

Global Sourcing Board



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Composition



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Our mission

Define world-class marketing procurement and set the recommended standards that members of our community should uphold.



Our aspirations

1. Behave as strategic brand business partners
2. Focus on both top and bottom lines and recognize that value is greater than just cost
3. Identify gaps and invest in learning and development
4. Adapt our processes to use right and fair selection criteria
5. Choose agency collaboration over creating artificial market-place tension
6. Champion diverse, responsible and sustainable relationships
7. Strive for commercial terms that enable a viable ecosystem for all parties involved, including agencies
8. Be authentic and honest with our external partners
9. Be transparent with confidentiality respect and treat our partners fairly
10. Focus on issue resolution before pitching as a solution

“It is hard to know who is from procurement and who isn’t. This is how it feels at GSK, where procurement is embedded in teams from top to bottom as a trusted business partner helping drive our growth agenda.

Our productive relationship has been built over years, with a relentless focus from delivering brilliant basics on category management to leading strategic efforts e.g. how to better resource our marketing organisation with partners, an extension of our team, in the pursuit of building meaningful and distinctive brands.

Procurement plays a key role to bring the outside in and orchestrate truly strategic relationships.

I am inspired by GSK Procurement’s vision to “Fuel GSK’s Growth Engine”, and therefore it is fitting that our shared metric is Growth.

The spiky capability of being challengers to complacency and a catalyst for change. “



Tamara Rogers

Global CMO

GSK

Project Spring

Revolutionising the perception and contribution of global marketing procurement

A WFA's Global Sourcing Board initiative



A transformation from savings to value

1. Marketing procurement foundations
2. Current perceptions
3. The way forward
 - Process
 - People
 - Performance
 - Partners
4. Conclusion
 - A growing number of sourcing experts see their future in adding value beyond savings. Not just as a business partner with shared objectives, but as a **source for growth** within their organizations.
 - 10 traits of a successful marketing procurement team

Food for thought

“If marketing procurement does not clearly appear as a different service from **traditional commodity procurement**, it will disappear. It will be a world of procurement, not marketing procurement. If we do not provide valuable and strategic support to our marketing counterparts, our function will be absorbed by marketing operations.”

- Survey respondent

The key role of marketing procurement is to be the trusted commercial partner to help **maximize brand investment** strategies.



Typical metrics

- Cost vs budget
- Cost vs first proposal, or average
- Additional services or value add
- Cost avoidance
- “Working & non-working”



We support growth

We still see a significant reliance on cost reduction and avoidance metrics.

Consider instead:

- Return on investment or ad spend
- Quality
- Simplification
- Efficiency
- Representation
- Scale



A variety of perspectives

Truly global input

- Procurement from Sourcing Forum meetings around the world
- CPG, pharma, personal care, beverages, furniture, sporting goods
- Stakeholders

Decades of commercial expertise

From sourcing to resourcing the ecosystem

Beyond procurement-only to business-aligned metrics

Unlock value via strong agency relationship management

Align expectations via category strategy

Business partnership via well-defined roles

Content we're working on

- Project Spring report – communication & amplification
- Better stakeholder engagement
- Evolution of metrics
- Commercial leadership
- Onboarding
- Procurement skills & training programs
- Client-agency performance evaluations
- Supplier diversity & sustainability
- Pain points from our agency partners
- Emerging topics for marketing procurement



10 traits of a successful marketing procurement team – from the Global Sourcing Board:

1. Procurement and marketing have shared business metrics for success;
2. Marketers are keen to receive advice and naturally call their procurement counterparts;
3. Agency senior leads engage with procurement to discuss top level client-agency priorities;
4. Beyond the traditional stakeholder status: procurement and marketing feel that they are part of the same team;
5. Procurement leaders have regular conversations with marketing & finance on how to jointly drive value for the business;
6. Reporting of results is part of the over-arching business performance management and the internal and external reporting process;
7. Procurement is seen as delivering business solutions and innovation by challenging and/or changing the business environment for the better;
8. Marketing and procurement provide honest feedback to each other, on how they can improve their ways of working;
9. Marketing and procurement jointly invest in training towards working together more effectively; and
10. Marketers and agency partners see a role in the procurement function as a valuable step in their career.

My ask of you:
Read the report
Take one step forward

