

24 juni 2014, NBC Nieuwegein
Inkoopdag 2014

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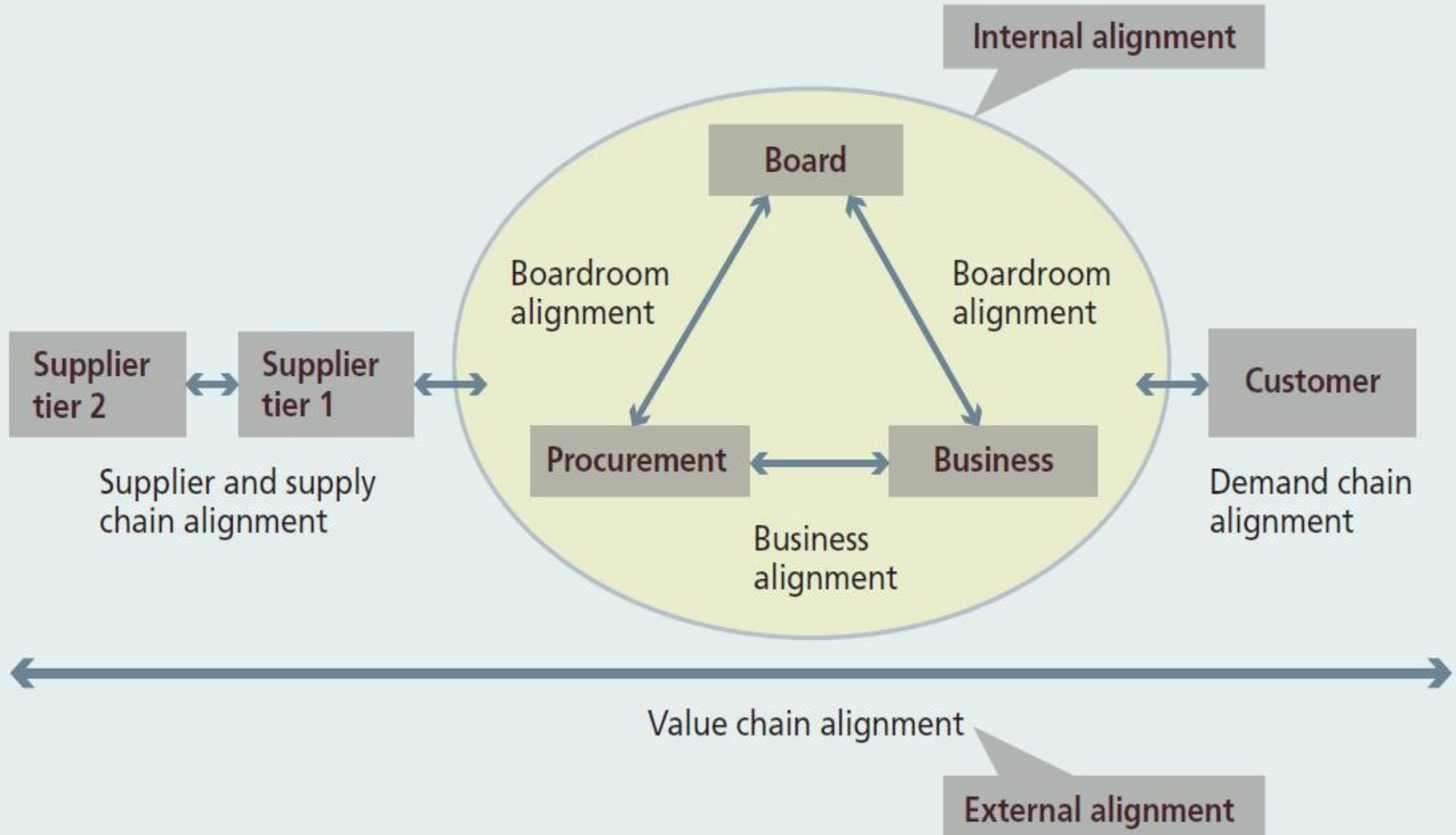
Ken uw keten!



