EXECUTIVE SUMMARY

As Zhang Ruimin, former CEO and Chairman of the Board of Directors Haier Group, said at the Global Peter Drucker Forum: No man, nor an organization is an island entire of itself. We have to take care of the whole ecosystem of our business - our suppliers, our partners and our competitors and create true partnerships based on win-win mindset.

In other words, it’s no longer about being agile within your own organization, but about being agile across your supply chain. Only together can we meet the challenge of increasing complexity and the need for speed, in order to have a greater impact, faster, together!

INSIDE THE NUMBERS

This year’s results show an increased level of agreement, now at 92%, that adopting agile in commercial functions, both supplier and buyer side is strategic to their business. While 87% of respondents say they are engaging their partners and suppliers in their enterprise Agile transformation, confidence in supporting the relationship with Agile contracts is still quite low at 82%. They are also still in their infancy when it comes to engaging their suppliers and partners in their agile transformation.

92% agreed that adopting agile is of strategic importance to their business. Already 87% are in an Agile transformation across Companies

Just 2% disagree that Agile Contracts lead to a better Business Outcome. While 82% feel not confident / moderate confident about their organizations ability to manage Agile Contracts

82% of respondents need to include more than 1 partner for solving complex problems, while most of them don’t have an appropriate contracting strategy and can’t establish the partnerships fast enough

To solve today’s complex problems and keep pace with demanding and changing market needs, 82% of respondents recognize the growing need to work within coordinated supply networks or ecosystems. Similar to last year’s report, the top 3 scenarios for cross-enterprise collaboration with multiple partners are innovation, go to market and production. In general, the scenarios for collaboration across the entire product lifecycle are quite dispersed. In contrast to digitalization and automation, strategic cooperation between companies will lead to an even greater need for commercial know-how!

AGILE TRANSFORMATION ACROSS COMPANIES

92% agreed that adopting agile is of strategic importance to their business.

AGILE CONTRACTS

Just 2% disagree that Agile Contracts lead to a better Business Outcome. While 82% feel not confident / moderate confident about their organizations ability to manage Agile Contracts

AGILE TRANSFORMATION ACROSS COMPANIES

92% agreed that adopting agile is of strategic importance to their business. Already 87% are in an Agile transformation across Companies

SUCCESS STORIES

Success stories in commercial functions have demonstrated the potential for huge business impact, with improvements in lead times of between 200 and 800%. No wonder ‘Lean-Agile Procurement’ has been rated as the top Agile Practice in 2024.

CHALLENGES

The predominant challenges include insufficient executive support, which is critical for scaling Agile practices, and a significant skills gap in Agile values and methodologies. Experience in Agile contracts is limited, indicating a crucial area for development and training. Organizations also report cultural resistance and difficulties in adapting existing processes as major barriers to Agile adoption.
In order to work in an agile way, it is important that everyone is on board including third party contractors which means the contracts themselves must be designed in an agile way as well. The data in this report emphasizes this need and desire by purchasing departments to become more agile and the value that they see when it happens.

Tim Cummins (founder of World Commerce & Contracting formerly IACCM) & Mirko Kleiner (President Lean-Agile Procurement Alliance) have designed and published this study.
Participants responded from all around the world, from corporates to SMEs, from multiple industries and roles. This has enabled us to present results from both the buyer’s and supplier’s point of view covering both public and private sector. Compared to the 2023 results, we were able to diversify the location and industry of respondents, while the size of organizations remained similar.

**LOCATION OF ORGANIZATION**

Respondents where from:

- **NORTH AMERICA**: 21%
- **EUROPE**: 32%
- **ASIA**: 12%
- **AFRICA & MIDDLE EAST**: 8%
- **AUSTRALIA & NEW ZEALAND**: 19%
- **SOUTH AMERICA**: 8%

**SIZE OF ORGANIZATION**

Respondents organization have an annual revenue in USD)

- **< $1 BILLION**: 57%
- **$1-5 B.**: 15%
- **$6-10 B.**: 7%
- **> $10 BILLION**: 21%

**INDUSTRY**

Respondents organization belong to those sectors

- Health Care
- Aerospace / Defence
- Food
- non-profit
- Automotive
- Chemicals / Pharma / Biotec
- Materials & Mining
- Engineering & Construction
- Retail
- Banking / Insurance
- other
- Business Service & Consulting
- Manufacturing
- Power Generation
- Oil & Gas
- Telecom.
- Public Sector & GOV
- Technology

The report STATE OF AGILITY IN PROCUREMENT & SUPPLY by LAP Alliance & World Commerce & Contracting is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License. Global annual report 2024. It was inspired by the annual 'State of Agile' report by VersionOne.
The respondents are very balanced from the buyer- and supplier side. Respondents cover most of the commercial functions.

