



# 2023 South Africa Procurement Survey

Resilient and robust



# Index



<b>01 Foreword</b>	<b>3</b>
<b>02 Executive summary</b>	<b>4</b>
<b>03 Key figures</b>	<b>5</b>
<b>04 Maturity, performance, resilience</b>	<b>7</b>
<b>05 From Maturity to Digital</b>	<b>17</b>
<b>06 Public Sector Insights</b>	<b>23</b>
<b>07 Towards a more sustainable approach?</b>	<b>26</b>
<b>08 Survey respondents profile</b>	<b>30</b>
<b>09 Credits &amp; informations</b>	<b>36</b>





# 01 Foreword

The 3rd annual Oxalys Procurement Survey has proven to be a valuable resource for procurement professionals in South Africa. The survey provides insights into the latest trends and challenges in procurement, and it helps organisations to benchmark their performance against their peers.

This year saw the inclusion of special public sector focused questions, ensuring deeper insight into public sector trends and benchmarking.

We would like to thank our partners, Smart Procurement World, Commerce Edge SA, and the specialists who contributed to the design, distribution, and analysis of the results. We would also like to thank the organisations that participated in the survey, and especially the teams and senior leadership who took the time to be interviewed and provide qualitative insights into procurement trends.

The annual survey is open to all organisations in South Africa, and it is free to participate. Its aim is to ignite dialogue, debate, and strategic insight among procurement professionals across the country.

Dear colleagues, we hope you find the results of the survey to be informative and useful. We encourage you to share the survey with your colleagues and to use the insights to improve your procurement function.



**MJ Bronkhorst**

Managing Director  
Oxalys South Africa



**Debbie Tagg**

Chief Operations Officer  
Smart Procurement World

# 02 Executive summary



## Suppliers at the heart of resilience, value, and risk management for both public and private sector

The top priorities for departments are to reduce supply risks, improve supplier experience, improve security and compliance with internal policies, and drive governance and compliance in ESG. These priorities are essential to ensuring the continuity of supplies, optimising costs, and providing business value.

## Procurement is a game-changer with the right tools and skills

It's not really about a "seat at the boardroom table" being driven by the executive. It's up to us as procurement leaders to ensure the competence and skills to **"present to stakeholders in simple, compelling terms... learn(ing) how to influence people"**. Are we upskilling teams with **"partnering skills and technology skills."**? Suren Subramanien, Head of Procurement: Africa at Unilever further reiterated this by stating **"critical skills today are digital procurement and data analytics, as well as influencing, leadership and storytelling. There's a lot of work to be done in terms of repositioning procurement to ensure that we have a seat at the table."**

Digitisation remains a strong key strategy and driver throughout the survey. Procurement leaders continue to view it as the arrow in our quiver, ensuring that procurement remains a game changer for their organisations.



*Digital transformation will drive the visibility required to achieve the KPIs, improve modelling and reporting capabilities"*

Prajay Juta, Procurement Director, Tiger Brands

The future of procurement is bright. By mastering the skills and technologies outlined in this executive summary, procurement professionals can ensure that their organisations remain resilient, valuable, and compliant.

## 03 Key figures

# Key figures

## Procurement top 5 priorities

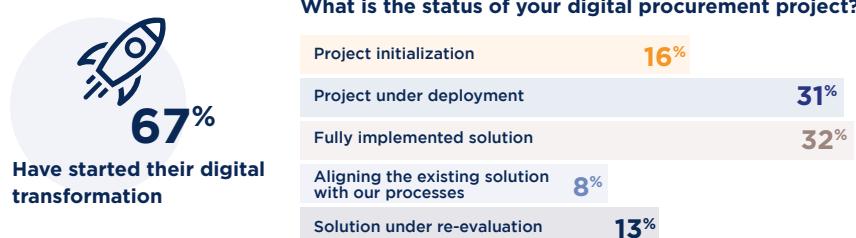


## Procurement performance



Policy implementation and mitigation strategies for inflation-led risks are the main 2 strategies to ensure resilience

## Digital transformation in Procurement



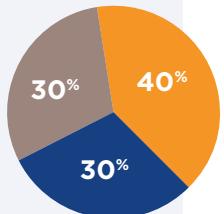
## Top 3 digitalised processes



Special focus on Public sector & NGOs

Current number of projects on the procurement plan

- < 50
- 51 - 100
- > 100



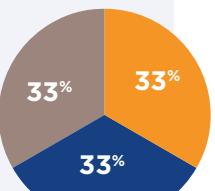
Have implemented a Preferential procurement policy or a charter on PP in the SCM Policy?

## Procurement performance

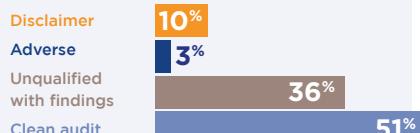


## Time for Tender Conclusions

< 3 months (90 days)  
3 - 6 months  
> 6 months



## Most recent audit outcome



A blurred background image shows a group of diverse professionals in a meeting room. A woman with curly hair is visible on the right, smiling. In the foreground, hands are shown interacting with a tablet or document. A large dark grey diagonal shape covers the upper left portion of the slide.

## 04 Maturity, performance, resilience

*“Reduce supply risks in order to ensure the continuity of supplies”* is still the number one priority for SA’s Procurement and Supply Chain leaders. This year’s survey considered this in the context of resilience too.

# What do some of our leaders have to say? Do they agree?

**“** There is a definite shift from procurement being about sourcing and getting better terms to a new focus on the security of supply. We have changed our approach to inventory levels and buffer management, and visibility is more important than ever.

Sean Slabbert, Head of Procurement, AECI Mining

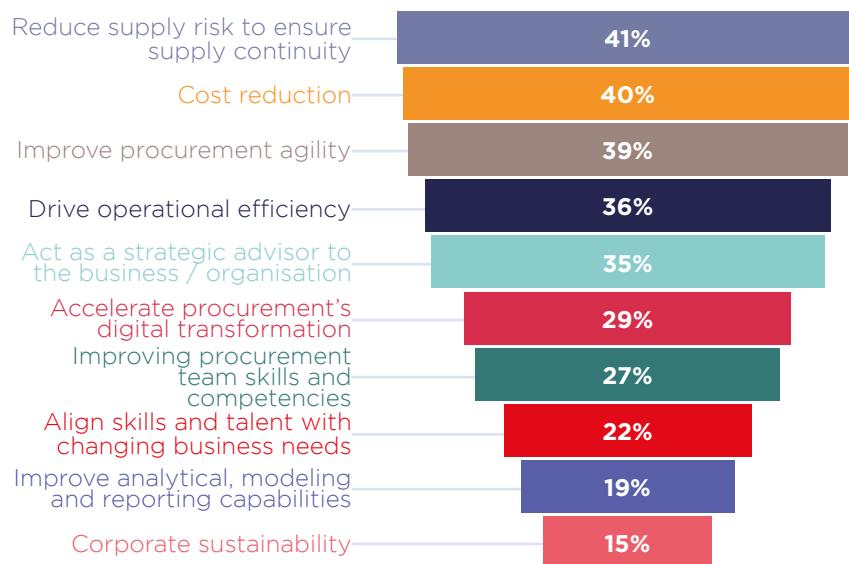
**“** To reduce supply risks and enhance supplier performance, we are partnering with and collaborating with our suppliers wherever possible. Improving revenue and profits for ourselves and our suppliers is a win-win. Dumping struggling suppliers for new entrants is not necessarily a solution. New suppliers may bring new risks and may not add more value than suppliers that you have already walked miles with. Ranking our suppliers and then assisting and building up those that are falling short is a priority for us.

Carel Greyling, Head of Procurement, Cape Union Mart

**“** In today's very volatile, price sensitive and very competitive climate, we have to be extremely agile, resilient and observant of the current environment that we are operating in. Fuel prices shoot up, interest rates shoot up and suppliers dealing with the impacts of loadshedding some of them have had to increase their prices in order to stay in business. **The agility of my team – including the deal makers and our data and analytics professionals – is critical to help us stay ahead of the game and is key to our resilience.**

Marvin Tshezi, Head of Claims Procurement, Hollard Insure

**Figure 1: How would you define the top procurement's priority for 2023 in your organisation?**



# Strategies to ensure resilience and value

We saw a fundamental shift in the importance of policies and security. This result remained unaffected when public sector respondents were excluded.

Digitisation has leaped to the forefront of the CPO agenda in less than 12 months, and is now the second-ranking strategy in deployment.

Localisation and inclusivity are still at the heart of procurement strategies, driving additional value in their organisations. However, going into 2023, we do see a theme of the broader sustainability/ESG agenda. (See sustainability section).

Organisations that rated their organisation's resilience over the last 3 years, 3 stars or less, on average implemented **30% less strategies that deliver more strategic value in their organisations**.

Furthermore, Improve security and compliance with internal policies, digitisation and improved supplier experience rated the top 3 strategies for organisations that achieved 4/5 stars resilience in the last 3 years.

**Figure 2: How would you rate your organisation's resilience over the last 3 years?**



**Figure 3: Which of these strategies are deployed in your organisation to deliver more strategic value from procurement?**



*When dealing with disruptions , reducing supplier risk is critical. We have to ensure supply continuity, and part of our strategy to reduce supply risk is to localise as much as possible.*

**Prajay Juta, Procurement Director, Tiger Brands**

# What's our role?

According to this year's responses, the two most important roles of the procurement department are **negotiating the best price and contributing to the organisation's overall strategy**.

