

**Deloitte.**

# Deloitte.

Deloitte has  
been ranked #1  
procurement  
consulting firm

**Top 10** Procurement Consulting Firms



*Procurement Magazine takes a look at the top 10 consulting firms,  
helping to drive business success and navigate the challenges  
faced*



# Market Leader in Sourcing and Procurement Transformations

**Deloitte.**

Deloitte bring the breadth and depth of our expertise to help organizations build a sustainable, value generating Source-to-Pay capability with their future technologies.

Source-to-Pay Transformation	Digital Source-to-Pay	Strategic Sourcing	Supplier Management
Create sustained value realization through organizational, capability and digital change	Enable efficient S2P processes through technology and analytical solutions	Leverage cognitive analytics and enterprise cost reduction insights to rapidly deliver savings	Assess and enhance supplier performance, drive innovation and mitigate supply chain risk

Global S2P Expertise	External Accolades	
<p><b>1500+</b> Practitioners</p> <p><b>300+</b> Category Strategies</p> <p><b>\$325B+</b> Client Spend Addressed</p> <p><b>&gt;100</b> Projects over last three years</p> <p><b>10-20%</b> Savings per category</p> <p><b>200+</b> CLM Transformations</p>	 <p><b>Global Leader in Next-Generation Sourcing Strategy Consulting</b> – ALM Intelligence</p> <p><b>Global Leader in Procurement Operations Consulting</b> – ALM Intelligence</p>	<p>Deloitte is also externally recognized in the following relevant areas:</p> <ul style="list-style-type: none"> <li>#1 Ranked in <b>Business Transformation Consulting / Global Business Services / Shared Services Consulting</b></li> <li>Global leader in <b>Communications and Change Management Consulting</b></li> <li>Leading <b>Robotic Process Automation Service Provider</b></li> </ul>

Proprietary solutions					
<p><b>CognitiveSpend™</b> Powered by Google Cloud</p> 	<p><b>CPO Transition Labs</b></p> 	<p><b>ProcurementCentral™</b></p> 	<p><b>ChangeX</b></p> 	<p><b>D-ICE</b></p> 	<p><b>Design decisions by process area</b></p> 



## Periodic Table of Sourcing Levers

<b>DS</b> ▲ Develop S&P strategy (OpModel)											<b>NT</b> ▲ Provide negotiation training
<b>RD</b> ▲ Reduce demand / consumption	<b>AS</b> ▲ Align product specs to customer wants		<b>LC</b> ▲ Establish LTAs across products and services				<b>SA</b> ▲ Invest in supplier asset capabilities		<b>FA</b> ▲ Improve forecasting accuracy	<b>FS</b> ▲ Formalize savings methods across org	
<b>SS</b> ▲ Rationalize / standardize specs	<b>AM</b> ▲ Identify alternative material specs	<b>RS</b> ▲ Reduce off contract / rogue spend	<b>NC</b> ▲ Negotiate commercial terms				<b>VM</b> ▲ Perform value stream mapping	<b>AI</b> ▲ Audit invoices	<b>AP</b> ▲ Automate procurement processes	<b>ST</b> ▲ Implement should costing training	
<b>DR</b> ▲ Document / refresh requirements	<b>SM</b> ▲ Increase spend under management	<b>CR</b> ▲ Conduct competitive RFP	<b>IL</b> ▲ Identify best / low-cost country	<b>PV</b> ▲ Eliminate var. in pricing between competitors	<b>UI</b> ▲ Utilize material indices	<b>CO</b> ▲ Increase supplier collaboration / development	<b>IC</b> ▲ Drive internal process / dept. compliance	<b>CC</b> ▲ Audit quote to manufacturing cost compl.	<b>LP</b> ▲ Adopt lean principles	<b>CT</b> ▲ Improve compl. to contracted rates and terms	
<b>FC</b> ▲ Perform product feature costing	<b>BV</b> ▲ Bundle volume	<b>DT</b> ▲ Develop Total Cost of Ownership	<b>TN</b> ▲ Leverage target-based negotiations	<b>EX</b> ▲ Leverage exchange rates index	<b>CS</b> ▲ Isolate cost of sub-components	<b>OF</b> ▲ Identify optimal supplier footprint / geo.	<b>AB</b> ▲ Adjust cost budgets	<b>TP</b> ▲ Track supplier perf. against cost targets	<b>RA</b> ▲ Conduct supply risk assessments	<b>IS</b> ▲ Incorporate syst. flags to identify rogue spend	
<b>VE</b> ▲ Perform value engineering / design to target	<b>SV</b> ▲ Increase enterprise spend visibility	<b>EA</b> ▲ Conduct supply E-Auctions	<b>MI</b> ▲ Research market intelligence on new suppliers	<b>AF</b> ▲ Reduce ancillary fees	<b>WC</b> ▲ Implement "What if" price volume curves	<b>TA</b> ▲ Identify tech. advantages / differentiators	<b>DP</b> ▲ Eliminate duplicate payments	<b>VR</b> ▲ Increase visibility to reporting	<b>AQ</b> ▲ Assess quality perf.	<b>BS</b> ▲ Identify backup suppliers	
<b>RC</b> ▲ Reduce capital in production process	<b>SC</b> ▲ Increase supplier consolidation	<b>TS</b> ▲ Reduce tail spend	<b>PV</b> ▲ Conduct Supplier Plant Visits	<b>SH</b> ▲ Develop should costing	<b>CB</b> ▲ Leverage cost benchmarks	<b>CP</b> ▲ Leverage capital & plant asset utilization	<b>PT</b> ▲ Optimize payment terms / WC	<b>SP</b> ▲ Track savings perf. of procurement org	<b>DA</b> ▲ Comply with Delegation of Authority	<b>TK</b> ▲ Track supplier KPIs and incentives	

