

NABAVNIK.SI

E.ČASOPIS ZDRUŽENJA NABAVNIKOV SLOVENIJE

ŠTEVILKA 3/2016

Kazalo

POVZETEK—NABAVNI VRH 2016

INTERVJU z ARJAN VAN WEELE

**GENERAL MANAGEMENT PROGRAM s
specializacijo iz nabavnega mana-
gementa**

PMI SLOVENIJA—oktober 2016

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NABAVNI VRH 2016

FINANCIALIZACIJA KOT PREVLADA FINANČNEGA NAD REALNIM: TEŽAVA ALI POMOČ NABAVI?



Srečko Bukovec

Predsednik strokovnega sveta
ZNS

V začetku oktobra smo na tradicionalnem jesenskem srečanju nabavne stroke, namenjenem analizi stanja, perspektivam razvoja ter cenovnih gibanj v izbranih branžah, surovinskih ter energetskih trgih, ponovno uspeli zbrati ugledne domače in tuje strokovnjake in zbranim nabavnikom ponuditi paleto odličnih predavanj in razmislekov o dogajanju v gospodarskem okolju zadnjega leta.

Rast svetovnega gospodarstva se znižuje na 3,1% v 2016; ocena rasti 3,4% v 2017; trend zniževanja rasti globalnega GDP se nadaljuje že šesto leto (2010= 5,4%)

Weak World Economy
Global growth slows to a six-year low



Tekom letošnjega leta namreč nabavniki delujemo v okolju upočasnjevanja svetovne gospodarske rasti, deflacijskih trendov cen surovin in naraščajočih geopolitičnih napetosti; istočasno se povpraševanje na Kitajskem še ni stabiliziralo, rasti gospodarstev EU in ZDA pa ostajajo zmerne.

Stanje v globalnem okolju je nekako nedoločljivo, šibko in krhko in vsak trenutek lahko prikrita tveganja ponovno močno zamažejo to krhko »stabilnost«. Kot sem povzel prispodobo o stanju: »Svetovno gospodarstvo je kot avtomobil brez voznika, ki je obtičal na počasnem pasu!«

V začetku leta 2016 so tako blagovni kot finančni trgi zanihali močno navzdol in vstopili v področje medvedjega trenda, povečala se je volatilitnost, govorilo se je o zlomu borznih cen, ponovitvi leta 2008. Kljub kasnejšemu odboju nekaterih borznih cen, predvsem nafte, se ne moremo izogniti vprašanju, kaj povzroča tako močna nihanja na finančnih in blagovnih trgih: ali so dogajanja na finančnih trgih posledica padca cen nafte in ostalih ključnih borznih surovin ali so razmere na finančnih trgih vzrok padanja cen na blagovnih borzah. Financionalizacija je izraz, ki odraža jedro napetosti med finančnimi in blagovnimi trgi, med finančnim in realnim sektorjem gospodarstva.

Ravno zaradi stališč, da je financionalizacija ime »bolezni« sodobnega ekonomskega sistema, smo letošnjo uvodno temo Nabavnega vrha namenili predstavitvi globalnega finančnega sistema, njegovemu ustroju in analizi vzvodov in deležnikov, ki s svojim delovanjem vplivajo na cene za nabavnike pomembnih faktorjev (surovin, materialov, valut, finančnih virov, itd.). Naš sogovornik o tej izjemno kompleksni temi je bil priznani slovenski strokovnjak in profesor za mednarodne finance prof.dr.Mojmir Mrak.

In kaj sploh pomeni termin financionalizacija v zvezi s tem, na kar

smo želeli opozoriti nabavnike s



tem uvodnim predavanjem?

Po definiciji financionalizacija pomeni povečano vlogo finančnih motivov, finančnih trgov, finančnih igralcev in institucij v delovanju domačih in mednarodnih gospodarstev, pri čemer pomembno vlogo igra spreminjanje vsakršnega blaga oz. storitev na trgu v finančne instrumente in njihove derivate. Ali drugače, pomeni prevlado finančne industrije nad realno. Vendar se je v nasprotju s prvotnimi pričakovanji financionalizacije trgov dobrin o večji stabilnosti volatilitnost cen na teh trgih povečala. Volatilitnost pa povečuje negotovost, tveganja, angažira dodatne resurse podjetij in zaradi višjih tveganj posledično zahteva višje marže, predvsem pa zahteva od nabavnikov nujen razvoj in poznavanje novih orodij za upravljanje s tveganji, poleg klasičnih znanj zahteva nova finančno-analitična znanja.