Not surprising, as irrespective of an organisations maturity level, the primary duty of procurement is to:

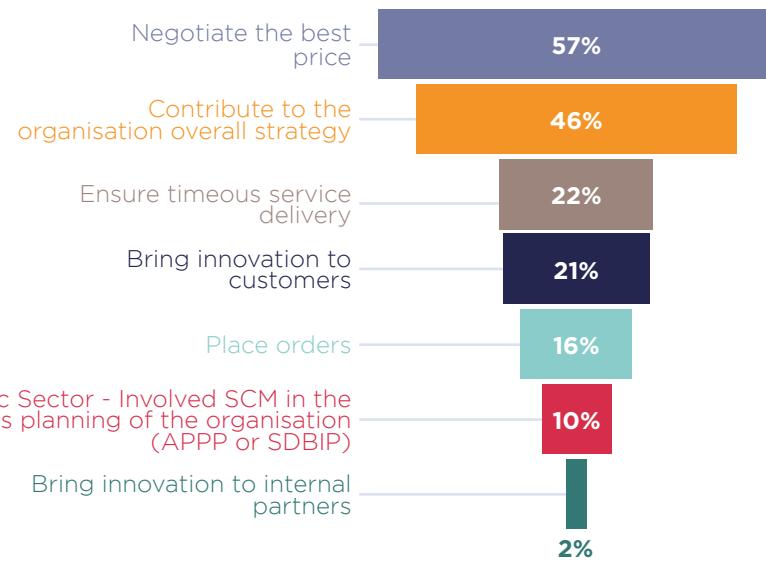
- 1 Help the business optimise its supply chain cost
- 2 Support business in delivering best value to its customers as set out in the overall business strategy and objectives

Once the basic business needs have been met, it is common to see a shift toward enabling activities such as innovation and those key to helping the operations teams improve the way they service the end customer. The extent of the enablement activities remain closely related to the maturity of the procurement function.

As we saw earlier (Figure 3) the most commonly deployed strategies are to **"Improve the security and compliance with internal policies" and "Digitalisation"**. Necessary approaches to achieve the best price and contribute to the organisation's overall strategy.

Controls such as policies, SOPs and tracking mechanisms implemented to minimize wastage and to ensure a secure business environment remain imperative for all procurement departments. Establishing these clear rules and secure mechanisms ensures that the various procurement activities deliver on the business mandate and do not erode the value of the business.

**Figure 4: According to you, what are the two most important roles of the procurement department?**



# Expanding procurement's impact on performance

We see a marked increase from 2022 results, with **procurement's impact on the Organisation** totalling a 92% when combining **Significant** and **Game Changing**.

This year further showed a very strong correlation where many respondents stated that "**Bringing innovation to internal partners**" was their strongest value driver to their organisation.

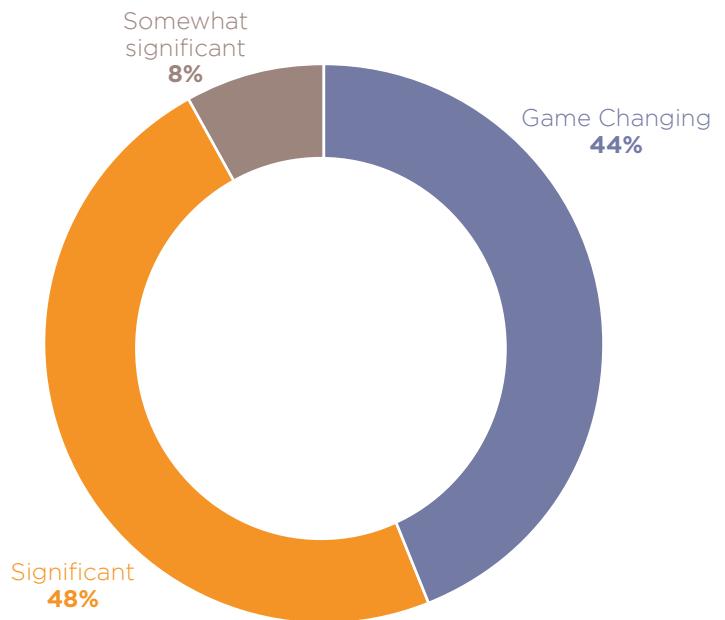
We are seeing an encouraging shift to more mature departments.

These mature departments also show the below characteristics;

- Revenue to Cost Ratio measures.
- Value creation and retention
- Enabling resources to efficiently deliver on their mandate such as **Digital Transformation**.

Organizations with higher maturity levels were found to report into both Supply Chain and Finance departments, indicating a significant correlation. This finding is not surprising considering the importance of procurement in the supply chain, particularly in traditional manufacturing environments where direct spend materials play a crucial role.

**Figure 5: How would you describe procurement's impact on the organisations economic performance/ service delivery?**



**“**

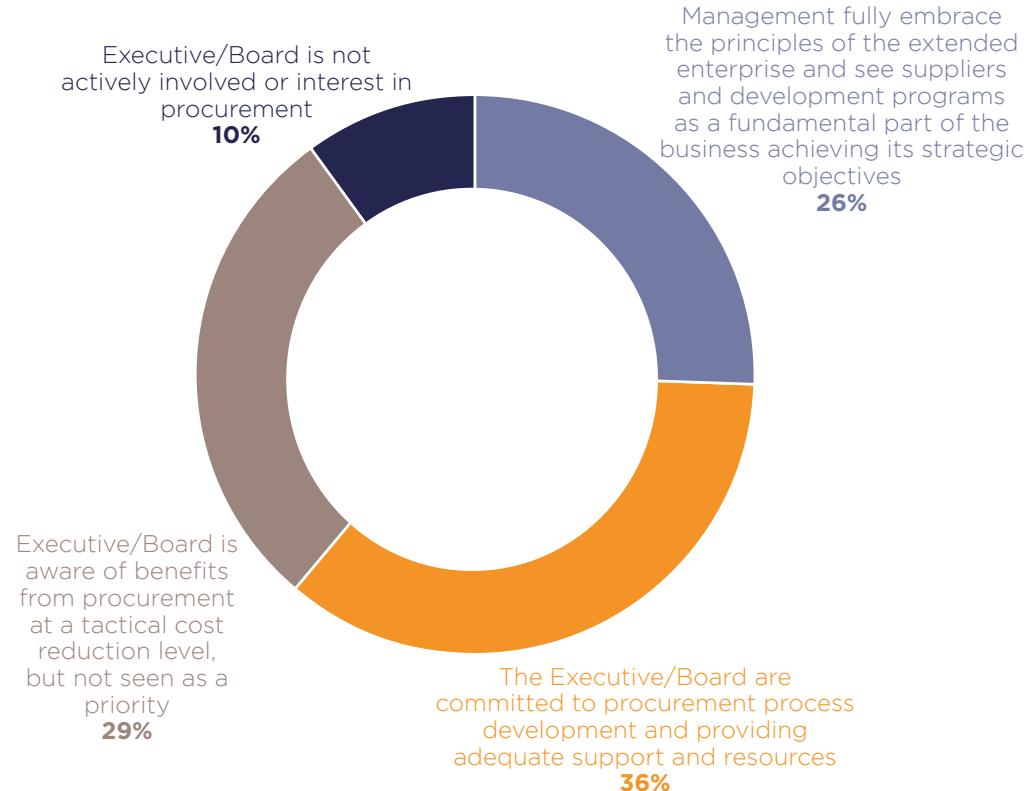
*It was quite a journey to get to the point where we have now been given a substantial budget for digital procurement. In the last two years, we have delivered big improvements in audits of procurement processes, and it has become clear that digital is the next step, in order to keep improving.”*

Ricardo Benedetti, Head of Procurement & Stores, Hulamin



# The C-Suite's role in procurement

Figure 6: How would you describe your procurement function maturity level?



An informed C-Suite understands the importance of Procurement beyond cost savings and sourcing. More and more organisations are moving toward strategic procurement once the tactical component has been stabilised. There is a trend in implementation of Supplier Partner/Collaboration programmes within companies, sponsored or supported by the Executive level leadership.

Third party spend is a significant portion of how companies deliver to customers and there is significant value in integrating the extended enterprise. **The higher the procurement maturity level the more the focus becomes about Value Delivery and Business Partnering both internally and externally.**

Reporting to the CEO/CFO is a critical part of Procurement having a seat at the table. It also speaks to the flow-down of overall business objectives and strategy, hence the focus as per the survey. Procurement functions that report to CEO/CFO functions tend to have their strategy well aligned to that of the overall organisation.

