

Centraal <> Decentraal

enige theoretische overwegingen

Dirk-Jan F. Kamann

*Hoogleraar Purchasing and Supply Management,
Faculty of Economics & Business, University of Groningen, The Netherlands

*IAE, L'Université Pierre Mendès France, Grenoble, France

Groningen Research Institute of Purchasing *GRIP*

YPP Event bij Heineken

31 maart 2010

Opzet

- Wat zijn nu eigenlijk de voor- en nadelen?
- Overkoepelende model: BOP (POP) model
- De Boodie Matrix
- Sectorspecifiek denken: de pikorde bepaalt
- Leven in de context van.....

Wat zijn nu eigenlijk...

- ***Voordelen centraal***
 - Hefboomeffecten
 - Voorkomen van duplicaties in procedures etc
 - Schaaleardeffecten: specialisatie, IT, promotiegeld
 - Scope effecten: risk pooling/overzicht/harmonisatie
 - Logistiek: centrale opslag, loading trucks

Wat zijn nu eigenlijk... (2)

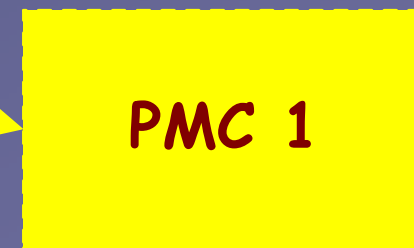
- *Nadelen centraal*

- Logistiek: verdelen, extra handling, dataprocessing
- Verlies van decentrale beheersing van resultaat
- Locale behoeftes kunnen veronachtzaamd worden
- Landspecifieke omstandigheden onderschat
- Probleem van kostenallocatie overhead

POP model

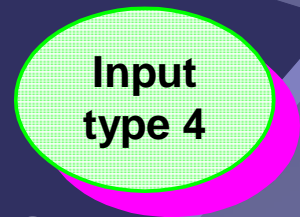
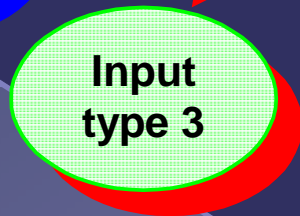
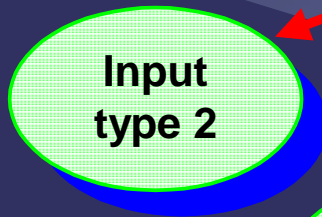
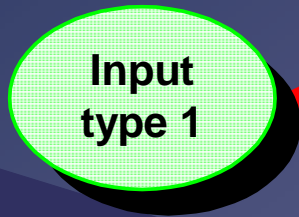
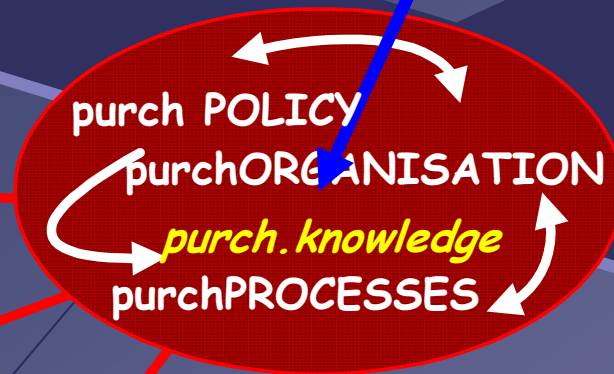
- Dwingende organisatorische redenen
 - Ofwel mechanistisch centraal dominant te zijn
 - Ofwel organisch decentraal dominant te zijn
- *Afgeleid van de marktstrategie van de organisatie*

Policies, Organisation, Processes P.O.P.