**BUYER & SUPPLIER ROLE**

The respondents came from the supplier- as well from the buyer side

- **Supplier**: 27%
- **Buyer**: 39%
- **Both**: 33%

68% of respondents do most of their business in private sector, which leaves 32% doing their business with public sector / government.

**FUNCTION**

The respondents came from the following roles & functions:

- **Contract / Commercial Management**
- **Business Unit Management**
- **IT**
- **Project Management**
- **Other**
- **Procurement / Supply Management**
- **Lean or Agile Coach / Scrum Master**
- **Legal**
Both procurement and supply-side respondents agree that Agile adoption is a top priority for executives. It’s up by 4% since the 2023 report. The pressing need to protect growth and margins has become even more demanding. Respondents report a need to reduce time to market and manage the complexity of our multi-dimensional increased market uncertainty. For both buyers and suppliers, this means a greater focus on outcomes and value - both of which can change over the life of the relationship. It also means a reduced focus on the traditional aspects of procurement, such as cost, and an increased focus on value.

**REASONS FOR ADOPTING AGILE**

The top 3 reasons for adopting agile are to reduce time to market while overcoming the complexity and enhancing the ability to manage changing priorities or the need. Interestingly, respondents report a greater need to improve their alignment with the business while improving their costs.
PROGRESS IN ADOPTING AGILE

Since the last report, there has been a 15% increase in the number of respondents who have conducted initial experiments or pilots as part of their agile transformation. However, the involvement of strategic partners in the adoption is still at a very low level. At the same time, the approach to transformation is becoming more professional, with less need for external support. Furthermore, it remains similar, indicating that the majority of respondents are not receiving sufficient executive support to become agile. This lack of executive commitment to driving change is a risk to its speed and effectiveness. In addition, failure to engage key partners in the transformation will limit the benefits that can be achieved from implementing agile across the value chain.

MATURITY LEVEL OF YOUR TRANSFORMATION

81% of respondents are at some stage of an agile transformation within their overall organization, a growing minority has coordination at a company level, but just 5% include their external trading partners.

STAGE 1
First experiences
with agile practices

STAGE 2
Successful pilot
projects

STAGE 3
Agile transformation
of function initiated

STAGE 4
Agile transformation
coordinated on
company level

STAGE 5
Agile transformation
includes partners

OTHER
We haven’t started
our Agile Journey/
new ways of working
yet

81%

TRANSFORMATION APPROACH

In spite of the strategic importance of becoming agile, just 16% have established an executive action team to lead the transformation top down.

34%

Do it yourself or
guidance by internal
agile coaches

26%

Cross-functional
transformation team

10%

Guidance by
external agile
coaches

16%

Executive Action
Team

14%

Other or no
approach

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57% of those who have not yet started to adopt agile have plans to start their agile transformation. On the other hand, a huge 43% of respondents have not yet adopted agile and have no immediate plans to do so. This is in stark contrast to the 92% who said that business agility is of strategic importance.

**ADOPTION PLANS OF THOSE WHO HAVEN’T STARTED YET**

- 43% Not yet & no immediate plans
- 31% About to start adoption
- 15% Plan to start adoption within next 6 months
- 10% Plan to start adoption within next 12 months

**AGILE TECHNIQUES**

The top 3 agile techniques are the daily stand-up, an empowered cross-functional team and the application of a Kanban Board.

- Daily stand-up
- Empowered cross-functional team
- Kanban board
- Short iterations
- Value Stream Mapping
- Retrospectives
- Dedicated product owner
- Lean Procurement Canvas
- User Journey
- Common work area
- User Story Map
- User Story Pattern
- Objectives & Key Results
- Impact Mapping
- Agile Portfolio Board
- Relative Estimation
- Wardley Mapping
- Lean UX
AGILE MATURITY

In general, this year’s results show that most agile initiatives continue to use long-established methods such as Scrum and Kanban. Lean Agile procurement appears to be the new industry standard in both procurement and supply. As more organisations join the agile adoption bandwagon, the number of respondents reporting that they are new to agile contracting has increased by 10% to 63% compared to the 2023 report.

