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THE FUTURE OF AUTOMOTIVE PROCUREMENT

How industrial procurement in the automotive sector should adapt to an increasingly complex & demanding supply world.

Executive Summary

Automotive procurement needs to redefine its playing field to truly benefit from the next wave of AI-driven automation.

As the landscape of the automotive industry continues to evolve, so does the procurement department. With the rise of automation, its function won't just stay transactional. To remain a critical pillar that supports innovation, sustainability, and competitiveness, it too must transform and become a value generator for the entire supply chain, driving the growth and resilience of a business. Otherwise, the department will diminish in importance and be relegated to performing only non-automatable functions in the future, missing out on its unique strategic potential.

To succeed in this transformation, the challenges of today must be coupled with the themes of tomorrow. To understand the big picture, we believe there are five key challenges that need to be understood:

- Rising complexity in product sourcing and nomination.
- Emerging regulatory demands creating compliance issues for operations.
- Changing skill sets required for day-to-day procurement operations.
- Growing interconnectedness and non-transparent supply chains.
- Transitioning relationships between OEMs and suppliers.

In our view, all of these procurement challenges origin from one overarching trend: An increasingly complex and demanding sourcing world. On the one hand, there is increasing complexity, seen in the growing interdisciplinarity and interdependence of nominations. On the other hand, there are increasing demands, as evidenced by the rise of supply chain or CO_2 regulations on procurement operations. For a successful transformation, we believe both sides need to be addressed simultaneously. To that end, we propose a two-dimension transformation strategy for reinventing your procurement department.

What can be streamlined, must be streamlined: The first dimension of our strategy, the Streamline Dimension, focuses exclusively on operations handled by procurement today. Its goal is to significantly reduce the workload of existing processes and to free up resources by implementing automation and efficiency-enhancing solutions based on, for example, GenAI.

What can be integrated, must be integrated: The second dimension, the Integration Dimension, then aims to use these freed-up resources to integrate new functions into procurement, such as a source-to-customer CO_2 tracking function or an early warning supply chain radar. This will enable new ways of creating strategic value and holistic business insight.

During my time in procurement, its role has evolved significantly to a function that is about adding strategic value to the business. This has been especially notable in recent years amid multi-dimensional disruptions and challenges.

VP Global Procurement, German Automotive OEM

Challenges In Procurement Today

Taking an inside-out perspective, there are both internally and externally caused pressures that impact day-to-day operations.

Today's procurement landscape is a lot more diverse and multifaceted than it was a decade ago. With the shift to a department that no longer operates just transactionally, but also performs other functions in the supply chain process, the expectations and challenges have shifted as well. How should OEMs and Tier 1 suppliers manage this change to remain competitive?

To understand the underlying issues of today's automotive procurement operations, let's take a look at five selected challenges our clients are facing today and how these will impact their day-to-day business in the future:

Rise in Sourcing Complexity

In recent years, the number of annual sourcing transactions has steadily declined. Trends like the digital revolution and the softwarization of functions have reduced the number of physical parts needed in a vehicle, a scenario which will only intensify with the future focus on the electric car. However, while the number of annual nominations is decreasing, we observe how the complexity of sourcing and the workload per nomination are increasing significantly.

With the shift in focus to the procurement of more interface-intensive components, such as microelectronics or software in general, the determination of compatibility has become a greater challenge. It requires more collaboration between procurement and engineering, but also with suppliers, resulting in greater interdependencies for the nomination. This is especially true for customer-facing software, which is becoming a unique selling point for OEMs and is moving into strategic focus. Combining these factors with a potential increase in legacy issues arising from the transition of fossil fuel to electric vehicles, this challenge must be addressed with urgency.

Lookout for Regulatory Waves

Today's procurement processes face significant compliance challenges, which involve a complex network of suppliers, sub-suppliers, and other third parties. Regulators are now demanding greater supply chain transparency from OEMs. For instance, Germany's Supply Chain Due Diligence Act (LkSG) requires companies to implement due diligence measures for human rights and environmental standards both internally and throughout their supply chains. This includes identifying supply chain risks, issuing policy statements, and enforcing compliance measures.

