

# Procurement Disruptors

Our Procurement Disruptors series highlights industry leaders that drive change in the way procurement is being done today. We interview champions to see what they believe are trends in the industry and common pain points.



For this edition of Procurement Disruptors, we had the chance to interview

## Josh Bangsund

Former GM of Supply Chain for Large International Oil & Gas Company

With 20+ years of experience in procurement, Josh has focused on building a strong, supportive culture and mentoring the next generation of talent to become well-rounded leaders. Josh's eagerness to drive excellence allowed him to find opportunities that leave lasting impacts.

ETCH had the pleasure of working with Josh on building and executing various procurement strategies within the oil and gas industry.

### Highlights of Josh's career:

- As a leader, he successfully built a **close-knit community** where team members support one another on the continuous improvement journey.
- **Transformed** organization's **perspective** of supply chain from an administrative roadblock to a strategic function by delivering tangible value visible on the Profits & Losses.
- By setting governance as a foundational priority of supply chain, Josh **disrupted standard methods** of compliance with policies, compliance with procedures, and stakeholders' alignment to deliver tangible value.

## Josh's Journey in Disrupting Procurement Norms

### How do you lead a procurement strategy in a global organization?

Your procurement strategy needs to be **creative**.

**Adaptability:** Your power to acclimate to different cultures, time zones, regulations and stakeholders will determine your success.

**Push Outside of Your Comfort Zone:** Be curious, don't accept the status quo. Creative strategies look beyond price and drive instead for value. Seek to understand how your strategic partner's business works and find areas for mutual gain.

**Take Risks to Increase Optimal Results:** Prioritize innovation in supply chain technology to help increase efficiency & effectiveness.



### How have you addressed these recurring challenges?

**Gain alignment:** It's crucial to align the various stakeholders, decision-makers, and sourcing practices in a global environment by spotlighting successes and showing the value of a strategic function.

**Managing uncertainty:** When working through uncertainty, the best of breed talent approach used on-demand lowered overall costs while driving exceptional value to the business.

**Challenging the status quo:** Continuously question the current practices while implementing strategies such as outsourcing that adds value.



### What advice do you have for the next generation of talent?

1. The most successful people with significant impact have a **real appetite** for **learning**.
2. Don't just think Up, think across ... strive for **more exposure** to different functions, different categories, different business units, increase your understanding and **expand your perspective**.
3. **Seek mentors** who want to help you grow, you might be surprised just how impactful these relationships are.



### As a result of COVID-19, what should organizations adopt into their internal processes moving forward?

1. **Precaution:** Have a plan and work the plan.
2. **Flexibility:** You may have a solid strategy today, but what is your backup plan for the unexpected? Learning to adapt to the ever-changing climate will set your organization up for success.
3. **Resiliency:** Ask yourself how you can foresee the unexpected to make your business resilient and pivot to changes such as working remotely.



**"Best-in-class systems, tools and governance enable success, but at the end of the day, it's the people that make the impact. Supply Chain transformation is hard work, but can produce incredible results."**

-Josh Bangsund