

Does Procurement have a Culture?



1 What is culture, and how does it relate to procurement?

Culture is really the internal environment of an organization. Originating at the highest level of an enterprise. A company's culture cascades down from the C-Suite through to the mail room.

It is, a reflection of the values and integrity of the organization and the commitment of its people to a collective and greater vision.

Attaining this high level of perceived value and recognition means that procurement's culture must be one of service-driven curiosity. Procurement professionals need to understand how they can better serve the needs of the varied stakeholders both within and external to the enterprise.

2 How has the role of procurement shifted, and why?

The role of procurement has "shifted" to one of having a greater understanding of its work's social, financial, and branding impact.

Procurement in its own right must now actively engage with various business units and take the lead in driving the outcomes.

A key part of this expanded transformation was and is procurement's ongoing ability to centralize and coordinate its activities into a cohesive and executable strategy.

3 What role does procurement play in things like ESGs, Diversity & Inclusion?

Procurement is the nerve center driving enterprise success nowhere is this role and responsibility more evident than it is with achieving ESG objectives.

From the standpoint of ESG, procurement plays many roles, from building environmental questionnaires into RFPs and RFQs to integrating a diverse supplier portfolio into an organization's P2P system.

Procurement's role isn't about simply facilitating ESG activity but championing it.

4 What are the main barriers to positive cultural shifts in procurement?

The main barrier to positive cultural shifts within the enterprise is leadership unwillingness or resistance to acknowledging and responding to a rapidly changing world.

There is a natural reflex reaction to resist change – especially on the front lines.

Leaders must become agents of change to effect change; otherwise, the company will stagnate, talent will move on to better opportunities, and procurement's value and prestige within an enterprise will rapidly decline.

5 What's one insight that you would like to share with your audience?

Procurement plays a significant part in third-party risk, ESG, diversity and inclusion, and helping divisions succeed.

To do this effectively, procurement professionals must be naturally and constantly curious, seeking ways to leverage emerging technologies to drive supply chain agility and resilience.

6 What does the future hold for the role of procurement?

With certainty that AI will be the linchpin of procurement driving optimal outcomes and values today and in the future.

Her panoply of procurement capabilities and value include cognitive procurement and predictive analytics and tools that can train procurement professionals to negotiate beyond simply engaging in a zero-sum exercise.

Today, unlike any other period in the past, dramatic global events from the pandemic to geopolitical tensions and generationally diverse and widely dispersed workforces have elevated the profession to a higher level of awareness and expectation.

Excerpts from <https://procurementmag.com/articles/does-procurement-have-a-culture-dawn-tiura-ceo-of-sig>

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