



DEVELOPING AND IMPLEMENTING A STRATEGIC SOURCING STRATEGY

INTRODUCTION

CIPS practice documents are not written to be an end in themselves - they are a collection of views on good practice within a particular subject area, in this case strategic sourcing. The reader is encouraged to extract those parts of a CIPS practice document that they can use for their own particular purposes such as writing policy statements, guidance or procedures.

This range of publications is intended to provide direction on good practice along with some guidance for context and interest. Practice documents are written for use by anyone associated with, or interested in, the purchasing and supply management profession. However, this particular set of CIPS beliefs on strategic sourcing is written specifically for the head of the purchasing and supply management function.

This document is one of a series summarising the CIPS view(s) on a wide range of purchasing and supply management subjects. The reader may wish to refer to the accompanying document which supports this series entitled 'Background on Purchasing and Supply Management Practice Positions'.

CIPS views are stated through-out this practice document but the key statements are summarised below:

- ◆ CIPS considers strategic sourcing to be a pivotal activity for purchasing and supply management professionals.
- ◆ CIPS believes it is important to draw a distinction between strategic, tactical and reactive sourcing.
- ◆ CIPS considers that each organisation should as a priority develop an overall sourcing strategy, of which strategic sourcing should be seen as a key element.
- ◆ CIPS advocates the formation of a Sourcing Board or Panel for discussing strategies and assisting with decision-making.
- ◆ CIPS considers an 'As Is' analysis to be a key stage in the implementation of a strategic sourcing policy.
- ◆ Once the relevant data has been gathered and consolidated, and appropriate options generated, CIPS recommends that the outcomes be presented to senior management for their consideration.
- ◆ In developing, analysing and comparing a range of strategic sourcing options CIPS recommends the use of weighted evaluation criteria rather than simply using cost/price as the sole basis for arriving at a decision.
- ◆ Once the preferred strategic sourcing option has been finalised, CIPS believes that the purchasing and supply management function should have a key role to play in its implementation.

- ◆ CIPS believes that strategic sourcing options should be assessed in terms of the benefits which they actually deliver as opposed to those which they may have been expected to deliver as set out in the original business case.

CIPS has formulated positions on strategic sourcing as this is a key activity for purchasing and supply management professionals. Traditionally, sourcing was considered to be the identification of new or potential suppliers. This is of course still a fundamental aspect of strategic sourcing but this practice document aims to illustrate how the function has developed and expanded in recent years.

This practice document describes best practice purchasing and supply management; for many it will remain simply an aspiration; however CIPS encourages purchasing and supply management professionals to endeavour to move purchasing and supply management in their organisations towards strategic sourcing as described below. However, CIPS appreciates that some organisations are bound by legislative requirements that demand a different, (or in some cases, a complementary approach) to that proposed in this practice document; the public sector for example must comply with the EC Procurement Rules.

CATEGORIES OF SOURCING: REACTIVE, TACTICAL AND STRATEGIC

REACTIVE SOURCING

CIPS defines reactive sourcing as being the procurement approach where no proactive sourcing strategies have been put in place and so the purchasing and supply management function has an entirely reactive role e.g. responding to requisitions or other unexpected requirements from the business. CIPS encourages purchasing and supply management professionals to move away, wherever possible, from this type of sourcing. However, some organisations still operate entirely on the basis of unexpected demand responding to individual needs as and when they arise. This response may be professional, but CIPS believes that such buyer behaviour is transactional, low level and will not necessarily enhance or promote the purchasing and supply management profession.

TACTICAL SOURCING

Tactical sourcing is to some extent reactive as it covers those business requirements that cannot be planned in advance, but are provided within a framework of strategic sourcing. It is however, proactively managed and so resources and processes are set aside to manage it within the purchasing and supply management strategy. An example of tactical sourcing is working with



colleagues in Marketing and Sales, providing a bid support activity within fast-moving technology areas.

