

SmartProcurement

Report on the 2008 Salary Survey of Procurement Practitioners in Southern Africa



Co-Authored By:





TABLE OF CONTENTS

LIST OF FIGURES	2
EXECUTIVE SUMMARY.....	4
ABOUT THE AUTHORS	5
1. Introduction	7
2. Respondents' Profiles	9
3. Skills & Training	15
4. Geographical Movement of Procurement Skills	20
5. Salary Increases	
6. Current Remuneration	
7. Remuneration by Industry Sector	
8. Spend Value Under Respondents' Control	
9. Respondents' Packages Compared To Spend	
10. Savings Targets	
11. Appointment Methods	
12. Conclusion	



LIST OF FIGURES

Figure 1: Procurement Reporting Lines	8
Figure 2: Respondents by Industry Sector	9
Figure 3: Position by Equity Employment Status (% Values)	11
Figure 4: Position by Equity Employment Status (Volume Values).....	11
Figure 5: Respondents' Positions	12
Figure 6: Respondents' Location (% Values).....	13
Figure 7: Respondents' Location (Volume Values).....	13
Figure 8: Respondents by Sector.....	14
Figure 9: Qualifications (% Values).....	15
Figure 10: Qualifications (Volume Values).....	16
Figure 11: Procurement or Related Qualification (% Values)	17
Figure 12: Procurement or Related Qualification (Volume Values).....	17
Figure 13: Number of Courses (% Values)	18
Figure 14: Number of Courses (Volume Values).....	18
Figure 15: Who Paid for Training Courses	19
Figure 16: Plans to Work Abroad (% Values)	20
Figure 17: Plans to Work Abroad (Volume Values).....	21
Figure 18: Plans to Emigrate (% Values).....	22
Figure 19: Plans to Emigrate (Volume Values).....	22
Figure 20: Experience Planning to Work Overseas (% Values)	23
Figure 21: Experience Planning to Work Overseas (Volume Values)	24
Figure 22: Percentage Increases in Last 12 Months (% Values).....	25
Figure 23: Percentage Increases in Last 12 Months (Volume Values)	26
Figure 24: Positions by Package Bands (% Values).....	27
Figure 25: Positions by Package Bands (Volume Values)	28
Figure 26: Buyer – Packages by Industry Sector (% Values)	29
Figure 27: Buyer – Packages by Industry Sector (Volume Values)	29
Figure 28: Senior Buyer – Packages by Industry Sector (% Values).....	30
Figure 29: Senior Buyer – Packages by Industry Sector (Volume Values)	30
Figure 30: Commodity Manager – Packages by Industry Sector (% Values)	31
Figure 31: Commodity Manager – Packages by Industry Sector (Volume Values)	31
Figure 32: Strategic Sourcing / Commercial Specialist – Packages by Industry Sector (% Values).....	32
Figure 33: Strategic Sourcing / Commercial Specialist – Packages by Industry Sector (Volume Values).....	32
Figure 34: Contracts Manager – Packages by Industry Sector (% Values).....	33
Figure 35: Contracts Manager – Packages by Industry Sector (Volume Values)	33
Figure 36: Analyst – Packages by Industry Sector (% Values).....	34
Figure 37: Analyst – Packages by Industry Sector (Volume Values).....	34



Figure 38: Purchasing Manager – Packages by Industry Sector (% Values)..... 35

Figure 39: Purchasing Manager – Packages by Industry Sector (Volume Values) 35

Figure 40: Chief Procurement Officer (CPO) – Packages by Industry Sector (% Values) 36

Figure 41: Chief Procurement Officer (CPO) – Packages by Industry Sector (Volume Values)..... 36

Figure 42: Spend Value (1) 37

Figure 43: Spend Value (2) 38

Figure 44: Buyer – Package vs. Spend Controlled (% Values) 39

Figure 45: Buyer – Package vs. Spend Controlled (Volume Values)..... 39

Figure 46: Senior Buyer – Package vs. Spend Controlled (% Values) 40

Figure 47: Senior Buyer – Package vs. Spend Controlled (Volume Values) 40

Figure 48: Commodity Manager – Package vs. Spend Controlled (% Values) 41

Figure 49: Commodity Manager – Package vs. Spend Controlled (Volume Values)..... 41

Figure 50: Strategic Sourcing / Commercial Specialist – Package vs. Spend Controlled (% Values)..... 42

Figure 51: Strategic Sourcing / Commercial Specialist – Package vs. Spend Controlled (Volume Values)..... 42

Figure 52: Purchasing Manager – Package vs. Spend Controlled (% Values) 43

Figure 53: Purchasing Manager – Package vs. Spend Controlled (Volume Values) 43

Figure 54: Chief Procurement Officer (CPO) – Package vs. Spend Controlled (% Values)..... 44

Figure 55: Chief Procurement Officer (CPO) – Package vs. Spend Controlled (Volume Values)..... 44

Figure 56: Contract Manager – Package vs. Spend Controlled (% Values)..... 45

Figure 57: Contract Manager – Package vs. Spend Controlled (Volume Values)..... 45

Figure 58: Savings Target as a Percentage of Spend (% Values) 46

Figure 59: Savings Target as a Percentage of Spend (Volume Values)..... 47

Figure 60: Buyer – Package vs. Savings (% Values) 48

Figure 61: Buyer – Package vs. Savings (Volume Values) 48

Figure 62: Senior Buyer – Package vs. Savings (% Values)..... 49

Figure 63: Senior Buyer – Package vs. Savings (Volume Values) 49

Figure 64: Strategic Sourcing / Commercial Specialist – Package vs. Savings (% Values) 50

Figure 65: Strategic Sourcing / Commercial Specialist – Package vs. Savings (Volume Values)..... 50

Figure 66: Commodity Manager – Package vs. Savings (% Values)..... 51

Figure 67: Commodity Manager – Package vs. Savings (Volume Values) 51

Figure 68: Chief Procurement Officer (CPO) – Package vs. Savings (% Values) 52

Figure 69: Chief Procurement Officer (CPO) – Package vs. Savings (Volume Values)..... 52

Figure 70: Purchasing Manager – Package vs. Savings (% Values)..... 53

Figure 71: Purchasing Manager – Package vs. Savings (Volume Values) 53

Figure 72: How Respondents Were Appointed (% Values) 54

Figure 73: How Respondents Were Appointed (Volume Values) 55



EXECUTIVE SUMMARY

522 procurement professionals contributed to the annual **SmartProcurement Salary Survey** that was conducted between February and May 2008. The survey was launched for the first time this year in response to the rising demand for key procurement skills as led by the trend where organisation's purchasing / procurement / supply chain functions are playing a more strategic role.

In this survey we have found that there is a wide disparity within various organisations regarding the actual roles and responsibilities of their procurement personnel. In many cases procurement professionals are given elevated titles when the organisation itself does not always understand what such a title implies.

In this context the survey tried to create a framework within which procurement professionals can be appropriately titled based on a common understanding of roles and their responsibilities.

The survey also aimed to deal with other issues over and above appropriate titling and remuneration scales. Some of these issues relate to:

- Additional compensation measures;
- Annual increases;
- Size of responsibility, e.g. spend;
- Savings targets;
- Geographic disparities;
- Education levels and trends;
- Procurement related qualifications;
- The mandate of the procurement function; and
- Reporting levels.

The survey was developed, circulated and interpreted by:

- **SmartProcurement** (represented by Editor, Bernie van Niekerk);
- Leading procurement recruiter, **Tech-Pro Personnel** (represented by Managing Director, Priscilla Gibson); and
- Procurement benchmarker **Purchasing Index** (represented by Managing Director, Alan Low).

The survey further clearly confirms the rising role of procurement within African, and specifically South African, organisations. While the majority of respondents indicated that there is work to be done in obtaining an appropriate mandate, there is a significant portion which confirmed that procurement is being viewed as a strategic enabler of organisational performance. The amount of resources being allocated to the procurement function is also certainly being found to be on the rise.

We trust that the information provided in this report will be useful and would welcome any feedback / ideas on how it can be improved for the years to come.

Bernie van Niekerk
Editor
SmartProcurement



ABOUT THE AUTHORS

Bernie van Niekerk



- Bernie van Niekerk is the CEO of **Commerce Edge** as well as the Editor of **SmartProcurement**.
- Bernie has a degree in Mechanical Engineering (B.Eng Mech).
- He has advised numerous leading Private Sector and Public Sector Organisations on various aspects of World Class Procurement Strategy.
- He has trained hundreds of senior procurement professionals n World-Class Procurement Strategy at various South African and International organisations (private & public sector). His experience relates to Supply Chain Strategy, Procurement Competency Development, e-Procurement, Strategic Sourcing and Supplier Management and Talent Management of Procurement Professionals.

