

Category Management In Purchasing A Strategic Approach To Maximize Business Profitability By Jonathan Obrien 3 Jul 2012 Hardcover

Leading Procurement Strategy is a must-read for all senior procurement executives wishing to further enhance their skill set, master the latest developments in procurement strategy and really come into their own as procurement leaders. The expert author team explains how to effectively manage and mitigate risks in the supply chain, appreciate the key issues affecting the procurement function and develop best practice excellence in teams. Providing the latest thinking in procurement and supply management within the broad perspective of different industries, this second edition of Leading Procurement Strategy covers: global sourcing; supplier relationship management; cost management; information technologies and future developments. The book is underpinned by academic theory and supported by an extensive range of real world case studies drawn from the authors' experiences, including Tesco, Tata, Coca-Cola, BAA, P&G and IBM. This new edition provides the skills, knowledge and tools needed to articulate an effective strategy and embrace a transformational role to lead procurement teams, showing how procurement can become an influential function that delivers sustainable competitive advantage. Supplier Relationship Management enables organizations to secure vast value from their supply base by determining the suppliers that are important or hold potential and, based upon what makes them important or even strategic, putting in place interventions unique to each supplier to unlock real tangible benefits. This second edition delivers a framework of resources for anyone who manages or interfaces with important suppliers, for contract management, to understand and manage the supply chain or to establish joint, collaborative relationships with the critical few strategic suppliers who can help bring new competitive advantage. A proven approach for supply base segmentation is included, together with tools and approaches for supplier performance measurement and driving improvements. Written by an award-winning author and leading practitioner in the field, the fully revised second edition of Supplier Relationship Management clarifies links between procurement and supply chain management, and explains how 'The Orchestra of SRM®' approach helps design a highly effective SRM program that will give the greatest return for our efforts. "This book is an ideal companion to Category Management in Purchasing and Negotiation for Procurement Professionals, also published by Kogan Page. Used together, these books provide a complete and powerful strategic purchasing toolkit."

Purchasing and Supply Chain Management, 3rd Edition is a turnkey solution for providing current and thorough coverage for this critical area of the supply chain. This book is not only a text but a reference as well and is now established as one of the leading-edge strategy and purchasing books. Students gain contextual insights and knowledge into the strategies, processes, and practices of purchasing through use of the many cases and examples. Because of their relationships with executives and practitioners worldwide, the authors are able to present unique and up-to-date insights that lead to greater understanding of the purchasing process. Purchasing and Supply Chain Management provides a hands-on, applied approach that has been thoroughly tested with student audiences to ensure learning success.

Stage 1: Initiation -- Project charter -- Category hierarchy -- Team charter -- Raci -- Stakeholder management -- Communication plan -- Risk register -- Stage 2: research -- Business requirements (raqsci) -- Category profile -- Data gathering -- Key supplier profile -- Day one analysis -- Situational analysis (STP) -- PPCA -- Stage 3: Analysis -- Swot -- Steeple -- Competition analysis: porter's 5 forces -- Supply & value chain analysis -- Kraljic -- Supplier preferencing -- Stage 4: strategy -- Dutch windmill -- Sourcing strategy wheel -- Power/dependency profiling -- Opportunity analysis and quick wins -- Option appraisal -- Category plan -- Stage 5: Implementation -- Action planning -- Implementing change -- Project management -- Benefits realisation -- Continuous improvement and review -- Supplier development & SRM -- Post-project review -- Templates -- References & index

It is an exciting time to be in the food industry! Not only are the customers more informed than ever, but the demands they place on their retailers of choice include personalization, lifestyles, and connectivity. When will they run out of their favorite product? When do their demands change throughout their lives? When do they want you to help them, and when do they want you to back off? All are questions at the top of every food retailer's mind. In this text, we will take the reader from the origin of the science we call Category Management, through to the best practices and Category Management's impact for the future. You will learn how the Category Business Plan has evolved over time. And you will also learn how the basics have really never changed. The customer of today, as did the customer of yesterday, places his or her trust, loyalty and confidence in their retailers of choice. The best retailers are the ones who cover the basics every day! Category Management will help you along the journey.