Notwithstanding the above, CIPS suggests that there should be no unplanned or unexpected capital expenditure as all organisations have capital investment plans which purchasing and supply management professionals should obtain and incorporate in the strategic sourcing strategy. If an unexpected requirement is ad hoc, low risk and low value, purchasing and supply management professionals should not be involved with obtaining the requirement anyway. All low-value requirements should have been aggregated into call off contracts for use by end users; those that are low value, yet high risk, are precisely those that require strategic sourcing plans.

STRATEGIC SOURCING

Strategic sourcing is a core activity in purchasing and supply management. It is a complex commercial process requiring extensive knowledge and competence. It can be defined as 'satisfying business needs from markets via the proactive and planned analysis of supply markets and the selection of suppliers with the objective of delivering solutions to meet pre-determined and agreed business needs'.

Developing the strategic sourcing strategy is a fundamental part of the purchasing and supply management process. Strategic sourcing is a logical process involving the application of tools by skilled, competent and knowledgeable people; however - developing and implementing strategic sourcing is a functional process.

Since it is such a broad area, it is advisable to sub-divide the subject into a number of sections as follows.

a) Positioning Purchasing and Supply Management for Strategic Sourcing

CIPS strongly recommends that every purchasing and supply management function develops a written, and regularly updated, overall strategy which states their objectives and activities over a given timeframe. The strategic sourcing activity should form one part of the overall purchasing and supply management strategy. The first stage in implementing strategic sourcing is the positioning of the purchasing and supply management function within the organisation. In order to undertake strategic sourcing, purchasing and supply management must be positioned at the appropriate level (senior) within an organisation and should report to the Board (or via an appropriate Board representative) and it must possess suitable human resources. Strategic sourcing requires the application and interpretation of sophisticated strategic sourcing tools and techniques such as relationship management, by suitably authorised and competent professionals.

In order to sustain the high level position, resources and influence, CIPS recommends that purchasing and supply management professionals responsible for strategic sourcing create a suitable governance structure so as to:

- illustrate where the purchasing and supply management functions sits within the organisation e.g. alongside Finance, Legal, Human Resources
- illustrate the role of the function itself and those people that carry it out - the purchasing and supply management function's terms of reference, scope of responsibility and objectives.

CIPS also recommends that the purchasing and supply management function creates a Sourcing Board (sometimes referred to as a 'Procurement Board/Panel') comprising, for instance, decision makers, opinion leaders and influencers. The Sourcing Board should be used to discuss strategies, policies, approaches, assist with decision making and to help influence others in the organisation on behalf of the purchasing and supply management professionals.

b) 'As is' Analysis

The second, and very resource-consuming stage in strategic sourcing involves the 'As is' analysis stage which includes:

Customer and business requirements

- ◆ what do our customers need and what does the business need?

Spend analysis

- ◆ historical usage analysis of goods or services
- ◆ supplier positioning
- ◆ supplier historical analysis
- ◆ transaction cost analysis
- ◆ critical nature of products.

Future spend analysis

- ◆ forward/expected usage of goods and services
- ◆ trends in the market.

Market analysis

- ◆ assessment of the market capability
- ◆ analysis of power dependency in supply chains
- ◆ analysis of individual marketplaces
- ◆ supplier preferencing
- ◆ relative positioning of your organisation
- ◆ supply chain cost analysis
- ◆ the nature of the market - appropriate type of sourcing strategy - global, regional or local
- ◆ potential size (and actual size) of the supply base.

Several analytical tools are appropriate for this stage including Porter's Five Forces, PEST (Political, Economic, Social, Technological) and SWOT (Strengths, Weaknesses, Opportunities and Threats). Further information on such tools is available from CIPS.



c) Mapping Supply Chains

The process of mapping supply chains can be complex and the extent to which it is undertaken is dependent on the value and risk of the procurement in question and limited by the resources

allocated to strategic sourcing by the organisation. The 'As-is' analysis and 'Mapping' stages can take typically between three and six months. CIPS recognises this timeframe is too long for some organisations and more-over impracticable for some procurement situations. However, the longer term benefits of such proactive strategic sourcing are invaluable.

