

## Transcript Interview Procurement Leader

00:00 DSH Leader: And I'm also still applying for the role, so I need to go to full formal process. Including talks, assessment, tests, everything this week. But now I'm done with that analogy. Yeah, yeah, he did it as well.

00:17 Procurement Leader: Oh yeah, yeah.

00:20 DSH Leader: I must say I like the company.

00:22 Procurement Leader: Yeah, yeah.

00:26 DSH Leader: It's it's good but but of course you need to prepare, right?

00:26 Procurement Leader: Yeah, but it's it's nice to get hit in the face and sort of. I mean, I've. I've never felt as stupid as when I did the assessment.

00:40 Patrick Motsch: This I know this I understand.

00:43 Procurement Leader: But yeah, but apparently I I passed so.

00:45 DSH Leader: Yeah, yeah, yeah. You're still here? Yeah. So let's see if I'm still there next week.

00:51 Procurement Leader: Yeah.

00:52 Jeroen Haverkorn van Rijsewijk: So so the so the so the method works. The methodology works then, yeah.

00:55 Procurement Leader: Yeah, indeed. And I have. I have another meeting that starts at 2 by the way, and I need to prep a bit so if we can end maybe latest 1022 would be appreciated.

01:07 DSH Leader: Then I will. Shall I then immediately kick off guys. So thanks for joining to be assured and thanks for also for the questions you raised. I'd like to introduce the initiative really quickly and then hand over to you and Patrick for introduction. But looking at the the DSH, this is my unit now digital solution in hardware. Any mobility, there's great people. A lot of great work happening and also huge potential ahead and I cannot say but. At the same time, many challenges and opportunities that we're facing and so I think we're often questioned about our strategy and quite often we don't have a clear answer. Things like how do we incorporate AI into our way of working? How do we further accelerate the automation in our system landscape? What do we think of plug in charge and what is our road map towards it? What should we buy and what should we build but also connected to hardware? And So what is our vision? On take offers on supplier management. On what is actually, how do we make sure we select the right suppliers? I think we have experienced this as well together, right where things change along the way quite often because we don't know or didn't think it through upfront. And also you mentioned sometimes to Mia. What is it that you want, right? So tell me because then we can better support you. And then please don't change it every time. I think it's fair, right? So. On the digital side, we have similar similar challenges. And This is why I discussed the Fabian. That would be good to start the initiative to come to a, to a vision and a tech strategy or tech vision and a strategy. And this is where H3, so eole and Patrick come in. I know you know it for a long time. Sort of. Us basically help from H3 company to support us in this journey. Because I really see it as a journey. Where we say, OK, we launched this initiative which is collaborative effort. So it's a Co creation to defining and accelerate our long term Technology Strategy and we decided to to start from top to bottom. So we don't want to to. Drown in details immediately, but we want to start basically

from strategic level, which is why we will start with amongst others you, but also yetka from it and Fabian. But obviously along the way we will, when we've defined what we actually want to do, involve of course more colleagues on the pressure levels. So that is, in short, is it? Does it make sense they get what we were after a little bit from the initiative perspective?

[03:51](#) Procurement Leader: So the expected outcome of this exercise is to have a documented and clear hardware and sort of asset management strategy is that. In a nutshell, or.

[04:04](#) DSH Leader: I would say technology vision, which is broader than that than it also includes for instance. But but if you now say we know that AI is coming name something. If you would ask me, what do we do with it? The answer is we don't know because we haven't looked into it. So this is an example for instance.

[04:24](#) Procurement Leader: Mm-hmm.

[04:25](#) DSH Leader: That the level of detail, it's still still not known yet, I would say. But it should give a lot of guidance and an overall vision that should at least solve the problems that we're currently facing.

[04:37](#) Procurement Leader: OK. Yeah. Clear. Thanks.

[04:40](#) DSH Leader: And I would like to hand over to Johan for the intro and next steps.

[04:44](#) Jeroen Haverkorn van Rijsewijk: Wonderful. And then thanks, Peter and again wonderful to meet you, Tobias. I think you're in best in Berlin. If I remember correctly, or or Amsterdam still.

[04:54](#) Procurement Leader: No. Yeah, exactly. The majority of my team is based in Berlin, so maybe that is why.

[05:00](#) Jeroen Haverkorn van Rijsewijk: OK. Well then I was. It's it's, it's, I guess three times, right? But then with with with it has to be. Probably Burlington still cold. More Amsterdam, but good to meet you and maybe just before before I share a bit about myself to build 11 extra thing on what Peter said at the tech vision, but also to help, I think a clear deliverable is also to help. In fabulous words, DSH to. To. To to to to create a clear kind of a signature. So a signature present. So for an identity, right, Peter, that's what we also spoke about.

