



Looking For  
Procurement  
Superheroes...



**Hello, I'm your  
SUPERHERO  
for today!**









Schlosser  
Meisenbach  
Romz & Co.  
1897.



**PLEASE DON'T FEED THE DRONES**









**GOODBYE  
NINE-TO-FIVE**



**HELLO**  
I'M A...  
**MILLENNIAL**

# MULTIPLE GENERATIONS @ WORK

## Five Generations Working Side by Side in 2020



### TRADITIONALISTS

Born 1900-1945

Great Depression  
World War II  
Disciplined  
Workplace Loyalty  
Move to the 'Burbs  
Vaccines



### BOOMERS

Born 1946-1964

Vietnam, Moon Landing  
Civil/Women's Rights  
Experimental  
Innovators  
Hard Working  
Personal Computer



### GEN X

Born 1965-1976

Fall of Berlin Wall  
Gulf War  
Independent  
Free Agents  
Internet, MTV, AIDS  
Mobile Phone



### MILLENNIAL

Born 1977-1997

9/11 Attacks  
Community Service  
Immediacy  
Confident, Diversity  
Social Everything  
Google, Facebook



### GEN 2020

After 1997

Age 15 and Younger  
Optimistic  
High Expectations  
Apps  
Social Games  
Tablet Devices

Time!