Other initiatives, such as the consortium project Battery Pass, aim to establish industry-wide standards for a digital battery passport. This project seeks to efficiently document a battery's life cycle, promoting sustainable and circular management by emphasizing greenhouse gas emissions, working conditions in raw material extraction, battery condition, recyclability, and repair. In practice, supply chains often lack adequate monitoring and enforcement. As a result of this shift in responsibility towards higher tiers, OEMs find themselves in a challenging position with increasing pressure to ensure that their suppliers meet the same standards expected of them.

Did you know?

According to Gartner's forecast, by 2026, approximately 70% of leaders in technology sourcing, procurement, and vendor management (SPVM) are expected to incorporate performance objectives aligned with environmental sustainability into their functions.

Source: Gartner Inc., 2024

Quest for Procurement Talent

Today's trends are influencing not only how procurement will operate in the future, but also who will operate it. The skills required in day-to-day business are evolving, good communication and management skills will no longer suffice. The buyer of the future must be multidisciplinary, with the ability to use data-driven technologies to make an impact along the E2E value chain. Agile and sustainable thinking will be of equal importance as understanding the technical contexts that influence a nomination, or how much strategic importance a procurement decision might have for the downstream value chain. To do this, the buyer must be able to think in terms of the business model, not just individual costs, and understand how functionalities generate revenue for the company.

Recruiting people with these multidisciplinary skills will become increasingly difficult. With this in mind, it is important to already start considering how procurement processes can run smoothly in the future with fewer buyers, and how new technologies, such as AI-assistant tools, can help fill skills and workforce gaps.

Operation in Unpredictable Environments

Managing the complexity of modern supply chains is a tough challenge. Driven by the aspiration for diversified supplier portfolios at best cost, while at the same time ensuring independence through local sourcing, highly interconnected networks have formed around the globe. Although this is the best choice strategically, this also creates a fragile structure with high vulnerability for all participants in the event of a disruption. Often, it is not known where the critical nodes in the supply chain network are located. This knowledge gap makes it difficult to identify potential risks early and respond appropriately and proactively, highlighting the need for increased awareness.

Even when there is an awareness of critical weaknesses, the accurate real-time assessment of changes in risk scores during daily operations remains a challenge. Companies often focus on known risks while overseeing new, unexpected threats and dismissing events with significant consequences for the supply chain. Consequently, today’s global players need to exploit modern technologies to enhance supply chain transparency and become more resilient.

Transition of Supplier Relationships

As the automotive industry continues to evolve, so does the playing field for suppliers and their relationships with OEMs. New players have entered the market and future trends are emerging which are changing how a mutual win-win is defined or how dependencies are directed. A good example of this are IPs. Traditionally these were held by the OEM, but increasingly the supplier is the IP holder. This is especially true for software suppliers, which can be larger than the OEM and provide services for which there are no easy-to-use alternatives. As a result, some products can only be sourced from a single supplier, and the OEM must adapt rather than dictate required specifications. This has led to an increase in strategic partnerships between suppliers and OEMs to increase collaboration.

The relationship with small suppliers is also changing. In the wake of e-mobility, many manufacturers of fossile components could come under pressure or even go bankrupt, bringing OEM production to a halt. To ensure the continued availability of parts, solutions must be sought that may also include mergers and acquisitions of such suppliers.

The Two Root-Problems

Today's challenges can be attributed to one rapidly evolving trend: An increasingly complex and demanding sourcing world.

While the five challenges described in the last chapter may seem very different in nature and impact, we believe they are actually linked by two shared common causes: ***Increasing Complexity*** and ***Increasing Demands***. Together, these two root-problems form an interacting connection which is driving most of the challenges in industrial procurement today and tomorrow, and must be understood to be successfully addressed.

