



Some interesting things have been happening on the procurement front. The federal shipbuilding contract process seems to have been a success. Buyers are happy, suppliers are happy and no one is protesting the contract award. When this much money is at stake and the impact on Canada's shipbuilding industry and economy is so large, the federal government deserves praise for its development and execution of this process. It is now going to be applied to other major procurements, including the purchase of jets (F-35s?) to replace the RCAF's rapidly aging fleet.

Also, we have the case of a private pharmaceutical company; required to make changes by the US federal government and then hit by a fire, the company has been unable to supply much needed drugs, resulting in a serious challenge for the healthcare of Canadians. Most organizations use just-in-time delivery for their procurements, including those of drugs. They do not warehouse or stock supplies just-in-case. It appears that some companies do not do that either. With the rationalization of several industries, a variety of suppliers is often unavailable for buyers to contract with – large companies have a virtual monopoly on some products for many reasons. So from a supply chain perspective, if faced with having to source from a single supplier for critical goods, should we rely on just-in-time delivery only or would it mitigate risk to do some warehousing or stockpiling as well? And then we have to ask who should do it – the buyers or the manufacturer/supplier?

This issue of *Summit* had a theme develop – seeing into the future better. For years we relied on experienced personnel to give us their best 'guess' on policy development and program implementation, and what might be needed when it came to budgeting for goods and services to support programs and operations. Technology can now help with that forecasting. I knew nothing about predictive analytics... and I gather I am not alone... but a morning seminar provided some basic background and ideas that could work. You will find that story in these pages. Articles from SAS and IBM add more thoughtful ideas and examples of how this works. So whether you think you might find this tool useful for your own procurement departments, or you think you might be asked by your clients to scope out suppliers and technology that might assist them, I hope these articles provide something of a starting point.

Enjoy.