Vedenje in poznavanje ključnih vzvodov in globalnih sil, ki premi-



kajo cene surovin in materialov je za razumevanje dogodkov na nabavnih trgih torej postalo obvezna sestavina znanj nabavnika. Zato smo v nadaljevanju VRH-a poglobljeno analizirali dogajanja na izbranih trgih materialov, komponent, energentov in surovin. Tradicionalno ni umanjala tudi ocena makroekonomskih razmer v slovenskem in evropskem gospodarstvu, ki jo je že tradicionalno predstavil UMAR.



V uvodni predstavitvi so bile predstavljene nekatere zadnje, najbolj sveže ocene o stanju in prognozah svetovnega gospodarstva, ki naj nabavnikom služijo tudi kot iztočnica za razmislek o trendih za leto 2017. Še posebej zanimivo je bilo primerjati prognoze, ki smo jih na osnovi lanskoletnih informacij v začetku oktobra 2015 oblikovali za 2016 in dejanskim dogajanjem v 2016; ravno možnost te refleksije nam vsako leto daje dobre osnove za izboljševanje ocen za v naprej.

Kot zaključno predavanje smo vključili tudi predstavitev indeksa PMI Slovenija, ki ga z vašo pomočjo oblikujemo in tudi javno objavljamo od januarja letos in opozorili na njegovo sporočilnost ter se zahvalili partnerjem-podjetjem

izpolnjevalcem za njihov prispevek in pozvali še tiste, ki to niso, da pristopijo. Zavedajmo se, da je to naš, Nabavni indeks, ki ga sami oblikujemo in ki je pomemben v svetu, še posebej pa je za tako majhno ekonomijo kot je slovenska, še posebej občutljiv in celo prestižen! Hvala vsem, ki ga izpolnjujete tudi z moje strani.



Vsem udeležencem, članom in nečlanom ZNS, se želim zahvaliti za udeležbo in aktivno sodelovanje na dogodku. Še posebej smo vsi skupaj dolžni javne zahvale našim zvestim predavateljem, tako iz akademskega sveta kot naših kolegov nabavnikov, skupaj s prijatelji iz ADACI Italija, strokovnjakov, ki so pripravljeni deliti svoje znanje z našo nabavno skupnostjo.



Prezentacije, katerih objavo so posamezni predavatelji dovolili, lahko najdete na naših članskih spletnih straneh in črpate iz njih bogat nabor informacij za svoje delo.

Še posebej pa bi na koncu pozval tako člane kot nečlane ZNS, da za boljše delovanje gospodarstva, nas vseh skupaj, se kot poznavalci posamezne branže opogumite

in se kot branžni specialisti pridružite družini uveljavljenih predavateljev in postanete naš novi »strokovni obraz«, predstavite novo, specifično branžo in s tem poskušajmo razširiti nabor branž, o katerih lahko tudi v Sloveniji strokovno in analitično razpravljamo!

ZNANJE JE MOČ IN SKUPAJ SMO MOČNEJŠI!

Predvsem pa 5. oktobra 2017 ponovno še v večjem številu nasvidenje na Nabavnem Vrhu 2017!

Srečko Bukovec

Predsednik strokovnega sveta ZNS



Interview Arjan Van Weele



Could you describe your career in purchasing and supply chain management (SCM)?

I started my career in 1979 as a young PhD candidate at Eindhoven University of technology. I defended my PhD thesis on 'Purchasing control and purchasing performance measurement' in 1984. In 1982, I switched as an assistant and later associate professor in marketing to Nyenrode, the Netherlands School of Business.

In 1986 I started as a young management consultant in strategic management at Price Waterhouse Coopers in the Netherlands. Here I started to conduct my first consulting assignments in purchasing.

In 1989 I became partner at a medium-sized specialist consulting group i.e. Holland Consulting Group at Amsterdam. In 1989, I became also part-time professor, back at Eindhoven University of Technology. After 10 years, I left Holland Consulting Group to work as an independent boardroom consultant and supervisory board member. A position that I

still hold and combine with my part-time professorship at Eindhoven University of Technology.

How did you decide to start to be active in SCM area?