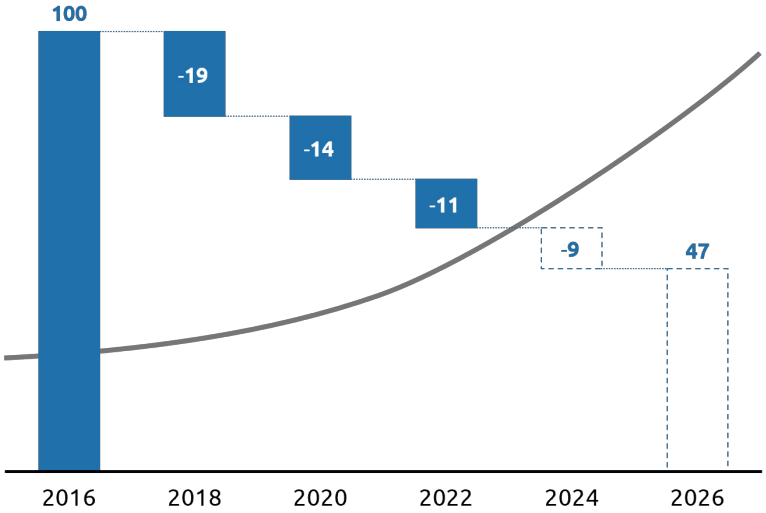
Increasing complexity describes how the procurement playing field is becoming more and more difficult to navigate and how this is changing the workload and way of working in day-to-day operations. This is largely due to the rapid increase in interdependencies between nominations and stakeholders, as described in the previous challenge "Rise in Sourcing Complexity" (see page 4) and further highlighted in Figure 1 below.

Increasing demands describes how both internally and externally more and more pressure and expectations are being placed on the operations of the procurement department. These include the new focus on sustainability goals and agile working processes, or even the introduction of new responsibilities such as a holistic compliance tracking.

Some of the challenges described could be categorized under both root-problems, highlighting another issue: complexity and demands interact to create new complications. Addressing one root-problem at a time is therefore not an option, both must be addressed simultaneously and resolved together.

The time to act is now, as this trend and rising automation will redefine the role of procurement. Either the department will become the new center of value generation in the supply chain, taking on many more functions than it does today, or automation will take over, leaving behind a department that fades in importance, performing only non-automatable functions.

Figure 1: Development of the number of annual sourcing transactions & sourcing complexity over the last years (Source: German Automotive OEM, data anonymized)



Rise in Sourcing Complexity

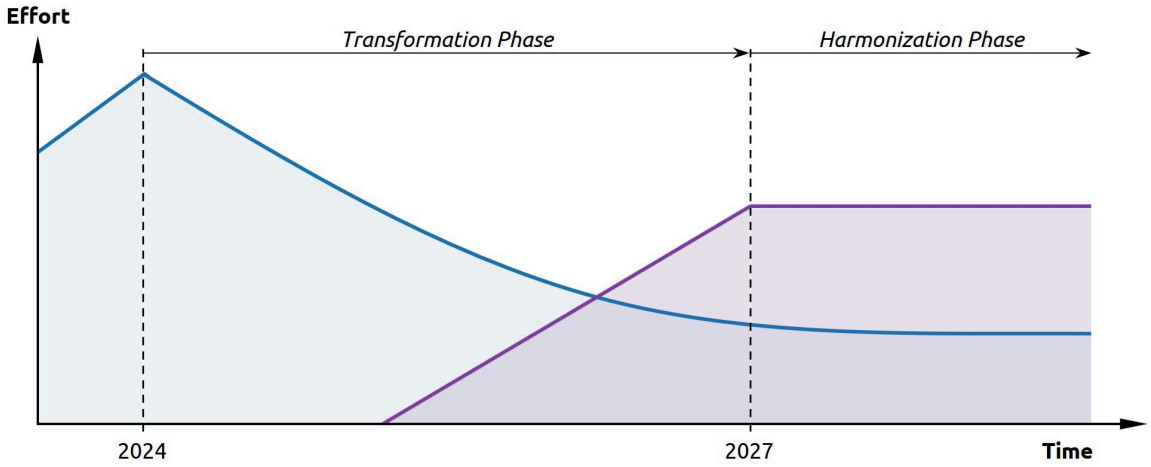
The annual number of sourcing transactions has been declining steadily over the past few years. At the same time, complexity per transaction has continued to increase, growing faster than the number of transactions. This could lead to resource constraints and should be addressed proactively. Especially as we expect the decline in transactions to slow as more EV lines are added to existing auto portfolios.

Our Two-Dimension Strategy

In order for future transformation to be successful, it is necessary to manage both complexity and demands at the same time.