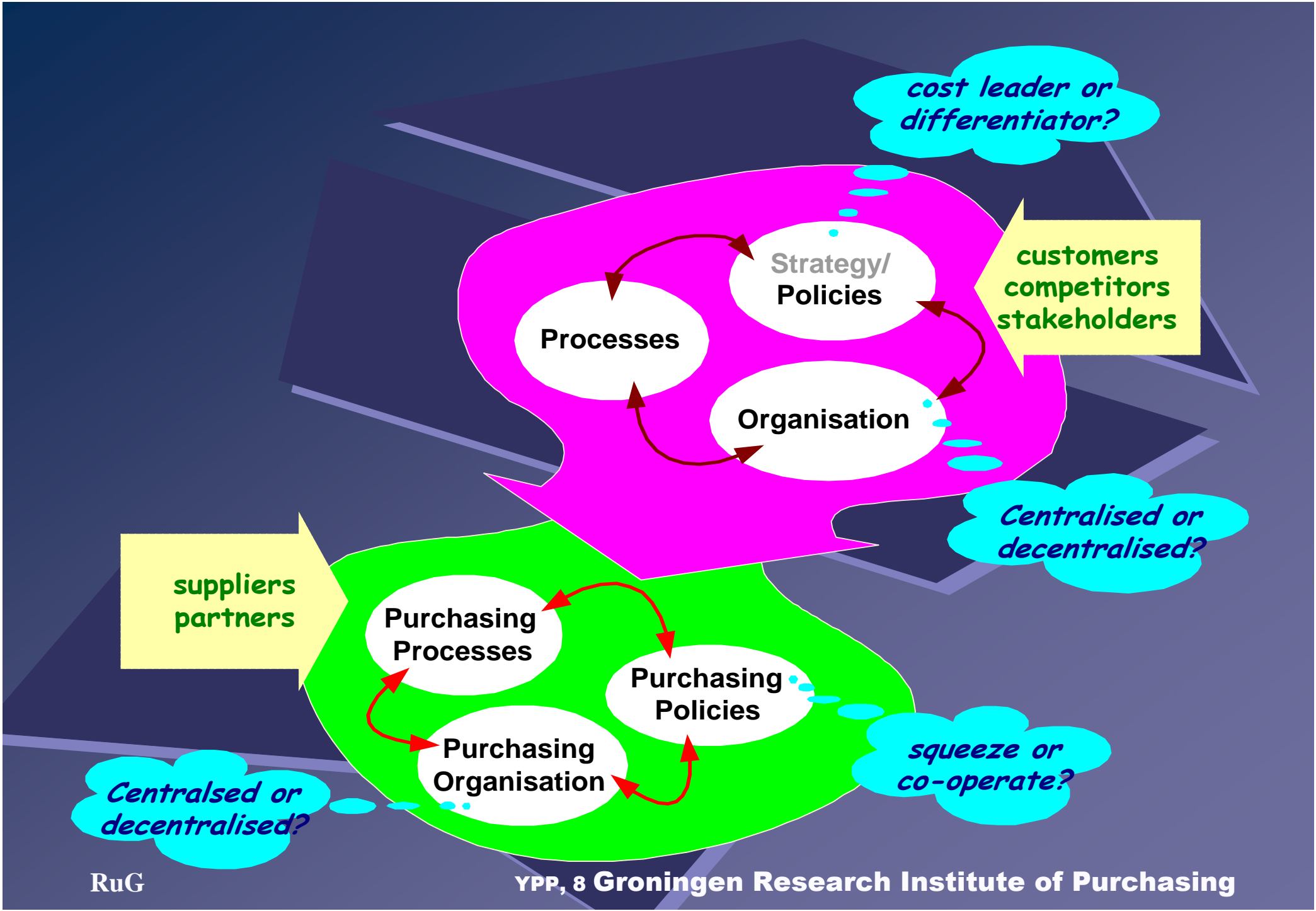


POP

market strategies

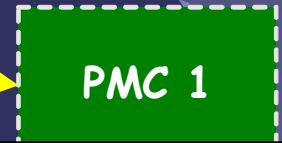


purchasing strategies



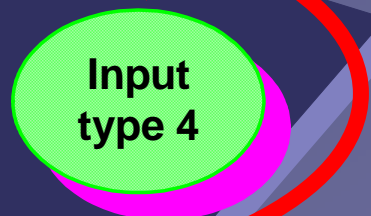
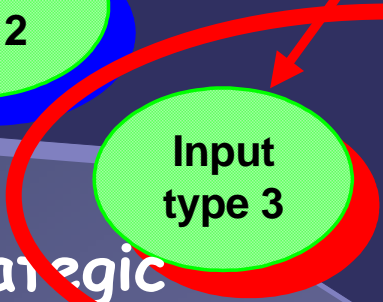
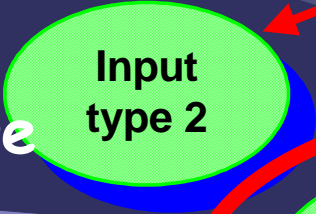
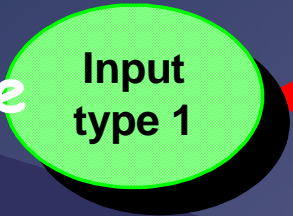
differentiator

market strategies



- 1: low: decentralised purchasing function; co-ordination of common inputs across projects
- 2: low: organic purchasing function
- 3: high in terms of opportunities and budget
- 4: low/average: flexible; forecasts materials demand, long term risk-analyses, market analyses, suppliers selection, vendor rating, exchanging experiences members multi-disciplinary teams

- Purchasing Organisation:**
- 1: degree of centralisation of purchasing function
 - 2: degree of formalisation of purchasing function
 - 3: training/education
 - 4: specialisation staff purchasing department



routine

leverage

strategic

bottleneck