[05:40](#) DSH Leader: I think the unit, especially here.

[05:43](#) Jeroen Haverkorn van Rijsewijk: And then the tech vision is one of the yeah, one of the deliverables in which that manifests. So it's also there's also a team building aspect within DSH and a wonderful that you were here willing to to talk to us in, in spirit of Co creation. So yeah. So I've been wearing several jackets. Since 2018, but that's when I started first working with Peter and his colleagues from the BUMT. Back then, with Thomas and Stefano and Eric, and all of them. And so we've seen quite a few teams and yeah, very excited. Now with this with. This context. I'm Dutch. I'm based in east of the Netherlands. Let's say Greater Amsterdam, three kids and. I've been an executive coach and boardroom advisor for about 1 1/2. Decades. Yeah, and very, very happy to welcome Patrick alongside me, who is an absolute expert on the on the specific topic or I come more also from the leadership culture change management strategy side better comes from the from the side that he can now explain himself. So that's great.

06:52 Patrick Motsch: Thank you. My name is Patrick. I'm based in Switzerland, originally from the French part. Now I live in the German part I'm. Would say I'm what is important originally. I'm civil engineer and from another domain. This helped me because recently I did data centres. My whole job was a long time to plan build hand over data centres in the northern part of Switzerland for a touch company. It was at that time and based on this I'm skilled. I would say an infrastructure and company. Combination with management skills and also management coach. My core competence is digital transformation combined with AI integration and in this field the major of topics I have is to communicate to people and the way how we interact together. I have three kids and a nice wife, so now I'm done.

07:43 Jeroen Haverkorn van Rijsewijk: Thanks. Wonderful.

07:46 Procurement Leader: So the and the kids are not nice then, right?

07:47 Patrick Motsch: Good observation. Sorry, talk to talk when you say this. Yes, I had a girl. The girl was very nice and I have two boys. OK.

07:58 Jeroen Haverkorn van Rijsewijk: Yeah, yeah, I'm afraid we're not going to make the time. Toby is when we start talking about kids. So, but yeah, no. Maybe one to two add. So thanks Patrick. And to add, maybe one thing on my side, so I back in the days actually studied computer science, artificial intelligence. But that's already quite a while ago and I've been helping to be you not only to be UMT, but also the various teams, and I'm helping. So the various teams reporting into the BU M. The over the years, including their snows and and central teams, and now helping Peter with this in this context. So maybe over to you if that works at Tobias, then we have some questions and. Unless of course, you want to ask us some questions before. Are you good to? Good. Good to go.

08:49 Procurement Leader: I can give. I'm good to go. I think I can give you my one minute executive summary of who I am and.

08:57 Jeroen Haverkorn van Rijsewijk: That's our first question, so that's great.

08:59 Procurement Leader: Yeah, alright. Right. So born and raised in Sweden, I've been working with the company for quite some time. So that as a management consultant, I also I'm I have a Master of Science in in engineering, so also a civil engineer I've been and also. Studied sort of my my core competence. Is actually a nuclear engineering. So I'm I'm I'm I majored in quantum physics. So that's where I'm originating. And 15 years ago I wanted to deploy my sort of knowledge in the energy sector and it was either solar or nuclear. And then solar 15 years ago was basically nothing. So I decided to go nuclear, so that is where I spent most of my time designing course and bundles and and nuclear sort of. Sort of. The the bundle that goes into the reactor so the reactor design and also the sort of the the bubble, doesn't really. It's not a one to one fit with what I'm procuring and supporting the business with now, but it's it's where I'm where I'm from, I spent quite. A few years, also in the Treasury Department. So managing currency exposures of buying and and selling. Swaps and financial instruments. And. After that I transition to procurement and I've been leading a team that is growing. For now, I think it's three years and. So I'm supporting 6 categories we define from procurement that we work with category management and and the main category that I'm

supporting in addition to VOE mobility then or E mobility or evsc is solar large scale solar batteries, hydrogen marketing and communication and finance. So I'm sometimes it feels like I'm a bit schizophrenic, so I'm all over the place and and nowhere sometimes.

10:56 Jeroen Haverkorn van Rijsewijk: So solar marketing and communication finance.

11:01 Procurement Leader: Hydrogen.

11:03 Jeroen Haverkorn van Rijsewijk: Hydrogen.

11:05 Procurement Leader: And yeah, so now.

