

Index

- Aberdeen, 105
Accenture, 145
Acceptance, 22, 83
Accountability, 115, 280
Accounts Payable (AP) ledger, 11, 12
ACH (automated clearinghouse), 94
Actionable training, 275–276
Actual lost savings, 114
Additional information, RFP response, 54
Ad hoc sourcing events, 238–239
Adjacent industries, collaborations involving, 189–190
Adjacent technologies, 140–141
Administration, 58–60, 160, 222–223, 248–251
Administrative expenses, 47, 173, 179
Adoption time, tool, 159
Adversarial approach to negotiations, 79
Age, of product or service data, 141
Aggregation, data, 198, 242
Alignment, 225, 230, 247, 249, 253, 255–256
Alternative processes, 39–40, 62
Alternative products and services, 39–40, 186–187. *See also* Substitution
Alternative suppliers, 112, 113, 169
Alternative technologies, 39
AMR, 17
Analytics, software suite, 160
Ancillary fees, 29
Annual revenue, 123
AP (Accounts Payable) ledger, 11, 12
Appendix, RFP, 55
Appropriate training, 271
Ariba, 145
Artificial intelligence, 203
Attachments, contract, 96–99
Auctions, 60–61, 85–86, 146, 152–153
Audits, 95–96, 111
Automated clearinghouse (ACH), 94
Automation, 115, 117, 157–158, 284–287
Auto-renew clauses, *see* Renewal clauses
Auto-substitution, 119
Availability, of historical sales data, 23
Avoidance response, line-item detail request, 22
Award criteria, 53
Awareness, market, 247–248
Balanced training content, 274–275
Bankruptcy, 91
Baseline document, 29–31, 50, 112
Baseline perception, of procurement, 260–261
Baseline KPIs assessments, 273
BATNA (Best Alternative to Negotiated Agreement) approach, 67–68, 81–83
The beg, 85
Benchmark data, 135–136, 178
Best Alternative to Negotiated Agreement (BATNA) approach, 67–68, 81–83
Best-case scenario, 210
Best-in-breed technology tools, 159–160
Best Single Offer approach, 68
Better solution, finding, 186, 193–194
Bidding process, *see* RFx phase
Bidding suppliers, 45, 51, 58–60, 76, 128–129, 170–171, 249
Bid evaluation process, 67–68
Big picture thinking, 107
Billing, 111, 175
Blanket indemnification, 92
Blanket training, 274
Board members, 166
Bonus structure, of supplier's salesperson, 193–195
BravoSolution, 145
Brokers, 37
Budgets, 60, 117, 234
Business description, RFP, 52
Business partnering model, 264
Buy-in, 15–16, 60–61

- Buying trends, 111–112
 Buy-side focused contracts, 153
- Cancellation, contract, 95
 Capabilities reviews, 62, 273
 Car buying process, 133
 Career advancement, 268
 Catalog management, 175
 Category experience, 229–230, 254–255
 Category management, xiii, 3–4, 173, 203, 204, 219, 264
 Category owners, as stakeholders, 163
 Center-led teams, 259
 Centralized teams, 259, 261–262, 264
 CEO (chief executive officer), 258
 Certification, 40, 124
 CFO (chief financial officer), 258–259
 “The CFO’s View of Procurement” (Aberdeen), 105
 Change management, 31, 106–108, 175, 252, 277–278
 Channel conflicts, for GPO suppliers, 179
 Chief executive officer (CEO), 258
 Chief financial officer (CFO), 258–259
 Chief operations officer (COO), 258
 China, steel market, 134
 CI (continuous improvement) clause, 103–104
 Cisco, 37
 Clarity, of scope, 77–78
 Classification, data, 148, 198
 Cleansing, data, 11, 12, 14, 198, 199
 CLM tools, *see* Contract lifecycle management (CLM) tools
 Collaboration, 279. *See also* Supplier collaboration
 Commodity projects, complexity of, 233, 239
 Commodity-specific GPOs, 174
 Communication, 21, 25–26, 35, 45, 63, 110, 170–171, 177–178, 195, 242, 249, 250. *See also* Supplier feedback
 Competitive leverage, 80–81, 179, 207, 228–229, 253
 Complexity, 50, 121–122, 217–231, 233, 237–239. *See also* High-complexity projects; Low-complexity projects
 Compliance, industry-standard, 98
 Compliance-driven procurement, 278–279
 Compliance services, from GPOs, 175
 Components, cost of, 142
- Conducting research, *see* Research phase
 Consignment inventory programs, 116
 Consistency, 98, 282, 283
 Consolidation, 13–17, 36, 175
 Consumers, supplier selection by, 105
 Contact information, in RFP, 52
 Continuous improvement (CI) clause, 103–104
 Continuous improvement initiatives, 115–119.
