



Savings | Choice | Service

2018

ANNUAL REPORT

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ABOUT OECM

OECM is a trusted not-for-profit collaborative sourcing partner for Ontario's education sector, broader public sector, and other not-for-profit organizations. We contract with innovative, reputable suppliers to offer a comprehensive choice of quality products and services, and generate significant savings for our customers.

We are shaped by our mission, vision, and values, which guide our actions and demonstrate who we are and what we do. Collaboration is the foundation of our business, enabling us to build a bridge amongst and between our customers and supplier partners.

OUR MISSION

Generate savings to support excellence in education by unlocking the potential of collaborative strategic sourcing.

OUR VISION

Be the premier customer-driven supply management partner for Ontario's education sector.

OUR VALUES

Collaboration: We are committed to working together to achieve common goals.

Responsiveness: We deliver on our promises in a timely way.

Integrity: We are open, honest, and accountable.

Innovation: We pursue creative solutions to foster an exceptional customer experience.

Respect: We listen to and value everyone's ideas and opinions in a fair, open, and attentive way.

We offer...

1

SAVINGS

By unlocking the power of collaborative sourcing, OECM provides opportunities to minimize costs, and generate savings and efficiencies on products and services they buy through OECM's Marketplace.

2

CHOICE

OECM offers a wide range of collaboratively-sourced and competitively-priced products and services, provided by over 200 (and growing) supplier partners, through OECM's Marketplace.

3

SERVICE

OECM promises to deliver service that is consistent, accessible and responsive, supporting a customer-centric service delivery model.



MESSAGE FROM THE BOARD CHAIR

While Ontario's education sector continues to tackle diverse challenges, opportunities for collaboration and collaborative sourcing have grown significantly in the past year. In 2018, the Board of Directors continued their steadfast focus on ensuring the success, sustainability and best interests of OECM's customers, making progress on a long list of strategic planning initiatives that support the performance of OECM as an organization. As a result, we have just completed a momentous year, fittingly marked by exceptional growth and record institutional spend.

To ensure continued growth and sustainability, in 2018, the Board endorsed and guided a number of key initiatives, including the creation of a Marketplace Guide, planning of the first Ontario Education Sector Collaboration Networking Symposium, and the pilot of a deep dive process to identify new opportunities for OECM's Customers.

We also announced the recruitment for new Customer Council Committee (CCC) members for the College, University and School Board sectors. The CCC serves as the voice of our customers and are instrumental in providing their subject matter expertise in the development and implementation of various strategic plans, including collaborative sourcing opportunities for our customers.

In 2019, the Board will continue to facilitate critical decision-making and the robust governance required to meet our goals and objectives. We're already off to a great start, with the approval and realization of the first-ever Ontario Education Sector Collaboration Networking Symposium, the outcomes of which will assist us as we hone in on opportunities to strengthen our customer-centric service delivery framework and offerings. We will continue to work together to oversee the implementation of OECM's business priorities, to help maintain financial self-sufficiency and shape a promising future for our customers.

I would like to thank the Board of Directors for their ongoing support of OECM. Together, we continue to serve the best interest of Ontario's education sector, and the broader public sector.



Arnold (Arnie) Strub
Chair, Board of Directors, OECM

MESSAGE FROM THE CEO

It is my pleasure to report upon OECM's achievements in 2018, a year marked by attaining 1 billion dollars in accumulated spend, the launch of our Accelerate to Market (A2M) initiative, introducing an enhanced collaborative spend reporting process, and more! The past year has been a very successful one, in which OECM significantly exceeded its corporate objectives while increasing opportunities to facilitate and encourage collaboration.

We continue to have 100% (all 116 Ontario educational institutions) participating and collaborating in one or more of OECM's agreements. We expanded our Marketplace to provide our customers with the choice of 70 categories of products and services and facilitated collaborative spend of \$389 million, which was a 54.8% increase over 2017, and the highest ever in OECM's history.

Our "People Strategy" framework, unanimously approved by our Board of Directors in December 2017, was implemented at the start of 2018, and has resulted in our employees having greater access to a revitalized rewards and compensation strategy, new staff training and development plans, talent management programs, and more.

OECM is a Strategic Collaboration Organization (SCO) and as such OECM staff is committed to facilitating collaboration amongst and between our education sector partners, with the goal of assisting our partners in leveraging and directing resources in support of student achievement.

In her 2018 Audit Report, the Auditor General of Ontario made numerous references to OECM as a collaborative sourcing partner to Ontario's education sector. In particular, the Report included an audit on value for money specific to "School Boards – IT System and Technology in the Classroom." A corresponding recommendation encourages greater collaboration between the Ministry of Education and school boards to identify potential efficiencies and cost savings in the implementation of a centralized Student Information System (SIS), a directive that is supported by OECM's early-2019 launch of a brand new SIS Agreement supplier partnership with Fujitsu Consulting (Canada) Inc.

