

Digital Procurement Transformation

L'evoluzione tecnologica parte dai processi



INSERTO

Sustainable
Procurement
Summit 2019

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Tecnologia, processi, limiti ed opportunità. La trasformazione digitale in atto nel procurement. Il punto dagli Usa al Medio Oriente, dal Canada alla Finlandia, passando per la Svizzera.

Best Practice

Design to Value. La sinergia tra progettazione, ufficio Acquisti, marketing che permette di ottimizzare i costi, adottare nuove soluzioni tecniche, condividere gli obiettivi. L'intervista a Paola Blasi, Logistics manager di Fameccanica.

E inoltre

Un esempio virtuoso di Public procurement, tra competenza, efficienza e digitalizzazione. Intervista a Alessio Alfonso Chimenti, direttore Affari Legali e Acquisti del Poligrafico e Zecca dello Stato Italiano.

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Tempi moderni

di Micol Barba

Un treno elettrico Parigi-Pechino dalle ruote oblique, un barbiere che manovra un robot dai lunghi bracci meccanici dotati di spazzole e rasoi, un architetto che costruisce un edificio attraverso un pannello di interruttori, ali meccaniche per vigili e pompieri, cibo in capsule, l'autobus-balena, un uomo seduto alla scrivania che detta la corrispondenza ad un grammofo, il riscaldamento al radio, un sarto che crea un vestito con una macchina munita di pantografi e compassi per prendere le misure del cliente.

Sono alcune delle suggestive immagini nate dalla fantasia dell'illustratore Jean-Marc Côté, commissionate da un'azienda di sigari e sigarette, in occasione dell'Esposizione Universale di Parigi del 1900, e successivamente appartenute nientemeno che a Isaac Asimov, altro grande pensatore del futuro.

In questa serie di illustrazioni, intitolate *En l'an 2000*, Côté rappresenta la sua visione del XXI secolo, nella quale molti lavori sono meccanizzati e le persone si spostano indifferente-mente per cielo, terra e acqua, grazie a veicoli alati o in sella a grandi cavallucci marini in strani scafandri.

Eccoci noi a vivere in quel futuro, il nostro presente, che in parte si è avverato e per molti aspetti ha superato la lungimirante fantasia dell'artista francese, concretizzandosi in un *Future Shock*, come lo definiva Alvin Toffler, sociologo e consulente di Ibm, At&T e Xerox, nell'omonimo saggio del 1970.

Immersi in questa tanto decantata digital transformation, siamo a nostra volta a fare i conti con nuovi futuri presunti anche se, più che un esercizio visionario sugli esiti, questa fase evolutiva sembra chiederci soprattutto la capacità di adattarci e di imparare ad applicare la tecnologia in modo efficace.

Un banco di prova interessante di questo cambiamento digitale che tutte le grandi aziende stanno affrontando, sembra proprio dato dal procurement. Come racconta Dario Castagnetti, Head of Digital Development, nell'intervista che trovate in questo numero, Edison ha individuato negli Acquisti, l'ambito ideale dal punto di vista economico, di impatto sugli utenti e fattibilità, per testare la fase preliminare del suo piano di trasformazione.

Attenzione, però, come sottolineato, da Jon Hansen, è fondamentale ricordare che l'evoluzione digitale degli Acquisti non può passare dalla tecnologia *tout-court* ma la vera forza trainante sono i processi end-to-end, dai quali è necessario partire per infondere un cambiamento che non rischi di innescare ulteriori inefficienze.

E se pur digitale, in questa trasformazione non possiamo dimenticarci del più importante degli elementi, forse il più imprevedibile, ossia l'uomo e il suo non facile ma necessario compito di ripensare al proprio lavoro, da qui la funzione del change management, per non rischiare di finire come nel film "Tempi moderni" di Charlie Chaplin, risucchiati non più in giganteschi ingranaggi ma in tool inconsistenti.



#

**Micol
Barba**



S E E
N E R
G Y

L'EVOLUZIONE DELLE RELAZIONI CLIENTE FORNITORE PER INNOVARE E CREARE VALORE NELLA FILIERA DI MAIRE TECNIMONT

SEENERGY, L'EVENTO ANNUALE DI MAIRE TECNIMONT RIVOLTO ALLA SUPPLY CHAIN.

In un mercato sempre più competitivo, il Procurement è oggi uno degli strumenti più efficaci a disposizione di un EPC contractor per creare valore e aumentare la propria competitività: per questo Maire Tecnimont innova anche nella gestione delle forniture di beni e servizi. Un approccio proattivo che promuove una relazione cliente-fornitore più integrata e incentrata sulla collaborazione industriale di lungo periodo, in grado di portare benefici per tutti gli attori della catena del valore nell'industria degli idrocarburi, questo è il messaggio con cui vengono convocati anche quest'anno i fornitori strategici del Gruppo.