Because the U.S. Air Force spends over one-third of its budget on nonweapons purchased goods and services, such purchases are a prime target area in which to seek performance improvements and cost savings. Prompted by a need for improved performance from its supply base, the Air Force has become increasingly aware of the advantages of using market research, contract consolidation, supply base rationalization, and other leading purchasing and supply management (PSM) practices in its dealings with suppliers. To aid the Air Force in its PSM efforts, RAND examined how innovative commercial firms implement such practices in their purchases of goods and services. After a review of the academic and trade literature, the study team conducted a series of elite interviews using a structured questionnaire to gather primary data from "best in class" commercial firms. The key findings are that (1) innovative commercial firms are moving to a strategic, goal-oriented approach to PSM, (2) implementing new PSM practices can take a number of years and often requires significant, permanent change throughout the organization, and (3) the Air Force needs strategies to sustain continuity of support for

serious PSM change from one leadership team to the next.

Category Management in Purchasing is a comprehensive guide to strategic category management which provides a step-by-step guide to its implementation and use, and enables readers to deliver value and cost savings when sourcing and purchasing. Now in its fourth edition, this text has cemented its place as the essential reference for category management practitioners. In this new edition, Jonathan O'Brien shows how a strategic approach needs to integrate with other approaches, such as supplier relationship management and how the procurement function negotiates. Additionally, this new edition includes some new insights, based upon the experience of senior practitioners in industry, on how to make category management a success in the organization. It also includes some general updates and contextualizes the future procurement function and an ever increasing digitally enabled, de-globalized, post Brexit world. There is also additional material on the effect of international developments on procurement, updated tools and templates, and examples of how these have been successfully used in industry. Category Management in Purchasing, 4th edition connects theory and practice and provides readers with the tools to analyze complex sourcing situations quickly and clearly, and so develop innovative and creative proposals for sourcing.

101 Models of Procurement & Supply Chain Management contains 101 diverse and cross-functional models which the authors and some of their esteemed colleagues deem to be of greatest value, and which they have found to be of most use when working within global organisations, delivering consultancy activities or teaching Procurement and Supply Chain subjects to international students studying CIPS and other qualifications.

This valuable guide is an entertaining read due to the analogies made to various sports. It provides an easy to follow game plan and strategies for procurement and supply management professionals to improve supplier relationships, secure measurable cost reductions, achieve operational effectiveness and efficiency, and positively impact margins and competitiveness for their organizations. The authors use real-world scenarios and examples to make the procurement and supply management principles and concepts more relevant and easy to understand. They present guidelines, techniques, and tools for converting a transaction-based reactive function into a proactive and powerful strategic contributor, and include practical advice on selecting the right and effective organizational design. This book offers the guidance needed to take the procurement professionals career and department to the next level. It is ideal for self-learning, training, a classroom instruction.

Make the Decision to Control what you Can In the midst of the 2019-20 COVID pandemic, Peter Dill faced the same daunting challenges in his professional life as a Purchasing Manager that along with the many who struggled around the globe. Rather than allowing circumstances to define his path forward, he plotted a new course and put it into play. Based on three decades of success leading global Purchasing and Sourcing teams, he shares 12 concise, interlinked essays which are founded on the Forgotten principles of Supply Chain Leadership. Control what you Can is a must read for new and seasoned procurement professionals who believe they can inspire their teams to lead and deliver.

