

# 2023 Business Highlights

In 2023, we continued to have all of Ontario's educational institutions participating in and leveraging OECM agreements. In 2023, on average, OECM's individual Education Sector Customer agreement spend was \$4.4 million with approximately 16.9 product/service agreements leveraged.

- 116** School Boards, Colleges and Universities
- 157** Healthcare Institutions or Hospitals
- 291** Municipal and Related Services entities
- 420** Other Broader Public Sector and Not-for-Profit organizations

**984** Total Active Customers

In addition to our education sector customers, as of December 31, 2023, we had **420** other Broader Public Sector and Not-for-Profit organizations actively using our Marketplace, including **157** Healthcare institutions or Hospitals and **291** Municipal and Related Services entities. Despite continued global unrest contributing to ongoing supply chain disruptions and demanding market conditions, 2023 was a record year for OECM – marked by increases in collaborative spend, customer growth and product and service offerings.



Ontario's education sector utilizes over 90% of OECM's agreements and product/service offerings.

## 2023 Business Highlights Table of Contents

- 22 Key Stats
- 24 OECM Milestone: \$4 Billion in Life-to-Date Collaborative Spend
- 25 Sector Success Sharing & Funding Initiatives
- 26 Technology Transformation: Enhancing Customer Experience
- 29 Thought Leadership & Outreach: Sharing Our Insights and Expertise
- 34 Customer, Supplier & Staff Appreciation and Recognition (CSSAR) Initiatives
- 36 Strategic Partnerships
- 38 OECM's Commitment to ESG
- 39 OECM: Advancing Together in 2023

# Key Stats

**\$716M** Total collaborative Spend (in millions)

**\$189** Spend per student in Ontario

**36** New OECM customers in 2023

**85** Total products & services categories in 2023

## Collaborative Spend

Collaborative Spend provides the ultimate measure of participation and support of OECM by its customers. In 2023, OECM had a total of \$716 million in collaborative Spend.

Per student Spend in the Education sector totaled \$189 per student.

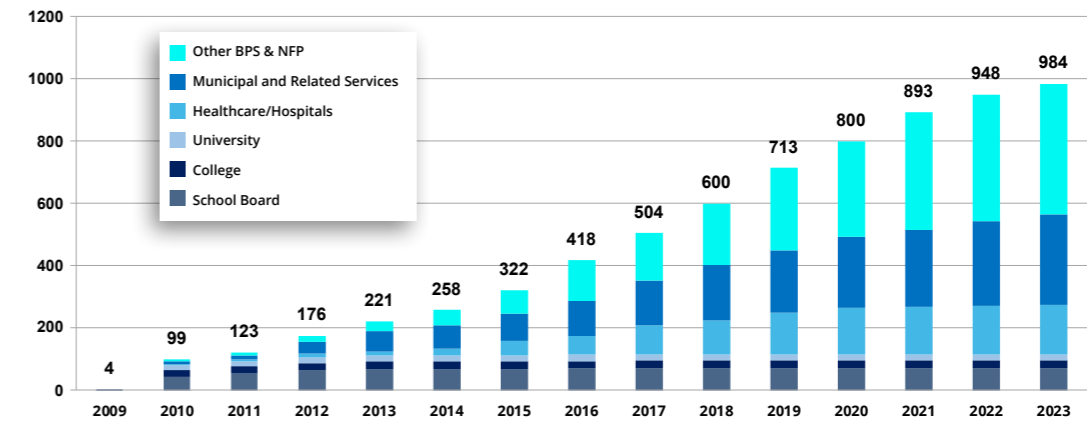
## Active Customers

OECM is a customer-based organization that provides savings, choice, and service to its 984 customers. In 2023, we welcomed 36 new OECM customers.

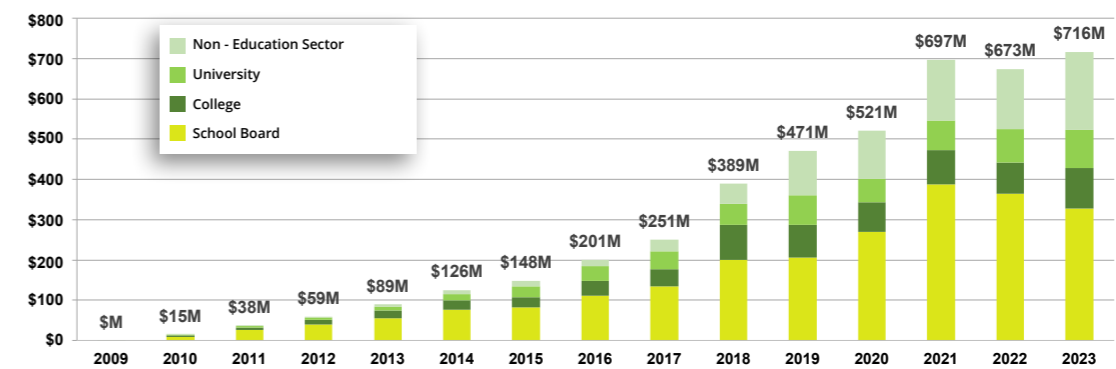
## Products & Services

OECM offers products and services that can be facilitated best through collaboration. In 2023, we had 85 categories of products and services available through our Marketplace, including 10 new categories with a major focus on Facilities and Operations related agreements.