Priscilla Gibson



- Priscilla Gibson is the Managing Director of **Tech-Pro Personnel**, the first recruitment firm within the Southern African region to specialise in supply chain management.
- Priscilla is a Certified Recruitment Specialist. She also holds a BA in Journalism, as well as a post-graduate diploma in International Diplomacy.
- She is actively involved in the development of the procurement profession and consults to numerous clients, in both the public and private sectors, on skills utilisation, capacity building, retention and recruitment strategies.
- Priscilla has presented numerous papers and workshops at some of South Africa's biggest industry conferences and has conducted many salary surveys in her career.
- Tech-Pro Personnel was recently acquired by **AdvTech Resourcing** which means that they are now part of a larger group of 10 recruitment firms. AdvTech Resourcing is a division of the JSE-listed AdvTech Group which also owns some of the country's other leading education institutes.



Alan Low



- Alan Low is the Managing Director of **Purchasing Index (PI)**, a leading benchmarking company in South Africa, that specialises in assisting procurement professionals with market intelligence.
- Alan qualified as a Chartered Accountant in the UK in 1977 with Coopers & Lybrand.
- He was previously the Managing Director of a stationery company in the UK. Alan thus has extensive experience of the requirements and challenges facing an organisation in the competitive consumables supply market. Because of his experience in this field, Alan has worked extensively as a consultant in the retail supply chain environment.
- Alan is a regular speaker at national conferences.

This *Salary Survey Report* was edited by **Carine Snyman, SmartProcurement: Content Specialist.



1. Introduction

Since the turn of the 21st century, procurement has played an increasingly important role in the global marketplace. This fact is highlighted by the numerous studies that have been done on the topic of Procurement, and its influence on organisational strategy. Groundbreaking, recent research done in this field includes:

- Kraljic, P. 1983. *Purchasing must become Supply Management*. In **Harvard Business Review**.
- Carter, PL., Carter, JR., Monczka, RM., Blascovich, JD., Slight, TH. & Markham, WJ. 2007. *Succeeding in a Dynamic World: Supply Management in the Decade Ahead*. By **CAPS Research, the Institute for Supply Management & AT Kearney**.
- Hardt, CW., Reinecke, N. & Spiller, P. 2007. *Inventing the 21st-Century Purchasing Organization*. In **The McKinsey Quarterly**.

With the advent of South Africa (SA) back onto the world stage, after the democratic elections that were held in 1994, the need for organisations to be globally competitive has become an imperative for most public and private companies and, as such, controlling costs is now accepted as an integral part of this competitive strategy. Procurement has therefore been elevated from what was, in many cases, a backroom operation into a high profile function with the ability to influence an organisation's profit margins. The number of Chief Procurement Officers (CPOs) has also mushroomed and their influence now extends to many new areas of spend that were previously not subject to due commercial policy, process or control. In addition, most CPOs or Purchasing Managers now report directly into senior management, a practice that was not subscribed to a mere 10 years ago.

Along with top management's desire to have visibility and control over costs, there has been an increase in the number of skilled (and experienced) procurement professionals on all management levels. The dynamic increase in these demands has left the procurement profession struggling to play catch-up, as it endeavours to entice more people to join the profession's ranks and seeks to increase the skills base. (It is interesting to note that the first formal procurement degrees and diplomas only started in SA in the early 1990s). In the current scenario, experienced and skilled procurement personnel are in short supply and therefore more and more employees are being attracted to procurement as a career. Skills and experience, however, take time and effort to nurture.

Against this backdrop **SmartProcurement** launched its first online **Salary Survey for Procurement Practitioners**. This report summarises the findings from the survey.

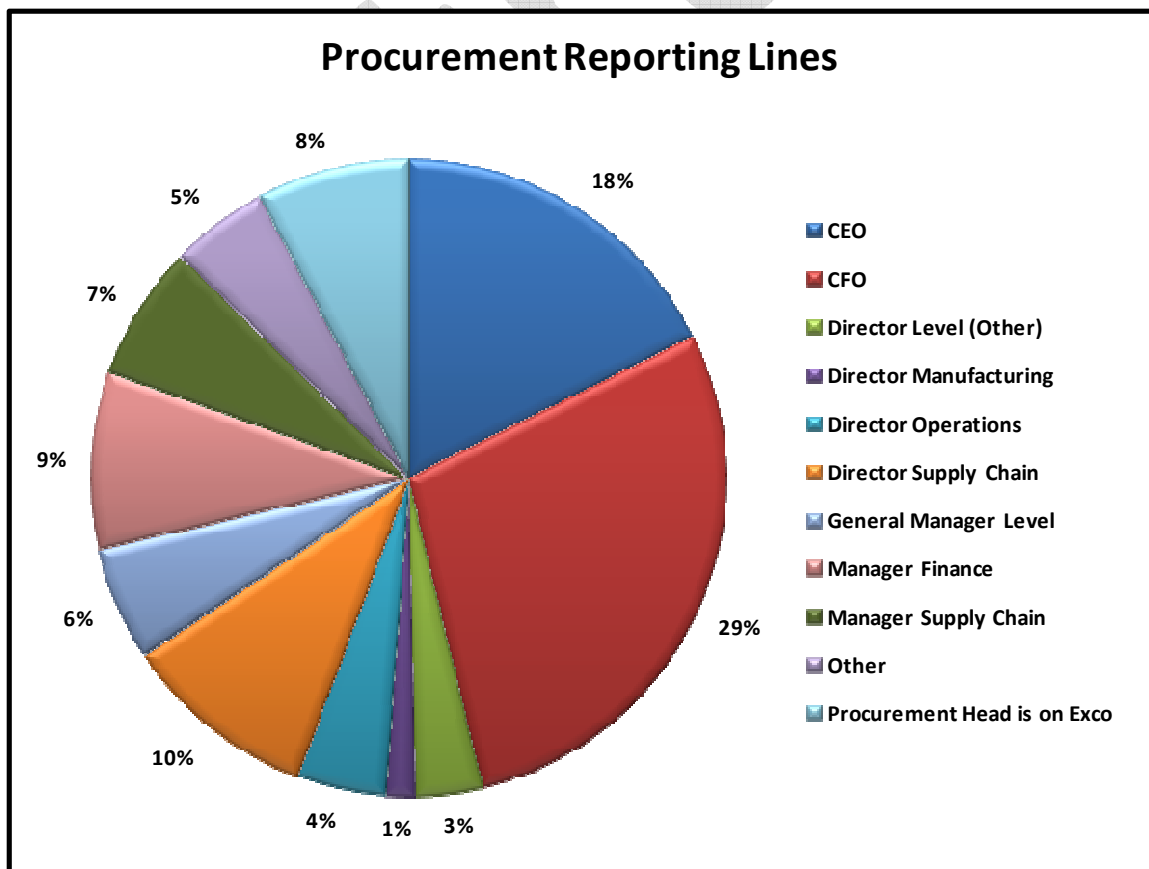
From the results of this survey it is apparent that senior management's recognition of the procurement function, and its contribution to an organisation, has grown over the last 10 years and that the majority of organisations' top management now actively supports procurement. This fact is illustrated by the following table:



Fundamental Statements	Number of Responses	%
Senior Management is not actively involved or directly interested in Procurement.	64	15%
Senior Management is aware of Procurement benefits at a price / cost reduction level. But, Procurement is not seen as a priority area.	115	27%
Senior Management provides a strong commitment to Procurement within its mandate. Adequate support and resources for creating world-class procurement processes and infrastructure are provided.	136	32%
Senior Management fully embraces the principles of the extended enterprise. Supplier integration and development programmes are seen as a fundamental part of the business achieving its improvement strategies.	112	26%
Total Responses	427**	100%

