



Co-Innovation, Risk Mitigation
and Data Challenges



14th Annual
**Strategic Sourcing and
Supplier Relationship
Management**
CONFERENCE

CONFERENCE:
April 17–18, 2018
The Blackstone Chicago
Chicago, IL

Lead Sponsor
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PRE-CONFERENCE WORKSHOP:
April 17, 2018
Mastering the Softer Side of Supply
Management Culture, People, Skills, and
Change Management

Pre-Conference Workshop

Tuesday, April 17, 2018

9:00 am – 12:30 pm

Mastering the Softer Side of Supply Management Culture, People, Skills, and Change Management

At many leading companies, the role of Procurement has been transformed in profound ways. We see procurement becoming the linchpin of enterprise strategy. Meanwhile, too many supply management organizations continue to struggle for influence within their companies.

The old procurement paradigm is no longer adequate; we can no longer focus on policing internal stakeholder compliance and rely primarily on competitive pressure to achieve cost savings and motivate supplier performance.

New skills – and new ways of thinking - are required for future success, especially soft skills related to leadership, influence, collaboration, and change management.

During this workshop, we will explore practical and concrete ways to enhance the performance and effectiveness of successful organizations, and earn the right to be a trusted advisor to the business. Key takeaways will include:

- New competencies and skill-sets required for procurement and supply management success
- What Sourcing and Supply Chain leaders and professionals can learn from Sales
- How to ensure sourcing and supply chain management initiatives are embraced across the enterprise through stakeholder buy-in and senior executive support
- Strategies and techniques to win over the most skeptical stakeholders through a detailed exploration of practical tools for stakeholder mapping, and diagnosing and overcoming stakeholder resistance
- Effective ways to change the organizational mindset around working with suppliers, including ways to build trust and transparency while protecting IP, improve communication, and optimally balance collaboration with traditional competitive sourcing strategies
- The latest strategies to enhance supplier collaboration and effectively measure the value and ROI from your SRM program in order to obtain budget and resources needed to drive the next level of value creation
- What business executives expect from Procurement and Supply Management organizations seeking to be viewed as strategic advisors

Danny Ertel, Partner, **Vantage Partners**

Jessica Wadd, Partner, **Vantage Partners**

Agenda

Day 1: Tuesday, April 17, 2018

Conference Registration: 1:00 – 1:30 pm

Kick off the conference with your peers over coffee and snacks.

1:30 – 1:45 pm

Welcoming Remarks from the Chair

Tobias Schoenherr, Professor of Purchasing and Supply Management, Co-Editor-in-Chief, International Journal of Operations and Production Management, Department of Supply Chain Management, Broad College of Business, **Michigan State University**

1:45 – 2:30 pm

Session A: Balancing Collaboration and Competitive Pressure: How to Align Supply Management Disciplines to Maximize Value

Decades after the advent of strategic sourcing, the low-hanging fruit has been picked at most companies. Meanwhile, global competition and accelerating technological change creates pressure to continually reduce costs, increase speed of execution and time-to-market, and innovate.

At many companies, the response to these challenges has been to implement supplier relationship management programs in an effort to more effectively capitalize on supplier assets, expertise and capabilities. However, results have varied widely, and significant questions remain about the value of SRM, and what it takes to maximize it.

Using a combination of company case studies and recent benchmarking research, this session will lay out a model for a fully integrated approach to sourcing, supplier, and supply chain management in the 21st century.

Some key answers to your questions will include:

- How to overcome the struggle of SRM programs to balance the power of collaboration with suppliers with the risks of dependency and supplier-complacency
- How to integrate SRM with category management and how to align negotiation strategies with supplier relationship goals and category strategies
- What leading companies are doing to become preferred customers and enjoy early or first access to supplier innovations

Jonathan Hughes, Partner, Sourcing and Supplier Management, Practice Leader, **Vantage Partners**

2:30 – 3:15 pm

Session B: Case Study: Bristol-Myers Squibb How suppliers are now becoming integral to new Product Development, Commercialization and Lifecycle Management

Innovation is widely hailed as the key to a sustainable business model. And while everyone agrees innovation is important, the best model for driving it is still widely debated.

