

Echelon Institute of Management Development & Emeritor

Power Positioning and Strategic Sourcing

A Two-Day Workshop Presented by

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Overview:

This workshop provides an introduction to the five strategic sourcing options available to buyers when they interact with suppliers. It demonstrates that transactions between buyers and suppliers are at the heart of business and commercial exchange, and that the outcomes from business relationships can be aligned, misaligned and sub-optimal or misaligned and dysfunctional.

The workshop also introduces participants to power regime analysis and strategic source planning methodologies. These methodologies are regarded as best practice approaches for practitioners seeking to optimise business relationships between buyers and suppliers.

The workshop provides an opportunity to operationalise the power regime approach by working on two case studies before a final discussion on the strategic and tactical role of procurement and supply in business. Assessment is provided through a case study exercise to be returned in two weeks.

Timetable:

DAY 1

SESSION 1: TRANSACTIONAL EXCHANGE AND THE FIVE SOURCING OPTIONS:

0830 Win-Win or Win-Lose: The Five Sourcing Options, Power and Relationship Management Choices

- ❑ A. Cox et al (2003), *Supply Chain Management: A Guide to Best Practice*, Chapter 1-2
- ❑ A. Cox et al (2004), *Business Relationships for Competitive Advantage*, Chpaters 1-4
- ❑ A. Cox (2003) 'Horses for Courses' *Supply Management* (30th January 2003), 28-29.
- ❑ A. Cox (2001) 'Understanding Buyer and Supplier Power: A Framework for Procurement and Supply Competence', *The Journal of Supply Chain Management*, 2, 8-15.
- ❑ A. Cox (1996) 'Relational Competence and Strategic Procurement Management' *European Journal of Purchasing & Supply Management*, 2,1, 57-70
- ❑ C. Lonsdale & A. Cox (1999) *Outsourcing*, Chapter 3.
- ❑ C. Lonsdale (2001) 'Locked in to Supplier Dominance' *Journal of Supply Chain Management*, 2, 22-27.

1230 Lunch

SESSION 2: POWER REGIMES AND STRATEGIC SOURCE PLANNING

1330 Power Regimes: Value Flow and Appropriation in Extended Supply Chain Networks

- ❑ A. Cox, et al. (2000) *Power Regimes*, chapter 4.
- ❑ A. Cox, et al. (2001) 'Supply Chains and Power Regimes', *Journal of Supply Chain Management*, 2, 28-35.
- ❑ A. Cox (1999) 'Power, Value and Supply Chain Management'; and, 'A Research Agenda for Supply Chain and Business Management Thinking', *Supply Chain Management*. 4, 4, 167-175; 209-211.
- ❑ G. Watson (2001) 'Sub-regimes of Power and Integrated Supply Chain Management', *Journal of Supply Chain Management*, 2, 36-41.
- ❑ A. Cox et al (2002) *Supply Chains, Markets and Power*, chapters 3-11.
- ❑ A, Cox et al, (2004) Power Regimes and Supply Chain Management, (Special Issue), *Supply Chain Management: An International Journal*, (October)—7 articles.

1530 Benchmarking for Competitive Advantage: Understanding World Class Sourcing Competence

1730 Close

DAY 2

SESSION 3: POWER REGIMES AND STRATEGIC SOURCE PLANNING GROUP EXERCISE

0830 Strategic Sourcing Exercise (1):

Assignment of Groups and Group Preparation

1230 Lunch

1330 Strategic Source Planning Exercise (2):

Group Feedback and Plenary Discussion

SESSION 4: THE STRATEGIC AND TACTICAL ROLE OF PROCUREMENT AND SUPPLY MANAGEMENT

1530 The Role of Procurement in Business Strategy

- A. Cox (1997) *Business Success*.
- 1700A. Cox et al. (2000), *Power Regimes*, chapter 7.
- 1701 A. Cox (2003) 'Is Procurement and Supply Management a Strategic Business Competence?' *Global Purchasing and Supply Chain Strategies*, 28, 30-31.
- A. Cox (2001), 'Managing with Power', *Journal of Supply Chain Management* 2, 42-47
- A. Cox (1998) 'Business Success and Critical Supply Chain Assets', in Cox, A & Hines, P (eds), *Advanced Supply Management*, 301-345.
- M. J. Mol 'Purchasing's Strategic Relevance', *Journal of Purchasing and Supply Management*, vol.9, No.1 (2003), 43-50.
- J. Ramsay (2001) 'Purchasing's Strategic Irrelevance' *European Journal of Purchasing & Supply Management* 7, 257-63
- J. Ramsay (2001) 'The Resource Based Perspective, Rents, and Purchasing's Contribution to Sustainable Advantage', *Journal of Supply Chain Management*, 37, 3,38-47

SESSION 5: ASSESSMENT

1630 Project Preparation Issues

1730 Close