**Not all survey respondents answered this question.

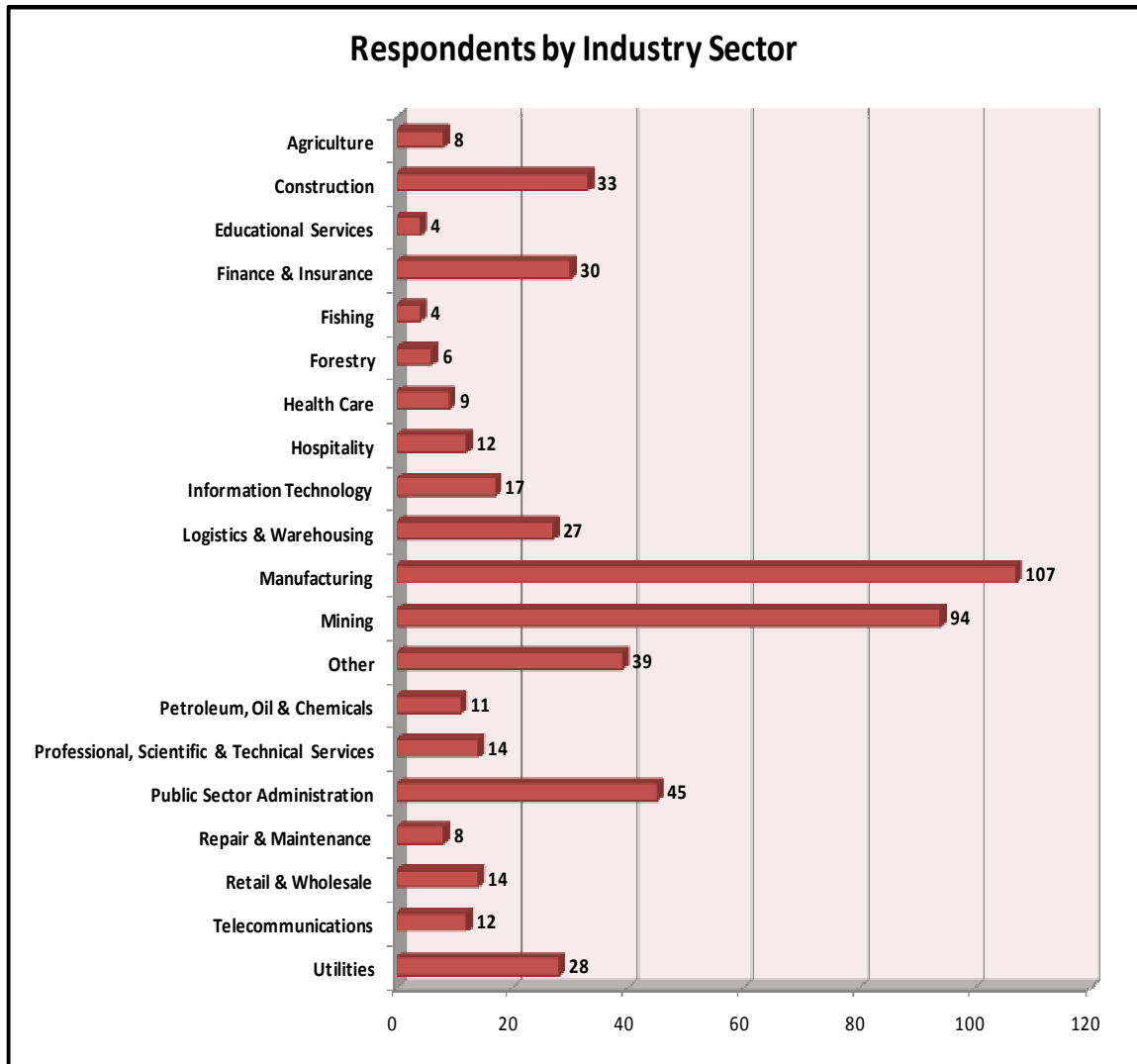
The graph below reinforces the growing importance of procurement as a business strategy with 18% of procurement departments reporting directly to a Chief Executive, and a further 48% reporting to the Director Level. 8% of respondents report that their Head of Procurement sits on the Executive Board of their organisations.





2. Respondents' Profiles

The survey was completed by 522 respondents from a variety of industries, as can be seen below.



When respondents were asked to complete the survey they were requested to define their roles according to the following criteria:

Analyst: An analyst supports the procurement function in terms of providing research of the supply market, commodity prices, trends in the commodity, etc.

Business Improvement Specialist: This individual is responsible for all processes and systems within the procurement department in order to assist the function. Typical areas of responsibility include Business Intelligence, e-Procurement, ERP, etc.



Buyer: A buyer is responsible for all day-to-day transactional elements such as placing and tracking orders, tracking supplier performance and managing quality issues.

Chief Procurement Officer (CPO): The Chief Procurement Officer is the head of the procurement function and is therefore responsible for the strategy of this function. He / she controls and manages the entire procurement budget. His / her department could consist of commodity managers, strategic sourcing / commercial specialists, buyers, analysts and business improvement specialists. Purchasing procurement managers report directly, or via dotted-line, to the CPO. The CPO him- / herself reports to the EXCO or Senior Member of EXCO.

Commodity Manager: A commodity manager is responsible for managing the Total Cost of Ownership (TCO) of a set of commodities (also referred to as a *group*, *portfolio* or *category of spend*). This individual engages with all parties across the entire supply chain, coordinates the development of the commodity strategy, oversees the development of the contract, improves technical performance, as well as manages continuous improvement initiatives internally and with suppliers. Usually the commodity manager manages a team of sourcing / commercial specialists and commodity engineers / technicians / experts either via direct or dotted-line relating to the commodity group.

Contracts Administrator / Manager: This individual is responsible for compiling the contract, managing service level agreements (SLA's), changes to the contract terms, etc.

Purchasing Manager: The purchasing manager is responsible for the whole procurement budget (this ranges from tactical to operational). Normally this position has a number of buyers and senior buyers reporting to the role. The purchasing manager could be in charge of purchasing for a business unit within a large organisation and usually reports to Line Management (directly) and the group procurement function (dotted-line). However, this position could also denote the head of purchasing for a small organisation.

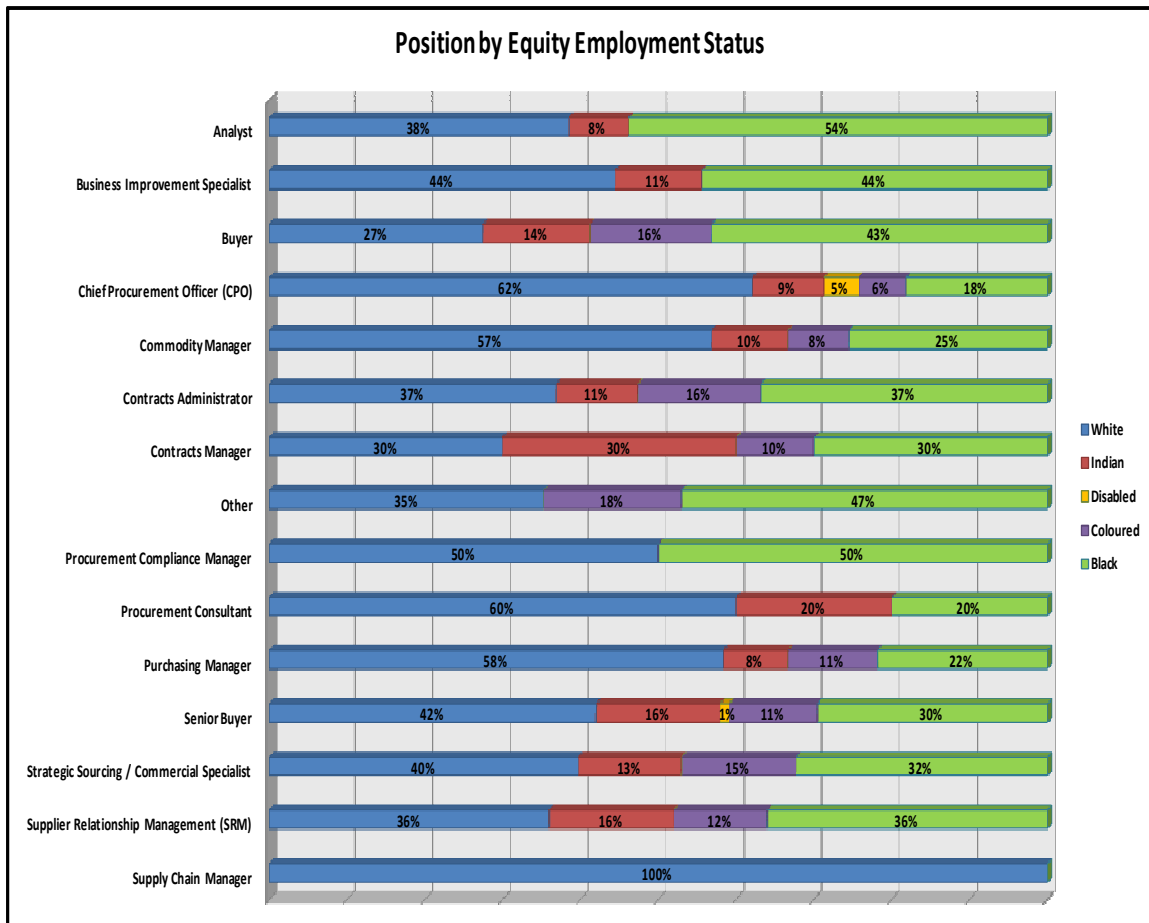
Senior Buyer: A senior buyer is responsible for all day-to-day transactional elements such as placing and tracking orders, tracking supplier performance and managing quality issues.

SRM (Supplier Relationship Management) Manager: This individual is responsible for the development and implementation of Supplier Relationship Management (SRM) processes such as Communication Management, Delivery Management and Cost Management with suppliers. He / she determines processes for Supplier Accreditation, Performance Management and Continuous Improvement of suppliers.

Strategic Sourcing / Commercial Specialist: A strategic sourcing / commercial specialist is responsible for spend analysis, supply market assessment, tender processes and negotiation up to the final contract for a particular commodity or subset of commodities. This individual provides input into the Total Cost of Ownership (TCO) model for the commodity subset.



The respondents, as by their Equity Employment status, showed that the majority of respondents were White (47%), followed by Black (30%), Indian (12%) and Coloured (11%).