AGILE PRACTICES IN PROCUREMENT OR SALES

The respondents used or plan to use the following agile methodologies to improve their sourcing or sales.

EXPERIENCE IN AGILE CONTRACTS

63% of respondents have less than 1 year’s experience of agile contracts and just 8% call themselves very ‘experienced’. 

#1
Lean-Agile Procurement

#2
Kanban

#3
Scrum
AGILE CONTRACTS

98% of respondents said that agile contracts had a neutral to positive impact on their business. Today, their starting point is usually a standard template, although it’s questionable whether these templates are traditional contracts. The majority of respondents (72%) confirmed that Agile contracts are important for specific terms and conditions regarding communication, collaboration, problem solving and other terms and conditions that support effective Agile collaboration.

USED CONTRACT TERMS

72% of respondents terms use specific obligations regarding communication, reporting, joint working, problem solving and other terms that support effective Agile collaboration.

AGILE CONTRACT LEAD TO BETTER BUSINESS OUTCOMES

Agile Contracts have a positive business impact and minimize risk.

0% Strongly disagree
2% Disagree
40% Neutral
39% Agree
18% Strongly Agree
AGILE CONTRACTS

Agile contracts appear to be relatively new to the majority of respondents’ organisations. There seems to be a lot of catching up to do, as respondents didn’t feel confident in managing Agile contracts. In contrast to traditional contracts, respondents agreed that soft skills are just as important when building Agile partnerships to tackle complex problems.

IMPORTANT SKILLS FOR AGILE CONTRACTS

The top 3 skills for Agile Contracts are „Flexibility and adaptability”, „Communication skills” along with „Skills in Agile Values & Principles” and „Leadership Skills to create the Psychological Safety between all parties”. In other words more important to the technical knowledge what agile and agile contracts are were the soft skills highlighted by the respondents.

Technical understanding of agile methodologies

Flexibility and adaptability

Communication skills

Skills in Agile Values & Principles

Leadership Skills to create the Psychological Safety between all parties

Conflict resolution skills

Negotiation skills

ORGANIZATION’S ABILITY TO MANAGE AGILE CONTRACTS

Majority of respondents reported that their organizations ability to manage Agile Contracts is still in their children shoes.

82% of respondents feel not confident to moderate confident about their organizations ability to manage Agile Contracts
As Ugur Sahin, CEO BioNTech recently said: “When the need is urgent like when the world needs a new vaccine, there’s no time for contracts.” The alliance between BioNTech, Pfizer and Fosun Pharma was founded on ‘trust-based collaboration’ – a strong focus on shared governance and open, honest communication. In an environment of extreme uncertainty, establishing a formal contract may either take too long or even be impossible to achieve. Therefore, establishing an adaptive governance framework that draws on agile principles is an intelligent way to ensure control, manage risk and create certainty. These ‘trust-based collaborations’, or ‘Adaptive Partner Ecosystems’ are much more flexible and resilient as current supply chains and are being increasingly applied along the entire value stream.

NEED OF INCLUDING MULTIPLE PARTNERS

Respondents recognize the need for more adaptive relationships to fill competency gaps

- **Likely - we already have a supply chain**: 49%
- **Very likely - our supply chain is not enough any more, we’ll need to collaborate with our partners much closer**: 33%
- **Not at all - we have all competences / resources in-house**: 18%

82% of respondents recognize the growing need to work within coordinated supply networks or ecosystems.

SCENARIO’S FOR COLLABORATION WITH MULTIPLE PARTNERS

Similar to last years report, the top 3 scenarios where the respondents reported they have to collaborate with multiple partners to solve their problems are in innovation, go to market and production. In general, the scenarios of cross-company collaboration along the entire product lifecycle are quite distributed. We do see evidence of a clear need both in big corporations as well as SME or startups.
Despite the clear need for adaptive partner networks or ecosystems, the approach to contracting has not changed much. However, almost a third are using more adaptive techniques.

