

Business case

Boosting Supplier Innovation for an Air Conditioning Equipment Manufacturer

PRACTICE

Procurement

SECTOR

Capital Goods

MISSION DURATION

5 Months

Our client, a manufacturer of heating and air conditioning equipment, wants to boost supplier innovation.

KEPLER offers to build a global framework and pilot projects on several selected innovation topics.

Context

- Global and decentralized industrial company with innovation at the heart of its strategy
- Innovation is almost entirely driven internally, without harnessing the skills of suppliers: "Not Invented Here" syndrome
- Internal resistance, mistrust in suppliers and unfortunate experiences in the past all have led to discouragement on both sides, procurement showing little involvement in innovation governance

Objective(s)

Cooperate
the Company's Strategy

- **Improve and boost the supplier contribution to the innovation policy of the group** in order to create a competitive advantage in the market

Methodology

- Constitution of a «multi-business» project group involving Marketing, R&D, Operations, and Procurement teams
- Conduct of an internal survey and a «Voice of Suppliers» in order to understand the impediments to stronger supplier-customer relationships and the good practices those suppliers have with their other customers
- Workshops facilitation using creative methods to identify projects to set up
- Development of a global framework to capture and manage supplier innovation (Strategy, Organization, Process & Tools, People & Change)
- Management of 4 test-suppliers: sharing the innovation roadmap, idea cogeneration workshops, evaluation and prioritization of ideas
- Adjustment of the framework and internal communication

Levers and Tools

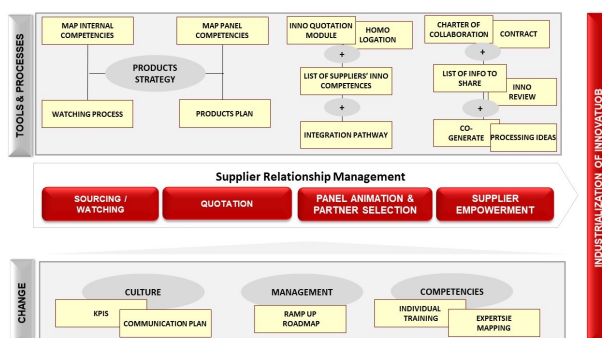
- **Voice of Suppliers**
- **Creativity Workshops**
- **Innovation Prioritization**

Voice of Suppliers

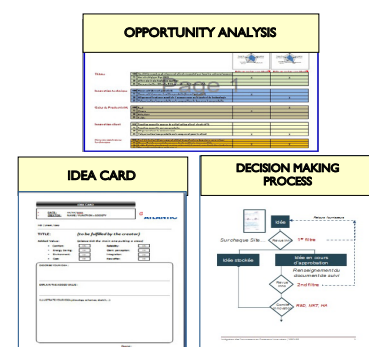
En terme d'intégration des fournisseurs dans le processus innovation, comment jugez-vous xxx?:



Global Framework of Supplier Innovation



Ideas Processing



Dashboard

Global Framework
for Supplier Innovation

Successful Pilots
with 8 Selected
Innovation Topics

**Internal mindset
changed and boosted
supplier relations**

“Cooperation between
KEPLER Innovation and
Procurement practices
is a key asset in the
deployment of supplier
innovation program.

*This multi-business
approach allows to
break down barriers
of organizations and
the invention of new
modes of collaboration
with suppliers in order
to convert them into
strategic assets.”*

Pierre Rougier
Associate Director

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