I started my career in marketing. I studied business administration and industrial engineering. After my studies and military service, I decided to go for a career in marketing. However, since I graduated at an early age and since I had the opinion that I knew so little about marketing yet, my professor recommended me to consider a PhD in marketing.

Therefore, I applied for a PhD project at Eindhoven University of Technology. The purpose of this project was to find out what factors would predict new product success. Especially for industrial products. I found out that in the end it is the customer and only the customer that decides whether your product will be a success or not.

So I wanted to know how new industrial products were actually bought by companies. That is how I came into contact with purchasing managers. I became so impressed by their stories that I decided to study organizational buying behaviour and more particularly how to measure purchasing performance. In order to get into contact with experienced buyers and purchasing managers I contacted the Dutch Purchasing Association (NEVI).

The rest is history. I found out that academically there was so much to do in purchasing and supply management compared to marketing that I decided to change my PhD project and to devote all my research time to purchasing issues.

What is the most interesting/difficult/important part of your job?

The most interesting part of my job is without any doubt the encounter of so many different and interesting people. Both in the Netherlands and abroad. Purchasing and supply management is people business. People can make and break this business. They can make all the difference.

The most important part of my job is to help people empower themselves. Purchasing management is an extremely difficult job since as a purchasing manager you accept a lot of responsibility without any authority or mandate. You have to earn your own position based on your personal skills, knowledge and authority.

It is my role to help people understand what role is required in their organization and to help them fill in that role. In the meantime we have developed so many theories and concepts. The challenge is to put them into practice. That is difficult.

What challenges have you faced and are you still facing during your role of being recognized as one of the biggest experts and this field?

In the past, I faced the challenge of being seen in the academic community since purchasing and supply management was an unknown territory, whereas marketing was an established area.

Many of my previous marketing colleagues wouldn't take me very seriously. This challenge has been met. Today purchasing and supply professionals are seen as important players in the business arena, at least in some Western economies.

Today the biggest challenge is how to prevent purchasing and supply managers to take advantage of their negotiation power and to make them understand that they need to align with the business first and that they should allow some profit to their suppliers if they want to be served properly by the supplier community. This is still a journey.

What does it mean for you to be that recognized as purchasing and SCM expert?

It means a lot to me since it is great if you get the opportunity to help people and companies move forward. At the same time it makes in my daily life no difference at all since I realize how much I still do not know and understand. There's still so much to learn.

How do you see the development of the procurement, SCM in these periods, as you are active on this field?

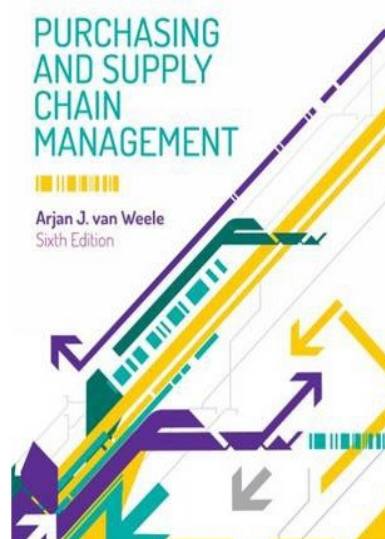
I have seen purchasing move from the back room to the boardroom. I have seen purchasing move from a primarily administrative activity to a primarily business driven activity. Although the latter situation is still an exception. I have seen purchasing and supply management develop as an academic discipline. And I have seen the Dutch Association of purchasing management move from a membership of just 250 people to over 6500 today. At the same time, I have seen the tremendous impact of information technology.

IT into the future will continue to change the roots of our work. For those of you who want to know more about this just read my article on the future of purchasing research in the Journal of Supply Chain Management 2014.

In your opinion, in which direction SCM and procurement will develop?

There is little doubt in my mind that due to the increasing impact of web technology in sales and business relations, purchasing supply chain management will be the key driver of competitive advantage in the future since these activities will need to meet the promises made by sales to customers. However, most companies have built extremely complex and hardly to manage supply chains these days. Apart from their complexity, these supply chains have generated a tremendous carbon footprint.

