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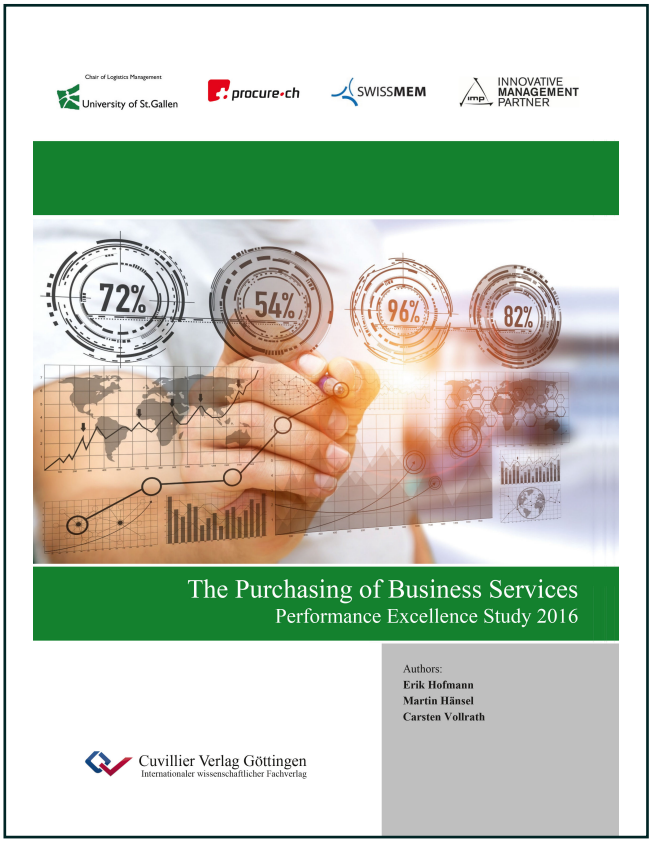
The Purchasing of Business Services

Performance Excellence Study 2016



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Preface procure.ch



Rolf Jaus

Managing
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For more than 50 years, the Swiss Association of Purchasing and Supply Management “procure.ch” has been accompanying purchasing responsible in industrial, commercial, and service companies. Today, the association connects more than 1,000 companies from different sectors and sizes as well as approximately 500 private individuals. In accordance with our vision, we focus on a continuous enhancement of purchasing professionals and organisations. Moreover, we aim to provide the best network for procurement professionals and to improve their daily professional life.

Through an international network and in particular through comprehensive cooperation with universities and research facilities, we are continually updating our knowledge and keeping our products and services on the cutting edge. This broad and qualified knowledge base is provided to firms through advanced trainings and professional procurement seminars. Therefore, procure.ch makes a major contribution to the success of companies in the area of procurement, increasing the competitiveness of Switzerland as a business location.

Within the field of service purchasing, we have bundled our broad network and purchasing expertise with the Chair of Logistics Management of the University of St.Gallen, a state-of-the-art research facility in Switzerland. Within a comprehensive research project, our common goal is to provide more transparency to our partners and to improve the purchasing of business services.

Procure.ch wishes all the best and enlightening moments while reading.

Yours sincerely
Rolf Jaus

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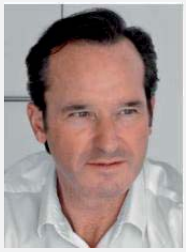

Carsten Vollrath

CEO | Partner
INNOVATIVE MANAGEMENT PARTNER (IMP)

In recent times, the adequate acquisition and purchasing of resources has become even more important for the success of firms. With a steady boost in digitalized solutions, an awakening of new-founded business solutions as well as an increase in outsourcing rates, firms focus more and more on core competencies. As part of this development, the share of externally purchased business services rises. In some industries, this share has gone up to 80% of the entire purchasing volume and is therefore, highly important for the success of a company.