To serve our customers better, we have focused on strengthening our customer-centric service delivery framework. OECM continues to build on customer engagement through multiple meetings with representatives of Ontario's education sector, as well as the broader public and not-for-profit sector, to heighten awareness of OECM and the collaborative sourcing opportunities we offer. The inaugural Ontario Education Sector Collaboration Networking Symposium, held in February 2019, has allowed us to set the stage for continued customer interaction and outreach this year, solidifying OECM's position as a thought-leader in collaboration networking and procurement innovation for Ontario's education sector.

Underpinning all these results is an extremely dedicated team of professionals. I am proud to work with our Board of Directors, executive team and staff members to build on these strong results and set new strategic priorities. To our customers, supplier partners and friends – I thank you for your continued commitment to OECM. Here's to another strong year of even more growth.



John Sabo

President & Chief Executive Officer, OECM

Board of Directors



Arnie Strub

Chair, Board of Directors

Chief Operating Officer, Canadian Centre for Food Integrity. Elected Chair since November 29, 2016. OECM Director since April 2011.



Kevin Kobus

Chair, Customer Council Committee

President and CEO, Kevin Kobus and Associates Ltd. Associate, Promeus Executive Search. OECM Director since November 29, 2016.



Farzad Alvi

Chair, Audit and Finance Committee

Visiting Scholar at Schulich School of Business. OECM Director since November 2016.



Kathy Pozihun

Member, Customer Council Committee

Vice-President, Administration and Finance, Lakehead University. OECM Director since November 29, 2016.



Eitan Dehtiar

Member, Audit and Finance Committee

Strategic Development Consultant and Interim Chief Financial Officer. OECM Director since November 29, 2016.



Anne-Marie Renaud

Member, Governance and Human Resources Committee

Advisory Board Member, Farinart. Certified Executive Coach, ACC. OECM Director since November 29, 2016.



Rani K. Dhaliwal

Member, Customer Council Committee

Senior Vice-President, Transformation and Strategic Planning, Humber College. OECM Director since November 29, 2016.



Andrew Szende

Member, Audit and Finance Committee

Governor, University of Toronto. OECM Director since November 29, 2016.



John T. Dinner

Member, Governance and Human Resources Committee

President, John T. Dinner Board Governance Services. OECM Director since November 29, 2016.



David Yundt

Member, Governance and Human Resources Committee

President & CEO, Plexxus. OECM Director since November 29, 2016.



Debbie Fischer

Chair, Governance and Human Resources Committee

Executive in Residence, Rotman School of Management and Corporate Director. OECM Director since September 2013.

For more information about OECM's Board of Directors, visit <https://oecm.ca/about-us/governance/board-directors>

Customer Council Committee



Arnie Strub
Board Member Ex-Officio
Chair, Board of Directors
Chief Operating Officer, Canadian
Centre for Food Integrity.



Kevin Kobus
Board Member
Chair, Customer Council Committee
President and CEO, Kevin
Kobus and Associates Ltd.



Rani K. Dhaliwal
Board Member
Senior Vice-President,
Transformation and Strategic
Planning, Humber College.



Kathy Pozihun
Board Member
Vice-President, Administration
and Finance,
Lakehead University.



Tony De Sciscio
College Sector
Manager, Purchasing, Risk
Management and Printing,
Georgian College of Applied Arts
and Technology.



David Neale
College Sector
Executive Director, Campus
Services, Seneca College of
Applied Arts and Technology.



Stephen Case
School Board Sector
Manager, Procurement and
Risk Services, Waterloo Region
District School Board.



Daniel Del Bianco
School Board Sector
Superintendent, Planning and
Operations, Dufferin-Peel
Catholic District School Board.



Carlene Jackson
School Board Sector
Associate Director, Operations and
Service Excellence,
Toronto District School Board.



Dino Miele
School Board Sector
Chief Information Officer (CIO),
District School Board of Niagara.



Tariq Al-Idrissi
University Sector
Associate Vice President,
Information Technology,
Trent University.



Carol McAulay
University Sector
Vice-President, Finance and
Administration, York University.



Marina Piao
University Sector
Executive Director, Corporate
Services, and Treasurer, Council of
Ontario Universities (COU).



Kyle Robinson
University Sector
Director, Facilities Services and
Sustainability, Ryerson University.

CUSTOMER-CENTRIC SERVICE DELIVERY FRAMEWORK

The Customer-Centric Service Delivery Framework supports OECM's strategic priority of focusing on customer-centric services by delivering unparalleled services to position OECM as a Premier Collaboration Partner.

In 2018, to support our customer-centric service delivery framework, OECM concentrated on growing our Customer Service and Engagement department. One of our key objectives is to ensure that OECM's service delivery model is supportive and responsive to customers, supplier partners as well as potential customers and suppliers.

OECM focused on transforming organizational structure, forming a dedicated Customer Service and Engagement Team within the Supply Management and Customer Relations Division. This included the addition of a Customer Service Analyst, Customer Relationship Managers, as well as a Senior Manager, overseeing Customer Relations and Communications. The team played a vital role in enhancing customer outreach in 2018 to identify efficiencies and improve strategies for enhanced customer engagement, satisfaction and overall experience, with specific emphasis placed on planning for the implementation of a new Customer Relationship Management (CRM) and Supplier Relationship Management (SRM) software. The software will allow OECM to better serve our customers, while implementing analytics and technology to strengthen our ability to respond to customer needs.