**CONTRACT STRATEGY**

The most common multi-partner contracting strategy (59%) is still 1 contract per partner. In comparison to the 2023 report a growing minority of respondents said they had a collective contract with multiple partners (21%) and one in eight are operating some relationships either without any formal agreement (7%) or through a governance framework only (8%).

![Contract Strategy Chart]

**CADENCE OF CONTRACT UPDATES**

Very few companies (3%) have the agility to update their contracts that are required in an adaptive multi-partner ecosystem.

98% of respondents update their contracts never or just every 6 months.
Although respondents articulated a clear need for cross-enterprise collaboration, the majority of respondents indicated that they would be quite slow to mobilise a new multi-partner ecosystem. It seems that approaches are still quite traditional and that agile approaches haven’t been adopted yet.

### MOBILIZATION OF A NEW PARTNER ECOSYSTEM

61% of respondents need several months, up to a year and more to establish a partner ecosystem.

- 61%: More than a year
- 37%: Several months
- 34%: Weeks to months
- 5%: Days to weeks
- 13%: Up to a year
- 11%: More than a year

### CHALLENGES TO ESTABLISH A NEW PARTNER ECOSYSTEM

In addition to IP and internal compliance, the biggest challenges to building a new multi-partner ecosystem are reported to be more on the soft side, such as trust and cultural and social fit between the people involved in the partnership.

- Trust
- Cultural & social Fit
- Intellectual Property
- Internal Compliance
- Finding the right Person per Company
- Sharing internal Data
- Time-to-Market
- Profit Sharing
- NDA
- Other
AGILE TRANSFORMATION ACROSS COMPANIES

According to the respondents, Agile Transformation still appears to be a relatively new approach to improving business agility along the supply chain. Almost half of the respondents have no plans to involve strategic partners/suppliers in their Agile transformation. Another indicator that this is still new is that the joint activities are more at the level of knowledge sharing and joint training than a joint strategic Agile transformation or even a seamless organisational integration across companies.

STRATEGIC PARTNERS INCLUDED IN AGILE TRANSFORMATION

54% of respondents reported that they have plans or already have included strategic partners / suppliers in their Agile Transformation.

- 46% None - no plans to include them yet
- 20% None - we do have plans to include them in the next 3-6 months
- 10% 1 strategic partner
- 13% 2-3 strategic partners
- 9% 3-5 strategic partners
- 1% 5+ strategic partners, all our partners in the supply chain are involved and become agile too

JOINT ACTIVITIES TO IMPROVE BUYER OR SUPPLIER AGILITY

The top 3 joint activities to improve both buyer and/or supplier Agility are „Knowledge sharing“, „Joint education“ and „Agile Coaching of the supplier“.  

- Knowledge sharing
- Joint education & training
- Agile Coaching of the supplier
- Agile Adoption according a joint Transformation Roadmap
- Scaled Agile Events across Companies such as Daily’s, Planning, Review, Retrospective
- Scaled Daily’s across Companies
AGILE TRANSFORMATION ACROSS COMPANIES

According to respondents, the majority of organisations are only experimenting with Agile transformation at the team/project/product level. Very few report that multiple service/product lines are undergoing strategic alignment towards business agility.

LEVEL OF SUPPORT

Very few companies (13%) give the strategic support by the c-level.

SCOPE OF AGILE TRANSFORMATION ACROSS COMPANIES

Majority of respondents organizations have just started to exchange on Agile Transformation across Companies and so have no joint scope defined.
AGILE TRANSFORMATION ACROSS COMPANIES

The evidence on Agile transformation in organisations is consistent with the way in which the parties deal with costs. As most organisations are still in the early stages, it makes sense that only a few have already adopted a shared cost mechanism, while most organisations are still mainly investing their time and/or covering their own costs.

COST-SHARING OF JOINT AGILE TRANSFORMATION

According to respondents that are in an Agile Transformation across Companies most of the parties just invest time (no cash out yet) or covers it’s own costs.

- Not yet defined - Both parties just invest time (no cash out yet)
- Each party pays its own costs
- Joint budget across companies for education / training in Agile
- Joint budget across companies for education / training / coaching / transformation
Respondents confirm that the adoption of Agile has a significant positive impact on all "players" along the entire value chain. Compared to the previous report, "improving total cost of ownership" has moved into the top 3 benefits of adopting agile. In contrast to previous reports, lack of knowledge/skills/experience with agile methods has risen to the number one challenge to adopting agile.