11:08 Jeroen Haverkorn van Rijsewijk: OK, but no nuclear anymore.

11:08 Procurement Leader: No, not yet, at least we're. I think that you have seen in the news that it's it's a big fuss in the media nowadays that we have down selected down to two suppliers that we are preparing to build a new small modular reactor in the on the West Coast of Sweden. So it could. Be I mean a battery that's an advanced battery in a sense. With a. With a pressure cooker inside integrated. No, and I'm living in Stockholm. I only have two kids, so not 3. That's the rest of you. But I I think I keep myself busy with those two girls anyway. They're five and seven and definitely a handful and and I have sort of two nice girls and a nice wife.

11:59 Jeroen Haverkorn van Rijsewijk: Well, that's let's celebrate that during the school. That's good. Tobias, thanks. Wonderful. Yeah. Thanks. Yeah. And so and so your team. How big is your team? I mean, Peter knows but.

12:14 Procurement Leader: I have 17 FT XS right now with 16 leads and. Strategic buyers. Basically all of them, but I have quite a few. Sort of union buyers as well. So I'm it was more or less when I inherited the team we were nine and it was mainly grey foxes. To put it mightily. And and now I've been able to put a bit more energy into the team and and a bit more diversity. So I have more. More ladies and also more younger and promising individuals. So. A nice team.

12:52 Jeroen Haverkorn van Rijsewijk: And what? Yeah. Nice. And it sounds nice. Just maybe one last maybe in a few words. What do what do you like most about your about, about your work in, in procurement? What? Yeah. Gives you energy, let's say.

13:07 Procurement Leader: Well, within a picture I mean the the, the role that I have, I would say the the people, I mean I really like that I'm in this in the center of the transformation of the industry that we're facing in terms of electrification. I mean, it's definitely why I. Go up in the morning or to to leave a better place for my 2 girls than. The the world that I that I was born into. That's very I I. I live and breathe our purpose. That's and I think that that is also a common denominator with my team. I'm I have a great team and they also give me and they seem to be happy with me. They give me a lot of positive feedback at least so.

13:52 Jeroen Haverkorn van Rijsewijk: Great, good. Thanks. Thanks. Yeah. And indeed, I think that at least I feel that's also true for most, if not all people I meet within the BU E mobility. I haven't been a lot outside of being with you in front of so many purpose driven really people wanting to contribute to this transition. So that caused lots of energy to to to be there at fulfillment. Thanks.

So next question.

14:20 Procurement Leader: And maybe worth mentioning as well that before the the sort of I've been needing this three in three years and then before that I was. Dedicating most or basically all my effort to BUE mobility because I was the category manager for BU Mobility. So now I'm a bit further away, so I'm I'm still familiar with how it was run when when you mentioned Stefano and Thomas and so forth. I'm still keeping in contact with Peter and and I and also with Fabian. But but I'm a bit more distant, used to the fact that I need to prioritize my time, and I don't have.

14:55 Jeroen Haverkorn van Rijsewijk: Yeah, yeah, yeah.

14:56 Procurement Leader: Even though it's so I have, I think that I know at least. Quite quite a bit about mobility and the journey.

15:05 Jeroen Haverkorn van Rijsewijk: What? Yeah, yeah. Wonderful. Yeah. Yeah. Peter, you are. You already told us about that, that you and the Tobias knows a lot about you. And see. Yeah, and. And the journey and, well, what a journey it has been. And it's not yet. And it still is, let's say. Let's do it like that. Wonderful. So. I think maybe the next question would be. How do you feel the collaboration between your team and immobility can be? Can be elevated to the next level. Let's say in service of Father. What would come to mind comes to mind.

15:45 Procurement Leader: Well, I think Peter already mentioned that that to to I think that we are very closely integrated, but sometimes for some reason we are still a bit surprised with the decisions or directions that are completely in opposite of what we thought we would support the BU with and. Then all of a sudden we take the the example that comes to mind is the battery integrated charger. Where where? We were more or less. Advised. Store. I wouldn't say force, but at least it was a lot of effort that we put into making sure that we had a solution in place. Fabian was really keen on having it. Well, yesterday rather than tomorrow because we were losing a lot of money. We had EBITDA figures that that was sort of provided to us and it was a forecast that was more or less bankable with 50 stations. And then I'm exaggerating. A bit, but that is in a nutshell. What I'm and then all of a sudden one month passed after we signed a contract, another one, and then we didn't see any orders and we were a bit OK. So what? What happened along their journey? I mean, why did we put other stuff aside and prioritize on this issue when apparently it wasn't that important? So that I think, can be even further. Her enhanced sort of the the communication and what would be, how would she could should we prioritize our efforts to best meet your strategic ambitions when it comes to solutions that that we can then provide to you from the supply base?