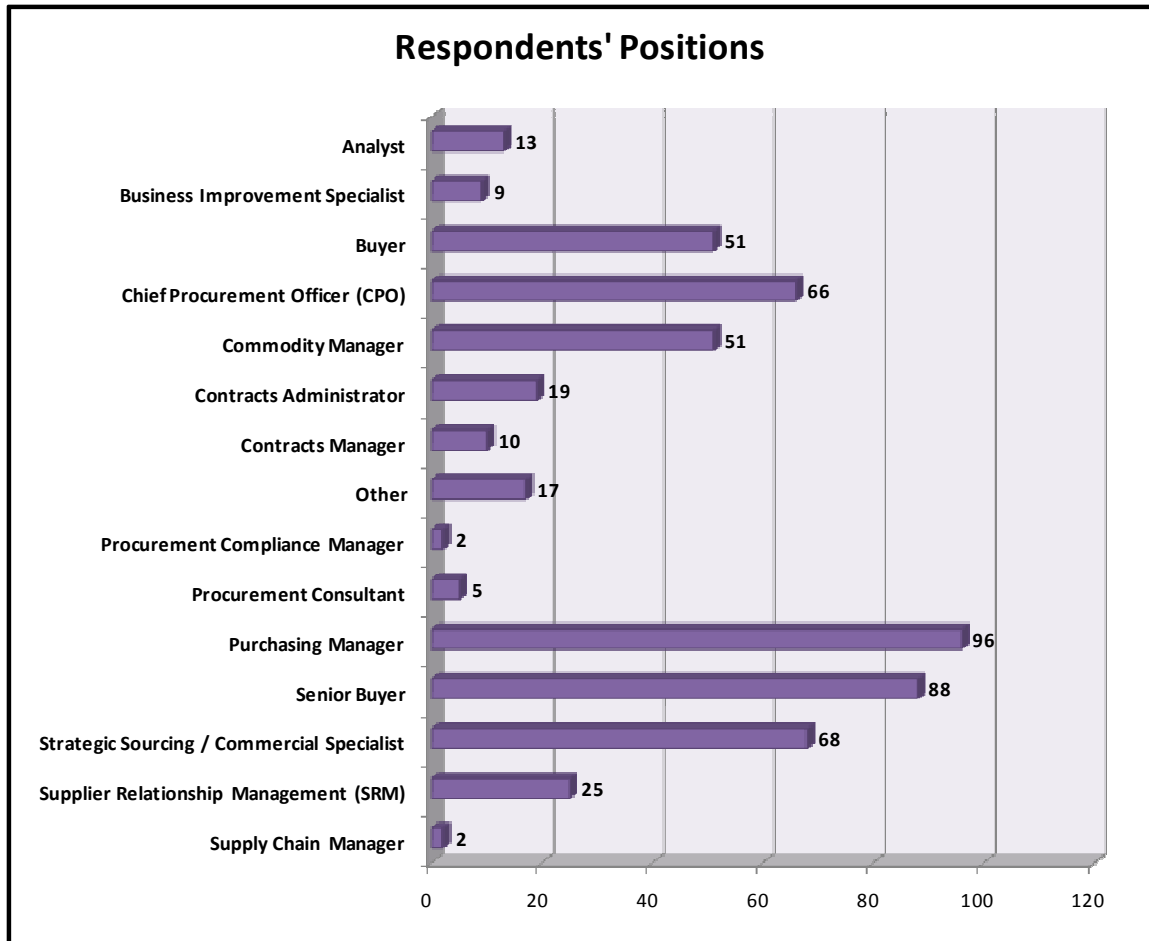


Position in the organisation	White	Indian	Disabled	Coloured	Black
Analyst	5	1			7
Business Improvement Specialist	4	1			4
Buyer	14	7		8	22
Chief Procurement Officer (CPO)	41	6	3	4	12
Commodity Manager	29	5		4	13
Contracts Administrator	7	2		3	7
Contracts Manager	3	3		1	3
Other	6			3	8
Procurement Compliance Manager	1				1
Procurement Consultant	3	1			1
Purchasing Manager	56	8		11	21
Senior Buyer	37	14	1	10	26
Strategic Sourcing / Commercial Specialist	27	9		10	22
Supplier Relationship Management (SRM)	9	4		3	9
Supply Chain Manager	2				

**The information as displayed in this survey's graphs needs to be tempered with the actual data received which is what the tabled information below each graph indicates. These tables indicate the volume of respondents as opposed to the percentages that is displayed in the graphs. Therefore it assists the reader in concluding the validity of the data, in context, in the graphs.

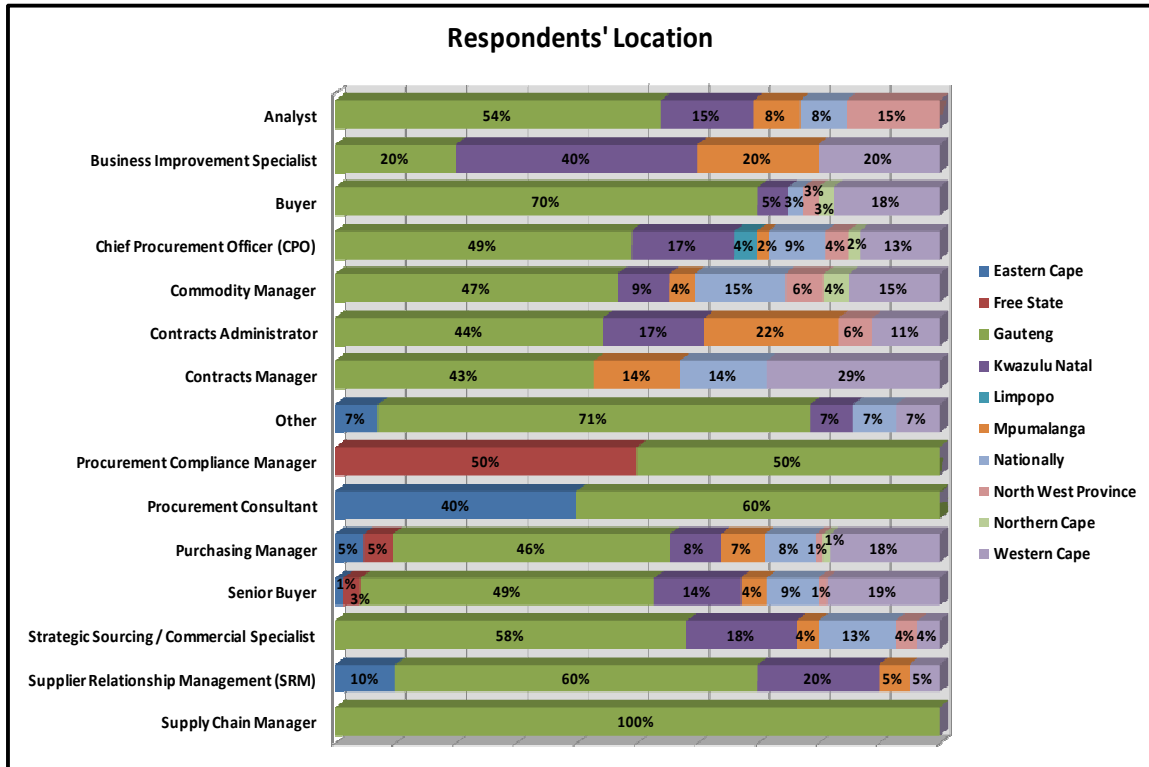


A breakdown of the respondents by their main job categories and Equity Employment status shows that the majority of management positions (i.e. Purchasing Manager, CPO, etc.) are still White. To the extent that the results of the survey are representative of SA Procurement, this may reflect the effective skills / experience base. It will be interesting to see how reflection will change in future surveys.