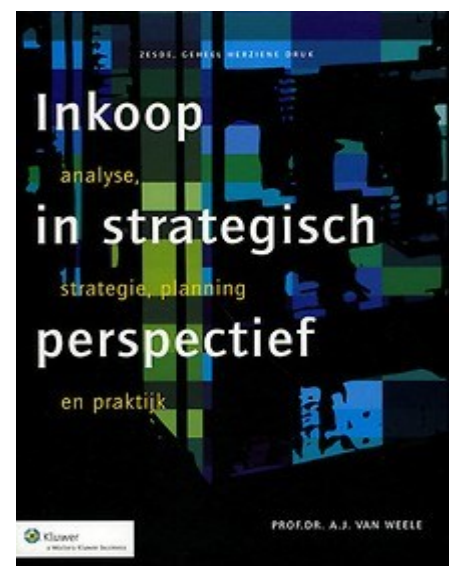
Therefore the future for supply chain management will be to develop supply chains that can be managed through limited number of high-performance partnerships with supply partners. At the same time the supply chains need to produce less carbon footprint. Increasing supply chain transparency will drive this trend. Large companies will find out that they need to invest in making their supply partners more productive in order to reap the benefits from a much better supply chain efficiency. IKEA, Unilever, Nestlé are some remarkable examples in this field.



What are you most proud of? What is your biggest success so far in your business career?

I'm particularly proud of the fact that much of what I have written has been taken up in so many different countries. I once started to write a book on purchasing management in Dutch in order to satisfy the needs of my own purchasing courses at the University. Today this book after 25 years still exists and has been translated into so many different languages (8 languages). I am particularly proud of the fact that so many people that I worked with, both former PhD's and students, have deliberately chosen to go for a purchasing career. They do much better than me and much better than expected. It is nice that as a professor you have been able to play a small part in someone's life.

I'm proud of the fact that my work has both been acknowledged in terms of some awards, both by the academic and practitioner community. However, these are small facts compared to both my daughter Vivianne and son Marijn and my wife Ineke. I am proud to be part of their life.





What is your typical day like?

Normally I wake up at 6.30 am, have breakfast at 7.00 am. I read the financial paper and check my email for the first time at 7.15 and then normally I join the heavy Dutch traffic for my first meeting. On Monday and Tuesday these meetings would be it Eindhoven University of Technology. On other days this will be somewhere in the country and two or three days per month abroad for conferences, workshops or counselling. In the meantime I check my email and may send out some twitter messages.

How do you see the development of SCM and purchasing in Slovenia, based on your participation on last Purchasing conference in Slovenia?

First, the beauty of your Slovenia amazed me. I have never been there. The conference was organized at Portorož, the environment that strongly reminded me to Tuscany Italy. I will visit your country in the future for sure. I was also amazed by your hospitality. It does not happen too often that when you are invited as a speaker, the entire board of the purchasing association will join you in a dinner. Relationships develop only through personal encounters. Through nothing else. Our encounter and dinner made for a great start of the conference and it energized me for my contribution.

What I discovered and particularly like is the ambition and the

energy that I encountered at the conference both from your board members of the Association as well as many of the participants that I talked to. I found the contributions, as far as I could understand of a high calibre. They were well received as far as I could understand from the participants.

ZNS started to measure and to calculate Slovenian manufacturing PMI in 2014. How do you see the relevance of PMI and to whom?

Personally I think that the PMI is a very important economic indicator since is one of the very few that is based on actual data (and not based on expectations or ideas and forecasts from so-called economic experts).

The PMI is always ahead of most economic indicators any therefore contributes to the recognition of the role that purchasing community in any country plays. Moreover, it allows for international comparison since the way of measuring the PMI is standardized.

In the beginning, economists needed to get used to this PMI, which is supported by a community that they do not know (ie the purchasing community). However, after a few years, they start to appreciate the PMI as a reliable and trustful index for measuring business activity and they will promote it. I would suggest that the Slovenian purchasing association would continue its efforts to promote the PMI in Slovenia. It is important.

What would you recommend to CPO and SCManagers? What is your message to ZNS members?

My recommendation to any purchasing professional is that their

activities should be guided by business priorities. What is important to the business matters to purchasing! It is not the reverse that the business should do what matters to purchasing.

Next, I would suggest that they act based on their own conscience rather than what their CFO's force them to do. There is a limit to the cost reductions that CFOs impose on their CPO's and purchasing managers. You only can squeeze a lemon once. Having negotiated already competitive prices, purchasing managers should seek for value creation rather than go for another competitive tender.

