



Competence monitor Procurement private market 2024

Di-Mens

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Content

The Research.....	page 3
Respondents.....	page 4
Results.....	page 6
Conclusion.....	page 11
Annex 1: Top-40 competences Procurement 2024.....	page 12
Annex 2: Top-40 competences Procurement Strategic 2024.....	page 13
Annex 3: Top 40 competences Procurement Operational/Tactical 2024.....	page 14

The Research

For years Procurement management in the Netherlands indicates the “right” competences of procurement professionals as a main condition for development. What are those competences and what developments do we register? After a market consultation regarding this theme in 2013, 2017 and 2021, Di-Mens has conducted also this year a research among over 1000 directors/managers Procurement in the private area in the Netherlands. The question was: “What are today’s most important competences for a procurement professional at an “operational/tactical” level and at a “strategic” level.

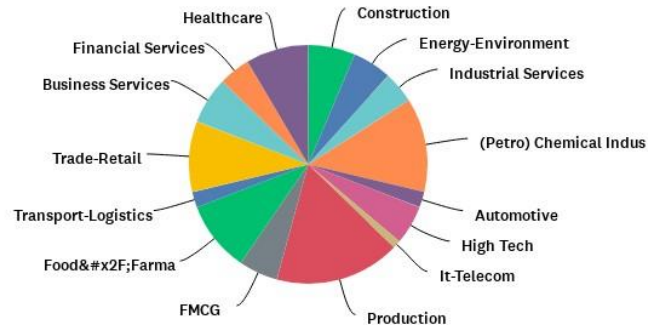
Besides some qualification questions the respondents has indicated the 4-8 most important competences from a list of 44 both at “operational/tactical” level and “strategic” level. The answers were 100% anonymous and the survey has been conducted among Dutch-speaking and English-speaking directors/managers procurement. The research delivers a “Top-40 competences Procurement 2024”. This list has been divided in a “Top-40 competences Procurement Strategic 2024” and a “Top-40 competences Procurement Operational/Tactical 2024”.

Ultimately 136 respondents have participated, indicating a response of over 12%. Whenever applicable due to the number of respondents we expand on the results at “Strategic” level per sector, spend category and spend volume in case the results show substantial differences. We restrict ourselves to the “strategic” level because especially the development of “Strategic” Procurement is considered as a major theme.

We think that this benchmark will support the director/manager procurement in developing the behaviour and position of Procurement as a base of further development.

Respondents

V1 In what industry do you work?



This graph shows how the respondents are divided over the various sectors. Because not all sectors have generated enough results, we link the survey results to clustered sectors and mention differences in case of substantial deviations.

We've defined the following clusters of sectors:

Cluster 1 **Project-based Industrial**; Construction, Engineering, Industrial Services;

Cluster 2 **Capital intensive Services**; Energy/Environment, (Petro)chemical, It/telecom, (Passenger)transport/logistics, Healthcare;

Cluster 3 **Supply chain**; Automotive, High tech, Production, FMCG, Food/Farma

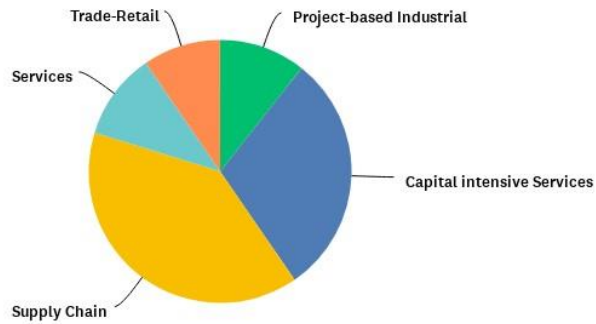
Cluster 4 **Trade**; Trade/Retail

Cluster 5 **Services** ; Corporate services, Financial services

The criterion, to what extent procurement affects the delivered goods and services of the organization, determines to what cluster a sector belongs. This has been distracted from the spend allocation divided over the various spend categories per sector. The more direct a spend category can be linked to the products and services delivered to the end user, the bigger the seeming impact on the results of the organization.

Clustering the sectors leads to the following allocation of respondents:

V1 In what industry do you work?