See also Implementation and Continuous Improvement phase
 Contract(s), 20, 89–99, 101–104, 179, 251
 Contract analysis, 26–29
 Contracting phase, 6, 86, 89–104, 225–226, 251, 263–264
 Contract lifecycle management (CLM) tools, 146, 147, 153–154, 156
 Contract management, 99–100, 262–263, 285
 Contract management repositories, 153
 Contractual requirements, on baseline document, 30
 Control, 134, 160, 237–238
 COO (chief operations officer), 258
 Concentric, 145, 148
 Corporate banking, 41
 Corrugated cardboard boxes, 28–29, 113, 118, 142
 Cost, 37, 46–49, 70, 142, 159, 200
 Cost control, in weak economy, 134
 Cost factors, researching, 38
 Cost reduction, asking for further, 85, 86
 Cost savings, 7, 33–34, 103–105, 108–109, 111–112, 115, 176–177. *See also entries beginning Savings*
 Cost structure, on baseline document, 30
 Cover page, RFP, 51
 COVID pandemic, 177
 Credibility, 86
 Credit card payments, 94
 Critical products or services, 46, 48–49
 Cure, right to, 91
 Current state, 219, 243–244, 288
 Customer-led implementation, 105
 Customization, 28–29, 56, 176, 253
 Cycle time metrics, 285
- Data, 11, 12, 14, 148, 198, 199, 203–205, 242–243
 Data collection, defined, 9–10

- Data Collection and Spend Analysis phase, 5–6, 9–31, 48–49, 100, 137, 147, 164, 168, 218–219, 241–243
- Data requirements, 241–242
- Data sets, decentralized, 12–13, 242
- Data sources, 168
- Date of submission, in RFP, 52
- D&B (Dunn and Bradstreet), 205
- Deadlines, in RFx documents, 57–58
- Debrief meetings, 128
- Decentralized data sets, 12–13, 242
- Decentralized spending, 206
- Decentralized teams, 259, 261
- Decision makers, 83–84, 166
- Default clauses, 91
- Delivery, 70, 274–275
- Demographic specifications, on RFPs, 123
- Department heads, 166
- Determine (company), 145
- Digitization, 284–287
- Direct negotiations, 84–85
- Direct-spend focused sourcing tools, 151–152
- Disclosure, RFP, 55–56
- Discounts, 10, 38, 93, 102, 103
- Distributors, 28, 34, 36–37, 190
- DocuSign, 159
- Downstream effects, of complexity, 237–238
- Downstream technology solutions, 147, 155–156
- Dual-role resource strategy, 261–262
- Dunn and Bradstreet (D&B), 205
- Duration, project complexity and, 229, 254
- Dutch auctions, 153
- Early adopters, 264–265
- Early payments, 93
- Early termination, 91, 96
- Ease of use, selecting tools based on, 159
- EDI Connection function, tools with, 158
- 80/20 rule, 14
- Electronic data interchange (EDI), 158
- Electronic funds transfers (ETFs), 94
- Electronic sourcing (e-sourcing) tools, 59, 73, 128, 146, 150–152
- Elitist attitude, RFPs with, 127, 128
- E-mail, 24, 41, 42, 59–60, 125–126, 185
- E-mail template, 126
- Employee development, 271
- End goal, providing supplier with, 187–188
- End-state vision, 246, 257, 261, 266, 269, 277–279
- End users, 18–21, 39–40, 87, 106–110, 113, 138, 163, 167, 279
- Engagement, *see* Stakeholder engagement; Supplier engagement
- English auctions, 153
- Enterprise resource planning (ERP) systems, 13, 37, 147
- Entitled attitude, in RFPs, 127, 128
- ERP systems, *see* Enterprise resource planning systems
- ETFs (electronic funds transfers), 94
- Events, GPO-sponsored, 178
- Evergreen clauses, *see* Renewal clauses
- Exceptions, procurement policy, 281–282
- Execution of sourcing roadmap, 213
- Executive summary, 54
- Executive team, 18, 31, 110, 278
- Expectations, core competency, 272
- Expenses, administrative, 47, 173, 179
- Expiration date, contract, 100
- External drivers, 220, 237
