

Chapter 1 : One Year In, Building eBay For The Future

The study, "The Future of Purchasing and Supply: A Five- and Ten-Year Forecast," by NAPM, the Center for Advanced Purchasing Studies, A.T. Kearney, Arizona State University, and Michigan State University, details 18 initiatives that will shape the purchasing and supply management function in coming years.

One year ago today, I stood on a stage in front of thousands of eBay employees from around the world and sellers from every state in the U. It was a day of firsts: Standing there in the heat of a July day in California, I committed to certain key priorities for the coming year. I said we would position our business for long-term growth and success, for our customers, employees and shareholders. I said we would begin by building a strong foundation to enable the acceleration of the business. And we would do this while remaining authentic to who we are. To drive this forward, we embarked on a focused strategy to deliver the best choice and the most relevance, underpinned by the most powerful selling platform. We have made a lot of progress. This is allowing us to make significant enhancements to our shopping experience, to enable better discoverability of our vast inventory and incredible deals for consumers. It has also given us the opportunity to deliver new tools and powerful data insights to our sellers to help them scale their businesses. Mobile has long been a competitive differentiator for us. In parallel with all of this, we are continuing to expand into new business segments and geographies. We are building eBay to be a vibrant and dynamic global technology leader for years to come, and we are starting to see results. But this vast inventory was historically as much of a challenge as it was a benefit. No two listings looked the same – even when the items for sale were identical. Over the past year, we launched an ambitious, multi-year project to provide structure to our inherently unstructured inventory. We are also investing in artificial intelligence capabilities, including machine learning and predictive modeling, allowing vastly improved personalization and targeting. These are important steps, but they are also just the beginning of the innovation that we will bring to shoppers in the coming years. Twenty years ago, consumer selling was the basis of the sharing economy, and we believe there is enormous opportunity to revitalize it for a whole new generation. Later this summer, we will take advantage of the enhancements to our platform to make selling on eBay even simpler. Over , users have now experienced Valet, and we are expanding our drop-off sites to include all 1, US FedEx locations. To this end, we recently acquired Expertmaker , which specializes in providing intelligent solutions powered by artificial intelligence, machine learning and big data analytics – and we announced our intent to acquire SalesPredict , which uses analytics to predict customer buying behavior and sales conversion. In our Motors vertical, we acquired Cargigi to provide our sellers with the tools they need to streamline and enhance the vehicle selling process. Apart from acquisitions, we added a new category to our marketplace. We are now a new destination to browse collectible, rare and everyday wines based on varietal, region and price point. Since launching in April, our offering is growing strongly. Inventory has grown almost three-fold, with wines from more than different regions and over 14, listings. We also began offering Parental and Family Care leave for employees in the U. This innovation is already beginning to take hold of the messaging space with the arrival of conversational assistants. Artificial intelligence has the potential to bring an era of deep personalization to the commerce space. We are entering what we call the Age of Everywhere -- the profusion of cloud-connected devices that will bring the Internet to you, globalize the market, and make things faster and more on-demand. Virtual and augmented reality will be the next platform revolution. This is already prevalent in the gaming world, but it has the potential to be far more disruptive. These innovations will create enormous opportunity for commerce companies prepared to take advantage of them. We have a clear vision for our company, the right strategy to get us there, and a culture that is energized to deliver on our commitments. We have also sharpened our brand to better express what makes eBay a great technology and ecommerce company. We can help every person get their version of perfect, no matter what that is. These statements include, but are not limited to, statements regarding the future performance and product initiatives of eBay Inc. All information in this article is as of July 20, Undue reliance should not be placed on the forward-looking statements in this article, which are based on information available to us on the date hereof. We assume no obligation to update

such statements.

Chapter 2 : ISM - Publications and News - The Future of Purchasing and Supply: Strategic Sourcing

Get this from a library! Strategic buying for the future: opportunities for innovation in government electronics system acquisition. [Barry M Horowitz].

How many times will you change careers in your lifetime? Every job-seeker needs to take the time to step away from the day-to-day grind of work and spend quality time reflecting on your career and developing some plans for your future. Whether you love your current job and employer or feel frustrated and confined by your job, career planning can help. This article provides you with some basic guidelines for both short-term and long-term career planning.