The top 3 barriers to agile adoption are lack of knowledge, organizational resistance to change and the challenge of changing mindsets.
TOP COMMERCIAL PRIORITIES

Priorities are identical in Procurement and Supply, with ‘digitalization’ taking top place for both. It is clear that most groups are still on the journey to improve underlying capabilities and establish the systems and behaviors needed for more agile or adaptive operations. Splitting up the results by industry unveils that certain industry are already beyond digitalization and so with a high priority on their Agile Transformation of the commercial functions or even the Agile transformation across Companies.

TOP 3 STRATEGIC PRIORITIES BY INDUSTRY

Across industries, respondents ranked the following as priorities in their commercial processes, alongside digitalization: training and recruiting, and agile transformation of their commercial functions.

<table>
<thead>
<tr>
<th>Industry</th>
<th>#1</th>
<th>#2</th>
<th>#3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aerospace / Defence</td>
<td>Training employees to be ready for the next challenge</td>
<td>Finding highly skilled employees / vendors</td>
<td>Improving strategic sourcing / sales</td>
</tr>
<tr>
<td>Automotive</td>
<td>Training employees to be ready for the next challenge</td>
<td>Agile transformation across Companies</td>
<td>Agile transformation of procurement or sales</td>
</tr>
<tr>
<td>Banking / Insurance / Financial Svcs</td>
<td>Improving strategic sourcing / sales</td>
<td>Finding highly skilled employees / vendors</td>
<td>Training employees to be ready for the next challenge</td>
</tr>
<tr>
<td>Business Services &amp; Consulting</td>
<td>Training employees to be ready for the next challenge</td>
<td>Improving strategic sourcing / sales</td>
<td>Digitalization of sourcing / sales</td>
</tr>
<tr>
<td>Chemicals</td>
<td>Improving operational sourcing / sales</td>
<td>Finding highly skilled employees / vendors</td>
<td>Digitalization of procurement or sales</td>
</tr>
<tr>
<td>Consumer Packaged Goods / Retail</td>
<td>Digitalization of sourcing / sales</td>
<td>Training employees to be ready for the next challenge</td>
<td>Training employees to be ready for the next challenge</td>
</tr>
<tr>
<td>Engineering &amp; Construction</td>
<td>Digitalization of sourcing / sales</td>
<td>Agile transformation of procurement or sales</td>
<td>Agile transformation of procurement or sales</td>
</tr>
<tr>
<td>Food / Drink / Tobacco</td>
<td>Digitalization of sourcing / sales</td>
<td>Training employees to be ready for the next challenge</td>
<td>Agile transformation of procurement or sales</td>
</tr>
<tr>
<td>Health Care</td>
<td>Digitalization of sourcing / sales</td>
<td>Finding highly skilled employees / vendors</td>
<td>Finding highly skilled employees / vendors</td>
</tr>
<tr>
<td>Hotels, Leisure &amp; Entertainment</td>
<td>Digitalization of sourcing / sales</td>
<td>Training employees to be ready for the next challenge</td>
<td>Agile transformation of procurement or sales</td>
</tr>
<tr>
<td>Legal</td>
<td>Digitalization of sourcing / sales</td>
<td>Training employees to be ready for the next challenge</td>
<td>Agile transformation of procurement or sales</td>
</tr>
<tr>
<td>Manufacturing &amp; Industrial Goods</td>
<td>Finding highly skilled employees / vendors</td>
<td>Improving strategic sourcing / sales</td>
<td>Digitalization of sourcing / sales</td>
</tr>
<tr>
<td>Materials &amp; Mining</td>
<td>Finding highly skilled employees / vendors</td>
<td>Improving strategic sourcing / sales</td>
<td>Training employees to be ready for the next challenge</td>
</tr>
<tr>
<td>Media &amp; Publishing</td>
<td>Digitalization of sourcing / sales</td>
<td>Improving operational sourcing / sales</td>
<td>Agile transformation of procurement or sales</td>
</tr>
<tr>
<td>Non-profit &amp; Charity</td>
<td>Training employees to be ready for the next challenge</td>
<td>Training employees to be ready for the next challenge</td>
<td>Agile transformation of procurement or sales</td>
</tr>
<tr>
<td>Oil &amp; Gas</td>
<td>Agile transformation of procurement or sales</td>
<td>Agile transformation across Companies</td>
<td>Finding highly skilled employees / vendors</td>
</tr>
<tr>
<td>Pharmaceutical / Biotechnology</td>
<td>Digitalization of sourcing / sales</td>
<td>Finding highly skilled employees / vendors</td>
<td>Digitalization of sourcing / sales</td>
</tr>
<tr>
<td>Power Generation &amp; Utilities</td>
<td>Digitalization of sourcing / sales</td>
<td>Improving operational sourcing / sales</td>
<td>Training employees to be ready for the next challenge</td>
</tr>
<tr>
<td>Public Sector &amp; Government</td>
<td>Training employees to be ready for the next challenge</td>
<td>Improving strategic sourcing / sales</td>
<td>Agile transformation of procurement or sales</td>
</tr>
<tr>
<td>Schools, Education &amp; Training</td>
<td>Agile transformation of procurement or sales</td>
<td>Training employees to be ready for the next challenge</td>
<td>Agile transformation of procurement or sales</td>
</tr>
<tr>
<td>Technology - Hardware</td>
<td>Digitalization of sourcing / sales</td>
<td>Training employees to be ready for the next challenge</td>
<td>Development of a more resilient partner ecosystem / supply chain</td>
</tr>
<tr>
<td>Technology - Software</td>
<td>Digitalization of sourcing / sales</td>
<td>Finding highly skilled employees / vendors</td>
<td>Improving strategic sourcing / sales</td>
</tr>
<tr>
<td>Telecommunications</td>
<td>Digitalization of sourcing / sales</td>
<td>Training employees to be ready for the next challenge</td>
<td>Improving strategic sourcing / sales</td>
</tr>
<tr>
<td>Transportation / Logistics</td>
<td>Digitalization of sourcing / sales</td>
<td>Training employees to be ready for the next challenge</td>
<td>Improving strategic sourcing / sales</td>
</tr>
</tbody>
</table>
Agility continues to be critically important across commercial functions and supply chains. In 2024, 92% of respondents identified agile adoption as crucial for navigating increased market uncertainties. The shift from cost-centric to value and outcome-focused strategies underscores agility’s evolving role in driving business resilience and competitiveness. The adoption of agile practices has seen noticeable growth, with a 15% increase in organizations engaging in initial experiments or pilot projects compared to the previous year. Despite this progress, the integration of strategic partners in agile transformations remains minimal at 5%, highlighting an area ripe for development.

