

Procurement Disruptors

Our Procurement Disruptors series highlights industry leaders that drive change in the way procurement is being done today. We interview champions to see what they believe are trends in the industry and common pain points.



For this edition of Procurement Disruptors, we interviewed

Jason Kostiuik

Leader in Supply Chain Value Creation & Process Compliance

With 20+ years of supply chain experience, Jason is dedicated to breaking down industry stereotypes. Through his experience across multiple industries and business functions, Jason leverages an in-depth understanding of business operations to enable supply chain to deliver tangible value back to the business.

ETCH has the pleasure of working with Jason on building and executing multi-million-dollar category strategies and program governance for various departments.

Highlights of Jason's career:

- Delivered tailored, **best-in-class** supply chain practices across numerous industries including petrochemical, technology and manufacturing, and oil and gas, giving him a unique viewpoint to **adapt strategies** on each initiative which then creates **tangible value** for both end users and the company
- Enabled the Supply Chain function within organizations by establishing **strong relationships** with key internal and external stakeholders to ensure strong contract terms, supplier performance management, and risk management
- Drove **collaboration** between SCM teams and business units by aligning SCM performance with business objectives while ensuring **compliance** with SCM processes and standards

Jason's Journey in Disrupting Procurement Norms

What are some challenges that needed to be addressed when leading a procurement organization?

- Historically, supply chain has only been engaged at the **very last moment** when a PO is required; this reduces the value that can be brought by supply chain to the organization. It is essential to engage supply chain **early** in order to enable effective strategy and avoid defaulting to historical suppliers
- Actively **engage** stakeholders before the deals are complete. This has always been a challenge. Once an agreement has been made between the organizations, the **leverage** to negotiate better contract terms is **diminished**.



What led you to hire ETCH?

We wanted to hire professionals that were ready to hit the ground running. There are various degrees of **outsourcing** and the model we are using is allowing ETCH to **manage** and report on a given **scope**. The value-add ETCH provides is not only conducting the category assessment, and developing a category strategy and execution plan, but also the **self-governance** and tracking of these activities.



What challenges must the Oil & Gas sector overcome in order to adopt more sustainable procurement practices?

In Canada, we participate in a **global open market**. One of our biggest challenges is that the industry is very **volatile**. Therefore it is crucial to be **prepared** for unexpected events and costs.

To support an ever-changing economy, procurement practices must be **resilient** and integrated into company operations while remaining **agile** to adjust to market booms and busts.



What do you think are the lessons learned from COVID-19?

- Even in times of **uncertainty**, people can continue with their **business as usual**. Nonetheless, it is essential to keep our supply chains open and have a great **understanding** of our categories.
- Ask critical questions to **reflect and analyze** the supply chain areas to remain in tune with the **market** and find where the potential risks are to develop a **risk management** strategy.



"Supply Chain professionals are a breed of people that can work in any industry. They have a skill set that you can take across sectors, and often there are practices that you can take from one industry to another and learn from them."

-Jason Kostiuik