Now that we have identified the two root-problems ***increasing complexity*** and ***increasing demands*** as the driving forces behind today's challenges in procurement, we can begin to develop an appropriate strategy for successfully solving them. It is important that this strategy addresses both problems simultaneously, as that is the only way to also address their interactions. To this end, we propose an approach with two solution dimensions, which we call the ***Streamline Dimension*** and the ***Integration Dimension***. Our goal is to design the transformation in a way that allows existing and new processes to merge smoothly and seamlessly, while ensuring that fewer resources are needed to manage day-to-day operations, even as more functional responsibilities are added. We want to achieve this by adopting a holistic approach and introducing the latest technologies without allowing the workload to increase.

Figure 2: Transformation plan for our two-dimension strategy
(Blue: Efforts based on existing processes, Purple: Efforts based on new processes)



The Streamline Dimension

This dimension deals exclusively with processes that are already handled by procurement today and are considered essential day-to-day operations. These include managing contracts and suppliers, or performing risk assessments. Our goal is to leverage the power of technology to significantly streamline these processes and reduce the efforts required to run daily operations. In doing so, we want to free up resources that can be utilized for new processes.

What can be streamlined, must be streamlined.

The Integration Dimension

This dimension aims to use the resources now freed up to integrate new functions into procurement operations. These could include sustainability management or a supply chain monitoring function. Our goal is to continuously integrate new processes into the department and transform it into a value generator for the entire supply chain. In doing so, it can contribute to the growth and resilience of the business and its long-term success.

What can be integrated, must be integrated.

The Streamline Dimension

What can be streamlined, must be streamlined.

The first goal is to streamline existing day-to-day procurement operations in a sustainable and harmonious way. This involves eliminating redundant activities, reducing administrative tasks, and enabling the buyer to focus on value generation rather than system preservation. This can be achieved by introducing new solutions to increase efficiency and leverage automation, of which we recommend the following three components to be implemented over the next 3 years:

Data Continuity & Consistency

Establishing a continuous and consistent data model across all processes must be a crucial focus for every procurement department, regardless of size or sourcing complexity. It allows for the introduction of a variety of new tools that enable informed, data-driven decision making and the ability to forecast trends or anticipate impending issues, as well as a greater level of overall transparency.

This can have a powerful positive impact on daily procurement operations and significantly increase efficiency. Using this data makes it possible, for example, to automatically track supplier performance or evaluate cross-market price histories, which can be a game changer for more informed negotiations and cost optimization.

Introduction of GenAI Functionalities

Identifying suitable use cases for and continually introducing GenAI functions will crucially change how procurement departments operate in the future. Compared to previous AI, GenAI offers more than just the possibility to recognize trends or empower decision-making. It is capable of generating entirely new content and can not only support, but also perform tasks independently while improving itself in the process.

This enables a new way of accelerating processes. For example, GenAI can take over many maintenance tasks, allowing the buyer to focus on value-adding activities. It can provide relevant response options, validate decisions or penetrate complexity on the basis of a continuous data model to create transparency. Another potential use case is regulatory compliance, where GenAI can help to verify policy requirements.

Introducing GenAI capabilities offers unparalleled speed. The technology will not only provide more data, but also improve our decision-making process and minimize potentials for error.

Chief Technology Officer, US Logistics Company

Unified Work & Collaboration Space

Incorporating a seamless digital workplace into daily operations is another powerful way to enhance the buyer's efficiency. The key objective here is to minimize system discontinuities while simultaneously creating a semi-permeable network that is suitable for both internal and external collaboration with suppliers.

To get started, we recommend focusing on an efficient and collaborative nominations management solution that also includes other related departments such as engineering or aftersales. This should be coupled with a secure and connected document management hub to streamline daily management processes.

The Integration Dimension

What can be integrated, must be integrated.

The second goal is to integrate new functions into the procurement department, without increasing the workload. Managing this change and introducing new topics gradually rather than all at once will be crucial, as otherwise there may be problems with user adaptation and acceptance. The introduction of user-centric solutions is therefore essential. Over the next 3 years, we recommend integrating the following three new components:

Source-to-Customer CO_2 Tracking

Having a transparent view of where CO_2 emissions are generated along the E2E value chain is an essential prerequisite for overcoming future challenges. One example of this is compliance with sustainability regulations. As the starting point of the physical value chain, procurement must set the strategic course here and therefore requires insightful information. An automated tool for real-time E2E CO_2 tracking could provide this.

