

TRANSFORMING THE ROLE OF PROCUREMENT AND BUYERS AS A RESULT OF THE AI REVOLUTION

Errico Giallonardo

Head of Procurement

Cassa Depositi e Prestiti

Francesco Rizzi

Associate Professor of Management

Scuola Superiore Sant'Anna di Pisa

HOPES OBSERVATORY

monitors and evaluates trends
and methodologies related to
sustainability and green public
procurement

DEVELOPMENT HUB GREEN PUBLIC PROCUREMENT

supports the implementation of
sustainable public procurement
policies at local and regional levels





**THE WORLD IS UNDERGOING
TRANSFORMATION DRIVEN BY
ACCELERATING
TECHNOLOGICAL ADVANCES,
CLIMATE CHANGE, AND
GEOPOLITICAL DYNAMICS,
LEADING TO SIGNIFICANT
DISRUPTION IN SOCIETY**



**READINESS IS A KEY FACTOR
FOR RESILIENCE. NOW IT'S
TIME TO DEFINE A NEW
POSITIONING, DIFFERENT
ROLES, AND ENTIRELY NEW
BEHAVIORS FOR BOTH
MANAGERS AND BUYERS**



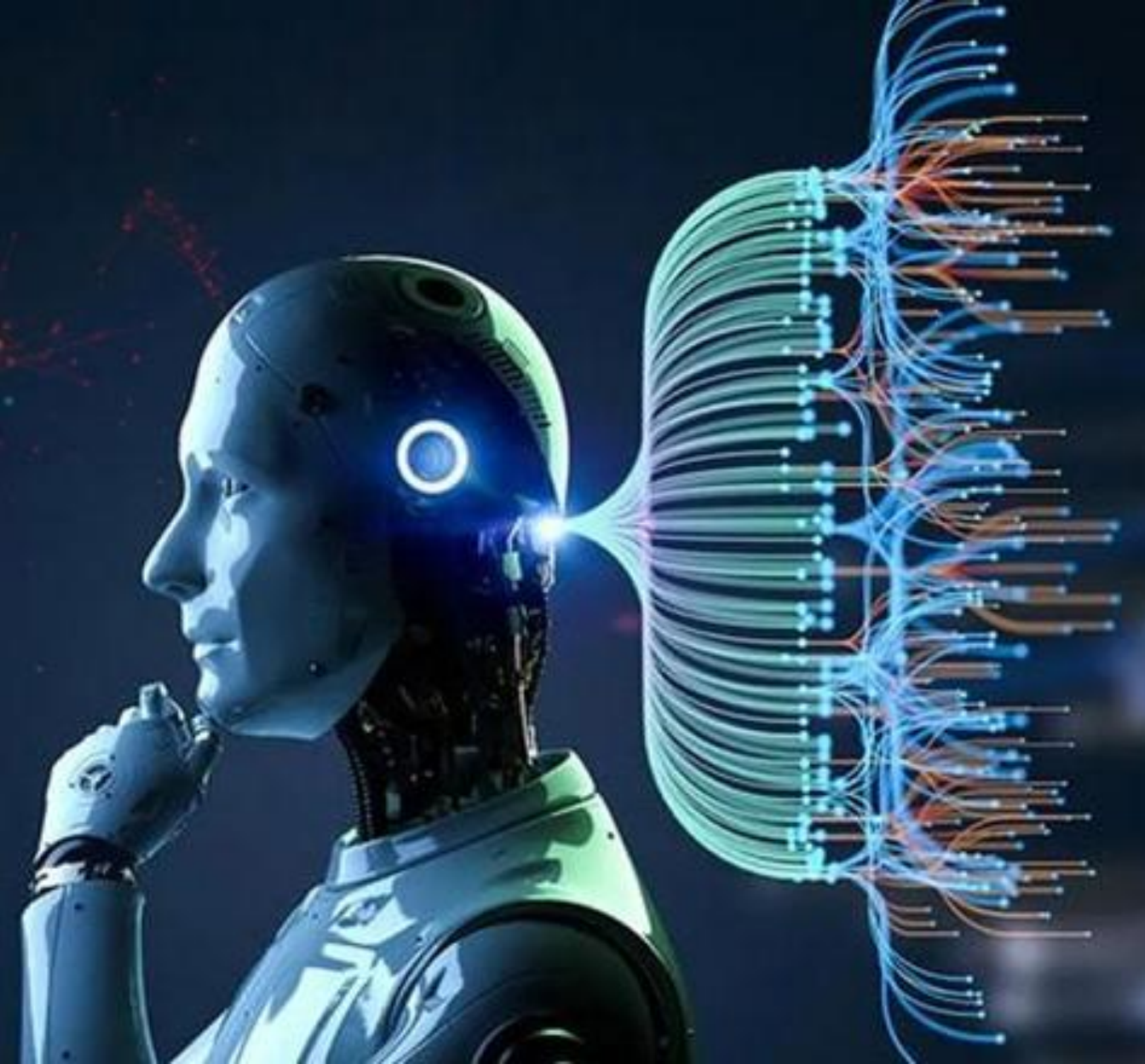
THE PROJECT INVOLVES ADACI, SANT'ANNA SCHOOL, AND PUBLIC COMPANIES WORKING TOGETHER TO ANALYZE
HOW AI TRANSFORMS PUBLIC PROCUREMENT AND ROLES OF MANAGERS AND BUYERS



