CONTENTS

About the author x
List of figures xi
List of tables xiii
Preface xiv
Acknowledgements xvi
Introduction xvii

01 How to buy well 1

Pathway questions addressed in this chapter 1 We are all buyers 1 The buying spectrum 4 Summary 15

O2 The size of the prize 16

Pathway question addressed in this chapter 16 The five benefits of effective buying 17 Securing lower price and total cost 19 What about the non-financial benefits 22 The prize of many forms of value 24 Summary 25

03 What stops us being good at this? 26

Pathway question addressed in this chapter 26
Not doing the homework 26
A very capable opponent 28
We're simply not organized for great buying 29
Your supplier wants you! The advantage through relationships 30
Don't believe the hype! 34
Buy me! The buyer's problem with proprietary 36
Summary 38

O4 The 5D Power Buying Process 39

Pathway questions addressed in this chapter 39 Introducing the 5D Power Buying Process 39 The five steps 40 Summary 42

O5 Step 1 – define the need 43

Pathway question addressed in this chapter 43

Tool 1- define objective 46

Case study - 50 shades of battleship grey 47

Using the tool 48

Tool 2 – consult and engage 50

Tool 3 – needs and wants 55

Summary 67

O6 Step 2 – discover our position 69

Pathway questions addressed in this chapter 69

Tool 4 – power check 70

Tool 5 – price check 75

Tool 6 – power boosters 81

Summary 86

O7 Step 3 – determine how to buy 87

Pathway questions addressed in this chapter 87

There are many ways to buy 87

The value of good information 88

Ten tips for advanced internet research 90

Tool 7 – supplier fact find 91

Tool 8 – market assessment 96

Case study - understanding the marketplace for commercial

print 109

Tool 9 – power buying plan 111

Summary 119

08 Step 4 - Securing the best deal 121

Pathway questions addressed in this chapter 121

Making our power buying plan happen 121

Tool 10 – select supplier (or solution) 122

Tool 11 - negotiation 130

Tool 12 - contract 150

Summary 168

09 Step 5 - delivery: ensuring we get what we agreed 169

Pathway questions addressed in this chapter 169

It's not over until... 169

Tool 13 – implementation 170

Case study – feeling the heat 171

Tool 14 – manage supplier(s) 178

Top 10 dos and don'ts for engaging with suppliers 185

Typical agenda for a supplier progress review 189

Tool 15 – performance check 197

Summary 210

10 Making power buying a success 212

Pathway question addressed in this chapter 212

Procurement in today's global organizations 213

Buying in the public sector 239

The power buying professional 242

Summary 243

Appendix 245

Glossary 262

References 264

Index 267