

# Introduction Jürgen Scherer



## Dr. Jürgen Scherer

### **Beirat für strategisches Vertriebsmanagement, Interdisziplinäre Zusammenarbeit zwischen Vertriebs- & Einkaufsorganisationen und Verhandlungsmanagement**

Ich habe Betriebswirtschaftslehre an der Universität zu Köln mit den Schwerpunkten Beschaffung, Marketing/Vertrieb und Wirtschafts- und Sozialpsychologie studiert und anschließend berufsbegleitend extern dort promoviert.

Mit über 30 Jahren **umfassender Branchenerfahrung** in Führungspositionen für globale Unternehmen in Deutschland und den USA habe ich unter anderem beim **Konsumgüterunternehmen Henkel**, dem **Spezialchemieunternehmen Cognis** (2010 von BASF übernommen) und dem **Industrieverpackungsunternehmen Mauser** gearbeitet. Ich war Mitglied des erweiterten Vorstands von Cognis und Mauser, die insgesamt von vier verschiedenen **Finanzinvestor-Eigentümern geleitet** wurden.

In meiner Karriere habe ich große, **global vernetzte Organisationen** sowohl auf der **Vertriebs-/Key-Account-Management-** als auch auf der **Einkaufs-/Supply-Chain-Management-Seite** geleitet. In meiner letzten Position bei Mauser war ich in der Geschäftsleitung für die Region Europa, Naher Osten, Afrika (EMEA) verantwortlich.

Seit 2019 bin ich als Berater und Coach selbständig tätig ([www.bxb-exchange.com](http://www.bxb-exchange.com)) und unterrichte in **zahlreichen Bachelor- und Masterstudiengängen an Universitäten in Europa und den USA.**

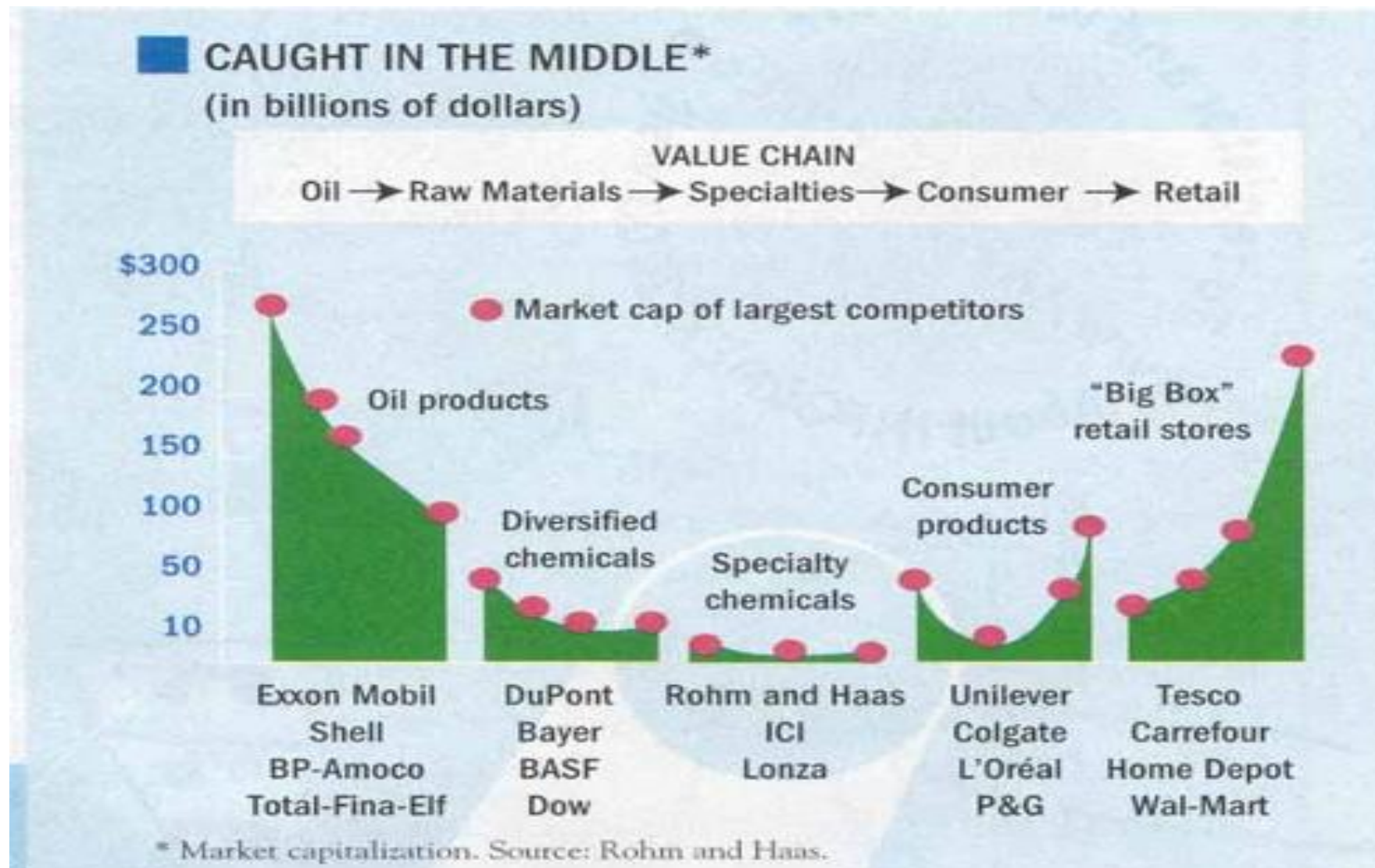
Ich bin verheiratet, habe drei erwachsene Kinder und lebe sowohl in Deutschland als auch in den USA.

# Introduction Jürgen Scherer



30+ years of business background in SCM/Procurement, Industrial Marketing/Sales & Leadership

# Introduction Jürgen Scherer



20 years of business in a “sandwich position” between large supplier and customer MNC’s with a multitude of market capitalization and negotiation power.