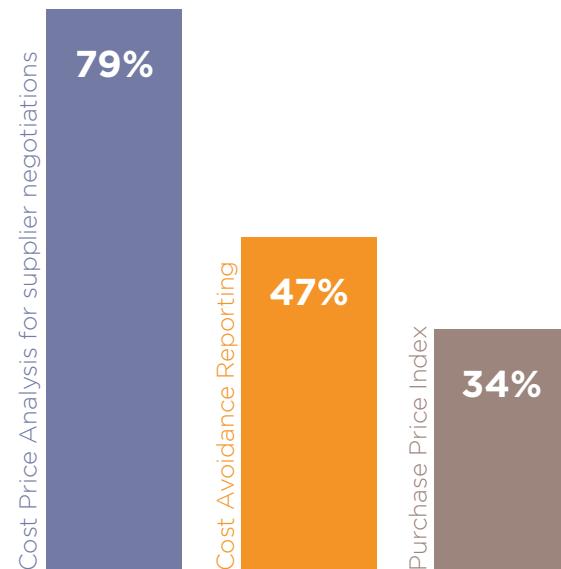
Procurement departments that report into Operations or are standalone functions that do not have C-Suite leadership positions, tend to have a lower level of buy-in or support from the business Executive/Board. The result is that the procurement function is perceived as a tactical or operational function rather than a strategic one.

# Critical factors and tools

The implementation of **Cost Price Analysis for Supplier Negotiations** (79.2%) correlated strongly with a focus of Procurement **negotiating for a better price**.

We know getting the best pricing requires analysis and benchmarking. Ensuring clear-up to date information is available, delving into the individual cost elements ensures the procurement team is better positioned to negotiate for best price e.g. eliminate unnecessary costs.

\*Cost Avoidance Reporting (47%) relates to “the proof is in the pudding” concept. Procurement has had to prove and make tangible the savings that have been achieved. The trend has gone as far as relating cost savings to Gross Margin Improvement on a P&L level.



**Figure 7: % of organisations that implemented....**

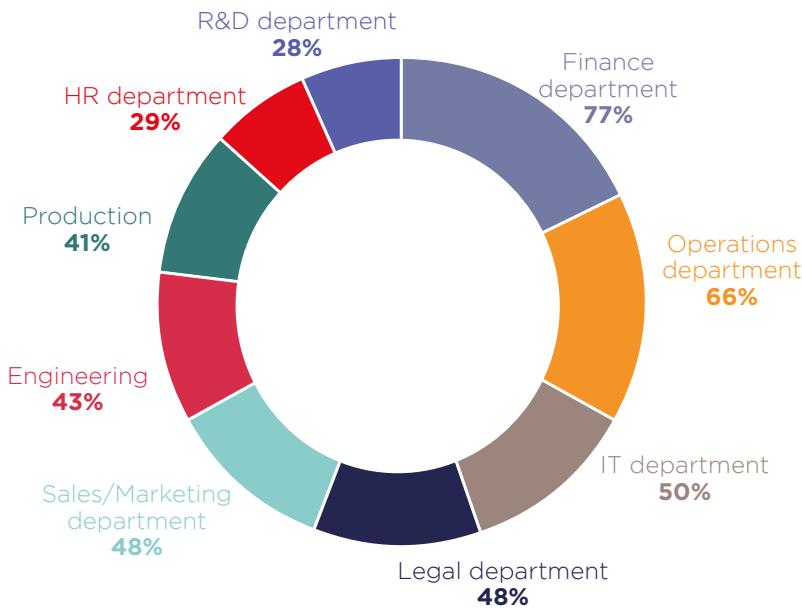
**A Price analysis** is an examination of the price proposed by the anticipated subcontractor and an assessment or evaluation as to whether it is fair and reasonable. A cost analysis, however, actually examines the individual cost elements that compose the total proposed estimated cost.

**Price indexes** are an important part of procurement, as they provide insight into the current market price of goods and services. Different types of index exist such as the Consumer Price Index (CPI), Wholesale Price Index (WPI) and Producers' Price Index (PPI).

**Cost avoidances** the preservation of existing spending to prevent price increases due to inflation, economics or the rising costs of products or services. An example of cost avoidance is when a company purchases an extended equipment warranty to limit maintenance costs or out-of-pocket expenses.



# Expanding procurement's sphere of influence



**Figure 8: With which departments does the procurement function collaborate the most in your Organisation?**

We saw a significant shift in the departments across the organisation that procurement collaborates with. Whilst Finance and Operations remain the top departments. IT, Legal, Sales/Marketing, R&D, HR all showed a shift of 10% or more engagement compared to previous years.

## Why these departments?

- **Finance** sees these interactions mostly for transaction monitoring and adherence to controls.
- **Operations** remains a top priority as procurement exists to serve the internal client that delivers value to the end-customer.
- **Engagement with IT** is high due to the global digital transformation agenda, which involves investigating and implementing systems or optimizing existing systems. Consequently, there is an increased need for digital security..
- **Legal:** Procurement has a role in managing overall business risk and adhering to legislation, which falls within its scope.
- **In terms of Sales and Marketing,** there is a growing trend where companies use Revenue to Cost ratios as a measure of procurement's ability to manage costs and positively impact financial performance. The more procurement is involved in activities that affect revenue, the better they can understand and strategize ways to reduce business costs.



**Figure 9: Highest percentage increase collaboration of procurement to these departments**



# So how did Procurement do in 2022?

Highest performing area for 2022 was “**Process Compliance**”, with 74% of organisations meeting or exceeding their objectives .

While risk management was a huge driver during COVID, a lot of companies experienced financial strain and have had to be more targeted and deliberate about managing costs to recover economically.

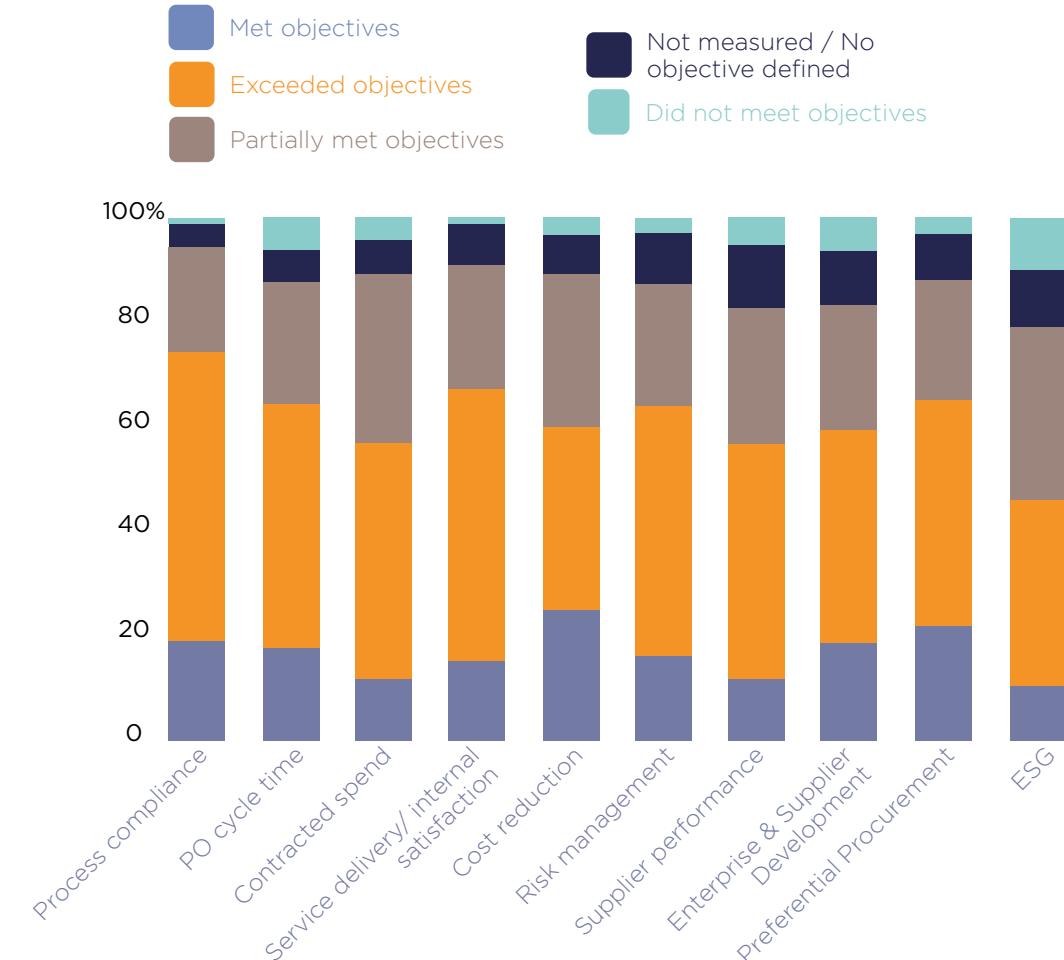
**“Our key effort to improve across KPIs like process compliance, cost reduction, and contracted position is our implementation of source to contract software as a service.”**

**Belinda West, Head of Non Trade Procurement, Woolworth**

**“We are ramping up our service procurement processes and compliance to address issues around fraud and corruption in this space.”**