In this session learn how Bristol-Myers Squibb innovates by leveraging their supplier relationships across new product lifecycle, commercialization and lifecycle management. While they are still strongly committed to in house innovation and ensuring a stable pipeline focused on unmet medical needs, suppliers play an integral role in discovery, development and commercialization processes.

Some of the topics of discussion will include how to:

- Build co-creation teams that leverage each other's strengths – from product discovery to late stage optimization of product launches
- Establish partnerships that establish shared costs, with the benefit of higher margins for suppliers when true innovation is produced
- Select and work with suppliers to ensure innovation while also protecting intellectual property
- Include every division of the organization to ensure success
- Engage in strategic partnerships that leverage supplier strengths, whether it's improvements in speed, processes, or designing new protocols that lead to improved product commercialization

Sanjeev Majoo, VP Global Procurement,
Bristol-Myers Squibb

3:15 – 3:45 pm

Networking and Refreshment Break

3:45 – 4:45 pm

Session C: Building Strategic Alliances: How to ensure lasting success with your SRM program

There has been an increase in corporate alliances in recent years. Some industry watchers put the number at 25%. In some cases, these alliances account for a third of a company's revenue. However, failure is high. According to a recent study in the Harvard Business Review approximately 60%-70% fail.

For those alliances that do work, the benefits are great. So how do you ensure your organization is one of the success stories? In this strategy-focused session, gain a firm understanding of building the business case for supplier relationships and what you can do to build more profitable partnerships and alliances.

- Develop effective relationships by better defining how you will work together, from how decisions are to be made and the processes you will follow
- Create mutually agreed upon metrics to ensure each organization understands how to measure expectations
- Understand the importance of both internal and external relationships by ensuring alignment across all teams

Moderator:

John Caltagirone, Founding Director, Business Leadership Hub, Executive Director, Supply and Value Chain Center, Quinlan School of Business, **Loyola University Chicago**

Rona Fourt , Director, Supplier Diversity, **Walgreens Co.**

Kendall Nichols, Center of Excellence, Supplier Management, **EMD Millipore Corp**
Tim Benz, Sourcing Process Improvement – Manager, **Rockline Industries**

4:45 – 5:30 pm

Session D: New strategies in benchmarking supplier performance and value – from the suppliers' perspective

Supply Relationship Management among mature organizations is an essential differentiator for success. With some strategic, and many transactional suppliers, maintaining these core relationships remains a fundamental component of the procurement role. However, as procurement and supply chains evolve, so too does measuring and benchmarking outcomes.

Learn how you can more effectively benchmark your suppliers' performance and better determine which suppliers are the most vital to your organization's success.

- Assess new criteria on how to measure total supplier value, including quality, innovation, scale and technology adoption
- Understand how leading organizations are measuring value beyond savings
- Learn how to more effectively deploy scorecarding through the use of specific examples
- Create buy in across the enterprise and especially the C-Suite through measured criteria that ties into business goals
- Build internal and external teams that seamlessly function as a cohesive unit

R. Kirk Weidner, Vice President, Corporate Accounts, **Cargill**

5:30 – 5:40 pm

Closing Remarks from the Chair

Tobias Schoenherr, Professor of Purchasing and Supply Management, Co-Editor-in-Chief, International Journal of Operations and Production Management, Department of Supply Chain Management, Broad College of Business, **Michigan State University**

5:40 – 6:30 pm

Networking and Cocktail Reception

Day 2: Wednesday, April 18, 2018

7:30 - 8:30 am

Continental Breakfast:

8:30 - 8:40 am

Opening Remarks from the Chair

Tobias Schoenherr, Professor of Purchasing and Supply Management, Co-Editor-in-Chief, International Journal of Operations and Production Management, Department of Supply Chain Management, Broad College of Business, **Michigan State University**

8:40 – 9:30 am

Session E: Peer-to-Peer Learning Experience: Breakfast Roundtable Session

We will begin today's discussion by joining one of the peer-to-peer learning tables dedicated to drilling down further on some of the challenges you said were important to you and your organization. With the help of a moderator, each table will appoint a facilitator and confer with each member of the table to discuss what other organizations are doing to solve the specific challenge they chose, and what they see as possible solutions to this challenge. After 30 minutes, the moderator will call on the facilitator of each table present their findings before opening it up to the floor for comments and suggestions from the other tables.