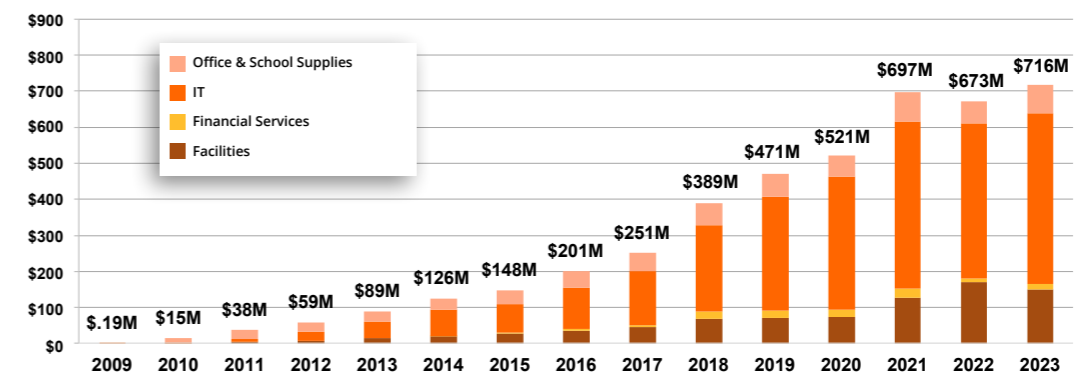
## Total No. of Active Customers



## Collaborative Spend by Sector (millions)



## Collaborative Spend by Category (millions)



## OECM Milestone: \$4 Billion in Life-to-Date Collaborative Spend



In the summer of 2023, **OECM surpassed \$4 billion** in accumulated life-to-date collaborative spend, solidifying our position as Ontario's leading collaborative sourcing partner for the broader public, not-for-profit, and education sectors. Our year-over-year collaborative spend growth demonstrates our commitment to delivering value, generating savings, and facilitating opportunities across the provincial and municipal supply chain ecosystem. OECM's success would not be possible without the contribution, collaboration, and guidance of our Board of Directors, Committee members, partners, customers, and suppliers. We look forward to crossing \$5 billion in accumulated collaborative spend in the year ahead, as we work collaboratively to introduce continued improvements and process efficiencies and deliver enhanced value to all our customers.

## Sector Success Sharing & Funding Initiatives

OECM's **Sector Success Sharing (SSS) program** is an exclusive initiative that allows for funds generated through collaborative spend on OECM contracts to be invested back into the sectors we serve, including school boards, colleges, universities, and municipalities.

On December 18, 2023, OECM's Board of Directors approved an increase of \$1.6 million, bringing the SSS reserve fund to an impressive life time allocation of **\$10 million dollars**. The reserve fund is intended to support innovation and transformation and foster supply chain collaboration and strategic partnerships amongst sectors.

Funds from the reserve amounting to **\$5.8 million dollars** to date has been utilized by the sectors to support significant projects, including an Enterprise Resources Planning (ERP) procurement initiative for school boards, a Sustainable Procurement Program/Framework for Ontario colleges, and Data Harmonization and Improvement for universities. For the municipal sector, projects include targeted sessions for the Northern Municipalities in Thunder Bay and Sudbury, dedicated asset management resources, education videos, and other strategic priorities relevant to the sector. Through initiatives like the SSS, OECM positions itself as a premier, customer-driven supply management partner for Ontario's broader public sector and reinforces our commitment to give back to the customer sectors that we serve.



# Technology Transformation: Enhancing Customer Experience

## Website Enhancements

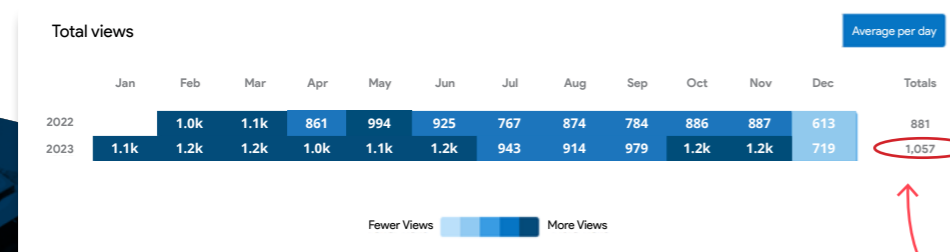
In 2023, OECM implemented several website enhancements and features to improve navigation, interactivity, and the overall customer and supplier partner experience on oecm.ca. This included updates to the Marketplace and how awarded supplier partners are displayed, as well as the inclusion of a customer feedback link to capture metrics in support of OECM's Supplier Recognition Program (SRP). Additionally, leveraging OECM's business intelligence capabilities and access to data, enhancements that integrate with OECM's Microsoft Dynamics 365 continue to be prioritized. For example, based on their needs and interests, customers can access a list of Recommended Agreements through each agreement page.

In 2024, we'll continue to provide tailored information to our customers and supplier partners, using business intelligence and data analytics to support strategic decision-making and enhance procurement outcomes. To support our customer-centric goals, a Customer Dashboard with a variety of self-serve functionality will be unveiled in Spring 2024.

## 2023 Website Highlights

### Engagement Overview

Jan 1, 2023 – Dec 31, 2023



Average daily views in 2023

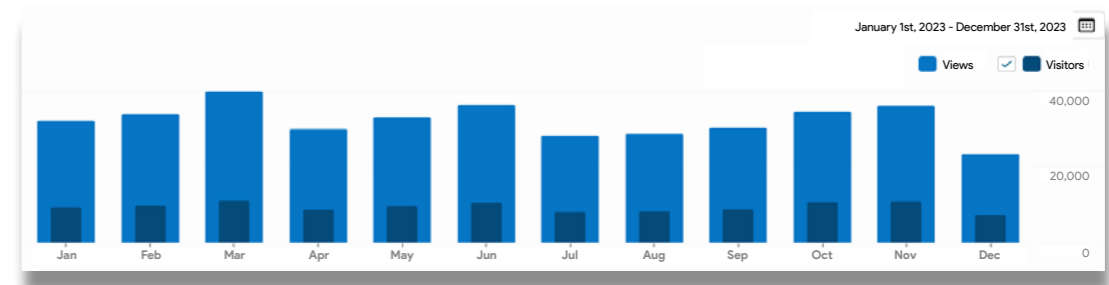
**584,341**  
Total Views

no. of pageviews from visitors to the OECM website

**105,020**  
New Users

New User Acquisition and Average Engagement through our Website. New Users: The number of users who interacted with the OECM website for the first time

## User Acquisition and Most Views



14.5% of OECM website users are returning visitors and they engage 4x longer than a new visitor.

**1m 35s**  
Average Engagement Time

OECM's website has a better engagement time than most B2B and B2C companies.

The average time spent on a single page is 54 seconds. [Source: HubSpot through Forbes Top Website Statistics for 2023]

First impressions matter. Users form an opinion about a website in the incredibly brief time of 0.05 seconds.

