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## L4M1 Scope and Influence of Procurement and Supply

### Case Study

Jane works in the procurement team in the Head Office of a large national food manufacturer, where they manage all the procurement activity for all four of their factories.

To date, the organisation has bought in food that has already been prepared and is cooked in sauces. However, they have recently won a new contract for raw packed food, and this has resulted in a new business need.

Jane performed a stakeholder analysis to determine who had power and interest in relation to the contract. As part of this process, she realised that although the CEO had a high level of power, he had a low level of interest in this particular procurement due to the relative spend of the contract. This told her how she needed to communicate with him.

Jane then set up a cross-functional team that consisted of a representative from sales, marketing, operations, production, logistics and finance. The team had input into defining the specification. The most important aspects they identified were shelf life, location and lead times: they needed to be able to place an order at 10am and receive it by 4pm the same day. The team also provided feedback on the plan that Jane developed, as well as reviewing her Make or Buy analysis.

Jane prepared an RFQ and sent it out to several suppliers. One supplier in particular seemed to be able to offer the best value for money – in addition to having the capacity and capability to meet the criteria detailed in the specification, they were also able to offer longer shelf life than stated in the specification and had the capacity to grow with the buying organisation.

Midway through the discussions with this supplier, Jane was advised by her contact that he was leaving, and he introduced her to his replacement. Jane recognised her as someone that she'd been at high school with, although they were in different years. She wasn't sure if this represented a conflict of interest, so she decided to check in with her manager.

Leading global excellence in procurement and supply

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## **CIPS Scope and Influence of Procurement and Supply Sample Questions (Q40-Q45):**

### **NEW QUESTION # 40**

Describe the main differences between a traditional procurement approach and supply chain management approach to buying (25 points)

#### **Answer:**

Explanation:

See the solution in Explanation part below.

Explanation:

- The question is asking you to explain the following:
- With this type of question you would be expected to discuss 3- 5 differences, giving examples.

Example Essay Structure

Introduction - explain what is meant by 'procurement' and 'SCM' - procurement is the traditional way and is to do with purchasing goods, SCM is the new way which is a more multifaceted way of securing goods and is the result of longer, more complex and more globalised supply chains.

Paragraph 1 - the objectives of each approach (5 Rights vs added value) Paragraph 2 - the approach (reactive buying vs proactive ordering) Paragraph 3 - the way of working (silo working vs cross-functional working) Paragraph 4 - the relationships with suppliers (transactional vs collaborative) Conclusion - There are many differences between the two approaches, and different companies may favour one over the other depending on their specific circumstances. E.g. small organisations that make low value and low risk purchases may take a traditional procurement approach and large multi-national organisations may require a SRM approach due to the volume of suppliers and complexities of the supply chains.

Example essay:

Procurement and Supply Chain Management (SCM) represent two distinct approaches to acquiring goods, reflecting the evolution of purchasing practices. Procurement, the traditional method, involves the straightforward purchase of goods. In contrast, SCM is a more intricate approach, born out of longer, more complex, and globalized supply chains. This essay explores the main differences between these two approaches, highlighting their objectives, methods, ways of working, and supplier relationships.

In the traditional procurement approach, the focus is on achieving the "5 Rights" - getting the right goods, in the right quantity, at the right quality, for the right price, and at the right time. This ensures efficiency in the purchasing process. On the other hand, SCM goes beyond these basic objectives, aiming to add value to the entire supply chain. This might involve developing strategic relationships with suppliers, ensuring sustainability, and aligning with broader organizational goals. For example, a company employing a traditional procurement approach might emphasize getting the lowest price, while an SCM approach could involve working with suppliers to enhance product innovation or reduce environmental impact.

Secondly, the traditional procurement approach is often reactive, responding to immediate needs or demands. Companies using this method typically make purchases as required, without a long-term strategy. In contrast, SCM involves proactive ordering, anticipating future needs and trends. For instance, a company employing SCM might engage in demand forecasting, allowing for better planning and inventory management. This proactive approach helps prevent stockouts, reduce costs, and enhance overall supply chain efficiency.