Short-Term Career Planning A short-term career plan focuses on a timeframe ranging from the coming year to the next few years, depending on the job-seeker. The key characteristic of short-term career planning is developing realistic goals and objectives that you can accomplish in the near future. As you begin your career planning, take the time to free yourself from all career barriers. What are career barriers? And while career planning and career decision-making is an important aspect of your life, do not put so much pressure on yourself that it paralyzes you from making any real choices, decisions, or plans. Finally, career planning is an ever-changing and evolving process – or journey – so take it slowly and easily. Are you happy with your current lifestyle? Do you want to maintain it or change it? Be sure to identify the key characteristics of your ideal lifestyle. Does your current career path allow you the lifestyle you seek? What kinds of activities – both at work and at play – do you enjoy? What kind of activities do you avoid? Make a list of both types of activities. Now take a close look at your current job and career path in terms of your list of likes and dislikes. Does your current job have more likes or dislikes? Reflect on the times and situations in which you feel most passionate, most energetic, most engaged – and see if you can develop a common profile of these situations. Develop a list of your passions. How many of these times occur while you are at work? Analyze your strengths and weaknesses. What are your strengths? What are your weaknesses? Analyze your definition of success. Spend some time thinking about how you define success. What is success to you: Are you an extrovert or an introvert? Do you like thinking or doing? Do you like routines or change? Do you like sitting behind the desk or being on the move? Take the time to analyze yourself. Analyze your dream job. Remember those papers you had to write as a kid about what you wanted to be when you grew up? Take the time to revert back to those idyllic times and brainstorm about your current dream job; be sure not to let any negative thoughts cloud your thinking. Analyze your current situation. Before you can even do any planning, clearly and realistically identify your starting point. Luckily, LiveCareer has you covered with the writing of both documents.

Career Planning Steps If you have been examining multiple career paths, now is the time to narrow down the choices and focus on one or two careers. Pinpoint the qualifications you need to move to the next step in your career. Or, to make the move to a new career path. Develop a plan to get qualified. Make a list of the types of qualifications you need to enhance your standing for your next career move, such as receiving additional training, certification, or experience. Develop a timeline and action plans for achieving each type, being sure to set specific goals and priorities.

Long-Term Career Planning Long-term career planning usually involves a planning window of five years or longer. It also involves a broader set of guidelines and preparation. Businesses, careers, and the workplace are rapidly changing, and the skills that you have or plan for today may not be in demand years from now. Long-range career planning should be more about identifying and developing core skills that employers will always value while developing your personal and career goals in broad strokes. How can you prepare for future career changes and developments? The best way is to stay active in short-term career planning. Hansen is founder of Quintessential Careers , one of the oldest and most comprehensive career development sites on the Web, as well CEO of EmpoweringSites. He is also founder of MyCollegeSuccessStory. Hansen is also a published author, with several books, chapters in books, and hundreds of articles. Hansen is also an educator, having taught at the college level for more than 15 years. Visit his personal Website or reach him by email at randall at quintcareers.

Chapter 3 : Focusing Our Organizations on the Future

In the future, marketing strategy will be heavily influenced by new trends for marketing here. Tisha Oehmen / July 17, / 6 Comments It's hard as marketers to get far enough out of the day to day to observe trends materializing to influence our ability to do our jobs, much less think about marketing in

