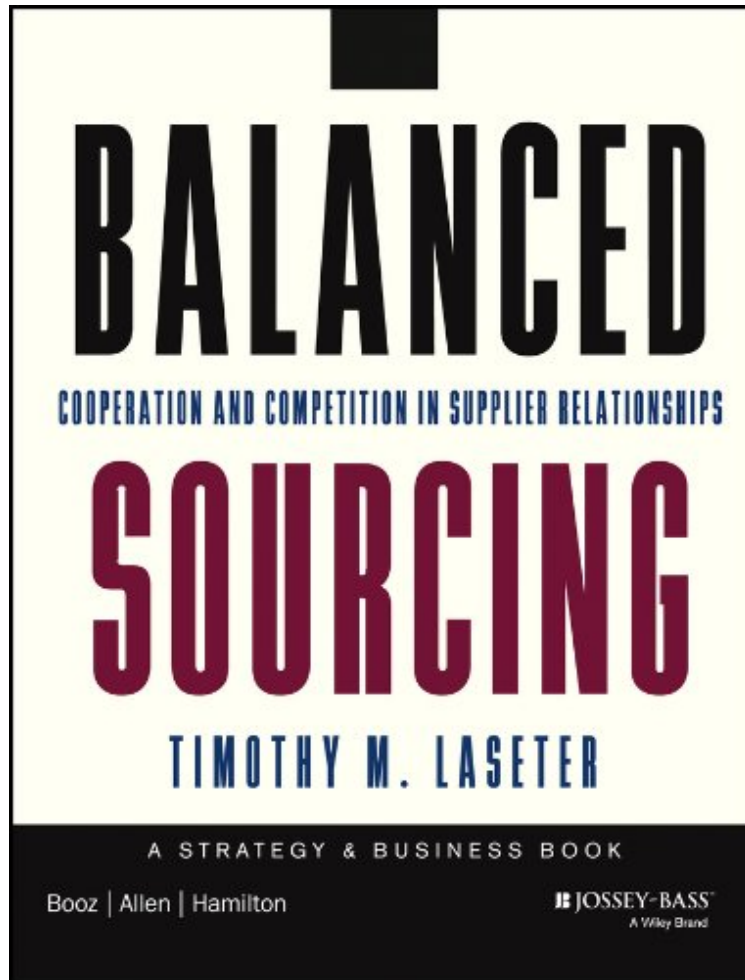


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Balanced Sourcing: Cooperation and Competition in Supplier Relationships (J-B BAH Strategy Business Series)

Timothy M. Laseter

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advantage of the entire scope of partnership relationships with suppliers while maintaining cost effectiveness. SJL- VP National Association of Purchasing Management 2 of 7 people found the following review helpful. An expert take on competition and cooperation By A Customer The title refers to a "model for ensuring competitive pricing from suppliers while simultaneously nurturing cooperative relationships." The author brings his experience from the consulting firm Booz*Allen Hamilton, and presents detailed case studies from Honda of America, Cisco Systems, SUPERVALU, and Florida Power Light. Copyright 1998 by Michael Pellecchia.

There's too much work to be done. Your organization can't handle the load. That's when you begin to consider outsourcing some of your business functions. But how can you choose the right suppliers and ensure maximum results? In this book, Laseter--of the world-renowned consulting firm Booz*Allen Hamilton--shows companies how to address that challenge through the dynamic pursuit of balanced sourcing. "This will be a super book to provide to new purchasing people and to reinvigorate experienced purchasing professionals. It was great to see many of the concepts with which we have experimented logically explained. I wholeheartedly endorse it." mdash;Jean Mayer, executive director, manufacturing procurement operations, Ford Motor Company Laseter and Booz-Allen coined the term "balanced sourcing" to describe a model for ensuring competitive pricing from suppliers while simultaneously nurturing cooperative relationships. Drawing upon Booz-Allen's experiences with leading companies, Balanced Sourcing lays out the six organizational capabilities that make up the firm's field-tested strategy. Detailed case studies of four prominent corporations-Honda of America, Cisco Systems, SUPERVALU, and Florida Power Light-show you the broad applicability of this model for companies in industries from manufacturing to services to high-tech. "Too many 'best practice' guides present a one-size-fits-all solution, such as copying the so-called Japanese model of sole sourcing. In fact, the best Japanese companies do not treat all suppliers as sole-sourced partners and you should not either. Balanced Sourcing is full of practical tools and models that will help you think through appropriate strategies for each of your suppliers." mdash;Dr. Jeffrey K. Liker, associate professor, industrial operations engineering, and co-director, Japan Technology Management Program, University of Michigan Get real-life lessons from around the world on: Creating sourcing strategies Building and sustaining supplier relationships Leveraging supplier innovation...and much more! Make the most of your outsourcing with this one-of-a-kind best practices guide!

"In an era when more foolishness than fact is bumbled about managing the supply base, it's refreshing to read Balanced Sourcing. This book explores an average company's least-used resource: its supply base. In a step-by-step approach, the book explains how companies can develop a dynamic strategy based on the strengths and resources of their supply base." -James P. Morgan, editorial director and vice president, Purchasing magazine "Traditional North American companies pay more than 20 percent premium for purchased goods and services compared to the new nontraditional competitors. Balanced Sourcing clearly shows the secret of 'Best in Class' cost management techniques. Do you know what 20 percent of your spending looks like added to your bottom line?" -R. David Nelson, vice president, Worldwide Supply Management, Deere Company "Too many 'best practice' guides present a one-size-fits-all solution, such as copying the so-called Japanese model of sole sourcing. In fact, the best Japanese companies do not treat all suppliers as sole-sourced partners and you should not either. Balanced Sourcing is full of practical tools and models that will help you think through appropriate strategies for each of your suppliers." -Dr. Jeffrey K. Liker, associate professor, industrial operations engineering, and co-director, Japan Technology Management Program, University of Michigan "This will be a super book to provide to new purchasing people and to reinvigorate experienced purchasing professionals. It was great to see many of the concepts with which we have experimented logically explained. I wholeheartedly endorse it." -Jean Mayer, executive director, manufacturing procurement operations, Ford Motor Company From the Inside Flap Every year, the typical manufacturing company spends 50 to 75 percent of its revenues on outside goods and services. And a dramatic increase in the outsourcing of non-core activities has heightened management's concern with purchasing in the non-manufacturing sector as well. As a result, effective buying has become one of the most challenging strategic issues of the day. In this book, Tim Laseter--of the world-renowned consulting firm Booz*Allen Hamilton--shows companies how to address that challenge through the dynamic pursuit of balanced sourcing. Laseter and Booz*Allen coined the term balanced sourcing to describe a model for ensuring competitive pricing from suppliers while simultaneously nurturing cooperative relationships. Drawing upon Booz*Allen's experiences with leading companies, Balanced Sourcing lays out the six organizational capabilities that make up the firm's field-tested strategy. Separate chapters highlight key principles for developing each capability and delivering near-term results. Detailed case studies of four prominent corporations-Honda of America, Cisco Systems, SUPERVALU, and Florida Power Light-demonstrate the broad applicability of the model for companies in industries from manufacturing to services to high-tech. Balanced Sourcing offers real-life lessons from around the world in such key areas as creating sourcing strategies, building and sustaining supplier relationships, and leveraging supplier innovation. Though written for senior executives who want to drive transformation in their organizations, Balanced Sourcing also provides practical advice to purchasing executives who want to understand their role in implementing the best practices of their profession. From the Back Cover Every year, the typical manufacturing company spends 50 to

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