Moreover, traditional procurement often involves silo working, where different departments operate independently. The procurement team may not collaborate closely with other departments like production or marketing. In SCM, there's an emphasis on cross-functional working, breaking down departmental barriers for a more integrated approach. For example, an SCM team might work closely with production to ensure materials are aligned with manufacturing schedules, fostering efficiency and minimizing disruptions. Lastly, in traditional procurement, the relationship with suppliers is transactional - focused solely on the exchange of goods for money. Conversely, SCM promotes collaborative relationships, emphasizing long-term partnerships. A company using SCM might work closely with suppliers to improve processes, share information, and jointly address challenges. For instance, an SCM approach might involve collaborating with suppliers to implement just-in-time inventory systems, leading to cost savings and improved responsiveness.

In conclusion, the differences between traditional procurement and SCM are substantial and nuanced.

While a traditional procurement approach may suit smaller organizations with low-value and low-risk purchases, larger multinational companies with complex supply chains often find SCM more suitable.

Understanding these differences allows companies to tailor their approach based on their unique circumstances, emphasizing the importance of flexibility and strategic alignment with organizational goals in the ever-evolving landscape of buying and supply chain management.

Tutor Notes

- This question is taken from learning outcome 1.1.1 (p2 onwards). The new study guide has drastically simplified the information on this topic compared to the old syllabus (the table above comes from the old syllabus). This may be good news for students in that

you don't need to know as much, but I do wonder if the study guide gives students enough 'content' to write an essay on the subject.  
- If a question is to come up from LO 1.1 it would be likely be something like: definitions and differences between procurement and SCM, difference between a supply chain and a supply network, elements of SCM, or how to add value in the supply chain.

### NEW QUESTION # 41

Discuss 3 areas of regulation relating to competition that a procurement professional should be aware of (25 points)

#### Answer:

Explanation:

See the solution in Explanation part below.

Explanation:

How to approach this question

- This question is very vague. Sometimes CIPS do this. It allows for you to be a bit more free in your response, but can also be quite stressful because you don't 100% know what they're after.

- For this question we're looking at competitions, so full tenders where lots of suppliers are invited to bid for an opportunity. This means the type of things we could be discussing include; IP, cartels, merger controls and monopolies.

Example Essay

Procurement professionals operate within a legal framework that regulates competition, aiming to ensure fair business practices and prevent anti-competitive behaviour. Three critical areas of regulation related to competition that procurement professionals should be aware of include intellectual property, cartels, and merger controls.

Intellectual Property (IP):

Intellectual property encompasses creations of the mind, such as inventions, designs, and brand names, protected by law. In the context of procurement, understanding intellectual property is essential when dealing with suppliers' products, technologies, or services that may involve intellectual property rights.

Procurement professionals must be aware of the intellectual property rights associated with the goods or services they are procuring. This includes respecting patents, trademarks, copyrights, and trade secrets owned by suppliers. Due diligence is crucial to ensure that the products or services being procured do not infringe on the intellectual property rights of others, requiring verification of legal ownership and legitimacy. An example of something procurement should look out for include ensuring goods are authentic and not counterfeit.

Cartels:

Cartels involve agreements between competitors to control prices, manipulate markets, or restrict competition.

For procurement professionals, it is imperative to be vigilant and avoid engaging in or unintentionally supporting cartel activities.

Procurement professionals should refrain from participating in anti-competitive behaviour, such as bid-rigging or price-fixing, which are common cartel activities. This involves not colluding with suppliers or competitors to manipulate procurement processes.

Maintaining open and fair competition is essential, ensuring that procurement processes remain transparent, competitive, and free from attempts to distort market dynamics, thereby preventing the formation of cartels and promoting a level playing field.

One notable example involved the construction industry in the UK. In 2019, the Competition and Markets Authority (CMA) fined three major suppliers to the construction industry for participating in a cartel. The companies, which supplied concrete drainage products, were found to have coordinated their behaviour to share markets, fix prices, and rig bids. The investigation revealed that these companies had breached competition law by engaging in anti-competitive practices that limited competition and negatively impacted customers. The fines imposed were part of the CMA's efforts to deter and penalize such cartel behaviour, emphasizing the importance of fair competition in procurement. The Directors of the companies have also been banned from undertaking the role of Director of any company for 12 years.

