

Category Management

Evolution of Category Management

Strategic Sourcing

Analysis conducted for immediate requirements

One-time event

May not include aspects of Supplier and Contract Management

Typically no Demand Management program

Typically no Supplier Development program

Occurs in a silo within the organization



Category Management

Analysis continually refreshed

End-to-end process

Includes robust Supplier Management program

Includes Demand Management

Supplier Development is key component

Occurs with full supply chain input

Strategic Sourcing And Category Management

**Dr. RICHA SHARMA, Dr. Diwakar
Chaudhary**



Strategic Sourcing And Category Management:

Strategic Sourcing and Category Management Magnus Carlsson, 2019-05-03 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 there 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 approximately 7 billion But 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 **The Category**

Management Handbook Andrea Cordell, Ian Thompson, 2018-04-27 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 supply chain 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 **Category Management in**

Purchasing Jonathan O'Brien, 2024-05-03 Approach purchasing and procurement strategically effectively and sustainably with this comprehensive and practical guide to category management Category Management in Purchasing equips those

working in procurement with the tools they need to ensure effective procurement in an ever changing landscape Combining practical advice and theory this essential resource is crucial for developing successful purchasing strategies Covering new technology driven approaches to category management this new edition outlines digital transformations and technological advancements from digital sourcing platforms to new tools and systems This edition also provides readers with the knowledge to approach complex sourcing situations not only effectively but also sustainably Including new guidance on how organizations and businesses can implement sustainability into their procurement strategies Jonathan O Brien recontextualizes category management in a time when responsible sourcing is more important than ever This highly regarded and essential text provides what everyone in procurement needs when striving to make category management a reality

Strategic Category Management Sanjit Menezes,2013-11-13 A significant portion of every dollar a company earns in revenue flows out the door as the cost of acquiring the wide array of products services and assets needed for its operations The only costs that are truly internal are payroll which goes to employees and dividends profits distributed to owners Everything else is an outflow to an external supply base Supply management professionals are tasked with a vital responsibility effectively managing those outflows spends in ways that deliver a competitive advantage They must concurrently acquire products and services from the best suppliers at the right price quality and time leverage the capabilities of suppliers effectively to drive process improvements and innovation and manage the multitude of risks posed to the business from disruptions born in the extended supply chain This requires comprehensive spend management strategies based on sound market and business intelligence In this book Sanjit Menezes maps out the key steps to developing those strategies in four critical areas sourcing pricing supplier relationships and supply risk Based on his experiences with Fortune 500 companies and other global organizations across a variety of industries he provides a valuable framework that includes plenty of tools techniques examples and lessons supply managers can readily apply to develop and implement robust knowledge based strategies The book is divided into four distinct but interlinked sections Section 1 covers the sourcing process and what it takes to develop a winning supply base Section 2 provides tools and techniques to ensure prices paid to suppliers are fair and reasonable Section 3 lays out a framework to develop value driven relationships with suppliers Section 4 outlines a methodology to effectively manage supply risk The concepts processes and steps are laid out in a clear easy to follow fashion and are interlaced with relevant examples and stories from Menezes work that are compelling yet uncomplicatedly understandable

Sourcing Portfolio Analysis Andrew W. Cox,2015-10 [Effective Strategic Sourcing](#) Patrick Barr,2022-06-03 Modern supply chains are enjoying new opportunities for innovation and growth Build competitive advantage optimize cost and encourage ethical business practices with the process of strategic sourcing Effective Strategic Sourcing brings together tools and techniques to develop comprehensive sourcing strategies and drive performance and margin improvement in an ethical environmentally responsible way From supplier research and risk analysis to category

management and cost modelling it answers key questions around make versus buy outsource versus insource and RFI versus RFP Top supply chain leaders from a range of industries offer their insights and experience in interviews covering the challenges inherent in modern strategic sourcing The book also focuses on how supply chain and procurement professionals can address sustainability concerns by thinking globally and acting locally and aiming for net zero carbon footprint sourcing Learn from the experts and thrive in the new normal with this essential guide to maximising the benefits of strategic sourcing

