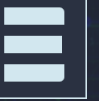


Procurement Disruptors



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

TODD BETTERTON

Manager of Supply Chain at Paramount Resources Ltd.

Brings over two decades of seasoned expertise in Supply Chain management, with a distinguished track record of spearheading teams towards delivering significant outcomes. His specialization spans diverse sectors, prominently in the Chemicals and Oil & Gas industries. His extensive experience encompasses the adept handling of high-stakes contract negotiations and the cultivation of emerging teams, fostering their development into successful entities within the Supply Chain realm.

ETCH has had the pleasure of working with Todd through a largescale procurement transformation focused on elevating and standardizing the commercial source-to-pay process within the oil and gas industry.

Highlights of Interviewee's career:

- **Led Supply Chain Digital Transformation:** Todd drove cross-functional collaboration to convert the Supply Chain into a digital platform, streamlining processes and enhancing efficiency.
- **Accomplished Supply Chain Results in a World-Class Organization:** Todd successfully executed significant agreements in the energy sector. Additionally, effectively bridged the gap between Supply Chain and the Business to achieve desired outcomes following a challenging merger.
- **Respected Leader Delivering Exceptional Execution:** Todd is a trailblazing leader, successfully navigating high-performing Supply Chain teams and consistently adding vital commercial expertise across multiple functional areas in the Oil and Gas business.

Todd's Journey in Disrupting Procurement Norms

As a leader of procurement, what were the key challenges you aimed to address?

- **Aim for Autonomy:** Within the Supply Chain function, leveraging commercial expertise is essential in assessing the criticality of contract execution, thereby playing a pivotal role in enhancing business value.
- **Break Silos:** When each Supply Chain function is focused solely on their own objective, processes and information, it hinders communication, coordination and overall Supply Chain efficiency. There must be a common goal.
- **Develop Data Expertise:** Less visibility on market trends, demand, and spend, makes it difficult to make informed strategic commercial decisions.



What are some effective strategies to drive buy-in and ensure procurement success?

- **Build Strong Relationships:** Emphasize relationship-building by actively engaging with team members to grasp their perspectives and understand their business drivers. Cultivating rapport and trust is imperative for achieving optimal commercial outcomes.
- **Employ Open-Ended Questions:** Utilize open-ended questions when interacting with the business. By asking about their top deliverables and challenges related to the agreement, Supply Chain can gain valuable insights, promote engagement, and drive buy-in.
- **Emphasize User-Centric Approach:** Focus on aligning procurement efforts with the needs and goals of the user. Placing yourself in their shoes and understanding their desired outcomes allows for a more tailored and effective supply chain function, ultimately driving procurement success.



What are the key lessons and characteristics for junior procurement professionals to achieve success?

- **Ignite Your Passion:** Finding what you love requires curiosity and questioning. These are essential for continuous success.
- **Strategize Like a Pro:** Approaching work like a business case, presenting a problem, brainstorming, alternatives, pros and cons, and seeking advice. Documenting your thoughts and seeking guidance from mentors or leaders will create learning opportunities and strong relationships.
- **Navigate Stakeholder Expectations:** Managing expectations of stakeholders and considering the balance between effort and value. Likewise, resetting expectations when necessary, considering the impact on contracts and outcomes. Always have a plan and know the plan will change.



How has ETCH helped support your procurement journey?

- **Enhance Supply Chain Collaboration:** Created foundational engagement framework and helped in maturing the planning phase to get supply chain involvement.
- **Increase Strategic Resources:** Brought on a team of experts to support and meet business needs driving workflows and accountability.
- **Drive growth milestones:** Worked with us to align procurement with business strategy and milestones.



“Supply Chain adds crucial commercial expertise that brings business and suppliers together for the right contractual solution”

-Todd Betterton