

RAND

Strategic Sourcing

*Theory and Evidence
from Economics and
Business Management*

Ellen M. Pint, Laura H. Baldwin

Project AIR FORCE

Strategic Sourcing Theory And Evidence From Economics And Business Management

Patrick Vollmar



Strategic Sourcing Theory And Evidence From Economics And Business Management:

Strategic Sourcing Theory and Evidence from Economics and Business Management, 1997 This report describes a review of the economics and business management literatures on issues related to outsourcing It discusses recommendations regarding the selection of activities for outsourcing and given the decision to outsource how to structure contracts and manage buyer seller relationships It should be of interest to managers and analysts concerned with support matters in the Air Force especially those involved with outsourcing and privatization and to support services managers and contracting officials in the other military departments and in the Office of the Secretary of Defense *Strategic Sourcing*

Theory and Evidence from Economics and Business Management, 1997 This report describes a review of the economics and business management literatures on issues related to outsourcing It discusses recommendations regarding the selection of activities for outsourcing and given the decision to outsource how to structure contracts and manage buyer seller relationships It should be of interest to managers and analysts concerned with support matters in the Air Force especially those involved with outsourcing and privatization and to support services managers and contracting officials in the other military departments and in the Office of the Secretary of Defense **Strategic Appraisal** Zalmay Khalilzad, Jeremy

Shapiro, 2002-07-31 Change in international relations in technology and in society as a whole has become the idiom of our age One example of these changes has been an increasing recognition of the value of air and space assets for handling nearly every contingency from disaster relief to war and onsequently increasing demand for such assets These developments have created both challenges and opportunities for the U S Air Force This the fourth volume in the Strategic Appraisal series draws on the expertise of researchers from across RAND to explore both the challenges and opportunities that the U S Air Force faces as it strives to support the nation s interests in a challenging technological and security environment

Contributors examine the changing roles of air and space forces in U S national security strategy the implications of new systems and technologies for military operations and the role of nuclear weapons in U S security strategy Contributors also discuss the status of major modernization efforts within the Air Force and the bill of health of the Air Force as measured by its readiness to undertake its missions both today and in the future *Air Force Journal of Logistics*, 2001 **Air Force**

journal of logistics: vol25_no3, **Implementing Purchasing and Supply Chain Management** Nancy Nicosia, Nancy Y. Moore, 2006 The U S Air Force plans to improve procurement through the implementation of additional purchasing and supply chain management practices This monograph begins with background information organized around the process for conducting market research and proceeds through the how to steps for conducting this research The authors highlight lessons learned from both a literature review and from interviews with personnel at leading commercial enterprises

Reinventing the Supply Chain Life Cycle Marc J. Schniederjans, Stephen B. LeGrand, 2012-11-20 Optimize supply chains throughout their entire lifecycle creation growth maturity and decline Reflecting up to the minute in the trenches

experience and pioneering research this book illuminates the complex transformational processes associated with managing complex supply chains that incorporate multiple products and services within ever changing networks Marc J Schniederjans and Stephen B Legrand walk you through starting creating and building new supply chains then realigning those supply chains for growth adjusting to dynamic change readjusting networks building flexibility and managing new supply chain risks Next they offer practical realistic guidance for realigning mature supply chains innovating controlling costs and smoothly managing declining demand Throughout they offer invaluable insights and tools for negotiating measuring performance anticipating change improving agility and flexibility meeting commitments to social responsibility and the law and much more Based on the authors up to the minute supply chain experience and pioneering academic research Reinventing the Supply Chain Life Cycle contains many real world examples and interviews with executives from some of the world s top organizations It integrates content related to key certifications and offers valuable material that can be incorporated directly into existing supply chain practices procedures and policies

Outsourcing Management Functions for the Acquisition of Federal Facilities National Research Council, Commission on Engineering and Technical Systems, Board on Infrastructure and the Constructed Environment, Committee on Outsourcing Design and Construction-Related Management Services for Federal Facilities, 2001-01-20 In this study outsourcing is defined as the organizational practice of contracting for services from an external entity while retaining control over assets and oversight of the services being outsourced In the 1980s a number of factors led to a renewed interest in outsourcing For private sector organizations outsourcing was identified as a strategic component of business process reengineering an effort to streamline an organization and increase its profitability In the public sector growing concern about the federal budget deficit the continuing long term fiscal crisis of some large cities and other factors accelerated the use of privatization measures including outsourcing for services as a means of increasing the efficiency of government

