



Nestlé

Good Food, Good Life



Operations

Nestlé Procurement University

Procurement Leaders Forum 2008

Amsterdam, October 16th, 2008



Initial position and objectives

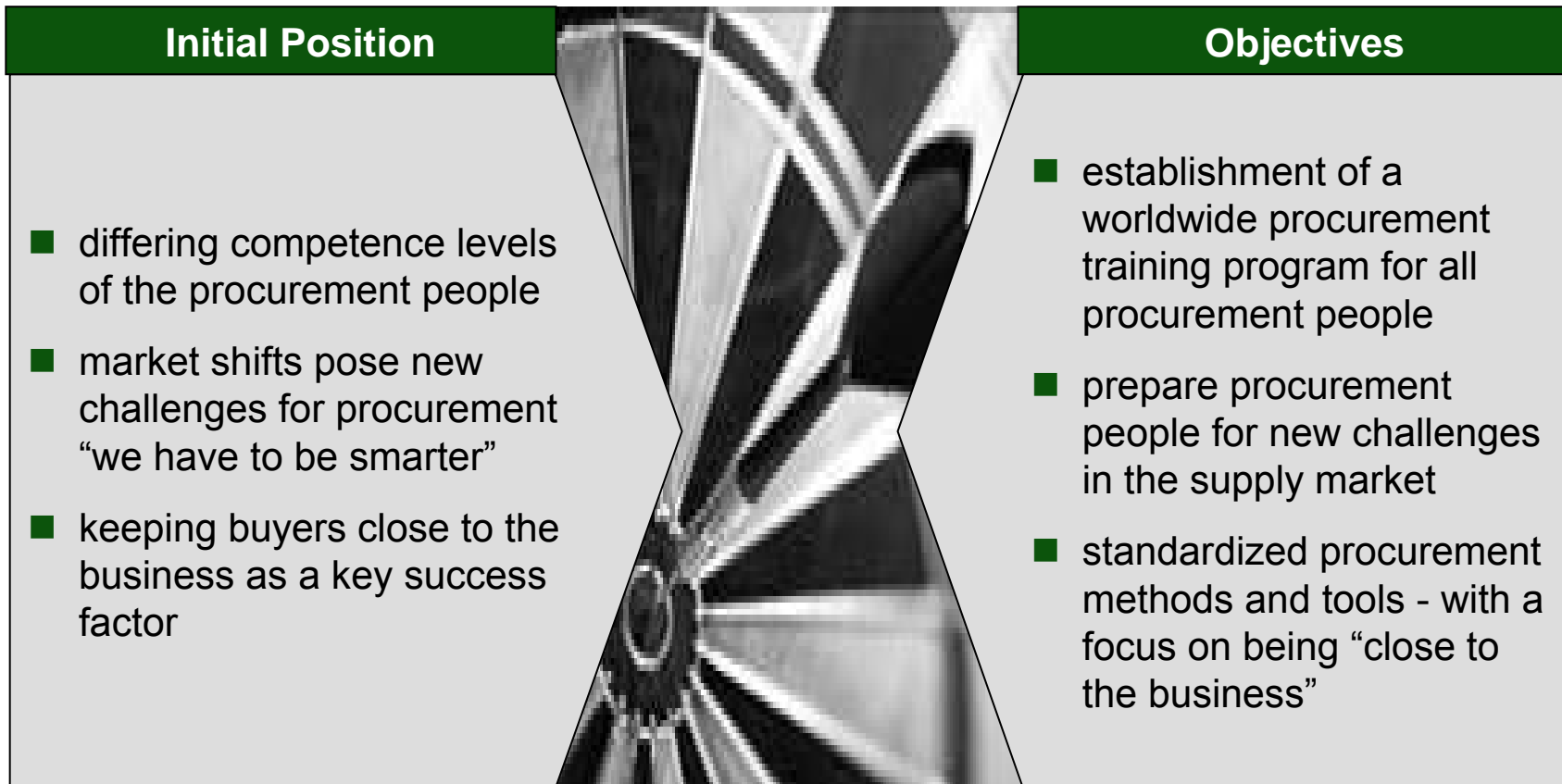
Nestlé Procurement University approach

Driving license

KPIs

Next steps

To achieve our procurement requirements it was necessary to define the initial position and objectives.