Doing Business with DOD United States. Congress. House. Committee on Armed Services. Panel on Business Challenges within the Defense Industry,2012 Transfer Pricing and Business Restructurings Michael Lang,Raffaele Petruzzi,2023-09-19 Transfer pricing and business restructurings issues and developments In the ever evolving global landscape the ability of businesses to swiftly adapt is crucial for maintaining relevance and competitiveness This imperative holds true for multinationals which frequently engage in strategic restructuring of their operations assets and resources to realign with the dynamic shifts in market conditions This dynamic approach enhances operational efficiency cuts costs and optimizes financial performance However the intricacies of restructuring especially in the context of transfer pricing pose considerable challenges Despite elaborate guidance from the OECD and UN transfer pricing considerations in business restructuring remain complex Determining appropriate transfer pricing methodologies finding comparable transactions and ensuring accurate documentation present hurdles for both multinationals and tax administrations This publication discusses the most important issues and recent developments related to this theme It attempts to cover various issues related to business restructuring including delineation and recognition remuneration of restructuring and post restructuring and other relevant issues such as exit taxes location savings permanent establishments and implications of COVID 19 This book is based on the outcomes of the presentations and discussions held during the WU Transfer Pricing Symposium that took place in October 2022 at the WU Vienna University of Economics and Business The authors apart from providing a theoretical background to the discussed issues also present case studies that show how those issues can be approached in practice

Transfer Pricing and Value Creation Raffaele Petruzzi,Romero J.S. Tavares Esq.,2019-09-02 Value Creation and its effects on Transfer Pricing and tax law Emerging from the OECD G20 BEPS Project a new somewhat fuzzy notion of Value Creation came to permeate not only Transfer Pricing language but also wider allocation rules and anti abuse provisions in international tax law The notion of Value Creation reframes the interpretation and application of the Arm s Length Principle ALP that is embedded in Articles 7 and 9 of the OECD Model Convention This new Value Creation notion and approach assist in understanding key enterprise functions while different industry sectors manifest these concepts in various ways Situating such notions and this approach within the law of tax treaties and analyzing terms of the OECD Transfer Pricing Guidelines alongside their factual context is the aim of this book Here law students address Transfer Pricing and Value Creation in sectors as varied as commodities trade automotive consumer products food and beverages pharmaceutical and life sciences

telecommunications and the key topic of value creation in a digitalized economy Our LL M students were required to address issues not explored in legal research and to discuss factual topics relevant for Transfer Pricing All students focused on topics that are new to the international tax debate that keep evolving and on factual matters that often escape legal research

Remarkable Retail How to Win & Keep Customers in the Age of Digital Disruption Dr. RICHA SHARMA, Dr. Diwakar Chaudhary, 2024-05-28 In today's dynamic retail landscape managing customer expectations through data analytics to influence in-store experiences is crucial for fostering customer loyalty This comprehensive book covers new-age topics such as green retailing multi-channel retailing religion-based retailing and data analytics in retail Additionally it explores the retailing needs of different generational cohorts Whether you're a retail professional or a student this book provides valuable insights into the evolving world of retail marketing management

Implementing Strategic Sourcing Christine Bullen, Gad Selig, Richard LeFave, 2010-06-01 This informative comprehensive yet practical guide provides readers with a complete tool kit of how to approach global sourcing successfully Based on real-world experiences on implementing and sustaining global sourcing the book provides readers with key guidance on Foundations of Strategic Sourcing Management risk governance and legal considerations Organizational change innovation and relationship management Transition planning and the end game Successful principles for new business development from a service provider perspective Future trends summary and lessons learned Ultimately this guide will take readers from principles to how-to's including How to develop implement manage and govern an effective global sourcing strategy and plan How to put in place policies and processes that can be monitored to provide a balanced approach to sourcing How to build a strategic top-down framework coupled with an operational roadmap How to incorporate bottom-up implementation principles and practices that work How to ensure a coordinated cost-effective and value delivery plan and operating environment for strategic and tactical sourcing In addition it addresses the following areas in a comprehensive yet easy-to-use and practical manner Integrates strategic and operational concepts and practices Covers both clients and providers Supports the practice of global sourcing by leveraging and integrating professional rigor for best practices Provides practical knowledge techniques checklists and methodologies that can be used in any environment globally Includes many examples of current and emerging best practices Is broad and comprehensive yet drills down to specific how-to details in all chapters Provides a global view of sourcing It comes highly recommended