Strategy

Demand Management

Supply Management

Compliance & Controls

▲ Direct & Indirect

▲ Direct Only



# CPO Flash Survey 2024: Generative AI in Procurement

Generative AI's value generation potential and growing investment plans



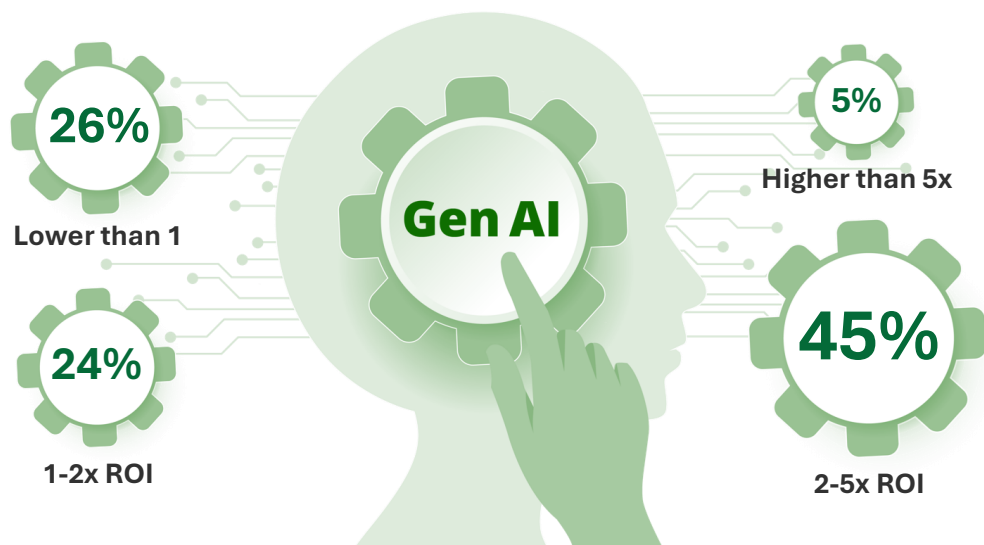
Deloitte CPO Flash  
Survey 2024



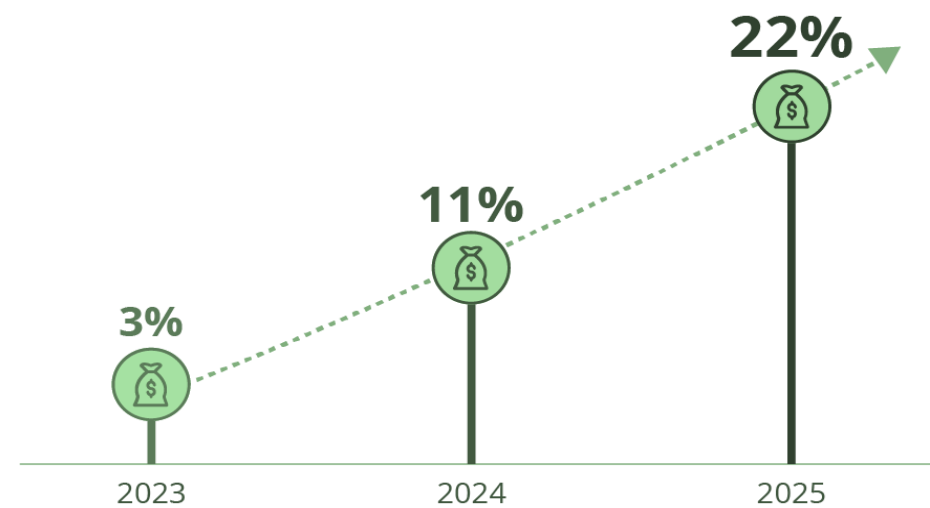
Where CPOs have already piloted or deployed Generative AI in Procurement, what level of value are they seeing delivered?



CPOs investing/planning to invest \$1M+ on GenAI capabilities for sourcing & procurement activities