### Which Landing Pages Get the Most Views?

	Views	New Users	Avg. Engagement Time
HOME	163,222	25,575	1m 58s
MARKETPLACE	64,121	2,200	3m 3s
ABOUT OECM	15,699	1,603	2m 23s
SUPPLIERS	15,704	2,690	1m 44s
UPCOMING AGREEMENTS	13,976	1,303	1m 20s



## Business Intelligence

Data utilization is a fundamental tool that helps us establish benchmarks, measure Key Performance Indicators (KPIs), problem-solve, improve processes, identify the market and customers' needs, and set future goals that align with OECM's strategic outlook. This is where OECM's Business Intelligence (BI) team is making a difference. This team oversees OECM's data architecture, provides analytical support to our leadership, delivers regular and consistent data insights on corporate undertakings, budgets, and forecasts, and promotes using unbiased data to leverage opportunities to support operations and strategic decision-making.

This year, we continued to enhance our decentralized data analytics approach, empowering every business unit across OECM to leverage advanced business intelligence tools and enable analysis of extensive data to enhance our organizational outputs and identify opportunities for transformation and growth.

In 2024, the BI team is set to roll out an upgraded data storage and management plan to strengthen security measures, optimize costs, and improve our data analysis capabilities.



***Learn more about the BI team and how they are working to enhance OECM's use of data and analytics to support empowered decision-making.***

## Thought Leadership & Outreach: Sharing Our Insights and Expertise

As the premier customer-driven supply management partner for Ontario's public sector, we believe in establishing best practices and leading the way in adopting new approaches to drive innovation and demonstrate value beyond cost savings. In 2023, OECM's thought leaders continued to make significant contributions to the public procurement sector, sharing valuable insights and expertise to foster dialogue, change, and innovation. Through a robust program combining published articles, industry publications, presentations, participation at key sector events, and OECM-led events, our leaders inspired discussions on important topics ranging from ESG in public procurement to navigating the evolving supply chain landscape.

Our experts shared their knowledge and perspectives in feature articles for several industry publications and on OECM's website:

- **Ontario Public Buyers Association (OPBA):**
  - [Value from Collaborative Procurement](#)
  - [Embedding ESG in Public Procurement: A Journey Worth Taking](#)
  - [Mining for Data Gold: Using Business Intelligence to Enhance Procurement Outcomes](#)
  - [Supplier Governance: Best Practices for Public Sector Procurement](#)
- **MFOA:**
  - [Procurement Versus Purchasing: Separate Functions, Distinct Objectives](#)
- **OECM:**
  - [Top 5 Procurement Trends to Survive and Thrive in the 'New Normal](#)
  - [Fostering Innovation and Driving Value across Ontario's Public Sector through a Success Sharing Initiative](#)

## OECEM's Industry Spotlight: Sharing Insights on Future Trends

OECEM's Supplier Relationship Management (SRM) team continued to work in collaboration with supplier partners to bring the latest in supply chain and industry-related insights and trends to our customers. In 2023, OECEM published three installments of our [Industry Spotlight](#) news resource, focused on:

- [Cybersecurity](#)
- [Cloud Technology and Computing](#)
- [Natural Gas Management](#)

Additional installments of the Industry Spotlight are planned for 2024, including in-depth analyses of Artificial Intelligence (AI) and other leading topics.

## Speaking Engagements

Several of our in-house thought leaders were visible at key sector events this year, delivering insightful presentations, leading educational workshops, and moderating discussions on a variety of topics:

- **Getting a Seat at the Table: Stories of Leading Women**  
*SCMAO Women in Leadership Series*
- **The New Normal 2.0: Navigating the Ever-Changing Supply Chain Landscape. New Challenges, Opportunities, Best Practices, and Resilient Procurement Strategies**  
*The Canadian Public Procurement Council (CPPC)*
- **The Power of Collaboration in Navigating Supply Chain Challenges**  
*Ontario Association of School Business Officials (OASBO) Annual Conference*
- **Group Buying: A Growing Option for Canadian Procurement Teams**  
*The Professional Association for Cooperative Procurement (NCP)*
- **Procurement versus purchasing within the supply chain: Distinguishing the functions while enhancing collaboration**  
*Municipal Finance Officers' Association (MFOA)*
- **Navigating Supply Chain Evolving Landscape: Lessons, Best Practices, and Resilient Procurement Strategies**  
*The Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO) 85th Annual Conference, Municipal Finance Officers Association (MFOA) Annual Conference, and Ontario Public Buyers Association (OPBA)*
- **The Power of Collaborating for Success**  
*Operations, Maintenance, and Construction (OMC) 74th Annual Workshop*

## Events and Outreach

As part of our overarching thought leadership strategy, OECEM-led events and initiatives allow us to bring influential thought leaders and experts to our community of customers, supplier partners and stakeholders. Through these events, OECEM promotes ongoing collaboration across sectors and industries, creates value for customers, and enhances operational efficiencies. In 2023, we hosted two inaugural events, **OECEM's College and University Procurement Summit** and **OECEM's Facilities Summit**.

OECEM's **College and University Procurement Summit** was held in Niagara Falls from June 7-9, 2023, bringing together over 90 senior procurement professionals from Ontario's college and university sectors. Emceed by OECEM's Senior Manager of Customer Relations, Shelly Ann Henry, the three-day event provided a platform for attendees to delve into the latest trends and strategies in procurement, with a focus on fostering collaboration. Leaders from Supply Ontario shared insights into their organization's initiatives and transition plans while discussing their collaboration agreement with OECEM. Additional discussions revolved around potential changes to procurement rules aimed at enhancing efficiencies for both buyers and sellers in the public sector. This panel discussion with CEO Jamie Wallace, Chief of Strategy, Programs and Partnerships Sunita Chander, and Chief Supply Chain Operations Officer Jackie Korecki, was moderated by OECEM's Vice-President of Communications and Customer Relations Sonia Gallo. Distinguished guest speakers, including Al-Azhar Khalfan, President and CEO of Supply Chain Management Association Ontario (SCMAO), and industry lawyer Debby Shapero Propp, shared their perspectives on elevating the supply chain profession and driving value through innovative procurement models. More panel discussions, including an ESG-focused one moderated by OECEM's Vice-President of Supply Management and Business Development Jim Hadjiyianni, provided a Q&A platform that encouraged valuable exchanges among attendees.