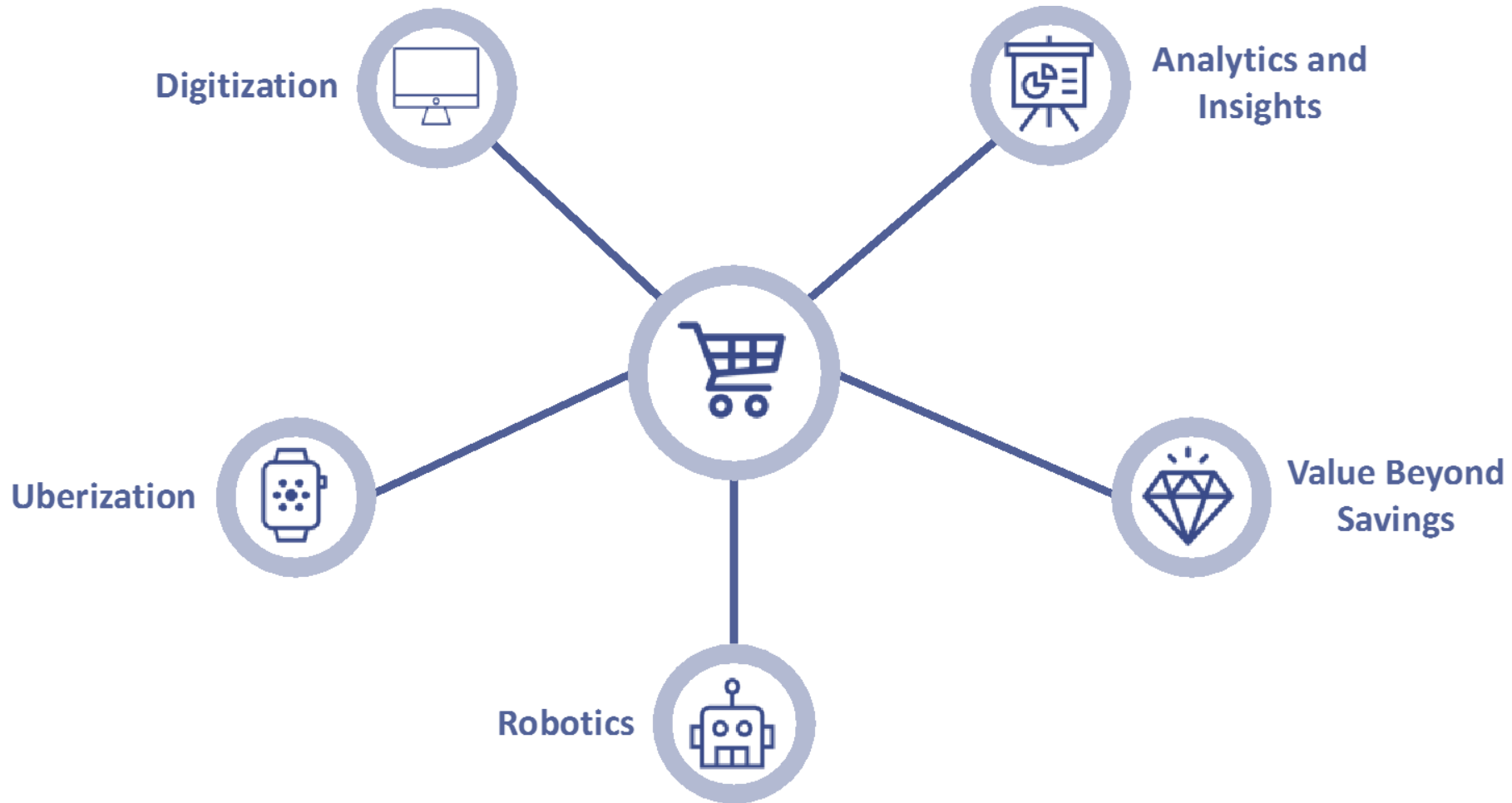
1. Think

2. Regroup

3. Get Back  
into the  
Game!

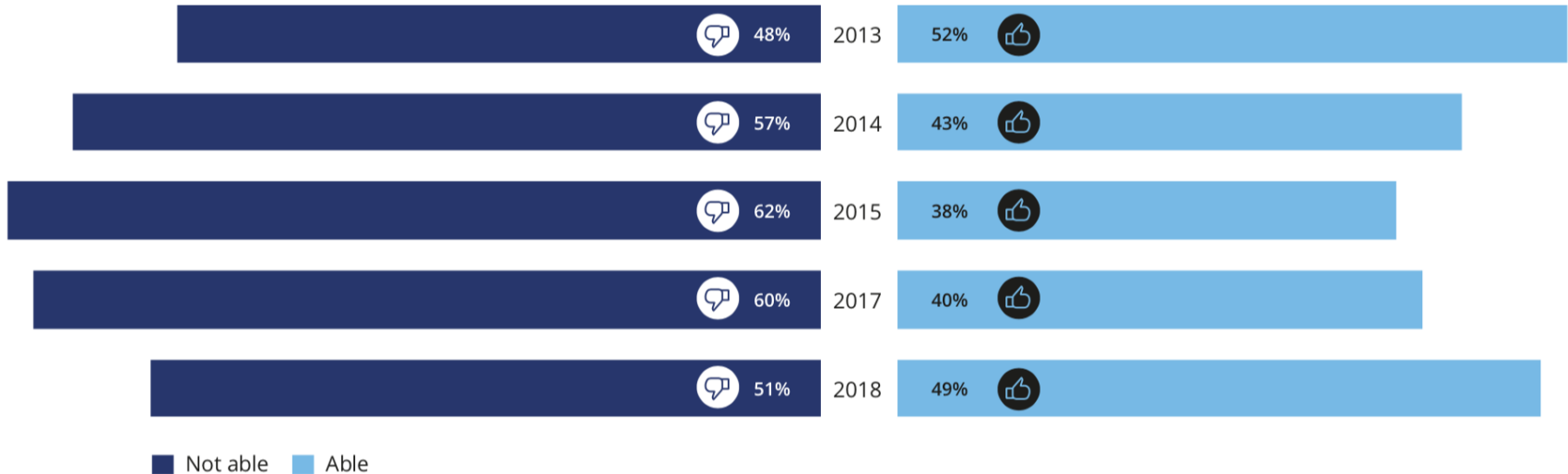




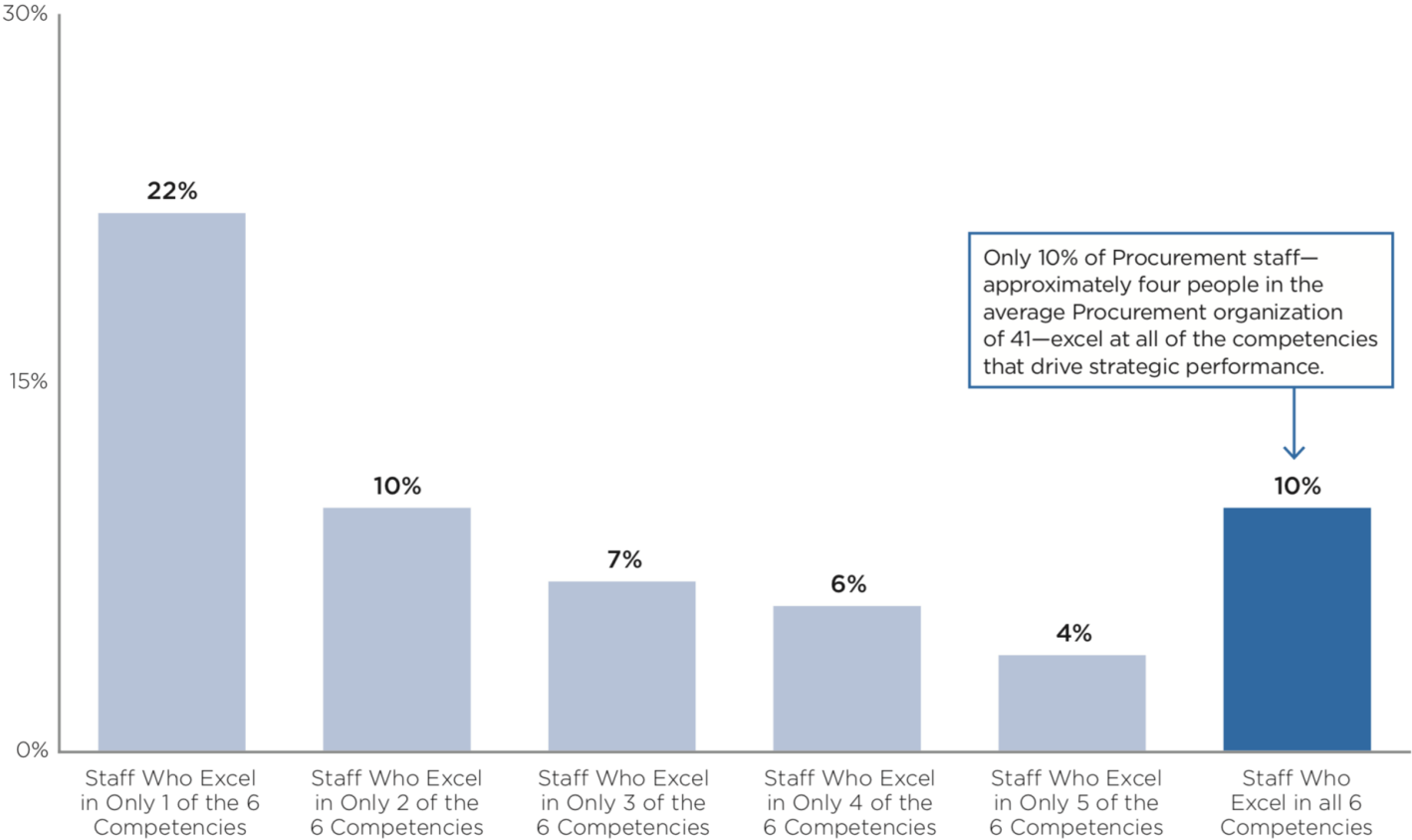




# Perceived ability for current teams to deliver on procurement strategies

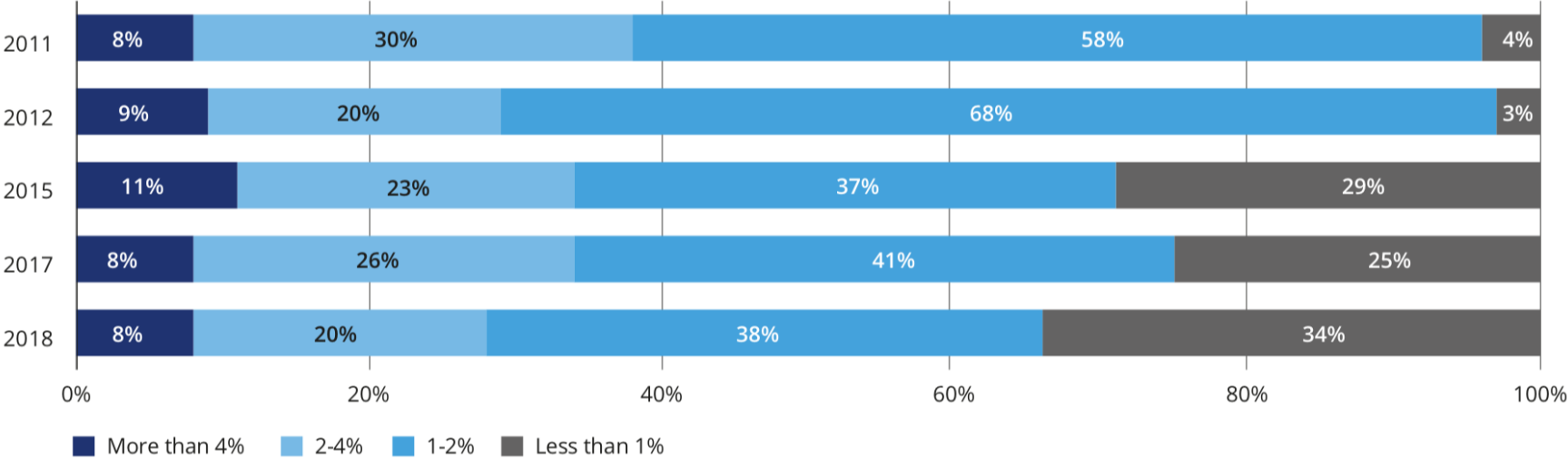


# The procurement superhero is rare!



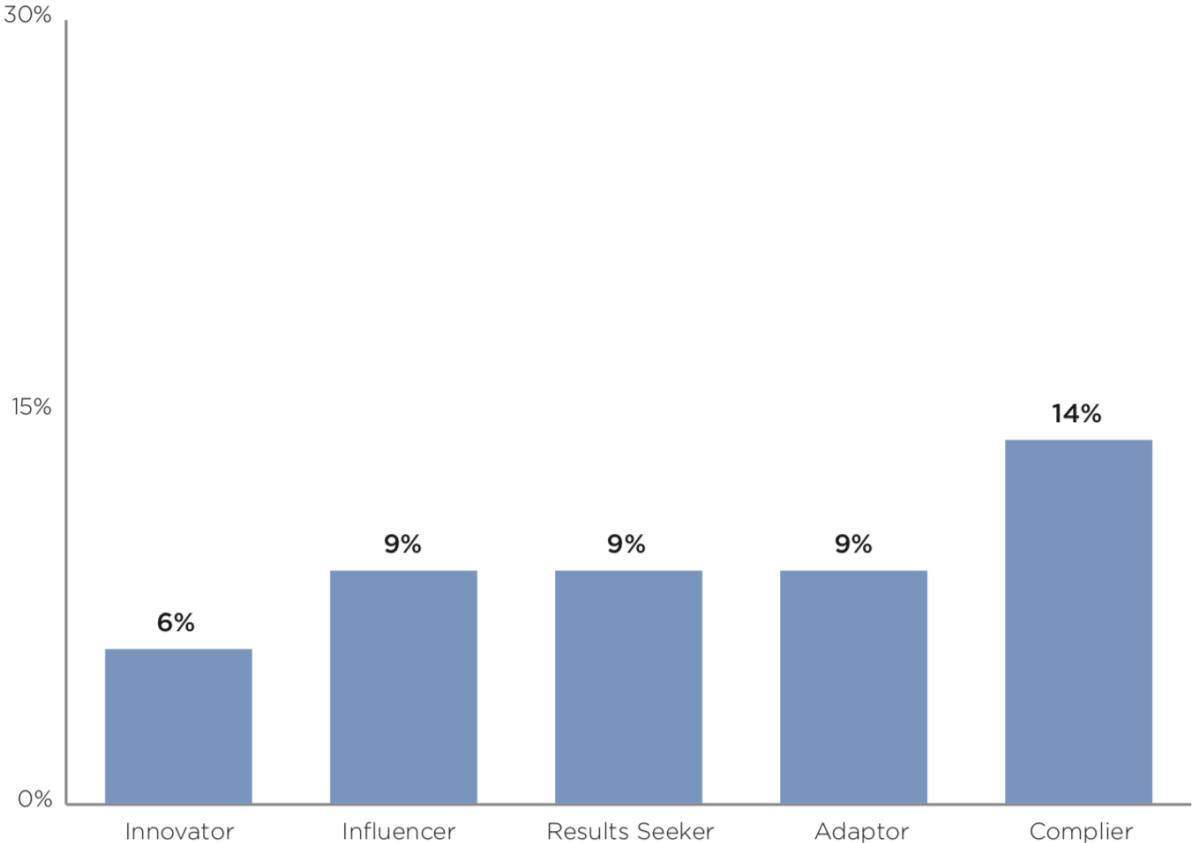
