

I'm not robot!

procure referred to Purchasing Managers or Procurement Managers. A Purchasing or Procurement Manager's responsibilities may include: approving orders seeking reliable vendors or suppliers to provide quality goods at reasonable prices negotiating prices and contracts reviewing technical specifications for raw materials, components, equipment or buildings determining and monitoring quantity and timing of deliveries (more commonly in small companies) forecasting upcoming demand supervision of other procurement staff and agents. Category management represents a system of organising the roles of staff within a procurement team "in such a way as to focus ... on the [external] supply markets of an organisation", rather than being organised according to the organisation's internal departmental structure.[18] In many larger organizations the procurement and supply function is led by a board-level or other senior position such as a Director of Supply Chain [19] or a Chief Procurement Officer. Independent or third party personnel who undertake procurement or negotiate purchases on behalf of an organization may be called purchasing agents or buying agents. A commercial agent may both purchase and sell on behalf of a third party.[20] US Bureau of Labor Statistics research found that there were 526,200 purchasing manager, buyer and purchasing agent positions in the United States in 2019.[21] Various writers have noted that businesses may reduce the numbers of purchasing staff during a recession along with staff in other business areas, despite a tendency to become more dependent on bought-in goods and services as operations contract. For example, US business executive Steve Collins observed that in one major company the purchasing staffbase "was downsized some 30% during the [2010] recession, 'but the expectations for the remaining employees remained unchanged ... The additional workload placed on the remaining employees following the downsizing created a much more challenging environment".[22] In 2021 the Australasian Procurement and Construction Council (APCC) put forward an appeal asking everyone working in the procurement profession in Australia to include the term in their occupational title when completing their August 2021 census return.[23] The European Commission issued a recommendation in October 2017 directed towards the "professionalisation of public procurement" so that Member States could "attract, develop and retain" staff in public purchasing roles, focus on performance and "make the most of the available tools and techniques".[24] Research undertaken in 2020 highlighted the importance of social or "soft" skills within the skill sets of professional procurement staff.[25] Procurement software Main article: Procurement software Procurement software (often labeled as e-procurement software) manages purchasing processes electronically or via cloud computing. Procurement performance The Chartered Institute of Procurement & Supply (CIPS) promotes a model of "five rights", which it suggests are "a traditional formula expressing the basic objectives of procurement and the general criteria by which procurement performance is measured", namely that goods and services purchased should be of the right quality, in the right quantity, delivered to the right place at the right time and obtained at the right price.[26] CIPS has in the past also offered an alternative listing of the five rights as "buy[ing] goods or services of the right quality, in the right quantity, from the right source, at the right time and at the right price.[27] Right source is added as a sixth right in CIPS' 2018 publication, Contract Administration.[28] CIPS also notes that securing savings is "one measure of purchasing performance", but argues that savings should only be used as a measure of performance where they are "a reflection of the [organisation]'s ... expectations of the purchasing and supply management function". CIPS distinguishes between "savings", which can reduce budgets, and "cost avoidance", which "attempts to thwart price increases and to keep within budget".[29] Examples of savings as a beneficial outcome include: agreeing a reduction in price, obtaining the same item for less cost sourcing, or developing a supply of, a lower quality item at a reduced cost, where the item is still fit for purpose obtaining added value for the same cost, e.g. negotiating extended warranties, additional spare parts etc.[29] Ardent Partners published a report in 2011 which presented a comprehensive, industry-wide view into what was happening in the world of procurement at that time by drawing on the experience, performance, and perspective of nearly 250 chief procurement officers and other procurement executives. The report included the main procurement performance and operational benchmarks that procurement leaders use to gauge the success of their organizations. This report found that the average procurement department manages 60.6% of total enterprise spend. This measure, commonly called "spend under management" or "managed spend", refers to the percentage of total enterprise spend (which includes all direct and indirect spend) that a procurement organization manages or influences. Alternatively, the term may refer to the percentage of addressable spend which is influenced by procurement, "addressable spend" being the expenditure which could potentially be influenced.