- External training, 274
- Extraction, data, 198
- Facilities management, requirements development, 221
- Feature and function specifications, 124
- Feedback, 260–261. *See also* Supplier feedback
- Fees, ancillary, 29
- Final targets, 6, 76, 81–83, 86–87
- Finance department, 13, 112, 169–170, 258–259
- Financial information, from end users, 20
- First-round bids, 76, 81
- First-tier suppliers, supply chain reviews with, 188–189
- Flexibility, 50, 62, 70, 121–130, 160
- FOB (free on board) destination freight terms, 93
- FOB (free on board) origin freight terms, 93
- Follow-up contact, 129
- Food and Drug Administration, 205
- Footer, RFP, 51
- Force majeure clause, 94–95
- Forecasted savings, 210–211
- Formality, RFP as, 126
- Former suppliers, noncompliant spend with, 112

- Forrester, 17
 Fortune 500 market, 123
 Foundational requirements, 246
 FreeMarkets, 145
 Free on board (FOB) destination freight terms, 93
 Free on board (FOB) origin freight terms, 93
 Freight, 36, 38, 93, 189
 Frequency, of audit requests, 96
 Frictionless buying experience, 278
 Full-suite solutions, 159–160
 Future state, 220, 244–245, 288
- Gartner, 17
 Generalist GPOs, 174
 General ledger, 11–12
 General terms, contract/pricing agreement, 26
 Generic e-mail addresses, spamming, 125–126
 Gentlemen's agreements, 104
 Global market intelligence, 134–135
 Go-forward strategy, 30–31
 Governance, 178, 259, 278–284
 GPOs, *see* Group purchasing organizations
 Group purchasing organizations (GPOs), 37, 173–181
 Guaranteed savings programs, 117
- Handshake deals, 104
 Hard copies, retrieving data from, 243
 Hard-copy RFP spam method, 126
 Hard metrics, 138
 Header, RFP, 51
 Hidden charges, 73
 High-complexity projects, 235–236, 238–239, 241–256
 Higher learning institutions, 49
 Historical experience, complexity determination based on, 217, 224
 Historical sales information, 22–24
Hocus Pocus (Vonnegut), xiii
 Hold harmless clauses, 91–92
 Hosted catalogs, 154, 156
 Hurricane Katrina, 94
 Hybrid technology approach, 159, 160
- ICG, 145
 Ideal (perfect) customer, 78, 191–193
 Ideal supplier, 192
 Implementation, 49, 54, 175, 287
- Implementation and Continuous Improvement phase, 7, 98, 105–120, 171, 226–227, 251–252
 Implementation costs, technology, 39
 Implementation plan, 212
 Implementation team, 108
 Inappropriate suppliers, RFP spamming, 126
 Incentives, early payment, 93
 Incumbent supplier(s), 22–26, 28–29, 40, 60, 66, 96, 135–136, 164, 170, 230, 255
 Indemnification clauses, 91–92
 Independence, 120
 Index-based price change mechanism, 97
 Indirect procurement team, 257–269, 271–288
 Individual technology products, full-suite solutions vs., 159–160
 Industries, supplier collaboration in similar, 189–190
 Industry-specific data, 205
 Industry-specific GPOs, 174
 Industry-standard compliance, 98
 Influencers, 166–167
 Information, 9, 13–17, 107, 109–110. *See also Requests for information (RFIs)*
 Information Technology (IT) department, 13, 169–170
 In-house capabilities, 204
 In-house category experience, 229–230, 254–255
 Integration, software suite, 160
 Intelligence, market, *see* Market intelligence
 Intent, letters of, 98–99
 Interested parties, as stakeholders, 167–168
 Internal benchmarks, 135
 Internal change management, 108–110
 Internal documents and information, 84, 96
 Internal training materials, 274
 Interviews, 18–21, 24–26, 28–29, 164–165
 Intuition, complexity determination based on, 217
 Inventory, 116, 117, 211