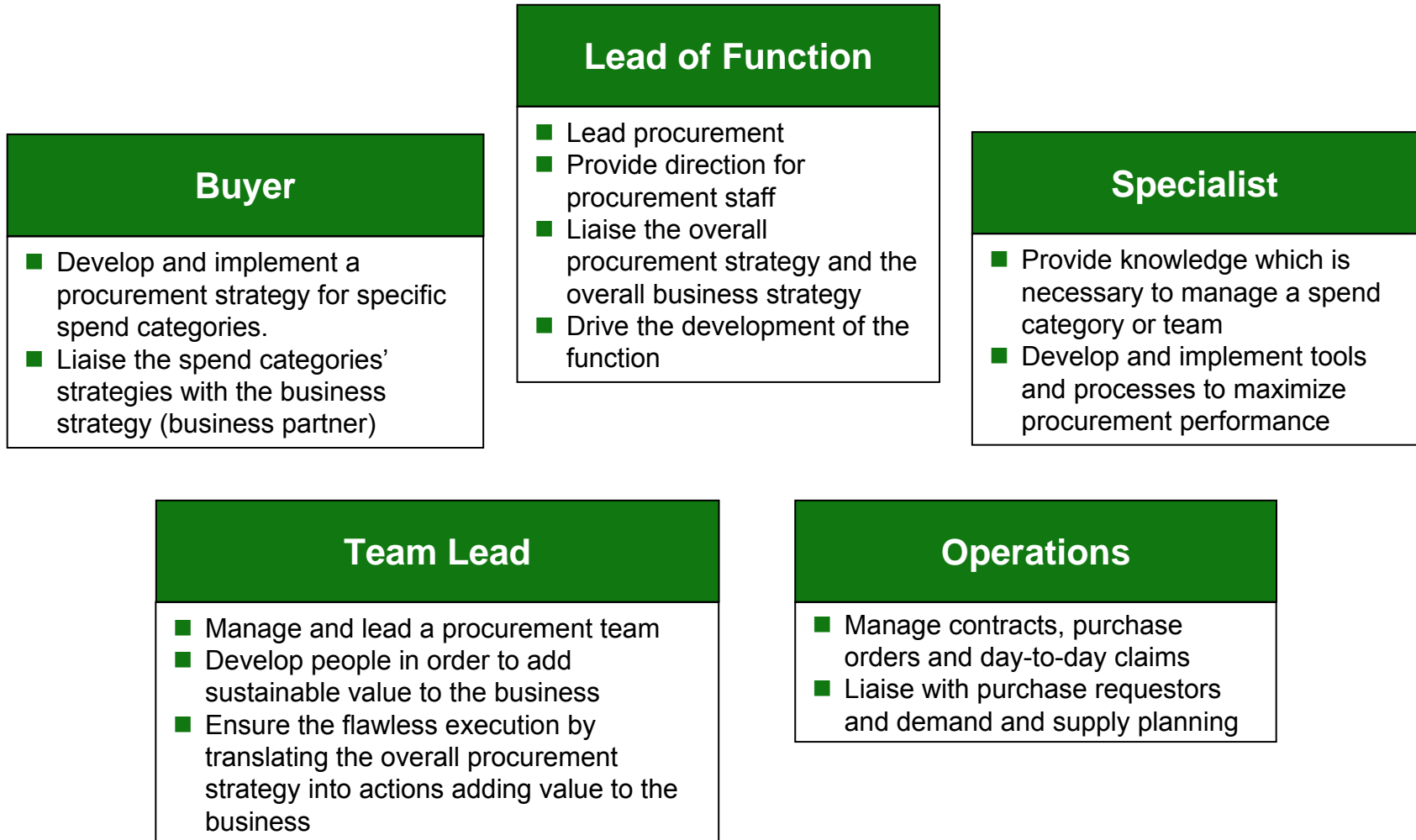


Procurement requirements and clear objectives led to a clear mission for the Nestlé Procurement University.



- With the Nestlé Procurement University we envisage to create and deliver a world class procurement training.
- The state-of-the-art content will be of one quality and the same across all markets and businesses
- We aim for the introduction of a common language and reinforce standardized processes across the globe
- Our training methods will be tailored to our specific needs. Trainings will be delivered by the Nestlé people and stick close to the businesses.

To develop the qualification program it was necessary to define the procurement job profiles and competencies.



Using a competency and training grid the right trainings for individual development are selected.