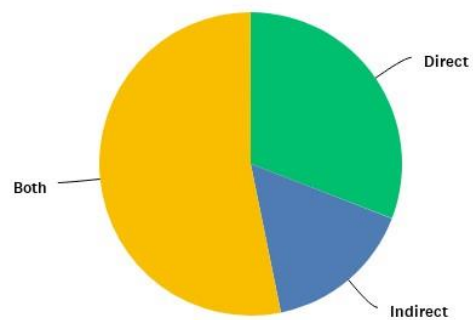


Other qualifications:

V2 What is your spend responsibility?

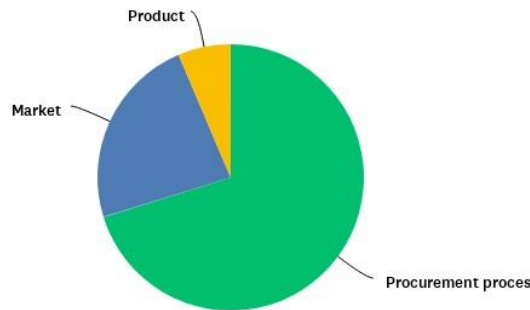


V3 What's the qualification of your spend



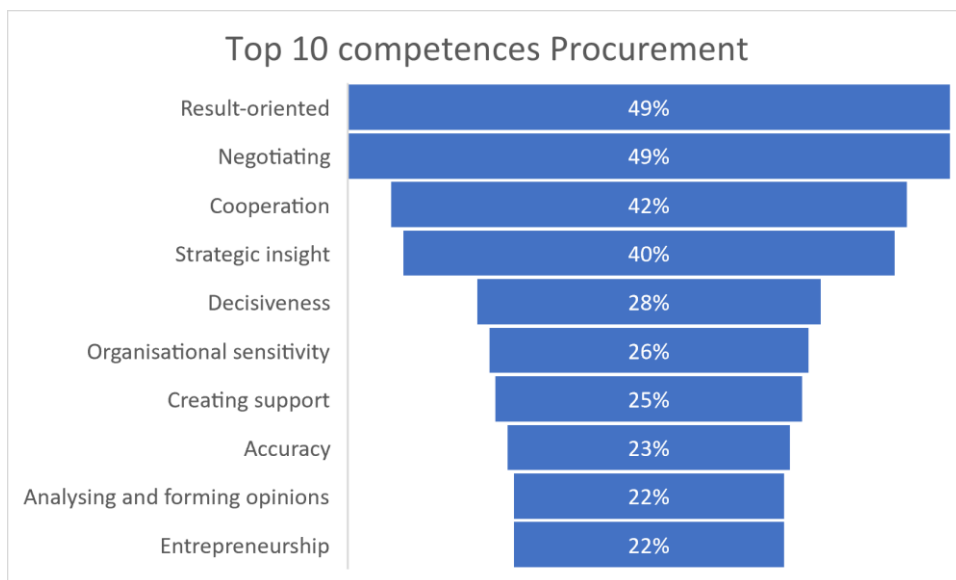
Results

V6 What knowledge do you consider as most important for recruiting professionals?



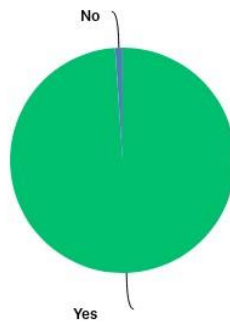
The management considers knowledge of the procurement process as the most important criterion to hire a procurement professional. In 2021 knowledge of the market was the most important criterion followed closely by the knowledge of the procurement process. Knowledge of the product is seen as least important more and more. This ratio applies more or less to all segments, direct and indirect and to all spend volumes. There seems to be a revival of the experience as a procurement professional. The inflow of professionals from other disciplines might have become less appropriate.

Here you find the answer at the question “What are those competences?” Below the top-10 competences procurement 2024.



