

Suggestions for further reading

Chapter 1 – The role of purchasing in the supply chain

Chapter 2 – Industrial buying behavior: decision making in purchasing

Chapter 3 – The purchasing process: the buyer's role

Chapter 4 – Markets and products

1. Anderson, Thomson and Wynstra (2000) Combining price and value to make purchase decisions in business markets, *International journal of research in marketing*, Volume 17, no 4, pp. 307–329.
This article investigates the difference between making purchase decisions based on lowest price and on highest value and discusses the further implications.
2. Carter et.al. (2000) 'The future of purchasing and supply: a ten year forecast', *Journal of Supply Chain Management*, Volume 36, no 1, pp 14.
A detailed look into the future of purchasing based on a large study in the US.
3. Ellram and Carr (1994) 'Strategic purchasing: a history and review of the literature', *International journal of purchasing and materials management*, Spring, pp. 10–18
Detailed overview and analysis of purchasing literature of the last decade.
4. Tully, S., (1995), 'Purchasing's new muscle', *Fortune*, 20 February, pp. 45–51.
In this article the CPO of a large company stresses the importance of purchasing for the bottom line.

Chapter 5 – The purchasing management process

Chapter 6 – Purchasing market research

5. Keough, M., (1993), 'Buying your way to the top', *The McKinsey quarterly*, 1993, no. 3, pp. 41–62.
McKinsey's view on how to develop the purchasing function. A 5-stage purchasing development model is presented in this article.
6. Van Weele and Rozemeijer (1996), 'Revolution in purchasing', *European Journal of Purchasing and Supply Management*, Vol. 2, Nr. 4, December, pp. 153–160.
Based on sound research in the US and Europe, the authors present a number of major developments going on in purchasing. A large number of best practices is presented in this article.

Chapter 7 – Outsourcing and risk management

7. Quinn, J.B. (2000), 'Outsourcing innovation: the new engine of growth', *Sloan Management Review*, Summer, pp.13–28
This article investigates an issue that many companies are dealing with: the outsourcing of product development activities to suppliers.

8. Thomson and Anderson, (2000) 'Pursuing risk sharing gain sharing arrangements', *Marketing management*, Summer, pp.40–47.
Collaboration between buyers and suppliers often fails due to not wanting to mutually share risks and gains. In this article the authors explore the possibilities for fair sharing of risks and gains

Chapter 8 – Purchasing and business strategy

Chapter 9 – Sourcing strategy: getting better results from suppliers

9. Kraljic, P. (1983) 'Purchasing Must Become Supply Management', *Harvard Business Review*, september-oktober, pp.109–117
This classic article introduced portfolio thinking into the purchasing profession. It is one of the most cited articles in purchasing research.
10. Gelderman and Van Weele (2002), 'Strategic Direction Through Purchasing Portfolio Management: A Case Study', *Journal of Supply Chain Management*, Spring, Volume 38, No 2, pp. 30–37
This article summarizes the findings of a PhD research on the use of purchasing portfolio's for developing sourcing strategies.
11. Bensaou, M. (1999) 'Portfolios of buyer supplier relationships', *Sloan Management Review*, Summer, pp. 35–44.
The article presents an alternative portfolio for investigating buyer supplier relationships, based on sound research.
12. Dubois and Pedersen (2002) 'Why relationships do not fit into purchasing portfolio models – a comparison between the portfolio and industrial network approaches', *European Journal of Purchasing and Supply Management*, Volume 8, pp. 35–42.
The authors reviewed the purchasing portfolio very critically and confronted portfolio thinking with industrial network thinking with an interesting outcome.
13. Dyer, J.H., (1996), 'How Chrysler created an American Keiretsu', *Harvard Business Review*, July – August, 1996, p.42–56.
This article describes how Chrysler developed collaborative advantage in working with their suppliers. This article introduced the concept of the Extended enterprise.
14. Ellram, L.M. (1991) 'A managerial guideline for the development and implementation of purchasing partnerships', *International journal of purchasing and materials management*, Volume 27, No 3, pp 2–9.
This article presents one of the first set of guidelines for setting up a partnership with a supplier.

Chapter 10 – Purchasing and supply strategy, electronic market places and e-procurement

15. Anderson and Woolley (2002) 'Towards strategic sourcing: the Unilever experience', *Business Strategy Review*, Volume 13, No 2, pp 65–73.
This article describes in detail how Unilever, a multinational company in the food industry, transformed its purchasing function with the help of information technology and e-tools.

16. Croom, S. (2000) 'The impact of web-based procurement on the management of operating resources', *Journal of supply chain management*, Volume 35, no 3, pp 4–14
17. Kaplan and Sawhney (2000) 'E-Hubs: the new B2B marketplaces, *Harvard Business Review*, May–June, pp. 97–103.
This was one of the first articles in HBR about B2B electronic market places and is used by many authors afterwards as a source for inspiration
18. Smeltzer et.al. (2000) 'Electronic reverse auctions: integrating the tool with the strategic sourcing process', *Practix, CAPS*, Volume 3, issue 4, June, pp1–6.