The basis for such a tool should be the newly created open data ecosystem Catena-X. Its aim is to establish an industry standard for data-driven value chains and thereby accelerate business operations. This is achieved by creating a uniform and legally secure framework and an additional "Carbon Footprint Rulebook" as guidance. Use cases include overall traceability, sustainability and capacity management, among many others.

We are firmly dedicated to becoming net-zero. One key to reaching that goal, no doubt, will be a transparent procurement procedure that allows for an insightful end-to-end CO_2 tracking.

Procurement Director, Swedish Automotive OEM

Supply Chain Control Tower

Integrating a solution to manage supply chain vulnerabilities early is another function that should be prioritized. Such a system must consider multiple types of potential disruptions and data sources, ranging from natural disasters to sustainability compliance. It should also provide an overview of the top threats to the network, along with GenAI-based recommendations for mitigation and the potential impact of a disruption.

By enabling direct communication streams with suppliers, mitigation strategies can be shared in real time, enabling a swift response when needed. This could be based on a continuous web-crawling incident monitoring system that provides live insight and facilitates securing alternative capacity from secondary suppliers.

Centralized Product Sourcing

As a final initial priority, we suggest focusing on a consolidated and centralized product sourcing solution that not only allows to discover new potential suppliers around the globe, but also helps to assess the risk associated with each one. This can be based on factors such as financial stability, regulatory compliance or past performance, which could be accessed in real time and enable insightful decision making.

In addition to these functions, traditional key features should also be developed further. These could include detailed cost breakdowns for advanced analytics or functions to negotiate contracts more efficiently.

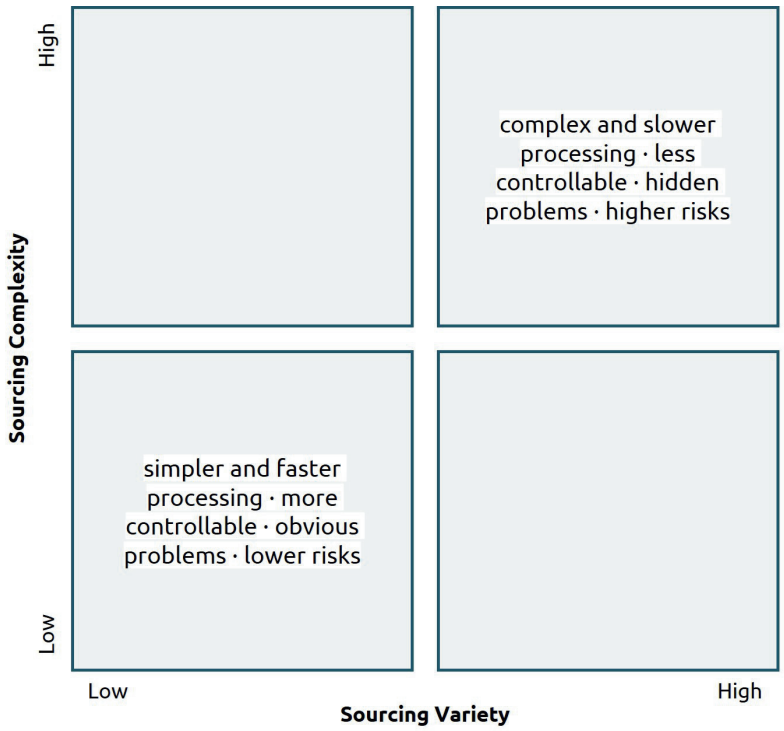
Business-Focussed Transformation

Despite an equal importance of the two transformation dimensions, prioritization of the solution pieces is key for long-term success.

A unified approach to transform procurement organizations remains elusive due to the inherent diversity and complexity found within organizations and products. Procurement is not a one-size-fits-all function and embodies a dual perspective, comprising the buyer and the seller. Each organization operates within its unique ecosystem, influenced by diverse factors such as supplier networks, regulatory environments, and technological capabilities. Also, objectives and priorities can widely differ – some might focus on cost reduction, while others prioritize innovation or sustainability.