SEENERGY, quest'anno alla terza edizione, è ormai il punto di riferimento nell'industria, capace di aggregare e stimolare alleanze sinergiche per ottimizzare tempi e costi delle forniture, nell'intero arco di vita delle commesse.

CON SEENERGY, MAIRE TECNIMONT E I PROPRI PARTNER STRATEGICI PROIETTANO NEL MONDO L'INTERA FILIERA TECNOLOGICA DEL MADE IN ITALY DELL'INGEGNERIA.

TAKE THE CHALLENGE!

Anno 5 N° 4 - Settembre - Ottobre

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How to achieve successful Digital Transformation of Procurement

by Irfan Kapadia

Digital revolution is here; driving the digital economy fueled by hyper-connectivity. As per the latest study conducted by leading ERP provider, by 2020, 2.5 billion people will be connected on social media networks with 75 billion connected devices generating \$65 trillion global business trade. **McKinsey's** study in 2013 predicated that 90% of world's population of 6 years & older will have a mobile device by 2020, 36% of all global data will be stored in the cloud by 2016 and 83% of companies will be using public cloud by 2020.

All these stats points to the fact that **digital disruption** is here. But where is procurement function in terms of digital revolution? Sadly, still in most organizations across the globe, procurement is still seen as labor-intensive clerical function. Economic volatility, increased globalization, regulatory changes, more competition and constantly accelerating technological changes increases pres-

sure on companies to change their business functions. These companies are aware of the need to transform their procurement function; however they do struggle with lack of know-how and expertise on how to achieve digitalization of their procurement function. Industry experts in transformation & digitalization estimates that approximately 70-75% transformation project fails due to this lack of expertise and clarity.

That brings us to the question of how to successfully achieve digital transformation of procurement?

Mostly viewed as a backoffice clerical task, procurement now has started to emerge as a **key differentiator** and **driver of business value** making a strong case for digital transformation. To execute this transformation without setting it up for failure, it requires totally new ways of thinking and acting.

Every organization is unique in its own ways so they will have unique situations with different objectives for their tran-



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Kapadia**

Irfan G. Kapadia, Procurement & Supply Chain Strategist, Director – Customer Engagement, SAP Ariba. Irfan has extensive Procurement & Supply Chain LoB experience across diversified industries ranging from Manufacturing, Trading, FMCG, Retail & first-hand exposure to Airlines, Oil & Gas, Petro Chemicals, Construction & Telecommunication industries while managing clients in his current role. Irfan is very passionate about achieving excellence in Procurement and has featured as key note speaker at various procurement and supply chain forums. He excelled in his professional career in Boston, USA before moving to Middle East region where he is currently based with his wife and two beautiful daughters. He enjoys reading and going on a cycling trek with his daughters.

sformation journey. To start with, companies should define what transformation means to them? What digitalization means to them? Which part of their current processes needs digitalization? Are there an instant benefit in transforming?

The **key to success** lies in:

1. **Identifying a path** for moving from current to a target state while considering the business strategy, existing IT infrastructure, human capital and transformation timeline: the key objective of procurement transformation is to enhance the role of procurement and increase the value the function adds to the organization. Every step in the transformation project needs to be supported by a clear business case-backed up by both IT & Procurement functions. In addition, transformation project can only be successful when new systems and processes are consistently deployed backed-up by a solid business case and used by every single user in the organization with a set time frame.

2. **Understanding barriers** to transformation and mitigating the risks: once organizations identifies their path to procurement transformation journey, they also need to determine the barriers they might face on that path. Review of both

successful and unsuccessful transformation projects tells the similar story of common barriers:

- a. Silos within the organizations or non-alignment on the objective;
- b. Organization's tolerance to risk meaning the culture of organization (are they risk takers or believes in status-quo);
- c. People working for the organizations who can be classified as change champion or digital native, people who are ready to adapt to new technology, digital ignorant who will oppose to any or all changes to maintain status-quo.

Companies need to have clear view of these barriers before they start their transformation journey and have ready plan to mitigate risks arising from these barriers.