 Invoices, 21–22, 111, 117, 157–158, 283
 Invoice only purchases, 281
 Invoice Scan and Capture function, tools with, 158
 Invoice-to-Pay platforms, 117
 In-year savings, 210–211

- ISO certification, 124
- IT (Information Technology) department, 13, 169–170
- Jaggaer, 145
- Japanese auctions, 153
- Key performance indicators (KPIs), 98
- Kickoffs, project, 18, 164, 213
- Knowledge sharing, with GPOs, 178
- Kraft Liner Board Index, 142
- Language, contract, 101–104
- Late payment penalties, 93
- Laziness, RFP spamming due to, 127
- Leadership, 264, 278
- Leading edge technology, tools with, 160
- Ledgers, 11–12
- Legacy processes, 34
- Legal team or department, 100–101, 251
- Length, 89–90, 121–122
- Letters of intent, 98–99
- Leverage, 79–80, 180–181, 193–196, 228–229, 253. *See also* Competitive leverage
- Leveraged products or services, 46, 48
- Leverage points, 79–81, 84–85, 195–196
- Liability clauses, 27, 56, 91–92
- Limit-of-liability clauses, 92
- Line-item detail, 21–25, 114
- Local suppliers, 36
- Location, 20, 123
- Logo use, 195
- Loss, 46–49, 93
- Lost costs, recovering, 104
- Lost savings, 112–115
- Low-complexity projects, 233–240
- Low-complexity segments, of projects, 235–236, 238–239
- Low-cost analysis, 82
- Machine learning, 203
- Maintenance, repair, and operations (MRO) supplies, 37, 47
- Mandated requirements, 39–40
- Manual procurement methods, 285–286
- Manufacturers, 34, 36–37, 140–141
- Manufacturer representatives, 37
- Market, going to, 49–50, 122, 170–171, 180
- Market awareness, 247–248
- Market competition, 228–229, 253. *See also* Competitive leverage
- Market conditions, 34, 38, 86–87, 130, 136, 204, 245
- Marketing department, spend analysis of, 15–16
- Market intelligence, 41–44, 84, 133–143, 178, 187, 245–246
- Marketplace, end user perspective on, 20
- Market speculation, 143
- Master data management, 148–150
- Master platform, software suite, 160
- Master taxonomy, 202
- Materials, as cost factor, 38
- Meetings, savings analysis reviews, 110
- Methanol suppliers, 190
- Metrics, 98, 138–139, 210–211, 263, 285. *See also specific metrics*
- Microlearning approach to training, 275–276
- Microsoft Excel, 73, 138
- Microsoft licensing, 37
- Microsoft Power BI, 149
- Misinformation, 107, 109–110
- Missing information, 107, 109–110
- Month-to-month contract extensions, 90
- Most-favored-nations clause, 101–103
- Motivation, 77–78, 109, 194–195
- MRO (maintenance, repair, and operations) supplies, 37, 47
- Multiplier effect, 230, 238
- Multi-referential data, 202
- NAICS (North American Industry Classification System) taxonomy, 199–200
- Name normalization, 148
- National suppliers, 36
- Natural disasters, 94–95
- Needs, approaching suppliers with specifications vs., 186
- Negative leverage opportunities, 80–81
- Negotiation, 48, 76–81, 102
- Negotiations phase, 6, 44, 75–87, 89, 164, 224–225, 249–251
- Net cost per unit, 10
- Net price, 33
- NetSuite, 159
- Networking, with GPOs, 178
- New suppliers, 171, 255–256
- Niche technology solutions, 288

- Nintendo, 135
 “No” answer, in negotiations, 83–85
 Non-catalog requests, 157
 Noncompliant spend, 112–115
 Nondisclosure agreements, 29
 Nonhierarchical data, 202–203
 Nonprofit organizations, influencers in, 166
 Non-proprietary three-level taxonomy, 201
 Normalization, data, 148, 198
 North American Industry Classification System (NAICS) taxonomy, 199–200
 Notification, of supplier selection, 74
 Objectives, project complexity and, 220, 244–245