Even though this development has been noticed for more than two decades, firms are still uncertain about the acquisition of business services in comparison to goods purchasing. Well-known purchasing procedures that are frequently applied for the purchasing of products do not meet explicit requirements that come with the acquisition of services. This aspect primarily relates to specific characteristics of services as well as the high degree of heterogeneity.

With this study, the Chair of Logistics Management of the University of St.Gallen, the business consultancy INNOVATIVE MANAGEMENT PARTNER (IMP) as well as the associations procure.ch and Swissmem provide the first scientific investigation of business service procurement in Switzerland, Germany, and Austria. Next to service related success factors, the study presents Good-Practices from five multi-national companies of the DACH-region (Germany, Austria, Switzerland) that were assigned as Top-Performers within this study.

The authors hope the following reading will provide much inspiration. With detailed insights and the demonstration of Good-Practices, the study intends to provide inspiring insights to the reader and their own company.

Yours faithfully
Erik Hofmann
Martin Hänsel
Carsten Vollrath

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Chair of Logistics Management

The Chair of Logistics Management at the University of St. Gallen (LOG-HSG) has positioned itself as an international platform for scientific and practical dialogue in the fields of supply chain management, logistics and transport. Since 2004, Prof. Dr. Wolfgang Stölzle is the director and full professor at the Chair of Logistics Management.



Prof. Dr.
Wolfgang Stölzle

Director
Chair of Logistics Management,
University of St.Gallen

LOG-HSG studies complex problems of global value creation networks in the form of concepts, methods and instruments. Thereby the continuous development of Supply Chain management in industry, trade, services and the public sector is furthered. In doing so, a link is formed between cutting-edge research and applied solutions on the one hand and attractive continuing education as well as event offerings on the other hand.

Furthermore, the knowledge development and transfer within an international network of renowned universities and institutes is encouraged. Almost all activities of LOG-HSG are initiated with partners from practice, associations or academia. The academic partners round off the skills profile and contribute to greater visibility in the scientific community. The partners from associations and practice ensure a continuous critical review regarding the relevance and feasibility of the activities of LOG-HSG.

With this standard, LOG-HSG has established itself as a professional starting and return point for lifelong learning for students as well as executives.

Wolfgang Stölzle

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Practitioners and related Institutions

Commission of Technology and Innovation in Switzerland (CTI)

The Performance Excellence Study appears as an accompanying element of a CTI-Project in Switzerland (project number: 17600.2 PFES-ES). The CTI is the federal innovation promotion agency responsible for encouraging science-based innovation in Switzerland by providing financing, professional advice and networks. Therefore, the CTI operates on the principle of subsidiarity, supporting innovation projects which would not be possible due to lack of funding, or whose market potential could not be realized. It is active in cases where initiatives in the private sector can be supported by state measures. By helping to transfer research results into concrete marketable products, the CTI helps to improve the competitiveness of Swiss businesses, particularly SMEs, thereby contributing to a strong, innovative economy in Switzerland.

procure.ch

Additionally, procure.ch, Swissmem, and INNOVATIVE MANAGEMENT PARTNER (IMP) act as implementing and dissemination partners. For more than 50 years, procure.ch has been an association for procurement and supply chain management. It supports procurement responsible in the industry, trade and service sectors within Switzerland. Altogether more than 1000 firms as well as approximately 500 private persons are members of the association. A major goal of procure.ch is the development and distribution of procurement expertise for all members and employees in purchasing functions.

Swissmem

Swissmem unites the Swiss mechanical and electrical engineering industry as well as associated technology-oriented sectors. The ability of a location to compete is the basis of its success. The goal of Swissmem is to provide a sustainable contribution to the competitiveness of its members and therefore also to Switzerland as a place for work and research. Continuous basic work has made Swissmem into a centre of strategic commercial and employer skills.

INNOVATIVE MANAGE-MENT PARTNER (IMP)

IMP is an international think-tank that sets itself apart with a unique network and a wealth of strategically relevant expertise. With connections to the best minds in business and science, IMP has ensured access to the latest findings, which are then passed on in conceptual as well as in real-time consulting projects.

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