OECEM's **Facilities Summit** was held at the Sheraton Centre Toronto Hotel from October 25-27, 2023, catering specifically to Ontario's education and municipal sector leaders in the area of facilities. The event featured an array of speaker sessions, expert panels, and workshops addressing pressing industry challenges and emerging trends in facility management. Alongside the networking opportunities, attendees engaged in various professional development sessions and presentations. The program encompassed a keynote presentation titled, "Your Circular Economy Roadmap to Net Zero," delivered by Frances Edmonds, Head of Sustainable Impact at HP Canada, as well as presentations by Keel Cottrelle LLP, Bruce Mayhew Consulting, and an OECEM-led workshop focused on "Collaborating for Success" with leaders from our Strategic Sourcing and Supplier Relationship Management teams. Additionally, an Environmental, Social, and Governance (ESG) panel discussion and a session on "Building Automation Systems and AI" featuring Tim Schneider, President of Blackstone Energy Corp, were included in the agenda.

These events were significant opportunities for in-person networking and knowledge-sharing, igniting enthusiasm for future events as part of OECEM's outreach strategy.



## Sector Outreach

In 2023, OECM greatly expanded our sector outreach efforts, prioritizing strengthened collaboration with key strategic organizations in the public sector. Our participation in sector-specific events and through strategic sponsorships demonstrated our commitment to building and sustaining meaningful partnerships.

Team members from across all business units actively participated in sector events with the following groups:

- Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO)
- Canadian Association of Municipal Administrators (CAMA)
- Canadian Association of School System Administrators Conference (CASSA)
- Canadian Association of University Business Officers (CAUBO)
- Canadian Council for Aboriginal Business (CCAB)
- Canadian Public Procurement Council (CPPC)
- Council of Ontario Finance Officers Conference (COFO)
- Council of Senior Business Officials (COSBO)
- Education Collaborative Network of Ontario (ECNO)
- Federation of Northern Ontario Municipalities Conference (FONOM)
- Forward Summit
- HealthPRO Supplier Tradeshow
- Higher Education Summit
- Municipal Finance Officers' Association (MFOA)
- Municipal Information Systems Association (MISA)
- Nation Institute of Governmental Purchasing (NIGP)
- National Cooperative Procurement Partners (NCPP)
- Northwestern Ontario Municipal Association (NOMA)
- Ontario Agencies Supporting Individuals with Special Needs (OASIS)
- Ontario Association of Physical Plant Administrators (OAPPA)
- Ontario Association of School Business Officials (OASBO)
- Ontario College Council of Chief Information Officers (OCCCIO)
- Ontario College Facilities Management Association (OCFMA)
- Ontario Library Association (OLA)
- Ontario Library Services (OLS)
- Ontario University Council of Chief Information Officers (OUCCIO)
- Rural Ontario Municipal Association (ROMA)
- Supply Chain Management Association Ontario (SCMAO)
- The Technology and Education Seminar and Showcase (TESS)

OECM showcased ongoing commitment to collaboration and partnership as sponsors at several sector events including:

- Canadian Association of School System Administrators (CASSA) Conference
- Canadian Public Procurement Council (CPPC) Forum
- Canadian Sustainability Conference
- CODE (Council of Ontario Directors of Education) / Council of Senior Business Officials (COSBO) Conference
- Dell Technologies Conference
- Education Collaborative Network of Ontario (ECNO) Annual Conference and Golf Tournament
- Higher Education Summit
- Ontario Association of Physical Plant Administrators (OAPPA) Conference 2023
- Ontario Association of School Business Officials (OASBO) ICT Conference
- Ontario Public Buyers Association (OPBA) Conference

Click to view video!



# Customer, Supplier & Staff Appreciation and Recognition (CSSAR) Initiatives

OECM's Customer, Supplier & Staff Appreciation, and Recognition (CSSAR) Initiatives are dedicated to acknowledging the value, work, and commitment of all our partners and showing our appreciation for their continued support. As a not-for-profit organization, we strongly believe in the importance of *giving back to the community through charitable endeavours and community work*, which closely aligns with our organization's core values of collaboration, responsiveness, and respect. Every year, we champion a worthy cause by mobilizing our efforts to fundraise, campaign, or volunteer our time to support that charity. In 2023, OECM supported several important causes that matter on a global scale.

## CN Tower Stair Climb



In April, a dedicated group of OECM staff members and their families took the CN Tower Climb challenge, walking up 1,776 stairs to raise funds for the World Wildlife Fund (WWF). We proudly raised \$5,685 for the WWF!

## 2nd Annual Invitational Customer & Supplier Appreciation Charity Golf Tournament

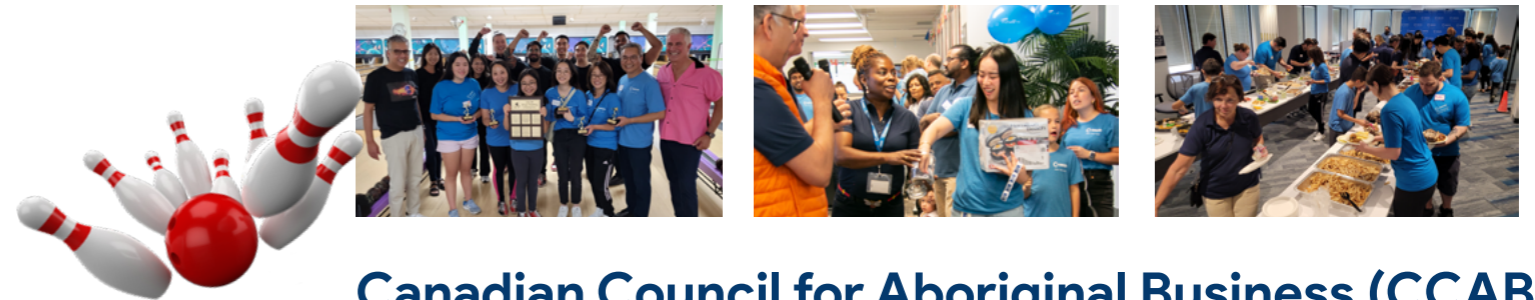


In June, we hosted OECM's 2nd Annual Invitational Customer & Supplier Appreciation Charity Golf Tournament, once again acknowledging the unwavering support of our customers and the dedication of our supplier partners. The event raised funds for the Daily Bread Food Bank. Held at the Cardinal Golf Club in King, Ontario, customers and Platinum supplier partners, awarded through the Supplier Recognition Program, were invited to join OECM staff and management for a round of golf followed by dinner. As our charitable partner of choice, Daily Bread Food Bank staff members set up a fundraising booth on-site to encourage donations to the cause. We collectively raised \$16,020 for the charity through this event!



