

Revenue Growth Enablement Study

Welcome and thank you for taking time to participate in the Hackett Group's [Revenue Growth Enablement Study](#)!

You can exit this study at any time and your responses will automatically be saved. You can go back into the study and complete at a later time, by using the link provided in the email. The study will take on average **(15-20 minutes)**. After completion of the demographics and main survey questions, you will be prompted to a page to download your choice of a Hackett complimentary research report.

For any technical assistance, please contact the study administrator **Byron Fitch** (bfitch@thehackettgroup.com)

For any content-related questions, please contact the study leader **Pierre Mitchell** (pmitchell@thehackettgroup.com)

Please provide the following information:

Company Name

First Name

Last Name

Title

Email

Phone Number



Demographics

What is your level in your organization?

- ☐ C-Level
- ☐ SVP/EVP/Partner
- ☐ VP
- ☐ Director
- ☐ Manager
- ☐ Supervisor
- ☐ Staff

Total company revenue (in USD (\$))

- ☐ <\$500 million
- ☐ \$500-\$999 million
- ☐ \$1-\$4.99 billion
- ☐ \$5-\$9.99 billion
- ☐ \$10-\$19.99 billion
- ☐ \$20-\$49.99 billion
- ☐ \$50-\$99.99 billion
- ☐ >\$100 billion

What is your annual supplier expenditures? (\$ USD)

- ☐ <100M
- ☐ 100-500M
- ☐ 500M-1B
- ☐ 1-3B
- ☐ 3-5B
- ☐ 6-10B
- ☐ >10B
- ☐ Don't Know / NA

What is the total number of employees in your company?

- ☐ <2500
- ☐ 2500 - 4999
- ☐ 5000 - 9999
- ☐ 10,000 - 19,999
- ☐ 20,000 - 29,999
- ☐ 30,000 - 39,999
- ☐ 40,000 - 49,999
- ☐ 50,000 - 74,999
- ☐ 75,000 - 99,999
- ☐ 100,000 - 199,999
- ☐ 200,000 or more

What is your company's primary business activity?

- ☐ Accommodation & Food Services
- ☐ Agriculture, Forestry, Fishing & Hunting
- ☐ Apparel, Household & Personal Products Manufacturing
- ☐ Automobiles & Component Manufacturing
- ☐ Banking
- ☐ Commercial & Industrial Materials Manufacturing
- ☐ Commercial services
- ☐ Communication equipment, computer, electronics and Semiconductor manufacturing
- ☐ Construction
- ☐ Consulting Services
- ☐ Consumer Services
- ☐ Diversified Financial Services
- ☐ Educational Services
- ☐ Energy
- ☐ Food, Beverage & Tobacco Manufacturing
- ☐ Healthcare Services
- ☐ Insurance
- ☐ IT Services
- ☐ Media, Recreation & Entertainment
- ☐ Mining, Including Oil and Gas Exploration
- ☐ Non-Energy Utilities
- ☐ Pharmaceuticals, Biotechnology & Life sciences
- ☐ Professional, Scientific and Technical Services (non-IT or consulting)
- ☐ Public Administration
- ☐ Real Estate & Rental
- ☐ Retail Trade
- ☐ Software
- ☐ Telecommunication Services
- ☐ Transportation and Warehousing
- ☐ Wholesale Trade

What is your company's headquarter location?

- ☐ US / Canada
- ☐ Latin America
- ☐ Western Europe
- ☐ Eastern Europe
- ☐ Japan
- ☐ Other Asia Pacific
- ☐ Rest of World

Main Survey

Qualitatively, How capable is our procurement organization (e.g., relative to your peers) in terms of these main processes:

	Lagging (Beginning the journey)	Achieving (similar to typical peers)	Exceeding (beating peer capabilities overall)	Leading (cross-industry best practice / excellence)
Strategic Sourcing (basic n-step process)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
End-to-End Category Management (All value levers)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supplier Relationship Management (e.g., strategic supplier management)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New Product/Service Development Support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What are Enterprise Growth Priorities AND how well does procurement support them (currently and planned in 12-24 months)? Please answer this important question completely.

	IMPORTANCE of Enterprise strategy for next 12-24 months					Level of Procurement involvement / enablement (CURRENTLY)				Level of Procurement involvement / enablement (PLANNED in 12-24 months)			
	Not / NA	Some	High	Strategic Focus	Don't Know	None / NA	Low	Some / Moderate	High	None / NA	Low	Some / Moderate	High
ENTERPRISE GROWTH STRATEGIES:													
Improving Sales & Marketing effectiveness in existing channels	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Finding new target industries, channels, and channel partners	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Developing/improving traditional products and services. More, better, cheaper, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pursuing truly game-changing innovation / technology	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Penetrating international markets (e.g., BRIC countries)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
RELATED IMPERATIVES: Mergers & Acquisitions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Joint Ventures / Strategic Partnerships	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improving brand perception (e.g., sustainability, diversity, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A strategic/business planning process effectively supporting growth and related initiatives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ensuring value chain partners' ability to scale for growth	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

To what extent do the following procurement roles enable Revenue / Growth?