 Objectivity, 4–5, 20, 72–73, 106–108
 Office supplies, 117, 119
 Onboarding, 266–267
 Open-ended RFPs, 51
 Openness, 185
 Operations department, 171, 258
 Opportunity analysis tools, 146, 150
 Opportunity assessment, 150, 197–213
 Opportunity profiles, 205–207
 Optimization, 73–74, 76, 81–83, 118, 152
 Oracle, 159
 Organization abstract, 52
 Organizational importance, project complexity and, 227–228, 252–253
 Organizational need, for indirect procurement team, 259
 Outage risk, 35–36
 Outsourcing, 177, 205
 Overall account review, 24
 Overconfidence, in category experience, 230
 Overpayment recovery, 96
 Oversight of indirect spend, 4–5
 P2P tools, *See* Procure to Pay (P2P) tools
 Pachter, Michael, 135
 Partnerships with suppliers, 49, 78, 136, 139–140
 Part numbers, 28, 113
 Past experience, implementation challenges due to, 107–108
 Payment, 13, 54, 93–94, 146, 155, 158–159, 193
 Payments due, 93
 P-card transactions, 13
 Peer training, 273
 Penalties, late payment, 93
 Perfect (ideal) customer, 78, 191–193
 Performance evaluations, skills matrix in, 272–273
 Personal requirements, of end users, 39–40
 Phishing, 35, 59, 126
 Phone calls, 24, 42, 43, 71–72, 129
 Pivot tables, 14–17
 Plan B offer, 81
 POs, *see* Purchase orders
 Point in time, project complexity and, 229, 254
 Point-in-time view, in spend analysis tools, 148, 149
 Porter’s Five Forces analysis, 206
 Positive leverage opportunities, 80
 PO to Invoice Flip function, 158
 Prebrief meetings, 128
 Preferred suppliers, of GPOs, 177
 Presentations, 31, 62, 191–192
 Price, 6, 10, 30, 76, 80, 86
 Price change mechanisms, 26, 97
 Pricing, 26–27, 29–30, 54, 61, 67–68, 97, 100, 118, 179–180, 248
 Pricing agreements, 6, 26–29, 104
 Pricing audits, 111
 Printing standardization, 118
 Prioritization, 77–78, 236, 241, 273
 Process(es), 33, 39–40, 62, 117, 190, 279, 282–284, 288
 Process drivers of complexity, 217–227, 237, 241–252
 “Procurement 2020,” xiii
 Procurement card transactions, 13
 Procurement-centered taxonomy, 148, 201–203
 Procurement department or team, 112, 163, 234, 258–261, 281. *See also* Indirect procurement team
 Procurement policy, 274, 279–282, 284
 Procurement technology, 11, 17, 33, 115, 117, 127, 145–161, 175, 197, 283, 284–288
 Procurement tools, 146
 Procure to Pay (P2P) tools, 117, 146, 155–157, 175, 283
 Procurian, 145
 Product descriptions, searching, 113
 Product lifecycle, phase of, 137
 Product offerings, 54, 169

- Product procured, 20, 33, 39–40, 46–49, 140, 141, 186–187, 227–228, 252
- Profiles, opportunity, 205–207
- Profit margin, 38
- Program building, by GPOs, 176
- Program goals, in RFP, 52
- Project drivers of complexity, 217, 227–230, 237, 252–256
- Projected lost savings, 113–114
- Project kickoffs, 18, 164, 213
- Project lead, 21
- Project management, 5
- Project road map, 16–17
- Proposal, requests for, *see* Requests for proposal (RFPs)
- Proprietary products, specifications for, 29
- Proprietary taxonomy, building, 202
- Publicly-traded companies, 99
- Pulp and Paper Weekly*, 142
- Punchout catalog, 117, 157
- Purchase Decision Matrix, 281
- Purchase orders (POs), 6, 111, 117, 158, 283
- Purpose statement, procurement policy, 280
- Pushback response, to line-item detail request, 22–23
- Qlik, 149
- Qualitative analysis, for scorecarding, 65, 68–71
- Qualitative requirements, 5–6, 222
- Quality information, in RFP response, 54
- Quantitative analysis, for scorecarding, 65, 67–69
- Quantitative requirements, 5, 6, 222
