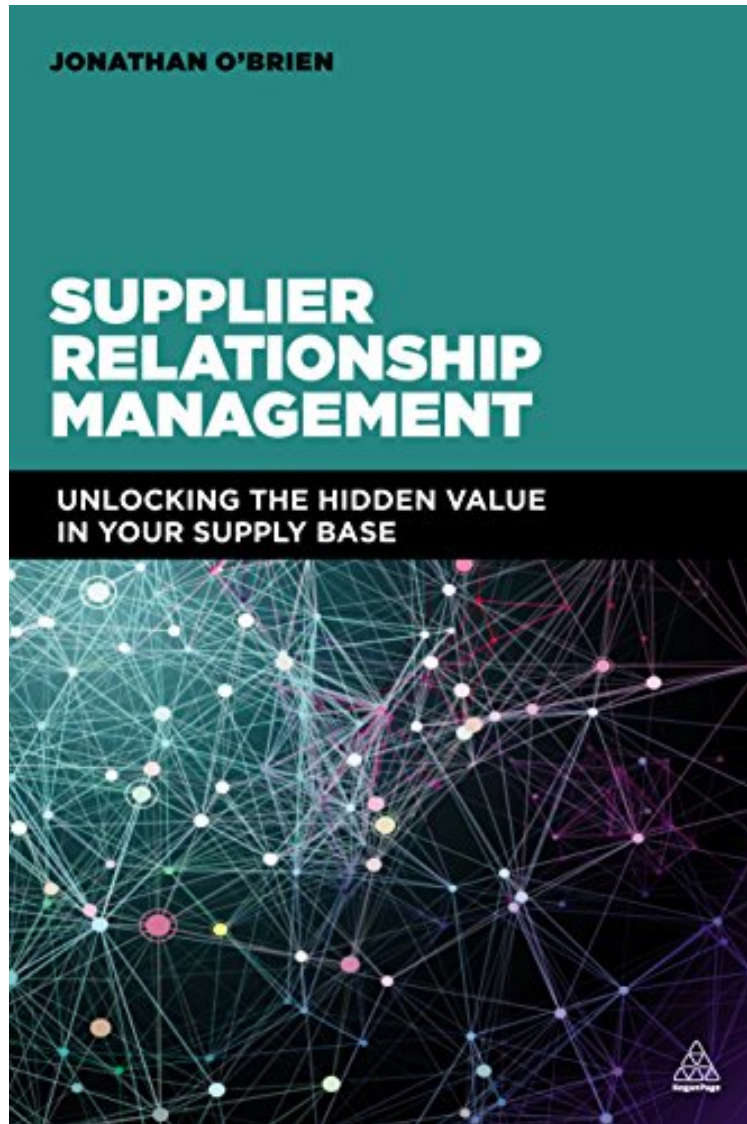


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# Supplier Relationship Management: Unlocking the Hidden Value in Your Supply Base

*Jonathan O'Brien*

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**Jonathan O'Brien : Supplier Relationship Management: Unlocking the Hidden Value in Your Supply Base**  
before purchasing it in order to gauge whether or not it would be worth my time, and all praised Supplier Relationship Management: Unlocking the Hidden Value in Your Supply Base:

0 of 0 people found the following review helpful. Five StarsBy William Fellothanks0 of 0 people found the following review helpful. Specialist but powerfulBy DarrenIngram\_dot\_comSupplier management is easy isn't it, your poorly performing boss might say, wondering why perhaps your company's production can be disturbed due to

