

The Westinghouse Approach to Global Supply Chain and Localization

Jan Dudiak

Vice President & Chief Procurement Officer
Westinghouse Electric Company

Westinghouse Global & Regional Approach



Deliver our global technologies and standards through local resources.
Attain a high-performing supply chain that creates a competitive advantage on
global, regional and local levels.



More than 70 Global Locations



Nivelles, Belgium



Charlotte, North Carolina, USA



Shanghai, China



Västerås, Sweden



Chattanooga, Tennessee, USA



Mannheim, Germany



Westinghouse Utilizes 43,000 Suppliers in 39 Countries



Localization Case Study - FRANCE

France Localization Experience:

>450 employees in France

>240 local suppliers

~70% local spend on projects in France

Localization Case Study - CHINA



China Localization Experience:

~194 local employees, forecast ~450 by 2021

3 local suppliers, forecast >40 by 2021

~\$10M USD local spend, forecast ~\$40M USD by 2021

Long-term goal to develop China suppliers for global export

Localization Lessons Learned



Overcome pre-conceived perceptions of local supplier capabilities

Expertise on local regulations, requirements and expectations

Due diligence and risk management on customer directed suppliers

Local engagement with suppliers is essential

Understanding nuances of local import/export laws, VAT, etc.

Optimize the blend of global, regional and local delivery