Supply Chain Management Professional (CPSM) Exam Study Guide Kaında Masaru Russell, Supply Chain Management Professional CPSM Exam Study Guide Step by Step Preparation for Modules 1 2 and 3 Master all three exams of the prestigious CPSM certification with this comprehensive study guide designed specifically for supply chain professionals aiming to advance their careers and credentials This authoritative resource provides a structured approach to understanding the complete CPSM exam content outline breaking down complex concepts into manageable sections aligned with the certification's three modules This meticulously researched guide delivers in-depth coverage of all 21 essential

chapters spanning Supply Management Core Supply Management Integration and Leadership and Transformation in Supply Management Each topic is explained through clear educational writing focused on practical application helping you translate theoretical knowledge into real world procurement expertise What sets this guide apart is its emphasis on applied learning through detailed case examples that showcase procurement principles in action Each chapter concludes with carefully crafted practice questions that mirror the actual exam format allowing you to test your understanding and build confidence before exam day Key features include Comprehensive coverage of all CPSM exam topics in a structured logical format Real world case examples illustrating practical applications of procurement principles Strategic advice on developing core competencies valued by employers Practice questions with detailed answer explanations for each chapter Time saving study schedules tailored to different preparation timeframes Expert guidance on navigating complex exam scenarios requiring critical thinking This guide goes beyond simple test preparation to serve as a valuable professional reference with insights into emerging trends like digital transformation risk management and sustainability in supply chain The clear straightforward writing style makes even the most complex procurement concepts accessible to readers at all experience levels Perfect for current procurement professionals seeking certification supply chain practitioners looking to expand their expertise or students preparing to enter the field this study guide provides the knowledge foundation needed to excel in the CPSM exams and advance in today s competitive supply chain landscape

CFO Insights C. Cristian Wulf, 2006-07-28 The benefits Carrefour achieved have been substantially in excess of predictions The Shared Service accounting centers enabled streamlined processes lowered costs and introduced standard processes a standard system and standard data for a global company The new infrastructure can support rapid expansion and can add new stores with the flip of a switch From a systems point of view Carrefour now has a factory in place to deliver high efficiency systems tools processes and training From Chapter 9 Implementation and Operational Imperatives for ERP The benefits of efficient information delivery are demonstrated by the results of one of the world s largest mySAP com implementations Siemens achieved a twenty five percent cost reduction through streamlined information delivery and improved access to financial information It also enhanced its reporting capabilities from seventy percent to nearly 100 percent through increased intranet availability From Chapter 3 Financial and Management Reporting Research shows that high performance businesses and governments use finance technology as one of the capabilities to help executives make better decisions for resource allocation while at the same time increasing productivity *CFO Insights Enabling High Performance through Leading Practices for Finance* ERP includes a number of case studies and lessons learned from Accenture clients across a variety of industries that have implemented upgraded and operated Oracle PeopleSoft and SAP Each case study highlights vital thoughts benefits and considerations and provides relevant guidance as one proceeds with an ERP on the journey toward high performance

Supplier Relationship Management Stephen Easton, Michael D. Hales, Christian Schuh, Michael F. Strohmer, Alenka

