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## CIPS L4M2

Re-buy - correct answer It is not necessary to specify a new specification or to source the market. Call-off or framework agreement. A preferred supplier is in place

Modified Buy - correct answer Review of existing contract requirements and making any necessary amendments such as to build additional benefits, streamline the business or to establish new KPIs/SLAs. Where some of the specification or requirements have changed.

New Buy - correct answer A new purchase outlines requirements that have not been specified before. There is a higher risk involved in procuring a new purchase, demand/supplier/market analysis should be conducted, and new specific KPIs should be included in the specification.

Business Needs - correct answer The mission of the organisation determines its requirements and therefore what procurement needs to source.

R - regulatory (any legal requirements)

A - availability (supply of goods/services when required, risk, financial and capacity)

Q - quality (consistency, repeatability, and fit for purpose)

S - service requirements (flexibility, support, availability)

C - cost (target costs, total cost of ownership, continuous improvement)

I - innovation (improving customer experience) - correct answer A model that can be used to identify business needs.

Kraljic Matrix - correct answer A matrix that allows procurement to prioritise spend in line with business needs.

Leverage - Kraljic Matrix - correct answer Business needs met by using purchasing department buying power to gain the best price and terms e.g. competitive tendering.

Example of Leverage item (Kraljic Matrix) - correct answer Company cars or mobile phones.

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## CIPS Defining Business Needs Sample Questions (Q87-Q92):

### NEW QUESTION # 87

A company is building a new two-storey office block and will need to purchase new desks and chairs. There will not be much space available. What should be included in the specification for these desks and chairs?

- A. Technical drawings
- **B. Key performance indicators**
- C. A brand name
- D. A list of inputs

**Answer: B**

### NEW QUESTION # 88

Which of the following are most likely to increase the buyer's bargaining power?

1. Buyers are price sensitive
2. High set-up cost for new entrants
3. Threat of forward integration is high
4. Threat of backward integration is significant

- A. 3 and 4 only
- B. 2 and 4 only
- C. 2 and 3 only
- **D. 1 and 4 only**

**Answer: D**

Explanation:

Price sensitivity is the degree to which the price of a product affects consumers' purchasing behaviours. Buyer power will be stronger if buying organisation are price sensitive and vice versa.

Backward integration is a form of vertical integration in which a buying organisation expands its role to fulfil tasks formerly completed by businesses up the supply chain. Buyer power is strong if threat of backward integration is high.

Set-up cost is a determinant of threat of new entry. Some industries require very expensive assets in order to make products. The financial risk of entering the industry and not succeeding can deter many potential new entrants. The fewer new entrants, the fewer available substitutes, then the bargaining power of buyer can be negatively affected.

Forward integration is a business strategy that involves a form of vertical integration whereby business activities are expanded to include control of the direct distribution or supply of a company's products. Threat of forward integration is a determinant of supplier's bargaining power.

Reference: CIPS study guide page 88-91

LO 2, AC 2.2

### NEW QUESTION # 89

Which of the following is an assumption of Kano model?

- **A. Different types of customer requirements have different impact on customer satisfaction**
- B. All types of customer requirements have the same impact on customer satisfaction
- C. The relationship between product functionality and customer satisfaction is always linear
- D. All customer requirements are basic requirements

**Answer: A**

Explanation:

Kano model of excitement and basic quality (Kano et al, 1984; Berger et al, 1993; Matzler et al, 1996) brings a different perspective for the analysis of improvement opportunities in products and services because it takes in consideration the asymmetrical and non-linear relationship between performance and satisfaction. The Kano model classifies customers requirements in three categories (figure 3):

a) Basic Requirements. The basic requirements fulfill the basic functions of a product. If they are not present or their performance is

insufficient, customers will be extremely dissatisfied. On the other hand, if they are present or have sufficient performance, they don't bring satisfaction. Customers see them as prerequisites. For instance, for luxury automobiles, "air bags" are considered basic. A customer won't feel satisfied if the automobile has "air bag", however he/she will not buy it if "air bag" is not present.

b) Performance Requirements. As for these requirements, satisfaction is proportional to the performance level

- the higher the performance, the higher the customer's satisfaction will be and vice-versa. Gas consumption in automobiles is an example of these requirements. Usually customers explicitly demand performance requirements.

c) Excitement Requirements. These requirements are key to customer satisfaction. If they are pre-sent or have sufficient performance, they will bring superior satisfaction. On the other hand, if they are not present or their performance is insufficient, customers will not get dissatisfied. For instance, a surprise gift at the end of a dinner in a restaurant will certainly bring satisfaction, but it will not cause dissatisfaction if not offered. These requirements are not demanded nor expected by customers.

Two other types of requirements may be identified in the Kano model: neutral and reverse ones. Neutral requirements do not bring either satisfaction or dissatisfaction. Reverse requirements bring more satisfaction if absent than if present.

Diagram Description automatically generated

Reference:

- Integrating Kano model and QFD for Designing New Products
- CIPS study guide page 171-172

### NEW QUESTION # 90

A company is building a new two-storey office block and will need to purchase new desks and chairs. There will not be much space available. What should be included in the specification for these desks and chairs?

- A. Key performance indicators
- **B. Technical drawings**
- C. A brand name
- D. A list of inputs

**Answer: B**

### NEW QUESTION # 91

Which of the following bodies provides standards for the products and services in the US?

- A. ISO
- B. BSI
- **C. ANSI**
- D. AFNOR

**Answer: C**

Explanation:

ANSI is the American National Standards Institute. It is responsible for providing technical standards in the US LO 3, AC 3.1

### NEW QUESTION # 92

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