Purchasing Organisation:

- 1: degree of centralisation of purchasing function
- 2: degree of formalisation of purchasing function
- 3: training/education
- 4: specialisation staff purchasing department

Low cost

market strategies



PMC 1



routine

Input type 1

leverage

Input type 2

purchasing strategies

Input type 3

Input type 4

strategic

bottleneck

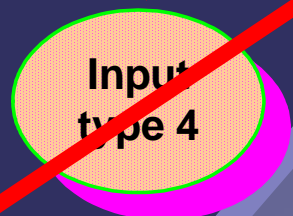
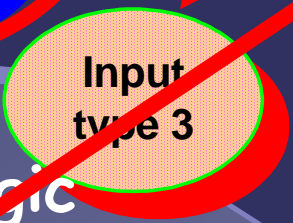
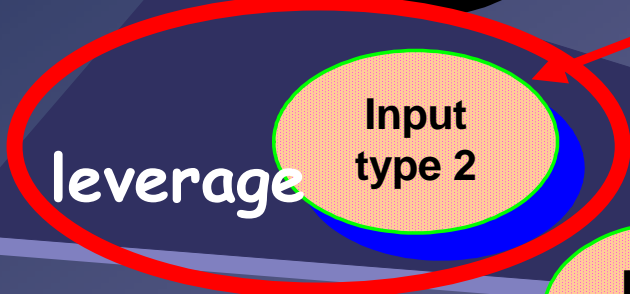
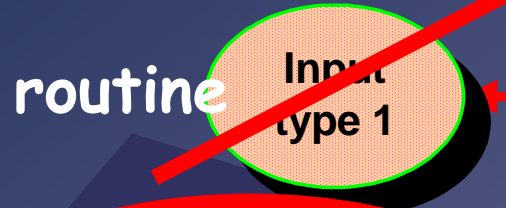
Purchasing Organisation:

- 1: degree of centralisation of purchasing function
- 2: degree of formalisation of purchasing function
- 3: training/education
- 4: specialisation staff purchasing department

high cost
market strategies



High procedures protocols



purchasing strategies

'Customer oriented purchasing'

Customer intimacy

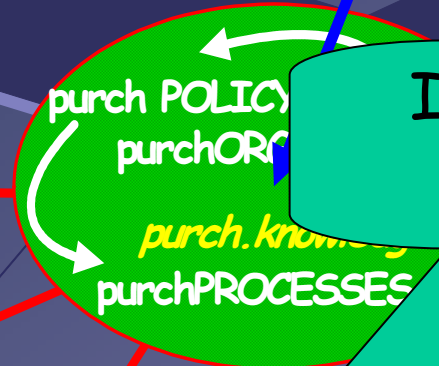
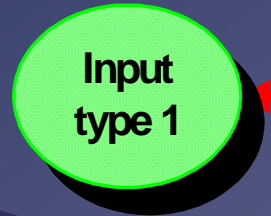
market strategies