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“Inkoop en de link naar de value chain”

An aligned supply chain



Historical difference supply chain/ logistics domain vs value chain

Supply chain/logistics

- flow of materials
- flow of information
- flow of money

focusing on questions as:

- how be more efficient?
- how be more sustainable?
- how reconcile objectives as efficiency and resilience
- ...

Value chain

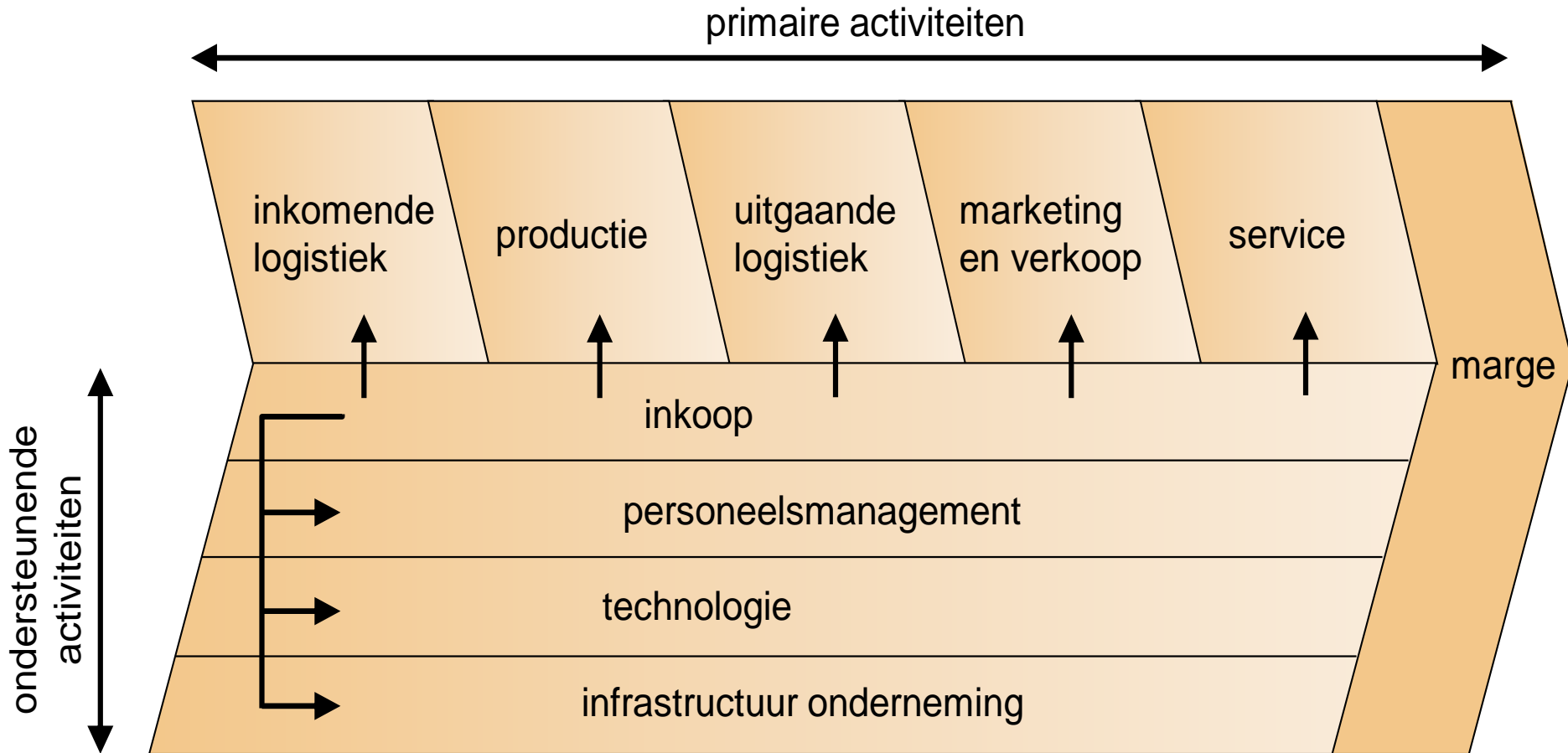
- who gets the value in the chain?
- who creates value?
- who captures the value?
- where is the value created?
- ... and how in a coherent manner?

focusing on questions as:

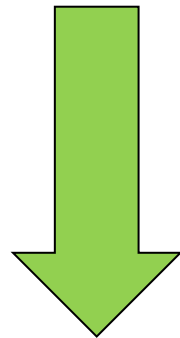
- how change the competitive landscape?
- how change the competitive advantage, through design of our end-to-end value chain?
- ...