## Twins separated at birth



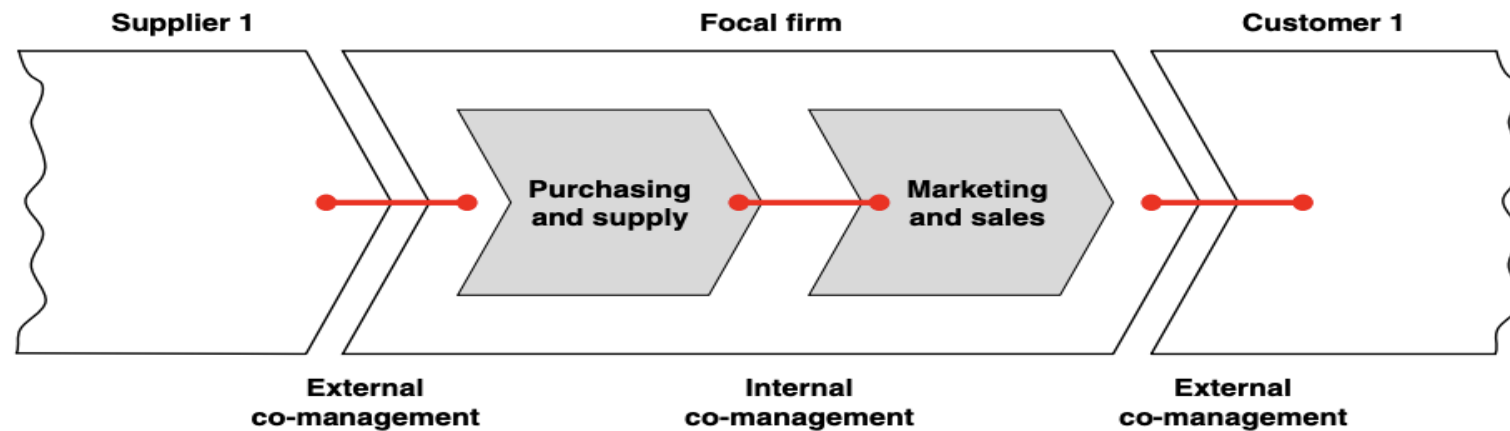
Whimsical comparisons, however serious studies on nature vs. nurture theory

## Procurement and Sales - Twins separated at birth

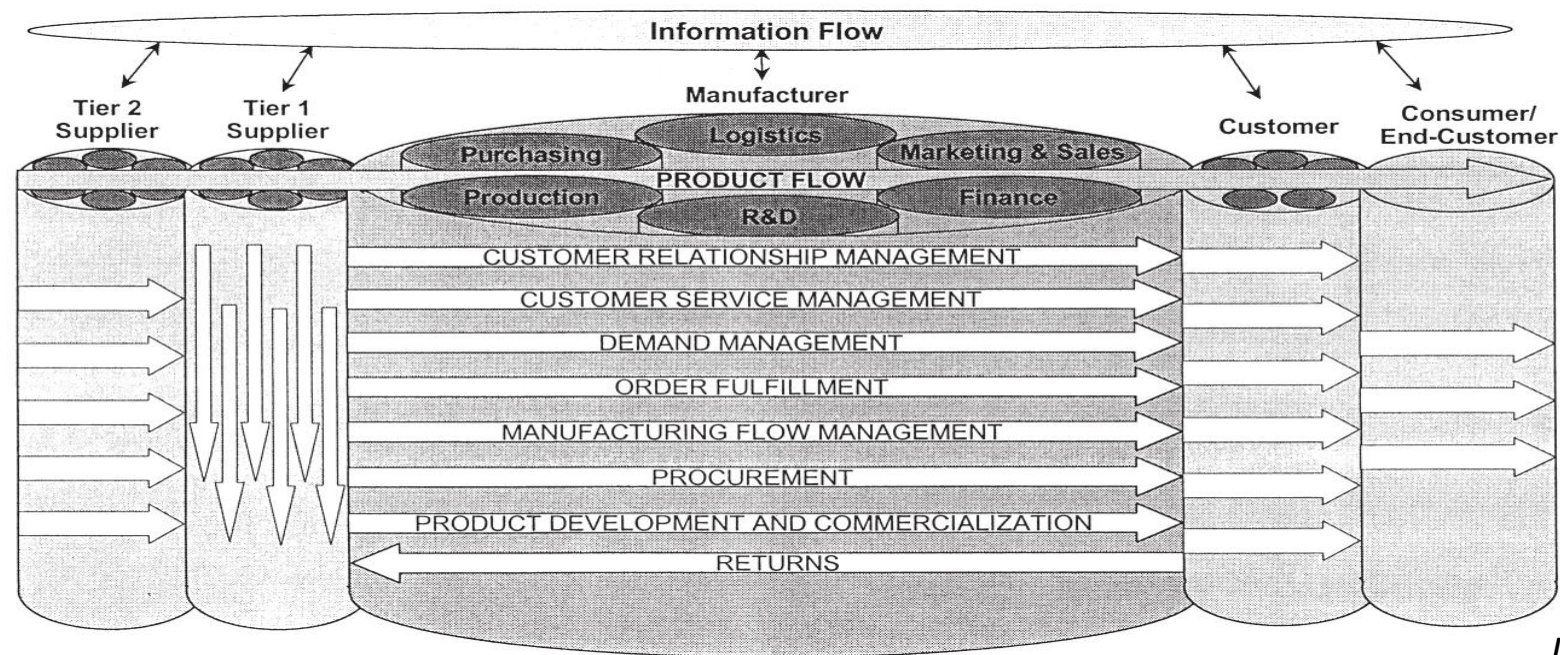


Sales and Procurement – Two sides of the same coin?!