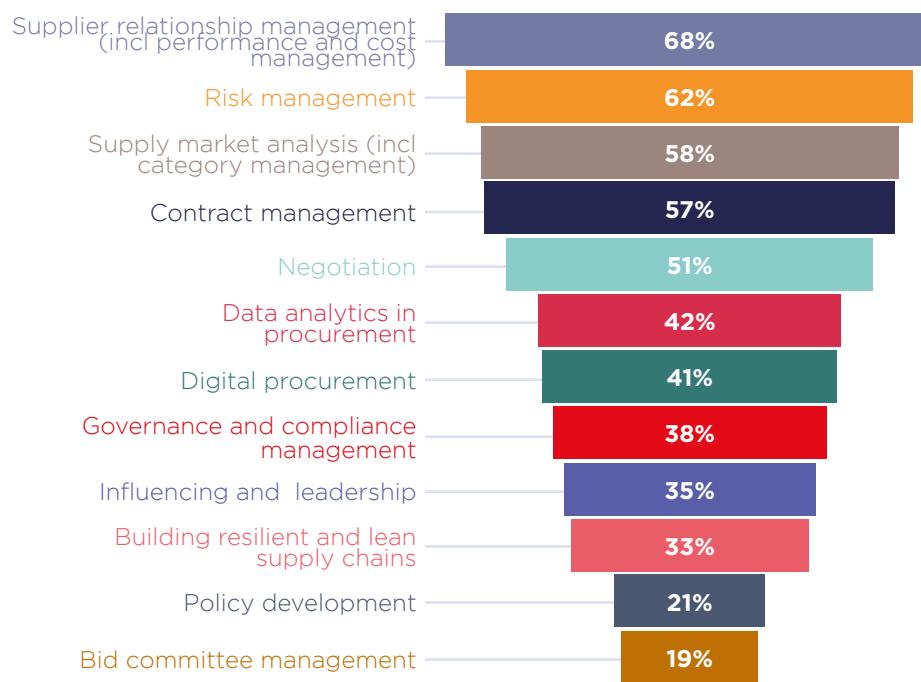
**Ricardo Benedetti, Head of Procurement & Stores, Hulamin**

**Figure 10: How did your procurement department perform last year on the following KPIs?**



# Critical skills and competencies are in short supply

**Figure 11: Based on the strategic positioning of Procurement in your organisation, which of the competences and skills will be critical to your team in the next three years? (select any 5)**



The changing landscape of procurement, including the increasing use of technology and the rise of new procurement models requires procurement professionals to adapt and develop new skills.

A further look at required skills across various business sizes, we saw that the listed skills ranking remained consistent. Only organisations of 50 or less employees ranked all of the skills with relatively equal importance.

**“**New frameworks are needed by human resources departments when hiring people for procurement functions. If it states in the framework that the capabilities of a procurement professional are to negotiate, write contracts and understand strategic sourcing, this must change. You need business partnering skills and technology skills. Stakeholders must be managed, along with corruption, regulations and uncertainty. We need to create a new definition for procurement.

**Vusani Garrine, Regional Procurement Manager (Southern Africa), BP**

While supplier relationship management (SRM) remains a top skill, the next three competencies, combined with the ability to analyze data and use artificial intelligence (AI) tools, hold great potential to take procurement teams to the next level.

**“**Most of our procurement professionals are very analytical and able to analyse data. The difficulty arises when that data must be presented to stakeholders in simple, compelling terms, without using procurement jargon or getting into too much details. We need to keep the storyline compelling and engaging, and we must learn how to influence people.”

**Faan du Toit, Group Manager Procurement & Planning, Heineken**





## 05 From Maturity to Digital

# Digital competence in procurement teams is a necessity



“

*Critical skills today are digital procurement and data analytics, using this as a platform to influence and lead transformative change. Procurement has a big role to play in shaping of business strategies to deliver value. Fundamental to our digital strategy in Procurement is our people and we continue to invest in our teams to be future fit.*

**Suren Subramanien, Head of Procurement: Africa, Unilever**



“

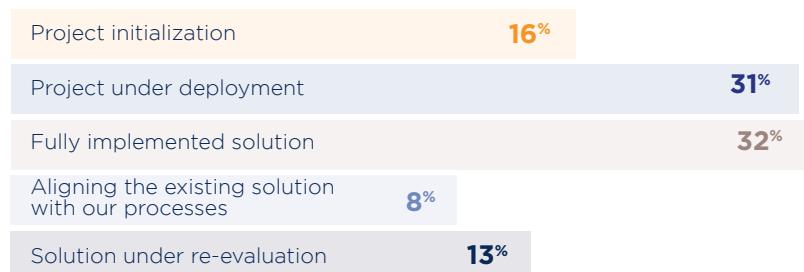
*With digital procurement, we need technology aptitude. The ability of people to work on new age solutions, and really utilise the technology, is very important.*

**Ben Van Zyl, Group Executive: Procurement and Contract Management, Telkom SA**

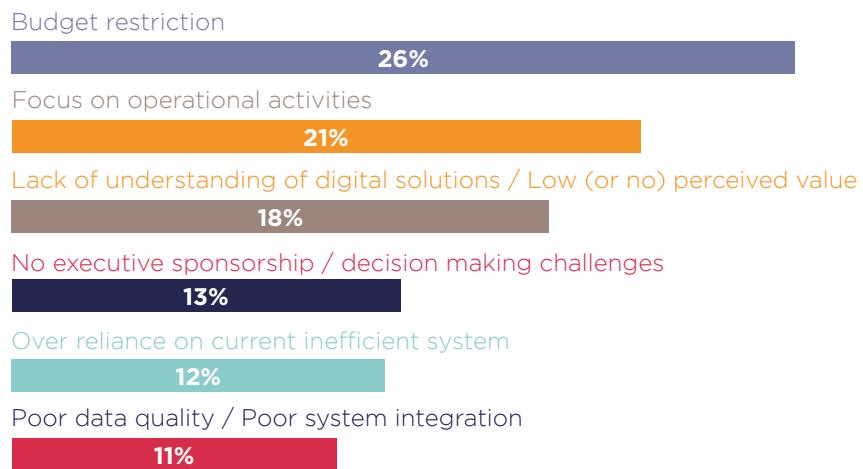
# Transformation journey from tactical to value



**Figure 12: What is the status of your digital procurement project?**



**Figure 13: What are/were the most important barriers to digital procurement in your organisation?**



**Implementing digital transformation is a significant investment.** Unless there is a clear transformation strategy that shows how the acquisition and use of digital procurement platforms will add value to the business, it becomes difficult to justify the capital outlay or drive adoption by end-users.

Another barrier to digital procurement adoption is the lack of understanding among decision makers. When faced with limited information, decision makers often prioritise immediate costs over the long-term benefits of procurement. Senior C-suite executives are responsible for budget allocation across multiple departments while ensuring the (P&L) is not negatively impacted. Without a clear understanding of the value of digital management and procurement, it becomes difficult to justify the investment in digital procurement. **The business case and value proposition need to demonstrate the benefit to business and the return on investment.**



By gaining a comprehensive understanding of digital procurement solutions and their core capabilities, organisations can develop a tailored roadmap that aligns with their budget and objectives. This enables them to select the most suitable solutions and effectively plan their digital procurement journey.

Survey findings definitely show a need for more cost-effective and flexible offerings on the market so we can lower the entry cost and have a quicker ROI.

**Excel usage reduced significantly.** We see an encouraging growth in procurement tools part of ERP systems and a doubling in cloud-based procurement solutions.



# Insights and comments from our panel



**“** Budget restrictions definitely become the biggest hurdle in the digital journey. In terms of budget, we are focusing on the current projects that are ongoing and other areas of the business where it is critical for integration to happen with our current ERPs. Available resources and capacity are being utilised to ensure that we do the integration. It might take a bit longer, but we are containing costs.

Matsepo Mabena, General Manager: Procurement, MTN South Africa



**“** Digital transformation will drive the visibility required to achieve the KPIs, improve modelling and reporting capabilities. Visibility and the right data are critical to identify inefficiencies in the system and to leverage opportunities to reduce costs or drive other efficiencies.

Prajay Juta, Procurement Director, Tiger Brands



**“** It is one thing to say that you want to digitise, but have you diligently concentrated solely on augmenting value-added processes? Have you removed all failure demand before embarking on your digitisation journey?

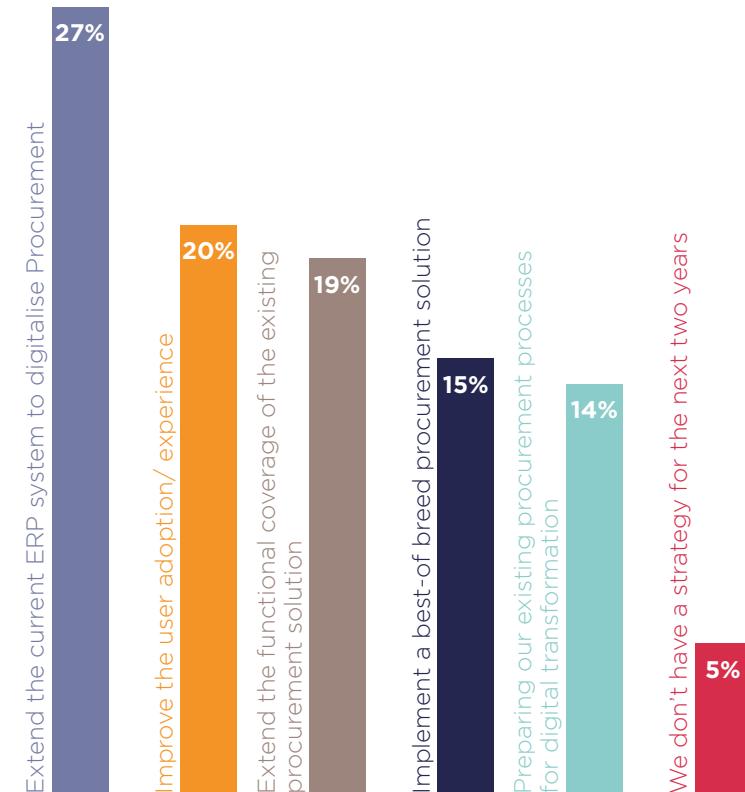
Marienne Burger, Group Procurement , Chief Operating Officer, Standard Bank Group



**“** Our CEO once said: « I dream of a world where we have a single view of the truth ». For me, the number one barrier to digital transformation is data quality and system integration. This fragmented view hampers visibility and delivers poor data. Data quality impacts our business selection and placement. It affects our ability to negotiate, leverage and analyse where we are spending, and to be able to accurately forecast demand and secure favourable commercial terms.