Numbers in the graphic represent the % of respondents

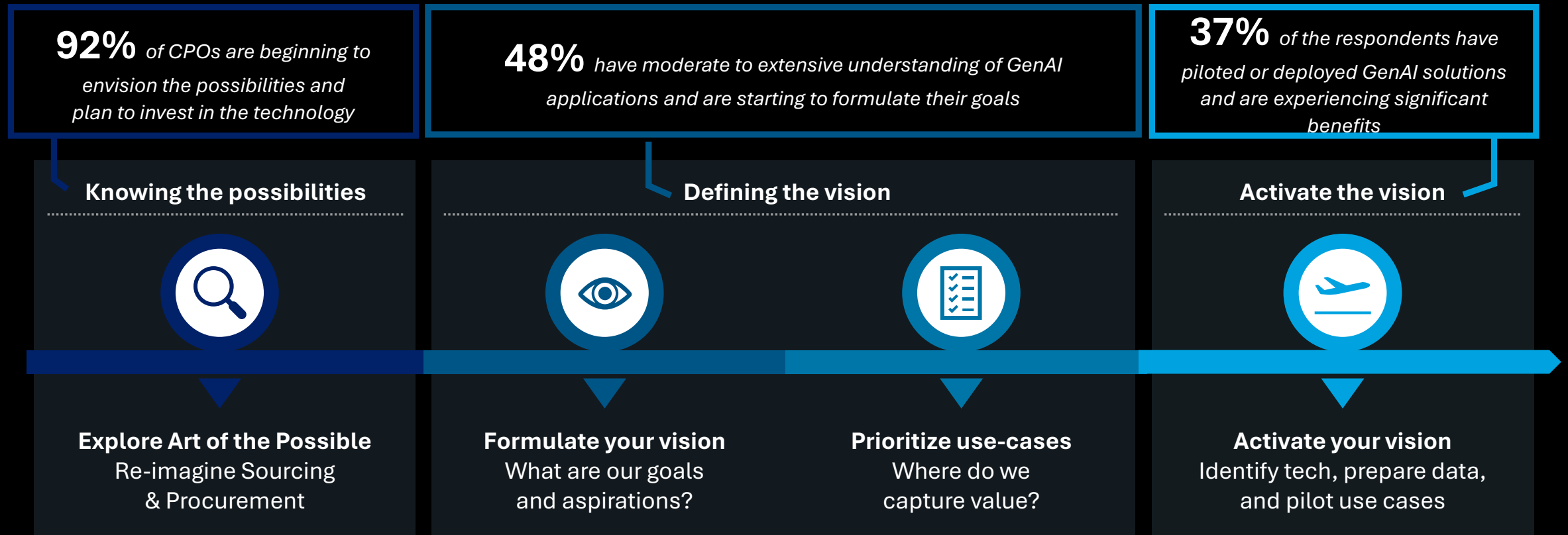


Numbers in the graphic represent the % of respondents currently spending \$1M+ of their annual budget on GenAI capabilities for sourcing & procurement



# Where CPOs are in their GenAI journey

While most organisations are still in the initial stages of the GenAI explorations, there is a strong recognition from CPOs that they need to explore and kick-start the transformation journey.