component stock-out or quality problems, why you need to rush things at the last minute or why your end-user customer cannot get your products on-time. The boss can only blame the supply chain, the couriers, customs and probably the phase of the moon so many times. Perhaps you can only work with the tools and freedoms you are given. If you work within the supply chain and logistics sector this could be a book for you. Here the author sets out to show how your supply chain has a possibly untapped range of benefits that potentially could deliver significant value to a company's brand value, competitive position and future security through the art of Supplier Relationship Management (SRM). You don't need that do you! After all, you just tell your supplier what you need and a grateful company delivers it. Err, no! It might work for now but there won't be a lot of fidelity there. The author notes that most companies are not really connected with their suppliers other than on a traditional transactional or contracting level. A lot of potential benefit is going to waste, items that a company often claims they desire and focus on such as value, innovation, efficiency, delivery security and even reduced acquisition costs. It is not a universal tablet you can just take. You need to carefully identify the supplier relationships that would benefit from enhanced management. The author takes care to note that SRM will mean different things to different people, yet SRM is defined as "a strategic, organization-wide philosophy, that brings together a series of discrete supplier and supply chain approaches including supplier performance measurement (SPM), supplier improvement development (SID), supply chain management (SCM) and strategic collaborative relationships (SCR)." In other words a means to select and integrate these different components according to how an individual supplier or a supply chain can add value to a business. Many chapters take you through the entire thought process, from identifying what you might need from your suppliers (it is not obvious) and why you should get close to some of them, before looking through the entire SRM process and how you can integrate it within your organisation, and ending up with internal management advice and monitoring. This is not a light read and it is clearly aimed at a professional who is doing this work for a living. A student or prospective industry participant will find this to be a gold mine but they will need to buckle down and learn through a baptism of fire. There is a very detailed bibliography at the end for further research and reading and an essentially detailed index that can be a saviour when you are wanting to dig back into this mass of text to find a point you had read and slightly forgot later due to the sheer tsunami of information that flooded your mind. Considering what you are getting and its potential for future rewards this book is fairly priced and capable of being a constant companion within your professional life in one shape or another.

1 of 1 people found the following review helpful. An extensive look at the metrics, relationships, and change management considerations associated with supply base collaboration. By Kelly McCarthy Barner. *Supplier Relationship Management* (Kogan Page, 2014) is the third book I have reviewed by Jonathan Orsquo;Brien, a Director and co-owner of Positive Purchasing with over 20 years experience in purchasing. As we have come to expect of Orsquo;Brien's work, this book provides an extensive look at the metrics, relationships, and change management considerations associated with supply base collaboration. It is true that supplier relationships, innovation, and collaboration are among the topics du jour in procurement, but Orsquo;Brien proves himself well versed in the associated opportunities and challenges. Since procurement's time and resources are limited, it will always be a small subset of the supply base that is selected for inclusion in SRM efforts. Orsquo;Brien makes the valid point that in today's supply chains it is often availability and quality rather than price or cost that drive the decision to work collaboratively with a supplier. Although global sourcing is nothing new, the countries that were previously low cost centers themselves are now consumers and by consequence supply chains are driven into new countries and geographies. An additional but related shift is altering the "chain" model itself, morphing linear supply chains into virtual supply networks. Even when the supply chain is retained, not all of the players in that chain add equal value to the finished product. In other words, the value of suppliers does not necessarily diminish with each additional tier of removal in the chain. This perspective is shared by the consumers of the company represented by procurement. Procurement would be wise to think of themselves as a strategic link between customers and suppliers. A persistent challenge for procurement professionals looking to become more collaborative with suppliers is a reset of the old balance of power approach. In SRM, performance management efforts are two sided, and are often executed for the purpose of ensuring good results rather than to exert buy-side power over poor or faltering performers. Even if the product, availability, or risk associated with a supplier would otherwise qualify them for inclusion in a SRM program, procurement should never take for granted that all suppliers want to improve or are willing to invest the necessary effort in collaboration. In other cases, it is only the supplier or an internal stakeholder that believes the relationship is strategic and qualified for full relationship status. All sides must agree that the potential opportunity of a closer supply relationship holds value. "As with any relationship, it cannot just be turned on, it needs to be courted, pursued, built and reinforced with consistency and persistence. Both sides need to want it and need to invest in making it happen" (p. 319). The commitment and trust that make a successful collaborative supply relationship work must exist at the corporate and individual levels of both organizations. As with Orsquo;Brien's other books, *Category Management in Purchasing* and *Negotiation for Purchasing Professionals*, the graphics and tables in *Supplier Relationship Management* are a significant resource all on their own and indicate the fact that this content and recommended approaches have been well vetted through consulting engagements. He also strikes the right balance between original content and validation

from third party sources, resulting in an impressive reference list.

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 twenty five 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 twenty 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.

"[A]n extensive look at the metrics, relationships, and change management considerations associated with supply base collaboration."