Challenges in Agile Transformation
• **Executive Support**: Insufficient executive backing continues to be a significant barrier, affecting the pace and effectiveness of agile transformations.
• **Agile Skills Gap**: There is a notable lack of necessary agile skills within organizations, which complicates the implementation and scaling of agile methodologies.
• **Cultural Resistance**: Organizational cultures often resist agile values, creating friction in adopting new practices and transforming traditional processes.

Agile techniques become more and more popular even in commercial functions. However, Agile contracting remains underdeveloped, with most respondents new to this area. This highlights the need for focused training and development in agile contract management to enhance collaborative flexibility and responsiveness.

Future Directions
The report indicates a critical need for developing adaptive partner ecosystems to manage supply chain risks more effectively and foster innovation. Although the necessity is recognized, actual implementation lags, suggesting a disconnect between strategic intent and practical execution. Beside insufficient executive support, a skills gap, and cultural resistance hinder the full realization of agility’s potential benefits. To address these issues, organizations must:
• **Enhance Executive Engagement**: Strengthen executive support to ensure agile transformations receive the necessary leadership and resources.
• **Develop Agile Competencies**: Invest in comprehensive training programs to close the skills gap and equip teams with the knowledge needed to implement agile effectively.
• **Cultivate Adaptive Ecosystems**: Focus on integrating strategic partners into agile transformations to build more resilient and responsive supply chains.

Moving forward, it is imperative for organizations to tackle these challenges head-on, fostering an environment that not only embraces agile principles but also effectively executes them to stay competitive in an increasingly volatile market landscape.

More
To find out more about the creators of this annual report visit the websites:

[World Commerce & Contracting](www.worldcc.com)
[Lean-Agile Procurement](www.lean-agile-procurement.com)

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