

# SMARTING IN PROCUREMENT

PATRICK SCHODTS & WOUTER MACHIELS

2018



SHAVING & MENS GROOMING  
\$13,6BN INDUSTRY

CONTROLLED BY ONE BRAND

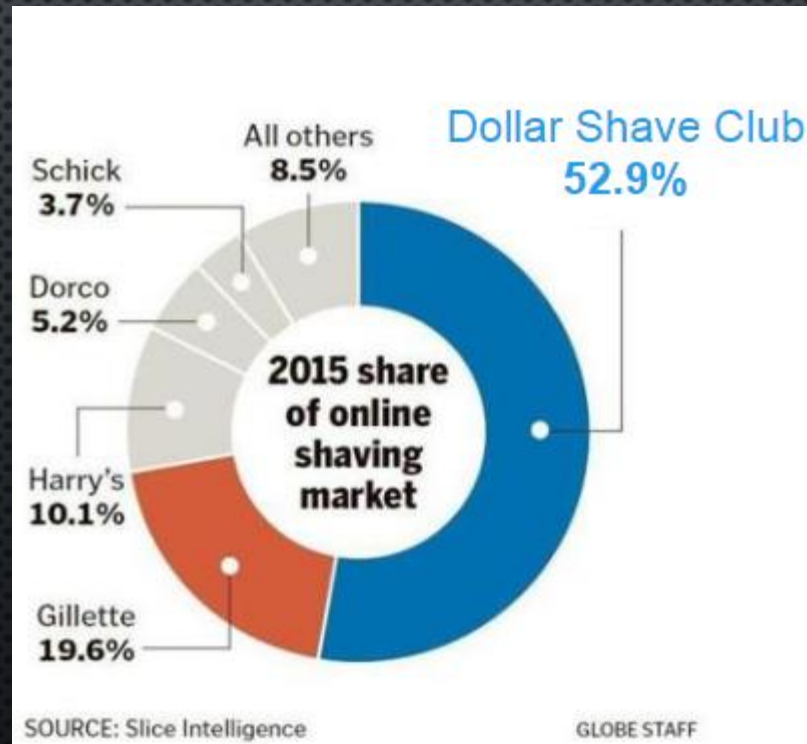



BUT THEN THIS HAPPENED



**DOLLAR SHAVE CLUB**

# N°1 ONLINE AND N°2 OVERALL





# David vs GOLIATH

A Righteous Tale



# SMARTING IN PROCUREMENT

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2018



# PATRICK SCHODTS



- HEAD OF PROCUREMENT BOUWGROEP VERELST
- VIB – ACTIVE MEMBER PROCUREMENT GROUP
- BOARD MEMBER OF PASCION
- MEMBER OF THE JURY- PROCUREMENT EXCELLENCE AWARD
- CO-AUTHOR “A LICENSE TO PLAY; REPOSITIONING PROCUREMENT IN THE BUSINESS ENVIRONMENT”

# WOUTER MACHIELS

- HEAD OF PURCHASING CENTRE OF EXCELLENCE AT AGFA
- HEAD OF GLOBAL CAPEX & MRO AT AGFA
- BOARD MEMBER OF PASCION
- WINNER OF PROCUREMENT EXCELLENCE AWARD 2016
- CO-AUTHOR “A LICENSE TO PLAY; REPOSITIONING PROCUREMENT IN THE BUSINESS ENVIRONMENT”