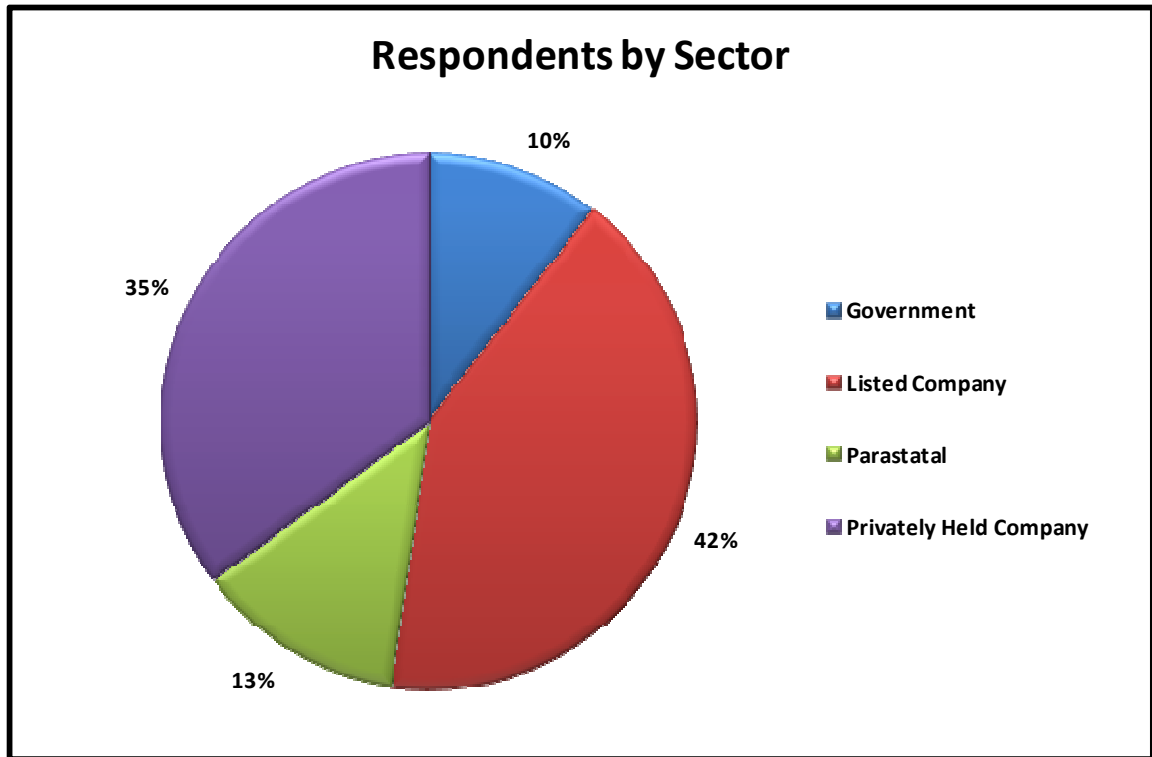
The majority of organisations that the respondents worked for were located in Gauteng, with the Western Cape and Kwazulu-Natal coming in at a distant second and third, as shown in the graph below.



Position in the organisation	Eastern Cape	Free State	Gauteng	Kwazulu Natal	Limpopo	Mpumalanga	Nationally	North West Province	Northern Cape	Western Cape
Analyst			7	2		1	1	2		
Business Improvement Specialist			1	2		1				1
Buyer			28	2			1	1	1	7
Chief Procurement Officer (CPO)			26	9	2	1	5	2	1	7
Commodity Manager			22	4		2	7	3	2	7
Contracts Administrator			8	3		4		1		2
Contracts Manager			3			1	1			2
Other	1		10	1			1			1
Procurement Compliance Manager		1	1							
Procurement Consultant	2		3							
Purchasing Manager	4	4	38	7		6	7	1	1	15
Senior Buyer	1	2	34	10		3	6	1		13
Strategic Sourcing / Commercial Specialist			32	10		2	7	2		2
Supplier Relationship Management (SRM)	2		12	4		1				1
Supply Chain Manager			1							



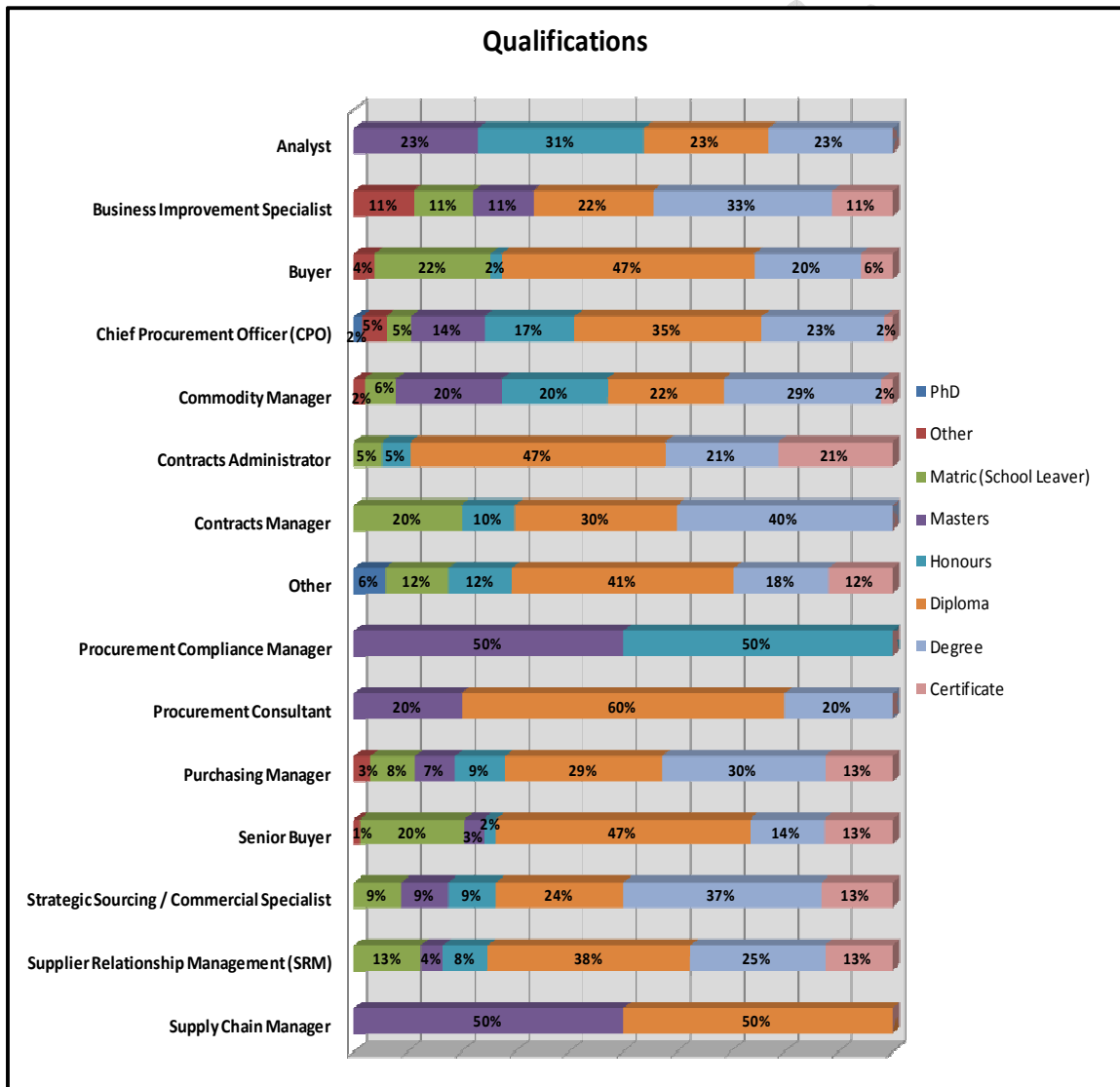
Finally, respondents were categorised by the overall sector types that they work in.





3. Skills & Training

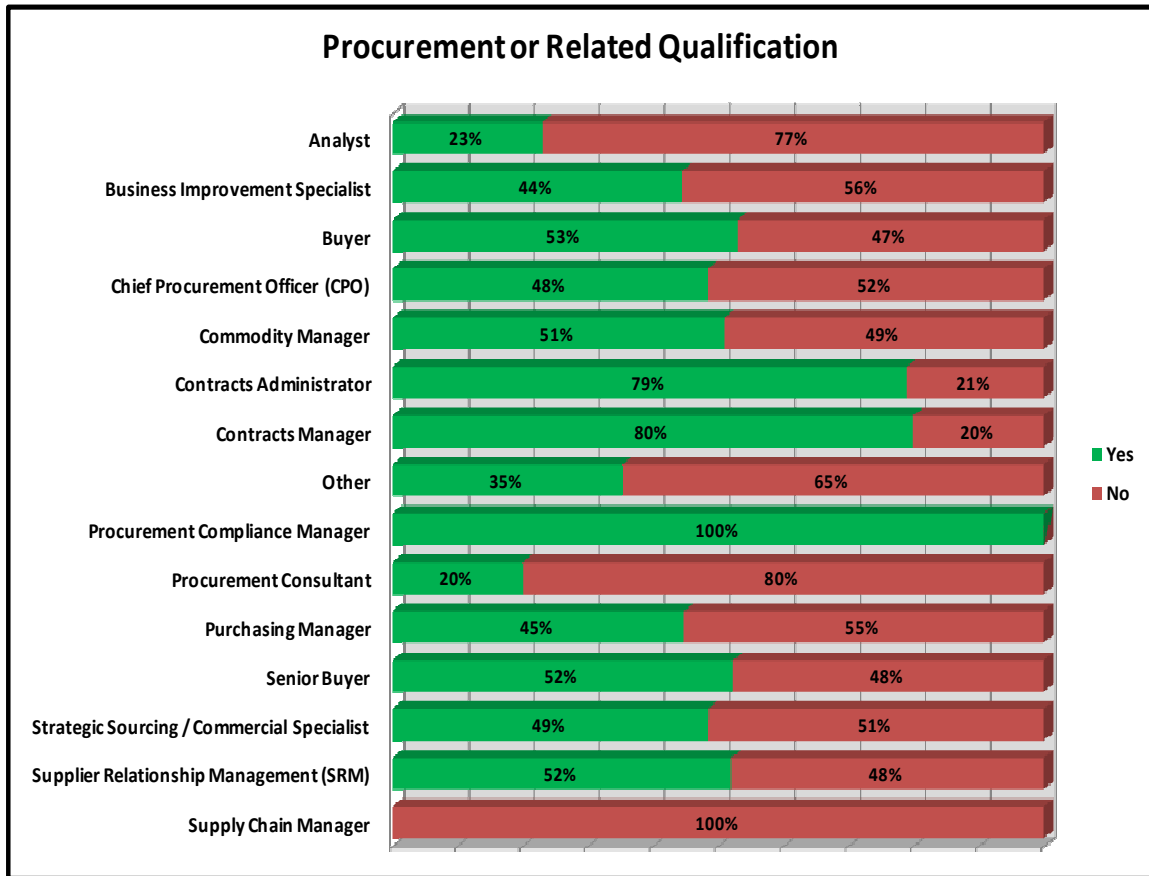
The following graph shows that many of the respondents have a diploma or certificate qualification. This is particularly true of Buyers, Senior Buyers, Strategic Sourcing / Commercial Specialists, Purchasing Managers and CPOs. A considerable percentage of respondents also have a degree. This is very encouraging and shows that the profession is attracting university graduates and that most practitioners are seeking to enhance their skills with formal academic courses.





