

## EXECUTIVE BRIEF

# What CPOs Should Take Away from Skyscanner's Supplier Risk Management Transformation

How Real-Time Supplier Intelligence Is Transforming Procurement

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## The Shift from Traditional Risk Management to True Supplier Intelligence

Skyscanner's procurement function has undergone a multi-year evolution—from a small, reactive team to a strategic, data-driven supplier intelligence function embedded across the business. When Gary Wright joined in 2020, the team was largely greenfield, with fragmented supplier data, inconsistent processes, and minimal governance.

Craft enabled Skyscanner to build modern supplier intelligence capabilities:

- **One centralized view** of supplier risk, financials, cyber posture, operational data, and compliance indicators.
- **A standard model for supplier tiering** based on business criticality.
- **Clarity on which suppliers require the highest scrutiny** and what level of diligence is appropriate.

“Supplier intelligence... should be a source of competitive advantage.”

GARY WRIGHT, CPO, SKYSCANNER

This perspective reflects a key CPO insight: procurement maturity is no longer defined by cost savings alone, but by the ability to manage complex supplier ecosystems with real-time intelligence.

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## Material Process Improvements Through Technology Enablement

Gary repeatedly emphasized that Skyscanner's success came from a process-first transformation, which was then enabled by technology.

BEFORE CRAFT	AFTER CRAFT
Supplier reviews happened annually or quarterly.	Continuous monitoring replaced periodic reviews.
High-risk indicators often surfaced too late.	Risk signals surfaced <i>immediately</i> , not months later.
Stakeholders across technology, security, legal, and finance used different information sources.	Stakeholders gained a consistent, authoritative dataset.
Procurement spent substantial time manually tracking, validating, and reconciling supplier data.	Procurement shifted from operational triage to strategic decision-making.



**CPO TAKEAWAY:** A supplier intelligence platform is most valuable when it becomes an **operational system of record**, not a reporting tool. Craft's role in Skyscanner's governance illustrates how enterprise procurement can lift its organizational influence by standardizing the supplier lifecycle.

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## Improved Resilience Through Real-Time Risk Monitoring

Before Craft, Skyscanner—like many global enterprises—had a lagging indicator problem. Risk surfaced during QBRs or annual reviews.

### After Craft:

- Risks are detected continuously.
- Procurement can respond before downstream disruption.
- Strategic suppliers receive proactive oversight.
- Internal teams (Security, Tech Ops, Legal) gain real-time visibility without manual handoffs.

“Real-time visibility... we’re getting the opportunity to manage it. We can define a plan as an organization.”

**GARY WRIGHT, CPO, SKYSCANNER**

### Business Value:

- Reduced likelihood of business-critical interruptions
- Lower incident response costs
- Fewer “surprise” escalations to executives
- Improved operational continuity

These improvements directly impact a CPO’s KPIs: supply chain reliability, regulatory compliance, risk exposure, and continuity of service.

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## The Quantifiable Value of Cross-Functional Alignment

Skyscanner stresses a major source of value: Craft makes it easier for the right stakeholders to engage at the right time.

Procurement’s mandate expanded into:

- Cybersecurity alignment
- Resilience strategy
- Financial monitoring
- Data protection and regulatory oversight
- Technology governance

Because Craft centralizes supplier intelligence, teams no longer operate with divergent data or subjective assessments.

“Craft has really helped us to get to a position where we’re focusing in the right way.”

**GARY WRIGHT, CPO, SKYSCANNER**

### Business Value:

- Faster supplier assessments (measured in days, not weeks)
- Reduced back-and-forth between procurement and domain experts
- Increased throughput of onboarding and renewals
- Higher internal confidence in supplier decision-making



**CPO TAKEAWAY:** Cross-functional supplier intelligence reduces internal cycle times and improves the speed-to-value of procurement initiatives.

## Data Clarity: From Fragmented Inputs to a Unified Supplier View

Like many organizations, Skyscanner struggled with the classic procurement challenge: data fragmentation across teams, spreadsheets, and systems.

Craft's supplier intelligence platform unified:

- Contract data
- Risk and resilience signals
- Cybersecurity ratings
- Financial insights
- Third-party alerts
- Proprietary risk evaluations

“It’s about knitting data sets together to get a fully formed picture... and in conversations today, I can see Craft.co on the front foot in that regard.”

GARY WRIGHT, CPO, SKYSCANNER

### Business Value:

- Eliminates manual research hours
- Enhances the accuracy of supplier risk assessments
- Provides a single source of truth for audits and compliance
- Supports data-driven procurement decisions



**CPO TAKEAWAY:** Unified supplier intelligence is a force multiplier for efficiency, governance, and strategic impact.

become essential as their supplier ecosystem expands across cloud providers, SaaS tools, data providers, travel partners, and operational vendors.

