

Partnering & innovation

Value or nuisance?



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Introduction

Michiel Hekkens

- Living in Munich (Germany)
- 42 years
- Technical background

Role VP Global Purchasing

- 100 professionals in 4 offices
 - Vancouver (Canada)
 - Singapore (Singapore)
 - Poing (Germany)
 - Venlo (Netherlands)
- From raw material to finished goods

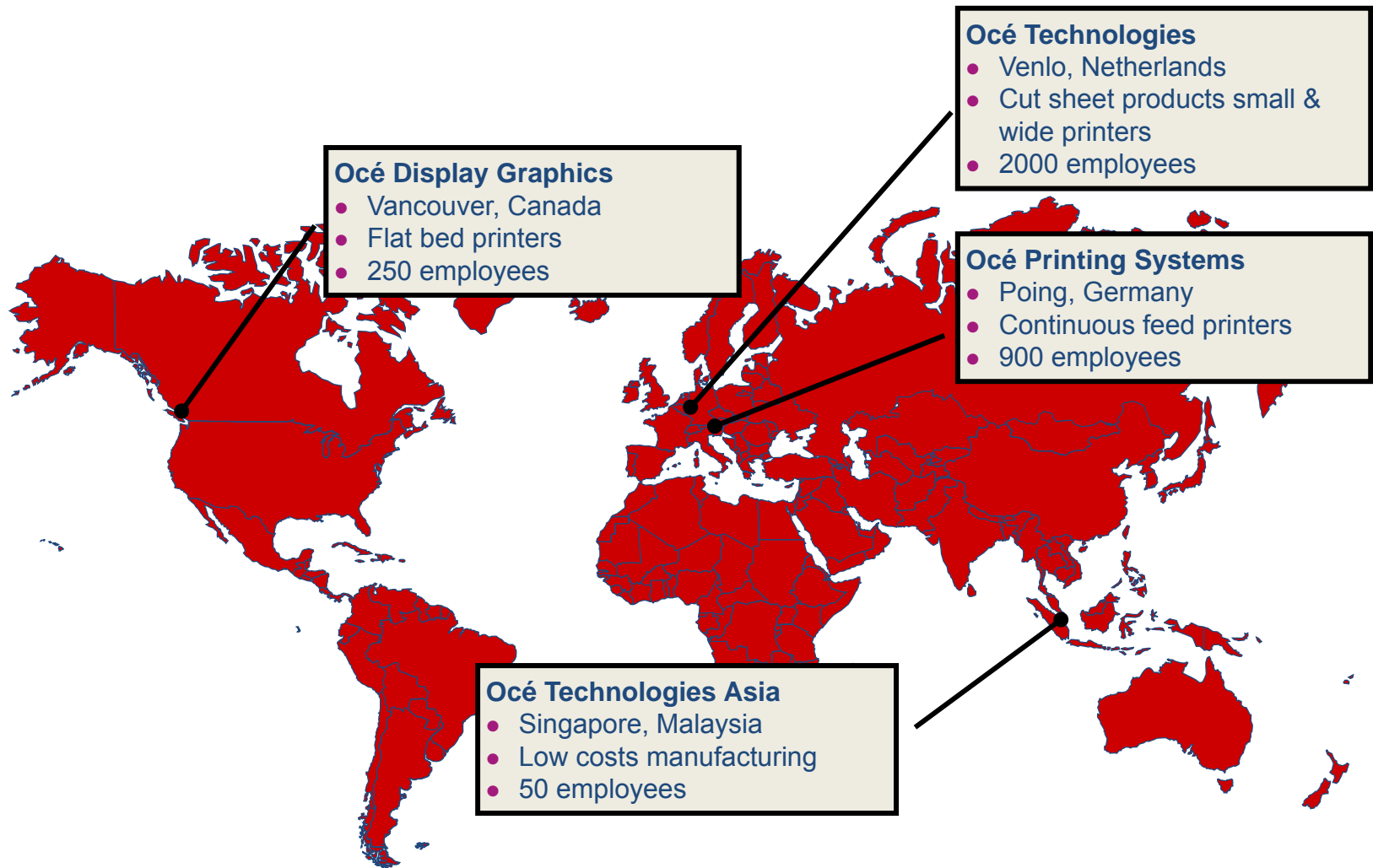


Previous roles

- Manager Mechanical Development R&D (Netherlands)
- Director Océ Technologies Asia (Singapore)