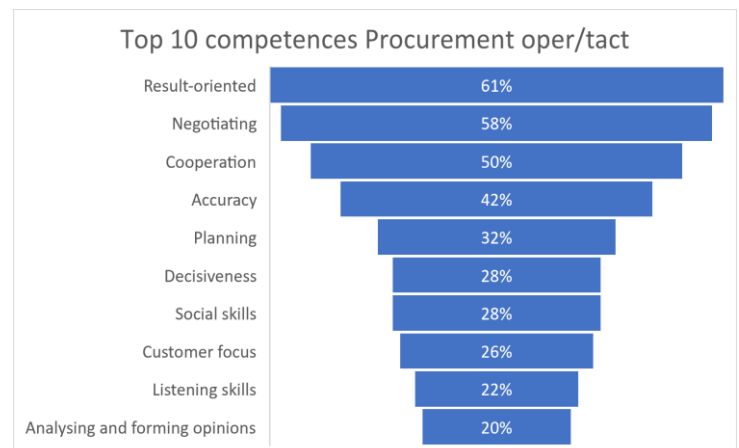
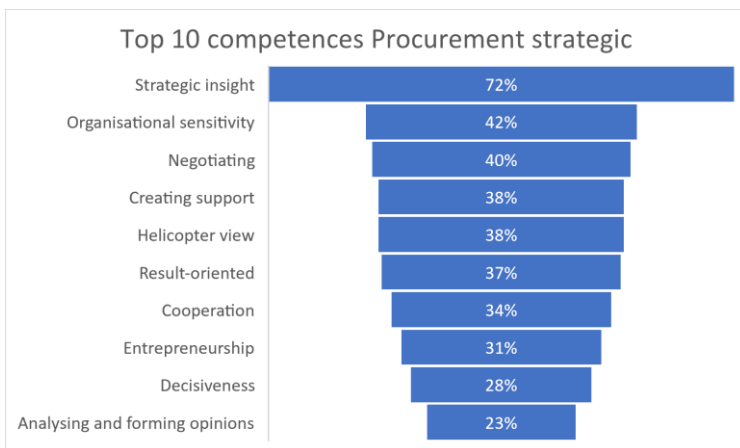
This concerns the total results of “strategic” and “operational/tactical” competences. The top-4 is the same top-4 as in 2021, only “Negotiating” and “Cooperation” swapped positions. These 4 competences seems to be in firm control. “Customer focus” and “Commercial drive” have disappeared from the new top-10. We find them now respectively at position 15 and 19. “Creating support” and “Analysing and forming opinions” have taken its place. Especially the rise of “Analysing and forming opinions” from place 22 to place 9 is striking.

V9 Do you see any difference in the competence profile of operational/tact. and strategic?



The procurement management unanimous sees a difference between the competence profiles at a “operational/tactical” level and a “strategic” level. This was the case in 2017 and 2021, but today even stronger pronounced.

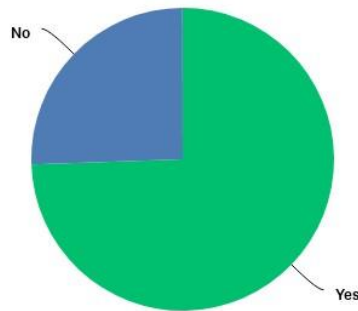
Below you see how the different profiles have been defined. “Strategic” and “operational/tactical” next to each other.



Outside the general top-3 procurement competences, only the competence “Analysing and forming opinions” shows up at both lists. At the top-10 list for strategic positions we see the same competences as in 2021. Only the competence “Market orientation” has been replaced by “Analysing and forming opinions”. At the top-10 list for operational/tactical positions the competences “Performing under pressure”, “Commercial drive” and “Structuring” have disappeared. “Social skills”, “Analysing and forming opinions” and “Listening skills” have taken their place. The last 2 mentioned made a significant jump. In 2021 we found them around position 20.

Because the development of “Strategic” Procurement is considered as a major theme we focus on differences in competence profiles at “strategic” level considering the various segments of the survey.

V4 Do you think there is a difference in required competences between direct and indirect spend?