In 2018, the Customer Service and Engagement Group also focused on establishing a plan for OECM's new Customer Support Model (CSM). With implementation targeted for 2019 Q1, this model will be part of OECM's Customer-Centric Service Delivery Framework to give customers a better experience at every touch point working with OECM. We continue to steadily move forward with our goal of becoming a customer-centric organization.

CUSTOMER COUNCIL COMMITTEE

The Customer Council Committee (shown on page 9) is comprised of ten (10) senior leaders from OECM's education sector customer communities (Colleges, School Boards & Universities), and four (4) Board member representatives. The committee provides strategic input to OECM, regarding our customer-centric services, products and services, service delivery strategy, customer and supplier relationship management, and more.

Throughout 2018, OECM's Customer Council Committee provided strategic input on a number of activities, including [OECM's Accelerate to Market \(A2M\) Project](#). The committee also provided support on a number of new initiatives such as the 2019 Humber College Deep Dive, allowing OECM to identify opportunities for greater participation in our Agreements to create greater savings for Humber. The committee also endorsed OECM's very first Ontario Education Sector Collaboration Networking Symposium.

SEVEN KEY ELEMENTS OF THE CUSTOMER-CENTRIC SERVICE DELIVERY FRAMEWORK

Listen to the Customer

Define Service Offerings

Improve Customer Engagement
Processes and Make Effective
Use of Technology

Set Standards and Measure
Performance

Involve Partners

Engage Staff and Change
Culture

Ensure Sustainability





Together, OECM staff raised in excess of \$35,000 to benefit Ontario charities.



OUR PEOPLE

At OECM, our people are at the root of our success. They are talented individuals with a shared passion for achieving results through team work and collaboration.

In 2018, the Board-approved People Strategy was implemented and continues to accelerate the development of OECM's team, growing and strengthening our leadership capabilities, and enhancing our performance through strong engagement. The establishment of the People Strategy has helped us achieve our goal of attracting, motivating, and retaining superior talent, while fostering a workplace culture of excellence, to facilitate the delivery of exceptional customer service.

The five defining pillars of the People Strategy are Total Rewards, Leadership and Talent: Acquisition and Development, High Performance Culture of Excellence, Workforce Planning, and Operational Excellence.

TOTAL REWARDS

In 2018 the implementation of a revised Salary Grid Structure, Group Success Sharing reward, Group Retirement Savings Program, and enhanced Group Employee Benefits Program ensured an effective and competitive total rewards program that continues to enable OECM to attract and retain the right talent in the right roles.

LEADERSHIP AND TALENT: ACQUISITION AND DEVELOPMENT

In 2018, OECM implemented a comprehensive learning and development program to attract, develop, retain, and motivate a high performing workforce.

HIGH PERFORMANCE CULTURE OF EXCELLENCE

Enhancing and sustaining OECM's core values to ensure a high performing culture of workplace excellence continued to be a top priority in 2018.

WORKFORCE PLANNING

To support OECM's business growth, we focused on ensuring continuity of the right talent for the short and long term success of the organization.

OPERATIONAL EXCELLENCE

In 2018, OECM ensured HR policies and systems were developed, maintained and applied to contribute to a transparent, safe and equitable work environment.

2018 BUSINESS HIGHLIGHTS

In 2018, OECM continued to have 100% (all 116 Ontario educational institutions) participating and collaborating in one or more of OECM's agreements.

\$389M Total collaborative spend (in millions)

 **54.8%** Increase in total spend over 2017

\$126 Spend per student in Ontario

 **52.4%** Increase in spend per student over 2017

130 New OECM customers in 2018

 **24.4%** Increase in OECM customers over 2017

70 Total products & services categories in 2018

 **11.0%** Increase in total products & services categories over 2017

In addition to our education sector customers we now have more than 450 other Broader Public Sector and Not-For-Profit organizations using OECM's Marketplace.

Collaborative Spend (2018 vs. 2017)

Collaborative spend provides the ultimate measure of participation and support of OECM by its customers. In 2018, OECM had a total of \$388.7 million in collaborative spend, a record-breaking increase of \$137.6 million over 2017, or 54.8%.


Per student spend in the Education sector totalled \$126 per student, an increase of \$43, or 52.4%, from \$82 per student in 2017.

Customers (2018 vs. 2017)

OECM is a customer-based organization to whom we provide savings, choice, and service. In 2018, we had an increase of 130 customers, up 24.4% from the previous year to a total of 662 customers.

Products & Services (2018 vs. 2017)

OECM offers products and services that can be facilitated best through collaboration. In 2018, we saw an 11.0% increase in the categories of products and services, with a major focus on facility-based agreements.