Introduction:

Océ design & supply centers



Introduction

Océ DNA = Innovation



The theory

Procurement vision

- Mission
 - To be a strategic business partner
 - Contributing to corporate profitability & growth
- Vision
 - Develop best in class supply base
 - Source at lowest integral costs with long term continuity
 - Business partnering for development
 - Maximizing competitive advantage with strategic partners

The theory

Rationale behind strategic partnering

- Outsourcing of non-core tasks
 - Focus on core tasks
 - Flexible cost structure
- Maximization of capabilities
 - Co-develop best product
 - Access to capabilities
 - Limit R&D resources
 - Limit investments
 - Time to market

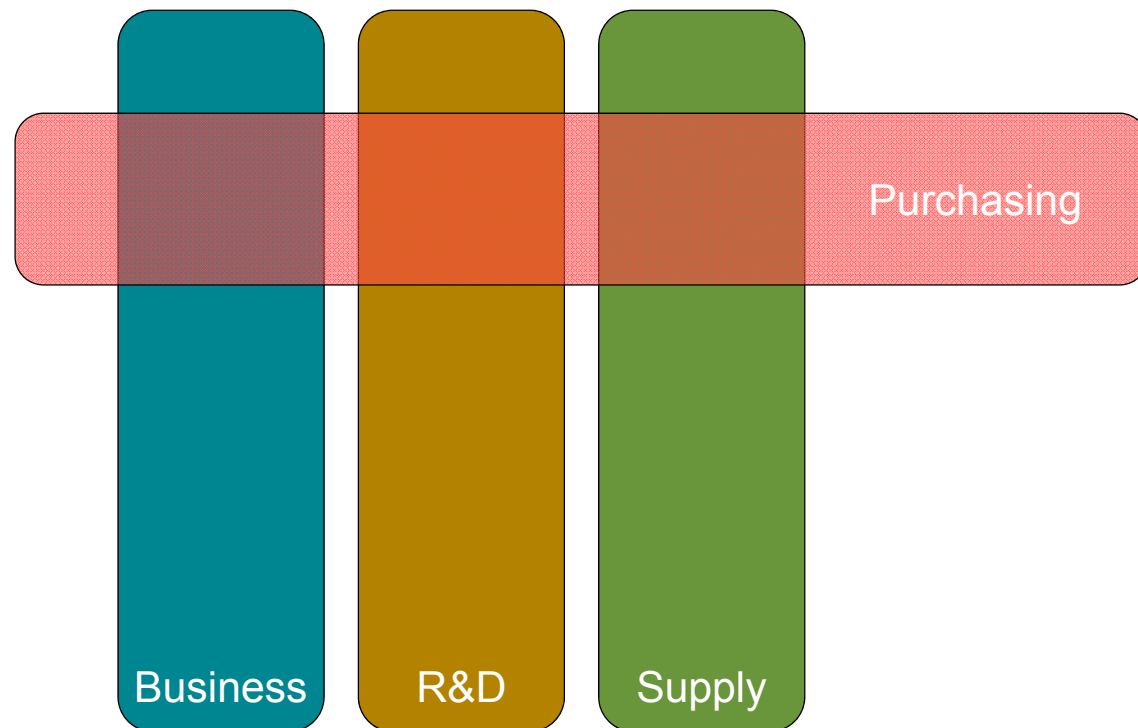


Partner view ??

The theory

Role of Purchasing 2.0

- Purchasing aligns stakeholders needs across sectors
- Purchasing leads cooperation process
 - Independent
 - Professional