# CONTENT

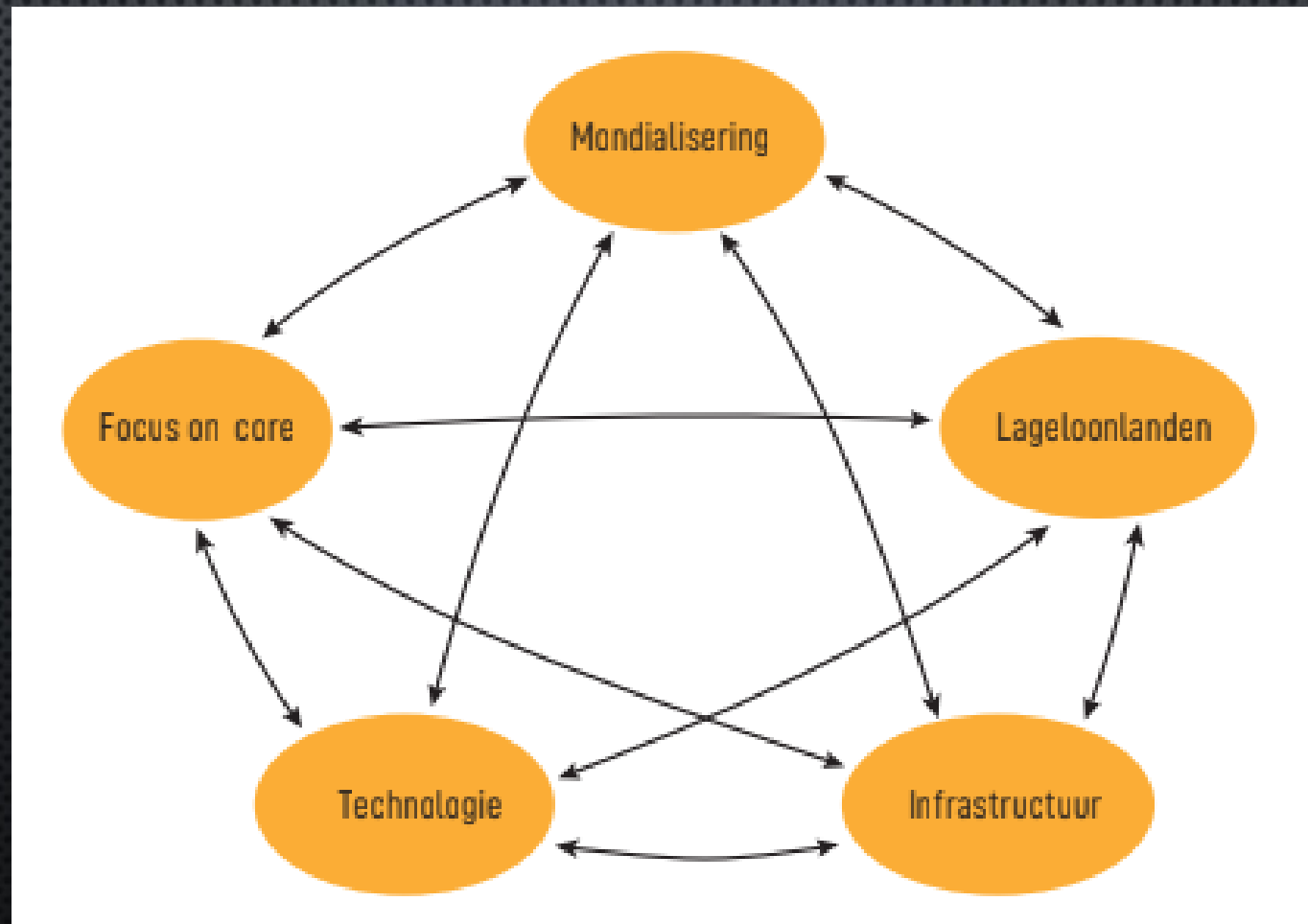
- CHANGES IN GLOBAL BUSINESS LANDSCAPE AND THEIR IMPACT
- A WAKE-UP CALL FOR PROCUREMENT
- PROCUREMENT 4.0
- THE STRUCTURE OF THE PROCUREMENT DEPARTMENT
- TALENT DEPLOYMENT
- A LICENCE TO PLAY

# CHANGES IN THE GLOBAL BUSINESS LANDSCAPE

EVERYTHING WE KNOW IS CHANGING;  
HOW WE LIVE, COMMUNICATE, ENTERTAIN AND INFORM OURSELVES.  
THIS IS THE NEW REALITY.  
THIS IS ALSO THE CASE IN OUR BUSINESS ENVIRONMENT.



# SO WHAT ABOUT PROCUREMENT?



# MOST RECENT IMPACTS

- GEOPOLITICAL EVOLUTIONS
- END OF THE CRISIS, YET FINANCIAL MARKETS CANNOT REACH PRE CRISIS LEVELS
- LOWER UNEMPLOYMENT
- OIL PRICE INCREASE
- KERKTOREN-EFFECT