While there are many books written on the basics of the "supply" side of the supply chain (i.e. strategic sourcing, sourcing/procurement, and purchasing), there hasn't been much written on those areas from a Lean perspective. Considering that supply chain costs, primarily procurement and transportation, can range from 50 to 70% of sales, it's surprising that this area has not been fully explored. As a result, some companies tend to place too much emphasis on the traditional focus of reducing material costs instead of process improvement. Lean Demand-Driven Procurement: How to Apply Lean Thinking to Your Supply Management Process details the basic supply management concepts and processes (i.e. sourcing, procurement, and purchasing) in an easy-to-understand format in combination with various process improvement tools, methodologies, best practices, examples, and cases written from a Lean perspective. It focuses and pinpoints ways to identify waste on the supply side through improved processes and, in some cases, technology. Applying Lean principles to procurement and purchasing processes identifies non-traditional sources of waste, and in some cases, creates a paradigm shift that results in additional benefits to the entire supply chain.

Category management is one of the biggest contributors of commercial value in the area of procurement and supply chain. With a proven track record of successful delivery since the early 1990s, it helps organisations gather and analyse key data about their procurement spend before subsequently creating and delivering value-adding strategies that change the value proposition from supply chains. The aim of category management is to find long-term breakthrough strategies that help lift an organisation's commercial performance to a new level. Because of its strategic long-term orientation and complex execution, category management has long been the preserve of commercial consulting companies – in effect a 'black box' toolkit shrouded in expensive methodologies. This practical handbook lifts the lid on category management by providing readers with a step-by-step process and established toolkit that allows them a 'do-it-yourself' approach. Each activity is presented as a simple tool or technique for practitioners to apply to their own organisations. To support each activity, easy-to-use templates and checklists have been provided, together with simple but practical hints and tips for implementation. This handbook is a 'must read' for all procurement and supplychain managers looking to find significant improvements in their organisations. Its practical approach cuts through long-winded consultant-speak and provides an easy-to-use practical toolkit for everyday application.

In order to buy well it is important to understand a few basic principles and apply a series of tools and approaches in given situations. The Buyer's Toolkit distills all the best practice tools for professional buying and negotiating into a simple, jargon-free framework that can be picked up and applied by anyone who buys. The book seeks to transform how individuals view and practise buying so they know when to influence a situation and what to do to buy well. The Buyer's Toolkit has a simple chapter layout, contains graphics and models, and a simple flow of tools through the book with an overarching framework, that glues them together. Covering different buying scenarios, understanding and defining the requirements, choosing the right deal and supplier, negotiation, managing the contract and the suppliers, fixing problems and sustainable buying, this comprehensive guide will help you boost your advantage as a buyer.

The internet of things (IoT) enhances customer experience, increases the amount of data gained through connected devices, and widens the scope of analytics. This provides a range of exciting marketing possibilities such as selling existing products and services more effectively, delivering truly personalized customer experiences, and potentially creating new products and services. Smart Marketing With the Internet of Things is an essential reference source that discusses the use of the internet of things in marketing, as well as its importance in enhancing the

customer experience. Featuring research on topics such as augmented reality, sensor networks, and wearable technology, this book is ideally designed for business professionals, marketing managers, marketing strategists, academicians, researchers, and graduate-level students seeking coverage on the use of IoT in enhancing customer marketing outcomes.

How is it possible to sell a kitchen at 30 per cent below market price? Why are hot dogs cheaper in IKEA than in the supermarket? How can IKEA sell the Lack table at half the price it was when it was launched 35 years ago and how can it be achieved with a substantial profit? Strategic Sourcing and Category Management examines how IKEA - and other cost leading companies - use category management to create advantages with direct and indirect sourcing. With 25 years' experience from IKEA, where he had the responsibility to develop and execute the company's purchasing strategy, author Magnus Carlsson shares his insights on important topics: when category management is profitable and why; how teams repeatedly create value and results; what the main approaches are in different categories; how a company implements category management; the difference between success and failure. In this new edition of Strategic Sourcing and Category Management, Magnus Carlsson has added new themes including examples and references from companies such as Maersk, Carlsberg, P&G and Aldi, illustrating the application of cost leadership that spans far beyond IKEA. Even in IKEA, the cost leadership lessons are not limited to home furnishings as the company is sourcing categories such as food, components, materials, transports and indirect materials, with a total purchasing spend of approx. €7 billion. However, maybe even more importantly, the book illustrates how teams create value by thinking differently and asking the right questions, allowing an understanding that goes beyond mere tools and processes.