## OECM Family Day

OECM's annual *Family Day* event brings families and staff together to celebrate the importance of relationships and community engagement. This year, over 170 family members gathered at the OECM office and participated in collaborative and interactive activities, including Bingo Bowling. The event doubled as an opportunity to raise \$2,720 and two large bins of non-perishable food items for the Daily Bread Food Bank!



## Canadian Council for Aboriginal Business (CCAB)

In our efforts to cultivate and strengthen ties with Ontario's Indigenous communities and support Indigenous representation across the supply chain landscape, OECM donated \$2,500 to the Canadian Council for Aboriginal Business (CCAB) in support of Indigenous-based initiatives.

## OECM & Daily Bread Food Bank



Among several of the causes that we have supported over the years, OECM strongly connects with the Daily Bread Food Bank's mission to address food insecurity and poverty in this city. As proud citizens of Toronto, we believe access to food is a fundamental right for all humans and we are pleased to support this important endeavour. Earlier this year, OECM staff lent a helping hand on-site at the Daily Bread Food Bank in Toronto, participating in a day of service, collectively packaging nearly 2,800 pounds of food! And we leveraged several events throughout the year as fundraising opportunities in support of this worthy cause. In 2023, OECM proudly raised nearly \$23,000 and contributed five large bins of non-perishable food items to Daily Bread!

OECM proudly accepted the **Daily Bread Food Bank's 2023 Workplace Champion Award** this year! Thank you to our customers, supplier partners, staff and stakeholders who have generously supported our fundraising initiatives and community work in 2023.



# Strategic Partnerships

## Supply Ontario Collaboration Agreement

In March 2023, OECM entered into a [Collaboration Agreement with Supply Ontario \(SO\)](#), instituting a new milestone in our shared commitment to facilitate economic growth and mobilize Ontario's collective sourcing and purchasing power. This new partnership will allow Supply Ontario and OECM to identify mutually beneficial opportunities to improve the overall efficiency of Ontario's public sector supply chain and provide organizations with greater access to public procurement prospects. Between February and April 2023, executives from major provincial entities participated in a series of brainstorming sessions with Supply Ontario and OECM to explore opportunities to work collaboratively and address critical issues related to core directives and policy, Environmental, Social, and Governance (ESG), social procurement, Indigenous procurement, sustainability, and data security. Through consistent dialogue and shared learning, the two organizations found Data Sharing and Category Management pertinent to our stakeholders and customers. In 2024, we look forward to continuing working with Supply Ontario on joint initiatives that maximize our collective strength and leverage our resources to drive innovation, improve process efficiencies, and cultivate greater value.



## Collaboration with Government: Supporting the BOBI Initiative

As a leading sourcing partner for Ontario's public sector, OECM regularly engages with the provincial government to integrate newly embedded mandates in our procurement processes. Following the introduction of the [Building Ontario Businesses Initiative \(BOBI\)](#) in the Fewer Fees, Better Services Act, 2022, the province enacted the Building Ontario Businesses Initiative Act, 2022. The BOBI legislation stipulates that public organizations prioritize purchasing from Ontario businesses when procuring goods or services below a specified threshold amount. To familiarize ourselves with the critical features of the BOBI legislation and how it impacts the current supply chain processes, OECM participated in several information and consultation sessions with the Ontario government. As we prepare for roll-out, we will continue to stay actively engaged with government bodies to determine how we can assist to ensure seamless implementation when the BOBI Act comes into effect on January 1, 2024.

## SCMAO Leadership Series and Live Chats



Supply Chain Management Association Ontario (SCMAO) is a leading organization that serves as a primary source for networking, career-building, and continued education for supply chain professionals across the province. As a long-term platinum partner, OECM continues to provide support through collaboration and participation in two of SCMAO's flagship offerings, the Leadership Series and Live Chats. In 2023, OECM participated in three Leadership Series events focusing on Sustainable Supply Chain and ESG, Women in Supply Chain, and Supplier Diversity. The [Women in Supply Chain](#) series showcased OECM's Senior Vice President of Strategy and Partnerships, Karen Owen, who shared her insight on the impact and transformative changes women have inspired in the Canadian supply chain industry. In addition to our involvement in the Leadership Series, OECM also participated in SCMAO's Live Chats – fireside chats to encourage shared learning and discourse among industry partners and procurement professionals to explore topics including indigenous procurement, integrating artificial intelligence in supply chains and healthcare supply chain challenges and solutions to overcome the barriers. Participating in initiatives that promote innovation, creativity, and communication helps reinforce OECM's position as a trusted source of thought leadership and transformative ideas. In 2024, we anticipate several SCMAO events that will feature OECM's thought leaders at the forefront of core discussions.

## CCSP Partnership

In 2023, OECM joined the [Canadian Collaboration for Sustainable Procurement \(CCSP\)](#) as part of our efforts to integrate our business practices with Environmental, Social, and Governance (ESG) policies and recommendations. As we navigate towards establishing a formal ESG framework for OECM, we recognize the significance of building alliances with organizations that are a source of resources and expertise in ESG and sustainable corporate practices. CCSP is a non-profit organization addressing and advancing environmental, social, Indigenous, and ethical opportunities and risks in the Canadian public supply chain.



# OECM's Commitment to ESG

OECM remains deeply committed to conducting our business in a socially responsible and environmentally sustainable manner. Building on the groundwork laid out by our [Environmental, Social, and Governance \(ESG\) Materiality Assessment](#) in 2022, this year we completed the [ESG Strategy Implementation Roadmap](#) which included strategizing ways to integrate ESG into our work. This roadmap outlined a comprehensive framework designed to support the integration of key ESG factors into OECM's governance, risk management, metrics, targets, reporting, and disclosure practices.