# Procurement and Sales – Two sides of the same coin?!



Wagner/Eggert, 2016



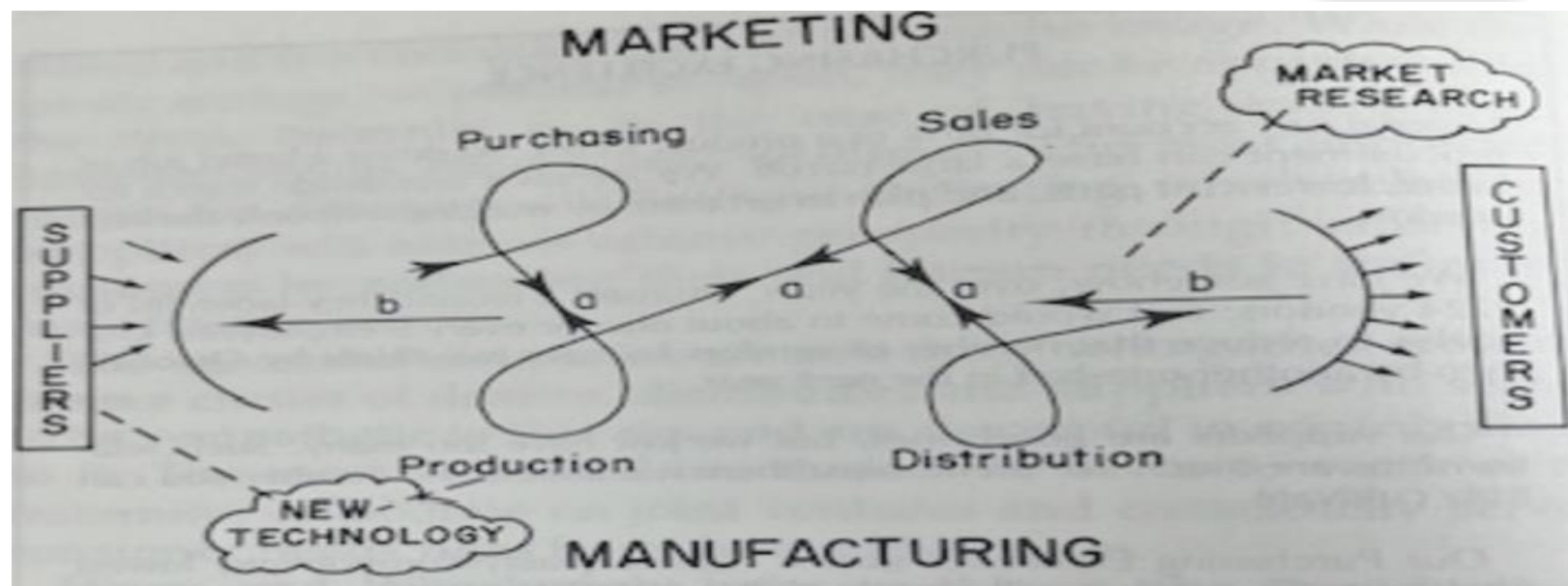
Lambert/Cooper 2000

Focus on inter-organizational management (Procurement/Suppliers and Sales/Customers) by far supersedes intra-organizational (Procurement/Sales) management.