Marvin Tshezi, Head of Claims Procurement, Hollard Insure

# A view on digital priorities for procurement



**Figure 14: What are your top priorities for digital procurement in the next 2 years?**

**“** We embarked on a journey of implementing a Source to Pay solution and are realizing benefits like improved efficiency as well as better spend management. As we've built maturity, it is clear that there is AI that we can further leverage to improve our customers buying experience within the business.

**Christo Booyz, Procurement Category Manager: Indirects & Capex, Heineken**

**“** Digital systems you invest in might deliver immediate value, but the greater value is in the long term - in the build-up of intel, in the build-up of history, and the ability to replicate and move with greater agility.

**Belinda West, Head of Non Trade Procurement, Woolworths**

**“** We don't have a single source of truth at the moment. We need to pull data from various sources with a fair amount of manipulation in order to have meaningful and actionable information. Our top digitalisation priority is to fully understand our landscape in order to implement appropriate procurement tools.

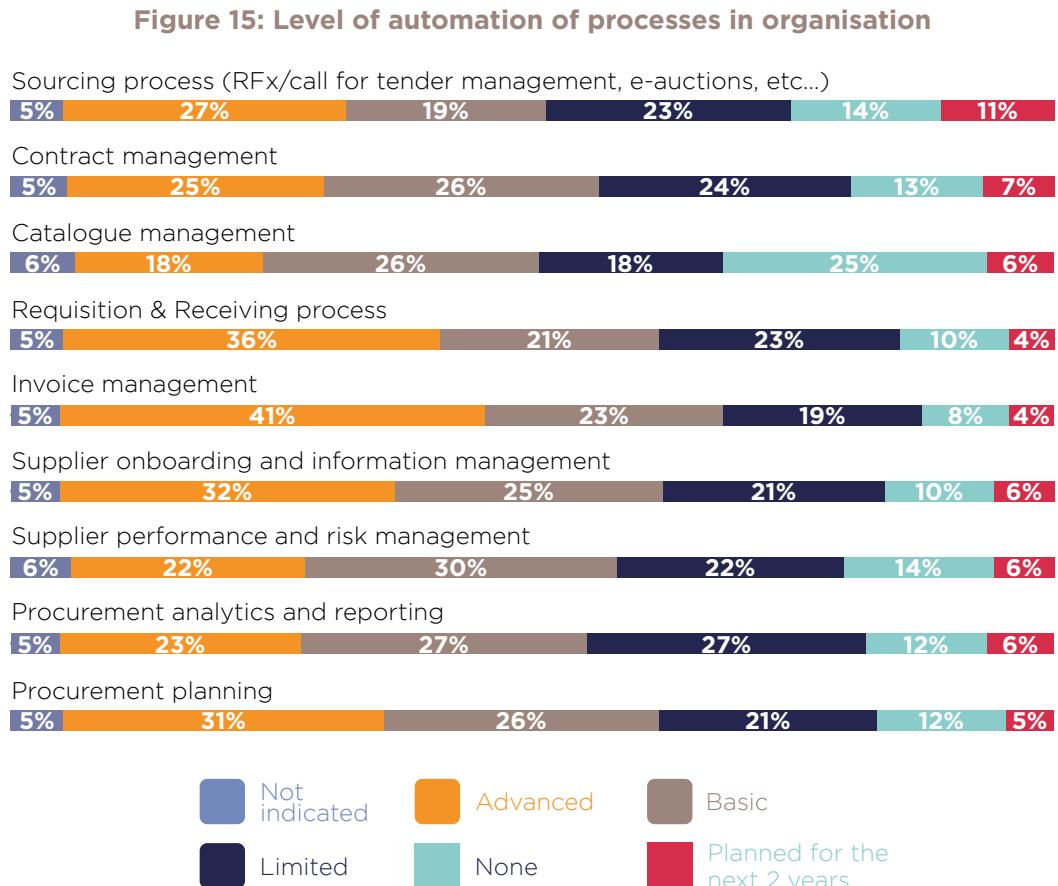
**Ilhaam Solomons, Group Procurement and Clinical Engineering Manager, Life Healthcare**

**“** The digitalisation journey is quite new for us. User acceptance is a challenge. More customisation, enhancements, configuration and integration lies ahead to reduce the noise and ensure that we can get good quality data to analyse, that can reveal trends and areas of concern to take back to the business and strategise. Data quality is key, and it must be easy to get information into the system.

**Roshen Pahaladh, Chief Procurement Officer, Alexander Forbes**



# The rise of sourcing automation



“

*Adoption is the key to the success of any digital platform.*  
Matsepo Mabena, General Manager: Procurement, MTN South Africa

As we've seen in previous years, ERP and accounting solutions are still the most popular tools for procurement automation. These solutions are great for covering transactional processes, but they don't offer the same level of automation for upstream procurement processes.

This year, we saw a greater focus on automating procurement planning. This is a positive trend, as procurement planning is a critical step in ensuring that organisations get the best possible value for their spend.

However, the most surprising finding from the survey was that the **sourcing process** is one of the least automated processes. This is surprising because sourcing is the **logical next step after procurement planning**. A well-automated sourcing process can help organisations to collaborate more effectively with suppliers, manage interactions with bidders, and ensure compliance.

A consistent implementation of Procurement Automation was strongly correlated to procurement maturity where the “Executive / Board are committed to procurement in terms of process development and providing adequate support and resources.”

Where the Executive/Board is aware of benefits from procurement but only at a tactical cost reduction level, there was no procurement automation in place

The good news is that organisations are planning to invest in sourcing automation in the next couple of years. This is a wise move, as sourcing automation can provide significant benefits to organisations.





## 06 Public Sector Insights



# Public Sector, who is the real owner?

This year's survey offered specific insight into the public sector, revealing some concerning trends. One of the most significant is the time it takes to conclude tenders. Two-thirds of tenders exceed the expected three-month turnaround time. **This is a problem, as it means that budgets are not being spent and service delivery is suffering.**

There are a number of reasons for this. One is a **lack of ownership for the procurement plan**. Practitioners often see it as a compliance exercise rather than a strategic planning tool. Another is a lack of

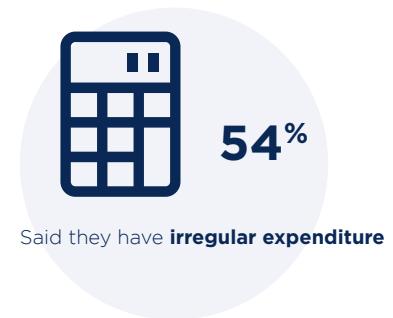


stakeholder engagement. Business stakeholders are not always involved in the procurement process, which can lead to delays and problems.

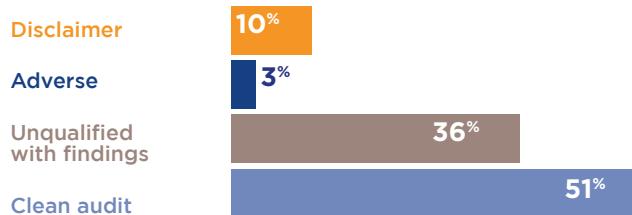
The survey also found that there is a **correlation between reporting lines and executive support. Entities that report to a higher executive level have a 50% improvement** in clean audit results. This suggests that executive support is essential for effective procurement.

Another finding is that loss control committees can help to reduce irregular expenditure. This is because they provide a forum for identifying and addressing risks. However, it is important to note that a loss control committee is only effective if it is competent and knowledgeable.

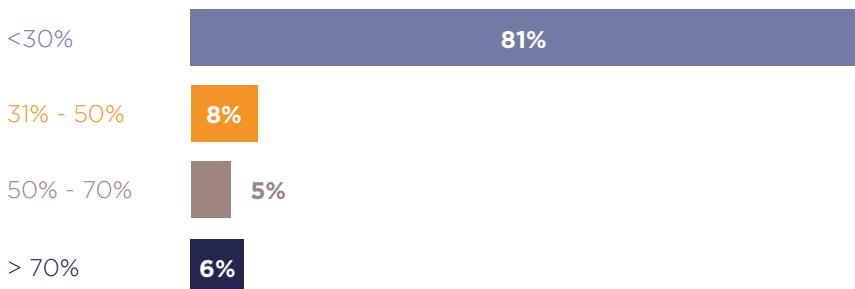
Finally, **the survey found that a high percentage of entities are not compliant with the new preferential procurement ruling**. This is a serious concern, as it could lead to legal problems. It remains to be seen what the new public procurement bill will bring, but it is clear that there is a need for change.