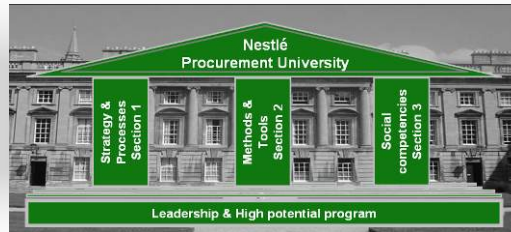
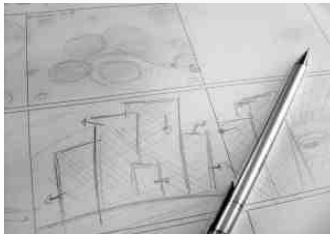
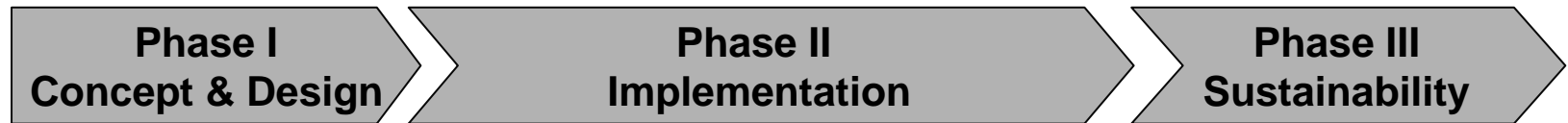
Commercial Functional Competencies (CFC):		Level of competency	Definition	Training Classes Offered	Offered by	Level of competenc	Required level of competence per job family					
							Lead of function	Team lead	Buger	Proc. Operations	Specialist	
Procurement fundamentals							Procurement fundamentals					Maturity
P2P Process Globe	Standard	Assures flawless execution of Ensuring supply process and is able to use B/W to generate reports for procurement.	P2P Process, Globe (P), Nestlé Procurement University (NPU) Driving Licence	P	S							
	Developed	Drives Ensuring Supply Improvement projects, e.g. B/W reporting	NPU Section 2 (available 2009)	P	D							
	Highly developed	Leads the development and implementation of the Globe P2P process from a functional perspective.			HD							
Nestlé Procurement Organization	S	Knows Nestlé Procurement Organisation in the market and in the zone/business and uses intranet efficiently.	NPU Driving Licence	P	S							
	D	Develops business oriented and efficient procurement organisations (i.e. structuring, sizing, measuring effectiveness etc) within a given direction.	NPU Section 2 (available 2009)	P	D							
	HD	Defines the organisational setup i.e. roles and responsibilities for the procurement staff that facilitates to be closed to the business and leverage scale.	NPU Procurement Leaders (available 2009)	P	HD							
Sourcing Governance	S	Knows all relevant principles, i.e. supplier code, basics of responsible sourcing. Communicates them to suppliers and actively seeks for compliance with suppliers (incl. Contract manufacturers).	NPU Driving Licence	P	S							
	D	Develops sourcing governance within a given direction.			D							

Training classes offered

Required level of competence per job family



Our approach to implement the 7-step sourcing process as a train-the-trainer allows for sustainable employee development and supports the successful transformation process for the procurement organization.



Objectives

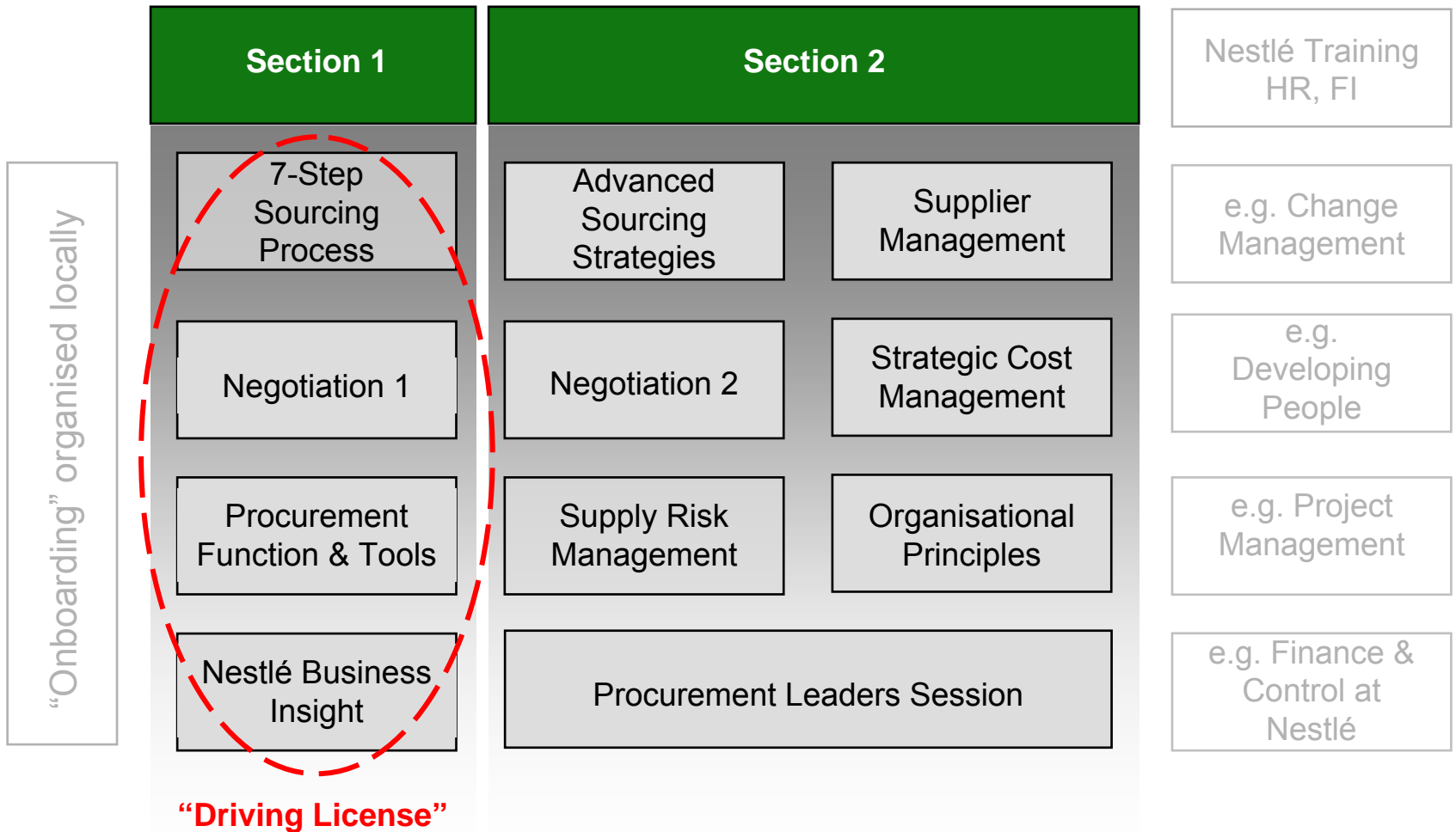
The **Procurement University concept** is developed