"A fascinating litany of the mistakes that can happen when buyers get it wrong" - Luke Johnson, The Sunday Times "Packed full with amazing examples' Jeremy Vine, BBC Radio 2 "Colossal, costly disasters could be averted if those holding the purse strings read this book. - The Times In this hilarious, fascinating and insightful expose, industry insider Peter Smith reveals the massive blunders and dodgy dealings taking place around the world as private companies and public sector bodies buy goods and services. A recent report showed that over 90% of procurement projects fail. So, why are so many billions wasted on ineptitude, mismanagement and, in some cases, fraud? By turns an entertaining account of some of the worst procurement scams in history and also a resounding lesson in how not to operate, Bad Buying offers clear and practical advice on how to avoid embarrassing mistakes, minimise needless waste and make sound, strategic procurement decisions on your next initiative. 'Had this been published pre-Covid, some of the recent f*ck-ups and waste might have been avoided. It's a must read for the public and private sector alike' Lt-Gen. Sir Andrew Gregory, SSAFA: The Armed Forces Charity 'Hilarious, enlightening and brilliant...This book will make you think twice about buying anything - but do buy this' Antonio Weiss, bestselling author of 101 Business Ideas That Will Change the Way you Work, and Director, The PSC

The definitive guide to strategic category management, Category Management in Purchasing provides a step by step guide to the tools, techniques and application of category management.

Lean Procurement and supply chain management is for many companies. It is not just for manufacturers who practice lean management. It is also for non-manufacturers, wholesalers, distributors, retailers and others. During the past few years, companies have focused on supply chain improvements with initiatives centred on operational excellence and cost cutting. But have they worked? In today's on-demand environment, companies are facing growing challenges around market volatility, costs, long lead times and unpredictable forecasts. Your inventory management decisions can make or break your firm's financial bottom line. You will find strategies in this book that will let your company meet these daily challenges and optimize working capital efficiency.

Highly effective negotiation skills are an essential element of a purchasing professional's toolkit. Negotiation for Purchasing Professionals provides a step-by-step approach to delivering winning negotiations and getting game changing results. It provides purchasers with the necessary tools and tactics for a detailed, planned approach to negotiation. Jonathan O'Brien shifts the emphasis away from relying mostly upon personality to a more structured approach that enables anyone to negotiate effectively, even when up against a formidable opponent. This approach allows the purchasing professional or the buying team to evaluate the supplier in advance, assess the sales team, and tailor their negotiation strategy depending on cultural differences, personality traits and game theory. Negotiation for Purchasing Professionals provides a strong framework for discussion in advance of the meeting, allowing the negotiator to plan their agenda, objectives and tactics. The book is based upon Red Sheet Methodology, a proven and collaborative technique used by many companies globally. If you are in a buying role, this book will increase your confidence and transform your ability to secure winning outcomes and better business results. Negotiation for Purchasing Professionals was short listed for the ACA-Bruel Prize and was Specially Commended at the Gala Dinner 2013 organised by the Association of Purchasing and Supply Chain (CESA) of HEC School of Management in Paris. Negotiation for Purchasing Professionals is the perfect companion to Jonathan O'Brien's other books Category Management in Purchasing and Supplier Relationship Management. Used together, they provide a complete and powerful strategic purchasing toolkit.

Category Management in Purchasing is a comprehensive guide to strategic category management, providing a step-by-step guide to its implementation and use. This book provides the necessary tools, techniques and applications that will enable the reader to implement this cost saving purchasing method. The 3rd Edition of Category Management in Purchasing has been rigorously updated to reflect latest thinking in the field. Jonathan O'Brien shows how a strategic approach needs to work effectively together with other approaches, such as Supplier Relationship Management. He has added important sections on governance, included more supplier and supply chain tools, and introduced a pragmatic route for smaller businesses or those who need step-by-step advice. The book provides case studies of real companies, including: IKEA, The Body Shop, NHS, Heinz, Cardiff Council, and GlaxoSmithKline.