## Procurement and Sales – Two sides of the same coin?!



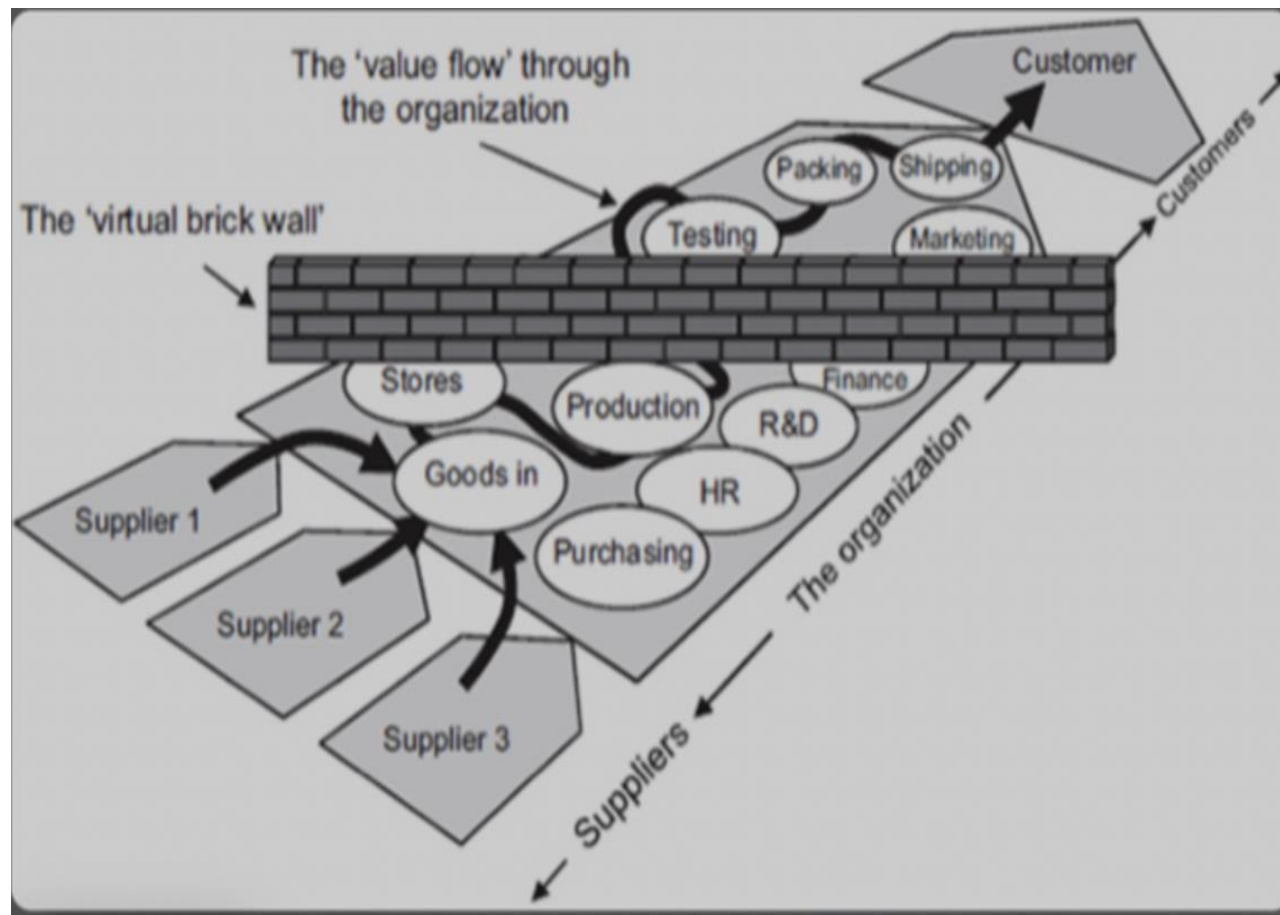
*Stank et al., 2014*



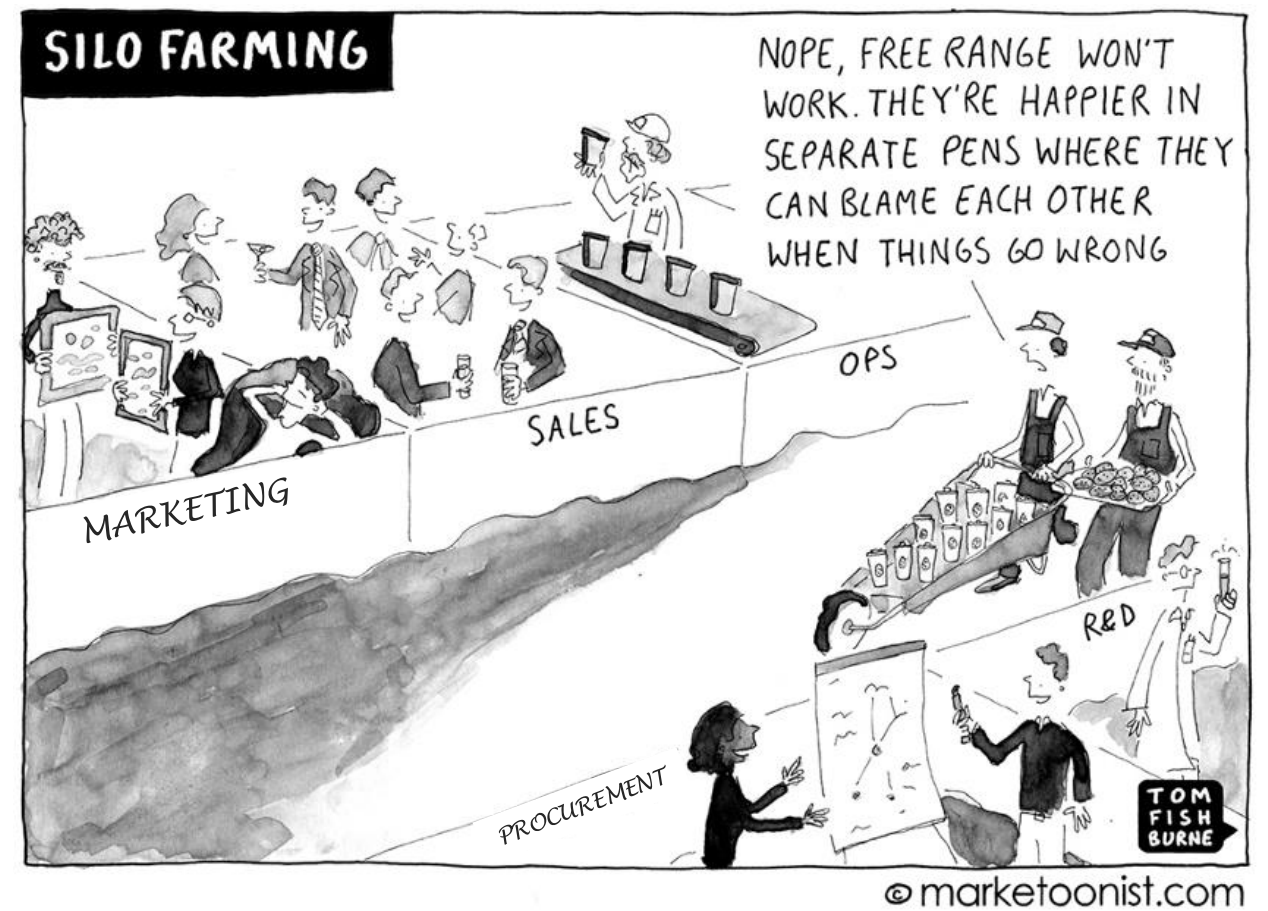
*Carlisle/Parker 1989*

The intra-organizational “link” between Procurement and Sales is typically of indirect nature, i.e., mediated by other function, mainly Operations, R&D, Finance.

# Procurement and Sales – Two sides of the same coin?!



O'Brien: *Category Management in Purchasing*, 2019



Fishburne: *The Marketoonist – Silo Farming*

However, in most organization there is no link between Procurement and Sales. Instead, there is “virtual brick wall”, a “great divide” leading to an intra-organizational disconnect.



## Procurement and Sales – Two sides of the same coin?!



Rozemeijer/Wynstra: KFC UK: Don't count your chickens before they hatch



Bocconcelli/Tunisini: The relationship between Marketing and Purchasing in B2B markets

Success builds walls, but failure builds bridges!

## Procurement and Sales – Two sides of the same coin?!



*Loriot: Weihnachten bei Hoppenstedt's (1978/1997)*



*Loriot: Pappa ante portas! (1991)*

Judgmental prejudices on both sides!