**Figure 16: What is your organisation's most recent audit outcome?**



**Figure 17: What percentage of your irregular expenditure has been condoned?**

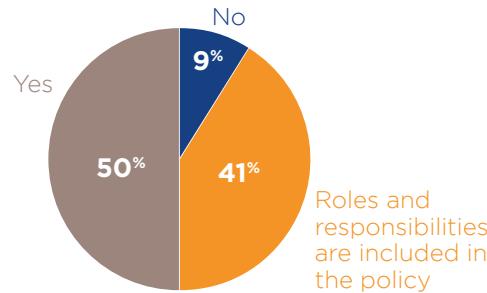


# Public Sector, who is the real owner?

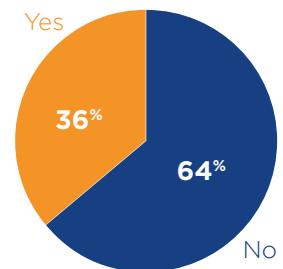
There are a number of things that can be done to improve public procurement. First, practitioners need to take ownership of the procurement plan and see it as a strategic planning tool. Second, stakeholders need to be engaged in the procurement process from the start. Third, entities need to report to a higher executive level. Fourth, loss control committees need to be competent and knowledgeable. Finally, entities need to comply with the new preferential procurement ruling.

By taking these steps, public procurement can be made more efficient and effective. This will lead to better service delivery and a more compliant public sector.

Here are some additional insights from the survey:

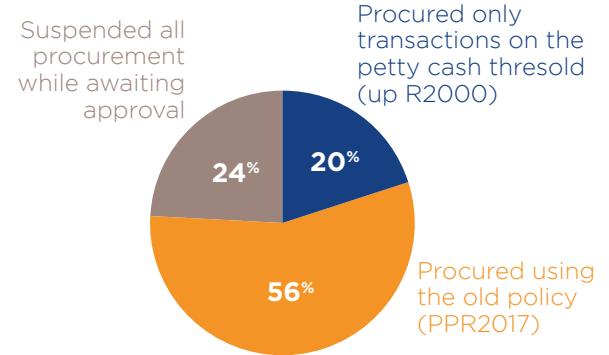


**Figure 18: Are there charters or terms of reference for bid committee members?**



**Figure 19: Do you have a loss control committee?**

The survey results highlight the need for change in public procurement. By taking the steps outlined above, the public sector can improve the efficiency and effectiveness of its procurement processes. This will lead to better service delivery and a more compliant public sector.



**Figure 20: If your organisation does not have a Preferential procurement policy or a charter on PP, how were you procuring while waiting for the approved policy?**

The background image shows a vast solar farm with numerous rows of solar panels stretching across a landscape. In the distance, a range of mountains with snow-capped peaks is visible under a clear sky.

## 07 Towards a more sustainable approach?



# ESD - SA's historical play at ESG

**It is encouraging to observe that despite the reduction in ESD (Enterprise and Supplier Development) activities during the Covid-19 pandemic, 73% of organisations were able to meet their ESD targets and remain compliant.**

However, it should be noted that Organisations that did not plan at all had a significantly lower success rate in meeting their targets, with only 10% achieving success. It seems that a planning period of 1-5 years is ideal for ESD activities, while Organisations with plans exceeding 5 years experienced more varied results.



and Governance).

Figure 21 shows that there is still much unknown in terms of ESG ratings, and strategic positioning has not yet fully harnessed the true benefits of ESG.

There is a strong drive for governance and compliance in ESG, reflecting the emphasis on security and adherence to internal policies. **Localisation and inclusivity continue to be integral to procurement strategies, adding additional value to Organisations.** As we enter 2023, there is a positive trend emerging toward a broader sustainability and ESG agenda.



**Figure 21. What is the focus of your ESG initiatives?**



# Sustainability is not about the money...yet



**Figure 22: How do you see sustainable procurement?**

A way to improve our impact on the environment and society without affecting our economic performance

59%

A way to improve our economic performance

27%

The only way to improve our economic performance

9%

A necessary evil (something that is required but not really useful)

4%

I do not really understand what it means to procurement

0,5%

“

*While focusing on localisation across the country, we are also examining the value contributed by assessing the sustainability of suppliers to financial institutions, which is notably different to industries such as mining.”*

Marienne Burger, Group Procurement Chief Operating Officer, Standard Bank Group

More than **50% of respondents believe that sustainable procurement is a means to improve their impact on the environment and society without negatively affecting their economic performance.** However, this perception does not align with the definition of sustainable procurement, which includes an economic dimension alongside the environmental and social dimensions.

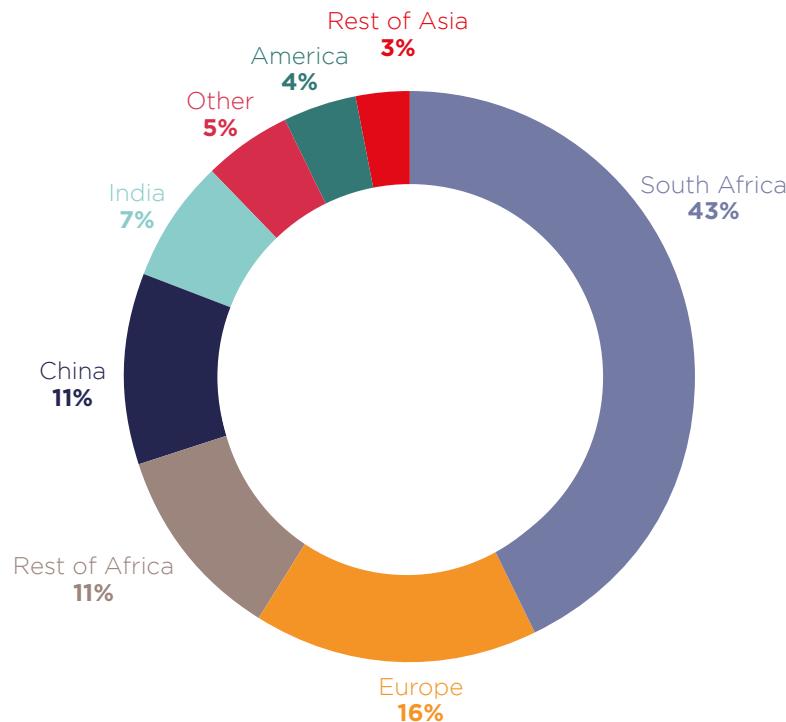
Interestingly, over 40% of respondents acknowledge that sustainable procurement can improve economic performance. Among them, 15% even see it as the sole way to enhance their economic performance.

**The divide persists when it comes to understanding the potential economic value that can be generated through sustainable procurement approaches and strategies.** Many still view it as a way to improve impact without recognising its potential for improving performance. **This indicates a limited understanding of the true economic benefits that can be achieved through sustainable procurement.**

# Let's look more at our Suppliers



Figure 23 . Where are your main suppliers located?



This year, we saw a decrease in the number of suppliers based in South Africa. However, the number of suppliers based in Africa doubled. China sourcing remained the same, while Europe saw a double increase as well.

A move away from reliance on China sourcing and to more local or alternative regions is consistent with supply delays experienced coming out of Covid.

With legislative changes in South Africa, and large public entities revisiting preferential procurement, it will remain an area of interest to see how this affects localisation and sourcing in Africa.

A photograph showing a group of diverse professionals in a meeting. A man in the foreground has a beard and is smiling. Behind him, several women are also smiling. They are all looking towards the right side of the frame, likely at a presentation or screen. The setting appears to be a modern office or conference room.