[30] The average procurement department also achieved an annual saving of 6.7% in the last reporting cycle, sourced 52.6% of its addressable spend, and has a contract compliance rate of 62.6%.[31] Consultants A.T. Kearney have developed a model for assessing the performance of a procurement organisation or the procurement function within a wider organisation, known as ROSMASM (Return on Supply Management Assets).[32] According to the 2016 ROSMA Performance Check Report, What Good Looks Like,the procurement profession has a top-tier group of standout performers, a middle-tier that is delivering value, but performing well below the top tier, and a large group of bottom-quartile performers that add little value to their organizations.[33][34] CIPS promotes organisational self-assessment using the ROSMA Performance Check, arguing that it enables a procurement department to "measure and explain procurement and supply's value in terms your CFO and CEO will understand, using a common financial standard".[33] Findings in 2020 suggested that "top quartile procurement performers have ROSMA scores two to three times higher than those in the middle two quartiles".[35] A.T. Kearney's report suggests a close match between the self-reported performance of CPOs in the best performing departments and the view of procurement held by the CFO and the organisation more widely, and also notes that weaker performers or "inconsequential" share a distinct profile marked by lack of "identifiable leadership accountable for procurement's performance.[34]:page 5 Spend under management also contributes to an additional measure of procurement performance or procurement efficiency: procurement operating expense as a percentage of managed spend.[36] Joint procurement joint procure place when two or more organisations share purchasing activities, and therefore has a more specifically buyer-side focus than many examples of collaborative buyer-seller relationships. Kamann, van der Vaart and de Vries propose a "theoretical frame of reference" to explain various approaches to understanding "why would companies work together in the first place?" a transaction cost economics approach, where the total transaction costs of the actors involved are lower when they work together a resource dependence approach, and the resource based view, where the group of actors is able to create a resource, market power, which they would be unable to exercise independently neo-classical economics' case, arguing that certain functions become separate, specialised units in order to obtain scale effects neo-institutionalism - the argument that actors work together because it is the thing to do these days.[37] They note also that many large and powerful companies "do not have - nor feel - the need to go together".[37] Relationship with Finance Procurement and Finance have, as functions within the corporate structure, been at odds. The contentious nature of their relationship can perhaps be attributed to the history of procurement itself. Historically, Procurement has been considered Finance's underling. One reason behind this perception can be ascribed to semantics. When Procurement was in its infancy, it was referred to as a "commercial" operation. And so the procurement department was referred to as the commercial department rather than the procurement department: the word "commercial" was understood to be associated with money. And so it was obvious that Procurement would become directly answerable to Finance. Another factor, equally grounded in semantics, was that procurement departments (or rather, commercial departments) were always seen as "spending the money". This impression was enough to situate Procurement within the Finance function. It's easy to see why Procurement and Finance are functions with interests that are mutually irreconcilable. Whereas Procurement is fundamentally concerned with the spending or disbursement of money, Finance, by its very nature, performs a cost-cutting role. That is fundamentally the reason why Procurement's aspirations have been constantly checked by Finance's cost-cutting imperatives. This notion, however, has been changing as more chief procurement officers have begun to argue for more autonomy and less interference from Finance departments. Electronic procurement Electronic procurement is the purchasing of goods by businesses through the internet or other networked computer connection.[38] Electronic data interchange (EDI) was a forerunner to electronic procurement, this consisted of standardized transmission of data such as inventories and good required electronically. Schoenherr argues that EDI developed from standardized manifests for deliveries to Berlin during the Berlin Airlift which were applied by DuPont in the 1960s and argues that Material requirements planning and Enterprise resource planning were both forerunners to electronic procurement.[39]:35 Public procurement Main article: Government procurement Public procurement, also known as government procurement, is when a governing body purchases goods, works, and services from an organization for themselves or the taxpayers.[2][40][41] In 2019, public procurement accounted for approximately 12% of GDP in OECD countries[42] and in 2021 the World Bank Group estimated that public procurement made up about 15% of global GDP.[43] Benefits of public procurement Public procurement is based on the idea that governments should direct their society while giving the private sector the freedom to decide the best practices to produce the desired goods and services.