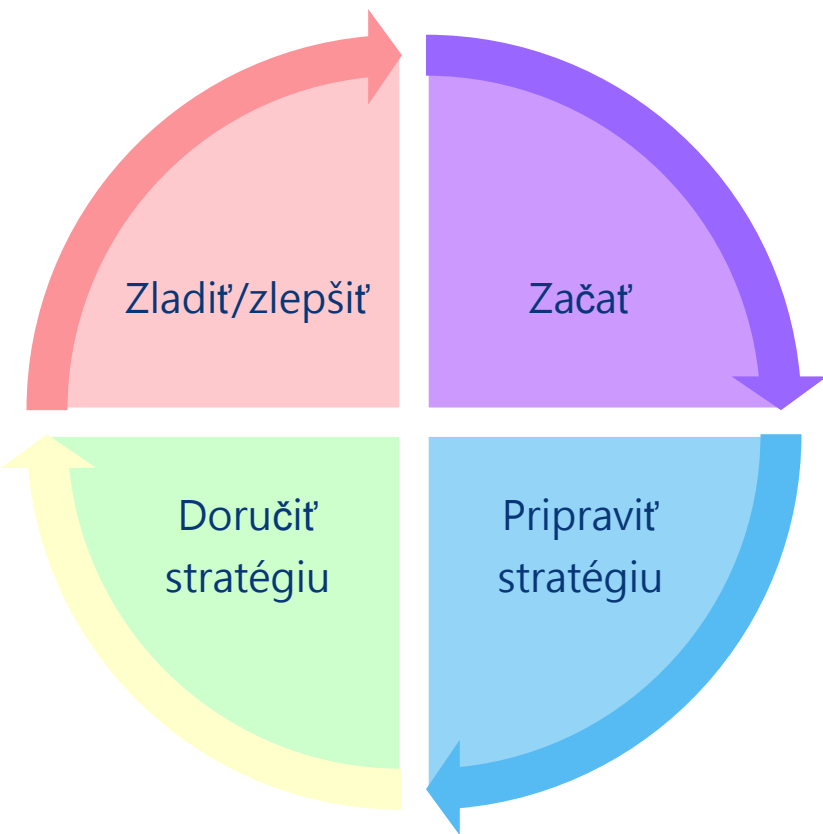


# Uplatnenie princípů Category managementu

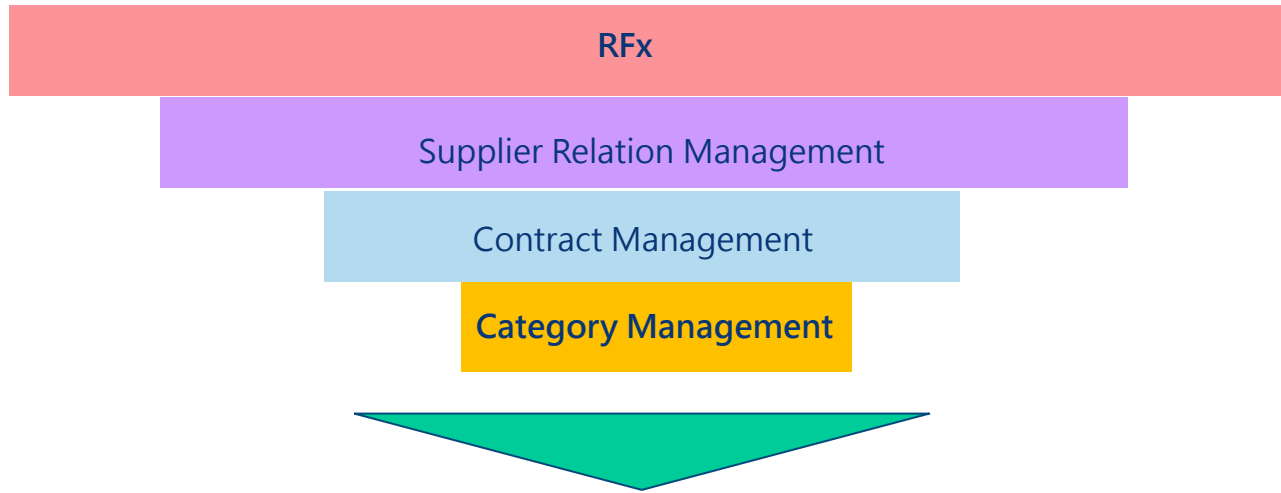
Patrik Mauric



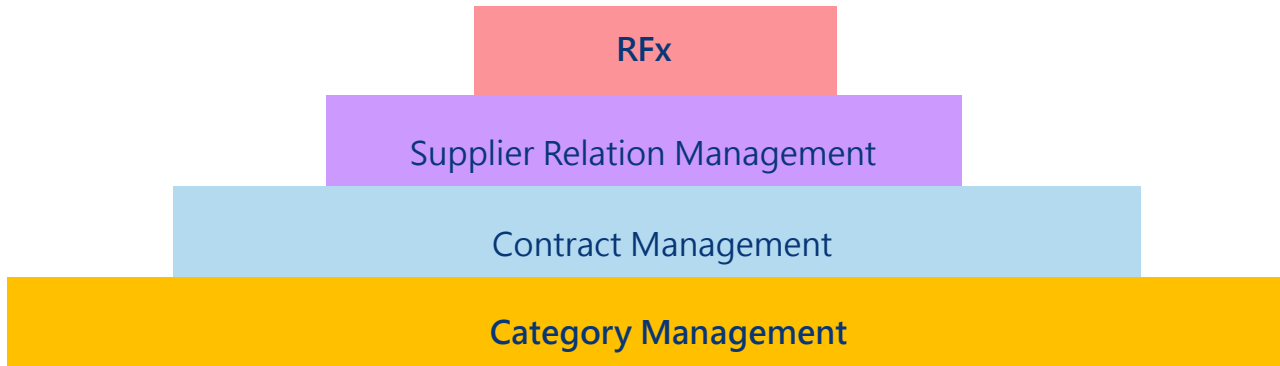
## Erste Group Procurement kľúčové štatistiky

- Cez 1 miliardu EUR výdajov voči dodávateľom
- 10 krajín a viac ako 10 rôznych jazykov
- 150 kategórií, 55 nákupných stratégií
- Viac ako 85 ERSTE entít, 102 customer business reviews s 35 ERSTE entitami
- 108 FTE s viac ako 370 rôznych diplomov, certifikácií (179 ECTS)
- Viac ako 10 500 dodávateľov, 74 supplier business reviews s 53 dodávateľmi a 8 dodávateľských stratégií
- Viac ako 3 500 výberových konaní v 2016
- Cost reduction: 5,8%, Cost avoidance: 0,98%, GPCA 3,21% (65 kategórií), ROI 6,7, CoA 0,88%
- Erste Group Maverick spend 4%
- 84% pokrytie Rámcovými zmluvami s viac ako 6300 aktívnymi zmluvami

Pôvodne



Teraz



## 150 lokálnych a medzinárodných kategórií v desiatich krajinách

FM	Facility Management (FM)	IT	Information Technology (IT)	S&O&M	Service & Operations & Marketing (S&O&M)
FM	FM Maintenance related Services/Work	IT	Personal and Office Computing	S&O&M	Car Fleet
FM	FM Investment related Services/Work	IT	Telephony and Communication	S&O&M	Cards
FM	Goods	IT	Networks	S&O&M	Consulting
FM	Energy	IT	Branch Equipment	S&O&M	Logistic
FM	Security Equipment	IT	Servers/Storage/Host Components	S&O&M	Marketing
FM	Property Management	IT	Infrastructure Software	S&O&M	Office Equipment & Office Operation
		IT	Direct Application Software	S&O&M	Personnel Management
		IT	IT Services	S&O&M	Travel
		IT	Indirect Application Software	S&O&M	Security Service