## Procurement and Sales – Two sides of the same coin?!

### Die Ergebnisse einer Umfrage unter Verkäufern, wie sie Einkäufer erleben...

- der Einkäufer ist immer unter Stress
- wendet unfaire Taktiken an, ist aggressiv
- Einkäufer sind Selbstdarsteller
- arbeitet mit persönlichen Angriffen
- macht Politik und verhandelt nicht
- können nur billig
- haben meist keine Ahnung vom Produkt
- erklärt alles mit notwendigen „Prozessen“ (RFI, RFP, PFQ)
- wechselt ständig
- .....

*[www.einkaufversusvertrieb.de](http://www.einkaufversusvertrieb.de) (Best Practice Institute)*

### Wenn Sie Einkäufer fragen, wie Sie Verkäufer wahrnehmen...

- Verkäufer stehlen mir die Zeit
- Verkäufer sind nicht vorbereitet
- Kommen mit Standardideen
- Verkäufer reden zu viel
- Verkaufen was sie haben und nicht was gebraucht wird
- Hören nicht zu
- Verstehen mich oder mein Unternehmen nicht
- sind getrieben von Quoten und Volumina
- versuchen einen Weg um den Einkauf herum zu finden
- .....

Judgmental prejudices on both sides!

## Procurement and Sales – Two sides of the same coin?!



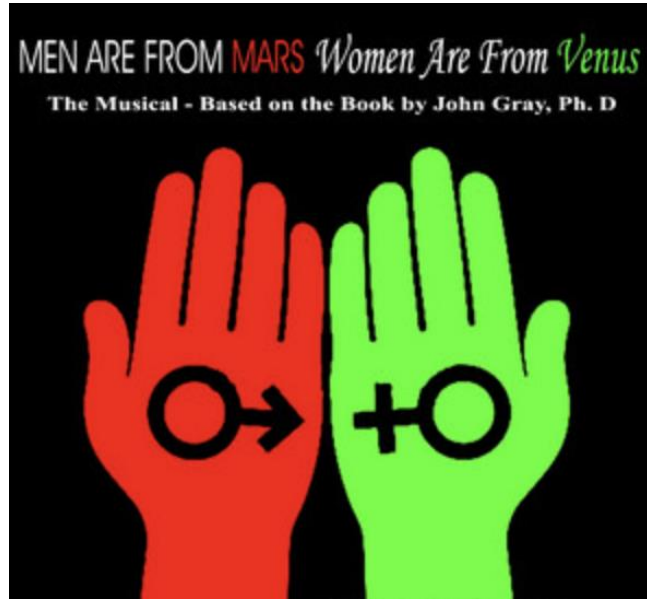
***Beheizte Socken für den Goldfisch!***



***Der Torwart des Speerwurf-Teams!***

Judgmental prejudices on both sides!

# Procurement and Sales – Two sides of the same coin?!



**Sellers (Men) are from Mars, Buyers (Women) are from Venus** - Männer (Verkäufer) sind anders. Frauen (Einkäufer) auch. Warum Männer nicht zuhören und Frauen schlechter einparken, Allan/Barbara Pease Buch, Film 2007

**Mars** (red planet, **Yang**) is courage, will, drive, energy, but also anger, war - **Venus** (yellow planet, **Yin**) is beauty, happiness, values, principles, but also weakness, shallowness

O’Gorman, 2010, Xavier, 2010, Paesbrugge, 2017, Staal, 2017, Sharma, 2020



Handfield: **Can Sales and Procurement ever be BFF’s?**, 2017  
 „PIMA“ - pain in my ass, necessary evil, work around them, barrier/roadblock

Banting, 1988, Dalsace/Jap, 2017, Krolikowski/Yuan, 2017



**Buyer** (passive taker) is optimizing value/price ratio through competition, **Seller** (active maker) is maximizing profit via STP

Portier/Pardo/Salle, 2010

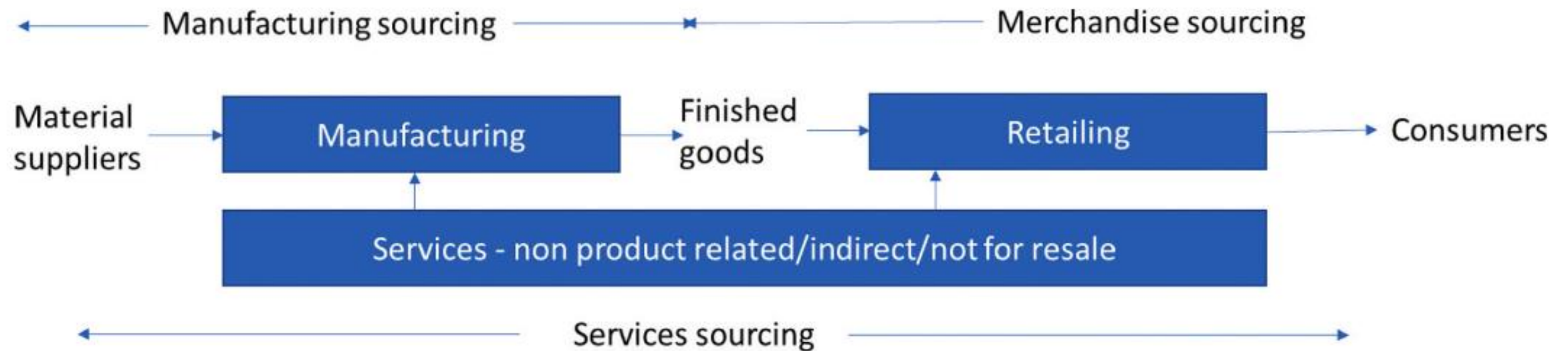


**Sober savings Yin vs. success spending Yang**  
 CRM/SRM stehen nebeneinander  
 Chin. Philosophie: polar entgegengesetzte Kräfte, die sich ergänzen (nicht bekämpfen)

McAllister, 2016, Homburg/Bornemann, 2012

Judgmental prejudices on both sides!

