit more effectively. We know our market and we are passionate about sharing that knowledge.

Our reputation is founded on providing consistency, professionalism and honesty in every single assignment, regardless of size. Our procurement recruitment knowledge is unrivalled and we will continue to set industry standards. Edbury Daley is the recruitment company that others aspire to.

More info at www.edburydaley.com

ABOUT THE AUTHORS



ANDREW DALEY

Andrew is one of two founding Directors and the leader of the procurement and spend management practices for Edbury Daley, a niche recruitment consultancy formed in 2005. His core strength is mid to senior level appointments in the procurement technology sector. He works internationally across a range of disciplines including sales and marketing, solution implementation, value engineering, customer success, consulting, business development and senior leadership.

He has over 20 years' experience of recruiting in the procurement world. In 2010 he began to develop a specialist SRM practice and has since had increasing success in the growing Procurement Services sector which includes spend management solutions provider

and management consultancies specialising in procurement led transformation programmes, including the deployment of spend management and data analytics tools.

He regularly publishes commentary on the employment market conditions for the procurement profession including the highly regarded Insider procurement market update, research studies and other articles on issues affecting the profession.

Andrew's career in Executive Recruitment started when he joined The PSD Group in 1995. In 1998 he was asked to take responsibility for launching the new Purchasing & Supply Chain division and has specialised in procurement ever since. He can list some of the leading professionals in

the sector amongst his regular customers and is particularly well networked across the procurement technology solutions field. He left PSD to launch a new Purchasing & Supply division for Ajilon in 2002 as Head of Practice and left in December 2004 to start the Edbury Daley business with co-Director Simon Edbury.

Andrew was educated at William Hulme Grammar School in Manchester before graduating from the University of Sheffield with an honours degree in Economics in 1993. Outside of work his time is dedicated to his family and reducing his golf handicap.

**SIMON EDBURY**

A graduate of London University, Simon has been in the recruitment industry since 1996 when he joined PSD. After six years, he joined Ajilon Executive to start a new executive recruitment team in the North West. Here he broadened his industry contacts and knowledge by working with a greater variety of clients on senior recruitment projects.

After great success within corporate recruiters, January 2005 saw Simon and Andrew establish Edbury Daley which has provided a specialist and dedicated senior level recruitment service to an ever increasing client list.

Simon is renowned for his professional, reliable and direct

approach to both clients and candidates. His no nonsense style combined with deep industry knowledge has earned him an outstanding reputation.

Outside of work he enjoys family life, playing golf and following the NFL.

**PETER BROPHY**

Peter is Associate Director at Edbury Daley and specialises in procurement and spend management following five years leading recruitment at procurement outsourcer Proxima.

He has more than 18 years' recruitment experience spanning a number of sectors including aerospace, engineering, manufacturing, professional services, lifesciences, medical devices and corporate functions such as HR, finance and procurement. As a result, he has

an extensive network of contacts across a range of functions and sectors.

He began his recruitment career in 1996 at MRI / Humana, a niche executive search specialist. In 2000 he moved in-house to head-hunt a new management team for Manpower, and then led a complete transformation of the recruitment process at Rolls-Royce plc, working closely with procurement to restructure the recruitment supply chain. He then joined BDO Stoy Hayward

to head up its resourcing team, before moving to Proxima in 2009.

Peter is a Fellow of the Chartered Institute of Personnel and Development and has a master's degree in Human Resource Management, as well as a degree in Geography.

Outside of work he has two sons, is a long suffering Newcastle United supporter and is a keen walker.



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