## 08 Survey respondents profile

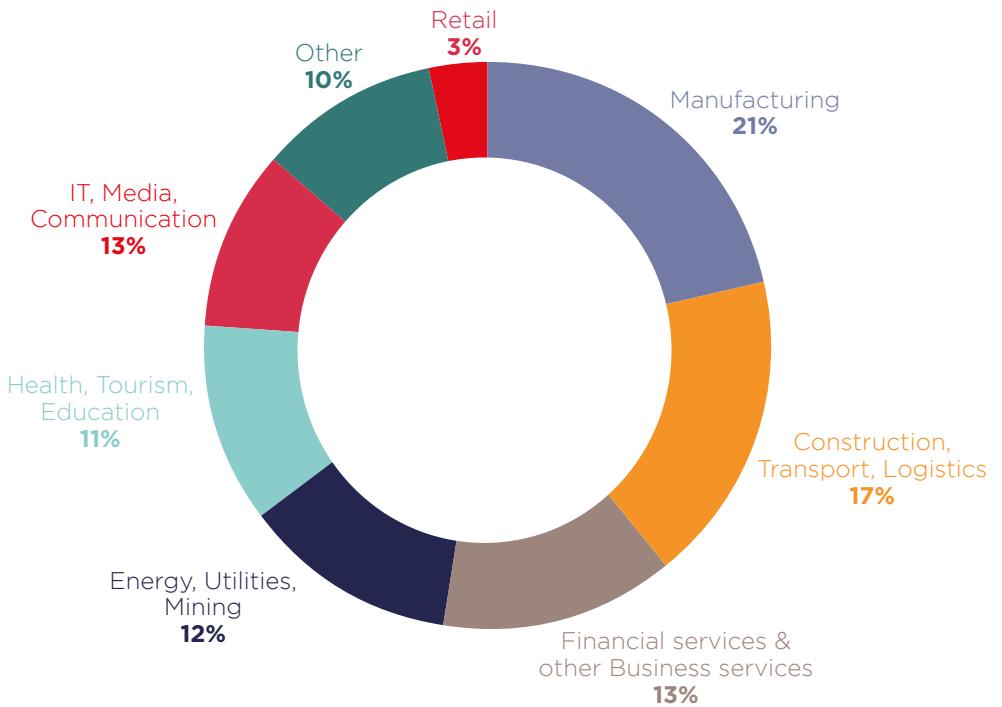
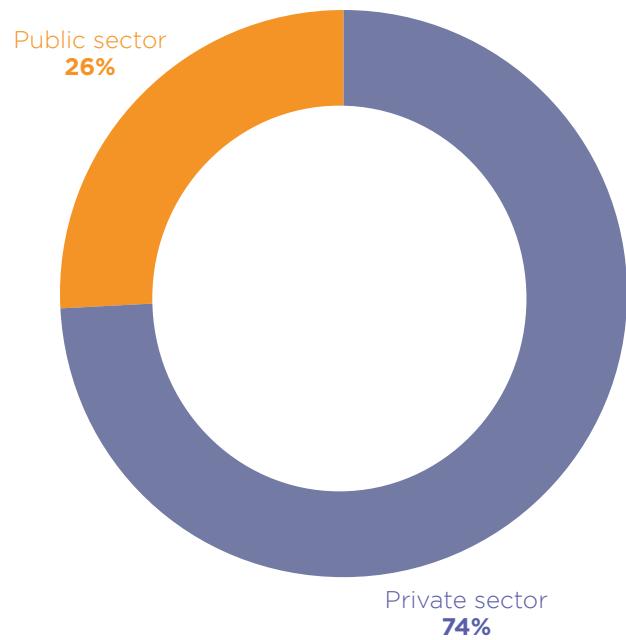
This report and its results are based both on an online survey conducted between March and Avril 2023 and 14 qualitative interviews with a total of 278 responses collected. The procurement professionals and influencers' profiles are detailed in the following figures.



# Industry distribution



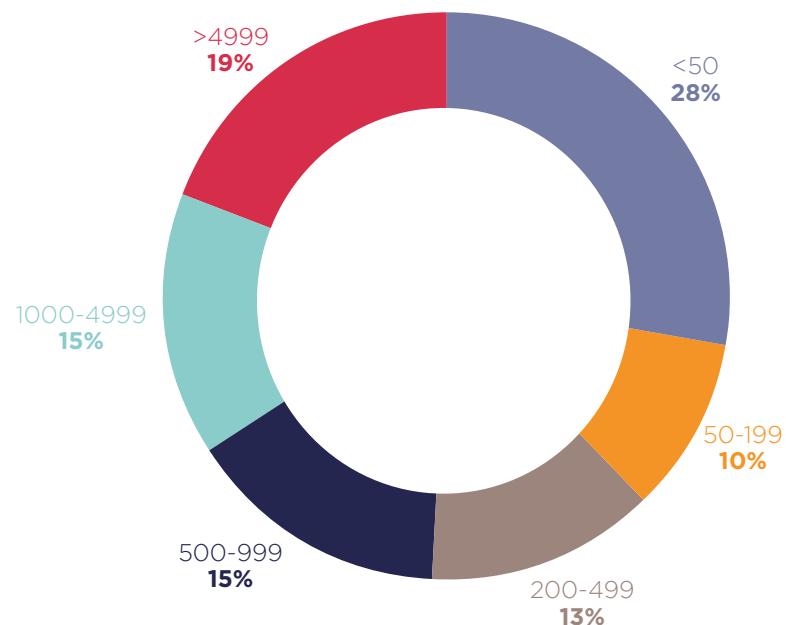
Figure 24: In which sector does your organisation operate?