Moderators:

Kathy Porter, Director, Small Business & Vendor Diversity Relations, **University of Florida**

Dermot Somers, Divisional Head of Procurement, **Sharp Packaging Services**

9:30 – 9:45 am

Networking and Refreshment Break

9:45 – 10:30 am

Concurrent Session F1: Supplier development for early development organizations: Strategies for building better, more profitable relationships

From co-development of products to building strategic alliances, the supplier-buyer relationship is a key component to an organization's long-term success.

But where do you begin, and how do you sustain it? This session will provide best practices to organization's looking to work more closely with suppliers.

Define and establish the business case for a SRM program from the start

- Learn how to build effective co-creation teams to ensure your enterprise goals are aligned with you suppliers'
- Understand what suppliers are looking for in terms of partnership
- Determine which suppliers would work best with your organization

Terrez Thompson, Vice President of Global Supplier Diversity, **The Coca-Cola Company**

9:45 – 10:30 am

Concurrent Session F2: Developing a spend efficiency metric to objectively measure supplier-buyer value

Measuring your procurement spend is an integral part of assessing your supplier network. And although all companies do this to a certain extent, measuring supplier value through hard procurement metrics is an essential aspect that doesn't receive enough attention.

Learn how to systematically develop procurement spend metrics that better aligns with corporate goals, including:

- How to develop procurement-focused insights through collected data to better manage your supplier spend

- Assessing procurement risks relative to your spend, and how to build in supplier continuity
- Understand the measurement criteria to determine when to increase engagement with suppliers, or when to exit responsibly

Shane Hughes, Strategic Supplier Management, Supply Chain Organization, **Intermountain Healthcare Supply Chain Center**

10:30 – 10:45 am

Networking and Refreshment Break

10:45 – 11:30 am

Session G: Leveraging 'SRM Digitization' to Advance Supplier-Driven Innovation and Growth

In a world where services procurement and digital transformation dominate, procurement is spending more time and resources on advancing strategic supplier relationships.

Procurement increasingly needs to mine strategic advantages from supply partnerships in the form of innovation and top-line growth opportunities. As such, traditional post-sourcing and post-contracting SRM solutions don't suffice and the technology market is expanding to include:

- Supplier performance measurement
- Supplier development (including quality management and improvement)
- Supplier collaboration and innovation
- Relationship management, including conflict resolution

Digitization plays an important role to help your organization create competitive advantage through your supply base. Jason Busch will take you through 3 'SRM in 2025' scenarios illustrating how the use of cloud computing, social media, big data, the Internet of Things (IoT), blockchain and mobile can be exploited to improve your SRM practices to enhance your organization's bottom line results.

Jason Busch, Founder, **Spend Matters**

11:30 am – 12:15 pm

Session H: Supplier Relationship Management: The entire relationship management program from run to business transformation

At Dell, supplier relationships form the backbone of their product development. With suppliers being an integral part of their product design, innovation, and long term profitability.

Take a deep dive into how you can execute on a viable and innovative SRM program, covering:

- How Dell aligned all divisions on their SRM program, and how they demonstrated its value
- Why onboarding and monitoring suppliers is essential to ensure continued success
- Examples of how the Dell SRM program really has resulted in business transformation and their continued success

Christine Cantarino, Director, Procurement Operations, **Dell**

12:15 – 1:15 pm

Networking Lunch

1:15 – 2:30 pm

Session I: Case Study: AbbVie

The purchasing office of the future: How AbbVie is modernizing its entire procurement division to meet market demand

Procurement has experienced a great many changes in the last few years, and we can expect even more in the next few. In order to meet future market demands, AbbVie is embarking on a complete restructuring of its procurement process.

To start, they are embracing digital disruption and redesigning their procurement and supply chain processes, and with it, some expectations.