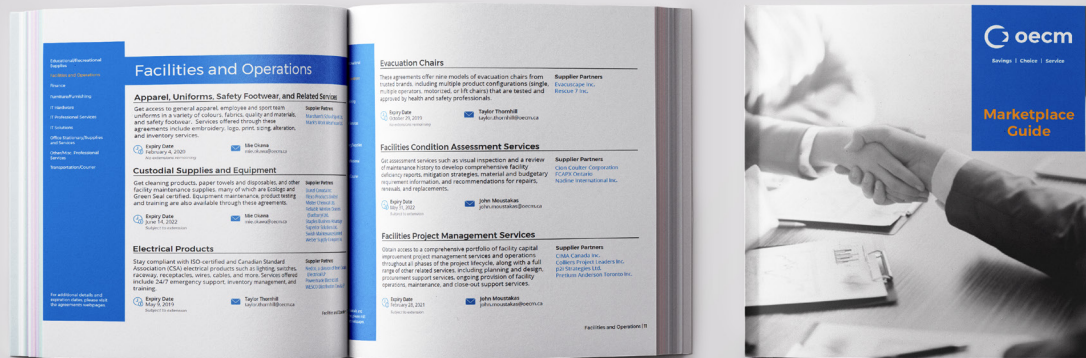
Board Chair, Arnie Strub (left), and President and CEO, John Sabo celebrate \$1 billion in accumulated collaborative spend by OECD customers.

BILLION-DOLLAR SPEND

In March 2018, OECD reached the impressive milestone of \$1 billion in accumulated collaborative spend. Since its inception in 2006, OECD has grown to become the recognizable not-for-profit collaborative sourcing partner for Ontario's education sector, broader public sector, and other not-for-profit organizations. John Sabo, President & CEO, and Arnie Strub, Board Chair, credit the growth to the vast family of OECD supplier partners and employees whose hard work and dedication continues to support the company's mission and goals. Collaboration and strong relationships are vital to ensuring our customers obtain the best overall total value and quality of service through our extensive marketplace offerings.

ENHANCED COLLABORATIVE SPEND REPORTING

To support Customer engagement, OECD provides its Education Sector Customers with Collaborative Spend Reports summarizing their participation (spend) on the various products and services facilitated through the OECD Marketplace. In 2018, OECD amended the process to provide these reports twice per year: an annual report at year-end and a mid-year report at 6 months. The mid-year report was added to the process to ensure that the Education Sector can track their spend progress on a more frequent basis. The mid-year report also acts as a check-in to facilitate a more accurate year-end report. In 2019, OECD looks forward to introducing further process improvements.



MARKETPLACE GUIDE

OECC's Marketplace Guide was created in 2018 to allow customers one comprehensive document outlining the products and services available in our Marketplace. The Guide also provides an overview of upcoming new agreements and retenders.

ACCELERATE TO MARKET INITIATIVE

In 2018, OECC had 12 newly awarded sourcing projects and introduced the Accelerate to Market (A2M) program - a two-year initiative that will develop and implement innovative approaches to increase the savings available to the education sector. Over the next two years, OECC is committed to:

- Effectively engage sector to bring priority products and services to market faster
- Implement procurement process efficiencies
- Demonstrate and communicate value for money through KPI analytics & product/process savings tracking
- Demonstrate, document and share, use of technology supported, efficient, effective and innovative procurement practices

2018 A2M Sourcing Projects

- Student Information System (SIS) and Related Services
- Digital Signage and Scoreboards
- Student Transportation Planning and Management System
- Solar Developer Services

ONTARIO EDUCATION SECTOR COLLABORATION NETWORKING SYMPOSIUM

Planning of the first-ever Ontario Education Sector Collaboration Networking Symposium took place throughout 2018. The event presents a unique opportunity for senior leaders from, and associated with, the 116 Ontario Educational Institutions (School Boards, Colleges & Universities) to meet face to face, share ideas and discuss opportunities for collaboration.

HUMBER DEEP DIVE PILOT

In 2018, OECM began a joint strategic project with Humber College to identify ways to increase collaborative spend amongst the education sector and to identify new potential savings and value for Humber College. Through the Humber Deep Dive, a set of guiding principles was established to set the foundation towards OECM's customer engagement model. The study identifies gaps affecting the full utilization of OECM agreements and a number of new opportunities for further collaboration between OECM and Humber.

In 2019, OECM plans to conduct more deep dive projects with other institutions across the education sector.

SUPPLIER RELATIONSHIP MANAGEMENT

In 2018, the Business Relationship Management Group began to work on developing a framework and methodology to implement an OECM Supplier Recognition Program, ("SRP"). OECM's goal is to assess and evaluate each supplier partners' performance objectively, in a fair transparent process on an annual basis. The result of this program will provide a path for continuous improvement for supplier partners who are recognized and rewarded for becoming high performing supplier partners. The methodology and framework will measure supplier performance for each agreement individually.

In late 2018, the Business Relationship Management Group changed its name to Supplier Relationship Management Group (SRM). As OECM's marketplace continues to grow, the SRM team is committed to strengthening its relationships with our supplier partners in order to support excellence in customer service. The SRM team has recognized the need to have a framework that is transparent, quantifiable and fair to all supplier partners, which would create value for clients and "reward", through recognition of top performing suppliers. The methodology, to be implemented in 2019, will take into consideration savings, supplier performance, agreement performance, client satisfaction, business potential & growth.

SUPPLIER CODE OF CONDUCT

Together with our supplier partners, OECM has established trusting relationships with customers to offer over 70 categories of products and services through our Marketplace.