17:29 Jeroen Haverkorn van Rijsewijk: Yeah. And could you repeat the specific example that battery, what did you call it?

17:35 Procurement Leader: Yeah. Well, where we have batteries that are integrated into the charger. So one of the main I think Fabian always mentioned that two of the main challenges that eBay mobility is facing is grid connections and and sort of revenues or or utilization or what is it's not the correct word but.

17:58 Jeroen Haverkorn van Rijsewijk: Usage, yeah.

18:00 Procurement Leader: Yeah, usage. Yeah, maybe that's easier. Easy enough, and one of one of the one of the solutions is to make sure that we reinforce the grid, in particular in Germany with buying Transformers. Another one would be to integrate batteries.

18:14 Jeroen Haverkorn van Rijsewijk: OK. Yeah, yeah. And that was a recent example where you experience these. A lot of pressure and then a little result, but was there also? Yeah. OK. So and then, so communications is what I hear you. That's where where we can throw better, more frequent or communications? Is that what I hear?

18:38 Procurement Leader: Yeah. But, but I mean now also being very open and transparent. One of the things that I actually sorry. Yeah. One of the things that I went when I handed over my category management role to chainer, one of the tips that I gave him was to not act. Until you give it a day, because things can change, and if you sort of act on the emails and and the directions that you get one day the other day, it could be completely different. So what we need to do is to sit back, take a deep breath, and not be sort of acting on all of these initiatives that are coming from right and left and also to really figure out who is it that we should listen to because there are so. Many opinions. And we need to have one BU mobility voice. And that is one thing that has been lagging or lacking. So because there are. There are informal leaders, I. One one of the. Out one of the one of the informal leaders that I engaged a lot with was Boston de John used to give you a great I think that he's still around, right?

19:50 DSH Leader: Yes. Yep.

19:53 Procurement Leader: Yeah. And then he has. He's really opinionated and could build a lot of momentum. It's my perception in the organization and then that could deviate from Stefano's perspective on what should be the Orson Jasper's position. So it it was a bit complex to really navigate and and to. To really be clear on what direction is that the right one and and who we should listen to?

20:19 Jeroen Haverkorn van Rijsewijk: Yeah, clear. So then on your side, indeed not responding to every e-mail, but maybe take a breath and see what's still true tomorrow. But on BU inability side more clarity.

20:39 Procurement Leader: Wouldn't say not responding to emails, but I would say do not respond directly.

20:42 Jeroen Haverkorn van Rijsewijk: Yeah, yeah, I don't. Yeah, I mean, indeed, taking a breath and and.

20:47 DSH Leader: And connected to that, we have seen to many more of these examples right where there was a there was a tender process started with an ambition and along the way it changed and not sometimes even more than once. The question is, do we actually know what we want?

21:05 Jeroen Haverkorn van Rijsewijk: Yeah, yeah. And what I what I what? I then what? I conclude I don't hear you say. But what I conclude is that what would also benefit this collaboration is improved. What you said. Who can actually decide? But that translates into my head as a clear business processes with clear roles in within those processes and a more kind of a discipline to keep to those processes. Something like that happens then in me, but maybe I'm. I'm I'm going places. But I mean, there's also something on the bubbles

side. That can help to elevate this collaboration. This black point here, OK. Wonderful. How would you say the how is the general mood, let's say in the collaboration? Is it? Is it positive? Is it friendly? Is it engaging or is it also? Is it not so much of that what you maybe?

[22:14](#) Procurement Leader: No, I think that that is that is one of the reasons why I still have my my buyers in and and why they are motivated because it's they have great fun collaborating and and I think that the atmosphere is is super we've we've had in the past. A few. Exceptions to that, but those I think there was very much tied to specific individuals and and they are no longer there. And so I think that that is definitely. I I feel that's one of the. Things that I'm working a lot with within my team. Psychological safety I think that was for a time period, not there where certain individuals were afraid to speak up. And now I feel the opposite, that it's very open, very transparent and there is no hidden agenda or any. Blaming games or or anything but, but we need to also make sure that we can challenge each other and and be clear and crisp about what what we need to support you. And that is definitely.

[23:13](#) Jeroen Haverkorn van Rijsewijk: Yeah.