My message to the ZNS membership is clear: be or become an active member. Through its activities, ZNS develops purchasing supply management in Slovenia.

However developing purchasing and supply management is all about developing people. ZNS develops people. However, the people develop and will develop ZNS.

So, look where you can contribute to foster ZNS's role in Slovenia's business development and community. If you do so, you will develop yourself, both as a person and as a professional.



General Management Program with Purchasing Specialization

Spoštovani,

Kot že veste, smo letos v maju na IEDC uspešno začeli z izvajanjem **GMP programa s specializacijo iz nabavnega managementa**, v partnerstvu z Združenjem nabavnikov Slovenije in EIPM, švicarskim inštitutom za nabavni management. Cilj tega programa je, da nabavnim managerjem, poleg nabavnega znanja, ponudimo tudi znanje iz poslovanja na drugih področjih, vodenja in strategije.

Program smo začeli s prijetno skupino udeležencev – nabavnih managerjev – iz Adrie Mobila, Krke, SIJ-a in Mercatorja. Vabim Vas, da si preberete nekaj [izjav, objavljenih na naši internetni strani](#).

Sedaj pa vas vabimo, da se nam tudi druga podjetja pridružite na **novembrskem modulu**, ko bodo na sporedu nabavne teme, ki jih bodo izvajali predavatelji s EIPM. Otvoritveni govornik bo tudi dr. Peter Kraljič, po katerem se imenuje nagrada EIPM za odličnost nabavne organizacije.

Naj poudarimo, da se **lahko prijavite tudi samo na nabavne teme**.

- Purchasing Management: Strategies and Organization (2 dni)
- Purchasing Management: Skills and Performance Indicators (2 dni)
- Supply Chain Optimization Management (2 dni)

Veselilo nas bo, če boste program GMP s specializacijo iz nabavega management videli kot priložnost za Vas in Vaše podjetje. Za vse dodatne informacije pa smo Vam na voljo na telefonu 04 5792 552 ali na e-mailu barbara.vilfan@iedc.si.

Lep in prisrčen pozdrav z Bleda.

MODULE I

Week I		Week II	
Monday, Nov 7	Christian Kaemmerlen Supply Chain Optimization Management	Monday, Nov 14	Mani Sandher Developing Communication Skills
Tuesday, Nov 8	Christian Kaemmerlen Supply Chain Optimization Management	Tuesday, Nov 15	Mani Sandher Developing Communication Skills
Wednesday, Nov 9	Peter Kraljič Bernard Gracia Purchasing Management: Strategies & Organizations	Wednesday, Nov 16	Nenad Filipović Leading Change
Thursday, Nov 10	Bernard Gracia Purchasing Management: Strategies & Organizations	Thursday, Nov 17	Nenad Filipović Leading Change
Friday, Nov 11	Herve Legenvre Purchasing Management Skills and Performance Indicators		
Saturday, Nov 12	Herve Legenvre Purchasing Management Skills and Performance Indicators		

Home ► Open Enrollment ► General Management Program With Purchasing Specialization

GMP General
Management
Program
With Purchasing Specialization

IMPROVE YOUR
PURCHASING TACTICS
AND STRENGTHEN YOUR
STRATEGIC AND
LEADERSHIP SKILLS



PMI Slovenija

V mesecu oktobru PMI ponovno nad mejo 50

Ključni podatki:

- **PMI oktober 2016 = 57,6**
(september 2016 = 60,1)
- Rast naročil
- Rast proizvodnje
- Konstantno zaposlovanje
- Zmanjšanje zalog materiala

proizvodni PMI v Nemčiji že dva meseca zapored dviguje, kar posledično dviguje PMI v Sloveniji, saj je Nemčija največja gospodarska partnerica Slovenije.

Vpliv dvigov proizvodnje in naročil se pozna tudi v relativnem padcu zalog in še vedno rahlemu podaljševanju dobavnih rokov, kar lahko v naslednjih mesecih vpliva na cene vhodnih materialov, poleg cen samih surovin, ki ravno tako kažejo trend rasti.