**Supply chain questions become
value chain questions.**

(Charles H. Fine)

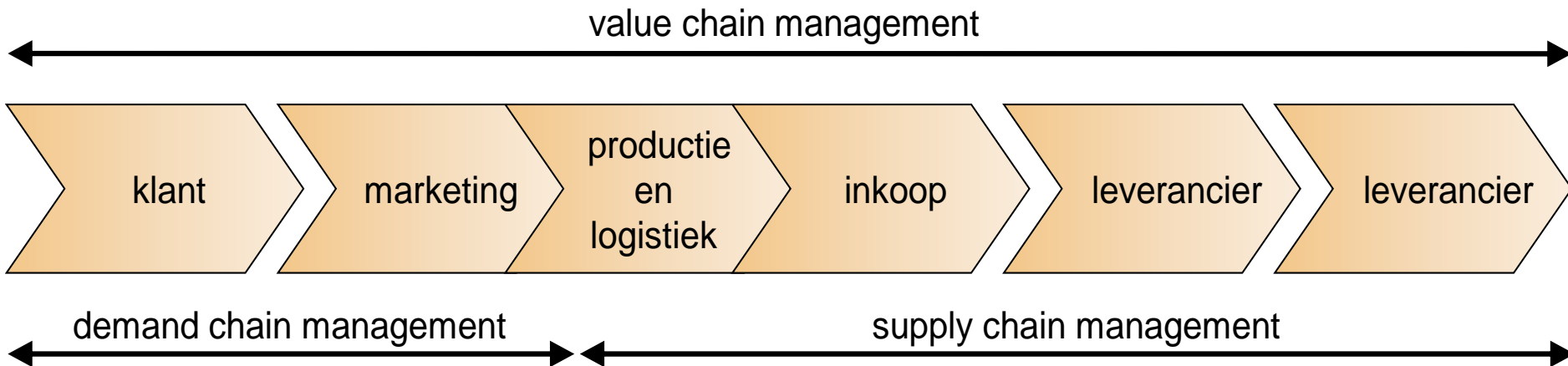


de waardeketen van een bedrijf vertegenwoordigt de kernactiviteit van dat bedrijf in een bepaalde markt-omgeving waarin het bedrijf wil uitblinken