The Future of Purchasing and Supply: Strategic Sourcing Initiative 3: Strategic Sourcing Take the Initiative: Continuing coverage of the trends shaping the profession By Thomas H. Slaight, vice president with A. Kearney in New York City. Just when smart organizations thought they had squeezed the last ounce of savings from their supply bases, enlightened purchasing and supply organizations are saving even more by focusing more on process than function. New-style purchasing departments lead their organizations to join with suppliers to spur innovation, apply joint expertise to product development, and create genuine supply advantage. In the once mundane world of hard-nosed negotiations aimed at reducing costs, managing supplier relationships, and buying everything from paper clips to private planes, "those buyers down in purchasing" have traditionally been a minor blip on the CEO radar screen. What is Strategic Sourcing? Strategic sourcing is a supply management tool that delivers significant cost reductions and other benefits. That sounds simple enough, but what makes strategic sourcing different from a traditional sourcing activity? After all, "identifying and selecting initial commercial arrangements" can just as easily be accomplished with the old "lowest of three bids" process, right? Strategic sourcing requires that organizations divide their spend into categories and then classify the categories based on the importance of that product or service, and on the complexity of the supplier marketplace. From there, the purchasing organization - and the supplier organization - must recognize that various relationships are required. At one end, the least strategic relationships might be based on cost, but at the other end, the most strategic suppliers are chosen for their ability to create new business opportunities or technological advances. Specifically targeting or searching for suppliers in such a formalized manner, to fill this role is what strategic sourcing is all about. Strategic sourcing is the first rung of the ladder. See the article, "Restructuring for Innovation," in this issue for more on supply advantage. Why Focus on Strategic Sourcing? In the past, purchasing and supply functions have often had a sole mission: Drive costs to the lowest possible price points, then track and report them. Kearney, the top priorities for supplier relationships were: Furthermore, those leaders who value end-product competitiveness as a primary objective, 86 percent, also valued establishing relationships with leading suppliers 79 percent. In these organizations, purchasing and supply management professionals provide strategic positioning advantage and revenue enhancements. The alliances that they create with suppliers spur innovation, identify new product opportunities, bring access to new markets or technology, and provide new intelligence for strategic decisionmaking. At Cisco Systems, the San Jose, California-based provider of Internet networking materials, strategically selected supplier relationships are a key driver behind its recent remarkable growth. This new cooperative relationship with suppliers, combined with a high percentage of production outsourcing, has done much more than help the company slim down costs. Cisco has quadrupled its output without investment in new plants, and its products now reach the market in one-third the time. The close cooperative efforts yielded yet another reward: Few organizations have managed to become leaders in both sourcing and strategic supplier management. Proactive purchasing and supply management professionals that capitalize on working with suppliers to foster innovation and develop markets are still a rarity. Some organizations are simply not focused on establishing purchasing processes to make the creation of genuine supply advantage the norm rather than the exception. Failure to make procurement process-oriented rather than transaction-oriented often stems internally from the purchasing organization, rather than from the supply base. Suppliers are a vast, often untapped resource. Purchasing and supply relationships can become a guessing game in which suppliers try to determine how they can add more value. Their customers often fail to provide the answers. In order to change this, in the coming years, the most successful purchasing and supply organizations will project some of their highest objectives on the sourcing process, by choosing their suppliers based on strategic objectives and constantly evaluating current suppliers for the same contributions. What does it take to source strategically? Getting

There An organization creating supply advantage sorts through its suppliers and determines how their role and their relationship should change. Mindful of its own core competencies, the organization decides which components to maintain or build itself, and which to outsource. It chooses which relationships should be transactional, collaborative, or strategic; which relationships to drop and which to nurture. The result of this strategic sourcing process is a select few supply-advantage alliances in which the members become partners in innovation, leading to marketplace advantage. The organization and its suppliers work together to develop complementary strategies and objectives and agree to reach these objectives with a common approach and set of values. The new partners agree on objective performance measures that will ensure proper accountability. The organization then offers rewards and provides incentives contingent upon the suppliers meeting these measures. In many cases, this common purpose is reflected in value-based compensation structures. Traditionally, measurements have been based on cost-saving measures. Imagine if performance measurements were extended to include revenues that resulted from the supplier relationship. For example, did a supplier relationship result in a new business venture that is now making money for the organization? In place of artificial boundaries between the customer and the supplier, processes are designed to flow seamlessly between the two organizations. This includes business processes related to product design and development, as well as to requisitioning, delivery, and invoicing. Technology is a key tool in making this happen effectively. Imagine that suppliers will be selected or retained based on the ability for information to move freely between the organizations. The purchasing organization and its suppliers promote communication by creating opportunities, processes, and well-defined communication points - from strategic discussions on the creation of value to tactical contacts targeted at getting the job done right. The alliance is not limited to research and development. Rather, purchasing and supply management involves its key suppliers at many levels and in many different business functions - stretching across all areas including finance, marketing, and sales. A unique criteria in the future may be the reciprocity that will be required for the purchasing and supplier organizations. Might it become a criteria that the supplier chosen for its strategic value is also held in the same regard as a customer? A common purpose, joint processes, effective dialogue, and multidimensional relationships may be the cornerstone of the most strategic relationships, but developing these qualities in a supplier takes time. To set these objectives, the purchasing and supply organization must align with the strategic objectives of the larger organization. Market position - including cost leadership, customer service, and market penetration- drive decisions for purchasing and its suppliers. The chief procurement officer can build a procurement strategy around cost leadership and value-creating supplier partnerships.

Chapter 4 : Verizon Vs. AT&T: Which Has A Better Operating Strategy For The Future? | Seeking Alpha

The key to developing a strategic procurement team that adds value to your business is learning to adapt. Contingent workforce leaders have been handling procurement the same way for the last few years, but now, the world of sourcing and contingent workforce management is undergoing a transformation.