Position in the organisation	PhD	Other	Matric (School Leaver)	Masters	Honours	Diploma	Degree	Certificate
Analyst				3	4	3	3	
Business Improvement Specialist		1	1	1		2	3	1
Buyer		2	11		1	24	10	3
Chief Procurement Officer (CPO)	1	3	3	9	11	23	15	1
Commodity Manager		1	3	10	10	11	15	1
Contracts Administrator			1		1	9	4	4
Contracts Manager			2		1	3	4	
Other	1		2		2	7	3	2
Procurement Compliance Manager				1	1			
Procurement Consultant				1		3	1	
Purchasing Manager		3	8	7	9	28	29	12
Senior Buyer		1	17	3	2	41	12	11
Strategic Sourcing / Commercial Specialist			6	6	6	16	25	9
Supplier Relationship Management (SRM)			3	1	2	9	6	3
Supply Chain Manager				1		1		

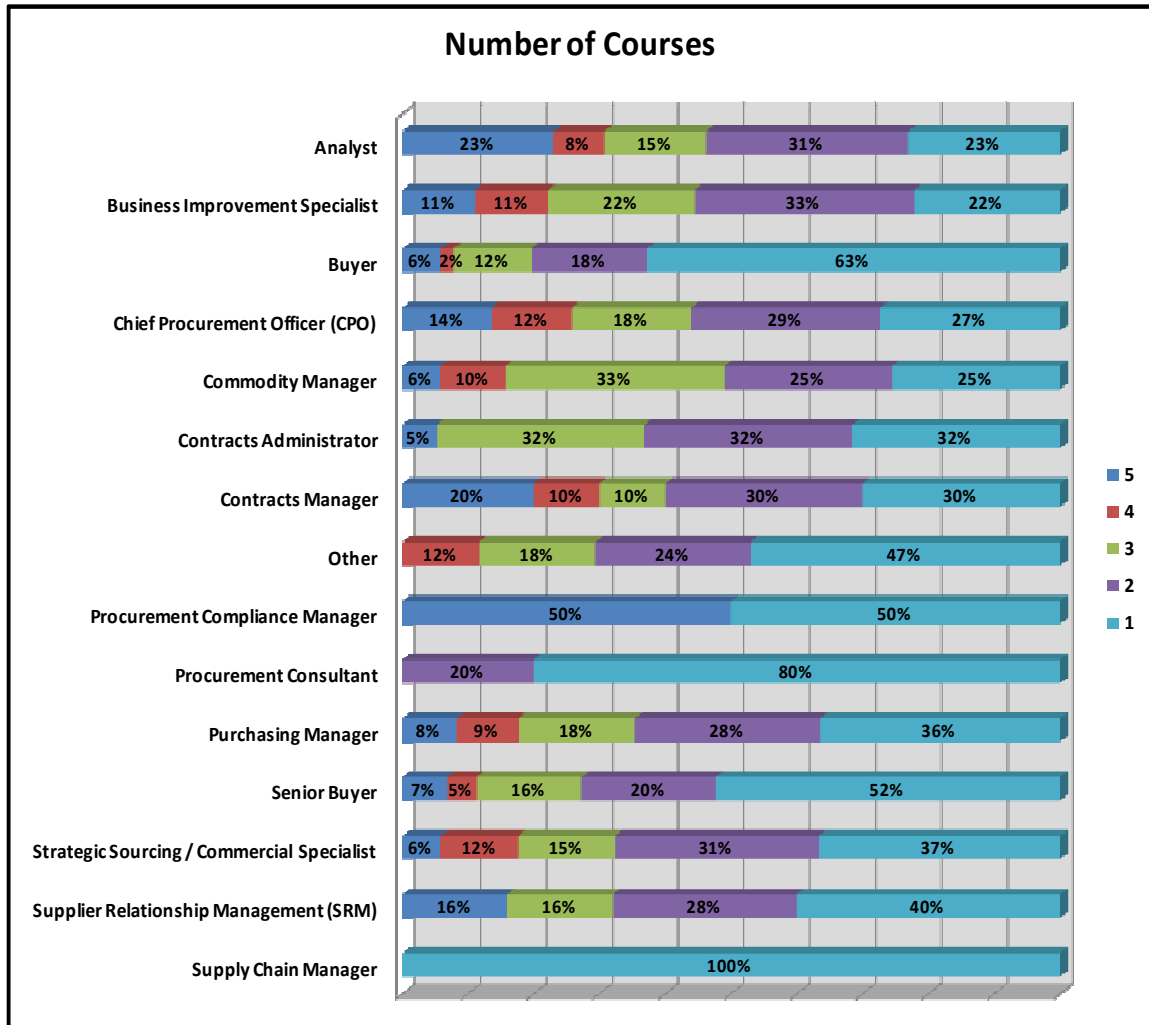
However, the next graph shows that there is still considerable room for further improvement when it comes to encouraging procurement practitioners to gain formal qualifications in procurement or supply chain courses. Even at CPO or Purchasing Manager levels only just under half of the respondents had a formal procurement or related qualification. This could be the result of a lack of active encouragement by their respective organisations or due to work pressures, which discourages currently unqualified respondents from making this further investment in their careers.



Position in the organisation	Yes	No
Analyst	3	10
Business Improvement Specialist	4	5
Buyer	27	24
Chief Procurement Officer (CPO)	32	34
Commodity Manager	26	25
Contracts Administrator	15	4
Contracts Manager	8	2
Other	6	11
Procurement Compliance Manager	2	
Procurement Consultant	1	4
Purchasing Manager	43	53
Senior Buyer	46	42
Strategic Sourcing / Commercial Specialist	33	35
Supplier Relationship Management (SRM)	13	12
Supply Chain Manager		2



Even in the sphere of training courses, most respondents attended only one or two courses in the last 12 months.