Disruptive Procurement is a radical new approach to creating value and innovation by challenging the status quo in the entire product and service line. It requires going far beyond conventional desktop procurement to understand the value the company brings to its customers as well as the value that suppliers bring to the company. By combining knowledge of these two dimensions, companies become far more flexible and they move closer to disrupting the environment in ways that create value. To move toward Disruptive Procurement, companies need a holistic view and a complete new set of capabilities for staff in marketing, sales, R&D, manufacturing, innovation, and, of course, procurement. This will only happen if procurement is fully backed by the Chief Executive Officer and companies embrace digital tools that will help make procurement slimmer and smarter.

The approach used on a given spend item should largely depend on the balance between supply power and demand power. That is the logic behind the bestselling Purchasing Chessboard®, used by hundreds of corporations worldwide to reduce costs and increase value with suppliers. The 64 squares in the Purchasing Chessboard provide a rich reservoir of methods that can be applied either individually or combined. And because many of these methods are not customarily used by procurement, the Purchasing Chessboard is also the perfect tool for helping buyers to think and act outside the box and find new solutions. A well-proven concept that works across all industries and all categories in any given situation, it is little wonder that business leaders and procurement professionals alike are excited by, and enjoy strategizing around, the Purchasing Chessboard. This second edition of The Purchasing Chessboard addresses the new realities of a highly volatile economic environment and describes the

many—sometimes surprising—ways in which the Purchasing Chessboard is being used in today's business world. Yet despite all of the great achievements of procurement executives and their teams, they do not always receive the recognition they deserve. In response, the authors have developed and outlined within the book an unequivocal approach to measure procurement's impact on a company's performance—Return on Supply Management Assets (ROSMA®).

This very practical guide describes the whole process of contracting for goods and services, from selecting tenderers to placing a contract. It details the key topics that are necessary for success, such as contract strategy, contract types, contract law and evaluating tenders. Whilst the book also addresses the project context in which purchasing takes place, the subject matter could equally be applied to any business context. The treatment of the subject assumes no prior knowledge but, at the same time, provides the experienced person with new, and sometimes unconventional, insights into the subject. The book includes personal experiences, cases and exercises in order to root the subject into the real world. The Project Manager's Guide to Purchasing has been structured so that the reader can choose the chapter topic areas that they wish to study in isolation. Where necessary references are provided to complement the individual chapters. Illustrations of key documents in the purchasing and contracting process are also provided.

The supply base represents a wealth of opportunities for any organisation, yet few organisations ever properly realise this. Supplier Relationship Management enables organisations to manage suppliers effectively and provides the means to secure real, tangible and dramatic benefits from the supply base that would not otherwise be realised. Written by Jonathan O'Brien, an award-winning author and leading practitioner with over 25 years' experience in the field, this book is the definitive guide to Supplier Relationship Management. This highly practical, 'how to' guide is a valuable tool for anyone that manages or interfaces with the supply base. The book provides a strategic and structured approach to maximising value from key and strategic suppliers, and gives focus to the direct resources at the suppliers that can make the biggest difference to the organization. It offers a complete, clear and highly operational framework for Supplier Relationship Management and seeks to provide answers to 20 key or 'pathway' questions. Supplier Relationship Management guides readers through the simultaneous orchestra of supply base segmentation, supplier relationship management, and performance management. Jonathan O'Brien offers practical advice on: managing a changing global supply base; managing internal clients in purchasing and processes; determining the right segmentation plan for the supply base; introducing performance management systems; driving supplier improvements; developing strategic collaborative relationships. Supplier Relationship Management is the ideal companion to Category Management in Purchasing and Negotiation for Purchasing Professionals. Used together, these books provide a complete and powerful strategic purchasing toolkit.