To prioritize our solution components, we distinguish transaction complexity and variety. While complexity describes the nature of parts and the volume of transaction volumes per supplier, variety measures the quantity of transactions in total. Transactions of customized modules and systems demand a higher level of complexity compared to basic non-customized parts, as these components tend to involve higher degrees of technical innovation and require tailored manufacturing, safety, and integration requirements. Additionally, higher numbers of transaction with the same suppliers tend to reduce the complexity of procurement transactions due to improved procedures, higher standardization levels, and enhanced risk mitigation strategies. Finding innovative solutions becomes imperative for streamlining procurement operations and integrating new functions.

Figure 3: Sourcing-Categorization-Matrix for individual prioritization of our solution pieces
(Descriptions see next page)



High Complexity & High Sourcing Variety

These transactions primarily encompass customized and generally complex mid to small hard- and software components, such as control units, light units, and wiring harnesses. In addition to the extensive technical specifications required for modules and systems, the challenges of extended lead times and regulatory compliance significantly amplify the complexity of transactions. The necessity to adapt to short product innovation cycles and increased demand for customization options contributes substantially to the overall transaction volume. Streamlining these types of transaction operations is difficult. To handle the high variety of transactions a consistent data model as well as tool-supported standardized operation routines are key. Easing cross-department collaboration in digital working spaces as well as introducing GenAI functionalities to support decision making processes might allow procurement capabilities to reduce complexity of transactions.

High Complexity & Low Sourcing Variety

These transactions involve customized and complex mid to large hard- and software components, such as powertrains and infotainment systems. Typically, these transactions involve OEMs, Tier 1 and Tier 2 suppliers. The transaction complexity is mainly driven by module intricacy as well as directed parts, where OEMs or Tier 1 suppliers instruct the incorporation of components obtained from a secondary supplier into a system procured from a separate supplier. Enhancing these transactions with new functionalities has the potential to boost transparency and resilience. The composition of these components – blending diverse (raw) materials and electronic parts from a multitude of suppliers – coupled with the challenges faced by OEMs and Tier 1 suppliers in substituting these elements, demands a supply chain control tower. When integrated with CO_2 tracking tools, these solutions facilitate mitigation of supply chain and sustainability risks.

Low Complexity & High Sourcing Variety

These transactions include large quantities of standardized, non-customized hardware parts, such as nuts, bolts, and raw materials. OEMs and Tier 1 suppliers establish long-term contracts with lower-tier suppliers to ensure a consistent supply of these essential components. In addition, the volume per transaction is high to maximize economies of scale and reduce costs per unit. The emphasis is on efficiency, cost-effectiveness, and just-in-time delivery to maintain optimal inventory levels. Procurement organizations with such sourcing specifics might want to focus on reducing transactional workload by implementing early GenAI capabilities to automate processes and reach faster throughput times. This, however, will require existing data models to be consistent.

Low Complexity & Low Sourcing Variety

These transactions involve low-volume commodity products that are characterized by high specificity, such as certain paint types, specific in- and exterior glass or non-standard electrical components. The specialized nature of these items limits the pool of suppliers, resulting in a concentrated market with only a handful of reliable sources and low total procurement transactions. Deploying centralized product sourcing solutions could assist in evaluating potential regulatory compliance risks associated with specified products.

Five Theses For The Future

Your Procurement Department in 2035 ...

... will operate at a whole new level than it does today and, in our vision, become one of the cornerstones of your value chain. It will be the spider in the web, weaving together issues as diverse as sustainability goals, regulatory compliance, and resilient supply chains to create a department focused on transparency and proactive action, rather than reaction.

We have put together five theses to describe how we envision procurement in the automotive industry in 2035 and what key actions need to be taken to get there.

Procurement as the cornerstone of your value chain. Managing greater responsibility with fewer FTEs thanks to full AI automation of standard tasks.

New technologies, such as AI automation or a fully digitized workplace hub, offer the opportunity to eliminate large amounts of non-value adding tasks in the nomination process, allowing the same amount of sourcing to be handled with up to 40% fewer FTEs. This excess capacity can be used for new functions, such as sustainability monitoring.