Key components strengthened through Craft:

- Supplier segmentation & tiering
- Workflow consistency
- Documentation & auditability
- Performance and risk scoring
- Governance and approvals



**CPO TAKEAWAY:** Craft's platform supports enterprise-grade governance that scales—critical for organizations operating across multiple geographies and regulated environments.

## Procurement Influence within the Organization Has Increased

Once Skyscanner established the new supplier intelligence model using Craft, procurement's role expanded from operational support to strategic partner for the business.

This has delivered three key outcomes:

- Procurement is brought into decisions earlier, reducing risk
- Stakeholders trust procurement's assessments because they're grounded in data
- Executive confidence improved due to transparency and consistent risk modeling

“We've put in place a system that means we get the right people involved at the right time.”

GARY WRIGHT, CPO, SKYSCANNER

## A Scalable, Repeatable, and Auditable Supplier Risk Framework

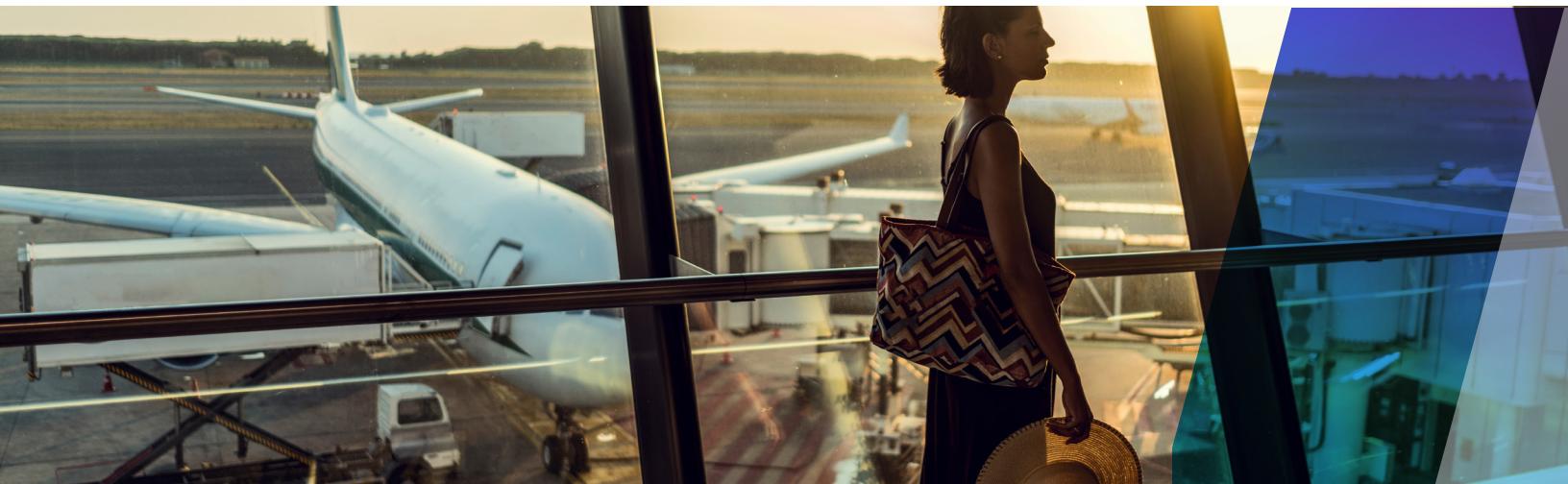
Skyscanner used Craft to institute a repeatable supplier risk process that scales with company growth. This has

This is the hallmark of a mature procurement function: early involvement, reduced surprises, and strategic credibility.

## What CPOs Should Take Away from Skyscanner's Transformation

For CPOs evaluating the future of supplier intelligence, Skyscanner's experience offers several actionable insights:

1. **Centralization is essential:** fragmented supplier data prevents effective risk management.
2. **Real-time monitoring materially improves resilience:** periodic reviews are obsolete.
3. **Technology should enhance governance,** not replace human judgment.
4. **Supplier intelligence is a competitive advantage—** not just a risk mitigation effort.
5. **A defined, repeatable process** is what enables scale.
6. **Procurement becomes more strategic** when supported by consistent, high-quality data.
7. **The value compounds:** better visibility → better decisions → better outcomes.



Craft is the leading provider of AI-powered supplier intelligence, helping global enterprises unify and analyze supplier data across financial, cyber, ESG, and regulatory domains. By combining public, private, and proprietary sources in a continuously updated data fabric, Craft enables procurement and supply chain teams to act faster, collaborate smarter, and build more resilient supplier networks.

Ready to learn more about our solutions? [Schedule a demo](#) or [visit us at craft.co](#)

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