## Procurement and Sales – Two sides of the same coin?!



*van Hoek/Thomas: Should merchandising and sourcing be worlds apart?, 2020*

“Much stronger coordination of the Procurement, Sales and Marketing functions in a manner analogous to the merchandising function in retailing firms.” (Webster, 1992)

## Helen Hysell – The Science of Purchasing, New York 1922

# THE SCIENCE OF PURCHASING

BY  
**HELEN HYSELL**

WITH AN INTRODUCTION BY  
**J. GEORGE FREDERICK**

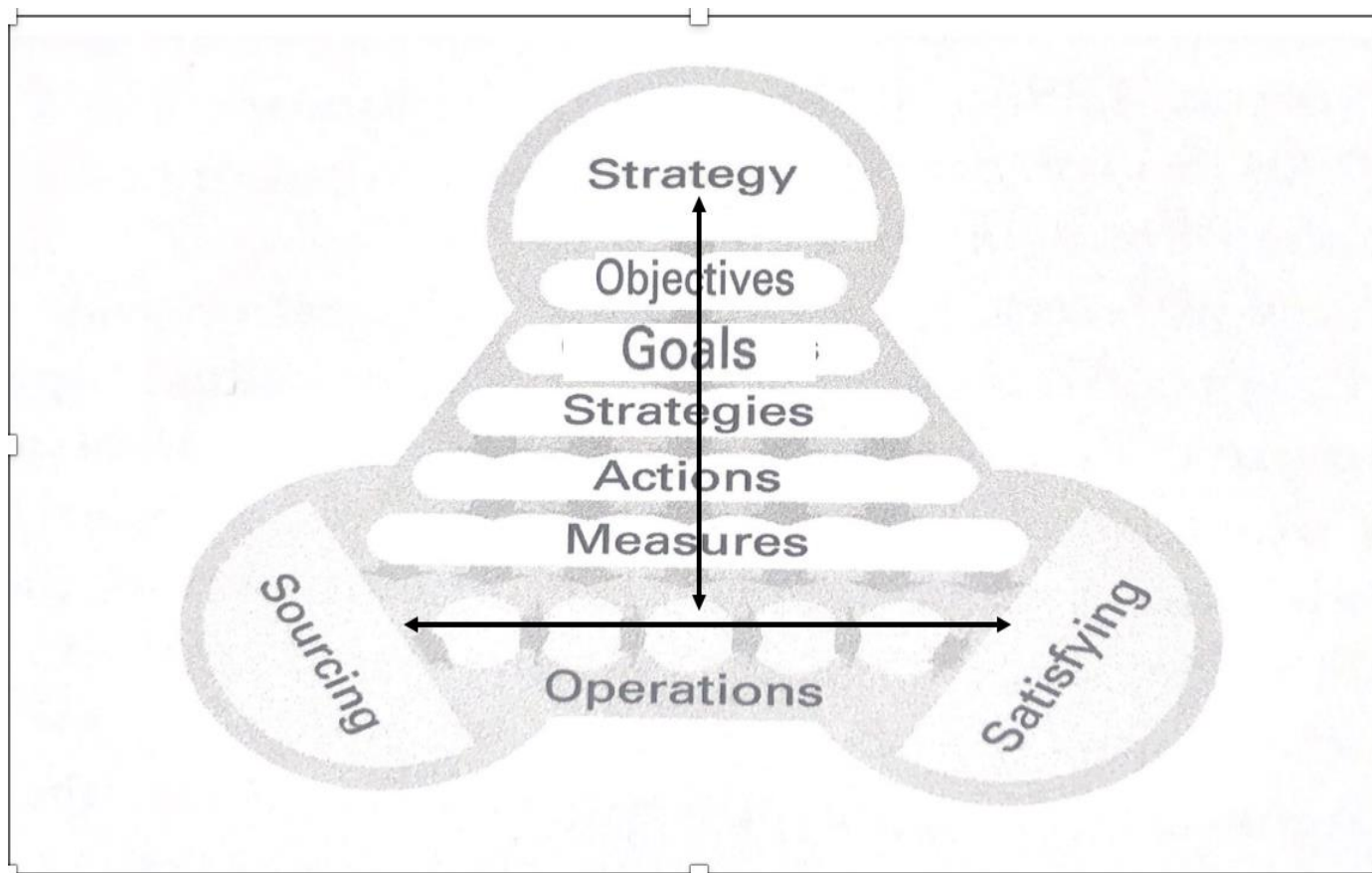
PRESIDENT OF THE BUSINESS BOURSE, N. Y. AUTHOR OF "MODERN  
SALES MANAGEMENT," "BUSINESS RESEARCH AND STATIS-  
TICS," "THE GREAT GAME OF BUSINESS," ETC.