	Key Actions	Impact
Strategy	Identify the most strategically effective AI use cases to automate standard operations	●●●●○
Process	Adapt the existing operating model and begin introducing new value-adding capabilities	●●●○○
Digital	Establish a cross-platform data model and start implementing AI and GenAI features	●●●●●

Data-driven negotiations and holistic forecasting at the forefront of a new way of working, cutting manual maintenance to a minimum.

Connecting data from a multitude of sources will be key to generating new insights and transforming the way the department operates today. With GenAI assistance at every step and streamlined processes, the buyer will be able to approach negotiations with holistic information and make a stronger case based on historical data analysis.

	Key Actions	Impact
Strategy	Develop an E2E GenAI strategy that unlocks its potential to transform current operations	●●●●●
Process	Streamline workflows and make conscious decisions about where to deploy GenAI	●●●○○
Digital	Identify black holes in data and build a holistic data model that spans all operations	●●●●○

Did you know?

Traditional AI and Generative AI differ primarily in their capabilities. Traditional AI relies on logic-based techniques that recognize patterns and automate decisions. GenAI goes a step further. It can create new patterns based on existing data, creating seemingly interactive speech or designs.

Source: Gartner Inc., 2024

Full CO_2 transparency at every step, enabling E2E circular economy integration and automated compliance checks for international regulations.

As the starter of the physical value chain, procurement is in a prime position to monitor KPIs related to sustainability and overall compliance, and to steer in the required direction when necessary. Integrating the new Catena-X data ecosystem will be key to creating E2E transparency and automating many functions, even enabling predictive insights.

	Key Actions	Impact
Strategy	Align procurement strategy with corporate sustainability strategy and identify quick wins	●●●●○
Process	Ensure compliance with sustainability KPIs by implementing the necessary processes	●●●●●
Digital	Explore how Catena-X can impact operations and be implemented to deliver green value	●●●○○

Value-driven action as the core mindset. Driving new levels of market intelligence to achieve near-maximum levels of cost & spend optimization.

Procurement needs to move beyond optimizing the bottom-line and explore its potential top-line impact. One aspect of this may be fostering stronger relationships or even collaborations with suppliers, creating the opportunity to jointly develop new, innovative products that could become USPs for customers, leading to greater interest and sales.

	Key Actions	Impact
Strategy	Enable cross-functional collaboration and prioritize customer-centric product development	●●●●○
Process	Evolve procurement's skill set from cost manager to value manager	●●●●○
Digital	Establish ways to analyze the contribution margin of procurement's impact on profitability	●●●●○

Competition taken to a whole new level, as intelligent systems compete with competitors' intelligent systems for maximum efficiency.

Leveraging new technologies like GenAI will be essential to stay competitive in an accelerating, fast-paced market. Efficiency in both time and value are becoming increasingly important for securing favorable deals, making innovation not just a choice, but a necessity. Therefore, it's crucial to develop a GenAI strategy for future success.

	Key Actions	Impact
Strategy	Identify which functions are competitive differentiators and prioritize them for innovation	●●●●●
Process	Align workforce strategy with shifting staffing needs and requirements	●●○○○
Digital	Start developing these future intelligent systems today, as model training time will have a significant impact on their quality and impact	●●●●●

We Are Capgemini Invent

The innovative powerhouse in Consulting, Design and Transformation of the Capgemini Group

Disruption is everywhere, intensifying the need for businesses to fully embrace transformation opportunities and reinvent themselves as quickly as possible. There is an imperative to be increasingly efficient, resilient, sustainable, human-centric, and data driven. Evolving societal expectations are also accelerating the need for more purpose-led organizations that deliver meaningful connections with customers and employees.

At Capgemini Invent, we recognize the need for transformative company consulting. For over fifty years, we've honed our reputation as a leading management consultancy by combining strategy, technology, data science, creative design, and engineering expertise with an inventive mindset. Our strategy consulting is collaborative, partnering with our clients to innovate and transform their business, enabling them to navigate today, while plotting a course for the future. From visionary CEOs seeking the next market disruptor to CMOs reimagining engagement, we connect each CxO with a project management consultants to energize their organization's evolution: from ideation to prototype to scalable products, services, and experience. As part of Capgemini, we strive to be a partner tirelessly challenging and transforming the status quo, driving growth, and helping clients get the future they want.

Disruption isn't new but the pace of change is accelerating.