Despite facing many hurdles, CPOs are increasingly embracing GenAI's transformative potential for day-to-day operations, deploying it in pilot use cases, earmarking funding, and experiencing a significant ROI in some cases.

# Deloitte Broad Sourcing & Procurement Offering Along Major CPO Priorities

CPO's strategic priorities are usually a balance of generating bottom line value without compromising risk, regulation and the internal demand – Deloitte is the right partner to support across each relevant area on the agenda of a CPO

Areas	 <b>Value Capture &amp; Supply Security</b>	 <b>Risk &amp; Compliance</b>	 <b>Sustainability &amp; Responsibility</b>	 <b>Efficiency &amp; Speed</b>	 <b>Innovation &amp; Partnering</b>
Description	<p>Manage costs and profit / margin with an (integrated) sourcing approach by also securing supply at reasonable cost.</p> <p>Ensure specifications meet demand but challenge TCOs</p>	<p>Control supplier risks and compliance with global, regional (e.g. EU) and local regulation standards.</p> <p>Increase process adherence and reduce maverick spend</p>	<p>Drive sustainability (ESG) strategy and goals in the supply chain and at suppliers</p> <p>Ensure decarbonization of procured goods and services</p> <p>Embrace circularity in all procurement activities</p>	<p>Focus on lean and seamless processes to expedite sourcing cycles and throughput times</p> <p>Capitalize on state-of-the-art tools to increase efficiency user (stakeholder) satisfaction</p>	<p>Foster innovation and collaboration in the supply chain and with suppliers</p> <p>Develop an external ecosystem of partners to benefit from innovation outside the boundaries of the firm</p>

Globally **>2,000** procurement experts and **>100** in Germany with a **total revenue of 40+ mn€ per year**

## Selected Clients we serve





## Deloitte's Procurement Maturity Assessment Tool



Contact us and get started on your journey

### A holistic assessment of your procurement function in 4 weeks

Leveraging a structured and proven process to assess the digital maturity of your Procurement processes and identify key areas of improvements.



#### An end-to-end approach

Deep analysis of the digital maturity of your procurement processes, including a comprehensive survey



#### Getting the business involved

Stakeholder involvement through interviews and Labs, fostering strong relationships and a collaborative roadmap



#### Working towards best practice

Best practice, informed by Procurement Thought Leadership, benchmarks you against top industry standards