[44] One benefit of public procurement is its ability to cultivate innovation and economic growth.[45][46][47] The public sector picks the most capable nonprofit or for-profit organizations available to issue the desired good or service to the taxpayers. This produces competition within the private sector to gain these contracts that then reward the organizations that can supply more cost-effective and quality goods and services. Some contracts also have specific clauses to promote working with minority-led, women-owned businesses and/or state-owned enterprises.[48] There is a great amount of competition over public procurements because of the massive amount of money that flows through these systems. It is estimated that approximately one trillion USD is spent on public procurement worldwide every year.[49] Green public procurement In public procurement, contracting authorities and entities take environmental issues into account when tendering for goods or services. The goal is to reduce the impact of the procurement on human health and the environment.[50] In the European Union, the Commission has adopted its communication on public procurement for a better environment, where it proposes a political target of 50% Green public procurement to be reached by the Member States by 2010.[51] The European Commission has recommended GPP criteria for 21 product/service groups which may be used by any public authority in Europe.[52] The EU has also launched the GPP 2020, which aims to implement 100 low-carbon tenders.[53][54] Social and environmental considerations can be applied to contracts both above and below the threshold for application of the EU Procurement Directives. The 2014 Procurement Directives enable public authorities to take environmental considerations into account. This applies during pre-procurement, as part of the procurement process itself, and in the performance of the contract. Rules regarding exclusion and selection aim to ensure a minimum level of compliance with environmental law by contractors and sub-contractors. Techniques such as life-cycle costing, specification of sustainable production processes, and use of environmental award criteria are available to help contracting authorities identify environmentally preferable bids.[55] Accessible procurement The United States Section 508[56] and European Commission standard EN 301 549[57] require public procurement to promote accessibility. This means buying products and technology that have accessibility features built in to promote access for the around 1 billion people worldwide who have disabilities.[58] Disadvantages of public procurement One issue of public procurement is the inability of governments to measure economic productivity, because as the size of public procurement systems substantially grows, so do their complexity and influence.[59][60] Public procurement is heavily embedded in all forms of public sector goods and services, from health care to road maintenance.[59] Thus, making it incredibly difficult for the government to monitor the impacts, positive or negative.[42] Monitoring public spending and its impact is important to reform public procurement, especially when pending economic instability calls for proactive responses.[59] In some cases, if a nation is extremely impoverished, it may not have the necessary funds or a large enough private sector to even procure companies to issue the goods or services to the people.[61] Thus, omitting public procurement as a potential governing practice. Another concern with public procurement is corruption; companies have much to gain from bribing public officials to obtain these procurements. In societies where corruption is endemic and enforcement is low, public officials are incentivized to accept bribes due to either necessity or greed.[62] Fraud The OECD has published guidelines on how to detect and combat bid rigging.[63] Procurement fraud can be defined as dishonestly obtaining an advantage, avoiding an obligation or causing a loss to public property or various means during procurement process by public servants, contractors or any other person involved in the procurement.[64] An example is a kickback, whereby a dishonest agent of the supplier pays a dishonest agent of the purchaser to select the supplier's bid, often at an inflated price. Other frauds in procurement include: Collusion among bidders to reduce competition. Providing bidders with advance "inside" information. Submission of false or inflated invoices for services and products that are not delivered or work that is never done. "Shadow vendors", shell companies that are set up and used for billing, may be used in such schemes. Intentional substitution of substandard materials without the customer's agreement. Use of "sole source" contracts without proper justification. Use of prequalification standards in specifications to unnecessarily exclude otherwise qualified contractors. Dividing requirements to qualify for small-purchase procedures to avoid scrutiny for contract review procedures of larger purchases. Integrity Pacts are one tool to prevent fraud and other irregular practices in procurement projects. The G20 has recommended their use in their 2019 Compendium of Good Practices for Promoting Integrity and Transparency in Infrastructure Development.[65] A major reason for the lack of integrity pacts in procurement is that they are not required by law. 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