- Quantity of suppliers, complexity of project and, 250–251
- Questions, 53, 141–142, 193–194
- Quick-sourcing solutions, 151
- Quick-win opportunities, 213, 235
- Quotes, requests for, *see* Requests for quotes (RFQs)
- Ranked auctions, 153
- Rapport building, 43
- Raw materials sourcing, 35–36, 118, 142
- Reactionary processes, 282–283
- Real-time view, spend analysis tools with, 148–150
- References, 62, 65, 71–72
- Regional suppliers, 36
- Relationship management, with GPOs, 180–181
- Relevant training, 275
- Renewal, contract, 90–91
- Renewal clauses, 26, 90, 100
- Replacement parts, 48–49
- Reports, 20, 24, 25, 115
- Reporting services, of GPOs, 176
- Reporting structure, 258–259, 261–263
- Requests for information (RFIs), 6, 41–46, 122
- Requests for proposal (RFPs), 6, 38, 47–57, 80, 121–125, 191–194, 222–223, 247–251. *See also* RFP spam
- Requests for purchase (requests for requisition), 283–284
- Requests for quotes (RFQs), 6, 49, 50, 56–58. *See also* Reverse auctions
- Requirements, 5–6, 27–28, 30, 39–40, 97–98, 141–142, 169–170, 185–187, 221–222, 241–242, 246–247, 284
- Requisitioning process, 283
- Research phase, 6, 33–45, 126, 128–129, 168–169, 220–221, 245–246
- Resources, 108, 127, 210, 213, 287
- Respect, 130
- Response from suppliers, 22–24, 46, 51, 53, 54, 122, 127–128, 191
- Responsibilities, 21, 280–281
- Retention, team members, 267–268
- Return on investment (ROI), 261, 263
- Revenue, RFP questions about, 123
- Reverse auctions, 60–61, 85–86, 146, 152–153
- Reviewers, contract, 251
- RFIs, *see* Requests for information
- RFPs, *see* Requests for proposal
- RFP matrix (scorecard), 68–72
- RFP spam, 59, 125–130
- RFQs, *see* Requests for quotes
- RFx phase, 6, 35, 36, 44–63, 66, 100, 121–130, 170–171, 222–223
- Right-of-first-refusal clause, 96
- Right-to-audit clause, 95–96
- Right to cure, 91
- Risk management, supplier, 155
- Risk-of-loss clause, 93
- Risk of supply loss, 46–49
- ROI (return on investment), 261, 263
- Role definition, 21, 257–262, 269, 280

- Role description, for talent acquisition, 266
 Root cause of unexpected complexity, 237
S2P (Source-to-Pay) software, 146. *See also specific types*
 Sales pipeline, priority in, 77–78
 Sales representatives (from supplier), 23, 84–85, 122–123, 193
 SAP, 145, 159
 Sarbanes-Oxley Act, 99
 Savings analysis, 106, 109, 110, 115
 Savings metrics, 210–211. *See also Cost savings*
 Savings reporting, 176
 Savings targets, 206–207, 210–211
 Schedule, for pricing reviews and modifications, 97
 Scope, procurement policy, 280
 Scope of work, 27–28, 40–41, 53, 77–78, 97, 195–196
 Scorecarding process, 58, 65–74, 123, 155, 223–224, 249
 Scoring criteria, 58, 66–57, 249
 Segmentation, 235–236, 238–239, 262
 Selectica, 145
 “Selling” the RFP, 51
 Sell-side focused contracts, 153
 Sentient analysis, 205
 Service, 20, 33, 39–40, 46–49, 54, 70, 140, 141, 174–176, 186–187, 227–228, 252
 Service agreements, 94–95
 Service level, 21, 30, 37, 98, 104
 Service-level requirements, 27–28, 39–40, 97–98
 Service offerings, 54, 169
 Services-focused e-sourcing tools, 152
 Servicing metrics, 98
 Servicing proposals, 80
 Shipping, 73–74
 Shortages, GPO leverage during, 177
 SIM (supplier information management) tools, 146, 154
 Skeptical end users, 106, 109
 Skills assessments, 268, 271–274
 Skills matrix, 271–274
 Smaller organizations, 121–122, 128, 136, 160
 Soft-cost benefits, 195
 Soft metrics, 138–139
 Software, 40, 49. *See also Procurement technology; specific types*
