

From reactive to resilient

20. Konferencija o Nabavi | Irena Sekirica | Zagreb | 23.10.2025



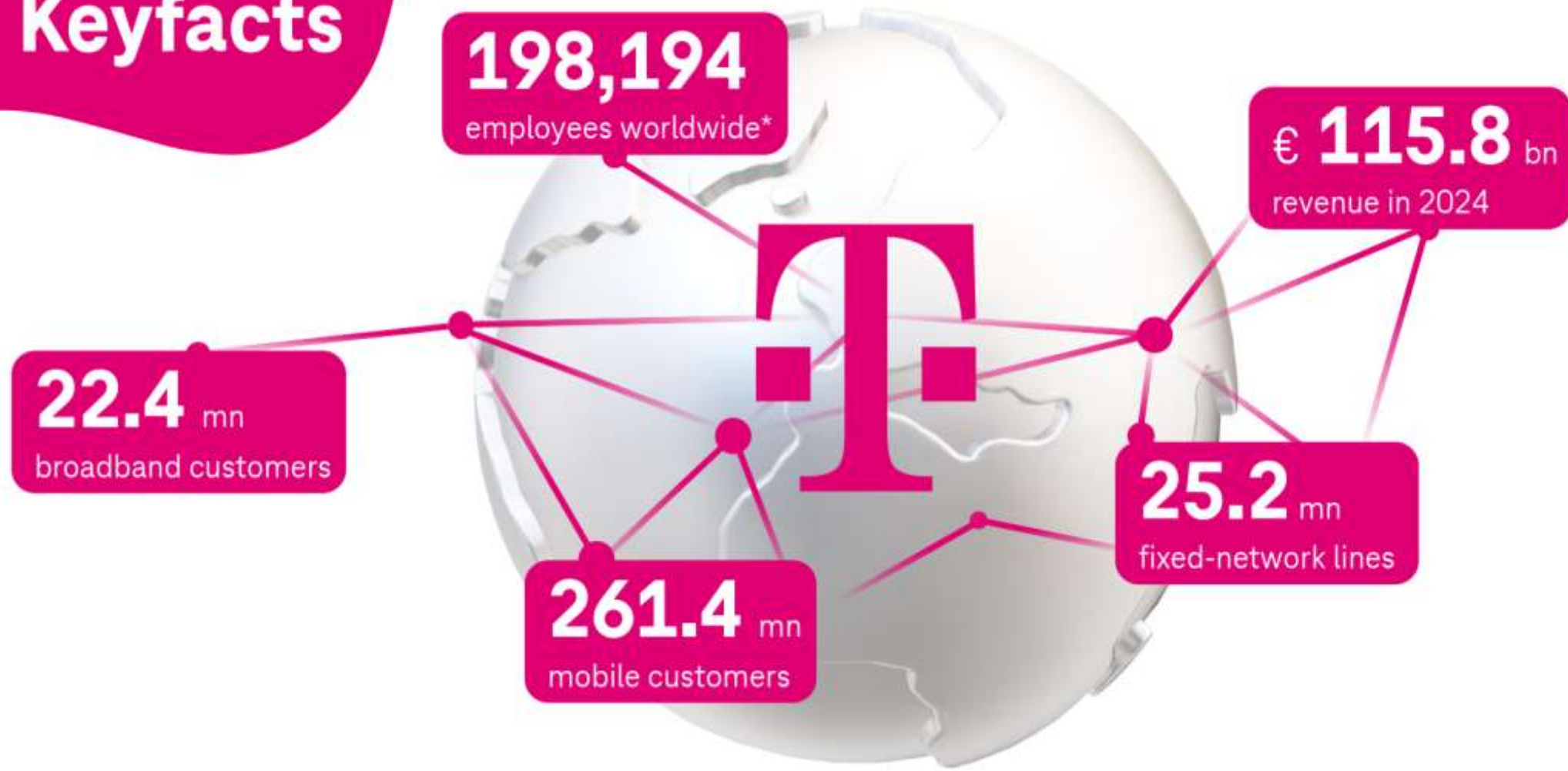


Irena Sekirica

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Deutsche Telekom



Our Keyfacts



Figures based on annual report 2024.
* Reporting date December 31, 2024



T

**ONE OF THE MOST
VALUABLE BRANDS
IN THE WORLD –
73.3 BN. US \$**

#1
EUROPEAN
BRAND

#1
TELECOMS
BRAND

#9
GLOBAL
BRAND

But a lot is happening around us

GLOBAL TRADE VOLATILITY



GEOPOLITICAL CONFLICTS



CLIMATE CHANGE



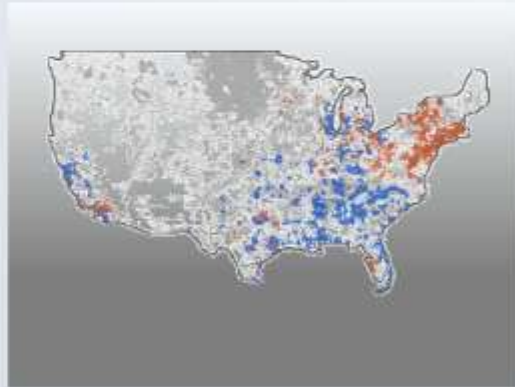
SHIFT OF VALUES



TECH NATIONALISM



FIBER RACE



COMPETITION INTENSIFYING



AI CHANGES EVERYTHING



Procurement turns disruption into resilience

Global Trade Volatility

- Tariffs, export bans, delays
- Input shortages & demand surges

Actions:

- Forecasting key product demand
- Delivery commitments
- Managing internal expectations
- Diversifying sourcing

Fiber Race & Competition

- Supply bottlenecks
- Local competition for suppliers

Actions:

- Cross-functional planning
- Target costing & pricing
- Agile response to demand surges

Geopolitical Conflicts & Tech Nationalism

- Tech/raw material restrictions
- Interoperability challenges
- Supply concentration risks

Actions:

- Multi-region sourcing
- Scenario war-gaming
- Strategic buffer stocks
- Vendor commitment reviews

Climate Change & Value Shifts

- ESG & due diligence laws
- Legal/reputational risks
- Brand perception shifts

Actions:

- Rapid risk assessment process
- Sustainability clauses in contracts