To build upon these relationships, OECM introduced a Supplier Code of Conduct (SCC). Based on OECM's core values, the SCC has been developed to ensure that all supplier partners adhere to a set standard when conducting business in the OECM marketplace.

The Supplier Code of Conduct (SCC) establishes standards applicable to all OECM suppliers within its Marketplace. By promoting these standards and applying measures to ensure compliance, OECM demonstrates its intention to do business with suppliers that conduct themselves in a manner that aligns with OECM's core values. The SCC applies to OECM suppliers, including their owners, employees, agents, partners and subcontractors who provide products and/or services to OECM and our customers.

To read the complete Supplier Code of Conduct, visit <https://oecm.ca/oecm-advantage/our-supplier-partners/supplier-code-of-conduct>

SUPPLIER CODE OF CONDUCT

OECM's Supplier Code of Conduct (SCC) was developed to ensure that all suppliers adhere to a standard code of conduct when conducting business in the OECM marketplace. The SCC applies to OECM suppliers, including their owners, employees, agents, partners and subcontractors who provide products and/or services to OECM and our customers

CORE VALUES



COLLABORATION



RESPONSIVENESS



INTEGRITY



INNOVATION



RESPECT

ESTABLISH THE FRAMEWORK FOR OECM's PRACTICES AND POLICIES

KEY PRINCIPLES

- 01 Compliance with Applicable Laws and Regulations**
Suppliers must comply with all applicable foreign and domestic federal/provincial/municipal laws and regulations including, but not limited to, the environment, health and safety, labour and employment, human rights and product safety, trade agreements, BPS directive, and anti-corruption laws, where the products and/or services are provided to OECM customers.
- 02 Conflict of Interest**
Suppliers must avoid situations that can be directly or indirectly perceived as a conflict of interest. Suppliers must also avoid gaining improper advantage or engaging in preferential treatment with OECM employees and customers.
- 03 Gifts and Entertainment**
Suppliers must never offer OECM staff payments, inducements, gifts of entertainment or any type of services, discounts, and/or personal benefits.
- 04 Anti-bribery and Anti-corruption**
Suppliers must not engage in any improper conduct especially that which would put OECM or its customers at risk of violating anti-bribery and/or anti-corruption laws.
- 05 Outsourcing and Subcontracting**
Suppliers will ensure that any outsourcing and/or subcontracting services used to fulfill deliverables are identified and approved by customers and monitored to ensure compliancy to contractual obligations and adherence to OECM's SCC.
- 06 Respect and Diversity**
Suppliers must maintain workplace professionalism and respect for the dignity of employees, customers, and individuals. Suppliers must never tolerate or condone harassment, discrimination, violence, retaliation and any other inappropriate behaviour.
- 07 Employment Practices**
Suppliers must adhere to all applicable employment and human rights legislation, and demonstrate a commitment to non-discriminatory behaviour, fairness and equity.
- 08 Health and Safety**
Suppliers must provide healthy and safe workplaces for their employees. Employers must ensure their workplaces comply with relevant laws, that employees are properly trained, and that they can access information and instructions pertaining to health and safety practices.
- 09 Environmental**
Suppliers must conduct business in an environmentally responsible and sustainable manner.

Compliance with the principles contained in the SCC form part of OECM's supplier selection and contract management processes