New legislation, tax reform, a bolstering economy and so much more have impacted the business environment. The one thing with change is that it is constant. Knowing this, are you prepared for the future and what change is going to occur? A rhetorical question, but one that begs us to consider the importance of strategic planning, as it can prepare you for the inevitable ebbs and flows of the unknown. And if there is one thing the automotive retail industry understands, it is how change can positively impact your operations, if you have the right foundation in place. It is no secret that The Rawls Group is a huge proponent of strategic planning. That includes not just envisioning and developing a strategy, but integrating the plan into your culture, tying performance criteria to achieving the plan, and actively reviewing your trajectory compared to available resources. We believe it keeps you agile and in the ready position to tackle whatever may be thrown at you. For those of you who have yet to do any sort of planning, we could say you are in denial. Sure, the economy is thriving, and your dealership s are performing well at all levels. The future looks bright. However, to make this point simple, I will remind us of a time in which we did not see the tidal wave coming “ Dealers who lived through may still be experiencing post traumatic stress disorder. For those dealers, and importantly the private equity firms and family offices that are newer to the dealership game, we remind you that history always repeats itself, in some shape or form. You not only need to have a strategic plan, it needs to be re-evaluated every three to five years so that plan can work for you versus against you. Getting started is easy. The simplest place to start is identifying your vision for the future. If you already have a future vision, identify any elements that may have altered the original vision. Understand what motivates you to get out of bed every morning and take on the risk of the dealership business. Ask yourself if it is:

Chapter 5 : What's the Difference Between Tactical vs. Strategic Sourcing?

*Strategic Buying for the Future: Opportunities for Innovation in Government Electronics System Acquisition (The Libbey Business Library) [Barry M. Horowitz] on www.nxgvision.com *FREE* shipping on qualifying offers.*

Reddit Flipboard The following script is from "Amazon" which aired on Dec. Charlie Rose is the correspondent. There has never been a company quite like Amazon. Conceived as an online book seller, Amazon has reinvented itself time and again, changing the way the world shops, reads and computes. Amazon has million customers around the world. Its goal is to sell everything to everyone. The brainchild of Jeff Bezos, Amazon prides itself on disrupting the traditional way of doing things. A few weeks ago the company announced it was launching Sunday delivery. There are 96 of these warehouses worldwide, what Amazon calls fulfillment centers. If you go back in time 18 years, I was driving the packages to the post office myself, and we were very primitive. He sold his first book on Amazon in another era, back in Part of what Amazon customers expect--we want it now. And we have gotten better every time. When I was driving the packages myself, one of my visualizations of success is that we might one day be big enough that we could afford a forklift. Amazon vice president Dave Clark showed us how the process begins. After the products arrive into the building, they are immediately scanned. The products are then placed by stackers in what seems to outsiders as a haphazard way This is a Swiffer. It is a Swiffer. Does it make sense to you? Can those two things, you look at how these items fit in the bin. Amazon has become so efficient with its stacking, it can now store twice as many goods in its centers as it did five years ago. Once your order is placed, a so-called pick ambassador walks the aisles, plucking and scanning your items before placing them in bins. Those bins eventually wind up in front of a packer, who knows exactly how big of a box to use based on the weight and amount of items, your address is slapped onto the box and then a picture is taken of your address label, gadgets known as "shoes" sort and divert the boxes to the appropriate spiral chute, based on the postal code. This accelerates the delivery process. The boxes are then loaded onto awaiting trucks, which are assigned to particular regions -- Raleigh, North Carolina, in this case. Amazon uses more trucks than planes because so many distribution centers have been built near customers. If you can do this with all these products, what else can you do? You guys can organize the world? But the company has also started same day deliveries of groceries in two cities -- milk, vegetables and dry goods, to name a few items. Amazon Fresh began in Seattle and only after five years has it expanded to Los Angeles. How to make it make financial sense. But is this the Holy Grail for Amazon? I can deliver it on the same day? If we can make this model work, it would be great because it extends the range of products that we can sell. Amazon is now flowing into other areas far removed from its original mission as an online book seller. Amazon Fashion, launched this fall, sells high-end clothing Tell me what is Amazon today? I would define Amazon by our big ideas, which are customer centricity, putting the customer at the center of everything we do, invention. To keep track of its massive online orders, Amazon built a large and sophisticated computing infrastructure. Amazon figured out it could also expand that infrastructure to store data and run websites for hundreds of thousands of outside companies and government agencies on what is known as the cloud. How much of the Internet, do you run? I could tell you this. Other than Netflix, who else uses AWS? Oh, big enterprises, big government institutions Does that present any conflict for you, the fact that, that you provide the cloud that the CIA uses for its data? But the company continues to branch out in areas the public can see and touch. People read books the same way for centuries until Amazon introduced the Kindle e-reader and Amazon has just released its Kindle Fire HDX tablet - in typical Amazon style, without making a profit on the device. So you sell this at break even? We sell this at break even and then we hope to But we hope to make money when you Sell all the stuff Amazon is one of the rare companies that on a quarterly basis shows little profit and yet is beloved by investors. In the long run, if you take care of customers, that is taking care of shareholders. We do price elasticity studies. And every time the math tells us to raise prices. Because doing so would erode trust. And that erosion of trust would cost us much more in the long term. That long view, Bezos believes, gives Amazon a distinct edge. So just that change in timeline can be a very big competitive advantage. The more centers it constructs, the closer the