Source: CEB

# Percentage spend on training procurement



Source: Deloitte CPO Survey 2018

# Development brings limited improvement



Source: CEB

**HELP WANTED!**

**JACK**



**OF ALL  
TRADES**

(AND MASTER OF NONE)

**TO COMPLETE 80% OF HALF OF THE LIST  
OF SOME OF THE JOBS THAT NEED REPAIR.**



Go with your talent



Clear connections



Shared outcomes

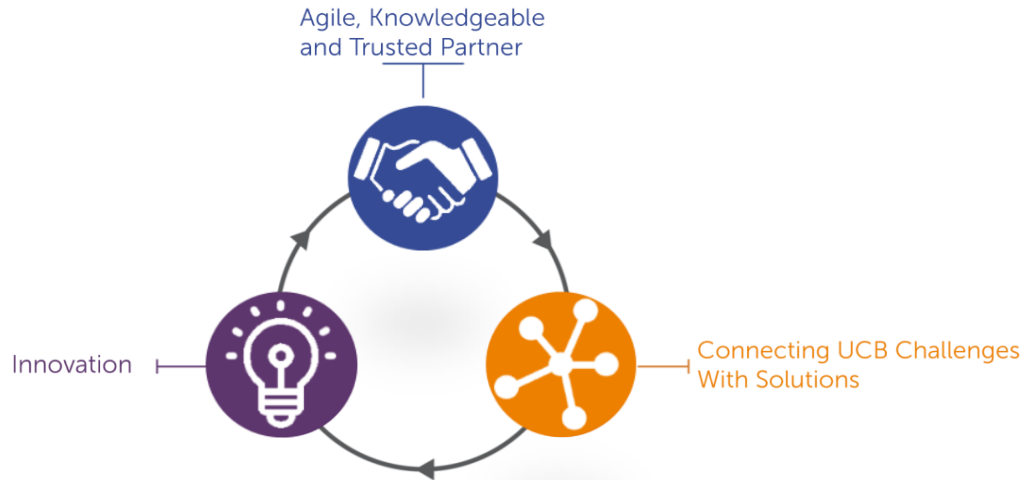


The power of complimentary teams



# Our Vision Statement

*By being an agile, knowledgeable and trusted partner, the Purchasing organization contributes to UCB's Patient Value Creation by connecting Business Challenges with innovative solutions coming from Suppliers.*