This is the ground-breaking new book for aspiring purchasing and supply chain leaders and anyone with a keen interest in this rapidly evolving field. For too long business has focused on short-term cost advantages through low-cost country sourcing with little regard for the longer-term implications of global sustainability. As the first book to fully address the environmental, social and economic challenges of how companies manage purchasing and supply chains, it aims to inspire the development of current and future purchasing and supply chain leaders. In addition to explaining the basic principles and processes of both purchasing and supply chain management, the book evaluates how to develop strategic and sustainable purchasing and supply chain management. A key message is that purchasing and supply chain management needs to focus on value creation rather than cost cutting. This requires the development of completely new purchasing and supply chain models that involve closed-loop supply structures, supply chain transparency and collaboration with new stakeholders in traditional sourcing and supply chain processes. Aimed at students, educators and practitioners the book integrates sustainability into each chapter as a core element of purchasing and supply chain management. Incorporating case studies from industry into each chapter, the book strikes a balance between theoretical frameworks and guidelines for implementation in practice.

The Fourteenth Edition of Purchasing and Supply Management provides a comprehensive introduction to the purchasing and supply chain management field, supported by over 40 case studies. Cases cover purchasing and supply chain issues in a variety of settings, from process industries to high tech manufacturing and services as well as public institutions. The text focuses on decision making throughout the supply chain. Based on the conviction that supply managers, in concert with suppliers and distributors, have to contribute to organizational goals and strategies, this edition continues to focus on how to make that mission a reality.

Spend analysis is a key component of strategic supply management. This book provides in-depth guidance on what spend analysis really is, what it specifically involves, and how to use it to help your organization achieve its full potential.

"Companies of all sizes are seeking to transform their procurement and supplier relationship management processes: activities that have a tremendous upside potential for improved supply chain effectiveness and efficiency. Now, two leading consultants and researchers offer a comprehensive approach to creating customer value through strategic sourcing and procurement. Unlike texts focused primarily on day-to-day operations and tactics, Delivering Customer Value through Procurement and Strategic Sourcing focuses on helping senior executives and managers gain sustainable competitive advantage from their supply chains."--Publisher's website.

Your lack of focus on Procurement is limiting your profits. Multiply them by making Procurement a company-wide priority. Profit from Procurement: Add 30% to Your Bottom Line by Breaking Down Silos delivers an insightful, compelling, and fresh take on a subject that typically comprises 50% of a business's total costs: Procurement. Alex Klein, Simon Whatson and Jose Oliveira, leaders at the world's largest dedicated Procurement consultancy, highlight the limitations of the traditional, functionally siloed approach to Procurement, and demonstrate how significant EBITDA gains can be made by lifting Procurement out of the back office and enabling it to fundamentally reset a company's cost base. Its accessible, frank, and refreshing style, combined with practical, actionable advice, based on the authors' extensive real-life experience, make it a must read for any executive looking to make an impact through Procurement. The book offers readers a practical and concrete roadmap to optimizing, integrating, and deploying a company's Procurement capabilities, creating a less siloed, more impactful function. Readers will learn how to: Plan their company's Procurement transformation Reskill teams for the coming change Reposition the Procurement function to become the driver of cross-functional change Integrate new topics such as digitalization and sustainability into their

Procurement roadmaps Ensure that Procurement efficiencies are fully reflected in bottom-line profits Perfect for C-Suite executives and Procurement professionals at companies of all sizes, Profit from Procurement belongs on the bookshelves of every employee and leader tasked with company operations and profit strategy.

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This reference provides procurement professionals with the process, practical real-world tactics, and guidance needed to design and develop a supply market intelligence program that will integrate with existing procurement team structures and processes, and deliver significant value to an organization as a whole. The authors clearly explain each of the concepts introduced and then provide the background, steps, and resources required to make their successful execution possible.