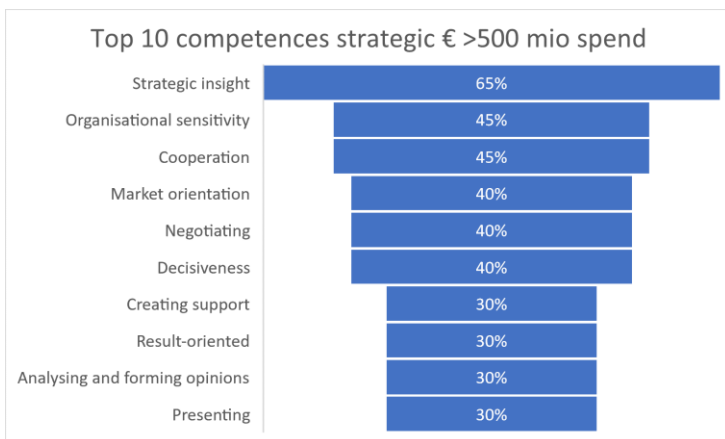
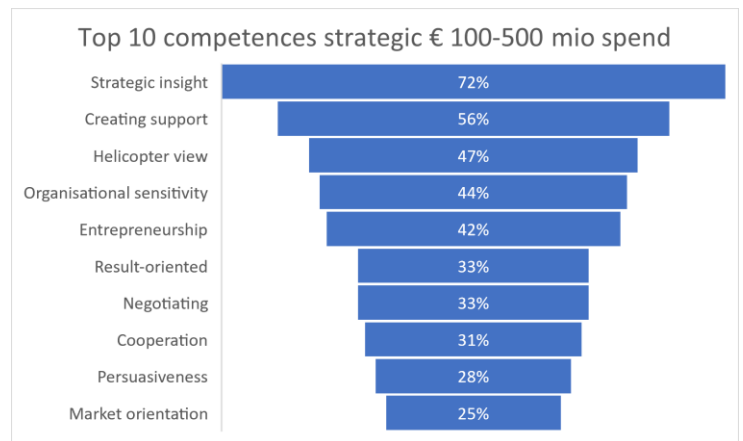
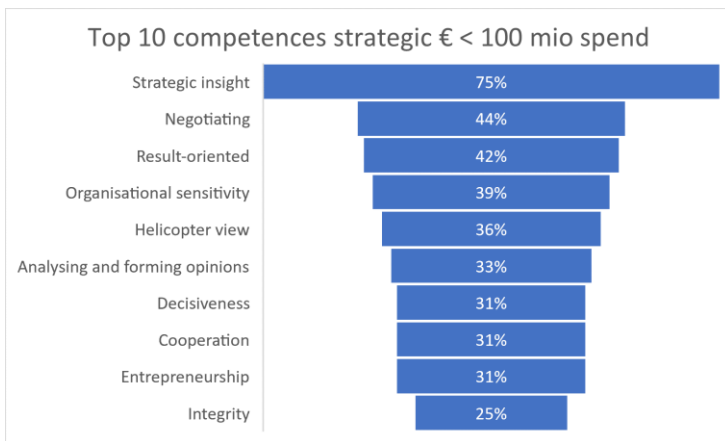
Three-quarter of the respondents sees a difference in the desired profile of professionals active in direct procurement and indirect procurement. This % has even increased slightly compared to 2021.

Below the differences:



We see that 7 competences out of both top-10 lists match, however each with a different weight. “Organisational sensitivity”, “Market orientation” and “Presenting” are showing up at the “indirect profile and not at the “direct profile”. The other way around we see the competences “Cooperation”, “Analysing and forming opinions” and “Decisiveness”. May be we can conclude that in case of direct procurement business related competences are appealed to and in case of indirect procurement, these are stakeholder management related competences.

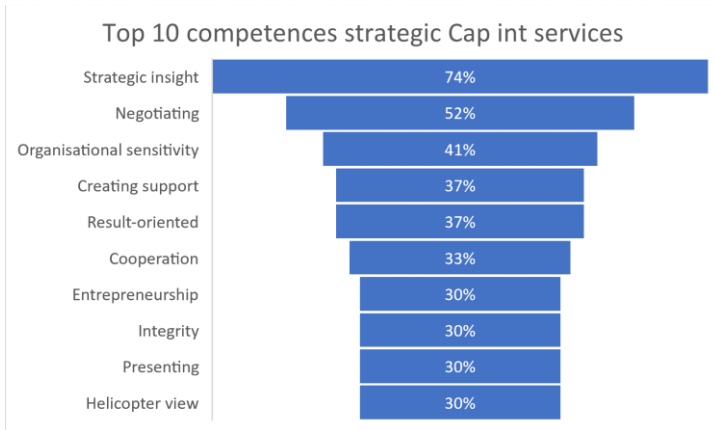
To what extent affects the height of the spend the desired competence profile?



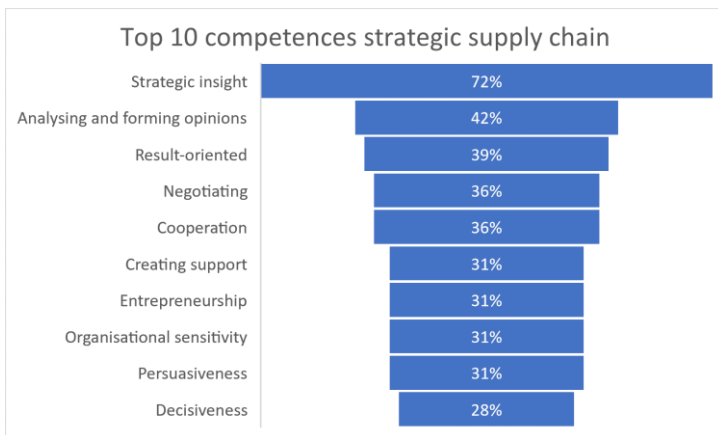
We see that 5 competences out of all spend volumes match. Here too each with a different weight.