1 ✓

#### Identify opportunities

Areas for improvement & risk mitigation

2 ✓

#### Improve your strategic positioning

Industry-benchmarked insights of your relative strengths and weaknesses

3 ✓

#### Enhance Stakeholder visibility

Enhanced visibility and transparency through engagement with key stakeholders

4 ✓

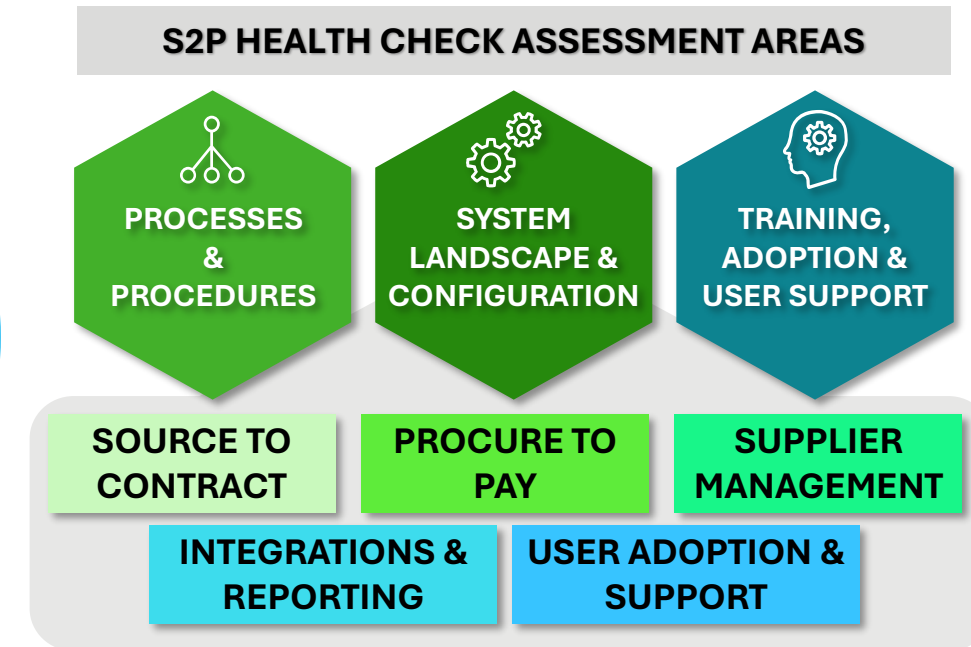
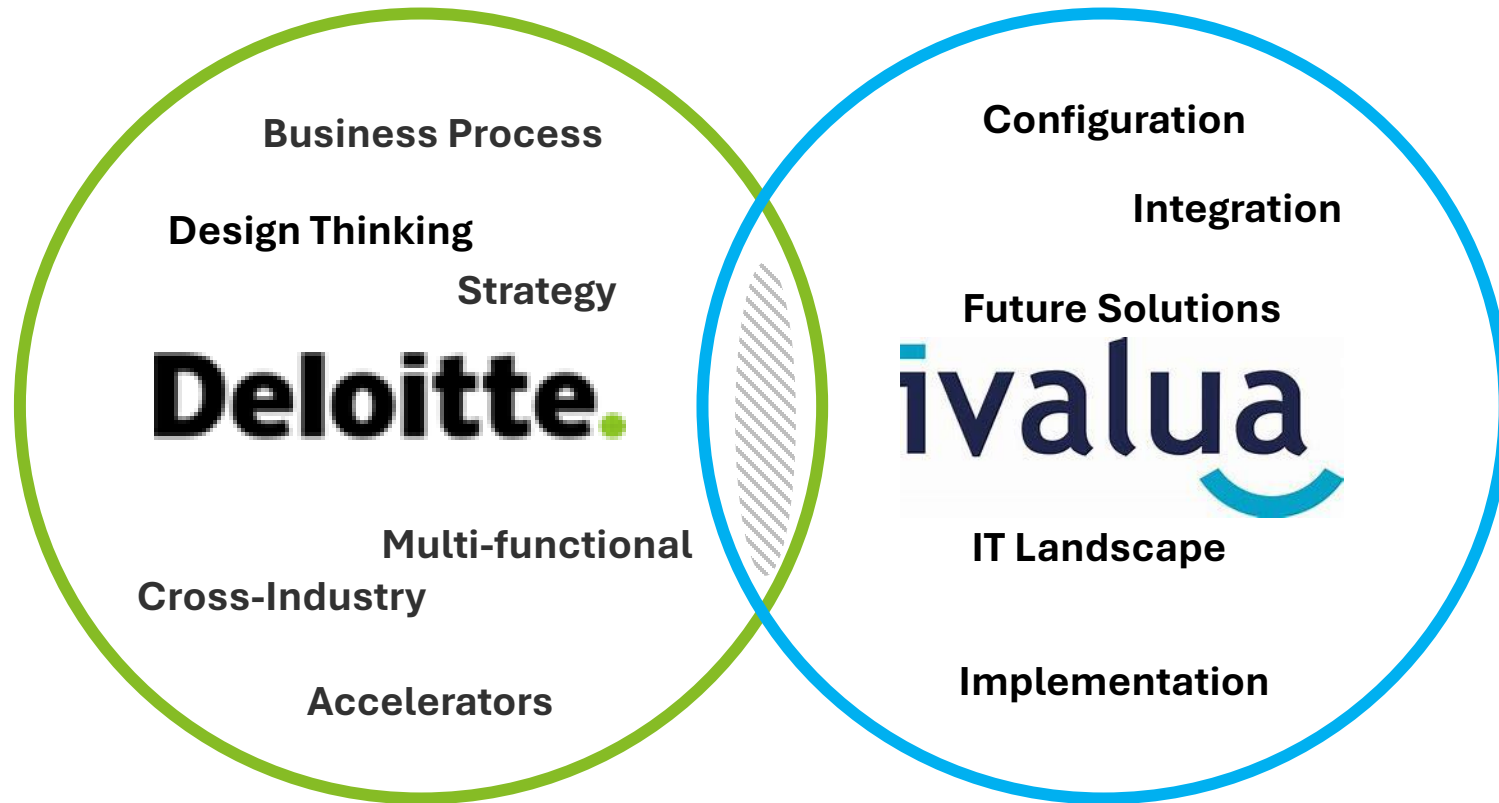
#### Leverage atlas digital