POP

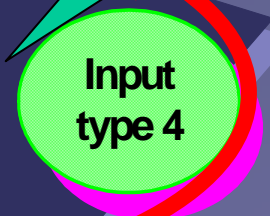
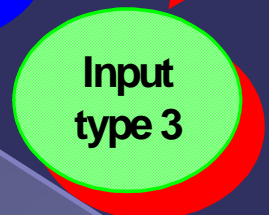
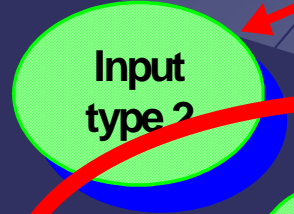
Innovations <-> co-design
Agile supply system

routine



purchasing strategies

leverage



strategic

bottleneck

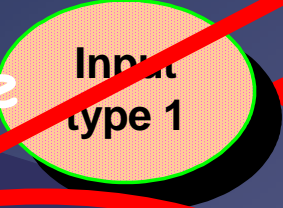
Operational excellence

market strategies

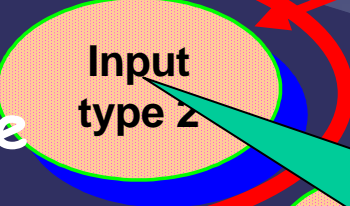


POP

routine



leverage

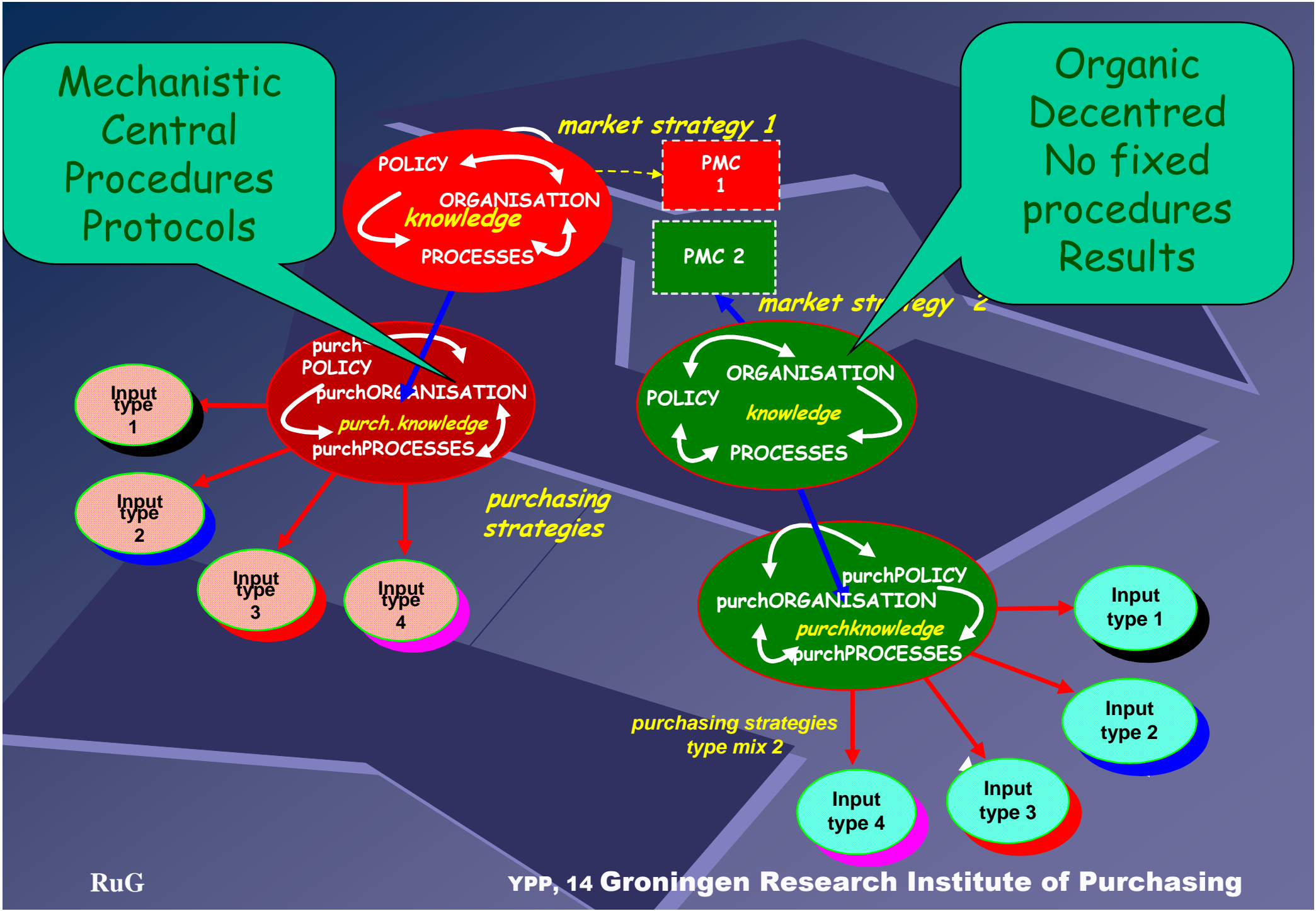