At a spend level of € 101-500 mio the competences “Analysing and forming opinions” and “Decisiveness” haven’t been mentioned exclusively in the top-10 and at a spend level of € > 500 mio this is the case for the competences “Entrepreneurship” and “Helicopter view”. The competence “Integrity” is only mentioned at the spend level € < 100 mio .

The results per sector have been clustered and show the following graphs:



- Energy/Environment
- (Petro)chemical industry
- It/Telecom
- Transport/Logistics
- Healthcare



- Automotive
- High Tech
- Production
- FMCG
- Food/Farma

Because of the number of respondents per sector cluster we only show the graphs of “Capital intensive Services” and “Supply chain”. We see that 7 competences out of both top-10 lists are matching. Unique at the cluster “Supply chain” are the competences “Analysing and forming opinions”, “Persuasiveness” and “Decisiveness”. The competences “Integrity”, “Presenting”, and “Helicopter view” occur only in the sector cluster “Capital intensive Services”.

Conclusion

The top-3 competences Procurement is solid as a rock

1. Result-oriented
2. Cooperation
3. Negotiation

We've seen these competences in the top-3 since 2017. Number 4, since 2021, "Strategic insight" is definitely knocking on the door of the traditional top-3. For strategic profiles the conclusion is that "Strategic insight" is even more the dominant nr 1 in comparison with 2021.

In general the positions on the list of the various competences align with the results of 2021. Worth mentioning are the revival of "Analysing and forming opinions" jumping 13 positions and the rise of "Listening skills" that went up 9 places. Specific to the list of strategic profiles is the rise of "Integrity" with 20 places, "Directing" with 18 places and "Situational awareness" with 8 places. "Customer focus however has dropped 13 places in this ranking.

It's still very clear that the management Procurement unanimous sees a difference in competence profiles at "operational/tactical" level and at "strategic" level. Here we find the most clear watershed in the field of procurement profiles. In addition there's better nuance in competence profiles based upon sector, spend category and spend volume. The base for Procurement as a catchall in the definition of competence profiles seems unstable. So Procurement gets closer to the situation of "the right competences in the right place, which is an important condition for success.

Remarkable is the revival of "knowledge of the procurement process" at the expense of "knowledge of the market" and mainly "knowledge of the product" at the priority list for hiring procurement professionals. This could hinder the inflow of the wanted competence profiles from other disciplines.

Top-40 competences Procurement 2024

Result-oriented

Being focused on achieving objectives and results, persevering in the face of adversity

Negotiating

Coming to an agreement in situations in which people have a common objective but different interests.

Cooperation

Working with others in order to effectively contribute to a common objective.

Strategic insight

Setting strategic objectives for the organisation.

Decisiveness

Independently making decisions and sticking to them; having the courage to make firm decisions.

Organisational sensitivity

Recognising the impact of one's own decisions or actions on other parts of the organisation.

Creating support

Imagining other people's concerns and involving them in changes.

Accuracy

Effectively handling detailed information and being consistently attentive to details.

Analysing and forming opinions

Being focused on examining matters in a systematic way.

Entrepreneurship

Identifying and/or creating new possibilities within new or existing frameworks.

Helicopter view

Maintaining an overview of the situation, and taking some distance in order to create an overview.

Social skills

Being able to successfully establish contact with others.

Planning

Systematically organising activities and setting time frames, setting priorities.

Listening skills

Being able to gather important information through verbal communication, obtaining clarification by asking questions.

Customer focus

Identifying and actively responding to clients' wishes and needs.

Persuasiveness

Presenting ideas and opinions with arguments and eloquence in order to reach an agreement.

Structuring

Applying, implementing and maintaining structure in day-to-day business.

Integrity

Complying with generally accepted standards in activities related to the position.

Commercial drive

Demonstrating the will and the strength to generate business.

Market orientation

Demonstrate being well informed about developments in the market.