- a) development of a train-the-trainer concept
- b) development of timetables
- c) cultural adjustments

1. State-of-the-art and Nestlé specific training content is developed
2. Trainings for the Nestlé trainers are realized
3. Nestlé trainers train strategic buyers and managers

1. The **train-the-trainer approach** ensures sustainability for the organization
2. **Mandatory methods and tools** for procurement are integrated in the training content
3. Regular **stakeholder surveys** will be run

From the job profiles and procurement requirements the qualification needs for the future have been derived.

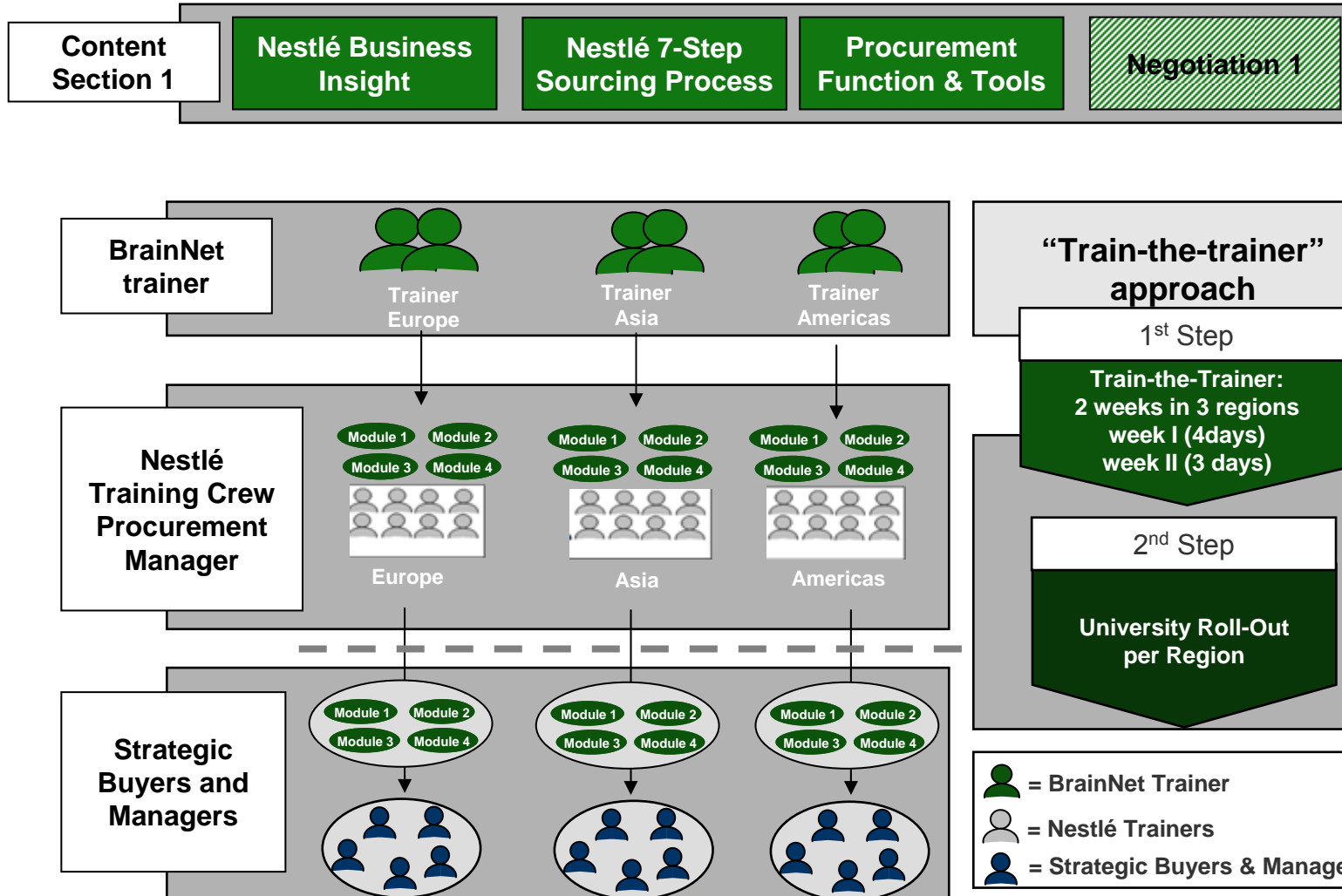


The new 7-step sourcing strategy approach will lead us to world class procurement levels.



- | | | | | | | |
|--|--|---|---|--|---|---|
| <ul style="list-style-type: none"> ▪ Project Definition ▪ Business Objectives ▪ Category Baseline ▪ Process Review / Sourcing Constraints Identification | <ul style="list-style-type: none"> ▪ Supply Market Analysis, incl. 5 Forces ▪ Supplier Short List Generation | <ul style="list-style-type: none"> ▪ Sourcing Strategy, incl. Category Positioning Matrix ▪ Sourcing Approaches ▪ Improvement Proposal | <ul style="list-style-type: none"> ▪ Strategy Communication ▪ Strategy Implementation | <ul style="list-style-type: none"> ▪ Supplier Code ▪ RFP Process ▪ Supplier Negotiation ▪ Operational Qualification ▪ Contract Management | <ul style="list-style-type: none"> ▪ Implementation Plan ▪ Implementation Roll-Out ▪ Benefits Tracking | <ul style="list-style-type: none"> ▪ Supplier Evaluation ▪ Supplier Integration ▪ Supplier Development |