Merger Controls:

Merger controls are regulations overseeing the consolidation of companies, mergers, and acquisitions to prevent monopolistic practices and protect fair competition. Procurement professionals need to be aware of these regulations, especially when dealing with suppliers undergoing mergers or acquisitions.

Staying informed about mergers and acquisitions within the supplier base is crucial. If a key supplier undergoes such changes, it may impact the stability of the supply chain or alter market dynamics. Procurement professionals need to be aware of potential changes in supplier relationships, pricing structures, or product/service availability resulting from mergers. Engaging in proactive risk management and contingency planning is necessary to mitigate any negative impacts on procurement operations.

Mergers are actively watched in the UK by the Competition and Markets Authority, and where rules are broken, the CMA can intervene and even prevent mergers from happening. A notable example of this was the attempted merger between JD Sports and Footasylum - the companies were fined millions of pounds for exchanging information and attempting to collude and distort the marketplace.

In conclusion, procurement professionals play a crucial role in navigating these regulatory landscapes effectively. Understanding intellectual property, avoiding cartel activities, and staying informed about merger controls contribute to fostering fair and transparent competition within the marketplace.

## Tutor Notes

- The construction example of a cartel can be found here Supply of precast concrete drainage products: civil investigation - GOV.UK (www.gov.uk) but feel free to use your own!
- The JD/ Footasylum one is here: JD Sports and Footasylum fined £4.7m for competition breach - BBC News. Basically, the CMA got involved because the two firms were sharing private information and having secret meetings, with the intention that they could combine. The CMA thought it was super dodgy and that it would distort the trainer / footwear market in the UK so they fined the companies and told them to stop it.
- The study guide is a bit light on this topic, so I would do a bit of extra research and have an example in your back pocket for if you need it. P. 142 If you want an example of IP issues- Shein is a great company to look at- 'They took my world': fashion giant Shein accused of art theft | Art and design | The Guardian

## NEW QUESTION # 42

What is meant by Stakeholder Mapping? Describe a tool that can be used by a Procurement Professional to map the stakeholders at their organisation (25 points)

### Answer:

Explanation:

See the solution in Explanation part below

Explanation:

How to approach this question:

- Define stakeholder mapping - completing an analysis of the stakeholders of an organisation and dividing them into categories depending on certain characteristics. This is often represented visually on a graph or matrix.
- Describe a Stakeholder mapping tool - the most common tool is Mendelow's Stakeholder Matrix so I would recommend using this one. It is explained in detail in the study guide. However, the question is open so you could choose to describe another tool such as Edgar's Stakeholder Position Analysis if you so wished. You wouldn't be wrong choosing this, but honestly, I'd just go for Mendelow. You can't go wrong with Mendelow. Because the Matrix has 4 sections you can imagine you'd get 5 points for the definition of stakeholder mapping, and 5 points for each of the quadrants of the matrix.

Essay Plan:

Introduction - The reason why stakeholder mapping is important is because interests and expectations of stakeholder groups will be different and possibly conflicting. Mapping this allows an organisation to see the variety and decide on an appropriate management style for each stakeholder group.

Paragraph 1 - Mendelow's Power / Interest Matrix maps stakeholders based on their influencing power and the strength of their motivation to use that power. It uses a 2x2 grid and defines power as high or low and interest as high or low. It then provides four strategies for managing the stakeholders based on which quadrant of the grid the stakeholder falls into. These 4 categories are:

Paragraph 2 - Keep satisfied - high power but low interest. If the stakeholder becomes dissatisfied or concerned their interest may peak. Examples include regulatory bodies, shareholders, senior management. The best approach is to keep them up to date so they are informed of what is going on, but do not burden them with information they do not need.