 Solution, finding better, 186, 193–194
Source-to-Pay (S2P) software, 146. *See also specific types*
 Sourcing Innovation, 17
 Sourcing phase, 45–46, 263–264
 Sourcing roadmap, 197, 210–213, 239, 241
 Sourcing services, from GPOs, 176
 Sourcing strategy(-ies), 6, 30–31, 34, 44–50, 180
 Sourcing tools, *see* Electronic sourcing (e-sourcing) tools
 Spam, RFx, 59, 125–130
 Specifications, 28–29, 124, 125, 141–142, 186
 Specification sheets, supplier, 29
 Spend analysis, 13–16, 197–199. *See also Data Collection and Spend Analysis phase*
 Spend analysis tools, 11, 17, 115, 146–150, 197
 Spend category(-ies), 5–6, 14–17, 20–21, 24, 28, 29, 34, 50, 113, 168, 169, 176, 203–204, 229–230, 243–244, 246–247, 254–255. *See also entries beginning Category*
 Spend cube, 203
 Spending data, 198
 Spending systems, 198
 Spend Matters, 17
 Spend under management, 263
 SPM tools, *see* Supplier performance management tools
 Sponsorship, by end users, 19
 Spreadsheets, spend analysis on, 148, 149
 SRM (supplier risk management) tools, 155
 Stakeholders, 31, 67, 72, 87, 163–168, 245, 249, 260. *See also specific types, e.g.: End users*
 Stakeholder alignment, 225, 247
 Stakeholder engagement, 19, 163–172, 204, 221, 223–225, 243, 244, 250, 282
 Standard agreements, supplier, 225–226
 Standardization, 13–17, 118–119, 285
 Staples, 36
 Statement of accountability, 280
 Static data, 141
 Status reports, 110
 Steel market, Chinese, 134

- Strategic procurement, 261–262, 264
 Strategic products or services, 46, 49, 95
 Strategic requirements, 246–247
 Strategic sourcing, xiii–xiv, 3
 Strategic Sourcing process, xiii, 3–7, 76–81.
See also specific phases
 Subjectivity, 71, 228, 247, 253
 Subject matter expertise, 178, 220, 245–246
 Subsets, stakeholder, 247
 Substitution, 48–49, 119, 186–187. *See also entries beginning Alternative*
 Superset, 149
 Supervisor, of supplier's sales representative, 24–25
 Supplier(s). *See also Bidding suppliers;*
 Incumbent supplier(s)
 advantages in negotiations for, 75–76
 alignment of, 230, 255–256
 alternative, 112, 113, 169
 business requirements and, 169
 channel conflicts for GPO, 179
 commercial terms favoring, 95
 communication with, 21, 25–26, 35, 63, 177–178
 excluding, 35
 at GPO networking events, 178
 handling response to line-item detail request from, 23–24
 identifying, 35, 38, 165
 implementation support from, 171
 independence from, 120
 influence of, in high-complexity projects, 248–249
 influencers of, 167
 interviews with, 24–26, 28–29, 164–165
 Legal team meetings with, 101
 local, regional, and national, 36
 in market intelligence initiatives, 139–140
 motivating, 77–78
 new, 171, 255–256
 overreliance on, for implementation, 108
 partnerships with, 49, 78, 136, 139–140
 prequalifying, 24
 presentations by, 62, 191–192
 providing, with end goal, 187–188
 quantity of, in high-complexity projects, 250–251
 RFP writing by, 122–125
 scorecarding, *see Scorecarding process*
 support from, during data collection, 243
 team environment in negotiations with, 79
 visibility of, with GPOs, 177–178
 Supplier budget reviews, 117
 Supplier collaboration, 24, 37, 49, 119, 130, 185–190
 Supplier engagement, 46, 130, 164–165, 169, 171, 172
 Supplier Evaluation Ratings, 205
 Supplier feedback, 191–196, 261
 Supplier governance, SIM tools for, 154
 Supplier information management (SIM) tools, 146, 154
 Supplier management, 177, 244, 248, 255–256, 263–264