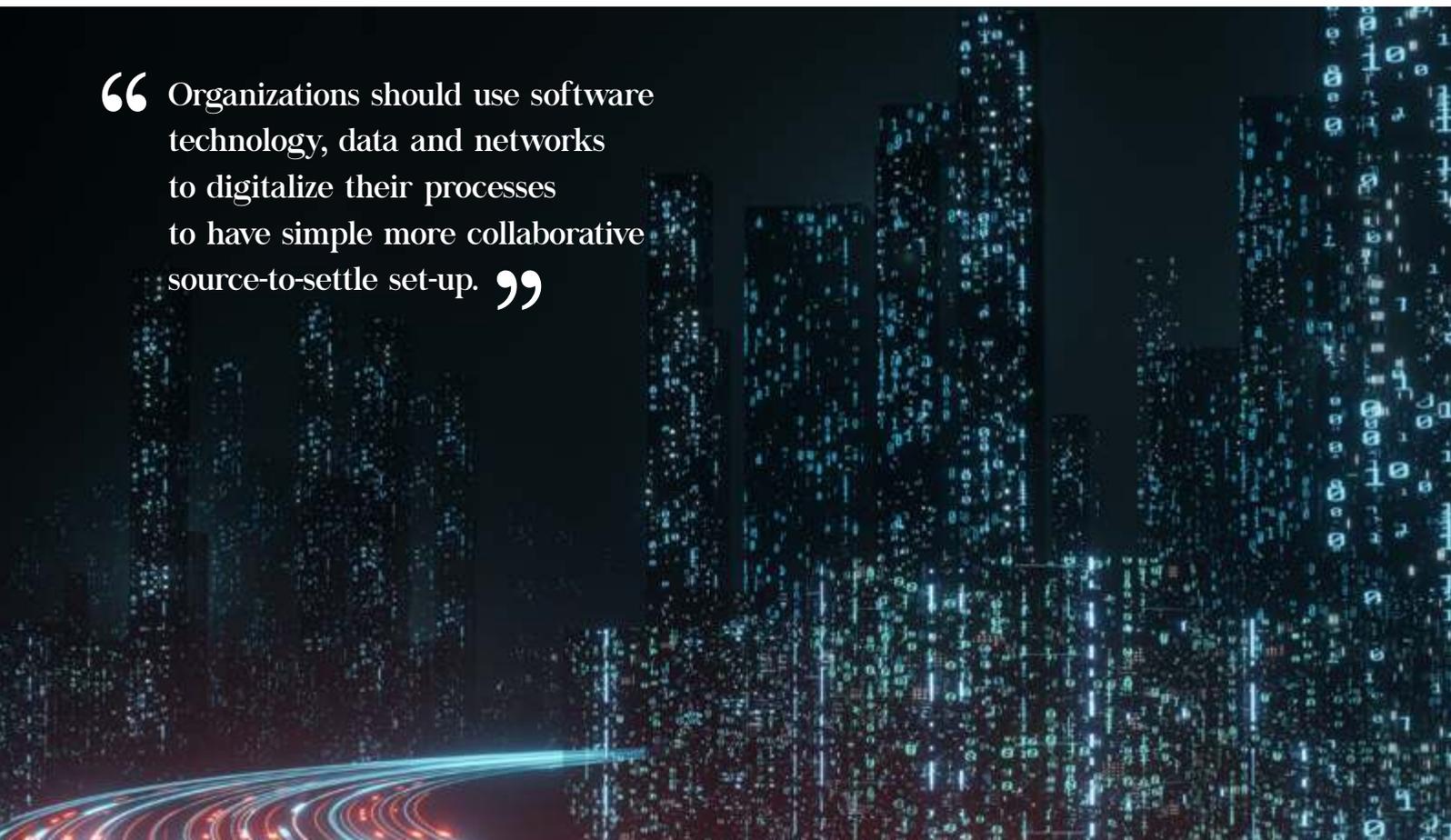
3. **Selecting digital solution** or platform that will support the entire procurement process and provide a gateway for collaboration with internal and external stakeholders on a global scale: during the selection of software, it's very important that organizations focuses on end-to-end processes as opposed to individual solution components to perform series of compartmentalized tasks. The connected technologies or network platform offered by solution providers

should be used for greater collaboration with suppliers as well as end users. Collaboration policy should be established to access intelligence offered by these networks rather than just transacting over the network with external stakeholders. Organizations should use software technology, data and networks to digitalize their processes to have simple more collaborative source-to-settle set-up. It will accelerate the pace of transformation while giving early results.

In conclusion, the key enablers to successfully achieving procurement digital transformation can be listed as follows:

1. Organizations ability to clearly define business strategy and objective for transformation;
2. Reorganizing the company structure, processes and policies to promote culture of innovation and risk-taking mind-set;
3. Skills development of its human capital;
4. Selecting the right software solution matching its business needs;
5. Achieving early success during the transformation project to gain confidence and buy-in of management. ■

“ Organizations should use software technology, data and networks to digitalize their processes to have simple more collaborative source-to-settle set-up. ”



Procurement Transformation: time to become smarter!

by Ramina Tankacheyeva

Buzzwords like “blockchain”, “Artificial Intelligence” or “4th Industrial Revolution” are commonly used by people across industries and businesses worldwide, and many organizations are implementing these technologies to increase efficiency and gain competitive advantage. But how can these solutions enhance the performance of the supply chain and procurement operations?

In this article, I leverage my experience working in both Supply Chain and Technology to show how these two can work together.