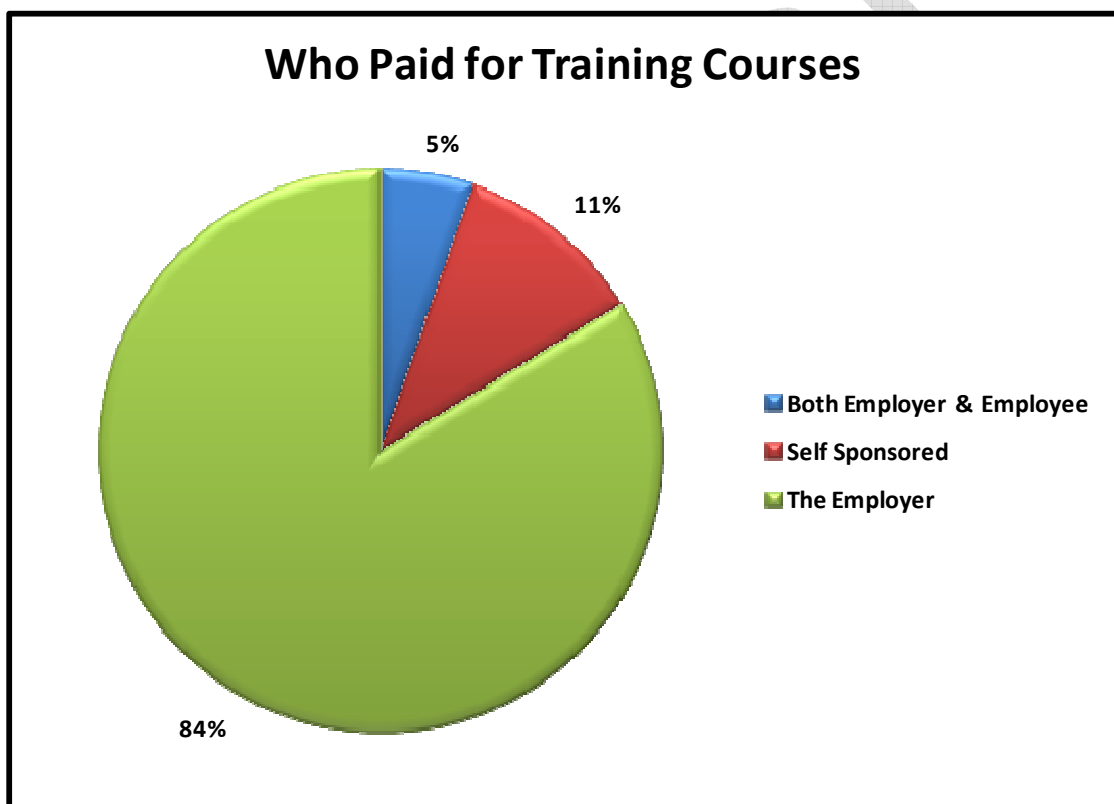


Position in the organisation	5	4	3	2	1
Analyst	3	1	2	4	3
Business Improvement Specialist	1	1	2	3	2
Buyer	3	1	6	9	32
Chief Procurement Officer (CPO)	9	8	12	19	18
Commodity Manager	3	5	17	13	13
Contracts Administrator	1		6	6	6
Contracts Manager	2	1	1	3	3
Other		2	3	4	8
Procurement Compliance Manager	1				1
Procurement Consultant				1	4
Purchasing Manager	8	9	17	27	35
Senior Buyer	6	4	14	18	46
Strategic Sourcing / Commercial Specialist	4	8	10	21	25
Supplier Relationship Management (SRM)	4		4	7	10
Supply Chain Manager					2



The above statistics lets the question arise of whether work pressures are so imposing that training is falling by the wayside? Or, is there a perception that many training courses are too generic and offer little value for respondents' specific needs? With the advent of more and more SETA accredited training agencies, we are confident that organisations will certainly be able to get some assistance when it comes to training costs.

It is encouraging to see that 84% of courses that respondents attended were funded by their organisations. This is especially important as training is a vital component in the development of much-needed skills that are currently in short supply (both here and overseas). Perhaps there is an opportunity to develop more focused training plans for procurement practitioners that will not only assist them to deliver more value for their employers, but also help organisations to retain skills in the current, fluid market.

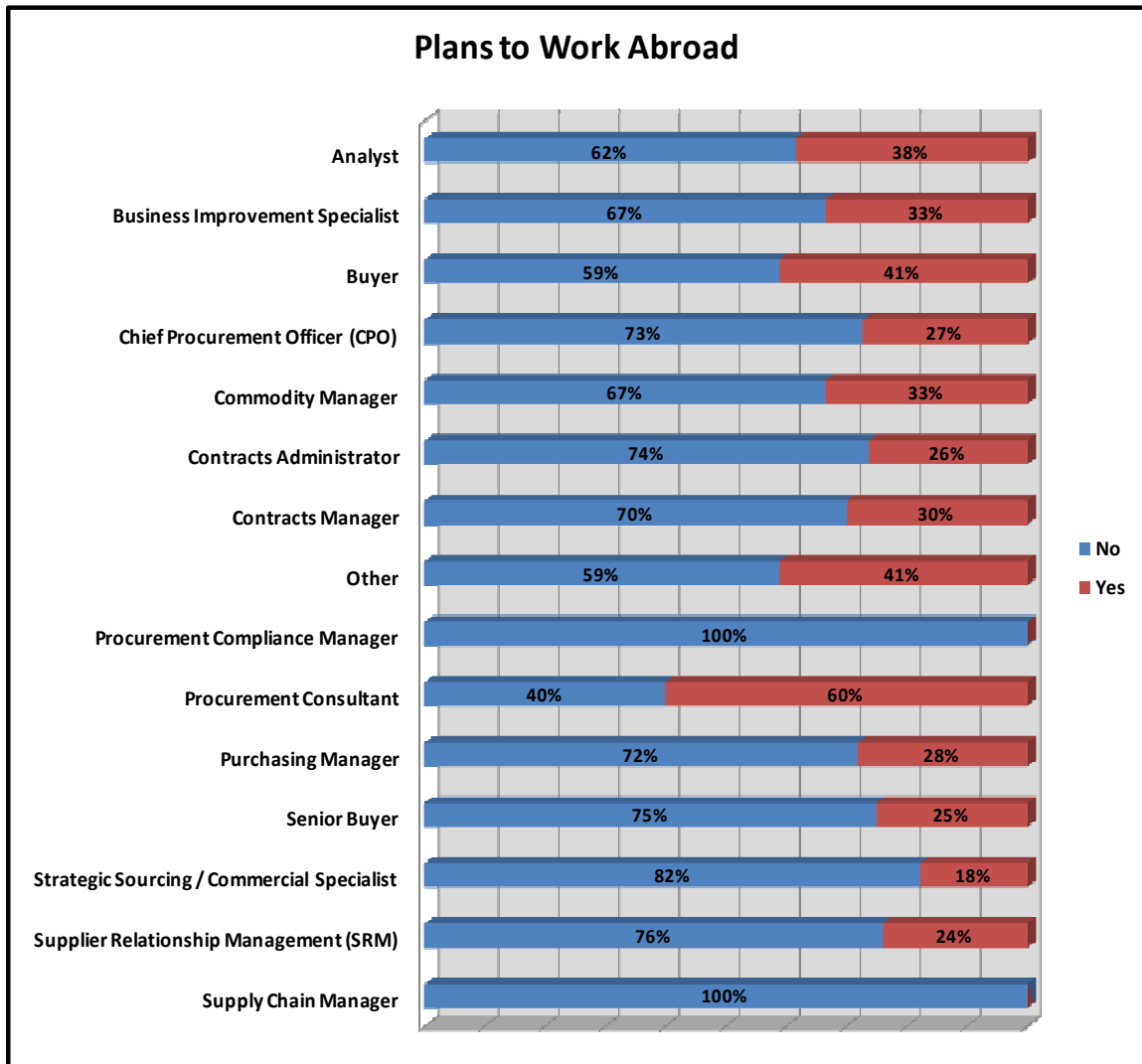


Looking into the future we believe that the growth of tailor-made, in-house training will almost certainly increase as organisations seek assistance for their specific needs. Similarly, there are substantial opportunities for mentorship. This will serve partly as a boost (where procurement staff lack experience) and partly as a way of developing specific skills quickly and efficiently.



4. Geographical Movement of Procurement Skills

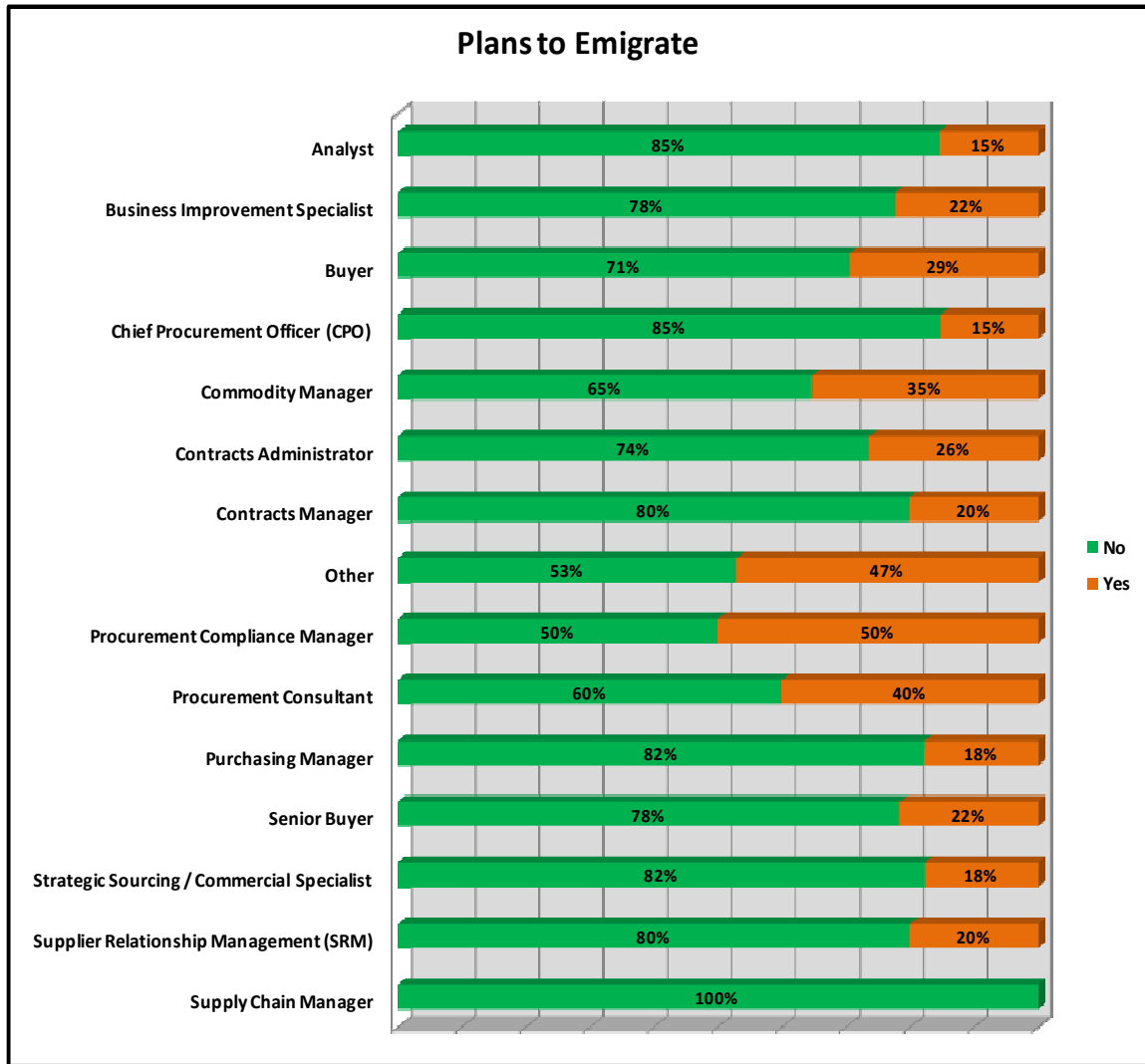
Out of the 522 respondents, 149 (28.5%) said that they were planning to work overseas in the next two years. This included 27 out of 96 (28%) responding Purchasing Managers and 18 out of 66 (27%) CPOs.