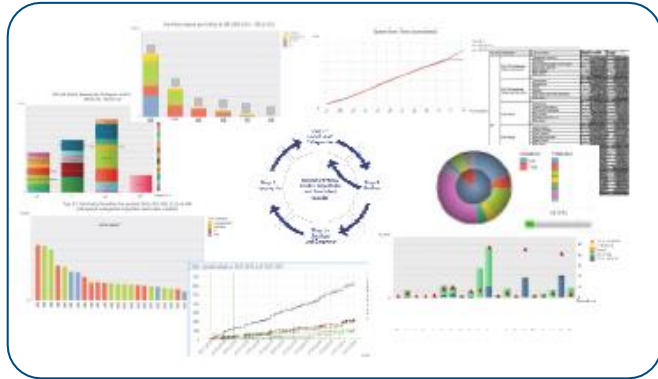
# Integrácia systémov



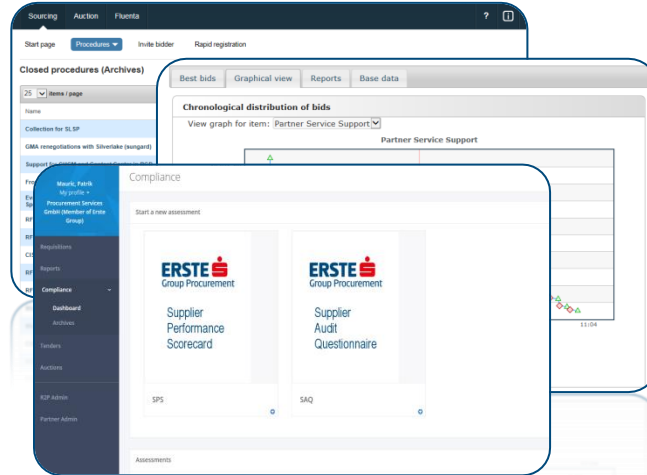
fluenta



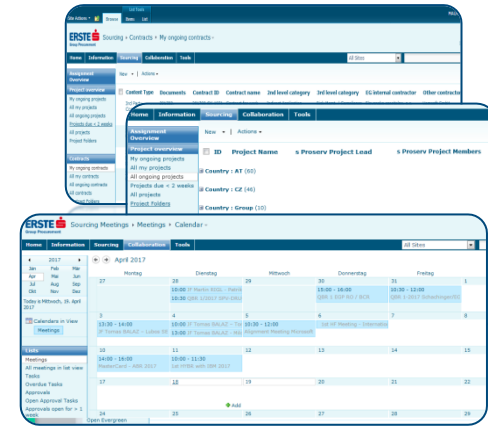
Aktuálne rozpočty, výdaje a ich analýzy k dispozícii v jednotnom systéme



eSourcing, eAuction, eCompliance



Zmluvy, projekty, úlohy, stretnutia a ich zápisy, Workflows, a iné



Uplatnenie princípu Category managementu

# 52 publikovaných sourcingových stratégií

Executive summary, Market overview, Erste Group overview, STEEPLE, Risk assessment, Spend analysis, Maverick spend, GPCA, Krajlic, Cost reduction and avoidance, Action plan, Strategy creation, Conclusion

**3. Market Overview**

**3.1 General Market Overview**

Alternative ways of viewing and distributing content and information – such as using social media, audio and video content types – are increasingly replacing traditional printing. The growth of digital media and the resulting decline in print runs is shaking the graphic and printing industry with the exception of 3D printing.

Services such as cloud printing and cloud taping has changed printers, multifunction products (MFPs) and fax machines from being assets that must be owned to resources that are accessed only when needed.

Managed print services (MPS) are helping customers optimize their printing environments and manage them over time. Managed content services represent the next level of MPS that helps organizations rationalize, streamline and optimize business communications by providing consultancy help, software and implementation. Printing is not limited to use in offices and on paper. It can be applied to industrial processes and can use several unconventional substrates, such as plastic, textile and ceramic, which broaden greatly the boundary of the traditional printing industry.

3D printing technologies have been available for almost 30 years, yet enterprise 3D printing is still an adolescent market, at the low end of the 5%-to-20% market penetration range, and is characterized by evolving technology capabilities, methodologies and associated infrastructure workflows. More and more enterprises are seriously considering, and in some cases are already using, 3D printing of new and replacement parts as well as factory tools, jigs and fixtures. Growth is steady.

**Figure 2: 3D Printing Opportunities and Uses Overview**  
Source: Gartner

**3.2 External Market Analysis**

According to the International Data Corporation (IDC), the overall worldwide hardware peripherals (HCP) market increased 0.6% in comparison to Q4 2015 to 26.6 million units in the fourth quarter of 2016 (Q4 2016). Good performance in the inkjet and laser markets drove the growth.

**4.2.2 STEEPLE Analysis**

Economic background factors and knowledge of macro-environmental conditions should be considered from the procurement side to be able to recognize, prepare and take actions against potential distresses in the future market development. STEEPLE Analysis helps us to summarize the mentioned points as shown below.