purchasing strategies



strategi

Institute of Purchasing



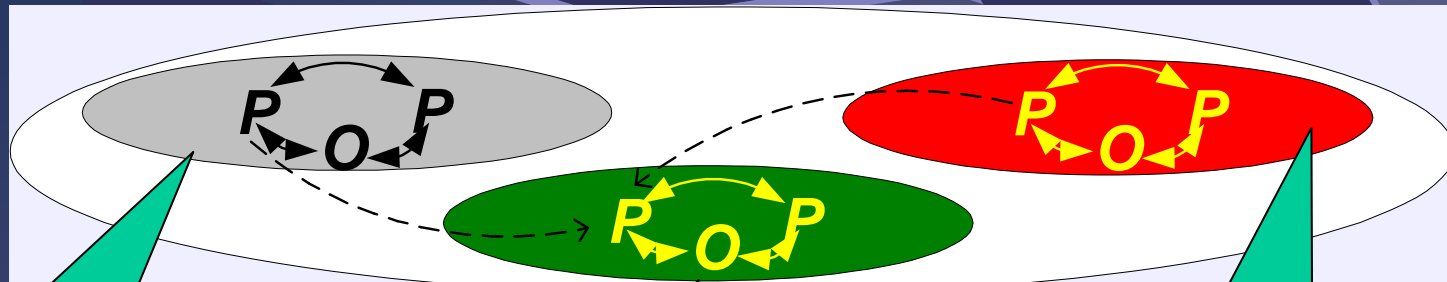
Dus: wees mono-strategist ?

- Een enkele eenduidige strategie is eenvoudiger te vertalen in een homogene organisatiestructuur, met bijpassende processen
- Wat en hoe zeg ik het mijn mensen
- *Aansturing*

Echter...

- Mode:
 - “Fast lane”: innovatief, agile, korte levenscyclus
 - “Slow lane”: stabiel, lean, lange levenscyclus