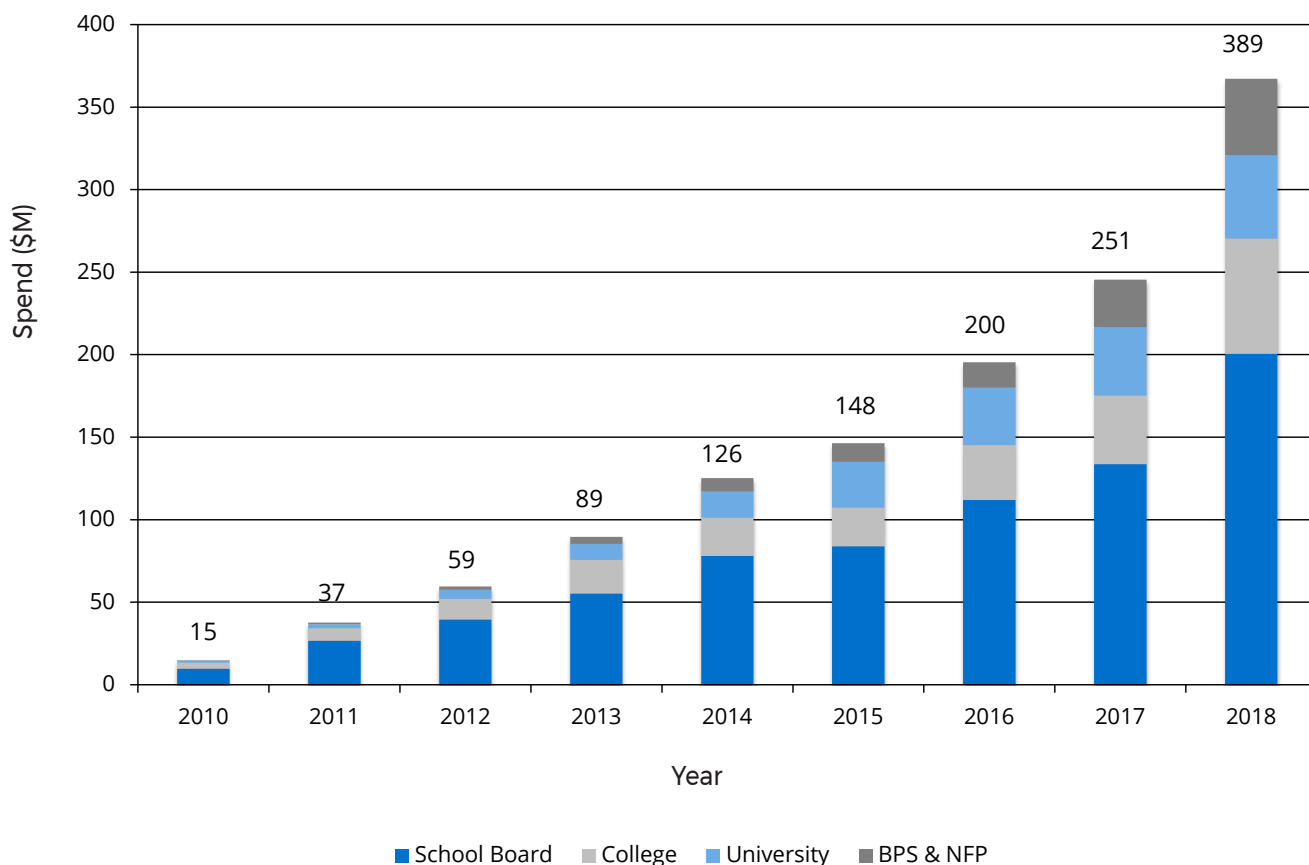
FINANCIAL HIGHLIGHTS

COLLABORATIVE SPEND

In 2018, there was an increase in customers using OECM's Marketplace. Ontario's 116 publicly-funded education sector institutions combined with broader public sector (BPS) and not-for-profit (NFP) organizations spent the equivalent of \$388.7 million on products and services through OECM contracts, showing growth of 54.8% compared to \$251.2 million in 2017.

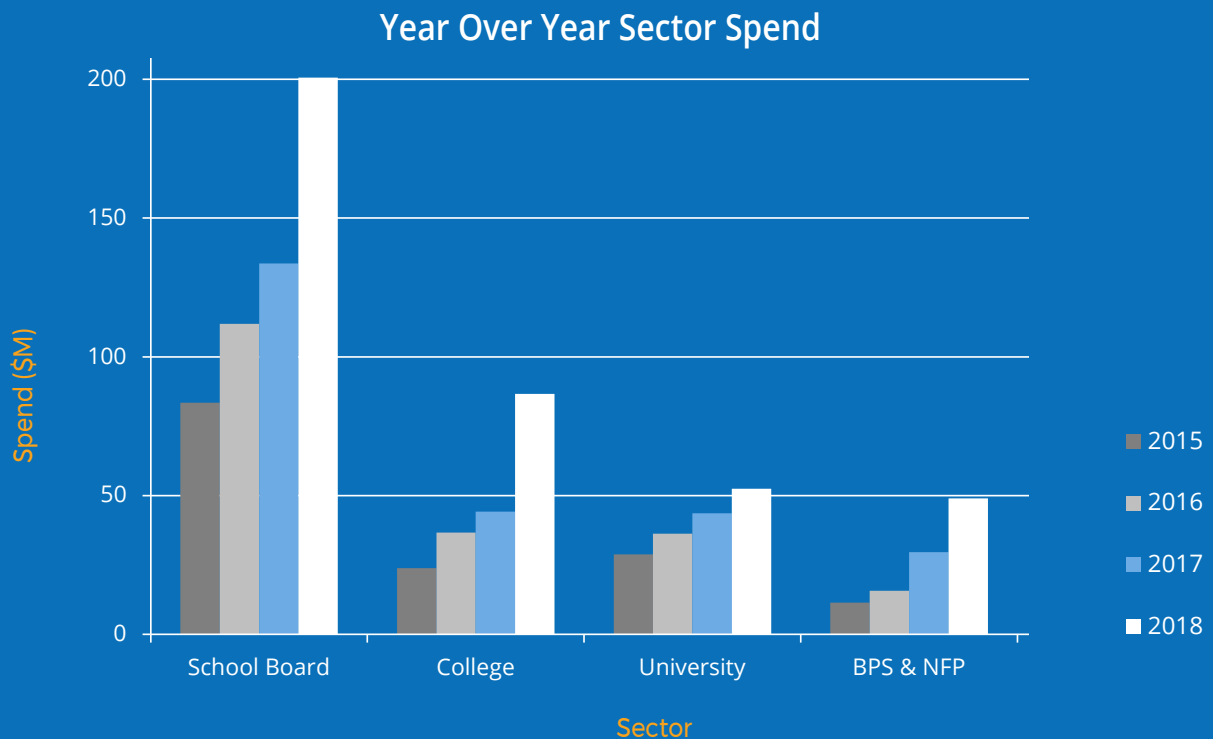
In 2018, we maintained 100% participation from Ontario's education sector institutions that use OECM's Marketplace, while participation by other BPS and NFP organizations grew by 61%.