[23:13](#) Procurement Leader: Where I see there is still room for improvement and also one-on-one of the core sort of purposes of of procurement is to make sure that we treat our suppliers fair and transparently. And I still have the tension that some individuals have a tendency to prefer certain suppliers rather than focusing on demands and and technical requirements so that we can openly support. And and drive our process. And it's natural. It's not something that is unique to mobility, but that's that's something that we continuously need to work with to protect our brand. When we then go to the market next time.

[23:57](#) Jeroen Haverkorn van Rijsewijk: Right. Thanks. A couple of questions on tech, the tech vision. So firstly. Yeah. When we say these and Peter is framing what what comes to your mind, how do you? How would you define the tech vision? 'Cause it's it's not set in stone. We have a lot of thoughts around it, but we also would love to, yeah, be in the space of Co creation to make sure that we are actually creating something that. Yeah, it's connected and and makes sense in in the context in which it should land.

[24:33](#) Procurement Leader: You know well for me, honestly, when I heard the word, when I hear the word tech vision, it feels like we would. It's engineering focus and a lot of technical capabilities well, I think. One of the one of the sort of missing links that I have felt at least a couple of years ago is sort of the the customer needs. How do we make sure that we are not? Bombarding our customer with a lot of technically advanced solutions where they are saying OK, nice, but I don't need that. And and how do we then connect the dots from the supply side with their R&D capabilities? Because procurement can give you a mobility access to a lot of R&D capabilities rather than focusing on our R&D capabilities in House, I mean there are still 2030 or 40 suppliers that when, whenever. We enter a hardware tender that they are super keen on working with us, even though we haven't. Bought anywhere close to the volumes that we have put out to the market. Year to date but but still I think that is that that is what I would hope to see, that there is a red thread from from the customer and to the capabilities that we have and that we actually. Focus on our strengths as

a company that we are an integrated utility that we have a really strong sustainability agenda and focus and that if you want to choose should be very clear that we have offerings that other CP OS don't have with when it comes to green.

[26:15](#) Jeroen Haverkorn van Rijsewijk: OK.

[26:16](#) Procurement Leader: Electricity when it comes to loyalty, there is a lot of. A lot of solutions that you can build and integrate. If you start with the customer and put that in focus.

[26:28](#) Jeroen Haverkorn van Rijsewijk: Thanks. So we actually have a, let's say, a prototype. I'll share that. Which we feel at least covers. At least these aspects should be in it, and as you were speaking, of course I was checking whether we actually have customers. We do, even though maybe not super prominent, but we have them here with engagement now there. I mean we will go into this. We will bring this also to the kickoff and then we can read it. I could like explore it together and we're going to flesh it out. Also based on the interviews of course, but at a high level. We feel leadership is at the core of making this into a reality. Of course, you have the culture strategy and an operating model to enable that. All that within. Within the the context of data and AI equality. And implementation. So if you look at this, is there anything? And I know, I know it. I know this was very fast and and we actually spent a lot of hours on this and I'm not doing that any justice, but like kind of from the first five, this is kind of is anything crucial missing. Let me maybe put it that way. When you, when you look at this with the limited knowledge that you have now. About this.

[27:56](#) Procurement Leader: Yeah, that's. That's, I guess why we would pay you for helping us with this, but no. But I mean the first glad there there is a vote that comes to mind when I see culture and strategy. That culture eats strategy for breakfast. So I think the culture element of this is I think should not be underestimated. I think culture is really. Where? Where it where it starts and ends.

[28:25](#) Jeroen Haverkorn van Rijsewijk: Very good. Yeah. I'm fully with you.

[28:32](#) Procurement Leader: I've done that. I think that customers should be a bit more visible than underneath engagement.

[28:37](#) Jeroen Haverkorn van Rijsewijk: Yeah. Clear. Clear. Thanks. Yeah, that's super helpful feedback. Wonderful. So back-to-back to you. Back to not looking at a PowerPoint, I mean. Maybe the last question for me and then switching to Patrick. And then I will take over the note taking. Patrick, thanks. I'm looking at a Google Doc which is being filled. Thanks to Patrick as well. Next to AIRAI note taker. Umm. Within procurement, yeah, what initiatives or trends or or things are relevant for us to to know or maybe there are documents that that would be really helpful for us to receive as well. So we can. Be of better service to to this initiative.

[29:32](#) Procurement Leader: Just just by chance I requested a category deep dive on Monday together with my manager and we went through all of these categories of view. Imbilty was one.

[29:41](#) Jeroen Haverkorn van Rijsewijk: OK.

