Procurement

2026 Strategy Creation

Three Simple Tips
(for those who are stuck)

→

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Procurement Adventurer

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You’re a Senior Procurement Leader

It’s your role to create the 2026 Procurement Strategy

BUT, it’s not going well...

Your strategy is *uninspiring*

You’ve been told by your boss it’s *short on value*

And your team *isn’t engaged* with it

In short:

You’re stuck!

Seeking inspiration, you read a few books and listen to several podcasts but:

They're about Apple or Tesla
...*and you're not in Tech*

They're about Product Strategy
...*and you're in Procurement*

You need something that gives you a **fresh perspective**

That's **relevant** to Procurement

In desperation you click on my post!

Let’s see what I can do ⟶

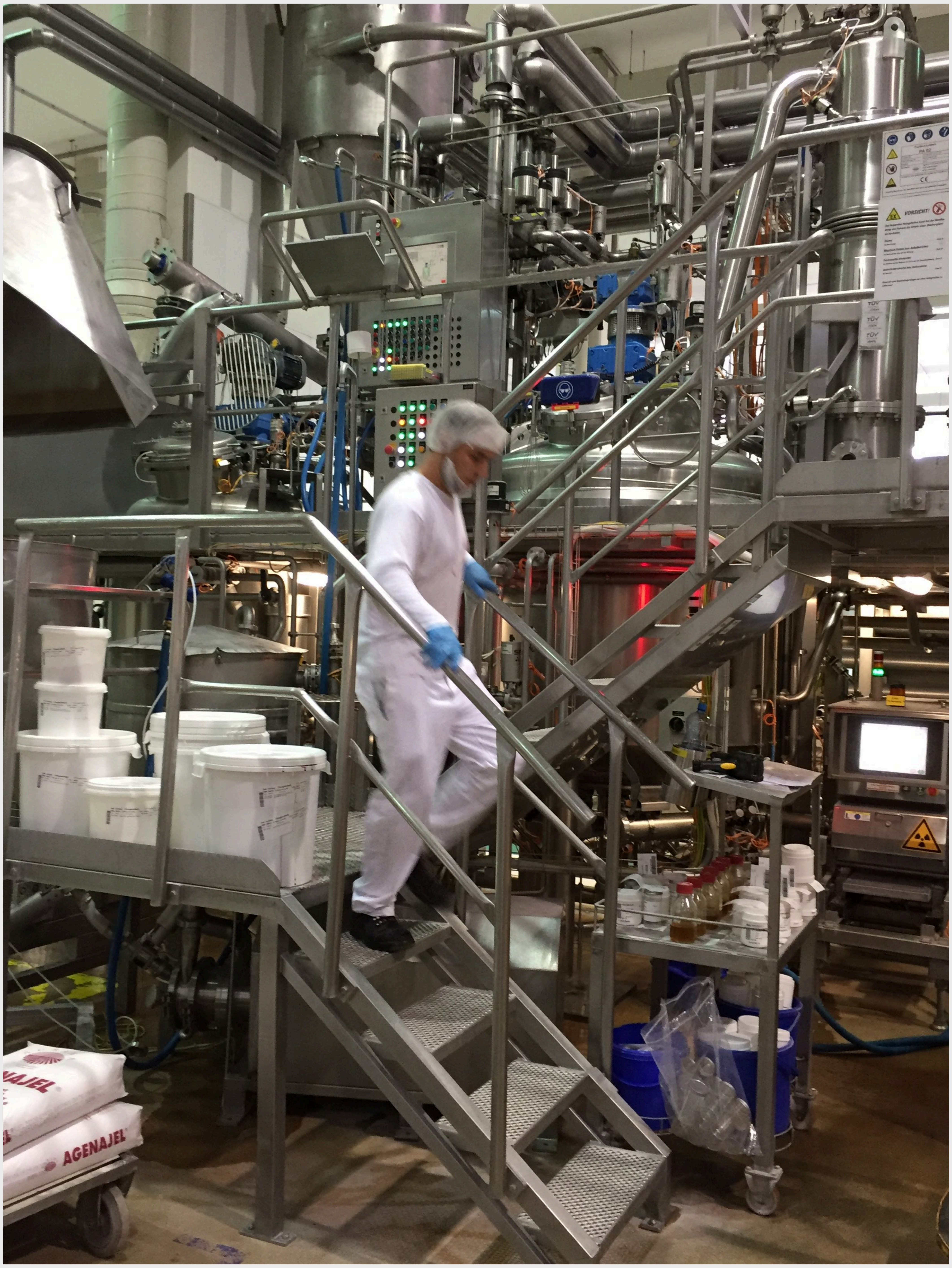
I’m going to share 3 tips

They’re extremely simple

Yet so often misunderstood

To bring them to life, we'll use an example

Say a sizeable food business:



(But it doesn’t matter at all)

Key reference points:

Revenue - $2 BN (-7%)

Spend - $1BN direct, $0.2M indirect

GM - Dropped 3 percentage points

Factories - 7 globally

Supply Risk - OK for now

Team Size - 30 FTEs, churn 20%

Team Feedback - feel over-whelmed

I’m sure you’ve created loads of strategies

But all the same it helps to recap what a strategy is...

1 Strategy Definition

A Procurement Strategy is not:

A 130 page slide deck

A set of KPIs

A summary of category plans

A summary of work streams

It’s purpose is to:

Underpin the business strategy

Increase ***value*** for the business

Reduce ***risk*** for the business

It needs the following parts:

Strategy - *clarity what you're going do to increase value & reduce risk*

↓

Plan - *how you're going to do it*

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Story - *to get people's buy in*

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Implementation - *seeing it through*

Let’s look at the key concepts for how to craft it:

2 Insights

Insights are observations that no one else has had

When you point them out, others exclaim: *“Of course!”*

These insights only become worth anything when they’re linked with:

Untapped **Value**

Or **Risks** that need mitigating

Scenario Example:

Insight 1 - Procurement has little history of foraging for new materials, technologies or suppliers
Implication - Procurement not adding value to NPD
Value - fixing this will help business fight challenger brands

Insight 2 - Lack of training is #1 reason given in exit interviews for leaving
Implication - Team lacking skills to cope with challenging roles
Risk - Team churn will continue to cause a further downward spiral

3 Options & Decisions

Just doing ***more*** of something or doing it ***better*** won’t necessarily unlock much more value or reduce the risk significantly

That’s what you tried last year

And the year before!

Instead, you'll need to do some things ***differently***

You'll need to ***start*** doing some things you're not doing, but need to do

You'll need to ***stop*** doing some other things you're doing, but shouldn't be

It’s the sum of these decisions that will deliver you **10X more value**

Only pick a handful

Make clear choices

And ensure they’re spot on

Scenario Example:

We will **stop** recruiting solely on category expertise. Instead we'll recruit 1/3 of candidates on curiosity/creativity

We will **reallocate** £200k from redundant IT licences to training the Top 10 Procurement Competencies

We will **not** build the in-house pilot plant. Instead we will **co-invest** with our #1 strategic supplier in a new innovation hub

We will **halve** the number of pointless QBRs with non strategic suppliers. We will use this £150k for foraging NPD trips

4 Engagement

Finally, you need to get engagement from your team and stakeholders

But this post risks getting too long

So we’ll cover **getting buy-in** next week

Link In with me to ensure you get it

Until then

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