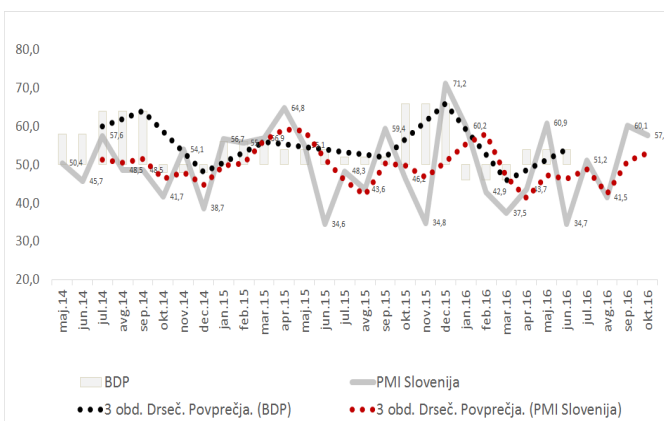
Komentar

Slovenski proizvodni PMI je zelo vezan na dogajanje na svetovnih trgih, predvsem na gibanje znotraj EU, ki pa je v veliki meri odvisen od gibanja in politike Nemčije.

Tako se je nemški proizvodni PMI meseca oktobra povzpел na 55,1 (september 54,3) in je na najvišji ravni v zadnjih 33 mesecih. Prav nemški PMI pa je tudi razlog, da je Eurozone PMI narastel iz septembrske vrednosti 53,8 na 54,4. Celo francoski proizvodni PMI se je iz stagniranih 49,7 dvignil celo na raven 51,3 in se nahaja na 10 mesečnem vrhu.

Vsi kazalci v največjih izvoznih državah Slovenije kažejo, da se bo trend nadaljeval tudi v naslednjih mesecih, vendar morda z malo zmanjšano intenziteto, kar bi sicer lahko potisnilo slovenski PMI pod mejo 50, vendar bo drseče povprečje še vedno visoko nad mejo 50.

Zdrúženje nabavnikov Slovenije



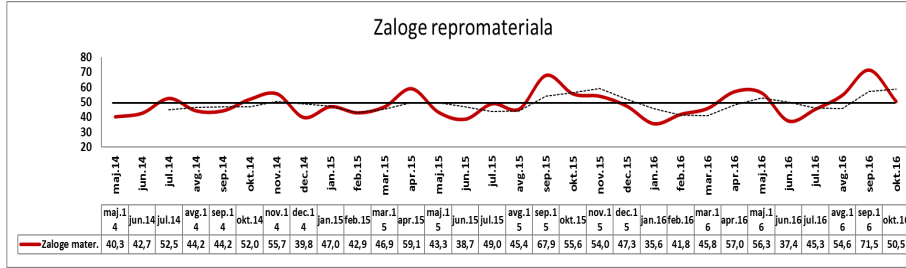
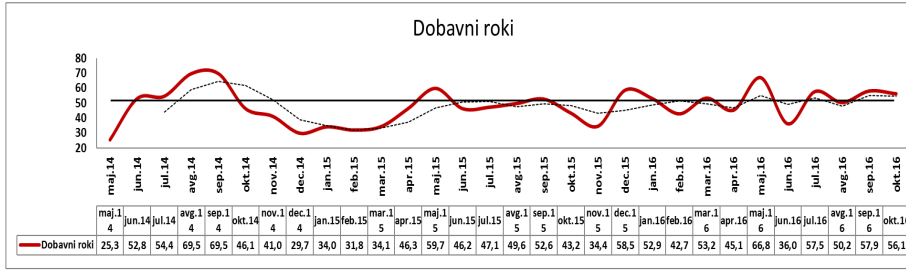
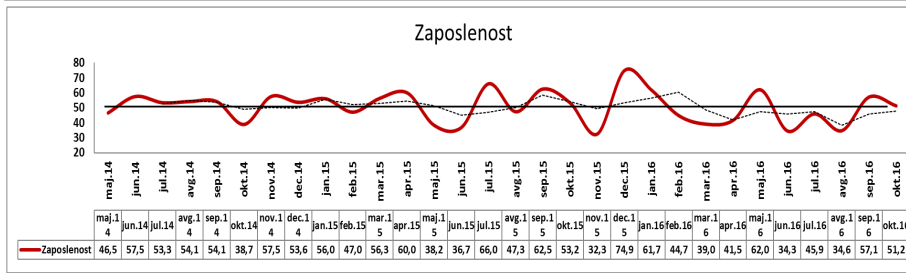
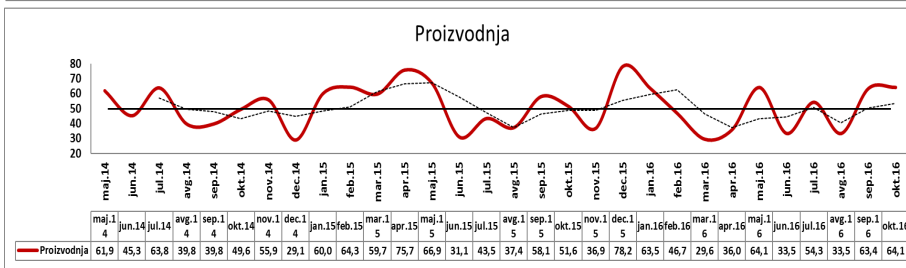
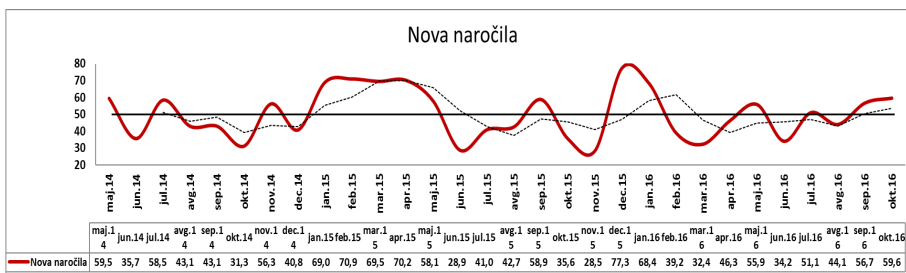
Zgodovinski pregled