|--|--|---|---|--|---|---|

The Nestlé trainers are qualified to run global trainings for the developed Nestlé Procurement University modules.



The trainings were delivered in two different languages and with respect to cultural differences.



Nestlé trainers are...

- ...native speakers who work several years in the regions
- ...experienced in qualification programs (leadership programs of the Nestlé training center)
- ...additional qualified with the train-the-trainer approach in social and professional competencies like team orientation, teambuilding and establishment of communities
- ... volunteers and interested in sharing their knowledge with fellow procurement people

The results demonstrate the success of the Nestlé Procurement University.



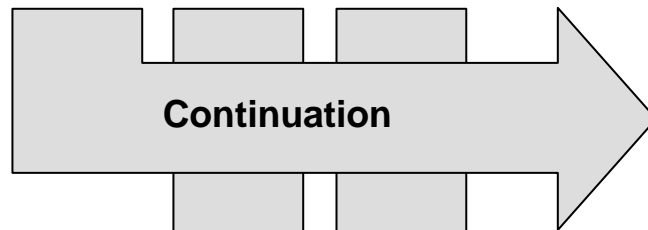
■ Predefined KPI:

Target: 350 buyers to be trained
Actual: 520 buyer have been trained

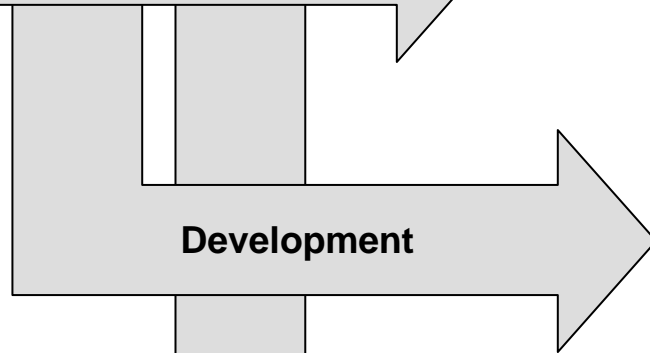
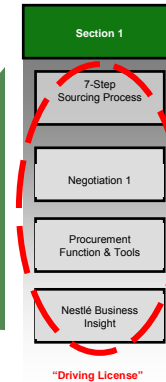
■ Results Overview:

- ▶ 4 train-the-trainer sessions
- ▶ 28 different Nestlé trainers
- ▶ 33 training sessions to 520 buyers
- ▶ 3 regions: Europe, Asia, Americas

The Nestlé Procurement University is evolving constantly – adding more contents and continuing its successful roll-out.