Strategic Sourcing Ellen Marie Pint, Laura H. Baldwin, 1997 This report originally prepared as an annotated briefing discusses the recommendations of the economics and business management literatures on issues related to outsourcing It is found that organizations should outsource those activities that can be most effectively managed externally so that senior managers can devote their attention to activities best managed internally The economics literature emphasizes that activities involving transaction specific assets should be managed internally whereas the business management literature recommends that organizations retain internal control of their core competencies Organizations can often gain access to superior performance at equal or lower cost by outsourcing other activities Therefore it seems prudent for the Air Force to focus its outsourcing efforts on activities that are neither core competencies nor involve great asset specificity although the business management literature suggests that the Air Force could outsource activities that do involve asset specificity such as the provision of complex services if it develops longer term partnerships with suppliers rather than treating them as arm s length vendors Also past performance information could be used to advantage in outsourcing to

develop longer term relationships and encourage transaction specific investments **Multi-Agent Systems for Traffic and Transportation Engineering** Bazzan, Ana,Klügl, Franziska,2009-04-30 This book aims at giving a complete panorama of the active and promising crossing area between traffic engineering and multi agent system addressing both current status and challenging new ideas Provided by publisher **Outsourcing and Insourcing in an International Context** Marc J Schniederjans,Ashlyn M Schniederjans,Dara G Schniederjans,2015-03-26 Designed for upper level undergraduate or graduate courses in production operations management management information systems international business and strategic management this text focuses on concepts processes and methodologies for firms planning to undertake or currently involved in outsourcing insourcing decisions Outsourcing and Insourcing in an International Context is the only available text that includes coverage of the international risk factors associated with this strategy The book presents a balanced view of the positive and negative aspects of outsourcing and provides essential coverage of the fundamental techniques involved in any outsourcing insourcing decision In addition it discusses the ethical ramifications of outsourcing for companies and governments around the world Each chapter includes learning objectives discussion questions and sample problems An Instructor s Manual Test Bank and PowerPoint presentation are available to teachers who adopt the text

From Chaos to Clarity Warren M. Anderson,2001 *Strategic Sourcing* Laura H. Baldwin, Frank A. Camm, Nancy Y. Moore,2000 Under pressure to improve performance and reduce expenditures the Air Force is reexamining the source of provision of many of its support activities such as installation services This documented briefing describes how innovative commercial customers and world class providers of facility management services analogous to base operating support services use performance metrics in their sourcing decisions These firms use performance metrics to inform the original make buy decision to guide the source selection to manage the customer provider relationship and to improve the provision of services over time Although the practices of innovative commercial firms differ dramatically from the Air Force s traditional approach to sourcing they are broadly compatible with current Air Force efforts to extend the benefits of acquisition reform to services acquisition In addition to using performance metrics to focus its limited sourcing resources on those New Challenges, New Tools for Defense Decisionmaking Stuart E. Johnson,Martin C. Libicki,Gregory F. Treverton,2003 The collapse of the Soviet Union and the end of the Cold War and then the terrorist attacks of September 11 2001 transformed the task of American foreign and defense policymaking This book outlines the dimensions of that transformation and sketches new tools for dealing with the policy challenges from modeling and gaming to planning based on capabilities rather than threats to personnel planning and making use of best practices from the private sector 2002 *Logistics Challenges , Supply Chain Design (Collection)* Marc J. Schniederjans,Stephen B. LeGrand,Arthur V. Hill,Michael Watson,Sara Lewis,Peter Cacioppi,Jay Jayaraman,2013-03-02 A brand new collection of world class supply chain design solutions 3 authoritative books now in a convenient e format at a great price 3 authoritative eBooks deliver state of