customer and the faster the delivery. And every time a new one goes up, publishers and traditional retailers shudder. A lotta small book publishers and other smaller companies worry that the power of Amazon gives them no chance. You gotta earn your keep in this world. Is Amazon ruthless in their pursuit of market share? The Internet is disrupting every media industry, Charlie, you know, people can complain about that, but complaining is not a strategy. And Amazon is not happening to book selling, the future is happening to book selling. Amazon is also pouring money into original television programming that can be streamed to Amazon customers. Alpha House was picked out of thousands of scripts, with the help of Amazon customers who reviewed the shows. You are using your customer base to tell you rather than the opinion of some. Instead of a few you know studio executives deciding what gets green lighted. What other industry will Amazon disrupt? Are you working on a set top box that will allow people to watch streaming video and not need to have cable television? Let me show you something. Take a look up here so I can show you how it works. I know this looks like science fiction. It drops the package. You come and get your package. And we can do half hour delivery. And what is the range between the fulfillment center and where you can do this within. These generations of vehicles, it could be a mile radius from a fulfillment center. So, in urban areas, you could actually cover very significant portions of the population. Not these; these are autonomous. This is years of additional work from this point. But could it be, you know, four, five years? With the drones possibly taking flight in the not too distant future, Amazon is raising the stakes in the race for faster delivery. Jeff Bezos believes the company has no choice. Companies have short life spans Charlie. And Amazon will be disrupted one day. And you worry about that? Companies come and go. And your job is to make sure that you delay that date?

Chapter 6 : Developing a Strategic Vision for Your Career Plan | LiveCareer

Knowing this, are you prepared for the future and what change is going to occur? A rhetorical question, but one that begs us to consider the importance of strategic planning, as it can prepare you for the inevitable ebbs and flows of the unknown.

But there is more to it than that, of course. Personally and professionally, we are energized by the effort of trying to understand and interpret change; we are stimulated by the debates about what is really happening, and why; and we are challenged to make our own contribution toward a broader and better understanding of where the future may lead us. This is understandable and praiseworthy. But it is not enough. We must not forget that the fundamental objective is, or should be, not trend analysis per se, nor even a clarification of implications: So, as members of organizations universities, companies, government, hospitals, whatever we should each conceive our role to be that of agent of change. Organizational change has two principal aspects--change in mission and strategy, and change in culture and behavior--and it is the second aspect, or rather a portion of it, that I address here. Mission and strategy are unique to each organization, but there are some broad commonalities in the changes in organizational culture and behavior--witness the current popularity of such concepts as empowerment, boundarylessness, and strategic thinking. No aspect of cultural change is more important than focusing organizational values and behavior on the future. This is a task we should not take lightly for, like any cultural change, it deals with deep-seated values and prejudices that will yield only to prolonged and sustained effort. Jack Welch of GE, a change agent par excellence, wrote a note to me in to say that "From my experience, changing strategy and improving vision are a lot easier than moving culture. Learning must be constantly and powerfully reinforced by action. We may not fully realize the extent to which we are rooted in the present tense, giving little time and short shrift to the future. Certainly, in most organizations, managers and even planners are more comfortable controlling and measuring "what is" than in grappling with "what may be. It is this misperception or neglect of the future that has caused so many of our leading organizations to stumble over the past two decades. Achieving this futures focus in our organizations is not a matter of spending more time on planning. Rather it is a matter of changing the way we plan, the way we perceive the future, the way we act on those perceptions. This does not mean that we neglect the present, as we now sometimes neglect the future. Rather, it should infuse our strategic thinking so that the present and the future are linked in our minds and in our actions. What, then, can we do to change the current organizational mind-set? The most effective actions will be those that change the processes that the organization employs: Educational programs about the desired changes are necessary to set the tone and to begin the learning process. But learning must be constantly and powerfully reinforced by action, by new patterns of behavior. In the following paragraphs, I shall attempt to outline some of the changes that I believe we should make in our organizational processes. Build Your Own "Early Warning System" Reading, contributing to, and distributing *On the Horizon* to key decision makers in your organization is only the first step in a very long journey. It or something like it is necessary, but far from sufficient, to achieve the organizational change we seek. It is insufficient for at least three reasons. First, information and ideas about future trends must be tailored to each organization. For instance, information about national demographic trends may stimulate our thinking, but it is the demography of the future student population from which our enrollment will be drawn that we need to know to chart the course for a college, university, or school. I have found in working with senior management teams that unless they take full ownership of new ideas, little change in action is likely to follow. Second, and more important, while *On the Horizon* may offer thought-provoking material, it or any other such publication remains an outside source. The ideas that will truly change our actions must be internal to the organization. Futures thinking must be home-grown. The best way to secure this ownership is to ensure that the ideas are their own. Outside information or individuals may provide the stimulus, but it is internal thinking that changes action and behavior. Finally, while *On the Horizon* is an admirable scanning mechanism, it is but one leg of a three-legged early warning system: The three legs reinforce one another, and become a firm platform of strategic intelligence for our planning. Scenarios provide comprehensive, internally consistent, long-term