Triplat,AT Kearney,2014-06-14 There s a new buzz phrase in the air Supplier Relationship Management SRM Corporate executives know it s necessary but there s only one problem Nobody yet knows how to do it Or they think it s all about bashing your vendors over the head until they reduce the price another 4% Supplier Relationship Management How to Maximize Vendor Value and Opportunity changes all that Containing the best and most innovative advice from the operations and procurement experts at consultant AT Kearney this book shows that SRM is at root a strategic discussion requiring cross functional interaction and internal alignment at the highest levels It requires an honest appraisal of the value that suppliers now bring to your firm as well as their potential value It then requires a frank and constructive business to business dialogue about how to improve the relationship When this happens a company reaps myriad benefits ranging from new opportunity to added value to competitive advantage and quite likely to overall and sometimes substantial cost reductions This book shows the most concrete methods you can use today to Identify value adding opportunities in the supply chain Work closely with suppliers to maximize the benefits Work the Critical Cluster of suppliers where the greatest opportunity for advantage lies Review suppliers to encourage constant gains in quality and cost Turn your SRM strategy into a major competitive advantage Supplier Relationship Management introduces and explains the Supplier Interaction Model a key tool that will help you get the most from your supplier relationships It segments the supplier universe into nine categories from those you want to run away from fast to those so good and so useful to your organization that it can make sense to invest in them directly Numerous case studies show how to apply the principles to your situation Supplier Relationship Management burns off the fog that has surrounded the procurement process for far too long It is the definitive guide for business executives who want to get the maximum benefits from suppliers and gain very real advantages over competitors Managing Indirect Spend Joe Payne,William R. Dorn,David Pastore,Jennifer Ulrich,2021-06-09 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 bott m 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

Strategic Sourcing in the Public Sector Barbara A. Grilli, Theresa G. Webb, 2023-05-05 Effective sourcing in the public sector is a collaborative and strategic process that does not end when the contract or purchase order is executed As an ongoing process of improvement strategic sourcing requires regular appraisals of procurement activities to ensure they continue to support the goals of the entity Strategic Sourcing in the Public Sector explains the theory behind sourcing Why does sourcing need to be strategic and what are the stakeholders roles in the process Written to complement the Institute of Public Procurement s NIGP Sourcing and Solicitation curriculum this book explores the impetus or the why behind the sourcing process as well as the how The book walks the reader through all of the important considerations for any sourcing process including requirements analysis stakeholder involvement scope of work sourcing documents and approvals and supplier relationship management to name a few Throughout the book students and practicing professionals are encouraged to apply principles of procurement to diverse situations Because of its user friendly language and approach Strategic Sourcing in the Public Sector is accessible to those new to the procurement profession individuals seeking certification and undergraduate and graduate students enrolled in public administration programs At the same time the rich content based on NIGP s public procurement competency framework provides value for seasoned professionals with substantial experience and specialized knowledge

Proceedings of the XIV INTERNATIONAL SYMPOSIUM SYMORG 2014 Aleksandar Marković, Slađana Barjaktarović Rakočević, 2014-06-05 *The Nature of Supply Networks* Thomas Y. Choi, 2023 Cover The Nature of Supply Networks Copyright Dedication Contents Preface 1 Introduction 2 Companies Supply Chains and Supply Networks 3 Dyads in Supply Networks 4 Triads in Supply Networks 5 Supply Base in Supply Networks 6 Extended Supply Chains 7 Supply Chains as Networks 8 Supply Networks as a Complex Adaptive System 9 Emerging Topics Epilogue References Index

Strategic Sourcing in the New Economy Bonnie Keith, Kate Vitasek, Karl Manrodt, Jeanne Kling, 2016-01-12 This book provides a comprehensive overview of each of the sourcing business

model Readers will master the art and science of strategic sourcing by being able to chart a unique path that fits their capacity to apply more the full continuum of strategic sourcing concepts and tools Financial Services and General Government Appropriations for 2017: Department of the Treasury FY 2017 budget justifications United States. Congress. House. Committee on Appropriations. Subcommittee on Financial Services and General Government,2016

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Strategic Sourcing And Category Management Introduction

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