the art guidance for designing and optimizing highly competitive global supply chains This unique 3 eBook package will help you design state of the art supply chains that deliver rapid quantifiable and sustainable competitive advantage The Encyclopedia of Operations Management is the perfect single volume field manual for every supply chain or operations management practitioner and student Nearly 1 500 well organized up to date definitions cover every facet of supply chain design planning management and optimization Next in Reinventing the Supply Chain Life Cycle Marc J Schniederjans and Stephen B LeGrand show how to optimize supply chains throughout their entire lifecycle creation growth maturity and decline Reflecting up to the minute in the trenches experience and pioneering research this book illuminates the complex transformational processes associated with managing complex supply chains that incorporate multiple products and services within ever changing networks They walk you through starting creating and building new supply chains realigning them for growth adjusting to dynamic change readjusting networks building flexibility and managing new risks Next they offer practical realistic guidance for realigning mature supply chains innovating controlling costs and smoothly managing declining demand Throughout they offer invaluable insights tools and examples for negotiation performance measurement anticipating change improving agility meeting commitments to social responsibility and the law and more Finally in Supply Chain Network Design four leading IBM and Northwestern University experts show how to use strategic supply chain network design to achieve dramatic new savings They integrate rigorous principles and practical applications to help you select the right number location territory and size of warehouses plants and production lines and optimize the flow of all products through even the most complex global supply chain You ll find better ways to decide what and where to manufacture internally and which products to outsource and to whom You ll get help managing cost vs service level tradeoffs using analytics to improve decision making and re optimizing regularly for even more savings Whatever your role in supply chain design this collection will help you systematically optimize performance customer value and profitability From world renowned supply chain experts Arthur V Hill Marc J Schniederjans Stephen B LeGrand Michael Watson Sara Lewis Peter Cacioppi and Jay Jayaraman

A Casebook of Alternative Governance Structures and Organizational Forms Michael Hynes, Sheila Nataraj Kirby, Jennifer Sloan, Jennifer Sloan McCombs, 2000 This study examines alternative ways that government can carry out its activities It should prove useful to government agencies and decisionmakers who are considering options for organizing themselves or their functions in different ways

Evaluating Five Proposed Price and Credit Policies for the Army Marygail K. Brauner, 2000 To streamline its financial management system for spare parts the Army is planning to implement a major initiative called Single Stock Fund SSF As part of this implementation important decisions must be made on the adoption of new price and credit policies for spare parts The purpose of stock funding is to set up a buyer supplier relationship between operating units and the Army s wholesale supply system Logistics customers in operating units receive an Operations and Maintenance Army OMA budget to buy spare parts from the wholesale supply

system and they receive credits when they return parts to the wholesale supply system for repair and or restocking The Army's wholesale supply system is financed by the Army Working Capital Fund AWCF It must cover the cost of maintaining wholesale inventories with the income it receives from sales of parts to logistics customers and maintain a positive cash balance Thus price and credit policies affect the supply and repair decisions of logistics customers as well as the financial health of the wholesale supply system In the spring of 1998 the Army established a Credit Pricing Integrated Product Team CPIPT to recommend several alternative pricing and credit policies and a set of criteria by which to assess how these alternatives would affect key Army processes RAND Arroyo Center was asked to conduct the assessment of these alternatives This documented briefing presents the results of RAND's analysis of the CPIPT price and credit policy alternatives We focus on two quantitative criteria First the new price and credit policy should enable logistics customers to maintain their current operating tempo OPTEMPO without significantly increasing their OMA budget for spare parts Second the new policy should not significantly increase the AWCF's costs to replenish wholesale inventories through repair and procurement

Handbook of Public Administration W. Bartley Hildreth, Gerald Miller, Evert L Lindquist, 2021-04-26 Public administration as a field of study finds itself in the middle of a fluid environment The very reach and complexity of public administration has been easy to take for granted easy to attack and difficult to explain particularly in the soundbite and Twitter snipe media environment Not only has the context for the discipline changed but the institutions of public administration have adapted and innovated to deliver services to the public and serve those in power while becoming increasingly complex themselves Has public administration evolved And what new lines of research are critical for effective policy and delivery of programs and public services while preserving foundational principles such as the rule of law and expert institutions This Handbook of Public Administration sheds light for new researchers doctoral students scholars and practitioners interested in probing modern public administration's role in solving major challenges facing nations and the world This fourth edition recognizes that the scholarship of public administration must reflect the diverse influence of an international orientation embracing public administration issues and practices in governance systems around the world and illustrating just how practice can vary across jurisdictions Every section identifies foundational principles and issues shows variation in practice across selected jurisdictions and identifies promising avenues for research Each chapter revisits enduring themes and tensions showing how they persist along with new challenges and opportunities presented by digital technology and contemporary political realities The Handbook of Public Administration Fourth Edition provides a compelling introduction to and depiction of the contemporary realities of public administration and it will inspire new avenues of inquiry for the next generation of public administration researchers