# So in practice...

## Agile, knowledgeable and Trusted Partner

Purchasing colleagues have a deep understanding of:

- UCB Products, Disease Areas and Patient Journeys
- Business strategies, objectives, needs & challenges across the different functions and geographies
- Purchasing Categories, market trends, Supplier Base and other relevant areas of expertise

The above is achieved through relevant and frequent interactions with both internal and external stakeholders (Frequency vs Relevance)

We are recognized for our Reliable, Agile and Flexible way of working



## Connecting UCB Challenges With Solutions

Purchasing input is proactively sought after by the business when embarking on their business projects / challenges because

- Our knowledge of the external market places and existing supplier capabilities allows us to identify and develop the relevant partners
- We have successfully shifted from requesting RFQ's or RFP's towards requesting RFS's'(Request For Solutions) on key strategic initiatives from suppliers
- The dialogue with the business strives towards maximizing patient value creation and not maximizing savings
- Of our ability to maximize the value of strategic Relationships beyond suppliers

By being highly networked and connected with peers, experts, visionaries within and beyond pharma we are enabled to

- Deliver actionable insights coming from competitive intelligence
- Cross-fertilize trends and leverage best practices beyond pharma industry



## Innovation

Purchasing has gained strategic importance as a function due to its ability to bring innovative ideas to the table by:

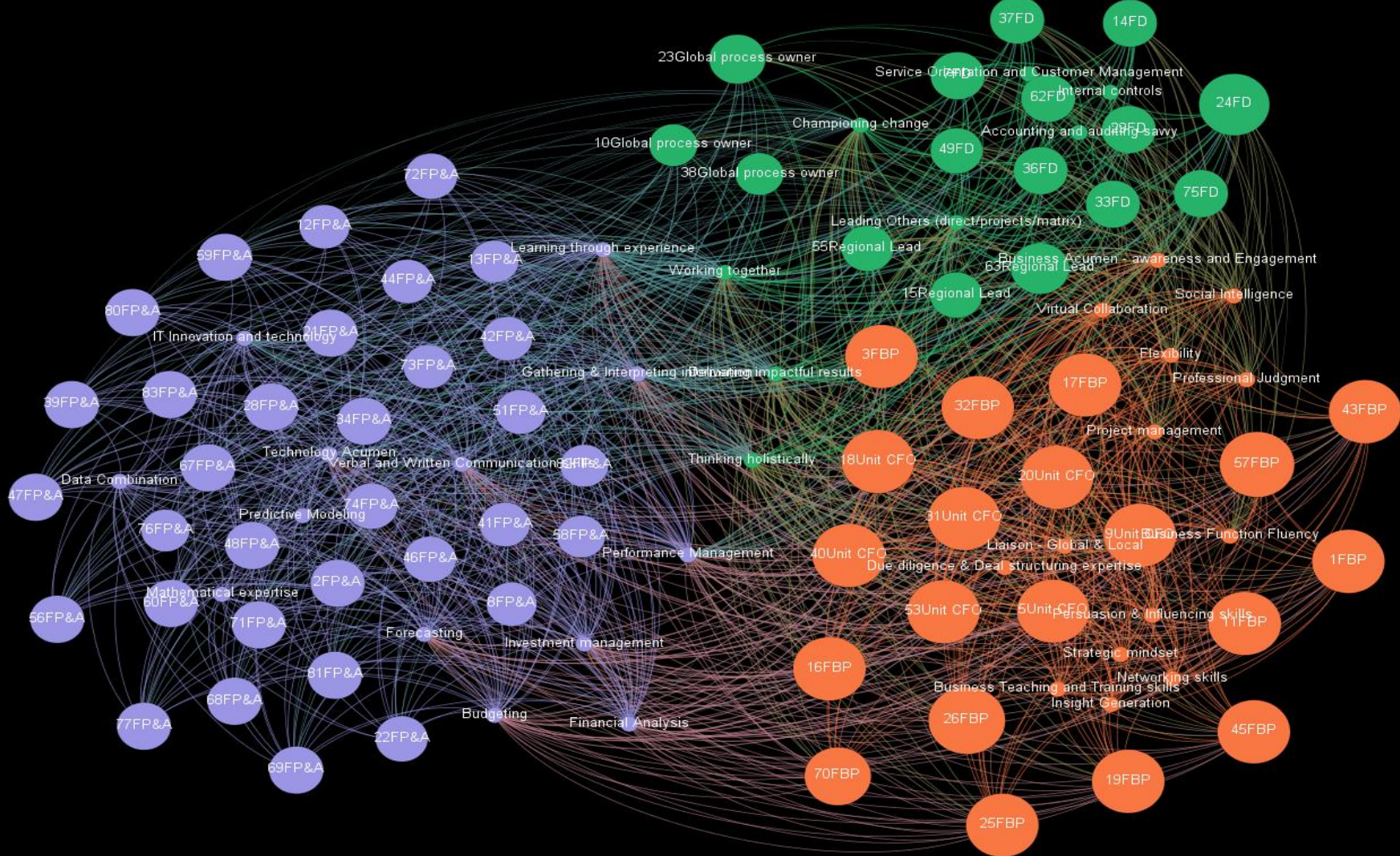
- Generating ideas through co-creation with Internal Stakeholders, Purchasing, Supplier, Peers & patients
- Incubating and further developing the ideas (Driven)
- Coaching, Implementing and measuring the value creation/impact coming from these ideas