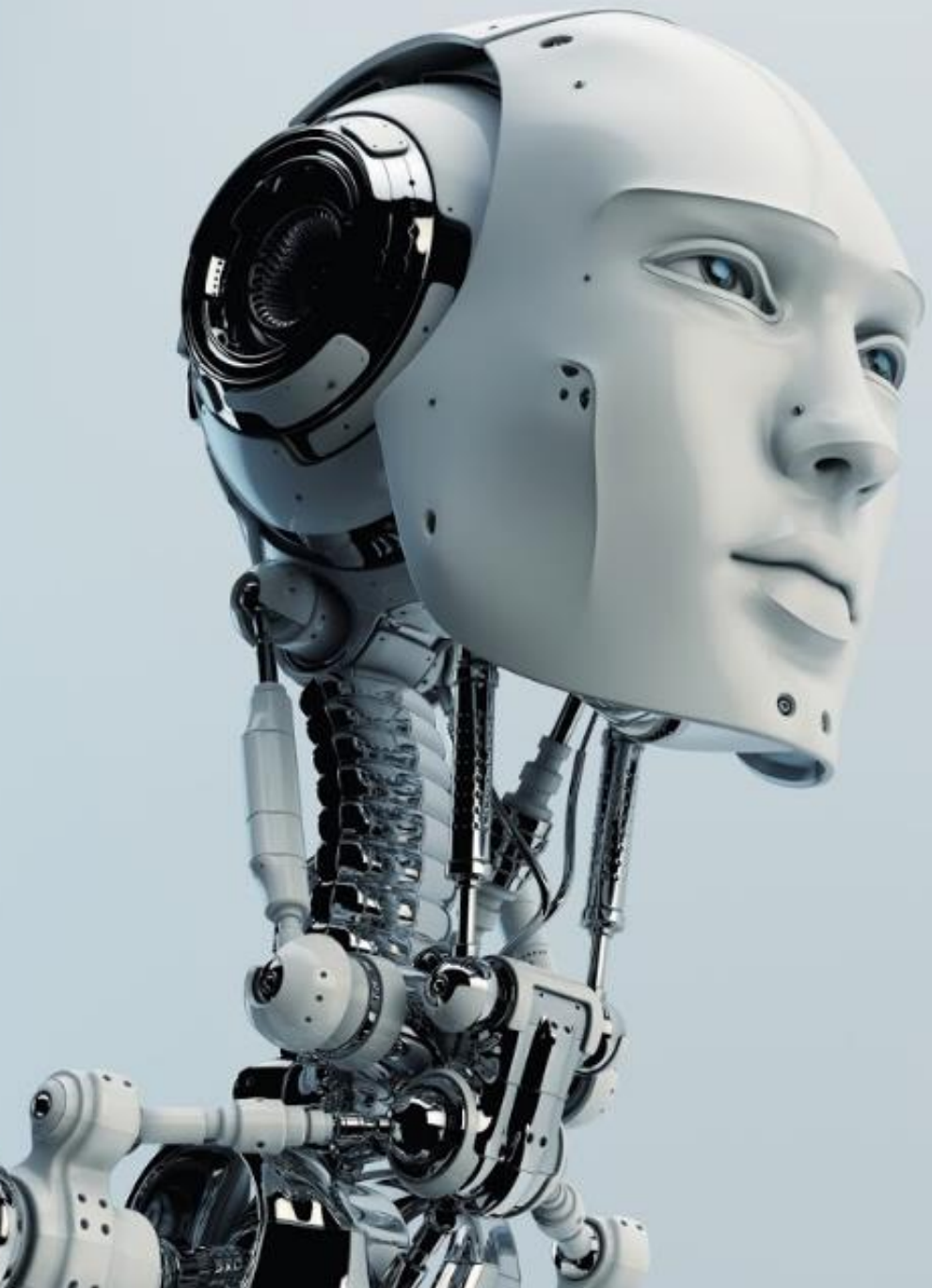


WINTER  
IS  
COMING  
STARK

# A WAKE UP CALL FOR PROCUREMENT



Extinct?