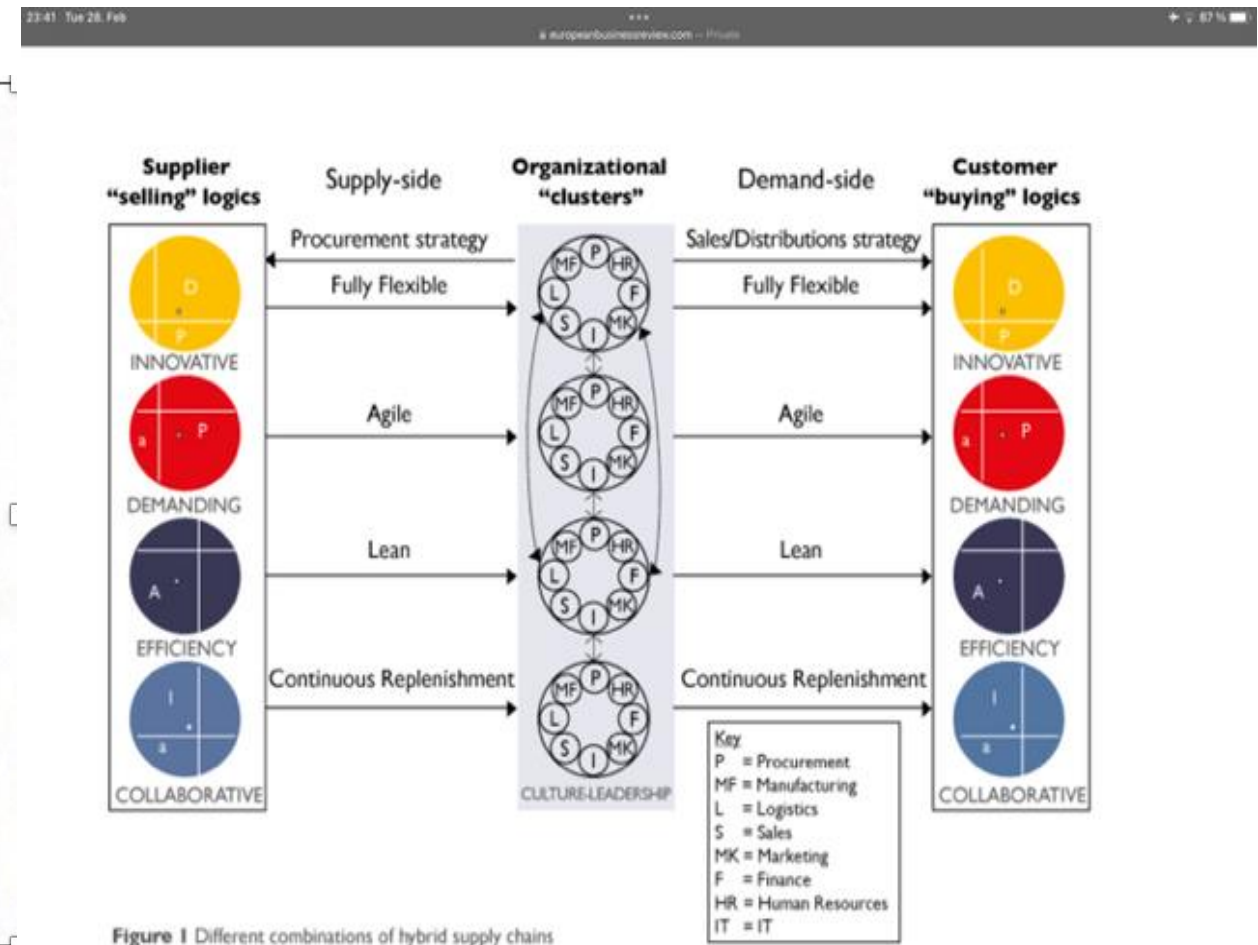
**D. APPLETON AND COMPANY**  
**NEW YORK : : 1922 : : LONDON**

"The life and success of the business depends upon the coordination of all departments, but cooperative coordination between purchasing and sales departments is vital."