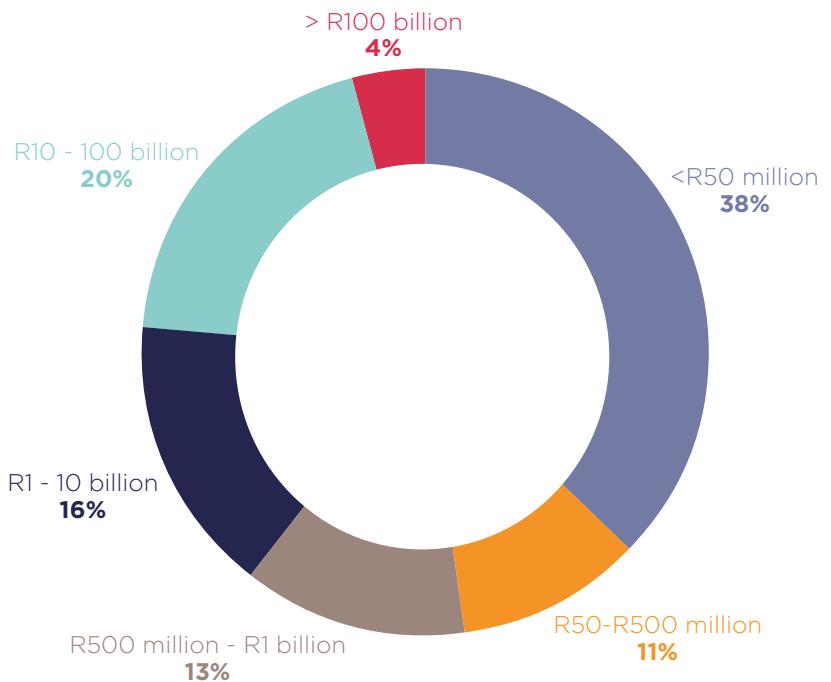
# Organisations size



**Figure 25: How many people are employed in your organisation?**

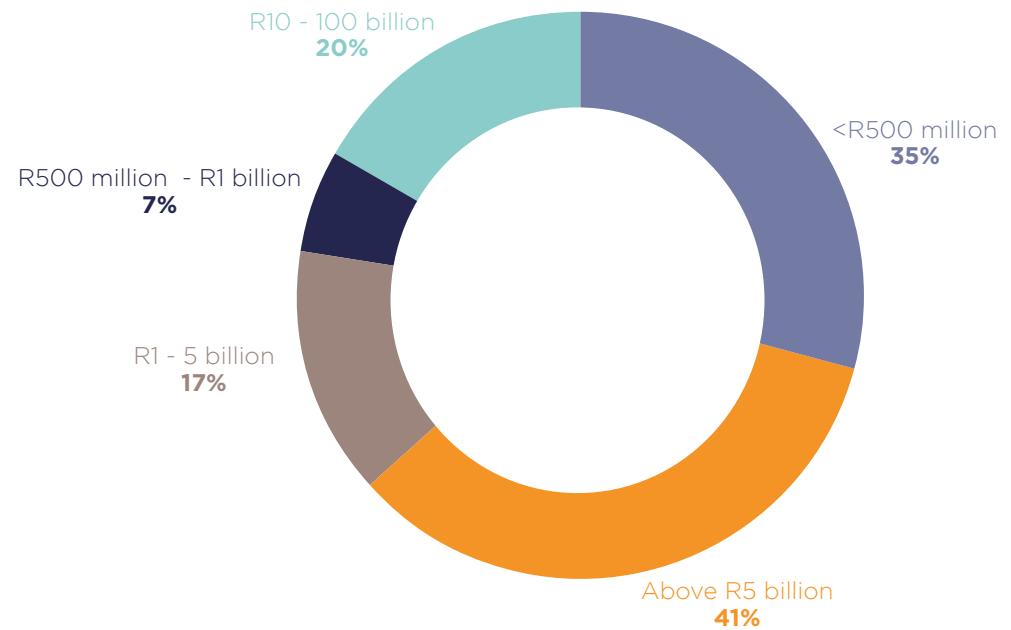


**Figure 26: What is your organisation latest turnover?**



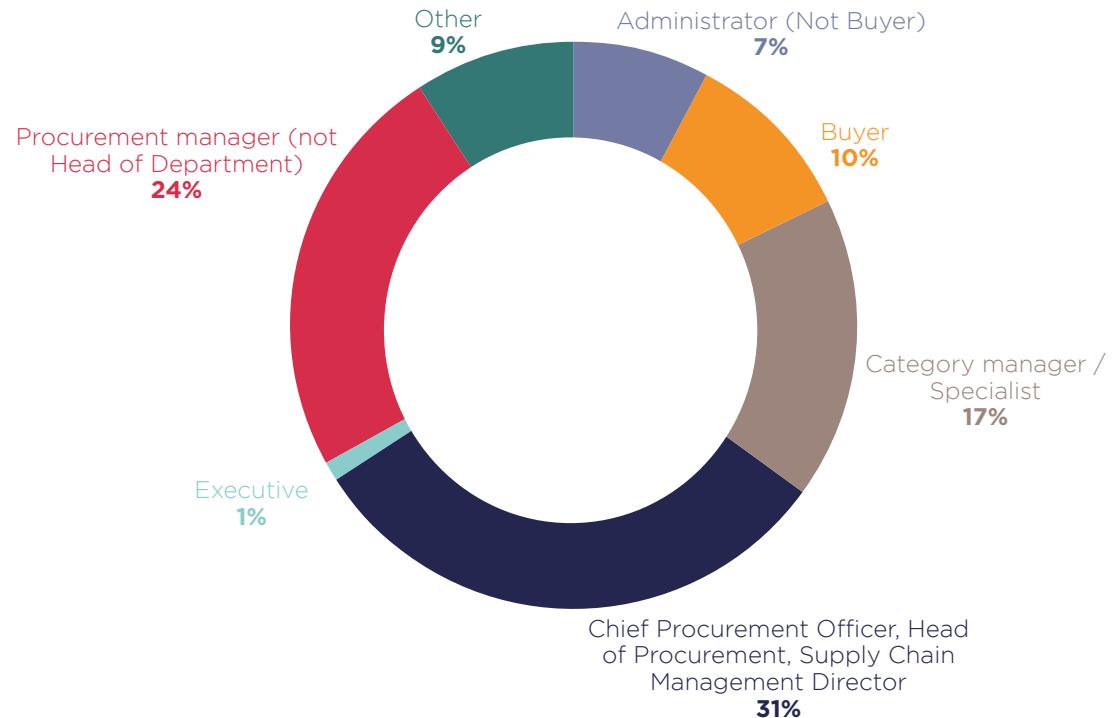
## Organisations size (Public Sector)

Figure 27: What is your organisation budget (Public Sector respondents only)?



# Seniority and Position

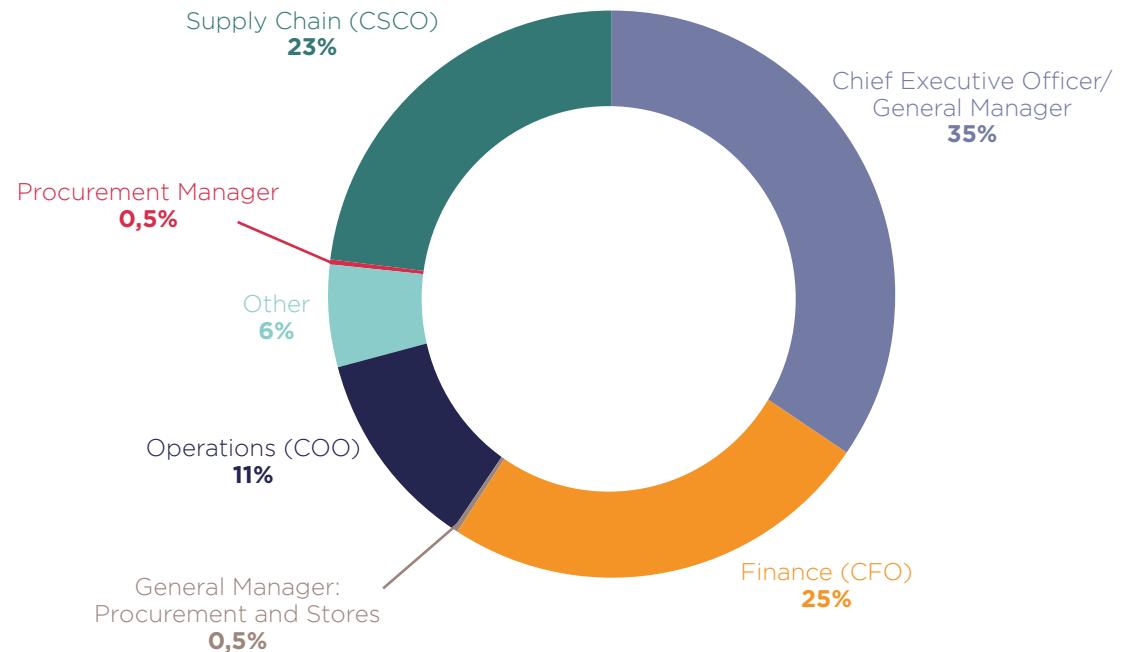
Figure 28: Seniority and position of respondents



# Reporting structure



Figure 29: Who does your role directly report to?





## 09 Credits & informations



# About Oxalys

**Let's make your procurement a driving force of your performance!**

As we see every day, digital procurement plays a major role in the transformation of companies and organisations. Because its process is cross-functional, it has a profound impact on the way they operate both internally and externally. Working to improve procurement processes quickly brings positive financial, organisational and ethical gains.

As a pure player technology provider in Procurement, Oxalys is the preferred partner of mid-sized and large organisations from all industries in more than 25 countries around the world.

The Oxalys solution helps you digitalise the entire spend and procurement process: Sourcing and contracts, purchasing and invoices, supplier relations and procurement performance. It is a pragmatic solution developed in full awareness of the various operational needs.

Today, our procurement management software stands out for its ability to address all procurement-related tasks, while being extremely adaptable, quick to implement and easy to use.

Our objective is to make digital procurement easy for all private and public organisations.



**Procurement and spend management software**



Source to  
Contract



Purchase  
to Pay



Supplier  
relationship



Procurement  
steering



[www.oxalys.com/za](http://www.oxalys.com/za)



# Acknowledgments

## About Smart Procurement

Smart Procurement (SP) runs the largest professional development event and online linkage platform for procurement and inbound supply chain. These initiatives are supported and endorsed by industry professional bodies. Smart Procurement is committed to driving professionalization, whilst simultaneously supporting economic development objectives across the continent through enterprise, supplier development and market access for small businesses to the supply chain.

<https://smartprocurementworld.com/>



SmartProcurementWorld

## About Commerce Edge

Commerce Edge South Africa has more than 18 years of education, training, and development (ETD) in the field of Procurement and Supply Chain management, in both the public and the private sector in South Africa, Africa and globally. A BBBEE level 1 contributor. In pursuit of the company's mantra of Competence Delivered, Commerce Edge has partnered and achieved accreditations with both local and international bodies, such as CIPS, CIILT, Stellenbosch Business School and QCTO.

<https://commerce-edge.com>



Commerce Edge  
COMPETENCE DELIVERED



# Acknowledgments



## About Thandy Pino (Cert. Dir®, MBA, MCIPS)

Thandy Pino is a seasoned Procurement Specialist and facilitator with over 15 years of experience in public-sector procurement. She is the founder and CEO of Ntakha Consulting, which specializes in Procurement Consulting and Advisory. She holds an MBA in corporate governance and is a full member of the Chartered Institute of Procurement and Supply. A servant leader who can contribute constructively to any governance structure be it as part of the decision-making body or in an advisory role. Her experience in governance structures spans over thirteen years as chairperson of the bid specifications committee, chairperson of the bid evaluation committee, deputy chairperson of the labour forum, and advisor to the bid adjudication committee. She has a sound knowledge of PFMA, MFMA, BBBEE Act, PPPFA, and CIDB Act.



## About Melita Ntsane

Melita Ntsane is an accomplished Supply Chain Professional with over 14 years of experience in shaping and executing transformation agendas through Procurement and Enterprise & Supplier Development. Her expertise lies in building optimised supply chains and incorporating the Supplier Diversity agenda into the overall business value-chain and strategy. As the founder of Procurement, a pioneering consulting company, Melita provides executive-focused services in Procurement Strategy, Optimisation, and Linkage across multiple industries. Her innovative solutions have helped corporates and SMEs achieve operational excellence, drive cost savings, and enhance their competitive advantage through strategic procurement practices. Melita is also known for her role as a Non-Executive Director at the South African Diversity Council (SASDC), where she actively promotes and supports initiatives that foster diversity equity, and inclusion within organisations. Her dedication to creating an inclusive business landscape has made her a respected figure in driving positive change.



## About Derek Kinnear

The Founder and CEO of CO2 Zero. The focus is on aspects of Carbon Reduction Commitments, Energy Savings Opportunities and Streamlined Energy and Carbon Reporting.

A career developed in the Financial Services Industry. A solid track-record of managing the development and implementation of solutions requiring significant change management in the Banking, Finance, Procurement and Black Economic Empowerment arena.

Initiated and implemented the Black Economic Empowerment Procurement Strategy for First National Bank.

Chairman of the MATCH Hospitality Procurement Committee. Successfully managed and delivered the FIFA Confederations Cup 2013, and Brazilian 2014 FIFA World Cup™.

Initiated and created the Blueprint for the 1st successful Procurement Profit Center within the Bidvest Group. Education overview Licentiate Banking, WITS Business School, Stellenbosch Business School, Procurement Leadership, Project Management diplomas, SEO Certification.



# Contacts



**MJ Bronkhorst**  
Managing Director  
Oxalys South Africa  
✉ mj.bronkhorst@oxalys.com



**Debbie Tagg**  
Chief Operations Officer  
Smart Procurement World  
✉ debbiet@ce-learn.com



Oxalys South Africa  
First floor  
61 Katherine Street, Sandton, GP 2196  
**South Africa**

+27 (0)10 822 7137  
[www.oxalys.com/za](http://www.oxalys.com/za)