CIPS considers that best practice supply chain mapping includes:

- ◆ identifying profit and gross margins in supply chains
- ◆ understanding interdependencies in supply chains e.g. power dependency
- ◆ mapping the required products and services onto these supply chains
- ◆ analysing spend by each supplier in respect of category and business unit
- ◆ buying patterns by product, service, supplier, and business unit
- ◆ sourcing patterns
- ◆ pricing patterns - both past and forecasted, and also purchase price analysis
- ◆ historical performance of suppliers
- ◆ historical market trends and associated cost drivers (there are specialists in various fields)
- ◆ value chain analysis
- ◆ identifying and addressing dominant players in the supply chain
- ◆ critical asset analysis (i.e. identify your critical assets which should be borne in mind when out sourcing)
- ◆ technical analysis - alternative solutions to specification of requirement
- ◆ risk assessment
- ◆ cost modelling
- ◆ portfolio analysis
- ◆ PEST analysis
- ◆ complexity reduction i.e. standardisation
- ◆ ascertaining the demand e.g. formulating the requirements
- ◆ demand challenge - does the organisation need the 'requirement' (Defer, Diminish, Delete)
- ◆ market potential/market modelling
- ◆ determining the policy areas which need to be accounted for in sourcing - environmental and ethical policies for example
- ◆ determining funding e.g. PPP/PFI.

CONSOLIDATE DATA AND GENERATE OPTIONS

Once the analysis has been undertaken and supply chains have been mapped, the next stage is to consolidate the data and to generate options. Although not ideal, where resources are tight, in terms of time and skills availability for instance, it is possible to omit some of the analysis stages and go direct to the brainstorming of options. It is good practice to undertake

all stages in strategic sourcing but where this is not possible, it is better to attempt some aspects of it than not undertake it at all.

Options should be perceived as 'baskets of opportunities'. In summary, this stage involves brainstorming options to fulfil the requirements, such as identifying the offering of suppliers and identifying whether there are other ways to fulfil the requirement e.g. instead of purchasing PCs i.e. goods, rather purchase a desktop service i.e. outsource the PC desktop provision. Another example would be instead of buying meters, buy a billing service including meter reading and customer billing. A public sector example would be the PPP/PFI which is a sourcing option that can offer value for money in appropriate circumstances. The process of generating options is an iterative process in that colleagues examine, discuss and criticise options and their feedback stimulates the production of further options.

Having brainstormed a list of potential options the strategic sourcing team should subject each to a SWOT analysis and where appropriate, a detailed risk analysis. The options which seem to be the most favourable are then prioritised on the basis of the benefits and savings that they can deliver. Clearly, any proposed strategic sourcing plan must fully support the organisation's objectives. Examples of options include make/buy options; dual/single source decisions; feasibility of starting up partnerships with suppliers; benefit sharing etc.

SELECTION OF OPTIONS

CIPS suggests that once a range of suitable strategic sourcing options has been identified, these should be presented by senior purchasing and supply management professional(s) to the organisation's directors or Sourcing Board to be considered in the light of where the business currently stands and what the customers require. Occasionally, the strategic sourcing teams will be required to investigate further, or support their suggestions with business cases, ROI (return on investment models) and so on. Equally, the organisation may require further options, or clarification or changes to those options preferred.

If a purchasing and supply management function is insufficiently resourced, the presentation of such strategic sourcing options can be a means of securing more appropriate levels of resource from senior directors. Equally, where the purchasing and supply management professional's impact on spend is limited, or where bought out expenditure is only 20% of turnover, the presentation of strategic sourcing options to senior directors, may be seen as a method of:

- increasing the strategic sourcing remit
- increasing other value-add of the purchasing and supply management function i.e. not simply price reduction
- penetrating aspects of the business which can be transformed into bought out expenditure, via out sourcing for instance.



