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## DEFINING BUSINESS NEEDS (L4M2)

### Session One

*Understanding how to devise a business case for requirements to be sourced from external suppliers*

#### Session Overview

##### Analysis of how business needs influence procurement decisions

- Type of purchase such as straight rebuy, new purchase
- Implications of the business needs on the type of purchase
- Procurement's role in developing a business case

##### Identification of how costs & prices can be estimated for procurement activities

- Types of market data that can provide information on costs and prices
- Direct and indirect costs
- Producing estimated costs and budgets
- Approaches to total cost of ownership/ whole life-cycle costing

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## CIPS Defining Business Needs Sample Questions (Q104-Q109):

### NEW QUESTION # 104

Which of the following is likely to be an outcome of over-specification?

- \* Ineffective Service Level Agreement (SLA)
- \* Higher supplier costs
- \* Increased Supplier Relationship Management (SRM)
- \* Reduced inventory costs

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

**Answer: D**

Explanation:

Comprehensive and Detailed Explanation (paraphrased from CIPS L4M2 content) CIPS L4M2 warns against over-specification - defining requirements in more detail, higher quality, or tighter tolerances than are actually needed. Key consequences include:

- \* Increased costs - suppliers incur higher production and quality costs, which are passed on to the buyer.
- \* Fewer potential suppliers - only a small number can meet the demanding specification.
- \* More complex supplier relationships - closer collaboration and management may be needed to meet the demanding spec.

Assessing each statement:

- \* Ineffective SLA - if the specification is unnecessarily detailed or unrealistic, SLAs can become difficult to meet, overly complex, or focused on the wrong priorities. Likely outcome.
- \* Higher supplier costs - very clearly a result of over-specification (tight tolerances, special materials, complex processes).
- \* Increased SRM - when the requirement is demanding and fewer suppliers can comply, buyers often need more intensive SRM to manage performance and risk.
- \* Reduced inventory costs - this is not a typical outcome of over-specification; if anything, higher unit costs and longer lead times can increase inventory risks and carrying costs.

Thus 1, 2 and 3 are in line with CIPS treatment of over-specification; 4 is not, so:

- \* Correct option: C (1, 2 and 3 only)

Relevant CIPS L4M2 areas:

- \* Dangers of over-specification (cost, risk, supplier base)
- \* Service Level Agreements and realistic performance measures
- \* The role of SRM in managing complex or high-dependency suppliers

### NEW QUESTION # 105

Synergy Ltd is a fast-growing tool and hardware retailer. The company's customer services team has been using Excel worksheets to manage customer relationships. When the company is expanding its market presence, this way of working leads to poorer customer services as the database is scattered around in spreadsheet, leading to patchy and inconsistent conversations with customers. The company decides to purchase a CRM system. What requirement should Synergy's procurement team take into account in the specification for CRM system?

- A. The ability to import bulk data from Excel spreadsheets
- B. The form and reference number of the purchase order
- C. The relative size of the potential suppliers to Synergy
- D. Total number of the supplier's employees

**Answer: A**

Explanation:

The purpose of this Question:

to actionable requirements before communicating with the suppliers. The scenario suggests that Synergy Ltd's customer services team is using Excel spreadsheets, they lack a centralised customer database. This leads to problems in communications with customers.

A CRM system can solve the communication problem. But a Question: 100

will the previous data be imported? If the CRM system can support bulk import from Excel tables, it will save a lot of time.

Reference:

LO 1, AC 1.1

#### NEW QUESTION # 106

A procurement manager consolidates the company expense on printing and office supplies into broader range of spend category. Other senior managers are concerned that it may increase company's spend. Is that concern justified?

- A. Yes, because the suppliers can't provide a broader range of products and they will fail to deliver
- B. No, because the broader range of spend category can increase the value of the contract and the buyer may get volume discount
- C. Yes, because the consolidation may create a large contract that costs more than placing each purchase order
- D. No, because the consolidation will help the supplier to shorten deliver time.

**Answer: B**

Explanation:

Printing and office supplies are often considered as low risk, low value items. Consolidation low value, low risk items into a broader range will dramatically increases the value of the contract and leverage of buying organisation in the negotiation.

#### NEW QUESTION # 107

Gaskins Caskets (GC) is a manufacturing company that wants to identify new suppliers for a number of current parts. GC no longer has technical drawings for the parts and none of the engineers currently working for them have enough knowledge of the parts to write a specification. What could GC do to get accurate pricing from suppliers for these parts to compare to the existing parts?

- A. GC could send samples of the parts to prospective suppliers as part of the request for quotation
- B. GC's engineers could estimate the specification and drawings that are sent to prospective suppliers
- C. GC could communicate a cost to the suppliers that must be met regardless of the final specification
- D. GC could allow suppliers to develop and use their own specification as part of their cost proposal

**Answer: A**

#### NEW QUESTION # 108

Due to increasing demand, a local restaurant is requesting its fish vendor to supply larger quantity. The restaurant manager also asks the vendor whether it is possible to reduce the total price by 5%. This is known as...?

- A. Modified rebuy
- B. Capital purchase
- C. Straight rebuy
- D. New purchase

**Answer: A**

Explanation:

There are three major types of buying situations, which are new purchase, modified rebuy and straight rebuy.

Three factors make the buying situations be different from the others, customers may face different problems in these situations.

A new purchase is a situation requiring the purchase of a product for the very first time.

A straight rebuy is when a company places a second order with a supplier that is identical to the first purchase it made.

A modified rebuy is when a company orders again from a supplier, but wants to change some as-pect of the order, such as the quantity, packaging, product features, or delivery times. The scenario above is an example of modified rebuy.

#### NEW QUESTION # 109

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