 Supplier performance management (SPM) tools, 146, 154, 155
 Supplier portals, SIM, 154
 Supplier ranking, by end user, 21
 Supplier relationship, 20, 23, 43, 98, 104, 106, 111, 121, 152, 167, 168, 180–181, 195, 234, 244, 250
 Supplier risk management (SRM) tools, 155
 Supplier selection, 58, 66–67, 74, 105
 Supplier-stock inventory programs, 116
 Supply base experience, in high-complexity projects, 250
 Supply chain, 3, 35–37, 188–189
 Supply loss risk, 46–49
 Support, 18, 110, 129–130, 220, 243, 261–265, 278, 280
 Supporting technology, spend analysis with, 149
 System integration, 117
 Tableau, 149
 Table of contents, RFP, 52
 Tactical products or services, 46–48, 117, 233, 239
 Tail spend, 233–234
 Talent acquisition, 266
 Tariffs, telecommunications, 187
 TCO (total cost of ownership), 116, 177
 Team(s), 18, 31, 100–101, 108, 110, 137–138, 187–188, 251, 278. *See also Procurement department or team*
 Teamwork, 72–73, 79
 Technical teams, 187–188

- Technology(-ies), 39, 54, 70, 73–74, 161, 176, 219, 229, 276, 284–288. *See also* Procurement technology
- Technology roadmap, 287–288
- Telecommunications, 96, 142, 187–188, 193–194, 235–236
- Telecommunications Act of 1934, 187
- Templates, 123–126, 225–226, 251
- Termination, early, 91, 96
- Termination clauses, 26, 91
- Third parties, 37, 136, 155, 205, 236, 255, 273–275
- Three-bid-and-buy process, xiii, 35
- Tiered pricing levels, 27, 118
- Time investment, 60–61, 137, 177, 192
- Time limits, in contracts, 93, 96
- Timeline, sourcing roadmap, 211–212
- Time period, savings report, 115
- Timing, 38, 84–85, 137, 193–195, 206, 229, 254
- Title transfer, 93
- Total cost of ownership (TCO), 116, 177
- Training, 124, 127, 129, 268, 271–276
- Training plan, 273–274, 278
- Transactional procurement, 261–262, 264, 268
- Transfer-of-ownership terms, contract, 93
- Transformative change, 277–278
- Transparency, in reverse auctions, 61
- Travel spend, managing, 209
- Trends, 111–112, 207
- Turnover prevention, 267–268
- Unexpected complexity, projects with, 237–238
- Uniform Commercial Code, 92
- Uniforms, leveraged classification for, 48
- Unit cost, 10
- United Nations Standard Products and Services Code (UNSPSC), 148, 200
- Unit-of-measure issues, with BATNA, 83
- Unit price reduction, 112
- Unmanaged spends, 233
- Unplanned purchases, 283–284
- Unsolicited RFPs, *see* RFP spam
- UNSPSC (United Nations Standard Products and Services Code), 148, 200
- Upstream technology solutions, 147
- Usage data, 10, 30
- User experience, 156, 160, 283
- Value, 46–49, 66–67, 288
- Value-added services, from GPOs, 174–176
- Vendor-managed inventory (VMI), 116
- VerticalNet, 145
- Vetting, of requests to purchase, 283–284
- Virtual card payments, 94
- Virtual machine (VM) systems, 186
- Visibility, 4, 177–178, 284–285
- Vision, end-state, 246, 257, 261, 266, 269, 277–279
- Visuals, opportunity assessment, 207–209
- VMI (vendor-managed inventory), 116
- VM (virtual machine) systems, 186
- Volume, 10, 37, 111–112, 116–117, 176
- Vonnegut, Kurt, xiii
- Want-versus-need assessment, 40–41, 170
- Warranties clause, 92–93
- Waterfall charts, 211–212
- Weak economy, 134, 191
- Well-known suppliers, including only, 35
- Wii Fit, 135
- Win-win scenarios, 79, 84, 195
- Workflow-driven sourcing solutions, 151, 160
- Written extension agreements, 91
- Written notice, of early termination, 91
- Yes/no approach, in RFx documents, 124–125
- Zero-cost model, 137–138

<http://www.pbookshop.com>

<http://www.pbookshop.com>