Throughout this journey, OECM's operational teams across Sourcing, SRM, CRM and BD, have worked closely with each other to create long-term value for all of our stakeholders by ensuring ESG is an integral part of our business strategy and incorporating sustainability into everything we do. Looking ahead to 2024, we are set to further this commitment by putting our ESG Implementation Roadmap into action, applying its recommendations, and transparently sharing our progress.

# OECM: Advancing Together in 2023

In 2023, OECM's collaborative efforts across Strategic Sourcing, Supplier Relationship Management, Customer Relationship Management, and Business Development significantly deepened our relationships with stakeholders and advanced key strategic initiatives. Our commitment extended beyond delivering value and creating savings for our customers. We also enhanced strategic partnerships, supported Indigenous communities and advanced our journey toward truth and reconciliation, integrated sustainability into our operations through our ESG strategy, and supported Ontario government initiatives to improve the success of students and educators.

We are proud to share our achievements and accomplishments in 2023 that demonstrate how, together, we are advancing OECM's position as the premier customer-driven supply management partner.

[Learn more about OECM's approach to ESG and our thoughts on why embedding ESG principles in public procurement is important.](#)

- 40 Strategic Sourcing: Expanding Marketplace Offerings
- 42 Supplier Relationship Management: Strengthening Supplier Collaboration
- 46 Customer Relationship Management: Deepening Customer Connections
- 50 Business Development: Navigating Growth

# Strategic Sourcing: Expanding Marketplace Offerings

## Key Highlights

In 2023, OECM's Strategic Sourcing team continued to collaborate with Project Advisors, Strategic Advisory Committee and Customer Council Committee members, and professionals from various sectors on new and retendered projects. The team successfully introduced a record 21 agreements to the Marketplace.

In addition, the Sourcing team enhanced several of its processes to align with customer needs, support Ontario government initiatives, and expand product and service offerings to our customers. Here are some highlights!

**180** Master Agreements executed

**379** Bid submissions received

**229** Supplier consultations held

## Supporting Ontario Government Initiatives

Building on successful past partnerships and endeavours, OECM continued to support Ontario government-led initiatives throughout 2023 providing added value for our customers across the education sector.



Following the late 2022 provincial funding announcement of an additional \$15 million as part of the Ontario government's *Plan to Catch Up* initiative, OECM extended our **Math Skills Digital Tools** agreement until 2026, helping School Boards to maximize and leverage available funding and support from the Ministry of Education. The extension of this agreement demonstrates our collaborative commitment to improving and maximizing student performance, and to the success and well-being of all students across Ontario.



In Spring, the Ontario government tasked OECM to support the Ministry of Education's Right to Read initiative. The result is the launch of the **Early Reading Screening Tools** agreement, offering evidence-based English and French language early reading screening tools to provide information on the possible reading difficulties of students in Year 2 of Kindergarten, Grade 1, and Grade 2. This agreement, a testament to OECM's strength in collaboration, was developed in

partnership with the Ministry of Education and with various project advisors, including Dyslexia Canada, International Dyslexia Association (IDA) Ontario, Ontario Institute for Studies in Education of the University of Toronto, and the University of British Columbia.

OECM remains committed to advancing Ontario's educational initiatives in 2024 and looks forward to future opportunities to support and enhance student success province-wide.

## Sourcing Projects Intake Process: Aligning Customers' Needs

As part of the strategy to simplify the process for customers to share their input regarding sourcing initiatives, the Strategic Sourcing team introduced an online **Sourcing Project Intake Process** in 2023.



## Expanding Product and Service Offerings

OECM worked closely with various internal and external stakeholders throughout the year to gather valuable expertise and insights on new projects. This collaborative approach led to an expansion of product and service offerings, now available to our customers across the public sector through our Marketplace.

Some of the agreements introduced in 2023 include:



- Learning Management System**

In September, we introduced the new Learning Management System agreement offering modern, comprehensive, and accessible cloud-based teaching and training solutions for the education, healthcare, municipalities, not-for-profit, and broader public sectors. These educational tools are fully compliant with Ontario and Canadian privacy and security requirements and allow our customers to create their own courses and classrooms.
- Lab Animal Feed and Supplies**

The Lab Animal Feed and Supplies agreement was launched in September, offering feed, supplies, and related products and services for various lab animals from various supplier partners.
- Foodservice Consulting and Design Services**

The Foodservice Consulting and Design Services agreement was introduced in June, offering access to consultants and design experts who support all aspects of foodservice development and operations to enhance guest satisfaction, revenue generation, and return on investment while identifying opportunities for increased efficiency and cost savings.
- Multi-Function Devices and A4 Printers**

The newly re-tendered Multi-Function Devices and A4 Printers agreement was introduced in November, offering an expansive range of options for both Office and Production Multi-Function Devices (MFDs) as well as A4 Printers, all in a single agreement.

## Strategic Sourcing in 2024

Following the achievements of 2023, OECM's Sourcing team is looking ahead to 2024 with great anticipation for our upcoming procurement initiatives. With 24 sourcing events planned, we're excited to continue collaborating with our strategic partners on new projects, including Internet Broadband Services, Electronic Research Administrative System Vehicle Rental and Related Services, Online Marketplace Platform, and more.

See OECM's complete list of upcoming agreements and sourcing projects:

<https://oecm.ca/upcoming-agreements/>

# Supplier Relationship Management: Strengthening Supplier Collaboration

## Key Highlights

In 2023, the Supplier Relationship Management (SRM) team made several enhancements to generate greater operational efficiencies. The team restructured to maximize existing resources across three key portfolios — Facilities and Operations, Information Technology, and Education and Business Systems.

Focusing on OECM's strategic objectives around strengthening supplier collaboration, the SRM team led three major projects: the Supplier Recognition Program (SRP), the Supplier Working Group (SWG), and the Supplier Success Program (SSP).