Although they are still in the early stages, there are expectations, and few lessons learned, including:

- Why AbbVie is investing in its purchasing department's infrastructure and processes and what results they expect to see
- How they are engaging with suppliers to improve innovation, automating processes, developing real time awareness along their supply chain, and beefing up their risk mitigation strategies
- What lessons have they learned on the roll out, and what results are they seeing in the early stages

J.Terry Simmons, Vice President of Purchasing and Supplier Management, **AbbVie**

2:30 – 3:15 pm

Session J: How The Mayo Clinic is using master data to deliver actionable insights

As companies integrate more technology into their procurement and supply chain divisions, the need to analyze and act on captured data becomes essential. How to turn vast amounts of unstructured data into actionable insights is a universal challenge, but how are supply chain departments governing their data and ensuring consistency?

This interactive discussion will break down how Mayo Clinic embarked on their initiative, the challenges and successes they are experiencing, and what they expect to be able to do with their data in the foreseeable future.

Some of the topics of discussion will be:

- How Mayo Clinic is defining core product data elements
- How to identify data sources of truth and how to govern them
- What they are doing to eliminate end user data inputs when possible
- How to integrate data management across functional departments
- How Mayo Clinic uses the data available today to educate other departments on their cost impact to the organization
- What actionable improvements are expected based on data governance

Stephanie Matejka, Director, Supply Chain Management, **Mayo Clinic**

Erin Williams, Operations Manager, Contract Administration, **Mayo Clinic**

3:15 – 3:30 pm

Networking and Refreshment Break

3:30 - 4:15 pm

Session K: Case Study: Novelis

How to maximize the value of strategic procurement and supplier relationships to drive growth and innovation

Supplier relationships have changed dramatically over the years. While price is still a factor to consider, total supplier value is now much more important. Can suppliers bring innovative ideas or processes? Can you increase market share with your partner suppliers?

But executing on a robust supplier relationship program that leads to real innovation is complicated and requires a commitment from the organization.

Hear how Novelis, the world's largest aluminum can producer and recycler, and the largest aluminum supplier to the automotive sector, developed and executed on a corporate strategy focused on supplier relationships and innovation.

- Learn how they developed and integrated their supplier information management system, aligning all divisions in this corporate strategy
- Understand how suppliers are generating competitive advantages and how quality is measured to ensure continuous improvement
- Gain a first-hand account of how focusing on procurement excellence, and supplier quality and innovation, has led to improvements in products and processes

Ina Nagel-Schweigert, Director, Procurement Excellence, **Novelis Inc**

4:15 – 5:00 pm

Session L: Working with the right suppliers to foster sustainability and build brand loyalty

Some companies have a long history of working with supplier to provide innovative products to their customers. However, not all relationships have played out as expected.

- Learn how to select and audit suppliers to ensure compliance with their corporate values
- Hear how suppliers are meeting sustainability goals, and what that means to long term growth and your supply network
- Understand how the value of supplier relationships translates into bottom line value, and brand loyalty

Brad Chatterley, Senior Manager Procurement, **Young Living Essential Oils**

5:00 – 5:10 pm

Conference Close

REGISTRATION INFORMATION

Online www.conferenceboard.org/suppliermanagement

Email customer.service@conferenceboard.org

Phone 212.339.0345

8:30 am –5:30 pm ET, Monday – Friday

Pre-Conference Workshop Pricing:	
Members	\$605
Non–Members	\$705

Conference Pricing:	
Members	\$1,995
Non–Members	\$2,195

Fees do not include hotel accommodations.

Location

The Blackstone

636 South Michigan Avenue
Chicago, IL 60605

tel: **312-447-0955**

Cancellation Policy

Full refund until three weeks before the meeting. \$500 administration fee up to two weeks before the meeting. No refund after two weeks before the meeting. Confirmed registrants who fail to attend and do not cancel prior to the meeting will be charged the entire registration fee.

Team Discounts per Person

For a team of three or more registering from the same company at the same time, take \$300 off each person's registration. One discount per registration. Multiple discounts may not be combined.