Povzetek

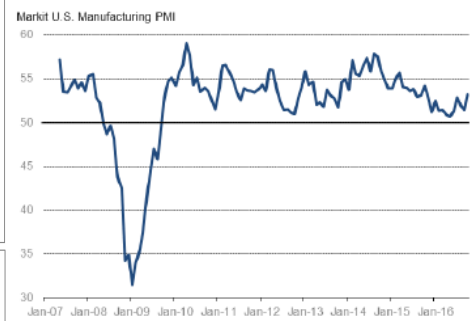
Proizvodni PMI se je meseca oktobra 2016 enako kot obdržal nad mejo 50 in znaša 57,6, kar je sicer nekoliko manj kot meseca septembra, ko je znašal 60,1. Podjetja kljub relativno visokemu PMI v mesecu septembru še vedno prepoznajo rast naročil, ki je sicer manjša kot meseca septembra. Velik vpliv na rast proizvodnje in rast naročil gre pripisati dejstvu, da se

PMI Slovenija

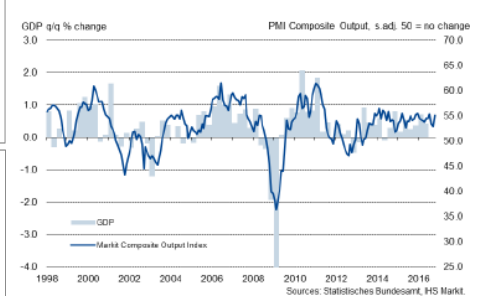
Gibanje posameznih ključnih kazalcev za izračun vrednosti PMI in gibanje PMI v ostalih velikih svetovnih ekonomijah in državah sveta



Markit U.S. Manufacturing PMI (seasonally adjusted)



Markit Germany PMI and GDP



Markit Eurozone PMI and GDP



Nikkei Flash Japan Manufacturing PMI





Zdrúženje
nabavnikov
Slovenije



Svojo prihodnost določaš danes!

ŠTUDENTI! BREZPLAČNO članstvo!

Postani član

Zdrúženja nabavnikov Slovenije

in izkoristi možnosti za izobraževanje ter
povečanje tvoje vrednosti!

PREDNOSTI in PRILOŽNOSTI:

- Imej moč in boljše pogoje za zaposlitev od tvojih konkurentov
- Pridobi reference z nabavnega področja
- Razvij svoje poslovno omrežje

Možnosti za včlanitev so: 1. Po pošti na: ZNS, Dimičeva 13, 1000 Ljubljana, 2. Preko e.mail naslova: info@zns-zdruzenje.si,
3. Preko internetne prijave: <http://www.zns-zdruzenje.si/clanske-strani2/spletna-prijavnica/>

Zlati sponzorji



Sponzor