Continue roll-out of training section 1



Development of training section 2 content and train-the-trainer



Verify success through customer service



Looking back on the first year of Nestlé Procurement University we can see clear benefits.



1 Assurance: Excellent qualified procurement employees are a value proposition for the Nestlé business.



2 Time effectiveness: The training content is designed specifically for Nestlé's needs. Tools and templates are designed for straight forward integration in the Nestlé procurement process.



3 International: Nestlé is able to find and develop the best procurement talents worldwide.



4 Know-how: Qualification ensures a practical knowledge transfer with measurable effects on procurement performance.








Good Food, Good Life


The structured training materials provide the participants with a quick content overview at the beginning of each step.




Overview of Step 1: Demand Analysis












Why?
To collect basic information in order to your category as well as its importance on Business objectives


What is it?


- Get sign off for your category brief
- Understand business objectives
- Gather and analyse category data
- Understand current purchasing process
- Identify constraints and future development this category


Page 3

Overview of Step 2: Supply Analysis










Why?
In analyzing the supply market you are building the foundation for strategy development.

What is it?

- A segmentation of the supply market
- An analysis of the 5 Forces (Porter)
- A brainstorming on the future evolution of your supply market
- RFI (Request for Information) in order to generate a short list of suppliers

How: Available Templates / Tools:

- Supply Market Segmentation
- Porters 5 Supply Market Forces
- Market Future Evolution
- Ariba RFI

Output: → ☑

- Supply Market Segmentation Matrix
- 5 Supply Market Forces
- Supplier Short List

Page 3

Each step contains templates and tools – ready to be integrated in the daily business of procurement.



Step 1



Nestlé Procurement University - Future Category Evolution (Example)

Key Driver / Impact	What / Description	How important	Time frame	Risk / Opportunity



Category Brief

Category:	Onions (Example)
-----------	------------------

Scope	Define Category Sourcing Strategy for Dried Onions for the German market for 2008 to 2010. Does exclude onions flavours and onions for nestle Professional.
Objectives	Define a category strategy for dried onions with a 3 year horizon. Take into account new sourcing options in China as well as eventual climatic challenges.

Steering Committee	BEM Culinary, EPGM Dried vegetables, PTC Singen, ...
Team	xxx
Project Limitations	Availability Application Group
Duration / Resources	2 Months

Sign-off:

Function:	Go	No-Go	Review	Vlea

The ready-to-use tools and templates support participants in transferring training know-how to their daily work.



Step 3

Category				Benefits																																																																																																																																																		
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Integrated group work sessions and activation exercises further enable a successful knowledge transfer.



Nestlé trainers have been prepared with a training script to prepare and organize their own training sessions.



Script: "2nd Training Day"




for all exercises participants note and save the outcome digitally based on provided tools so that they can show all slides as an entire sourcing strategy at the end of the training

Module	Times	Duration	Objective / Subject	Details	Aids / Media	Who?
Sourcing Step II: Strategic Category Sourcing	08:00	00:15	Objectives and agenda of the day			Antonia
	08:15	00:30	Recap Step I	Objective: reassure that Step I is well memorized and understood; one participant will do a small presentation of Step I (including		Participants all; Miguel
	08:45	00:00	Step II – Strategic Category Sourcing „Supply Analysis“	Objective: improve knowledge in doing a full supply market analysis to build the foundation for strategy development.	projector ppt presentation	Antonia
	08:45	01:00	2.1 Supply Market Analysis	- explain the market segmentation matrix (slide 6) - explain Porter's 5 forces model (slide 7; see more details about each force by clicking it)	Documentation Step II	Antonia
	09:45	00:15	Nescafé Break			
	10:00	00:30	exercise: market segmentation matrix	with preselected spend category	flipchart	Miguel
	10:30	00:45	exercise: Porter's 5 forces	participants will run a Porter's 5 forces analysis on basis of an example out of their branch	flipchart	Miguel
	11:15	00:30	2.2 Supplier Short List Generation	explain to the participants how to generate a short list of suppliers - anba for evaluation (slide 15) - score overview (slide 16) present templates to the participants (use links on ppt slide 16); ask participants to define 4 criteria, 2 of them need to match with the ones selected for supply market analysis	Documentation Step II	
	11:45	01:15	Lunch			Antonia
	13:00	01:00	Recap Step II	Objective: reassure that Step II is well memorized and understood; Divide participants into 3 groups, recap of content will be done by using the "srabble" method (per group 1 flipchart with one keyword out of step II - participants have to add as much words as possible relating to the content)	flipcharts	Participants all; Antonia
	14:00					
	14:00	00:15	Fit for the day	activation of participants with the "Journey to Jerusalem"	chairs according to number of participants (no wheels)	
	14:15	00:00	Step III – Strategic Category Sourcing "Sourcing Strategy Definition"	Objective: improve knowledge on how to generate an improved sourcing strategy	projector ppt presentation	Miguel

Feedback questionnaires after each training session ensure a continuous improvement process.