Assess the digital maturity of your processes & plan your transformation roadmap with **Atlas Digital**



# The Deloitte Source-to-Pay **Health Check**

*Leveraging **Deloitte's business acumen** and **Ivalua's technical expertise** helps deliver **best in class solutions***





# CognitiveSpend™

Powered by  Google Cloud

Natural language processing and machine learning are used to rapidly classify complex transaction data — enabling speed to benefits and risk identification

## SOLUTION DESCRIPTION



**AI-driven** – utilizes cognitive engine and machine learning to classify complex unstructured data



**Fast & agile** – processes 1,000s of transactional records per second, and reduces manual intervention required to classify spend



**Affordable** – Open Cloud architecture enables a scalable and affordable solution

## Challenges facing Chief Officers



**Increased data structure complexity**



**Growing scale of data**



**Greater supply market volatility**

## BUSINESS VALUE



**Enhanced spend visibility** – gain faster, more accurate, and more detailed classification; more easily navigate spend by category, supplier, business unit and geography



**Powerful cost reduction insights** – leverages Deloitte's supply market intelligence and benchmarking capabilities to deliver more powerful insights



**Actionable data transformation insights** – provides platform to identify areas where data quality can be improved to enable robust data analytics and metrics-backed strategy

# Scope 3 Community

by **Deloitte.**

*The Scope 3 Community brings together procurement and sustainability professionals to discuss and share best practices to foster collaboration and accelerate decarbonization journeys*

## Who are we?

Through the Scope 3 Community, Deloitte aims to **empower businesses** to achieve their **sustainability goals** and **positively impact the environment**. This award-winning community helps companies address their scope 3 emissions and **fosters collaboration** across industry professionals.

We offer **expert guidance, innovative tools, and best practices** to support scope 3 reducing practices.

## How do we help clients?

On top of the monthly webinars, the Scope 3 Community offers a number of services:

*Non-exhaustive*



Scope 3  
Assessment



Operating Model  
Design



Net Zero  
Implementation



Digital Thread



Sustainability  
Regulations Hub



Monetization of  
Scope 3

## Data-driven decarbonisation

Transform and simplify your scope 3 management

## Impact through collaboration

Share data, knowledge and experience to tackle the scope 3 challenge together

## Informed decision-making

Leverage assessments on suppliers' emissions performance and climate commitments

## Why this community?

## Communicate progress

Inform investors and end consumers on targets and progress towards Net Zero

## Enhanced supplier relationships

Gain visibility of emissions data to inform supplier conversations

## Collective bargaining power

Influence supplier data quality and availability leveraging the community model

## Your contacts

To join our award-winning community or learn more about our offerings, please reach out to:



Jille Luijckx  
[jluijckx@deloitte.nl](mailto:jluijckx@deloitte.nl)



Von Lee  
[volee@deloitte.nl](mailto:volee@deloitte.nl)



# SourceD.

Leveraging technology to navigate your most complex requirements

**SourceD.** is Deloitte's offering to **analyse and execute your strategic sourcing pipeline** via powerful **scenario analysis**.

