



Find your procurement maturity level



FOUNDATION procurement maturity level

Typical Foundation level characteristics include:

- A predominantly operational approach to managing procurement and the supply chain
- Procurement is a silo activity, invisible to the rest of the organization
- Little data and poor visibility of third-party spend or cost base, with no way of driving value
- A lack of innovation
- Paper-based manual processes
- Little investment in procurement skills and capabilities
- The same suppliers being managed independently by different parts of the organization
- Few clearly defined processes
- Poor controls and governance



ESTABLISHED procurement maturity level

Typical Established level characteristics include:

- A dedicated strategic procurement function
- Some automation, but systems fragmented - technology has been bought for standalone reasons
- Workflows still include some manual steps
- Data on multiple systems - reporting is time-consuming and insights limited
- Too much time spent on transactional and operational activities
- Procurement tasks not separated out into the most cost-effective operating model



LEADER procurement maturity level

Typical Leader level characteristics include:

- Strong, consolidated data and insight
- A centralised procurement and supply chain model
- Standardised and technology-enabled end-to-end processes
- Continuous improvements in digital capability
- Specialised roles such as procurement category managers in place
- Agile management of people, process, data, and technology
- Procurement recognised as a strategic business function that drives innovation – for example, accessing start-up businesses for new products and services
- A broad range of value levers, including costs, cash, waste and inefficiency
- Procurement, treasury and finance working together
- Broader corporate agendas such as sustainability incorporated into supply chains

Discover in-depth recommendations based on your stage-specific experiences
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