Technologies involved in the 4th Industrial Revolution come from fields such as Artificial Intelligence, robotics, the IoT (Internet of Things), nanotechnology, blockchain, and quantum computing. I would like to spotlight the **three technological tools** with the greatest potential for transforming supply chain.

1) **Artificial Intelligence** (AI)-enabled

automation provides built-in analytics in business processes, providing predictions and forecasts with a high level of accuracy and improving planning capabilities. **Machine Learning** takes it a step further and uses a computer system’s ability to enhance its own performance by exposing to data without following pre-programmed instructions. The principal value of Machine Learning and AI is continuous, non-stop performance that excludes manual errors and increases efficiency. In the context of supply chain, these technologies can provide very beneficial insights regarding demand fluctuations and trends, and they can automate optimization of inventory levels based on the historical data and market intelligence and make intelligent recommendations regarding category management, procurement planning and strategy development.

2) **Blockchain technology** represents an immutable distributed ledger that records, stores and broadcasts – securely and transparently – every record pertai-



Ramina Tankacheyeva

Ramina Tankacheyeva (MBA) is a Supply chain expert and Certified Blockchain Solution Architect. She has experience working in the category management team for one of the major Canadian retailers, making strategic decisions pertaining to complex logistical and inventory management factors. While working in the category team, she has also led a transformative initiative aimed at improving replenishment efficiency and internal coordination between involved departments. Recently, Ramina has worked on several major corporate and research projects focusing on the implementation of Blockchain in public and private supply chains. She is also a Product Manager for SCM products, including ETA Guru.

ning to a transaction, asset transfer and exchange, or an event. All authorized participants can record and track the progress of any particular product in real time (e.g., where the product was raised or harvested, how it was processed, storing and handling conditions). The decentralized nature of blockchain technology implies that all data is verified by multiple other participants, making it less vulnerable to hacking and corruption.

3) **Internet of Things (IoT)** comprises a set of devices and sensors that can be attached to a product/batch, as well as to any physical asset, like equipment and facility. IoT sensors automatically track and collect data from each asset they are attached to and transmit the data to the blockchain platform. This eliminates human intervention and reduces errors caused by manual entry or corrupted data.

CURRENT SOLUTIONS: LIMITATIONS AND OPPORTUNITIES

Currently, organizations use **ERP systems** to centralize their control over data, events and transactions involved in their supply chain, but there are two major problems with this approach.

First, central repositories of information impose a major security risk. If the database is compromised, the private and critical information of a large number of people is exposed. Second, the utilization of these systems creates silos where every supply chain partner is isolated from everyone else, resulting in a lack of communication between parties and subsequent delays in acquiring critical and accurate data pertaining to the status of a purchase order (PO), product demand fluctuations or stock availability information.

The **importance of communication** between supply chain parties is highly underrated in terms of its potential to negatively impact supply chain and procurement performance and efficiency.

Many process delays related to optimization of inventory levels, responsiveness to market demand and logistics associated with product delivery could be avoided if everyone had access to the same tracking data in real time, but currently, this is not provided by most enter-



prise planning systems or offered only at a very high cost. The incorporation of Blockchain, AI/ML and IoT has a great potential to overcome limitations and enhance the performance of current ERP systems without replacing them.

WIN-WIN SITUATION: PROCUREMENT WINNERS!

The benefits of embedding the most recent technological solutions in supply chain systems are not limited to one party in the supply chain. All authorized participants can greatly streamline their operations by contributing to the network. And here is why:

- The visibility of the entire supply chain holds everyone accountable to provide trustworthy and accurate information that is verifiable by others.
- Producers can benefit from more accurate inventory planning and forecasting. Demand fluctuations can be anticipated and managed, leading to the optimization of the production and planning processes and avoiding out-of-stock or overstock situations.
- Category management teams, buyers and replenishment analysts can optimize their inventory replenishment schedules, quantities and product assortment based on a more accurate picture of both

consumer demands and production information.

The excitement about novel technologies and their impact on supply chain and procurement is justified. Given all the benefits offered by these solutions, organizations looking to streamline their procurement operations and strengthen their market positions should consider them. My only advice to those of you actively doing so is to carefully assess your organizational needs, structure, as well as scalability, data control and confidentiality requirements to ensure that alternative solutions cannot be utilized instead. ■

ETA GURU

ETA Guru is a SaaS product developed by Blockchain Guru. By leveraging the latest research and advancements in Machine Learning (ML) & Artificial Intelligence (AI), ETA Guru is built upon proprietary predictive algorithms which provide statistically accurate forecasts, demand forecasts, inventory optimization and other predictions that allow businesses to understand, plan and profit. ETA Guru easily integrates with your ERP system allowing for two-way communication through a unique and secure blockchain layer. Notably, ETA Guru can increase your on-time delivery by 50% or more.