## Why Deloitte SourceD. ?

1. **Unlock Hidden Value:** Service the complexity of your business and realise untapped savings potential through event execution.
2. **Amplify your ROI:** We'll work collaboratively with you, leveraging our deep sourcing knowledge to maximise the return on your investment.
3. **Your Success is Our Success:** Our gain share model ensures our incentives are aligned with yours- mutualising achieved benefit and maximising savings.

## Our approach to success

1. **Analyse pipeline** to identify opportunities available within your challenging upcoming tenders
2. **Plan events and evaluation scenarios** to build in complex sourcing tools
3. **Leverage Deloitte Centre of Expertise** to execute complex go-to-market activity
4. **Conduct analytics and review learnings** to lay foundations for future success

## Access our leading practice

The largest global Procurement practice with:

**3000+** Practitioners

**\$200bn** Client Spend Addressed

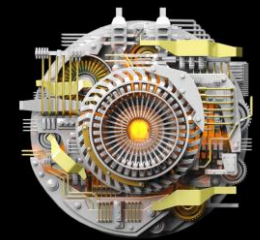
**10-20%** Savings per Category

## Want to know more?

Please reach out to:



**Radu Zatreanu**  
[rzatreanu@deloitte.co.uk](mailto:rzatreanu@deloitte.co.uk)



**Deloitte.**



# Procurement & Supply Chain Events in Oslo

On the 20<sup>th</sup> of March, Deloitte Norway is arranging and hosting two exclusive events in Oslo



GenAI Boardroom Breakfast

## GenAI Boardroom Breakfast

20<sup>th</sup> of March 2025

09:30 – 11:00 CET

The Oslo GenAI Boardroom Breakfast is an interactive session focusing on the impact of Generative AI on procurement. Led by Sara K. Grongstad from Deloitte and Henrik Nyberg from Ivalua, participants will explore potential futures for procurement, from obsolescence to becoming a key corporate function, and discuss strategies to navigate these paths. The event includes a breakout session and concludes with a walk to the Deloitte Supply Chain Summit.

Sara K. Grongstad from Deloitte Norway and Henrik Nyberg from Ivalua will facilitate the session, guiding participants through key insights and strategic considerations for the future of procurement.



Sara K.  
Grongstad



Henrik Nyberg  
(Ivalua)



JC Abella  
(Ivalua)



Supply Chain Summit

## Deloitte Supply Chain Summit 2025

20<sup>th</sup> of March 2025

11:00 – 16:30 CET

The Deloitte Supply Chain Summit 2025 is an event that brings together industry leaders, experts, and decision-makers to explore the latest trends, innovations, and strategies shaping the future of supply chains. The summit focuses on key topics such as resilience, digital transformation, and sustainability, providing valuable insights and practical solutions to optimize supply chain performance in an evolving landscape. It serves as a platform for knowledge sharing, networking, and discussing how organizations can stay competitive in a rapidly changing market.

The summit will also feature insights from Kathryn Thompson and Fraser Woodhouse from our UK office, who will discuss Agentic AI and its role in enhancing procurement through an augmented workforce.



Kathryn  
Thompson



Fraser  
Woodhouse



Ole Petter  
Breiteig



Philippe D.  
Dosjoub



Varun  
Upadhyay



Marte  
Rekkavik



Hanne  
Solem



Kjersti A.  
Stathopoulou

# Procurement & Supply Chain Events in Brussels and Munich

On the 1<sup>st</sup> of April and the 8<sup>th</sup> of May, Deloitte Belgium & Deloitte Germany are arranging and hosting two exclusive events in Brussels and Munich

More  
info at  
the  
booth

## Future of Supply Chain

**1<sup>st</sup> of April 2025**

*09:00 – 18:30 CET – Live in Brussels*

The Future of Supply Chain is a milestone Supply Chain event, where together with business, thought leaders and many surprise guests, we will both practically and inspirationally "provoke and predict the future of supply chain". As Supply Chain leaders, we have the mission and responsibility to both ask and answer the BIG questions in our domain: what will happen in global supply chains tomorrow, next year or even in the next decade? And how can "my" Supply Chain respond and prosper?