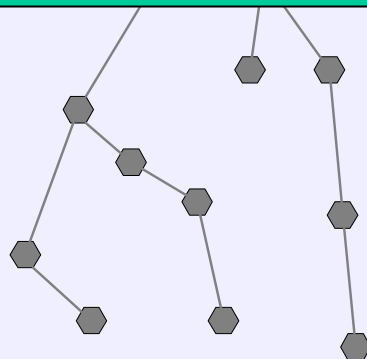
Organisational design



Organic
Fast lane

Mechanistic
Slow lane

Final
distribution



Product leadership
Innovative, complex

Operational excellence

Generic

Central coordination organic
Star + satellites

Decentralised organic
Teams

Central coordination mechanistic
Squeezers

Segmented Mechanistic decentralised
Flexibilizers

User specific

User intimacy

Standard; stable

Product leadership
Innovative, complex

*Decentralised
organic*

Teams

User intimacy
User specific

Product leadership

Operational excellence

Generic

*Central
coordination
mechanistic*

Squeezers

Standard; stable

Case: *The Irish Hospitals*

- After a final mergers between the Rubicon Institution for Health Care (RIHC) and the Limerick St. John's Hospital for Rehabilitation, the Board of Directors of the new entity named "St. John's Ruby" has formulated a new strategy statement. According to this statement, it will focus in the future on:
 - *General operations and diseases*; this is a rather stable market where most diseases to be treated are well-known and have appropriate cures and drugs;
 - *Revalidation of patients suffering from the effects of car accidents*; this is a still growing niche market; new approaches to operate and cure are developed; these approaches can be transferred to new St.JR Hospitals in emerging markets, where increases in car accidents are seen as having a growth potential for hospitals with increased incomes and therefore patient revenues on the horizon.

Operational excellence
Mechanistisch, procedureel

Hospitals

- In a final mergers between the Rubicon Institution for Health (RIHC) and the Limerick St. John's Hospital for Rehabilitation, the Board of Directors of the new entity named "St. John's Ruby" has formulated a new strategy statement. According to this statement, it will focus in the future on:
 - *General operations and diseases*; this is a rather stable market where most diseases to be treated are well-known and have appropriate cures and drugs;
 - *Revalidation of patients suffering from the effects of car accidents*; this is a still growing niche market; new approaches to prevent and cure are developed; these approaches can be transferred to new St.JR Hospitals in emerging markets, where cases in car accidents are seen as having a growth potential and therefore patient incomes are increased and therefore patient

Customer Intimacy
Organic, resultaatgericht

Van monoplant >> multi

- Binnen 1 concern
 - Mechanistische divisies/BU/afdelingen
 - Organische BU's/afdelingen/locaties
- *One size does NOT fit all!*

Soms is een afgesplitste unit echt noodzakelijk om succes te hebben

Om geen last te hebben van de routines en procedures van de 'rest'

Boodie matrix

- Practisch
- Hoge acceptatiegraad
- Daardoor hogere compliance
- Vertaalbaar naar organisatie ontwerp

**financial value/
importance**

Central / decentral

central	lead buyers commodity teams central co-ordination
whoever feels like doing the job	decentralised

**perceived importance for
decentralised agents**

Implementatie

- Hoe borg je dat nou?
- Rekening houdend met de specifieke gearedheid van de organisatie?
- *Niet over locale wensen heen walsen*

Internationaal

- *Inkoop van consultants*
- Landspecifiek?
- Divisie specifiek?

- Inkoop IP en legal specialists..
- Inkoop van schoonmaak, manpower...

Het wereldbeeld...

- Het wereldbeeld dat de onderneming heeft
 - Marketing
 - Finance
 - Productie
 - Inkoop

Wie bepaalt dat?

- De pikorde in de onderneming
 - CEO
 - Finance
 -
 -
 -
 - Inkoop?