# Functional Competencies







CPO



Cat. Mgr.



Cat. Mgr.



Cat. Mgr.



Cat. Mgr.



Buyer



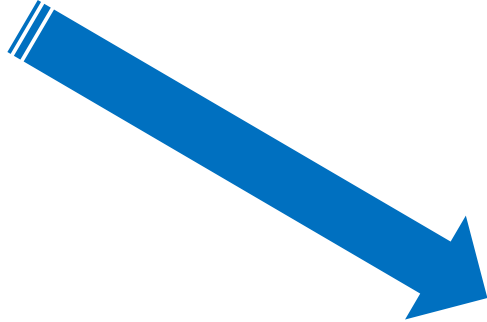
Buyer



Buyer



Buyer



# To Managing Competencies



CPO



Cat. Mgr.



Cat. Mgr.



Cat. Mgr.



COE



Influencer



Innovator



Complier



Analyst



Techy

# From Managing Capacity

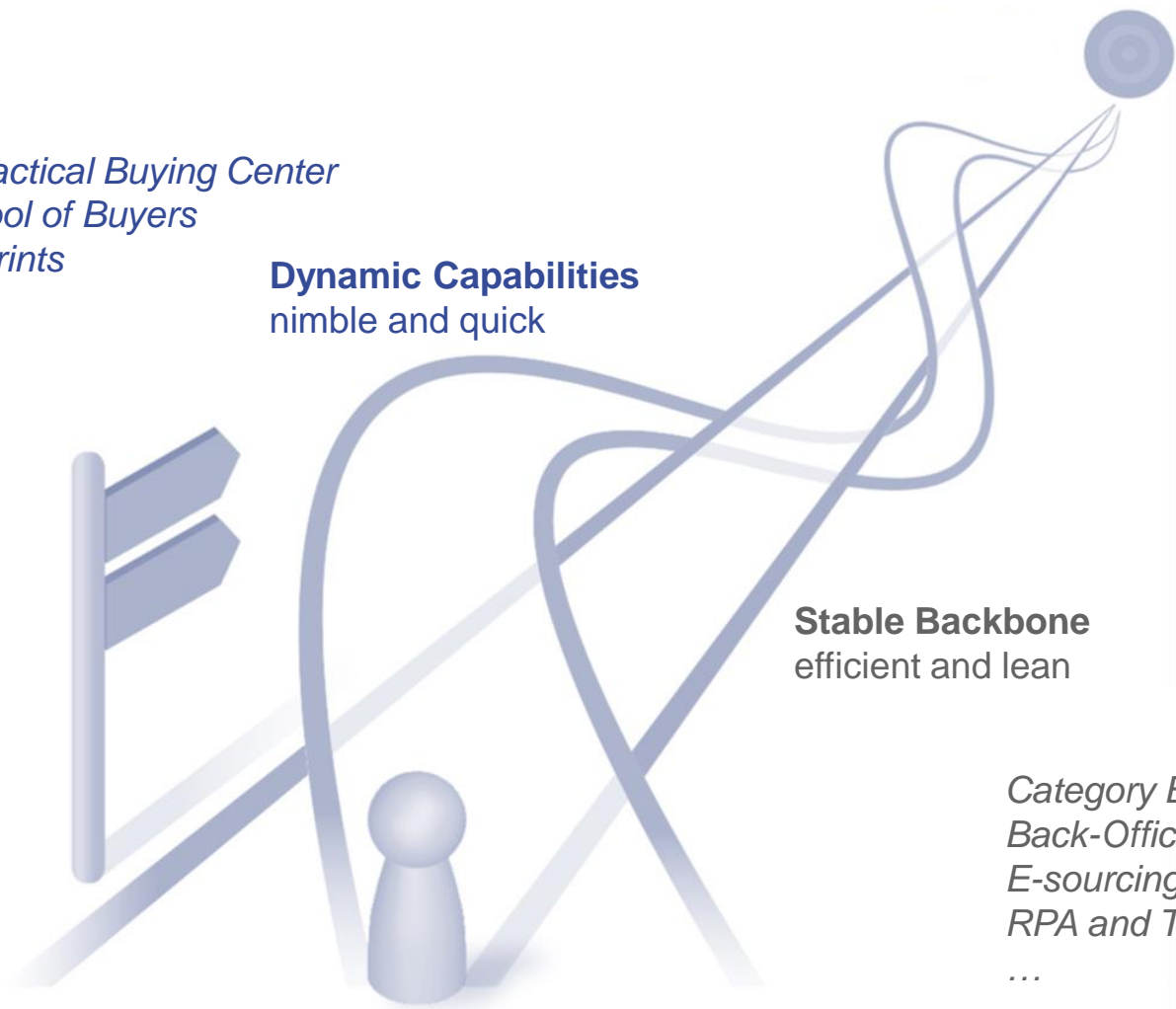