**110** New, unique suppliers added  
**104** Agreement amendments executed

**412** Suppliers evaluated under the 2023 SRP  
**11** Collaborative supplier partner webinars hosted

## Supplier Recognition Program: Encouraging Sustainability Practices

In 2023, the SRM team enhanced the Supplier Recognition Program by introducing the OECM SRP Special Awards, serving as a platform to spotlight supplier partners who demonstrate excellence in sustainable practices, as well as diversity and inclusion initiatives. These awards highlighted OECM's commitment to promoting sustainability while encouraging supplier partners to advance in sustainable procurement practices.

The SRM team was proud to recognize 15 Special Awards, 62 Platinum, 55 Gold, and 52 Silver supplier partners. In 2024, the team will continue to enhance the SRP by introducing a new evaluation methodology, and a new Diamond recognition level.



## Supplier Working Group: Fostering Meaningful Collaborations

Since its pilot launch in December 2022, the Supplier Working Group (SWG) has deepened collaboration between OECM and its supplier partner community. Comprising twelve 2022 SRP Platinum-awarded supplier partners from varied industries and sizes, the SWG championed strategic dialogue and reinforced partnerships throughout 2023. In December, building upon the successes achieved through the SWG, OECM transitioned the initiative into the Supplier Partner Council (SPC). The SPC formalizes and further strategizes the initiative and continues the leading practices observed through OECM's various advisory committees.

This progression underscores our dedication to fostering meaningful collaborations and capitalizing on collective expertise to enhance knowledge sharing and expand marketing efforts.



## Supplier Success Program: Driving Mutual Growth and Success



In 2023, the Supplier Success Program was pivotal in aligning OECM's strategic goals with those of our supplier partners. This initiative led to several key developments:

- Completion of a segmentation methodology exercise, tailoring OECM's approach to meet diverse supplier partner needs.
- Establishment of engagement strategies, enhancing collaboration and partnership depth.
- Introduction of new promotional flyers, boosting supplier partners' visibility and brand awareness.

We also laid the groundwork for Business Review Sessions with our supplier partners, setting the stage for future discussions on shared strategies, tactics and objectives. The SSP is an example of OECM's dedication to fostering fruitful relationships with supplier partners to drive mutual growth and success.

Following a robust and productive year, the SRM team looks forward to maintaining this momentum by introducing enhancements to the SRP, advancing the SWG to the next level, incorporating ESG practices in our work, and strengthening ties with the supplier partner community.

## Supplier Partner and Customer Engagements

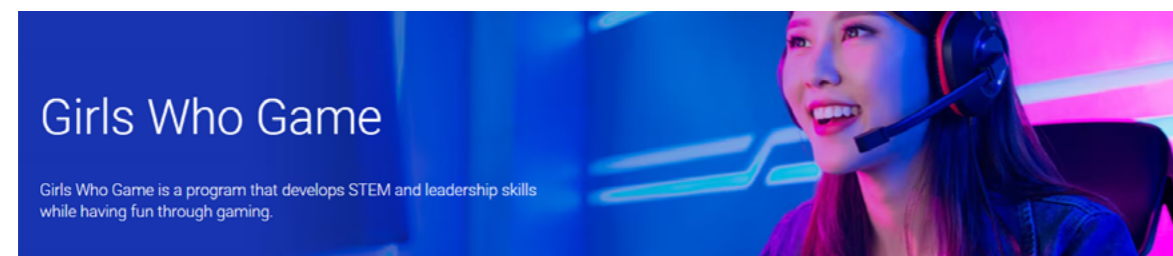
### Dell Professional Learning Program

In 2023, we continued to support our partnership with Dell Technologies and Advanced Learning Partnerships through the continuation of the **Dell Professional Learning Program**. First launched in 2021, and following successful results year-over-year, the new program was streamlined to offer Ontario's K-12 and post-secondary educators exclusive access to 10 high-impact, engaging, and practical virtual learning sessions over four weeks in February and March. These sessions, facilitated by accomplished education leaders, focused on three pathways that reflected Ontario educators' priorities and aligned with provincial and district outcomes: **Coding, Truth and Reconciliation, and Well-Being**. The 2023 program attracted over 250 session attendees, had over 300 post-session YouTube views and garnered close to 15,500 social media impressions during the program timeframe. This program is a testament to OECM's commitment to collaboration for the betterment of our sectors.

### Girls Who Game Initiative and Data Dunkers Program

OECM continued our commitment to fostering educational innovation and promoting an inclusive learning environment across Ontario by providing a collaborative virtual platform to support the **Girls Who Game** Initiative. This extracurricular program, created by Dell Technologies with Microsoft and Intel, continued to inspire young female students (Grades 4-6) to explore STEM (Science, Technology, Engineering, and Mathematics) through digital learning.

Building on this commitment, we've expanded our support in 2023 by extending the virtual platform to the **Data Dunkers Program** by PS43, a foundation initiated by NBA All-Star and former Toronto Raptors player Pascal Siakam. This innovative program combines basketball with data science, providing students in Grades 5-12 a unique opportunity to develop foundational data science skills by analyzing open data from the National Basketball Association (NBA) and Women's National Basketball Association (WNBA).



# Customer Relationship Management: Deepening Customer Connections

## Key Highlights

In 2023, OECM maintained its commitment to delivering exceptional customer service, engaging with strategic sector partners, and sharing valuable insights with our customers across the broader public sectors. Our Customer Relationship Management (CRM) team, comprising Customer Support, Marketing and Communications, and Outreach, continued implementing OECM's Customer Engagement Plan while achieving goals set out in our Multi-Year Strategic Plan. We introduced a new CRM Dashboard to enhance operational efficiency and foster better connections during one-on-one Business Review Meetings with customers and through targeted outreach, effective marketing and communications, and the sharing of expert knowledge, we strengthened relationships with our customers and stakeholders, setting a high standard for continued growth and future success.

<b>1,600+</b> Customer inquiries managed	<b>99</b> Business Review Meetings held
<b>30+</b> Second Stage requests facilitated	<b>40+</b> Customer Onboarding sessions held
<b>10</b> Events sponsored	<b>29</b> Sector outreach events attended

## Customer Support: Setting the Standard for Service Excellence

Our Customer Support team excelled in serving a wide range of public organizations, successfully managing and resolving over 1,600 incoming Customer inquiries from sectors including education, healthcare, not-for profits, government, and more. In 2023, the team achieved a 97% inquiry resolution rate within just one business day, which is a testament to the team's dedication and expertise in providing timely and effective solutions to our customers.