Paragraph 3 - Manage Closely - AKA Key players - includes major customers, key suppliers, partners, senior management. These stakeholders need to know everything that is going on and approve of what is going on. The recommended strategy is early involvement and participation, and integrating their goals with yours. This group requires regular communication and meetings. You should take their opinions on board.

Paragraph 4 - Monitor - minimum effort required - this is the low priority group as they have low power and low interest. Includes small volume suppliers and other organisational functions with no direct interest in your activities. This group does not need to receive regular communication.

Paragraph 5 - Keep informed - high interest, but low power. If they're not kept in the loop and understand the need for decisions, they may lobby together to protect their interest if they feel threatened. Employee groups, suppliers and community groups may be in this category. This group should receive regular communication.

Conclusion - Mendelow created the matrix in 1991 and it is still used today. It is a popular management tool due to its simplicity. It's important to note that stakeholders can move through the matrix- it isn't stagnant. For example, at the beginning of a project a manager in another department may be classed as 'low priority' because they are seen to have no interest and no power in the project. However, as the project progresses the manager may become interested. They will then transfer into the keep informed category. Therefore, the matrix should be redone regularly throughout the lifetime of a project to capture any movements. The matrix should also be redone for each individual project - it cannot be assumed that a stakeholder who had interest in one project would be interested in another.

Tutor Notes

- The above essay plan is basically the entire essay, I got carried away. The only thing you'd need to add into that is an example of a stakeholder for each of the sections! (e.g. the CEO is high power, but low interest stakeholder for the procurement department. He/ She doesn't care about the day to day operations but should be kept informed of any big news). For your examples you could use your own place of work.

- At level 4 you don't have to analyse the model, you just have to be able to memorise it and repeat it. Mendelow comes up again at Level 5 and 6 in a bit more detail. If you want to score super bonus points you could mention in your conclusion that the main disadvantage of Mendelow's Matrix is that it doesn't take into consideration the stakeholder's position on the project - whether they're for it or against it. Therefore, it doesn't provide the full picture or provide much help on how to manage stakeholders. E.g. two stakeholders might both be in 'manage closely' section, but one is for the project and the other against - they'd need to be handled very differently!
- Study guide p. 65

### NEW QUESTION # 43

Explain FIVE differences between capital expenditure and operational expenditure categories of spend for an organisation. (25 marks)

#### Answer:

Explanation:

See the solution in Explanation part below.

Explanation:

When discussing capital expenditure (CapEx) and operational expenditure (OpEx) in the context of procurement and supply, it is essential to understand how they impact an organization's financial planning, decision-making, and procurement strategy. Below are five key differences between CapEx and OpEx:

#### 1. Definition and Nature of Spend

\* Capital Expenditure (CapEx): Refers to investments made by a company to acquire, upgrade, or maintain physical assets such as property, machinery, or equipment. These are typically large, one-time purchases that provide long-term benefits.

\* Operational Expenditure (OpEx): Involves day-to-day expenses required to run the business, such as salaries, rent, utilities, and consumables. These costs are necessary for ongoing operations.

#### 2. Accounting Treatment

\* CapEx: Considered a long-term investment, it is capitalized and recorded as an asset on the balance sheet. Depreciation or amortization is applied over the useful life of the asset.

\* OpEx: Fully expensed in the profit and loss statement in the accounting period in which it is incurred. It directly impacts the organization's profitability in the short term.

#### 3. Budgeting and Approval Process

\* CapEx: Requires substantial financial planning, detailed justification, and approval from senior management due to its high-cost implications. It often involves long-term financial commitment.

\* OpEx: Generally included in the organization's operating budget and does not require extensive approval processes, as it consists of routine expenses necessary for daily business functions.

#### 4. Impact on Cash Flow and Financial Planning

\* CapEx: Affects cash flow significantly as it requires large upfront payments. Organizations often finance CapEx through loans, leasing, or long-term financial strategies.

\* OpEx: Represents smaller, recurring costs that are easier to manage and predict within the financial year, allowing for more flexibility in cash flow management.