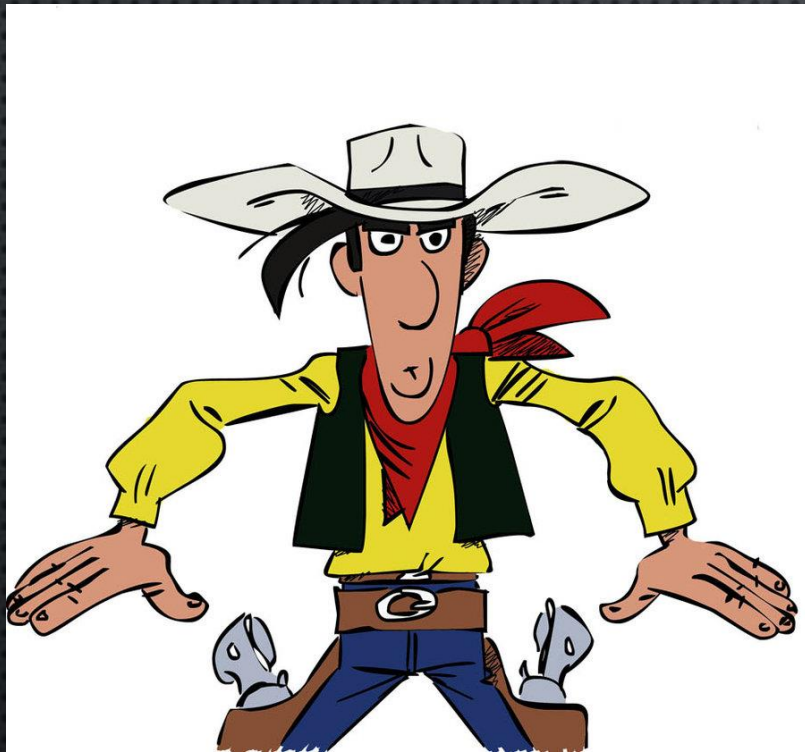


Or science fiction?

# IMPACT ON PROCUREMENT

- FROM 2D TO 3D ALSO IN PROCUREMENT
  - DATA AVAILABILITY AND ACCELERATING CHANGE
- A UNIVOCAL IMPACT ON PROCUREMENT:
  - THE ERA OF SQUEEZING SUPPLIERS HAS COME TO AN END.
  - IF WE SEARCH COMPETITIVE ADVANTAGE FROM OUR SUPPLY BASE, IT WILL NOT BE “JUST COST”
- SO WHAT ARE THE CHANGES WE NEED TO IMPLEMENT IN PROCUREMENT?

# EVOLUTION IN PROCUREMENT



# PROCUREMENT 4.0

Competitive

Collabora-  
tive

Agile

Digital



Competing  
value chains

Co-creation

Leadership

Digital  
transformation



# THE 4 W'S IN PROCUREMENT

- **WHO?** THE REVERSE APPROACHES LEAD BY “SMARTS”, DEFINES WHO WILL CHANGE THE BEHAVIOR IN THE ORGANIZATIONS.
- **WHAT?** OPEN INNOVATION LEADING TO CULTURE INNOVATION = RED MONKEY BUSINESS. WHAT IS NEEDED TO REALIZE THE CHANGE?
- **WHERE?** WHERE WILL THE CHANGES COME FROM: OUTSIDE THE HEART OF THE ORGANIZATION NOT FROM INSIDE, IN OTHER WORDS, OUTSIDE-IN
- **WHEN?** THE NEEDS FOR CHANGE WILL NEVER STOP, THEREFORE A CONTINUOUS MANAGEMENT OF CHANGE NEEDS TO TAKE PLACE. CHANGE MANAGEMENT IS KEY.

# FOOD FOR THOUGHT

HOW DO YOUR MOST PRODUCTIVE, NETWORKED AND INNOVATIVE CO-WORKERS ACTUALLY GET STUFF DONE? DO THEY FOLLOW RULES AND PROCEDURES? OR DO THEY ROUTINELY BREAK THEM?