We invite you to a captivating and interactive journey to find the answers through high-impact industry discussions, fast-paced innovative case and testimonial carousels and interactive technology experience zones. Let's experience the Future of Supply Chain together with us and other professionals in the industry.

**For more information regarding the practicalities of the event, reach out to Aurélie Petit or Thomas Vanheel from Deloitte BE as they are glad to provide additional information.**



**Aurélie  
Petit**



**Thomas  
Vanheel**



**TBD**  
*(Ivalua)*

More  
info at  
the  
booth

## AI in Source-to-Contract

**8<sup>th</sup> of May 2025**

*17:00 – 20:00 CET – Live in Munich*

What would it take to adapt AI into your procurement processes and where to start in your AI transformation? Experience the power of AI in Source-to-Contract (S2C) with Ivalua! Discover how AI is transforming Sourcing, Contract Lifecycle Management, and Supplier Lifecycle Management with real-world applications. Plus, don't miss our exclusive client use case, where we reveal how we identified and assessed AI potential in a project. Get inspired and gain valuable insights—join us!

The event will cover a session on insights and networking & snacks afterwards.

**For more information regarding the practicalities of the event, reach out to Sandra Goettlinger from Deloitte Germany as they are glad to provide additional information.**



**Sandra  
Goettlinger**



**Carsten  
Wutzler**



**TBD**  
*(Ivalua)*



# Get Involved | Deloitte Procurement Community & Initiatives

Businesses succeed by learning from their peers, joining collaborative user forums and attending webinars and conferences like these help give a holistic view of the market.



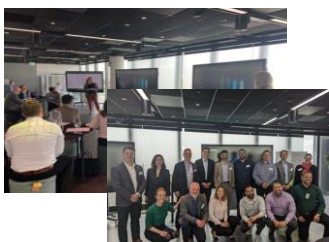
## CPO Survey



## Technology Genius Bar



## Procurement Leaders Dinner Club



## Next Gen CPO



## Digital Procurement User Forum



## Procurement Newsletter

**Catalyst**  
Enable procurement strategy through design and execution of key initiatives.



**Strategic**  
Position procurement as a strategic value driver, thereby enabling future company performance.

**Operator**  
Manage the procurement function to drive effectiveness and efficiency by balancing functional cost, capabilities and service levels.

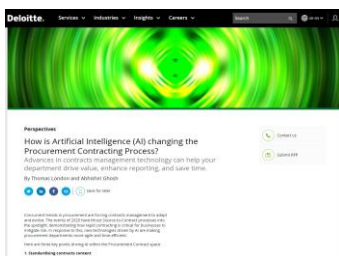
## CPO Transition Labs

Deloitte.

How do you embed risk as part of third party management?  
Register for our webinar to find out



## Digital Procurement Webinars



## Proc. Blog

Discover all our Procurement Communities, and be  
sure not to miss our next  
**Deloitte Procurement Forum**



*Scan here to view Deloitte's Procurement  
Communities, and what's coming next*



## Connect with our Team



**Kathryn  
Thompson**  
*EMEA Lead  
Procurement Partner*



**Fraser  
Woodhouse**  
*Digital Procurement  
Lead*



**Genny  
Quinones  
De Arco**  
*UK - Ivalua Lead*



**Radu  
Zatreanu**  
*UK - Ivalua SME*



**Marc  
Knight**  
*UK - Ivalua SME*



**Sara Khakpour  
Grongstad**  
*Nordics - Ivalua Lead*



**Julia  
Jokinen**  
*Nordics - Ivalua SME*



**Aurelie  
Petit**  
*Belgium - Ivalua Lead*



**Thomas  
Vanheel**  
*Belgium - Ivalua SME*



**Harry  
Scordis**  
*Netherlands - Ivalua Lead*



**Michiel  
Junge**  
*Netherlands - Procurement Partner*



**Sandra  
Goettlinger**  
*Germany - Ivalua Lead*



**Carsten  
Wutzler**  
*Germany - Ivalua SME*



**Maximilian  
Bruening**  
*Germany - Ivalua SME*

