

# Risk Management 4.0

## Proactive Procurement in the Public Sector

Transforming procurement from technical function into strategic driver  
of value, resilience, and innovation



# Gil zefoni

**CEO** of the Israeli Procurement and Logistics Managers Association (IPLMA).

**Chair of Europe at IFPSM** – the International Federation of Purchasing and Supply Management.

led strategic procurement projects in global organizations, advised companies on risk management, logistics, and AI implementation, and trained senior managers through international certification programs.





# The Evolution of Risk Management

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## 1.0 Reactive

Waiting for problems, responding after crisis hits

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## 2.0 Compliance

Controls and regulations—structured but slow

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## 3.0 Data-Based

Reports and analysis for informed decisions

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## 4.0 Proactive

Real-time monitoring, AI, forecasting—**before crisis arrives**

This isn't just technology. It's **leadership transformation**—procurement managers becoming strategic leaders.





### **Supplier Failure**

Delays, unreliability

### **Over-Dependence**

Single source vulnerability

### **Geopolitical Disruption**

Trade barriers, conflict

### **Corruption & Opacity**

Lack of transparency

### **ESG Compliance**

Ethics & sustainability

The Biggest Risk? **Waiting too long.**



# Real-World Impact: Defense Sector Case Study

## The Challenge

Critical parts shortage threatening  
strategic defense program

## The Solution

AI-based risk and demand  
forecasting model combining:

- Historical data analysis •
- Global market trends •
- Real-time supplier monitoring •
- Alternative scenario simulations •

**35%**

### Parts Availability

Improvement in critical component access

**\$Ms**

### Cost Reduction

Inventory optimization savings

**100%**

### Strategic Impact

Procurement elevated to executive partner





## Start Small

Launch focused pilot programs.



## Invest in People

Prioritize training and upskilling.



## Collaborate Internationally

Establish shared global standards.



## Define Ethics

Ensure AI transparency and explainability.





# Leadership

## Not Technology

Risk management in procurement is the **engine that keeps organizations, governments, and societies strong** in the face of crises.

**The machine doesn't make the decision—we do.**

Leaders who see risk early, interpret information, and turn it into opportunity will **define the future of public procurement.**



# Let's Connect

Scan the QR code below to connect with Gil Zefoni on **LinkedIn** and continue the conversation on proactive public procurement and Risk Management 4.0.



Gil Zefoni, CEO of IPLMA & Chair of Europe at IFPSM