THE PROCESS

1. COLLECTING INFO ON WHERE AI IS RESHAPING PROCUREMENT PROCESS
2. DEBATE ON AI IMPACT ON PEOPLE'S SKILLS AND BEHAVIOURS

NEXT : EVIDENCE-BASED MONITORING OF TRANSFORMATION PATHWAYS

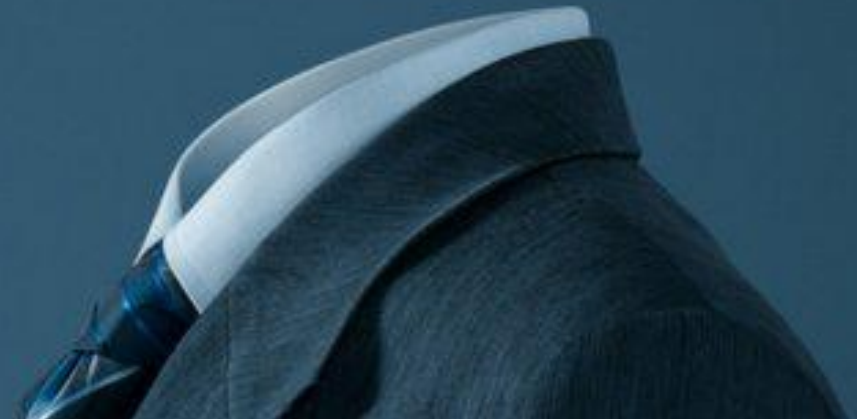


1ST STEP: AI WITHIN THE WHOLE PUBLIC PROCUREMENT PROCESS

- **PLAN TO STRATEGY:** definition of needs, planning and monitoring, benchmarking, tender strategy
- **SOURCE TO CONTRACT:** tender documents, suppliers support, compliance checks, offers evaluation, contract
- **PURCHASE TO PAY:** execution check, payments/invoices, vendor rating, contract management

2nd STEP: TECHNOLOGICAL PROGRESS VS. SOCIETAL EVOLUTION

- **LEADERSHIP** for generational transition and technology adoption
- **CULTURAL CHANGE** leveraging multicultural diversity, acceptance and use of errors
- **NEW BEHAVIOURS** “courage”, critical thinking, management of uncertainty, entrepreneurship
- **JOB REDESING** based on a continuous improvement approach
- **NEW STRATEGIC POSITIONING** for Procurement within the Organization



NEXT STEP: MEASURING WHAT MATTERS

HOPES approach will be evidence-based, combining data collection and theory application

- **TRADITIONAL** quantitative (questionnaires) and qualitative (interviews) methods
- **INNOVATIVE** data collection and evaluation through AI solutions

Conceptualizing the interaction between AI and individuals/teams which contrasts/synergies or relations are key to successful AI implementation

Classification/validation into new conceptual models



Thank you