Performing under pressure

Maintaining an effective performance under pressure, or when faced with setbacks or disappointment.

Initiative

Identifying opportunities and taking action.

49%	Situational awareness	14%
	Demonstrate being well informed about developments in one's environment and effectively using this information for one's own organisation.	
49%	Devotion to quality	14%
	Demanding a high quality of provided products and services, and acting accordingly.	
42%	Flexibility	12%
	Being able to change one's own behaviour or approach in order to achieve a certain objective.	
40%	Presenting	12%
	Presenting one's own point of view in such a way that the information is conveyed effectively.	
28%	Adaptability	11%
	Purposefully adapting actions to different individuals.	
26%	Willingness to change	11%
	Dealing with changes, the ability to relate to the common interest and the willingness to act accordingly.	
25%	Drive	11%
	Drive, passion.	
23%	Stress resistance	10%
	Being able to handle stress.	
22%	Service-oriented	9%
	Being focused on supporting others in achieving their objectives.	
22%	Directing	9%
	Directing others, taking charge.	
21%	Innovating	9%
	Identifying opportunities to implement changes and improvements.	
21%	Creativity	9%
	Providing original solutions to problems. Coming up with new work methods and alternative angles.	
20%	Motivating	7%
	Stimulating employees to display desirable behaviour or perform the desired activities.	
20%	Teambuilding	7%
	Encouraging cooperation within the team in order to achieve common objectives.	
19%	Delegating	6%
	Delegating work in an understandable, structured and verifiable manner.	
19%	Dutifulness	6%
	Demonstrating commitment to agreements.	
18%	Assertiveness	4%
	Effectively standing up for oneself.	
18%	Analysing people's motivations	4%
	Finding out other people's perspectives.	
18%	Sensitivity	3%
	Recognising and responding to other people's motives and feelings.	
17%	Personal development	2%
	Being aware of one's own strengths and weaknesses: consciously working on personal development.	
16%	Vitality	2%
	Lively and enthusiastic demeanour.	
15%	Providing feedback	1%
	Giving scope to employees by sharing one's views on their performance.	

Top-40 competences Procurement 2024

Strategic

Strategic insight Setting strategic objectives for the organisation.	72%	Willingness to change Dealing with changes, the ability to relate to the common interest and the willingness to act accordingly.	13%
Organisational sensitivity Recognising the impact of one's own decisions or actions on other parts of the organisation.	42%	Performing under pressure Maintaining an effective performance under pressure, or when faced with setbacks or disappointment.	12%
Negotiating Coming to an agreement in situations in which people have a common objective but different interests.	40%	Customer focus Identifying and actively responding to clients' wishes and needs.	12%
Creating support Imagining other people's concerns and involving them in changes.	38%	Motivating Stimulating employees to display desirable behaviour or perform the desired activities.	11%
Helicopter view Maintaining an overview of the situation, and taking some distance in order to create an overview.	38%	Delegating Delegating work in an understandable, structured and verifiable manner.	11%
Result-oriented Being focused on achieving objectives and results, persevering in the face of adversity	37%	Teambuilding Encouraging cooperation within the team in order to achieve common objectives.	10%
Cooperation Working with others in order to effectively contribute to a common objective.	34%	Adaptability Purposefully adapting actions to different individuals.	10%
Entrepreneurship Identifying and/or creating new possibilities within new or existing frameworks.	31%	Creativity Providing original solutions to problems. Coming up with new work methods and alternative angles.	9%
Decisiveness Independently making decisions and sticking to them; having the courage to make firm decisions.	28%	Planning Systematically organising activities and setting time frames, setting priorities.	9%
Analysing and forming opinions Being focused on examining matters in a systematic way.	23%	Stress resistance Being able to handle stress.	8%
Market orientation Demonstrate being well informed about developments in the market.	23%	Devotion to quality Demanding a high quality of provided products and services, and acting accordingly.	7%
Persuasiveness Presenting ideas and opinions with arguments and eloquence in order to reach an agreement.	21%	Drive Drive, passion.	6%
Integrity Complying with generally accepted standards in activities related to the position.	19%	Analysing people's motivations Finding out other people's perspectives.	6%
Presenting Presenting one's own point of view in such a way that the information is conveyed effectively.	18%	Flexibility Being able to change one's own behaviour or approach in order to achieve a certain objective.	6%
Listening skills Being able to gather important information through verbal communication, obtaining clarification by asking questions.	17%	Accuracy Effectively handling detailed information and being consistently attentive to details.	3%
Directing Directing others, taking charge.	17%	Sensitivity Recognising and responding to other people's motives and feelings.	3%
Situational awareness Demonstrate being well informed about developments in one's environment and effectively using this information for one's own organisation.	16%	Assertiveness Effectively standing up for oneself.	3%
Structuring Applying, implementing and maintaining structure in day-to-day business.	16%	Personal development Being aware of one's own strengths and weaknesses: consciously working on personal development.	2%
Commercial drive Demonstrating the will and the strength to generate business.	16%	Dutifulness Demonstrating commitment to agreements.	2%
Innovating Identifying opportunities to implement changes and improvements.	14%	Vitality Lively and enthusiastic demeanour.	2%
Social skills Being able to successfully establish contact with others.	14%	Service-oriented Being focused on supporting others in achieving their objectives.	1%
Initiative Identifying opportunities and taking action.	13%	Providing feedback Giving scope to employees by sharing one's views on their performance.	1%