[29:42](#) Procurement Leader: Then we had five additional sessions that I think also it's very interesting, but maybe not for you at this stage. And I can just give

you a glance and I'm happy to share that in hindsight. What I was now you disappear, but you can see my screen I. Hope and it's only we tried to condensate it with four slides where this is the strategic landscape. The the sort of services and hardware that we're buying. But insights in the maturity and and the the pricing level. So it's more sort of procurement focus. Here or how we translate the needs to negotiate? These are the initiatives that we're currently working on. These are the key trends that we have identified and the risks and how we respond to those and also another sort of the last picture is very much driven out of our category management. Framework. So these four slides I think would potentially help you to respond to those questions that you raised.

[30:50](#) Jeroen Haverkorn van Rijsewijk: Fantastic.

[30:52](#) DSH Leader: Yeah, 100%.

[30:53](#) Procurement Leader: So I'm happy to share that with you after this. And then rather than going through because going through that will take me more than 30 minutes.

[31:03](#) Jeroen Haverkorn van Rijsewijk: For sure. No. Amazing and great timing then.

[31:07](#) Procurement Leader: And then if you I think if that's more efficient, if you look through the PowerPoint and then if you have any questions, I'm happy to elaborate on or potentially also reaching out to Chainer who is then the category manager within the team.

[31:18](#) Jeroen Haverkorn van Rijsewijk: Yeah, yeah. Yeah, yeah, yeah, for sure. Super thanks tobius. And that would be very helpful if you could indeed share that with us.

[31:30](#) Procurement Leader: Well, I share that with Peter and then you you take care of the distribution, Peter.

[31:34](#) Jeroen Haverkorn van Rijsewijk: Perfect.

[31:35](#) DSH Leader: Thanks for.

[31:39](#) Jeroen Haverkorn van Rijsewijk: Last question, I think it's you gave it to me. So how strongly is digital transformation anchored in your procurement strategy? And what's your vision for Procurement's role in the company's digital future?

[31:54](#) Procurement Leader: Well, we have actually recently deployed a category management tool that is called searcho that is based on AI where we do some prompting about what, how does the market look like. What are our levers that we would like to focus on? And then it sort of spots out a category plan? So we already integrate AI into developing all of our category strategies now going forward and that is something that recently was launched at beginning of this year. So we are, I think also from procurement, we are lagging a bit behind in terms of AI, but we are ramping up and there's a lot of lessons learned along the way with utilizing this tool and so far so good. It looks very promising even though there are. Some hiccups.

[32:39](#) Jeroen Haverkorn van Rijsewijk: Yeah. Wonderful. Thanks torias. That's it for me, Patrick. You take over.

[32:45](#) Patrick Motsch: Perfect. I have some 234 questions about the procurement itself, about the supporting role that you also have for us and

especially your expert role in this. So first what I would like to be interested if you can say something the strategic sourcing and the supplier management that you do, how you could support us with these disciplines in our business? What do you think?

[33:07](#) Procurement Leader: In terms of supply relationship management, you mean or?

[33:11](#) Patrick Motsch: Yes.

[33:12](#) Procurement Leader: Well, we have a lot of experience within the company when it comes to managing our strategic suppliers and we have a framework in place that we have deployed for all of our identified strategic suppliers at least for the the fast charging suppliers and also the AC suppliers, so. We have defined how we would, at least from our perspective together then with Stefan Lutz, who has also been around for quite some time. How we engage strategically, tactically and operational. And the strategic element is agreed that it's something that we will support and we will follow that framework where we make use of our core values or. Well its core values now. It's not experience principles any longer. It goes back and forth within the company, but active open, positive and safe. And then we we find, well, we build up with, with, with some questions and then self-assessment where where we rank from 1:00 to 5:00 and then we have. An open conversation with the management team on. The performance and then how to translate that into sort of tangible initiatives? I I keep it very high level now, but that is in a nutshell how we support.

[34:26](#) Patrick Motsch: I already I tried to summarize, so this is means we can profit from a framework that you have that you have aligned that you have adaptative straight and forward and you can support us using this framework that we all are fast.

[34:36](#) Procurement Leader: That's what we're currently doing. I think that we can definitely enhance that even further. So we are doing it with with some suppliers really advanced with with sort of ABB and and chem power to some extent. But ABB and ALPHAN comes to mind. The others might need a bit more push. And I'm I'm a bit uncertain about the future of C tech. I don't all of the details in in front of me, but. We can definitely make use of the already existing framework. How we work with suppliers from procurement.

[35:12](#) Patrick Motsch: Perfect. Thank you. An Intel questions just because we are curious because it could have an impact on us. What's what is your personal view on how procurement could enable innovation through an EMT's work, digital suppliers, ecosystems, digital supplier ecosystems. What would you say about this? Your opinion?