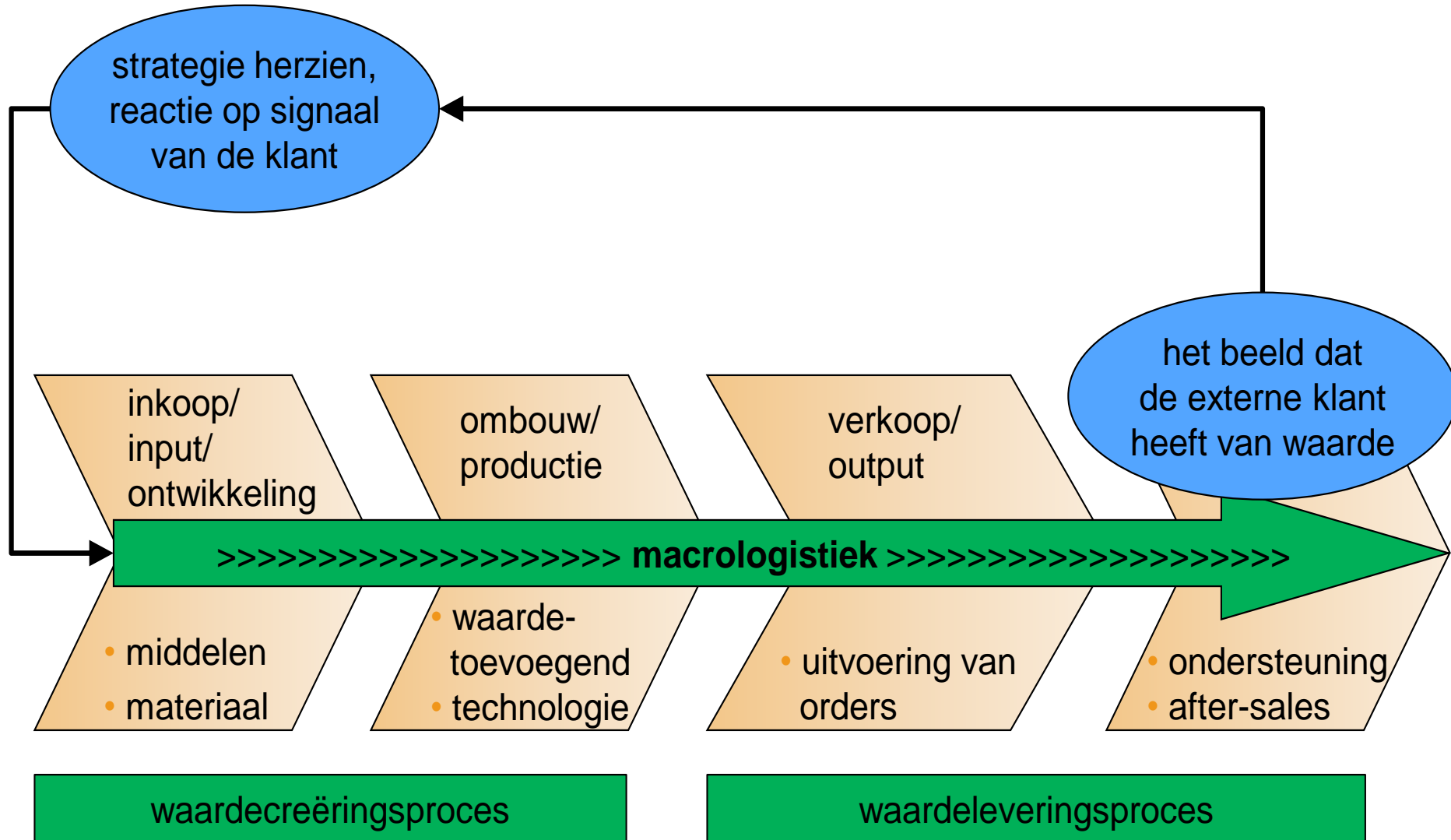
gevolg

iedere marktomgeving vereist een aangepaste, misschien andere visie op strategieplanning, managementstijl, organisatiestructuur en concurrentiestijl