perspectives on the future as a framework for strategic thinking, as well as for the scanning and monitoring operations Wilson, ; Morrison and Wilson, Scanning and monitoring are terms that are often used interchangeably, but they have separate and distinct natures and functions. Scanning focuses mainly on the future what may happen ; monitoring focuses on the past and present what has happened or is happening. Scanning is largely unfocused, taking a degree view of the whole horizon; monitoring is highly focused. Scanning identifies early warning signals of new trends that might become important; monitoring tracks developments in trends of known importance. This is not the place to describe such a tripartite system in detail, but there is one organizing principle that is so important that it must be emphasized. If we are to achieve our goal of cultural change, the operation of this system must be widely diffused throughout the organization. An obvious place to begin is the scanning system, developing a network of "radar posts" manned by individuals with diverse backgrounds and in diverse components to serve the organization as the DEW line served the U. But monitoring also falls into a natural pattern of segmentation, with individual specialists being assigned monitoring responsibility for segments of the environment closest to their area of expertise. And scenarios, by their holistic nature, greatly benefit from the ideas and information drawn from multiple perspectives. In this way, futures thinking starts to pervade the whole organization. A cadre of "true believers" acts like leaven in the loaf, and over time it becomes, if not politically correct, at least acceptable to embrace novel and sometimes controversial views about future change and the actions needed to deal with it. Develop a True "Strategic Thinking" Process There is little to be gained from developing a plan per se. There is everything to be gained from the thinking that lies behind the plan--and the action that follows from it. That is why I stress the importance of developing a planning system that truly encourages, indeed forces, strategic thinking. In an earlier article, I wrote, "The current corporate emphasis has clearly shifted from strategic planning an annual cycle of planning documents toward strategic thinking a change in the mindset and attitude toward the organization and its environment and strategic management the integration of strategic thinking and operational action in a seamless web " Wilson, , pp. Educational institutions would do well to learn from corporate experience that clearly demonstrates that it is counterproductive to centralize planning, and to force planning into a set model with prescribed steps and rigorous terminology. In this regard, the traditions of educational institutions work both for and against our objectives. On one hand, the democratic nature of governance in schools and colleges makes it easier, indeed mandatory, to diffuse responsibility for planning throughout the organization rather than relying totally on a central planning component. But the equally established academic tradition of teaching by means of typologies, models, and prescribed terminology can be at odds with the looser, more creative thinking that a futures orientation entails. We need to be less concerned with defining jargon situation assessment, issues identification, strengths and weaknesses, opportunities and threats, and similar terms and more concerned with posing and answering a series of relatively straightforward questions. At the risk of oversimplification, true strategic thinking focuses on such questions as: How are our stakeholders students, faculty, alumni, community likely to change in the future? In "strategic-planning speak," this would become "What are the opportunities and threats that our future environment will pose? What is our competition up to? That is, "Who are our competitors, and what are our sources of competitive advantage? What do we want our organization to become five to ten years hence? This is the crucial "vision" question Wilson, This is both the essence and the capstone of the sort of "futures thinking" that we should try to instill in our educational organizations. What are the major obstacles in the way of realizing our vision? That is, "What are the key strategic issues? Or "What should be our strategies? This is the crucial "vision" question. By creating a strategic planning process that focuses attention and effort on a series of relatively straightforward but powerful questions, we achieve two objectives: We recapture the process from the planning professionals and if you will democratize it, and we put a premium on creative and imaginative thinking rather than on the pro forma completion of planning documents. If the planning process is designed to require of its participants that they "think and act in the future tense," then over time the planning culture--and, by extension, the organizational culture as a whole--will begin to change. Reward Futures Thinking and Action There is an organizational equivalent to the popular saying "You are what you eat. Actions speak louder than words, and none more so than the actions we take to measure and reward individual performance.