	Level of Procurement Enablement / Involvement in Revenue / Growth generation					Additional Comments
	Not involved	Involved reactively / ad hoc	Enabling via standard process (low impact)	High enablement and impact / innovation	N/A or Don't Know	Comments
CPO working with senior stakeholders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Sourcing / Category Teams or managers (e.g., Marketing, R&D, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Supplier Management / SRM Teams and staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Customer/stakeholder aligned procurement staff (reporting to stakeholder)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Customer/stakeholder aligned procurement staff (reporting to procurement)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Specific growth-related task forces and teams	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Specialized Procurement Center of Excellence (CoE)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Other (please specify in 'Comments' field)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

To what extent has Procurement implemented the following tactics to help it enable Revenue / Growth more effectively?

	Level of Implementation of Tactic						Additional Comments
	Not implemented - nor planned	Not implemented - but planned	Partially implemented - but have hit the wall	Partially implemented - plan to fully implement	Fully implemented	NA / Don't Know	Comments
Procurement getting formally measured & credited for revenue / growth uplift	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
A top-down mandate for procurement involvement in growth-related processes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
A structured process for procurement involvement (e.g., in NPDI, M&A, strategic planning)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Formal Early Supplier Involvement (ESI) in product/service development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Use of Procurement/Sourcing Executive Council / Steering Committee to align with senior leadership from business units and functions (R&D, sales, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Formal procurement-stakeholder metric/goal alignment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Procurement focus on enablement rather than control	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
SRM program/process to tap suppliers for growth ideas/support (e.g., supplier, "innovation days", councils, surveys, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Sharing best practices internally (e.g., helping Sales negotiate better) and externally (e.g., competitive intelligence from suppliers on customers/competitors)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Training/hiring of Procurement staff who can help enable growth (e.g., sales/marketing backgrounds)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Technology tools (Please explain if so)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Outsourcing (Please explain if so)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
OTHER TACTICS (enter in Comments field)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

To what extent do you use the following metrics for Procurement enablement of growth / revenue?

	How is the metric tracked				If metric doesn't explain your metric properly, please explain the metric you do use
	Not tracked; N/A	Tracked internally within Procurement	Procurement individually measured on it	Procurement measured as part of cross-functional group	Comments on metric you use
Revenue/Profit Uplift from internal efforts (procurement, cross-functional team, trading unit, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Revenue/Profit Uplift from suppliers (procurement-led or enabled)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
New product/service development related: time-to-launch, time-to-ramp/profit, on-time, on-budget, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Number of new supplier ideas or % of new products/services from early/better supplier involvement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Process-related causal metrics (e.g., % of products/projects/processes using compliant process and procurement involvement - e.g., phase-gate development)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
'stakeholder satisfaction' or similar internal alignment question	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Revenue protection (e.g., decreasing the Revenue at Risk due to Supply Risk)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
OTHER? PLEASE explain in 'comments' field	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

Estimate percentages using the slider bars...

- _____ What % of your non-transactional FTEs; time is spent on Revenue/Growth enablement
- _____ What % of TOTAL procurement value you deliver (not just what you get credit for by others) CURRENTLY relates to revenue/growth enablement?
- _____ ...How about in three years?
- _____ Of the current revenue/growth enablement value you provided, what % is formally measured on in some form
- _____ What % of your measured procurement value (revenue benefits and cost saving benefits) is revenue-related? (i.e., 0% means only cost saving is measured)
- _____ What % of revenue/growth enablement value measured comes from sourcing, category management, or SRM efforts?

Please give us some free form insight on the following qualitative questions?

	Please provide a few quick thoughts below
What's the biggest opportunity you are missing by not getting better procurement enablement? What is the biggest barrier to better Revenue/Growth enablement by Procurement? What is the biggest capability gap Procurement itself needs to address? What advice would you give to others to break down barriers? What questions would you like to get answered in this area not previously addressed in this study?	

Would you like to be invited to participate in our upcoming Procurement Innovation study coming this summer?

- ☐ Yes
- ☐ No

If you indicated a "High" level of Procurement involvement in Sales & Marketing, can you please tell us how you were able to achieve such high involvement/enablement?