We make transformation happen. We help clients adapt to be more agile, resilient, relevant, and sustainable. Achieving this demands purpose-led strategy; improved, data-driven business processes; a focus on employee experience, intelligent HR and culture; and an enabling technology landscape.

At Capgemini Invent, we bring together a unique blend of strategy, process, people, and technology expertise, combined with the power of data, to deliver your end-to-end transformation. We expand your digital footprint and drive sustainable business growth. It's how we make transformation succeed, from the inside out.

Intelligent Industry is the next generation of digital transformation.

New disruptive technologies and data are everywhere, radically transforming industry sectors. Industry leaders must respond to the resulting wave of transformation, which will reshape the competitive landscape and redefine industry boundaries. As a long-term partner for industrial organizations across all sectors, we are transforming the worlds of engineering, supply chain, manufacturing, and service at scale. We invent intelligent products, operations, and services, and solve business, people, and technology challenges.

We enhance operational performance and create new revenue streams in a cyber-secured world, by putting people, planet, and data at the heart of everything we do. We leverage our brands, Cambridge Consultants and Synapse, to bring breakthrough innovation that helps our clients achieve competitive advantage. We invent the future of industry.

Industrial Procurement is in our DNA.

At Capgemini Invent, we have a particularly strong focus on procurement innovation and transformation. Industrial procurement is no longer just about costsaving, but about generating value for the entire supply chain. Our Centre of Excelle--ce for Procurement comprises a large global network of dedicated consultants and experts from over 40 countries, who know about the problems that matter and the solutions that work. We rely on our deep functional expertise, partnerships with solution providers and robust tools and methodologies to help our clients succeed. In this way, and building on the strengths of our Group, we have created a strong track record of delivering consistent and superior bottom-line value in nearly all industry verticals. We can support our clients from vision to execution, relying on our broad service portfolio that ranges from digital strategy and innovation to cloud procurement and operating model design.

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Kai heads the Industrial Procurement team at Capgemini Invent Germany. He has led numerous transformation projects of procurement and supply management divisions and is one of our most proven experts in this field worldwide. With experience in the automotive, aerospace, life sciences and manufacturing industries, he has been a trusted advisor to our clients for over 20 years.

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Reinhard leads our Intelligent Industry division at Capgemini Invent Austria. He has a proven track record of more than 25 years with global players in the automotive and high-tech industry. Covering the entire upstreaming value chain, he is a well-known expert in product development and operations excellence, as well as in digital strategy and business transformation.

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Dave is one of our experts on Industrial Procurement at Capgemini Invent Austria. With over 3 years of experience in the automotive sector, ranging from large OEMs to e-automotive SMEs to Formula 1 suppliers, he has successfully completed a variety of diverse projects and developed a deep understanding for the strategic interactions in the automotive value chain and how to leverage them efficiently.

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Fabian leverages multiple years of experience in the automotive sector to support our clients to design scalable data protection solutions. Since the future of procurement is about the effective use of technology and automation, modular solutions are necessary to scale procurement processes, enable third-party integration, comply with industry regulations, and mitigate data privacy risks.

Contributers: Markus Gschwari (AT), Dominik Knotte (US), Dr. Henrik Bathke (DE)

About Capgemini Invent

As the digital innovation, design and transformation brand of the Capgemini Group, Capgemini Invent enables CxOs to envision and shape the future of their businesses. Located in over 30 studios and more than 60 offices around the world, it comprises a 12,500+ strong team of strategists, data scientists, product and experience designers, brand experts and technologists who develop new digital services, products, experiences and business models for sustainable growth.

Capgemini Invent is an integral part of Capgemini, a global business and technology transformation partner, helping organizations to accelerate their dual transition to a digital and sustainable world, while creating tangible impact for enterprises and society. It is a responsible and diverse group of 340,000 team members in more than 50 countries. With its strong over 55-year heritage, Capgemini is trusted by its clients to unlock the value of technology to address the entire breadth of their business needs. It delivers end-to-end services and solutions leveraging strengths from strategy and design to engineering, all fueled by its market leading capabilities in AI, cloud and data, combined with its deep industry expertise and partner ecosystem. The Group reported 2023 global revenues of €22.5 billion.

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