Top-40 competences Procurement 2024

Operational/tactical

Result-oriented Being focused on achieving objectives and results, persevering in the face of adversity	61%	Adaptability Purposefully adapting actions to different individuals.	12%
Negotiating Coming to an agreement in situations in which people have a common objective but different interests.	58%	Stress resistance Being able to handle stress.	11%
Cooperation Working with others in order to effectively contribute to a common objective.	50%	Situational awareness Demonstrate being well informed about developments in one's environment and effectively using this information for one's own organisation.	11%
Accuracy Effectively handling detailed information and being consistently attentive to details.	42%	Organisational sensitivity Recognising the impact of one's own decisions or actions on other parts of the organisation.	10%
Planning Systematically organising activities and setting time frames, setting priorities.	32%	Market orientation Demonstrate being well informed about developments in the market.	10%
Decisiveness Independently making decisions and sticking to them; having the courage to make firm decisions.	28%	Willingness to change Dealing with changes, the ability to relate to the common interest and the willingness to act accordingly.	9%
Social skills Being able to successfully establish contact with others.	28%	Dutifulness Demonstrating commitment to agreements.	9%
Customer focus Identifying and actively responding to clients' wishes and needs.	26%	Creativity Providing original solutions to problems. Coming up with new work methods and alternative angles.	8%
Listening skills Being able to gather important information through verbal communication, obtaining clarification by asking questions.	22%	Strategic insight Setting strategic objectives for the organisation.	7%
Analysing and forming opinions Being focused on examining matters in a systematic way.	20%	Presenting Presenting one's own point of view in such a way that the information is conveyed effectively.	6%
Devotion to quality Demanding a high quality of provided products and services, and acting accordingly.	20%	Assertiveness Effectively standing up for oneself.	6%
Performing under pressure Maintaining an effective performance under pressure, or when faced with setbacks or disappointment.	20%	Teambuilding Encouraging cooperation within the team in order to achieve common objectives.	4%
Structuring Applying, implementing and maintaining structure in day-to-day business.	20%	Innovating Identifying opportunities to implement changes and improvements.	3%
Commercial drive Demonstrating the will and the strength to generate business.	19%	Sensitivity Recognising and responding to other people's motives and feelings.	3%
Integrity Complying with generally accepted standards in activities related to the position.	17%	Helicopter view Maintaining an overview of the situation, and taking some distance in order to create an overview.	3%
Flexibility Being able to change one's own behaviour or approach in order to achieve a certain objective.	17%	Vitality Lively and enthusiastic demeanour.	2%
Persuasiveness Presenting ideas and opinions with arguments and eloquence in order to reach an agreement.	17%	Motivating Stimulating employees to display desirable behaviour or perform the desired activities.	2%
Service-oriented Being focused on supporting others in achieving their objectives.	17%	Personal development Being aware of one's own strengths and weaknesses: consciously working on personal development.	2%
Initiative Identifying opportunities and taking action.	16%	Analysing people's motivations Finding out other people's perspectives.	1%
Drive Drive, passion.	14%	Directing Directing others, taking charge.	0%
Entrepreneurship Identifying and/or creating new possibilities within new or existing frameworks.	12%	Providing feedback Giving scope to employees by sharing one's views on their performance.	0%
Creating support Imagining other people's concerns and involving them in changes.	12%	Delegating Delegating work in an understandable, structured and verifiable manner.	0%