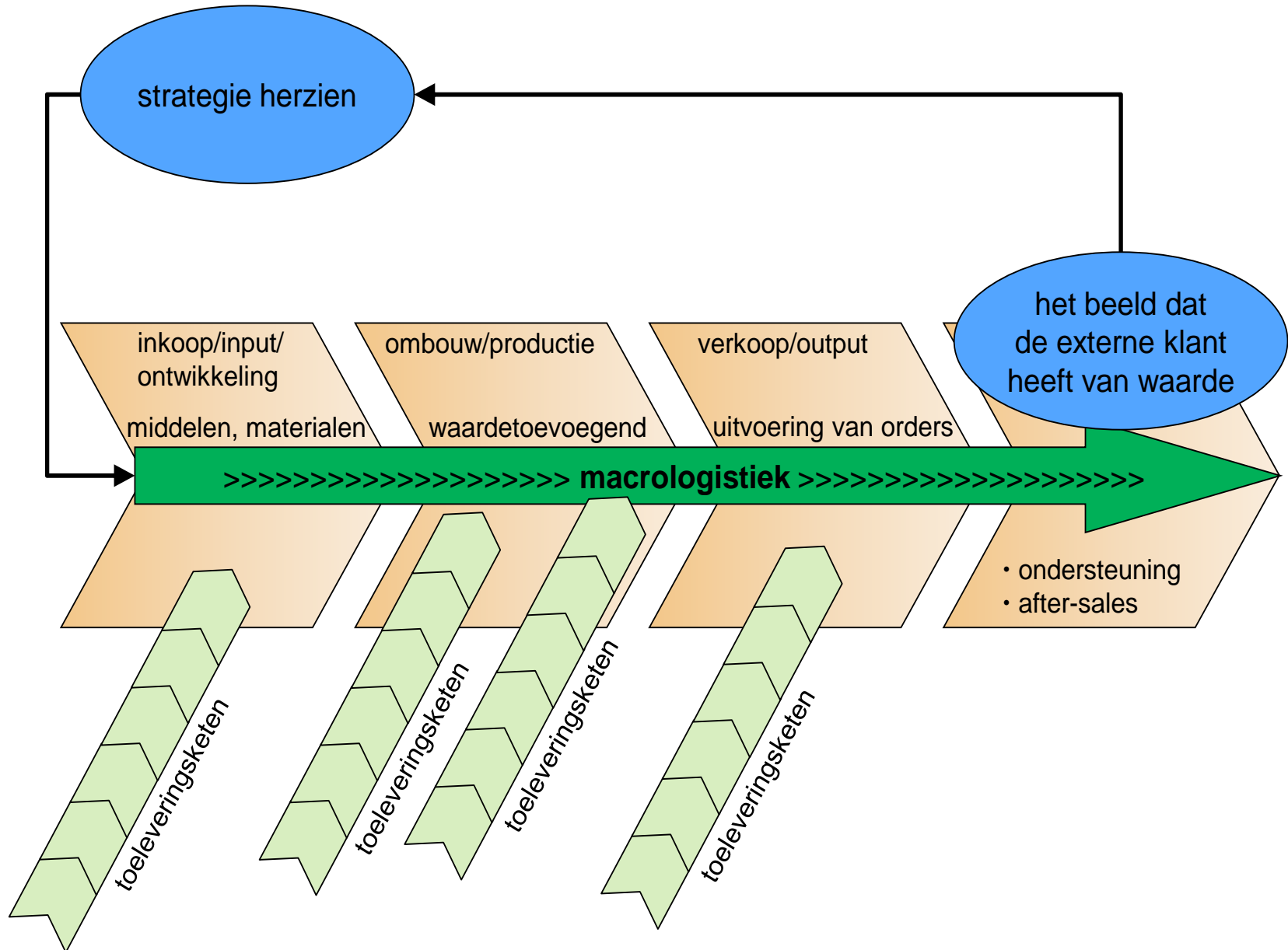


de waardeketen is een proces dat bestaat uit waardecreatie en waardeoverdracht dicht het gat

Waardeketen in een productieomgeving



Waardeketen met toeleveringsketens



Supply chains should provide one or more of six basic outcomes:

- cost
- responsiveness
- security
- sustainability
- resilience
- innovation

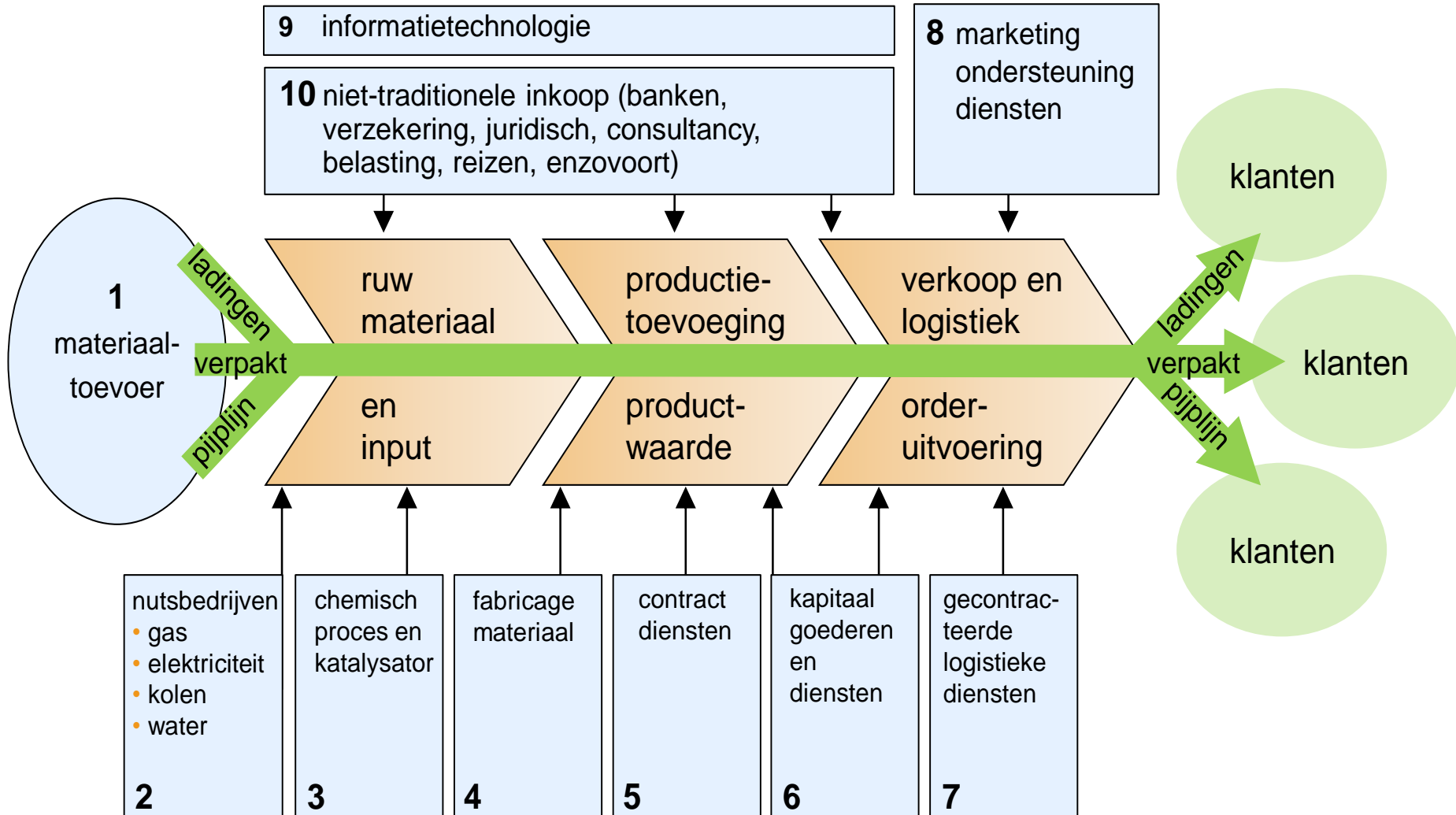
Key succes to supply chain outcomes

In order to realize and support the organisations' goals, reasoned from the beginning of the supply chain outcome, the following important factors are identified:

- critical drivers: demand driven, supply driven, technology driven
- locations
- countries' cultural difference
- corporate cultures
- stage of product live

*'Eerst begrijpen,
dan begrepen worden'*

Voorbeeld: waardeketen chemische industrie



Example: fiber organization value chain including spend analysis

supporting process

Overhead M€ 31.4

HRM M€ 16.0

ICT M€ 4.0

Marketing / Sales Support M€ 2.2 (TFA)