Position in the organisation	No	Yes
Analyst	8	5
Business Improvement Specialist	6	3
Buyer	30	21
Chief Procurement Officer (CPO)	48	18
Commodity Manager	34	17
Contracts Administrator	14	5
Contracts Manager	7	3
Other	10	7
Procurement Compliance Manager	2	
Procurement Consultant	2	3
Purchasing Manager	69	27
Senior Buyer	66	22
Strategic Sourcing / Commercial Specialist	56	12
Supplier Relationship Management (SRM)	19	6
Supply Chain Manager	2	

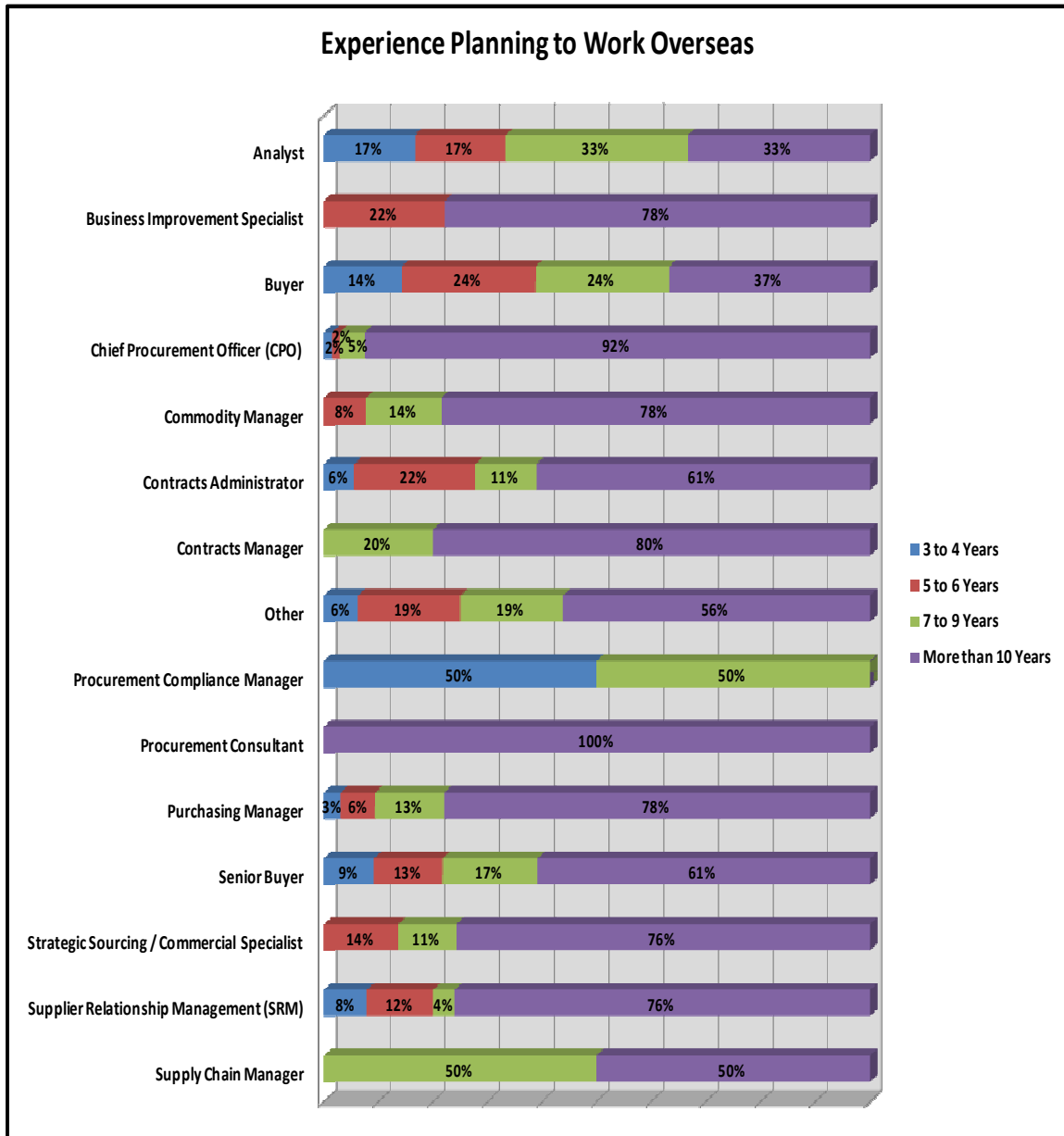
In the following graph, 118 (22.6%) of the respondents said that they were thinking of emigrating within the next three years. This seems low from our experience as recruitment agencies across the board are being inundated by professionals across the skills level looking to emigrate. These statistics may further be influenced by the current downturn in the SA economy, as well as political uncertainty and crime. 46 (39%) of the respondents who are considering emigrating currently work in Gauteng, which is considered by many to be 'the crime capital' of SA.



Position in the organisation	No	Yes
Analyst	11	2
Business Improvement Specialist	7	2
Buyer	36	15
Chief Procurement Officer (CPO)	56	10
Commodity Manager	33	18
Contracts Administrator	14	5
Contracts Manager	8	2
Other	9	8
Procurement Compliance Manager	1	1
Procurement Consultant	3	2
Purchasing Manager	79	17
Senior Buyer	69	19
Strategic Sourcing / Commercial Specialist	56	12
Supplier Relationship Management (SRM)	20	5
Supply Chain Manager	2	



81 (54%) of the 149 respondents who are thinking of working abroad have more than 10 years' experience. In our opinion this would have a substantial effect on the skills base of what is a nascent profession. Not only would this affect the performance of the organisations that these respondents work for, but the loss in terms of training and mentorship of the less experienced would also be significant. We would urge organisations to ensure that they use counselling sessions and other relevant techniques to retain these skills, or, where the organisation has global operations, they should consider offering overseas transfers to retain these experienced members of staff within their company.





Position in the organisation	3 to 4 Years	5 to 6 Years	7 to 9 Years	More than 10 Years
Analyst	2	2	4	4
Business Improvement Specialist		2		7
Buyer	7	12	12	18
Chief Procurement Officer (CPO)	1	1	3	61
Commodity Manager		4	7	40
Contracts Administrator	1	4	2	11
Contracts Manager			2	8
Other	1	3	3	9
Procurement Compliance Manager	1		1	
Procurement Consultant				5
Purchasing Manager	3	6	12	74
Senior Buyer	8	11	15	53
Strategic Sourcing / Commercial Specialist		9	7	50
Supplier Relationship Management (SRM)	2	3	1	19
Supply Chain Manager			1	1

To compensate for the shortfall of skills and experience needed to fill the ever growing number of procurement positions, some organisations are using a variety of methods to try and persuade SA citizens living overseas to return home. With the downturn in the global economy and job losses in the Financial and other sectors, it may be an opportune time to explore this 'new' source of procurement skills.

The Economist estimated in 2007 that 9% (1 in every 11) of people living in Central London were South Africans. Many of these individuals have spent a number of years in London and may possibly be looking for opportunities to return to SA. Organisations should also look at transferable skills within their own midst, i.e. taking people from HR and training them in procurement, since HR's role is to 'win hearts and minds'.

The END... (For now)

The Free extract of this report ends here. The remainder of the report can be purchased from Smartprocurement. For more information, please contact Erieka Santos at 0861-334-326 or e-mail: events@smartprocurement.co.za.