Element	Factor	Business Impact
Sociological	<ul style="list-style-type: none"> <li>Consumers influence</li> <li>Population changes</li> <li>Tradition</li> <li>Structure of population</li> <li>Waste disposal</li> </ul>	<ul style="list-style-type: none"> <li>Positive: new customers require new services and/or different way of service, pushing supplier to provide innovative solutions</li> <li>Positive: classic paper printouts are losing support from new customers, the future orientation directs toward paperless offices</li> <li>Positive: improved waste management helps to reduce health problems</li> </ul>
Technological	<ul style="list-style-type: none"> <li>Continuous development in automation</li> <li>Development of infrastructure</li> <li>New services provided through HW</li> </ul>	<ul style="list-style-type: none"> <li>Positive: progress in IT and communication technologies decrease operational and personnel costs</li> <li>Positive: new services provide company personal quick and cheaper availability of services</li> </ul>
Economic	<ul style="list-style-type: none"> <li>Low interest rates</li> <li>General Price changes</li> </ul>	<ul style="list-style-type: none"> <li>Positive: low interest rates provide opportunities for suppliers to manage the financial obligations cheaper than before</li> <li>Negative: general price increase (inflation) push suppliers to raise their prices of services</li> </ul>
Environmental	<ul style="list-style-type: none"> <li>Ecological requirements</li> <li>EU standards</li> <li>Environmentally friendly technologies</li> </ul>	<ul style="list-style-type: none"> <li>Negative: increased ecological requirements bring additional costs to the supplier (waste disposal regulations)</li> </ul>
Political	<ul style="list-style-type: none"> <li>There is no political impact on strategy in hand</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
Legal	<ul style="list-style-type: none"> <li>EU Legislation of waste disposal</li> <li>EU General data protection regulation</li> </ul>	<ul style="list-style-type: none"> <li>Positive: higher security of personal and company data</li> <li>Negative: cost increase due to waste disposal and additional more strict data protection</li> </ul>
Ethical	<ul style="list-style-type: none"> <li>Regulations on discrimination in hiring and promoting</li> <li>Waste product utilization and recycling</li> </ul>	<ul style="list-style-type: none"> <li>Positive: More ethical trade</li> <li>Positive: Turning a waste into a resource</li> <li>Negative: cost increase due to waste disposal requirements</li> </ul>

**Figure 22: STEEPLE Analysis**  
Source: EGP Internal document

**Figure 13: Spend 2016 by 2nd Level category**  
Source: SAP FI

**Figure 14: Spend 2016 by Global Master**  
Source: SAP FI

**Figure 13: Spend 2016 YTD by 2nd Level category**  
Source: SAP FI

As expected the majority of spend is within Printers and MFDs (also known as MFPs). By looking to vendor spend within Printers and MFDs it is clear that Erste Group is pursuing a single source strategy. Konica MINOLTA accounts for 99.8% of the total category spend.

**Figure 14: Spend 2016 by Global Master**  
Source: SAP FI

In Hungary and Romania, the MFD costs/branch are the highest within the Erste Group.

Country	Printing and Imaging Group (Benchmark 2016)						
	Spend in EUR	Spend per EO Branch	Spend per EO Customer	Spend per EO Employee	Branches	Customers (EO)	Employees
AT	3,072,342	2,304	1	195	630	350	10,776
CZ	1,778,184	2,959	0	171	691	4,700	10,384
HR	459,128	2,888	0	158	159	1,700	2,812
HU	559,817	2,888	1	205	124	800	2,912
ME	53,257	3,339	1	213	16	69	250
RO	44,480	1,095	1	151	26	57	264
RS	2,282,243	4,418	1	317	512	3,500	7,200
SK	188,116	2,351	0	190	80	400	862
SI	9,827	N/A	N/A	N/A	N/A	N/A	N/A
SK	676,608	1,978	0	138	291	2,300	4,238

**Figure 15: Spend 2016 divided by number of Branches, Customers & Employees**  
Source: SAP FI

## Uplatnenie princípu Category managementu

# Vzdelávanie a rozvoj



Leadership, Content, Functional

- CIPS Ethics 90
- MCIPS 8
- SPSM 84
- BME 7
- ISM 4
- BV 3
- CMI 2
- 6σ 3
- ITIL 35

.....a ďalšie

Uplatnenie princípu Category managementu

# Príklad Telephony & Communication

## Pred

- Každá krajina individuálna (zmluvy, štandardy, jazyky)
- Slabá komunikácia na všetkých úrovniach
- Minimálna práca s dodávateľmi
- Niektoré výdavky mimo kontroly
- Nezjednotené stratégie (banka, IT, EGP)
- Tender factory
- Skupinové úspory 3%



## Teraz

- Zjednotený skupinový prístup a spolupráca
- Štandardné zmluvy
- Pravidelné oficiálne stretnutia s dodávateľmi (SPS, SAQ, BRs)
- Analýzy, porovnávanía, market screening (SWOT, RISK, PLAN)
- Vzájomná spolupráca (odovzdávanie poznatkov)
- Skupinové úspory 9%