[35:32](#) Procurement Leader: Yeah. Well, I I don't. Well, correct me if I'm if I'm out of scope of your question, but I I think I mentioned that already that I think we could definitely make sure that if our road map is clearly communicated to our suppliers and also the supply base, we can piggyback on a. Enormous buffer of R&D budget that we cannot do by ourselves. So I think that that is something to be clear on if we. If we can push or get support from the market, but it starts with also getting a bit clear on what we would like them to focus on. So they are not doing what they think is necessary, but we can actually influence and that

starts with them being clear. On what we would like them to focus on, I think that there's still a good appetite for them to listen to what we need and then. We would. Well, we we have a. What is sort of a multiplier of our R&D budget, if we can use that wisely?

[36:43](#) Patrick Motsch: You've got the perfect. What was my Commission? I try. I try carefully to summarize what I understood is we are not yet there that we have shaped. What are our needs in the digitalisation business that we can align the suppliers and to categorize what we need from who? But we are on this road to define this would be summarise it correctly or what would you say?

[37:05](#) Procurement Leader: I think to some degree we, we all you already know when it comes to ISO 1511, although it's the kind of sort of initiatives that we've been talking about with OCPD 2.0 those abbreviations with. But how do we actually? How can we make sure that we then can translate that into some tangible customer value? That is the missing element? I think that is where.

[37:30](#) Patrick Motsch: Good to transform it to formulate what kind of service or component we need. This point is this is still open. Did I get it?

[37:40](#) Procurement Leader: Yeah, I think that there is a lot of a lot of interest from the the guys and girls within the hardware team to explore all certain innovative aspects. But sometimes it feels like they're running without the compass, to be honest.

[37:56](#) Patrick Motsch: So clear. Make sense then about procurement state that you have much state. You also expressed it before the the KP as that you measure the alignments of that you have the cutteries that you have. What do you think? Could there be something in for us that we could use better? Something like a dashboard or what? You just said before. Some some category list or analysis? What do you think about this? Could there be some some service from your side, from procurement or what could we expect? I ask like this openly.

[38:25](#) Procurement Leader: No, but we already have a a supplier dashboard. I mean it it it was mainly driven out of the SPTI. I mean the scientific based target initiatives and used to track the suppliers who have signed up to that, but also when it comes to Echo, Vades and EPD's. And so it it has grown a bit. So we already have that in place and in particular, if I go into. That system and look into alpha and I get a lot of business intelligence. And so from from that.

[38:57](#) Patrick Motsch: Perfect. Next question. I just keep because, well, it was about your experience how it can be enhanced, the engagement of procurement teams on your site with our teams that they are aligned and supporting us. I think this already had in deep this collaboration that we can enhance or you have some some more comments that you will give on this because I think you already said it.

[39:19](#) Procurement Leader: You know what? I think that there. Maybe again, I've experienced that there was a bit more push back from working with category management in the past and now I I mean we we have a five step approach or a sort of a continuous circle that we are deploying for all our categories and I think. That is, it starts with. How does it. What is the status as of today? What is the strategic outlook if we continue the way that we are doing today? Will it serve the purpose that we have or sort of the ambitions that we have? And I

mean we we can support you with, with, with, with guidance on driving these strategic initiatives through that model. It doesn't mean that we would. Give you a strategy, but it we can act the enablers or or facilitators.

[40:12](#) Patrick Motsch: You contribute. Yeah, I facilitate good things now. Afterward, good. You can facilitate us by your experience as.

[40:22](#) Procurement Leader: Yeah, I think that that is one of one of the one of the corporate ditches that we sometimes end up with throughout the company that we are eager to reinvent the wheel. When we do have a lot of capabilities in the House already. So still with pride, that's also something that I continuously ask to to sort of share across not only BU's but B as and. Make sure that we are not. That's also part of the excellence ambition. Is that we have and the expectation from our CFO.

[40:57](#) Patrick Motsch: Good, good expectation. So last question, you are experiencing external suppliers. We have internal customers and suppliers. Is there something that you could give us from your experience that we should integrate or think about when we exchange now or adapt our business strategy?

[41:18](#) Procurement Leader: In relation to your internal customers.

[41:21](#) Patrick Motsch: About relations. Yes, relation about our I speak about, we say our internal customers we also contribute services internally not to external customers. It's the collaboration between the teams. Is there something based on procurement work on procurement expert that you do that you say guys internally you should think about this and this that you do it better?