The real world

Negative incidents

- Unrealistic & unclear expectations

- No comm

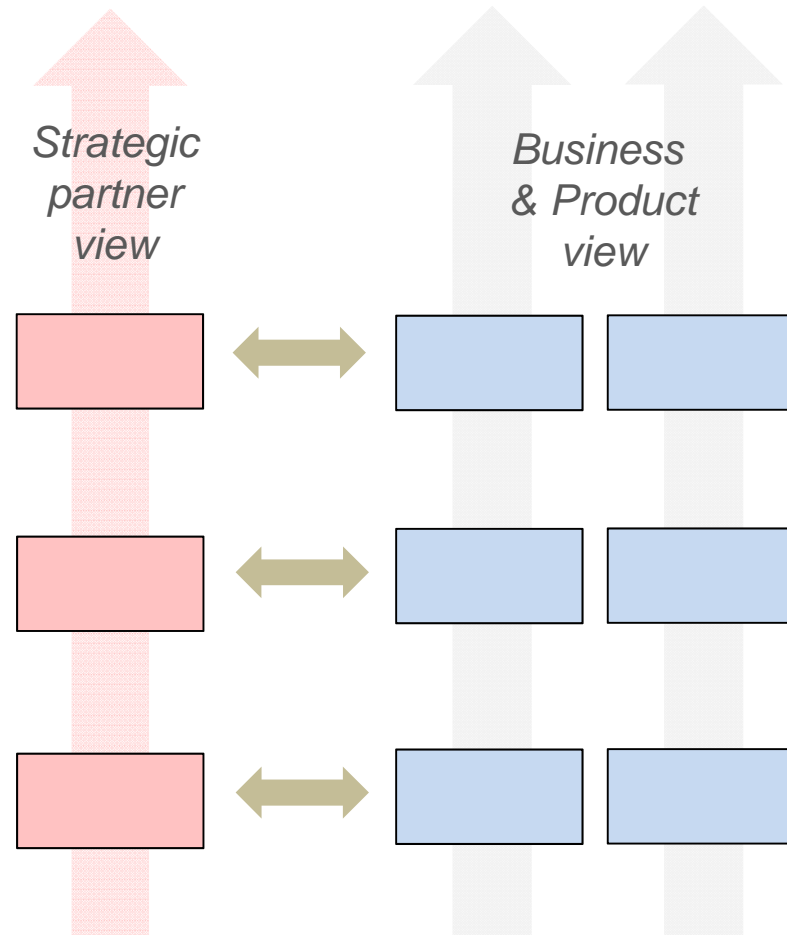
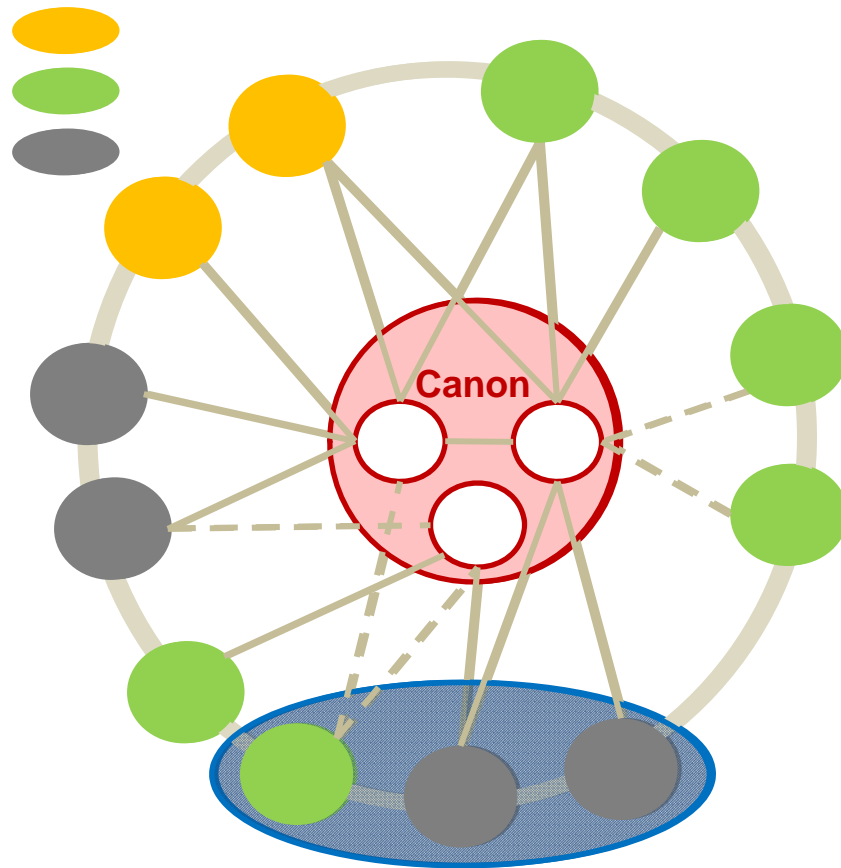
- Chaotic p

- Promising



The real world

Océ approach



Value or nuisance?

Value = Win-win x Lead x Goal x Commitment



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