SOURCING PLANS

Once the preferred strategic sourcing options are agreed, these are developed into 'sourcing plans' which should be innovative and creative solutions to the organisation's requirements in support

of the organisation's mission and objectives. Strategic sourcing plans should generate work-streams i.e. clear milestones to be achieved with resources e.g. project teams allocated appropriately. This is where the process of acquisition begins involving design teams, outcome-based specifications, market development, advertisements, policy compliance for instance.

Strategic sourcing plans include determining processes for tenderer and supplier selection and performance criteria ensuring the supplier continues to meet customers' expectations. CIPS advocates the use of weighted evaluation criteria when determining the preferred options as this is one method of persuading internal colleagues that purchasing and supply management is not focused on price and cost alone but considers issues such as speed to market and other appropriate and relevant criteria. Therefore strategic sourcing plans include producing and managing the ITT process, conducting negotiations and everything up to the recommendation of contract award.

IDENTIFYING NEW SUPPLIERS

Traditionally, sourcing has been perceived as the identification of new or alternative suppliers e.g. sources of supply. Methods of identifying suppliers have included:

- Internet e.g. suppliers' own pages and B2B trade bulletin boards
- trade associations and trade directories
- business directories like Kelly's, Sell's etc.
- supplier exhibitions
- networking with other buyers
- talking to specialist end users.

This process is now part of the strategic sourcing work streams i.e. only part of the sourcing process.

Following the development of strategic sourcing plans and the identification of work streams, the purchasing and supply management function should facilitate the implementation of the strategic sourcing strategy. This may involve helping with, or leading, the contracting process, educating the internal customer or order placer; enabling the supplier e.g. getting the supplier ready to deliver by developing and managing them etc.

In many larger organisations, the strategic sourcing part of purchasing and supply management is what purchasing and supply management professionals are primarily involved with. They are rapidly becoming less involved with the other aspects of contracting; i.e. purchasing and supply management professionals have trained colleagues to manage the less strategic and more straight-forward aspects of purchasing and supply management.

MEASUREMENT

CIPS believes that all strategic procurement, including the design and implementation of sourcing plans, should be measured in terms of the benefits that they are delivered compared with what they were expected to deliver as set out in the original business case. This might take the form of a post-contract audit perhaps one year after the contract had been let. The findings should be reported to and discussed by the purchasing and supply management professional(s) and their Sourcing Board in order to learn from experiences and build on current commercial arrangements.

CONCLUSION

CIPS holds that sound and effective sourcing expertise is a key element in the purchasing and supply management professional's tool kit. Increasingly, the term 'Sourcing' is incorrectly replacing the terms 'Procurement' or 'Purchasing' or 'Supply Chain Management'. Strategic sourcing encompasses aspects of all of those activities and is not a replacement activity.

CIPS believes that strategic sourcing is a skill set which must be learned, developed and refreshed. Strategic sourcing, as described in this policy, is a relatively new skill set for purchasing and supply management professionals. It requires great resource and excellent management information and so only some organisations are currently in a position to implement it. Further, strategic sourcing should only be carried out by competent and knowledgeable professionals.

This practice document makes a clear distinction between reactive, tactical and strategic sourcing and encourages purchasing and supply management professionals to move away from the former and to take a more proactive and strategic approach.

CIPS believes that strategic sourcing, and as appropriate tactical sourcing, have a vital role to play in the overall corporate plan with the potential to make a significant and positive contribution to the bottom line. Inevitably this begs the question as to how to measure the effectiveness of any strategic sourcing policy. This is an area which is briefly touched on in this practice document; a more comprehensive analysis of the theory and practice of purchasing performance measurement as a whole may be found in the various publications available from CIPS Bookshop.