Managing Operations Across the Supply Chain is the first book to offer a global, supply chain perspective of operations management – a treatment that embraces the foundations of operations management but includes new frameworks, concepts, and tools to address the demands of today and changing needs of the future. It reflects three key shifts in operations management: 1. From a focus on the internal system to a focus on the supply chain 2. From a local focus to a global focus 3. From an emphasis on tools and techniques to an emphasis on systems, people, and processes

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Managing corporate spend is far more complex than conducting RFPs. Learn how the most efficient and effective procurement departments operate, control costs, enforce compliance, and manage indirect spend. Managing Indirect Spend provides executives and procurement professionals with the knowledge and tools necessary to successfully reduce costs with a strong focus on the often-overlooked area of indirect spend. It also offers great value to those procurement and purchasing professionals aspiring to be leaders in the profession, regardless of the spend they manage. It includes an overview of the challenges faced when sourcing indirect spend categories, a detailed dive into the strategic sourcing process, tools that can help drive savings, technologies that drive efficiencies and compliance, and examples of success based on real-world experience. It is a how-to guide that clearly covers sourcing engagements of any complexity and provides the details needed to source effectively. The book is structured into sections covering the sourcing and procurement process, the tools and technologies, examples from the field, walkthroughs of specific sourcing engagements, guidance on building an effective sourcing team, and the information needed to become a best-in-class sourcing organization. Since the initial publication of this book, the procurement profession and the discipline of Strategic Sourcing have matured. Markets have changed, processes developed, trends have come and gone, and technology has experienced leaps and bounds, posing new and interesting challenges for procurement professionals. In addition to covering tried-and-true practices for strategic sourcing, this Second Edition discusses how strategic sourcing has evolved and provides an update on the techniques, tools, and resources available to purchasing groups. This book: Includes updated coverage of everything you need to know to source more effectively Covers the latest trends in procurement and sourcing, including technology, process improvements and organizational design Presents guidance for reducing costs through strategic sourcing, no matter what the economic climate or level of maturity of the existing procurement organization Shows how effectively managing indirect costs can provide a huge impact on bottom line growth Introduces Market Intelligence (MI), including techniques, tools, and resources available to procurement and supply chain management groups With tools, real-world examples, and practical strategies, Managing Indirect Spend provides insider guidance for big bottom-line growth through effective management of indirect costs.

In some parts of the world, especially in developing markets, category management today remains a stretch goal – a new idea full of untapped potential. In other areas, the original eight-step process that emerged in the late 1980's forms the foundation of many companies' approach to category management. In still others, particularly in developed countries like the U.S., the U.K., and others, refinements are being made – most of them designed to place consumer understanding front and center. New ideas are emerging – from "trip management" to "aisle management"

to "customer management." Whether a new descriptor emerges to replace "category management" is yet to be seen. Even if that does happen, what won't change is the overall objective – to help retailers and their manufacturer partners succeed by offering the right selection of products that are marketed and merchandised based on a complete understanding of the consumers they are committed to serving. This book, which explores both the state of and the state-of-the-art in category management, is for everyone with a vested interest in category management. It can serve such a broad audience because category management is about bringing a structured process to how executives think and make decisions about their businesses, no matter what information and information technology they have access to.

Businesses are going through rapid external and internal organisational changes due to an increased focus on sustainability and corporate responsibility, technological advances, geo-political and macro-economic change, and demographic shifts. If purchasing and supply chain managers are to embrace these challenges they must develop new ways of thinking about supply structures and processes as well as new skills and competencies. The Procurement Value Proposition examines these important changes that will have a profound effect on the way future procurement is carried out. It considers the implications of global economic transformation for procurement set against: changes in business contexts, purchasing strategies, organisational structure, roles and responsibilities, system development and skills required to work in the profession. In this book, Gerard Chick and Robert Handfield discuss the value proposition offered by contemporary procurement to the sustainability and development of business. They examine how organizations that position procurement as a core business function will be able to drive a more competitive lever for change, and more readily adapt to the forces driving rapid change in the current global environment. The Procurement Value Proposition features case studies of companies that are moving through procurement transformation in a continual phase of movement and adaption to the multitude of shifts that are occurring. It features input, observations and case studies from CPO's, Commercial Directors, other Procurement and business leaders. The book considers a variety of geographical contexts and highlights differences between the US, the UK and China.

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