Site support M€ 12,3

R&D, Technology & Engineering (Investments) M€ 82.4

input

raw materials M€ 45.6

utilities M€ 40.2

value creation

production M€ 21.3

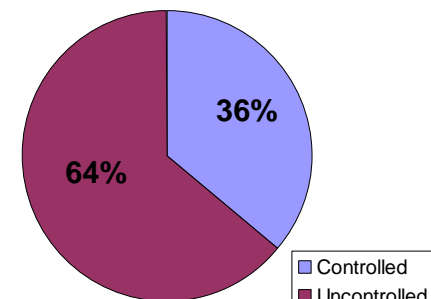
maintenance M€ 26.3

order execution

logistics M€ 8

primary process

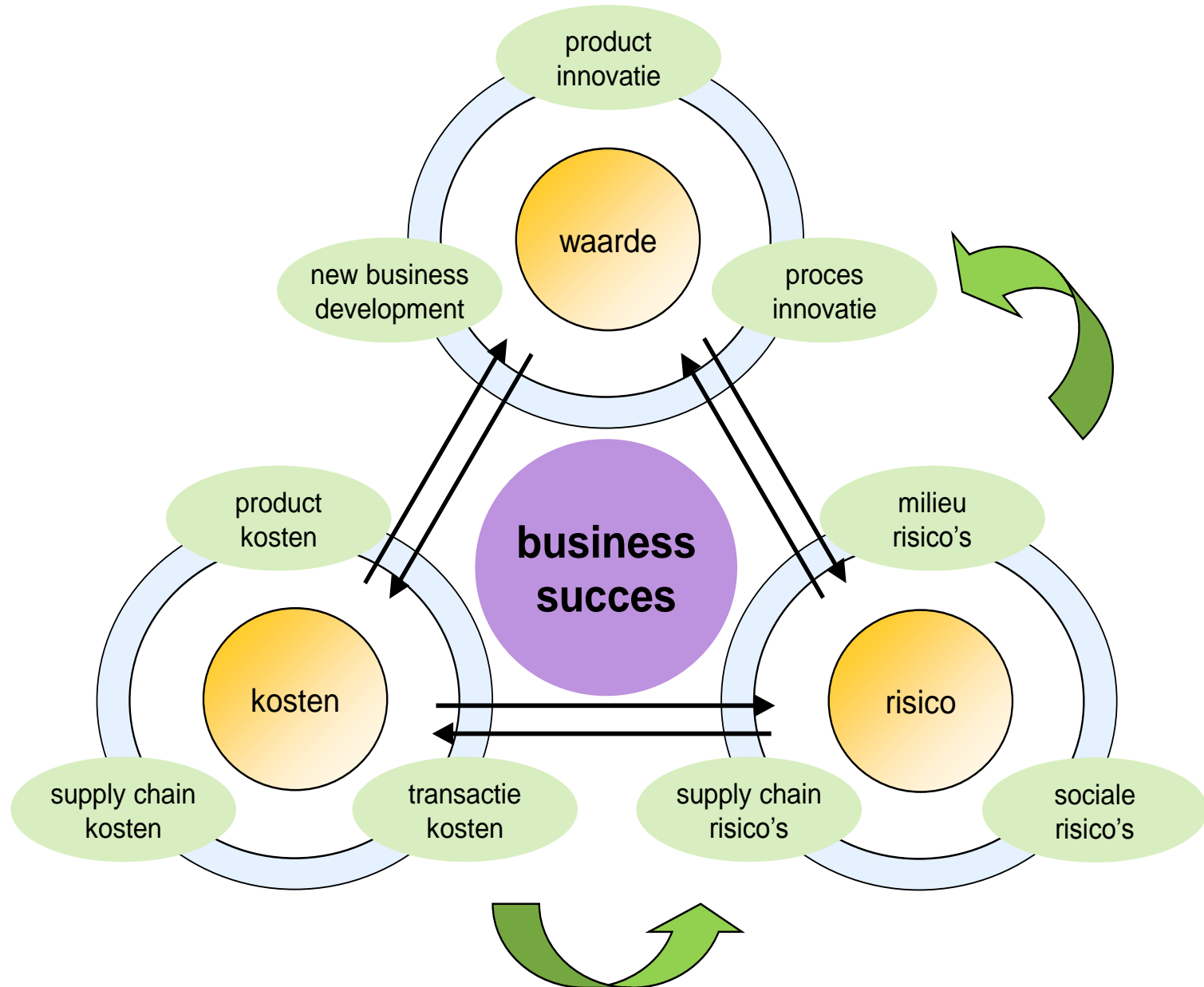
Coverage of spend by purchasing



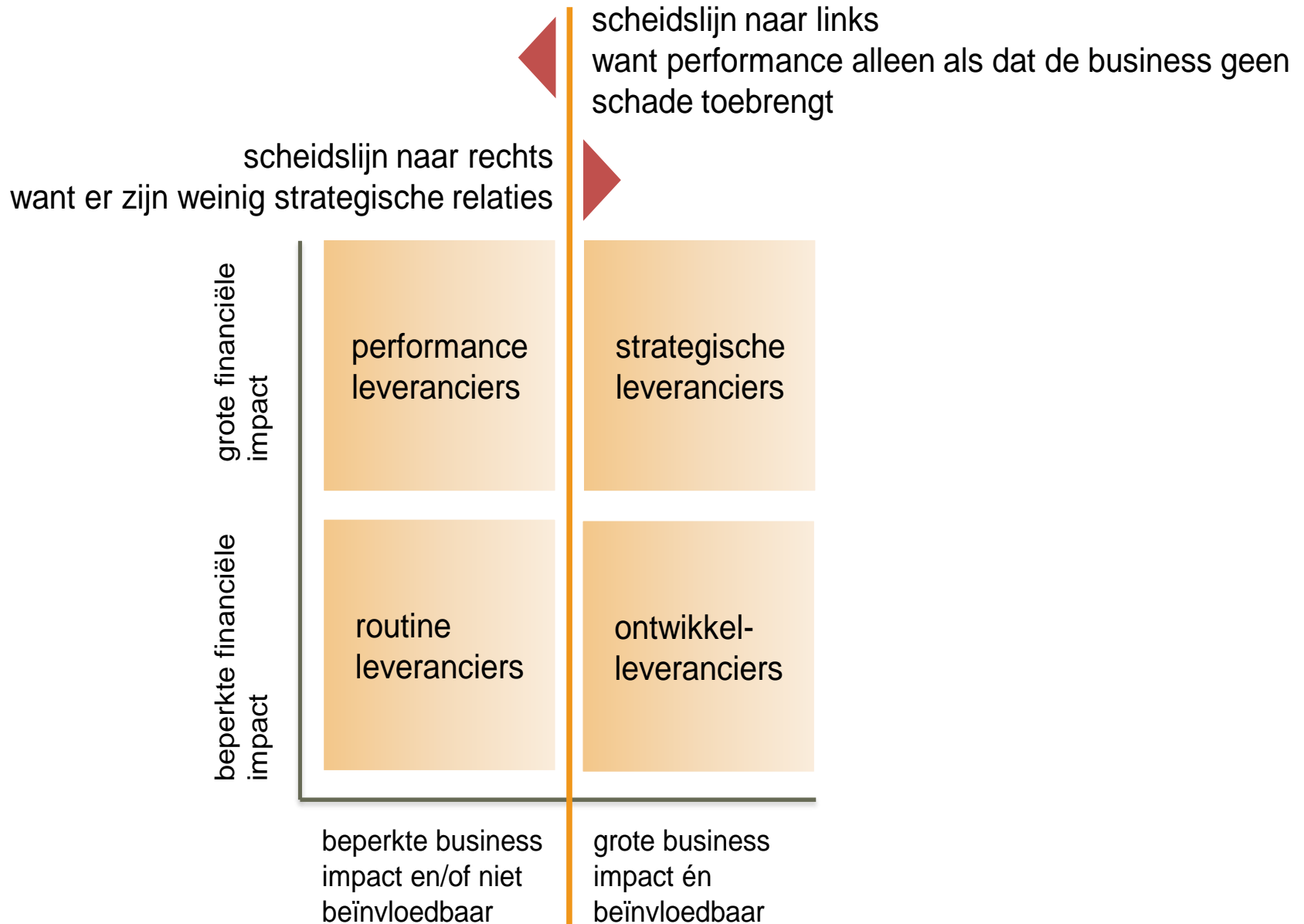
Covered by purchasing department

in 2013 the spend was 55% of turnover

De veranderende inkoopagenda



Leveranciersportfolio Gerco Rietveld vanuit inkoopalignement



Invalshoeken tot optimalisering



**Meer weten?
Bekijk ook onze opleiding:**

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NEVI MANAGER



- **Strategisch management en inkoop alignment | 20 avonden**
Deel 1 Strategisch Management (10 avonden)
Deel 2 Inkoopalignment (10 avonden)
- **Verandermanagement en inkoopontwikkeling | 4 avonden**
- **Ketenmanagement | 10 avonden**
- **Persoonlijke Effectiviteit – 3 | 4 dagen**