#### 5. Examples of Procurement and Supply Considerations

\* CapEx Examples: Purchasing manufacturing equipment, acquiring new office buildings, upgrading IT infrastructure (e.g., servers, data centers).

\* OpEx Examples: Office supplies, utility bills, employee salaries, maintenance and repair costs, software subscriptions.

Conclusion

Understanding the distinction between capital expenditure and operational expenditure is essential for procurement and supply professionals to make informed financial decisions, align with corporate strategy, and ensure efficient resource allocation.

Procurement teams must consider factors such as cost-benefit analysis, funding sources, and long-term value when determining the best approach for an organization's spending strategy.

### NEW QUESTION # 44

Analyse FIVE different sources of added value in procurement and supply. (25 marks)

#### Answer:

Explanation:

See the solution in Explanation part below

Explanation:

In procurement and supply, adding value means going beyond simple cost savings to enhance the overall contribution of procurement to the organization's objectives. Added value can be generated in multiple ways, impacting cost, quality, efficiency, innovation, and sustainability. Below are five key sources of added value in procurement and supply, analysed in detail:

#### 1. Cost Reduction and Cost Avoidance

**Definition:** Cost reduction involves lowering the actual purchase price of goods or services, while cost avoidance refers to actions that prevent costs from increasing in the future.

Through effective supplier negotiations, competitive tendering, bulk purchasing, and long-term contracts, procurement can achieve significant cost savings. Cost avoidance can come from proactive management of risks, improving contract terms, or optimizing specifications to prevent future price hikes.

**Impact:** This directly improves the organization's profitability by reducing expenditure without compromising quality or service levels.

**Example:** Renegotiating supplier contracts to achieve better rates or standardizing materials to reduce complexity and cost.

#### 2. Improved Quality and Performance

**Definition:** Enhancing the quality of goods and services procured to meet or exceed organizational needs.

Procurement contributes added value by specifying and sourcing higher quality materials or services that reduce defects, returns, and downtime. Better quality improves customer satisfaction and product reliability.

**Impact:** Higher quality inputs lead to better outputs, reducing internal failures and enhancing brand reputation.

**Example:** Working with suppliers to implement quality assurance processes or selecting suppliers with robust certification and testing capabilities.

#### 3. Innovation and Supplier Collaboration

**Definition:** Encouraging suppliers to contribute innovative ideas, technologies, or processes that benefit the organization.

Procurement can create value by fostering collaborative relationships with suppliers to drive product innovation, process improvements, and new market opportunities. Early supplier involvement can reduce development times and costs.

**Impact:** Innovation enhances competitive advantage, supports new product development, and can open up new revenue streams.

**Example:** Joint development projects with suppliers or using supplier expertise to redesign components for cost efficiency and performance improvement.

#### 4. Risk Management and Supply Continuity

**Definition:** Identifying and mitigating risks in the supply chain to ensure uninterrupted supply.

Procurement adds value by assessing supplier reliability, geopolitical risks, financial stability, and logistical challenges to minimize disruptions. Contingency planning and diversified sourcing reduce vulnerability.

**Impact:** Reliable supply chains prevent costly production stoppages and reputational damage, contributing to operational resilience.

**Example:** Developing dual sourcing strategies or monitoring supplier performance and compliance continuously.

#### 5. Sustainability and Corporate Social Responsibility (CSR)

**Definition:** Integrating environmental and social considerations into procurement decisions.

Procurement adds value by selecting suppliers who comply with sustainability standards, ethical labor practices, and environmental regulations. This aligns with organizational CSR goals and reduces negative impacts.

**Impact:** Enhances brand image, meets regulatory requirements, and can reduce waste and resource consumption.

**Example:** Choosing suppliers with certified green practices or implementing circular economy principles in supply chains.

**Conclusion:**

Added value in procurement and supply extends beyond price savings to include quality enhancement, innovation, risk mitigation, and sustainability. By strategically managing supplier relationships and aligning procurement activities with organizational goals, procurement professionals can deliver significant and measurable benefits that improve competitive advantage and organizational performance.

## NEW QUESTION # 45

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