**Agile**

*External Tactical Buying Center*  
*Internal Pool of Buyers*  
*Project Sprints*  
...

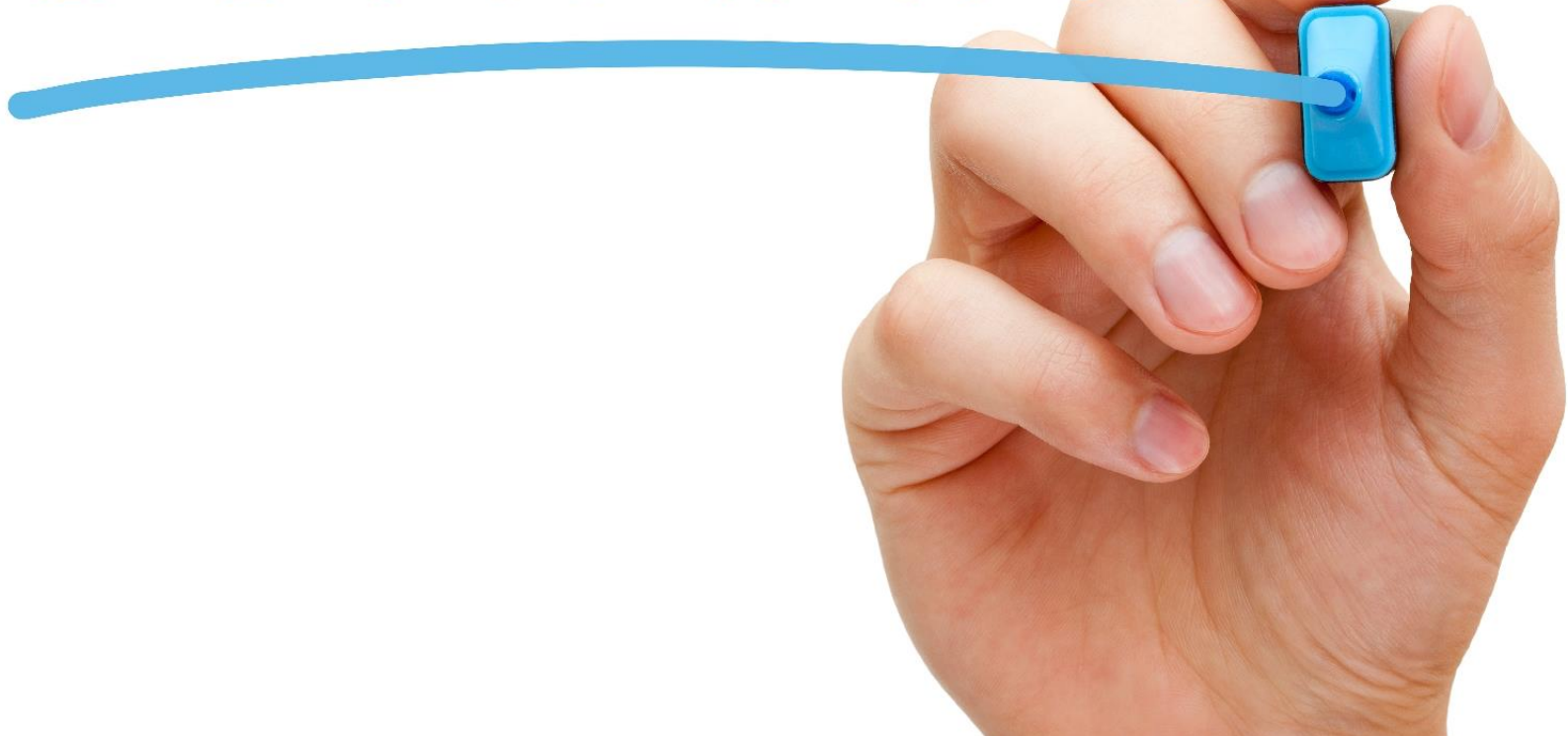
**Dynamic Capabilities**  
nimble and quick

**Stable Backbone**  
efficient and lean

*Category Expertise*  
*Back-Office Outsourcing*  
*E-sourcing support*  
*RPA and Technology*  
...