Feedback Questionnaire
Nestlé Procurement University



Please fill in the questions mentioned below.

Trainingsmodule _____ Zone _____

Trainer _____

Evaluation Training

- The training content has been conducted professionally and comprehensive by the trainer
poor very good
1 2 3 4
- The contents of the trainings are understandable and clear structured
poor very good
1 2 3 4
- The content is useful and applicable for you in your daily work
poor very good
1 2 3 4
- The length of the training was adequat
poor very good
1 2 3 4
- The questions of the participants have been answered competent and detailed
poor very good
1 2 3 4

Training Organization

- The training organization was
poor very good
1 2 3 4

Open questions

- What was the most remindable aspect of the training?
- What are your proposals for improvement?

The actual training documents are accessible online for all participants in the so-called team room.



Home - Nestlé Procurement University - Microsoft Internet Explorer provided by S.N.O.W. Workstation


Address: <http://teamroom.nestle.com/Globa/ProcurementUniversity/default.aspx>

Links: [Diccionarios](#) [Internet Search](#) [Procurement](#) [World Clock](#)

People

- List of trainers
- You need more help?
 - Tips for the trainers
- Discussions
 - Trainers Forum
- Let's have a break
 - Pictures
 - Activation Exercises
 - Dibert
 - Gorilla video
 - Communication Video
- Course Content
 - Recycle Bin

Welcome to the Procurement University



Dear trainers,

In order to help you to deliver the courses worldwide, you can now count on your team room...


Enjoy this workplace and let's meet in the "Trainers Forum" !

Administration

New Upload Actions Settings

Type	Name	File Size	Created
	AOA Driving License Training Dates	2292 KB	6/23/2008 6:46 AM
	ELR Driving License Training Dates	34 KB	6/19/2008 12:55 PM
	Organizer - Instructions	1086 KB	11/28/2007 3:26 PM
	SAP South America Purchasing Training Dates	44 KB	6/19/2008 12:56 PM
	Script for Driving License	117 KB	8/5/2008 1:05 PM
	Template Agenda Driving License	230 KB	7/8/2008 11:55 AM
	Training Feedback Form	463 KB	5/6/2008 10:54 AM

Seven Step Sourcing



Courses Content

Type	Name	File Size	Created
	Content 7 Step Strategic Sourcing		1/22/2008 1:53 PM
	Improve Your Training Skills (4 presentations)		12/12/2007 2:35 PM
	Welcome Message by Malcolm Harrison		8/25/2008 8:10 AM
	BW Spend Analysis training - Christelle Daven	651 KB	3/27/2008 9:52 AM
	CARE - Presentation for Procurement - Nicolas Lorne	136 KB	3/27/2008 9:52 AM
	eTools training - Fabrice Blanc	1079 KB	3/27/2008 9:52 AM
	Finance - Creating Value in Purchasing - D. Costantini	831 KB	5/6/2008 11:51 AM
	Finance Training for Procurement ZAOA - Andrew Bentley	1139 KB	2/6/2008 10:32 AM
	LEGAL - Frame Agreement Template	113 KB	6/19/2008 11:27 AM
	LEGAL - Supply agreement for USA template	146 KB	6/19/2008 11:31 AM
	Specification Management - CT - MRM	1930 KB	3/27/2008 9:52 AM
	Supplier market segmentation - Advanced training	1575 KB	7/14/2008 9:01 AM
	Supply Chain Group Challenges 2008 - Tony Borg	1004 KB	1/22/2008 1:38 PM
	Supply Chain ZAOA - Mark Jones	1636 KB	3/6/2008 10:32 AM

Type Name

Procurement Blueprint - Malcolm Harrison

Add new document

Your Procurement Excellence Team

Last Name	First Name	E-mail Address
Blanc	Fabrice	Fabrice.Blanc@nestle.com
Cevallos	Jose	Jose.cevallos@nestle.com
Eckard	Brian	Brian.Eckard@us.nestle.com
Jullerat	Sabine	Sabine.Jullerat@nestle.com
Murray	Kathrina	kathrina.murray@nestle.com
Myers	Erin	Erin.Myers@us.nestle.com
Predota	Alosia	alosis.predota@nestle.com
Santi	Vanessa	vanessa.santi@nestle.com
Shaw	Antje	Antje.Shaw@nestle.com
Wanner	Antonia	Antonia.Wanner@nestle.com

Add new item

Surf on the web !