It is all too easy to say that this future focus is a nebulous concept; that efforts to change values and behavior are manipulative; and that, in any event, any such effort is doomed to failure. But, in fact, it is possible to translate this concept into specific types of performance that we want to encourage--for instance, ability to anticipate the impacts of change, imaginative ideas for dealing with these impacts, initiative in translating these ideas into action, risk taking, tolerance for diverse opinions--and then to communicate and develop consensus on these values and standards as the basis for performance evaluation. If there is one obvious change in organizational culture that a futures orientation entails, it is a shift in the balance between management and leadership. I am very well aware that raising any suggestion of changing performance evaluation in academia is tantamount to stepping into a minefield. But changes in the civil service or in paternalistic companies are scarcely less difficult--and no less necessary. The point in any case is that, if we agree that our institutions are too fixated in the present and too neglectful of the future, then some change in the prevailing value system is required. One essential step toward this change is a shift in the basis for the measurement and reward system. Nor does encouraging the development of shared values mean that we are promoting conformity. Indeed, if there is one trait that is shared by futurism and our current emphasis on workforce diversity, it is the conviction that there are multiple possible routes to the future. Focus on Leadership If there is one obvious change in organizational culture that a futures orientation entails, it is a shift in the balance between management and leadership. What sets the leader apart from the manager is reliance on vision and inspiration versus emphasis on control; determination of direction "what will be" versus dealing with "what is"; and leadership of people versus management of things programs, budgets, schedules, and so on. Two caveats are in order here. One is the obvious point that any organization requires both management and leadership. It is not an either-or proposition. The other is perhaps more subtle. We should focus not so much on the leadership of a single individual, but rather on developing the qualities of leadership broadly through the organization. The initial impetus for organizational change may indeed come from a single visionary and determined leader. But the degree of change that we are envisioning in this article can come about only if these qualities are not merely admired but practiced by many individuals at all levels of the organization. Futurizing by fiat is, in this day and age, simply a nonstarter. To succeed, and to take root in an organization, requires a blending of top-down and bottom-up effort. It is only a slight exaggeration to say that each one of us should be a leader. While the human resource system should identify, nurture, and promote those most likely to lead the organization, each of us has a responsibility to develop these qualities in ourselves and to lead in our own spheres of influence. Dealing so briefly with a shift in organizational culture of this magnitude is almost to trivialize the problem and its solution. I hope, however, that I have made clear that while On the Horizon can provide us with invaluable intelligence, it alone should not be expected to prompt responsive action.

Chapter 7 : Prepare for the future with strategic planning | Automotive Buy Sell Report

At the end of , Best Buy (NYSE:BBY) revealed its big plan to get back in the game. Titled "Renew Blue," the strategy focused on the core of Best Buy's business with guidance for the future of.