[41:39](#) Procurement Leader: Well, I don't if that is still the case, but that annoyed the hell out of me when I was exposed to. It was mainly, I think, the cooperation between Susana Huttig and the Network Solutions, because Network Solutions they sell power as a service and then they wanted they. They obviously also talk to customers and then they need then the support by the BOE mobility and then they wanted to. Buy some some chargers and then all of a sudden they were exposed to a 10 or 15. 15% margin on top of the already negotiated prices and I said I will not support that from procurement. You need to figure that out with with an SLA internally. But I I was really depressed with the lack of focusing on the big picture as well with with having just your own P&L in focus. That's something that should not be there within the company that I will never support those kind of. Initiatives where you try to. To boost your own figures. So that's something to and I think that for for some individuals, they are still there. And I think that that the relationship might have been affected by that experience.

[42:52](#) Patrick Motsch: OK, I understand now. Great point. Also to follow the Intel corporate rules and boundaries.

[43:03](#) Procurement Leader: Yeah, yeah, yeah. But that is, there is no internal rules on on the on those topics. It's more when it comes to those arm lengths, but the procurement will not support with with. With those kind of intercompany margins.

[43:21](#) Patrick Motsch: Good point. Important point. That's it. From the questionnaire. So did we forget or did we miss anything that you after discussion all these points that we had together that you say hey, this is something that it

would like to give you. You already said or. So for this tech vision that you want to do that, we don't do it too much engineering driven. These are already wrote, but are there more points that you tell us when you do these round guys think about this.

[43:53](#) Procurement Leader: Hmm. No, no, I don't think so. But I think that there has been. A lot of changes within BOE mobility and yeah, you need to figure out how to how to work with change management. That's that's definitely core. And then so that I know that there are quite a few that will feel whole here we go again. But how to then make sure that it's understandable why we need to do this? That's. And also with the I mean it's something that I think is still confidential when it comes to these rotten fallen customer investor direction, but that will have an impact on the on on BU on the BU. So.

[44:41](#) Jeroen Haverkorn van Rijsewijk: Yeah.

[44:41](#) Patrick Motsch: Thanks.

[44:43](#) Procurement Leader: Yeah.

[44:43](#) Jeroen Haverkorn van Rijsewijk: Thanks and. Yeah, we didn't. I I I should have mentioned before, but indeed like Peter said, please be open. This is confidential set up. Obviously we do have an AI note taker. It's it's been. It's it's a GDPR compliant and everything and runs on EU servers as well. I find it important to to share. We we use that for our own purpose only, and those are also available to to Peter and to to you. If you want to as well as part of this Co creative exploration. So just just to to note that as well. Thanks Peter. Back to you, I think.

[45:30](#) DSH Leader: Yeah. And then I will. I will round off in 2 minutes so we give you the the 10 minutes you need, hopefully even a little bit more. First of all thanks. I find it's very I found it very interesting and I've learned a few new things. For instance, on the Ind budget. Topic you mentioned. Maybe you've mentioned it before to me, but now now it really sticks. Finally, and thanks for the for openly sharing and and not always new for me of course, but I think it's it's good when we have these interviews to yeah. Have us all on the same page. We will for now in the next two weeks, finalize interviews with all senior stakeholders. Jetzka from IT. You are the one from procurement. We will talk to the SN OS to funny and Fabian. So those will will be taken into account as a first round and then we will basically take all those feedback, everything we're learning through consideration to design the kick off session. You will also be part of that. And from there we will start the program, which is still also a little bit unknown. Because we based also on the interviews, we have a structure for it that what we will exactly do, and by when it's also something we will define over the next few weeks. So that is it actually. Yeah. Thanks a lot.

[46:45](#) Procurement Leader: Well, happy. Hopefully you got something out of it and then happy to. To to support and give you feedback. I know that I've been also challenging the the BU when I was in in sort of more involved in in certain things that that that I felt was not really working in the right direction. So I'm happy to to try to avoid getting into those corporate ditches again, and if there is anything, any specific question, I'm I'm happy to elaborate. As I mentioned, for these PowerPoint them.

[47:20](#) DSH Leader: Yep.

47:20 Patrick Motsch: Thank you.

47:21 DSH Leader: Thank you so much.

47:23 Procurement Leader: All right. Good. Yeah, same to you.

47:28 DSH Leader: All right.

47:30 Jeroen Haverkorn van Rijsewijk: Nice meetings.

47:30 Procurement Leader: All right, bye.

47:32 Patrick Motsch: Thank you. Bye.

47:32 Jeroen Haverkorn van Rijsewijk: Ciao, Ciao.