Chapter 11 – Purchasing, development and quality control

19. Handfield, Krause and Scanell (2000) 'Avoid the pitfalls in supplier development', *Sloan Management review*, Winter, pp 37–49.
This article investigates the process of suppliers development and describes how companies may implement it successfully.
20. Wynstra, van Weele and Weggeman (2001) 'Managing supplier involvement in product development: three critical issues', *European Management Journal*, Vol. 19, No 2, pp 157–167.
This article summarizes the results of a PhD research project on supplier involvement in product development and defines some practical guidelines.

Chapter 12 – Purchasing and supply chain management

21. Wisner and Tan (2000) 'Supply chain management and its impact on purchasing', *The journal of supply chain management*, pp 33–42.
In this article the authors investigate the concept of Supply Chain Management and shows that implementing this concept demands some changes in the purchasing function as well.
22. Magretta, J. (1998) 'The power of virtual integration: an interview with Dell Computer's Michael Dell', *Harvard Business Review*, March–April
Dell computer's story demonstrates the power of blending virtual and integrated approaches, achieving both the leanness of outsourcing and the control of centralized coordination (i.e. virtual integration). Dell focuses on mass customization, supplier relationships, and just-in-time manufacturing to sell built-to-order computers directly to customers.
23. Magretta, J. (1998), 'Fast, Global and entrepreneurial: Supply chain management, Hong Kong style', *Harvard Business Review*, September–October, pp.103–114.
This article presents a case study of Hong Kong based company called Ly & Fung. This company started out as a small buying office, but today it is a global company managing an impressive network of supply chains.

Chapter 13 – Getting organized for purchasing

24. Rozemeijer, van Weele and Weggeman (2003) ‘Creating corporate advantage through purchasing: towards a contingency model’, *Journal of supply chain management*, 39 (1), pp. 4–13.

Based on PhD research in The Netherlands, a new matrix is introduced that should help companies with deciding what purchasing structure is best in their specific situation.

25. Johnson, P.F. et.al. (2002) ‘Determinants of purchasing team usage in the supply chain’, *Journal of operations management*, 20, no 1, pp 77–89.

26. Leenders, M. et.al. (2000) *Major structural changes in supply organizations*, Center for advanced purchasing studies, Tempe, AZ

27. Leenders M. et.al. (2002) *Major changes in supply chain responsibilities*, Center for advanced purchasing studies, Tempe, AZ

Both 26 and 27 summarize the findings of a large study on changes in how large companies organize their purchasing function. Both reports can be found on www.capsresearch.org.

Chapter 14 – Purchasing performance measurement

Chapter 15 – Supplier assessment: cost approaches and techniques

28. Ellram, L.M. et. al (2002) ‘The Impact of Purchasing and Supply Management Activities on Corporate Success’, *Journal of Supply Chain Management*, Winter 2002, Volume 38, Number 1, pp. 4–17.

This article attempts to link PSM best practices to corporate success. After a brief survey of literature, the results of the research are presented and discussed and the article concludes with managerial and research implications

29. Smeltzer and Manship (2003) ‘How good are your cost reduction measures?’, *Supply chain management review*, Volume 7, no. 3, May –June.

This article describes seven definitions of cost reduction, explains the difficulties in measuring cost savings and comes up with a set of practical suggestions.

Chapter 16 – Negotiating techniques and rules of conduct

Chapter 17 – Buying for retail

Chapter 18 – Facility management and buying services

Chapter 19 – Public procurement and the EC Directives

31. Ellram, Tate and Bilington (2004) ‘Understanding and Managing the Services Supply Chain’, *Journal of Supply Chain Management*, Vol. 40, no. 4 (Fall), pp. 17–32.

This article documents the growing importance of the services sector and of services purchasing. Next, it develops a supply chain framework appropriate for a services supply chain by comparing and contrasting the applicability of three product-based manufacturing models: Global Supply Chain Forum Framework, SCOR and Hewlett-Packard's Supply Chain Management Model.

32. Smeltzer and Ogden (2002) 'Purchasing Professionals' Perceived Differences between Purchasing Materials and Purchasing Services', *Journal of Supply Chain Management*, Vol. 38, no. 1 (Winter), pp. 54–70.
33. Holmström (1998) 'Business process innovation in the supply chain – a case study of implementing vendor managed inventory', *European Journal of Purchasing & Supply Management*, Volume 4, Issues 2–3, pp. 127–131
The vendor in this case is the first supplier to go into a full-scale VMI relationship with the wholesaler – and has, through this, substantially reduced delivery costs to the retailer. The case demonstrates that it is possible to arrive at a simple but efficient solution in a standard systems environment.