- Supplier ESG innovation partnerships

AI Disruption

- Fragmented adoption cycles
- Regulatory uncertainty
- Cyber/IP theft risks

Actions:

- AI-specific contract clauses
- Updated supplier due diligence
- Enhanced sourcing evaluation matrix

What we learned

- Don't assume access – build alternatives
- Plan for politics, not just prices
- Regulation moves faster than we do
- Sometimes the bottleneck is internal
- AI is a lever in every category

Procurement leads when it acts faster than risk evolves

Tools we use

- Pro
- C9
- Pro
- PR
- Inte
- Ma
- PO
- All
- Ke
- All
- Del

Welcome to GSUS-Proc Global Risk Management (Risk Radar)

Homepage

Risk Radar

Overview Mitigation Measures

Overview Global Risks

Newsfeed Inflation (EN/DE)

Newsfeeds China Taiwan (EN/DE)

Newsfeed Energy (DE)

Newsfeed Microchips (EN)

Newsfeed Redsea Shipping Crisis (EN)

Newsfeed labor cost increase DE

Latest modifications:
-Newsfeeds incoming US President and Hamas attac on Israel deactivated.

Last Update:
17.10.2025 09:01:00



**HOW READY
ARE WE,
REALLY?**

Let's reflect



If your top 5 suppliers went **bankrupt tomorrow**, how soon would you know and do you know your first move?



Can you name the **single** most **critical component** in your supply chain — and who produces it at Tier 2 or Tier 3?



If a key supplier suffered a **cyberattack** today, how quickly could you detect the impact on your operations and customers?



If your CEO called right now asking: “Where are we **most exposed**?” — could you give an answer in under 60 seconds, backed by data?

Thank you