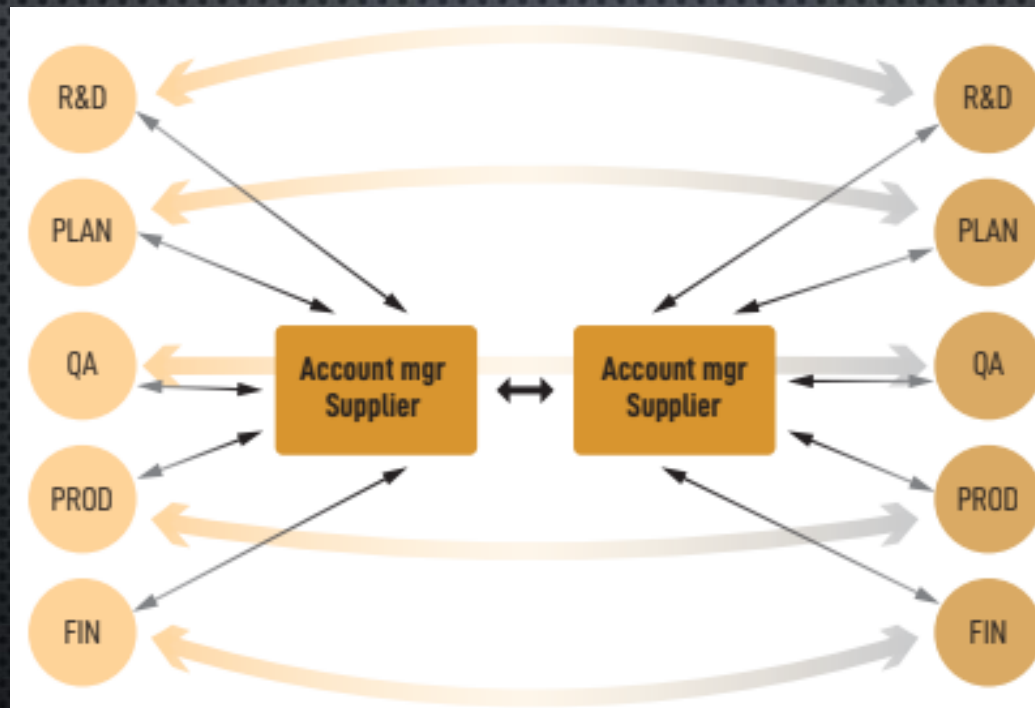
# BREAK THE RULES

DARYLL SAMBAT CREATIONS

# THE STRUCTURE OF THE PROCUREMENT DEPARTMENT

GETTING INVOLVED IN ALL ASPECTS OF THE BUSINESS

# SUPPLIER COLLABORATION



# S&OP – SALES & OPERATIONS PLANNING



## THE BUSINESS GOALS OF S&OP:

- DETERMINING THE BALANCE BETWEEN SUPPLY AND DEMAND.
- AVOIDING WASTEFUL PRODUCTION.
- IMPROVING TOP LINE REVENUES.
- OPTIMIZING RESOURCES FOR PRODUCTION.

# S&O+PP: SALES & OPERATIONS+PROCUREMENT PLANNING



## THE BUSINESS GOALS OF S&O+PP:

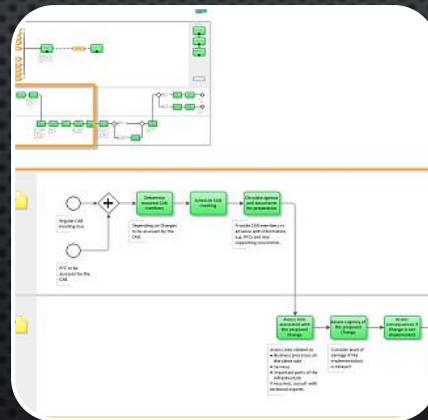
- DETERMINING THE BALANCE BETWEEN SUPPLY AND DEMAND.
- AVOIDING WASTEFUL PRODUCTION.
- OPTIMIZING RESOURCES FOR PROCUREMENT.
- **IMPROVING BOTTOM LINE EBITDA.**
- **VALUE CREATION IN THE SUPPLY CHAIN**

# THE 3 P'S IN PROCUREMENT

- PEOPLE + PROCESS = PERFORMANCE



+



=





# TALENT DEPLOYMENT

RED MONKEY BUSINESS





# TIME TO COLOUR OUTSIDE THE LINES

- PROCUREMENT IS MOST AND FOREMOST A PEOPLE BUSINESS
- AVOID COMPANY MALFUNCTION
- RED MONKEYS AND OPEN INNOVATION

# OUTSIDE - IN

TRY WITH A LITTLE HELP FROM MY.....



# OUTSIDE - IN

AND MY FRIENDS = MY .....?



SMARTING

# MIND GRENADE

“SMARTING IS A VERB THAT PINPOINTS THE INTERACTION BETWEEN PASSIONATE TALENTS TO GET SMARTER AND ACHIEVE BUSINESS IMPACT”

SMARTING





# SKILLS OF SMART INNOVATORS

- **SELECTIVE** : FINDING AND PROCESSING THE RIGHT INFORMATION
- **GENEROUS** : SHARING KNOWLEDGE AND INFORMATION
- **FAST** : IMMEDIATE ACTION
- **EAGER TO LEARN** : HUNGER, DRIVE, PASSION

# A LICENCE TO PLAY

REPOSITIONING PROCUREMENT IN THE BUSINESS ENVIRONMENT

# A LICENCE TO PLAY

“MOVING TO A NEW COMPETENCE PROFILE OF THE PURCHASER”