Beeline - September 30, 2: The key to developing a strategic procurement team that adds value to your business is learning to adapt. Contingent workforce leaders have been handling procurement the same way for the last few years, but now, the world of sourcing and contingent workforce management is undergoing a transformation. For example, traditional sources dominate when it comes to contingent workforce management. Staffing suppliers, agencies and personal networks source most contingent talent today, but that is expected to change in the very near future. Most companies acknowledge that contingent labor is a vital component in achieving their business goals. The way organizations engage with talent will continue to shift. Technology will continue to impact procurement. To remain effective, the procurement function will need to evolve. In the mids, materials management was the focal point. Procurement was largely about getting the right materials to the right place at the right time. As such, procurement took on a managerial role. During the challenging economic environment of the s, commodity price volatility and inflation caused purchasing professionals to emphasize commodity buying. Trading and negotiating skills were valuable. By the s, there was a significant increase in supplier competition. This allowed organizations to focus on supplier quality and dependability. Purchasing shifted toward procurement or supply management and began to work internally as well as externally. This was also the beginning of a new concept called the supply chain. Long-term contracts became more important and procurement officials began to look at suppliers as partners. Most recently, in the s, several factors converged to prompt another shift in purchasing. Partially due to the Internet and easier access to data, strategic sourcing, partnership working and corporate social responsibility became more important. Procurement teams began to collaborate with colleagues and suppliers. They also began to think beyond cost and about how to add value to the overall enterprise. Not to mention the proliferation of outsourcing and global sourcing requires much greater levels of service contracting management. We can also see how the linkages between what procurement does within the organization and outside it have developed, as we understand that both are important for procurement to succeed. The world we operate in is more complex and challenging; but we also have more information at our fingertips than ever before to help us make sense of it. You must anticipate the changes and adjust accordingly. As you know, procurement is changing, so here are 4 ways you can get ready. Spend visibility is an essential component to any procurement change. That is because to manage supply more effectively, you have to manage spend. Spend is what you pay and supply is what you get, and to manage spend, you have to see it. Making everyone better at procurement will be the single most transformative objective that procurement can achieve. Be prepared to use technology. The pace of technology development is not going to slow down. If anything, it will increase. Procurement needs to move away from the dominant focus on unit cost reduction that still prevails in many organizations, to playing a wider and more fundamental role in the organization. What do you think? How are you preparing for the changes ahead?

Chapter 8 : Trends for Marketing in | Future Marketing Strategy

Simply put, a strategic plan is a vision of your organization's future and the basic steps required to achieve that future. A good plan should include goals and objectives, desired outcomes, metrics for measuring your progress, timelines, and budgets.

Implementation Schedule Implementation is the process that turns strategies and plans into actions in order to accomplish strategic objectives and goals. How will we use the plan as a management tool? How and when will you roll-out your plan to your staff? How frequently will you send out updates? Who is your strategy director? What are the dates for your strategy reviews we recommend at least quarterly? What are you expecting each staff member to come prepared with to those strategy review sessions? Use the following steps as your base implementation plan: Establish your performance management and reward system. Set up monthly and quarterly strategy meetings with established reporting procedures. Set up annual strategic review dates including new assessments and a large group meeting for an annual plan review. Below are sample implementation schedules, which double for a full strategic management process timeline. Your Bi-Annual Checklist Never lose sight of the fact that strategic plans are guidelines, not rules. Every six months or so, you should evaluate your strategy execution and plan implementation by asking these key questions: Will your goals be achieved within the time frame of the plan? Should the deadlines be modified? Are your goals and action items still realistic? Should your goals be changed? What can be gathered from an adaptation to improve future planning activities? Why Track Your Goals? Having a stake and responsibility in the plan makes you feel part of it and leads you to drive your goals forward. Successful plans tie tracking and updating goals into organizational culture. Accountability and high visibility help drive change. This means that each measure, objective, data source and initiative must have an owner. Changing goals from In Progress to Complete just feels good! Once agreed upon, this topic should be developed to conclusion. Holding meetings helps focus your goals on accomplishing top priorities and accelerating growth of the organization. Although the meeting structure is relatively simple, it does require a high degree of discipline. Strategy Review Session Questions: What were our three most important strategic accomplishments of the last 90 days? How have we changed our field of play in the past 90 days? What are the three most important ways we fell short of our strategic potential? In the last 90 days, what are the three most important things that we have learned about our strategy? We are looking for insight to decision to action observations. In many organizations, retreats have a bad reputation because stepping into one of the many planning pitfalls is so easy. Holding effective meetings can be tough, and if you add a lot of brainpower mixed with personal agendas, you can have a recipe for disaster. Executing your strategic plan is as important, or even more important, than your strategy. Critical actions move a strategic plan from a document that sits on the shelf to actions that drive organizational growth. The sad reality is that the majority of organizations who have strategic plans fail to implement. You remain in this phase of the strategic management process until you embark on the next formal planning sessions where you start back at the beginning. Remember that successful execution of your plan relies on appointing a strategy director, training your team to use OnStrategy or any other planning tool, effectively driving accountability, and gaining organizational commitment to the process. Clients executing their plans with OnStrategy: A Dose of Strategy.

Chapter 9 : Are You Prepared For the Future of Purchasing?

Strategic sourcing is a systematic, long term and holistic approach to acquiring current & future needs of an organization at the lowest total cost of ownership (TCO) and lowest risk to the supply line.