Collaborative Spend



YEAR OVER YEAR SPEND

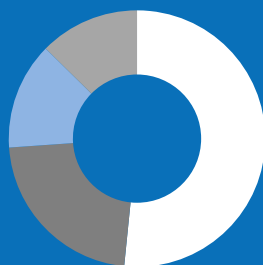
While the education sector remains a key area of focus, there was an 65% growth in procurement from other BPS and NFP organizations, with sector spend of \$49.0 million in 2018 compared to \$29.7 million in 2017.



PARTICIPATION BY SECTOR ON ALL PRODUCTS AND SERVICES

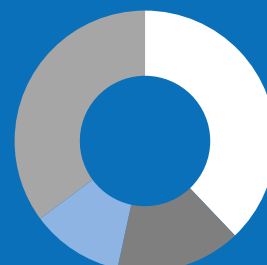
OECM's total collaborative spend is driven by our customer participation across 70 categories of products and services. In 2018, OECM's achieved total collaborative spend of \$388.7 million through 3159 Client-Supplier Agreements (CSA), with the greatest participation from the school boards sector, followed by the Colleges, Universities, and BPS & NFP sectors.

Total Spend by Sector



School Boards	\$200,568,495
Colleges	86,647,662
Universities	52,467,057
BPS and NFP	49,029,122
Total	\$388,712,336

Total CSAs by Sector



School Boards	1,197
Colleges	490
Universities	362
BPS and NFP	1,110
Total	3,159

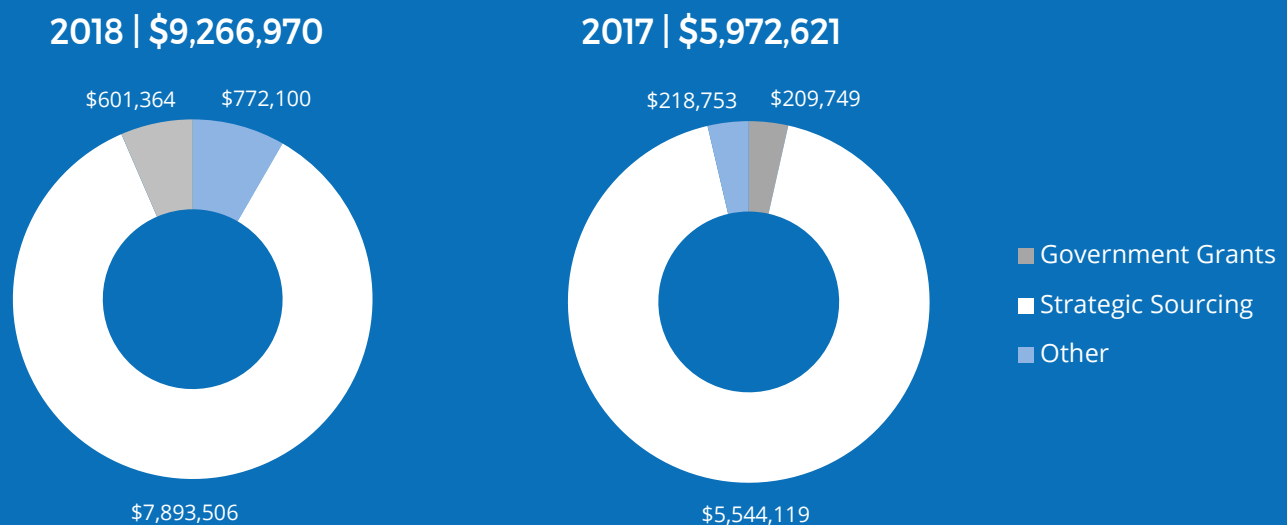
REVENUES AND EXPENSES

OECM's primary source of revenue is earned as Ontario's institutions (School Boards, Colleges, Universities, and other BPS and NFP organizations) purchase goods and services through OECM's Marketplace. The supplier of goods and service will remit a cost-recovery fee to OECM, based on the amount of spend generated by these institutions.