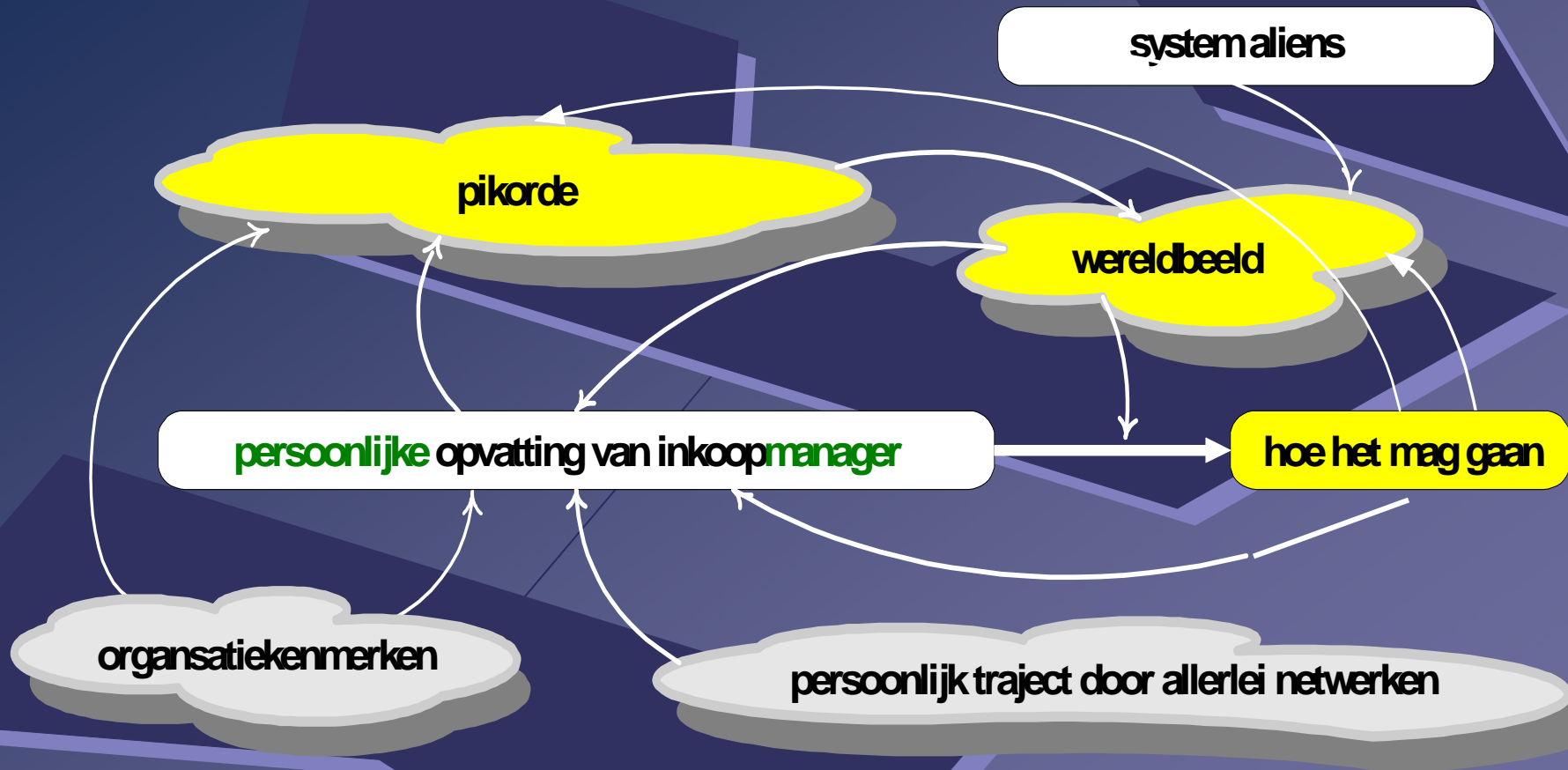
*En als inkoop onder in de
pikorde staat en zegt dat het
een decentraal moet en het
andere centraal mag...*

*Leidt dat alleen maar tot
stekeligheden aan de top, als
bijv. Finance daar heerst!!*

Wie bepaalt dat?

- De pikorde in de onderneming
 - Inkoop
 - CEO
 - Finance
 -
 -
 -
 - Verkoop/Marketing!

Wat bepaalt nou?



Sectorspecifiek

- **Procesindustrie** > extreem laag in hiërarchie en onprofessioneel. Beeld aan de top van de **monkey rock**

Door marketeers of techneuten gedreven ondernemingen

- **Diensten** > beeld vaak afwezig
- **Retail**: status hoog, maar niet altijd professioneel
- **Mode**: extreem hoog: soms erg professioneel

Dus...

- *Als men aan de top roept om centralisatie, is dat niet altijd ingegeven door professioneel inkopen maar door het idee dat alles dan goedkoper kan...*

Leven en laten leven

- Organisch team: duidelijk
- Mechanistische 1 site monoprodukt type: duidelijk
- Geen of/of
- Eerder *'leven in de context van'*



decentralised

centralised

in the context of
decentralised
what centralised aims for

in the context of
centralised
what decentralised needs

Dat betekent...

- Proberen te begrijpen **WAAROM**
- *Waarom wil die ander dat nou eigenlijk*
- *Soft Systems Methodology*
- Gegeven de aard van de onderneming