- ☐ Tapping existing suppliers to help create demand pull and better meet existing demand
- ☐ Measuring/enabling marketing agencies and other firms to improve campaign uplift
- ☐ Providing market intelligence on competitors, best practices, etc. (done internally and/or using existing suppliers and specialized third parties)
- ☐ Price/cost analysis to support better market entries, pricing, customer proposals, etc.
- ☐ Ensuring supplier-related advantages are highlighted (supplier diversity, sustainability, capability, etc.)
- ☐ Other? _____

If you indicated a "High" level of Procurement involvement in helping the firm target new industries and channels, can you please tell us how you were able to achieve such high involvement/enablement?

- ☐ Supplier/partner discovery
- ☐ Partner selection and relationship management
- ☐ Market intelligence support
- ☐ Other? _____

If you had indicated a "High" level of Procurement involvement in traditional product/service development, can you please tell us how you were able to achieve such high involvement/enablement?

- ☐ Supplier/market intelligence on existing suppliers and technology/market
- ☐ Supplier/market/technology discovery for new sources and approaches (e.g., crowd sourcing or traditional)
- ☐ Cost/price modeling and forecasting
- ☐ Early supplier involvement and supplier technology road mapping
- ☐ Supplier capability/capacity development
- ☐ Best practices research / benchmarking (ideation, competitive intelligence, etc.)
- ☐ Other? _____

If you had indicated a "High" level of Procurement involvement in helping the firm create breakthrough innovation, can you please tell us how you were able to achieve such high involvement/enablement?

- ☐ Supplier/market intelligence on existing suppliers and technology/market
- ☐ Supplier/market/technology discovery for new sources and approaches (e.g., "open innovation" / "crowd sourcing")
- ☐ Cost/price modeling and forecasting
- ☐ Early supplier involvement and supplier technology road mapping
- ☐ Supplier capability/capacity development
- ☐ Best practices research / benchmarking (ideation, competitive intelligence, etc.)
- ☐ Other? _____

If you had indicated a "High" level of Procurement involvement in penetrating international/emerging markets, can you please tell us how you were able to achieve such high involvement/enablement?

- ☐ Aligning to specific globalization projects
- ☐ Alignment via Sales/Marketing function and related procurement staff (category teams, embedded staff, etc.)
- ☐ Using Procurement International Procurement Offices (IPOs) and other in-country resources
- ☐ Tapping existing global suppliers to help you go global
- ☐ Supply market / competitive intelligence to spur action
- ☐ Best-practice benchmarking (including internal benchmarking) to extend what's already been done elsewhere
- ☐ Other? _____

If you indicated a High level of Procurement involvement in enterprise M&A activities, can you please tell us how you were able to achieve such high involvement/enablement?

- ☐ M&A team member: Pre-M&A candidate selection (e.g., ID'ing key supplier candidates for M&A)
- ☐ M&A team member: Pre-M&A due diligence and opportunity analysis
- ☐ M&A team member: Post M&A implementation
- ☐ Other? _____

If you had indicated a "High" level of Procurement involvement in this enterprise growth scenarios listed earlier in the study, can you please tell us how you were able to achieve such high involvement/enablement?

- ☐ Procurement staff reporting to internal JV/Partnering entities
- ☐ Procurement staff partnering with internal JV/Partnering entities
- ☐ Other? _____

You had indicated a High; level of Procurement involvement in strategic/business planning, can you please tell us how you were able to achieve such high involvement/enablement?

- ☐ Procurement staff reporting to strategic planning group
- ☐ Procurement staff partnering with strategic planning group
- ☐ Procurement partnering with business units and functions individually in their strategic/business planning
- ☐ Other? _____

You had indicated a "High" level of Procurement involvement in ensuring value chain partners' ability to scale, can you please tell us how you were able to achieve such high involvement/enablement?

- ☐ Using risk management groups (supply risk and/or enterprise risk) to get aligned
- ☐ Ensuring capacity/capability with existing suppliers to support growth plans/projects
- ☐ Supplier discovery: identifying new supply sources
- ☐ Other? _____

You had indicated a "High" level of Procurement involvement in a growth area not mentioned, can you please tell us how you were able to achieve such high involvement/enablement?

- ☐ Other? _____

Complimentary Research Report

Thank you for completing the study. Please select one of the following complimentary Hackett Reports to download:

- ☐ 2012 Procurement Key Issues Study
- ☐ A New Procurement for a New Normal
- ☐ Category Management – Beyond Strategic Sourcing
- ☐ Supplier Relationship Management
- ☐ Defining and Expanding the Value Proposition of Purchase-to-Pay
- ☐ None thank you