- THE “LEITMOTIV” CAN ONLY BE SUCCESSFUL, WHEN IT IS BASED ON THE FOLLOWING ASPECTS:
  - HAVING A **PASSIONATE** VISION TOWARDS THE FUTURE
  - **TALENT** AND EXPERIENCE
  - ABLE TO DIGEST THE RIGHT **INFORMATION**
  - ACTING CREATIVE AND INNOVATIVE
  - DEMONSTRATING LEADERSHIP

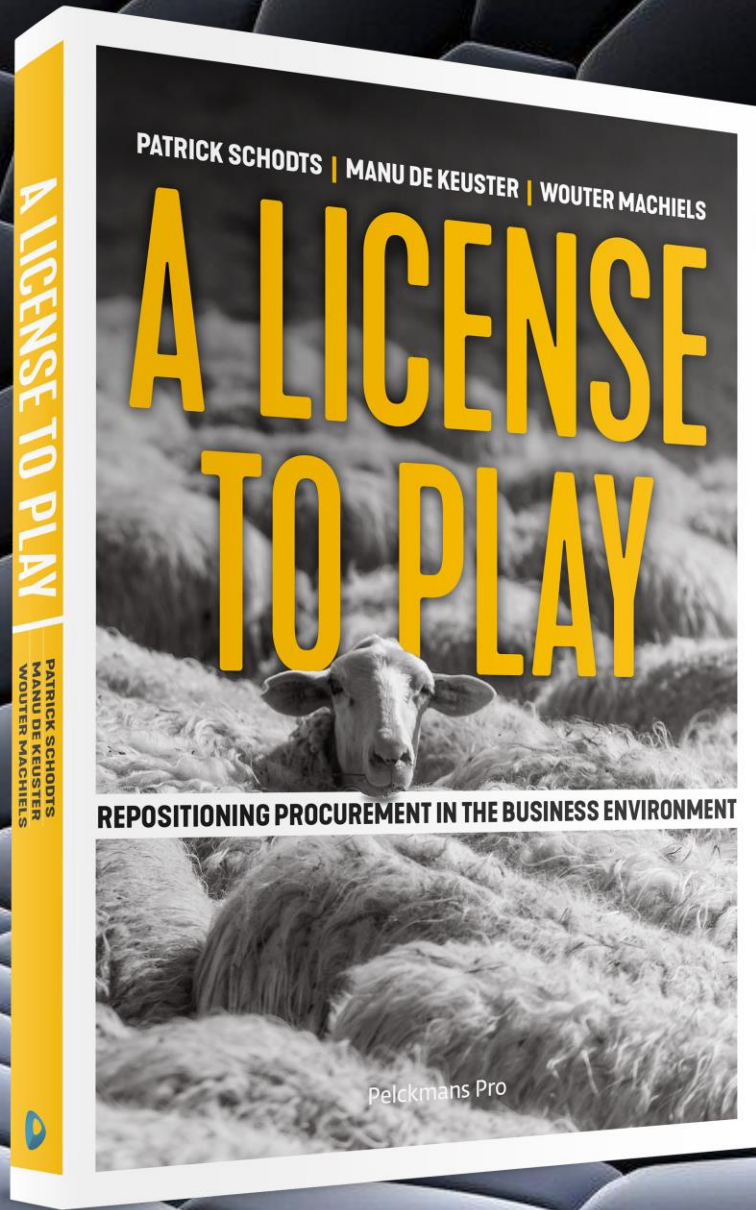
# 3D SMARTS - SKILLS GAPS

*don't me*

CLOSING THE SKILLS GAP IS A MUST, TO KEEP THE TEAMS UP TO DATE WITH THE  
EVER INCREASING SPEED OF CHANGE IN THE BUSINESS ENVIRONMENT.

ANY INTELLIGENT FOOL CAN  
MAKE THINGS BIGGER AND  
MORE COMPLEX...  
IT TAKES A TOUCH OF GENIUS -  
AND A LOT OF COURAGE TO  
MOVE IN THE OPPOSITE  
DIRECTION.”

(E.F. SCHUMACHER)



PATRICK SCHODTS | MANU DE KEUSTER | WOUTER MACHIELS

# A LICENSE TO PLAY

REPOSITIONING PROCUREMENT IN THE BUSINESS ENVIRONMENT

peickmans Pro

A LICENSE TO PLAY

PATRICK SCHODTS  
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