Technology Offsets in International Defence Procurement Kogila Balakrishnan, 2018-08-14 Technology offsets a nonconventional international trade financing tool is used by governments buyers to obtain industrial and technological benefits from companies sellers as part of international procurement Offsets deals involve billions of

dollars and this practice exists in around 80 countries around the world Though offsets is a popular practice in defence it is increasingly gaining popularity in civil sectors Offsets is often tainted by controversy and receives bad press What then makes offsets popular Governments claim that offsets delivers technology and knowledge transfer skills in high technology sectors and employment and offsets expands export opportunities through participation in OEM supply chains For companies offsets is mainly employed as a tool to obtain a competitive edge and win sales in international business In the past there have been mixed results of case studies on the impact of offsets successes and failures Considering the mismanagement of globalisation unfair trade agreements and current political and economic discontent there is a stronger need for governments and companies to use vehicles such as offsets to create a relationship of trust and commitment for sustainable development This book fills the gap in offsets and focuses on how to manage offsets more effectively by addressing issues of strategy policy and implementation technology management governance and risk Technology Offsets in International Defence Procurement is designed for those studying international procurement international trade international business technology management defence policy and industrial policy This book will also be of interest to practitioners and policy makers in both government and industry

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Table of Contents Strategic Sourcing Theory And Evidence From Economics And Business Management

1. Understanding the eBook Strategic Sourcing Theory And Evidence From Economics And Business Management
 - The Rise of Digital Reading Strategic Sourcing Theory And Evidence From Economics And Business Management
 - Advantages of eBooks Over Traditional Books
2. Identifying Strategic Sourcing Theory And Evidence From Economics And Business Management
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Strategic Sourcing Theory And Evidence From Economics And Business Management
 - User-Friendly Interface
4. Exploring eBook Recommendations from Strategic Sourcing Theory And Evidence From Economics And Business Management
 - Personalized Recommendations

- Strategic Sourcing Theory And Evidence From Economics And Business Management User Reviews and Ratings
- Strategic Sourcing Theory And Evidence From Economics And Business Management and Bestseller Lists
- 5. Accessing Strategic Sourcing Theory And Evidence From Economics And Business Management Free and Paid eBooks
 - Strategic Sourcing Theory And Evidence From Economics And Business Management Public Domain eBooks
 - Strategic Sourcing Theory And Evidence From Economics And Business Management eBook Subscription Services
 - Strategic Sourcing Theory And Evidence From Economics And Business Management Budget-Friendly Options
- 6. Navigating Strategic Sourcing Theory And Evidence From Economics And Business Management eBook Formats
 - ePub, PDF, MOBI, and More
 - Strategic Sourcing Theory And Evidence From Economics And Business Management Compatibility with Devices
 - Strategic Sourcing Theory And Evidence From Economics And Business Management Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Strategic Sourcing Theory And Evidence From Economics And Business Management
 - Highlighting and Note-Taking Strategic Sourcing Theory And Evidence From Economics And Business Management
 - Interactive Elements Strategic Sourcing Theory And Evidence From Economics And Business Management
- 8. Staying Engaged with Strategic Sourcing Theory And Evidence From Economics And Business Management
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Strategic Sourcing Theory And Evidence From Economics And Business Management
- 9. Balancing eBooks and Physical Books Strategic Sourcing Theory And Evidence From Economics And Business Management
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Strategic Sourcing Theory And Evidence From Economics And Business Management
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions

- Managing Screen Time
- 11. Cultivating a Reading Routine Strategic Sourcing Theory And Evidence From Economics And Business Management
 - Setting Reading Goals Strategic Sourcing Theory And Evidence From Economics And Business Management
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Strategic Sourcing Theory And Evidence From Economics And Business Management
 - Fact-Checking eBook Content of Strategic Sourcing Theory And Evidence From Economics And Business Management
 - Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
- 14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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