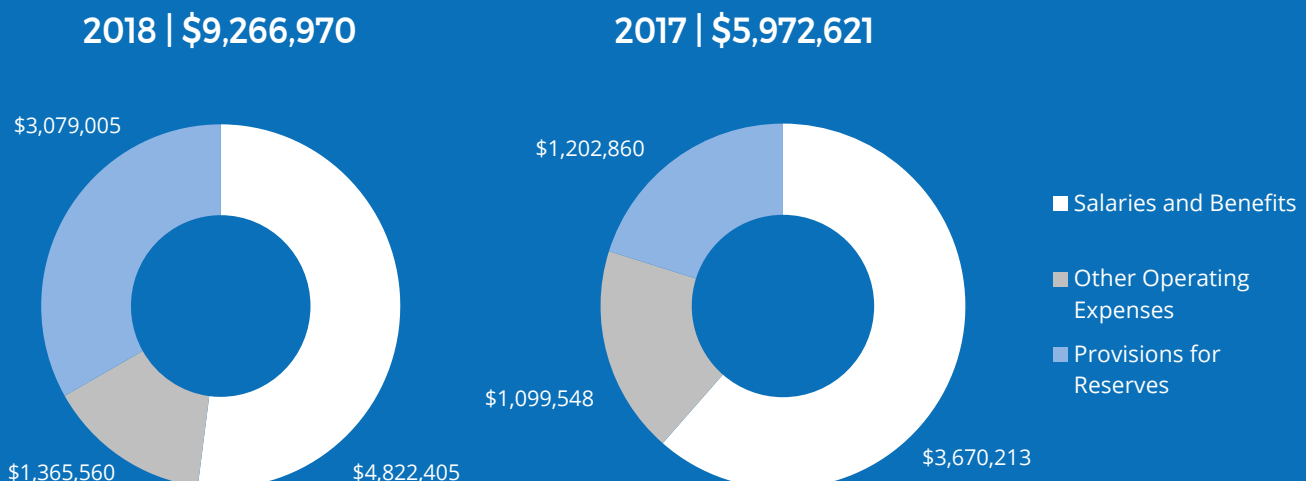
As a not-for-profit organization, all revenues are reinvested in OECM to create additional benefits for Ontario's institutions. Although OECM has maintained financial self-sufficiency since 2015, there is, on occasion, provincial funding received for projects that will create additional benefits for Ontario's publicly funded institutions, such as our School Bus Rider Safety Training Program and our upcoming Accelerate to Market initiative.

The 2018 Audited Financial Statements are subject to approval by the Board of Directors at the May 29, 2019 Annual General Meeting and will be available upon request.

Revenues



Expenses



TOP 10 PRODUCTS AND SERVICES, AND PARTICIPATING SUPPLIER PARTNERS

In 2018, the top ten agreements based on collaborative spend had significant participation from our supplier partners. For a detailed list of all categories of products and services offered, visit the [OECM Marketplace](#).

- 1 End-User Computing Devices and Services**

  
- 2 Office Supplies**

 
- 3 Software Licensing**


- 4 Custodial Supplies and Equipment**

      
- 5 Office and Production Multi-Function Devices**

   
- 6 Software Defined Wide Area Network (SDWAN) Solutions**

     
- 7 Fine Copy Paper**

 
- 8 Chrome Devices and Services**

 
- 9 Networking Switches, Routers, Firewalls, and Related Services**

  
- 10 Educational Furniture and Related Services**

LOOKING AHEAD

OECM is committed to being the leader in facilitating collaboration amongst and between our customers and arranging collaborative sourcing to assist our customers in meeting their business needs. Looking ahead in 2019, we will continue our focus on four areas of business, all of which will be supported with the investment of new resources. Investing in technology resources such as a Customer Relationship Management (CRM) and Supplier Relationship Management (SRM) systems will enable OECM to further enhance the customer experience. As OECM works towards the development of a Centre of Excellence, we will continue to invest in many areas of business operations including new technology, process improvements, and our People Strategy, all in support of achieving our goal of serving our customers and fostering collaboration.

STRATEGIC PLANNING

On October 3, 2018, the Board endorsed a recommendation to develop a Strategic Plan focused on long-term goals. This undertaking will begin in spring 2019.

The Strategic Planning Project will:

- guide OECM through the next stages of its business evolution
- create and provide value through the delivery of relevant, customer-focused services aligned with government priorities that maximize customer savings;
- ensure organizational viability and sustainability

The Board seeks to establish a long-term strategy that explores and clarifies directions for anticipated business growth over the next five (5) years. Such exploration includes:

- strategic opportunities to enhance OECM's "competitive" and "collaborative" advantages to promote and foster new customer markets in Ontario and across Canada;
- a broader "system-wide review" of potential collaboration partnerships, mergers / acquisitions and opportunities with other organizations in Ontario and across Canada to rationalize resources and sources of goods and services within "the system";
- alignment of strategic directions with the new, emerging priorities and key messages of the Ontario Government during its mandate from 2018 to 2022, and pursuing "brand reputation" messaging regarding OECM's value-add in strengthening the education sector and other Broader Public Sector and NFP organizations;
- transformation of OECM's Centre of Excellence to reinforce its expertise in Collaboration and Supply Management Innovation in order to be viewed as a "go to" solution by developing / delivering relevant, adequately-resourced, quality programs and services, repositioning / creating new innovative services and modernizing through technology investment.

STRATEGIC PLANNING PROJECT GOALS

The goals of this project are to ensure that OECM will continue to:

1

Be well positioned to create and deliver value for customers and stakeholders that align with Ontario Government goals and priorities;

2

Deliver an outstanding customer experience – a key differentiator in a “competitive” and “collaborative” public sector supply management landscape by being the “go-to” innovative supply management partner, in particular for the education sector;

3

Deliver on a significant trajectory of business growth and transformation by building and strengthening the strategic enablers of OECM’s business model, powered by a sustainable financial model and providing the foundation for long-term stability.

Contact Us:

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