## Supporting Our Customers through Business Review Meetings

We continued to execute the initiatives and activities outlined in OECM's Customer Engagement Plan, resulting in a year of engagement and growth. Part of this plan included conducting one-on-one Business Review Meetings with customers. In 2023, the Customer Support team conducted 99 of these sessions, allowing for in-depth discussions that deepened our understanding of customer needs across various key customer segments. These meetings enabled OECM to tailor our support effectively, enhancing our ability to assist our customers in meeting their procurement and business goals.

## New! CRM Dashboard

A new **CRM Dashboard** was introduced to automate customer snapshot reports for conducting Business Review Meetings with OECM customers. The new dashboard leverages data to enhance the overall experience and the efficiency of the team's engagement with customers.



## Marketing & Communications: Enhancing Our Message and Reach

OECM's Marketing and Communications (MarCom) team oversees all traditional marketing and communications, corporate communications, including executive communications, thought leadership, event management and outreach, our corporate website and social media activities. Working in close collaboration to support OECM's Executive and Corporate, Strategic Sourcing, Customer Support, Supplier Relationship Management, and Business Development teams, in 2023, MarCom was instrumental in researching and developing several newsletters and news articles, facilitating and managing OECM-led events, coordinating OECM's presence at industry events and conferences, and designing various effective marketing and communication materials to meet the informational needs of our diverse audience. Examples of external communications include timely updates on OECM agreements, introductions of new and re-tendered agreements, tailored marketing materials for supplier partners, and engaging content such as thought leadership articles, blog posts, social media, presentations, conference materials, and newsletters.



Industry Spotlights

- 174,000+** Reach through social media
- 357,000+** Reach through customer email communications
- 463,000+** Visits to oecm.ca generated through email communications

Key 2023 communications to our customers, supplier partners and other stakeholders included:

- **OECM Connection Newsletter**
- Supplier Partner Agreement Updates
- New and Retendered Agreement Announcements
- **Industry Spotlights**
- Strategic Sourcing Newsletter
- Webinars and Promos Newsletter
- News Articles and Corporate Announcements

Looking ahead to 2024, the MarCom team plans to broaden our communication enhancements, starting with the launch of a revamped website and a more intuitive Customer Dashboard.

OECM Connection Newsletters



# Business Development: Navigating Growth

In 2023, OECM's Business Development (BD) team focused on identifying opportunities for organizational growth through diversification across the non-education, government, and broader public sectors. The team contributed to several key initiatives aimed at broadening OECM's relationships with strategic partners, reinforcing our commitment to social and environmental responsibility, and fostering respectful and meaningful relationships with Indigenous communities and organizations.

## Strengthening Strategic Partnerships & Relationships

The BD team worked collaboratively across the organization to establish several new strategic partnerships while strengthening existing relationships across the non-education sectors. This included targeted engagements with OECM customers to gain insights into their procurement needs and experiences with OECM, enhancing our ability to identify areas of enhancements in our offerings and seek opportunities for greater collaboration.

With support from the BD team, OECM established several new partnerships and relationships with municipal and broader public sector organizations this year, including:

- Association of Commercial Engineers of Ontario
- Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO)
- Canadian Collaboration for Sustainable Procurement (CCSP)
- Municipal Finance Officers Association (MFOA)
- Municipal Information Systems Association (MISA)
- Municipal Service Advisory Group
- Ontario Agencies Supporting Individuals with Special Needs (OASIS)
- Shared Service West (SSW)
- Thunder Bay Construction Association

These partnerships have broadened our network and increased interest in OECM, paving the way for joint initiatives, thought leadership opportunities, and the potential for greater collaboration.

## Indigenous Engagement: Our Path Toward Truth and Reconciliation

This year, we focused on discovering ways to deepen our commitment to engaging with Indigenous communities and businesses, advancing our path toward truth and reconciliation. BD led several initiatives in 2023, guiding OECM as we actively connected and engaged with over 40 Indigenous organizations, fostering harmonious relationships based on respect and mutual understanding. These engagements also helped OECM better understand the unique needs of these communities so that we can continue to build meaningful collaborative partnerships.



Through these efforts, OECM formed deeper mutual connections with several Indigenous and/or Métis organizations including the Anishnawbe Business Professional Association (ABPA), Association of Native Child and Family Services Agencies of Ontario (ANCFSAO), Canadian Council for Aboriginal Business (CCAB), Indigenous Works, Métis Nation of Ontario (MNO), and Ontario First Nations Economic Developers Association (OFNEDA).

We are proud of these partnerships with Indigenous communities and organizations and look forward to strengthening our collaborative journey toward understanding and reconciliation.

## Indigenous and Métis Engagement Framework



Inspired by the traditional Indigenous Medicine Wheel, the team developed an Indigenous and Métis Engagement Framework to guide our future efforts in strengthening OECM's relationships with Indigenous communities, partners, and organizations. The framework focuses on four strategic pillars – Indigenous Customers, Strategic Partnerships, Policy and Processes, and Training.

In 2023, we also continued to develop an Indigenous Procurement Engagement Strategy, identifying and meeting the specific requirements of Indigenous procurement partners. In 2023, we expanded Indigenous participation to 29 active organizations, leveraging 15 OECM agreements with over \$7.1 million in total spending.

## BD and SRM Supporting Indigenous Communities and Educational Initiatives

The BD team collaborated with our Supplier Relationship Management (SRM) team to support the Métis Nation of Ontario (MNO) and their Early Learning and Child Care (ELCC) programs. In addition, the teams partnered with BrownBooks to design custom education cards and distribute resource learning kits for young children in the community, to support their educational journey.

## Six Nations on the Grand River: Hands-on Learning Experience

In November, the BD team helped coordinate a visit for OECM's senior management and Board Chair to Six Nations on the Grand River, Canada's largest First Nations reserve by population and the second-largest reserve by size. This event was a key moment in OECM's learning journey on the history, culture, and traditions of this Indigenous community.