# SUMMARY



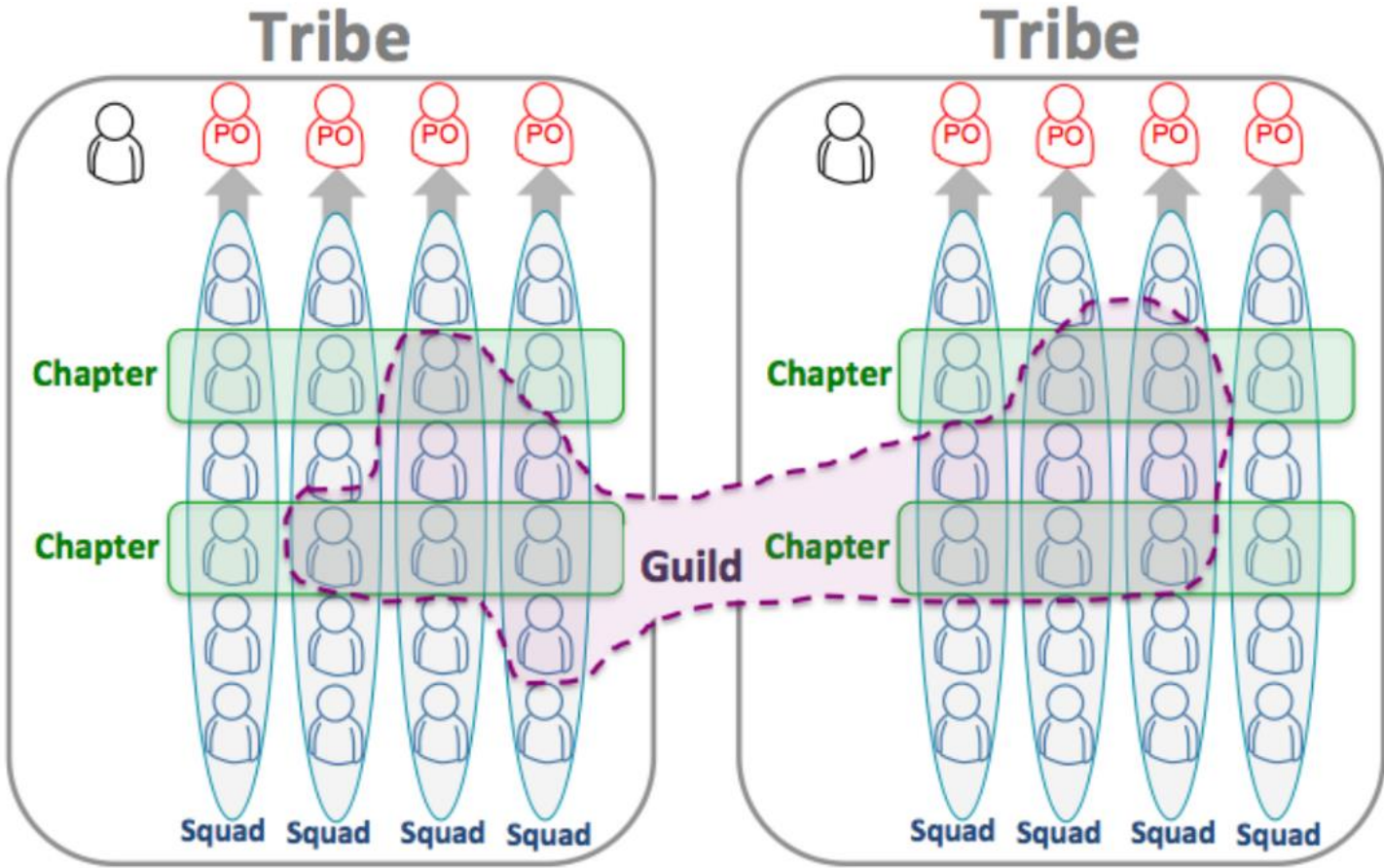


Tools for a competitive advantage.



WHAT SKILLS DO  
I NEED TO  
SUCCEED IN  
2025?







A person wearing a dark blue suit jacket and a light-colored shirt is holding a white rectangular sign with both hands. The sign is centered in the frame and features the word "QUESTIONS?" in a large, bold, dark blue, sans-serif font. The person's hands are visible at the bottom corners of the sign, with fingers slightly curled. The background is a plain, light gray color.

**QUESTIONS?**



*That's all Folks!*