- BrainNet
- CARE
- Operations
- Procurement Excellence
- Procurement Intranet Site
- Welcome by Malcolm Harrison
- Who's Who

Add new link









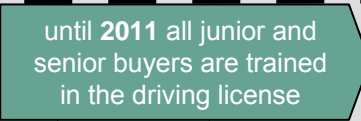
The contents of the training modules were developed in approximately four weeks.



Content development	Oct.				
	40	41	42	43	44
Coordination with Nestlé Procurement Excellence Team	▲▲	▲	▲	▲	▲
Development and preparation of training documents		█			
Creation of templates and tools				█	
Regional adjustments to ensure cultural fit				█	

The train-the-trainer approach brings the Nestlé Procurement University to life and jump-starts organization transformation and performance.



„Train-the-Trainer“ program	2007			2008		
	Oct.	Nov.	Dec.	Jan.	Febr.	March
Design of the program for a pilot region in module 1						
Training in the pilot region (Europe)						
Feedback loop with Nestlé responsible						
Adjustment of the training content						
Training region Europe II						
Training region Asia						
Training region Latin America						
*University Roll out in all regions	 until 2011 all junior and senior buyers are trained in the driving license					

Nestlé trainers have successfully conducted trainings (7-step sourcing process and Nestlé specific contents) for strategic purchasers and managers.



Room: A 5-108							
Tuesday, 26th of August		Wednesday, 27th of August		Thursday, 28th of August		Friday, 29th of August	
		08:00	Objectives of the day & agenda <i>By: Antonia</i>	08:00	Objectives of the day and agenda <i>By: Miguel</i>	08:00	Objectives of the day and agenda <i>By: Miguel</i>
8:30	Welcome & Introduction Procurement University <i>By: Antonia, Malcolm (video or in persona)</i>	08:15	Recap Step 1 <i>By: Group member</i>	08:15	Strategic Sourcing Step 4 "Communication" Theory and Exercises <i>By: Antonia</i>	08:15	Creating value in procurement <i>By: Daniel Costantini</i>
9:30	Overview 7 Step Sourcing process <i>By: Antonia</i>	08:45	Strategic Sourcing Step 2 "Supply Analyses" Theory and Exercises <i>By: Antonia</i>	10:30	Nescafé Break	09:15	Strategic Sourcing Step 6 6.3. Benefits tracking <i>By: Antonia</i>
10:00	Introduction Working groups <i>By: Antonia</i>		Nescafé Breaks included	10:45	Strategic Sourcing Step 5 "Supplier Selection" Theory and Exercises <i>By: Miguel</i>	09:45	Recap Step 6
10:30	Nescafé Break	12:00	LUNCH			10:15	Nescafé Break
11:00	Strategic Sourcing Step 1 "Demand Analyses" Theory and Exercises <i>By: Miguel</i>					10:30	Procurement Tools <i>By: Fabrice</i>
		13:00	Recap Step 2 <i>By: Group member</i>	12:00	LUNCH	11:15	Strategic Sourcing Step 7 "Supplier Management" Theory and Exercises <i>By: Miguel</i>
12:00	LUNCH	13:30	Fit for the day	13:00	Fit for the day	11:45	Recap Step 7
		13:45	Strategic Sourcing Step 3 "Strategy Definition" Theory and Exercises <i>By: Miguel</i>	13:15	Strategic Sourcing Step 5 (cont.) "Supplier Selection" Theory and Exercises <i>By: Miguel</i>	12:00	APERRO & Group picture
13:00	ZEUR business and procurement objectives <i>By: Christoph Overlack</i>		Nescafé Breaks included	14:15	Sourcing Governance - Supplier Code <i>By: Aloisia Predota</i>	13:30	GNBS business and procurement objectives <i>By: Lukas Paravicini (tentative)</i>
13:30	Strategic Sourcing Step 1 "Demand Analyses" Theory and Exercises <i>By: Miguel</i>			15:00	Supply Contracts <i>By: Irena Petzold</i>	14:00	Final recap step 1-7 <i>all</i>
	Nescafé Breaks included	17:30	Feedback Day 2	15:30	Nescafé Break	15:30	Final Q&A and feedback <i>all</i>
17:30	Feedback Day 1	18:00	Close	15:45	Recap Step 4 and 5		
18:00	Close			16:15	Specification Management <i>By: Lars Moeller</i>	16:00	CLOSE
				16:45	Strategic Sourcing Step 6 "Implementation" Theory and Exercises <i>By: Antonia</i>		
19:30	Dinner			17:45	Feedback Day 3		
				18:00	Close		

 Nestlé specific module

 7 step process module