# Procurement and Sales – Two sides of the same coin?!



O'Brien: *Category Management in Purchasing*, 2019

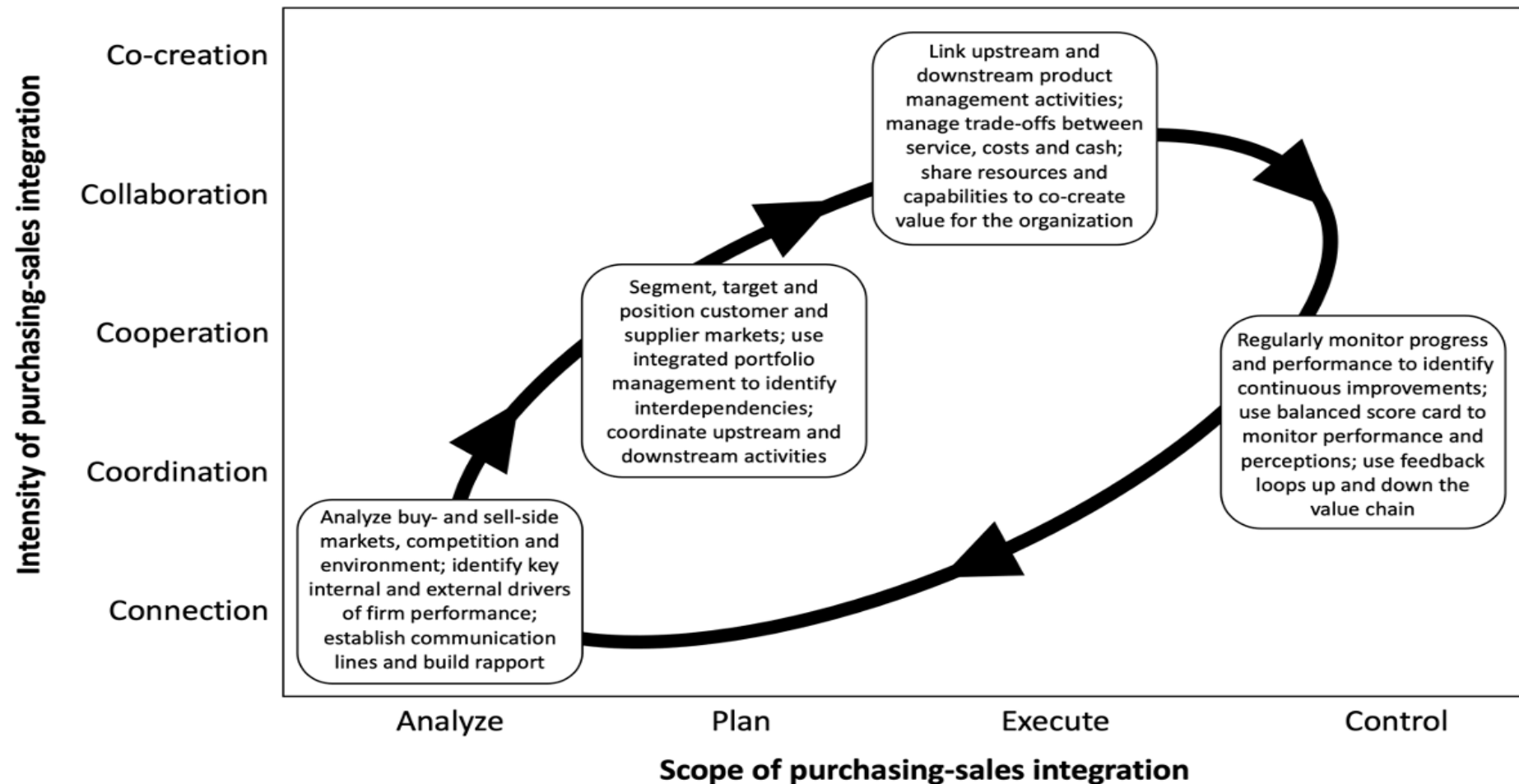


Gattorna: *Dynamic supply chains*, 2010

Procurement & Sales alignment is vital for the vertical integration with corporate objectives and for the horizontal integration between up- and downstream strategies.



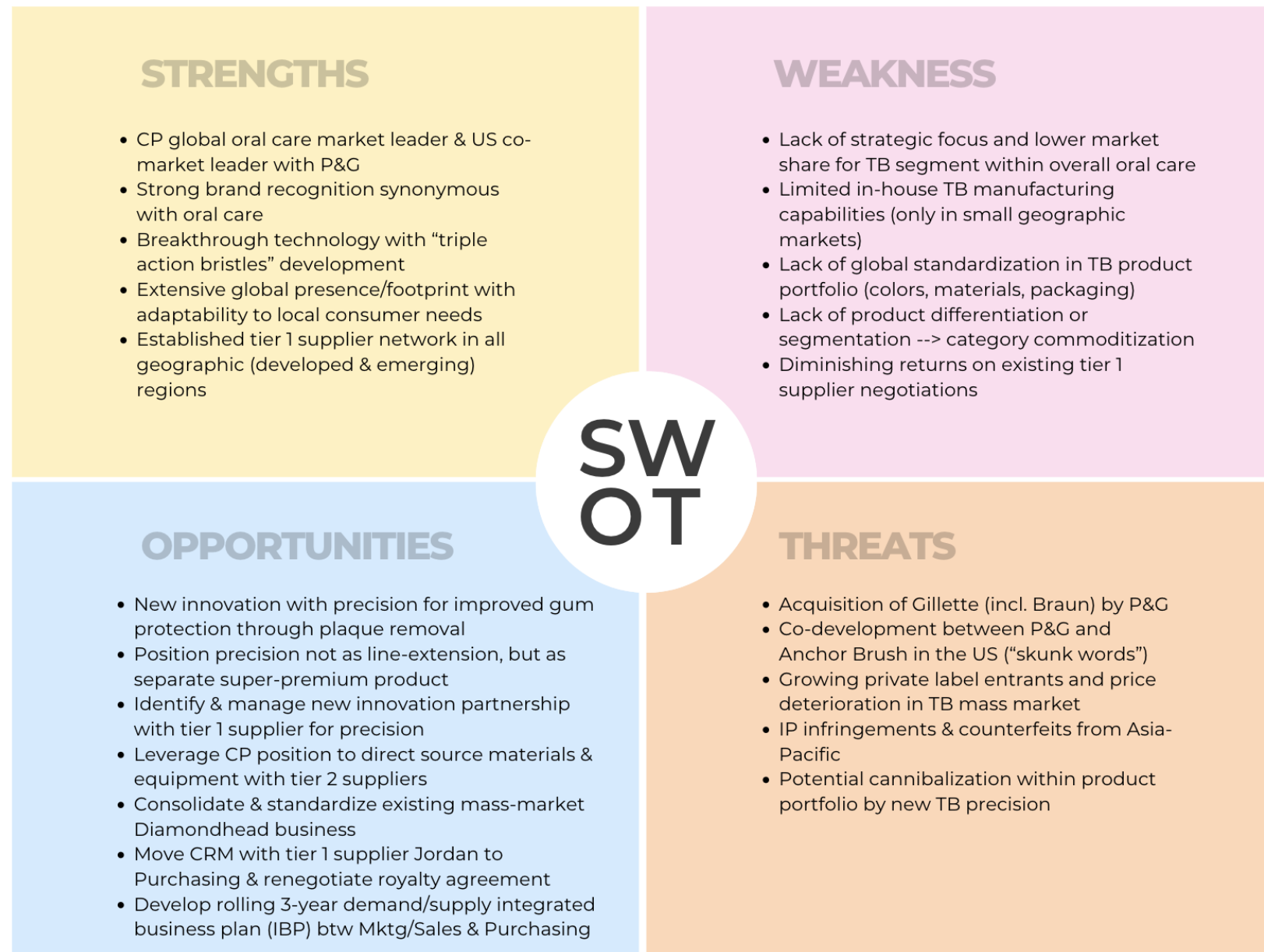
# Procurement and Sales – Two sides of the same coin?!



*Scherer/Biemans: Unite & conquer, 2024*

Procurement & Sales analyze, plan, execute and control their combined go-to-market activities and connect, coordinate, cooperate, collaborate and co-create for up-/downstream value generation.





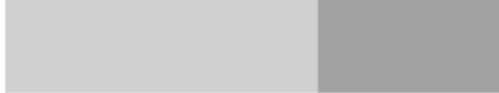
# Procurement and Sales – Analyzing the market(s)



**Objective:** Increase global market share and profitability for toothbrush in Oral Care

Procurement & Sales analyze up- and downstream markets in a combined **SWOT** analysis, leading towards a strategic decision for manufacturing outsourcing and a purchasing mandate.

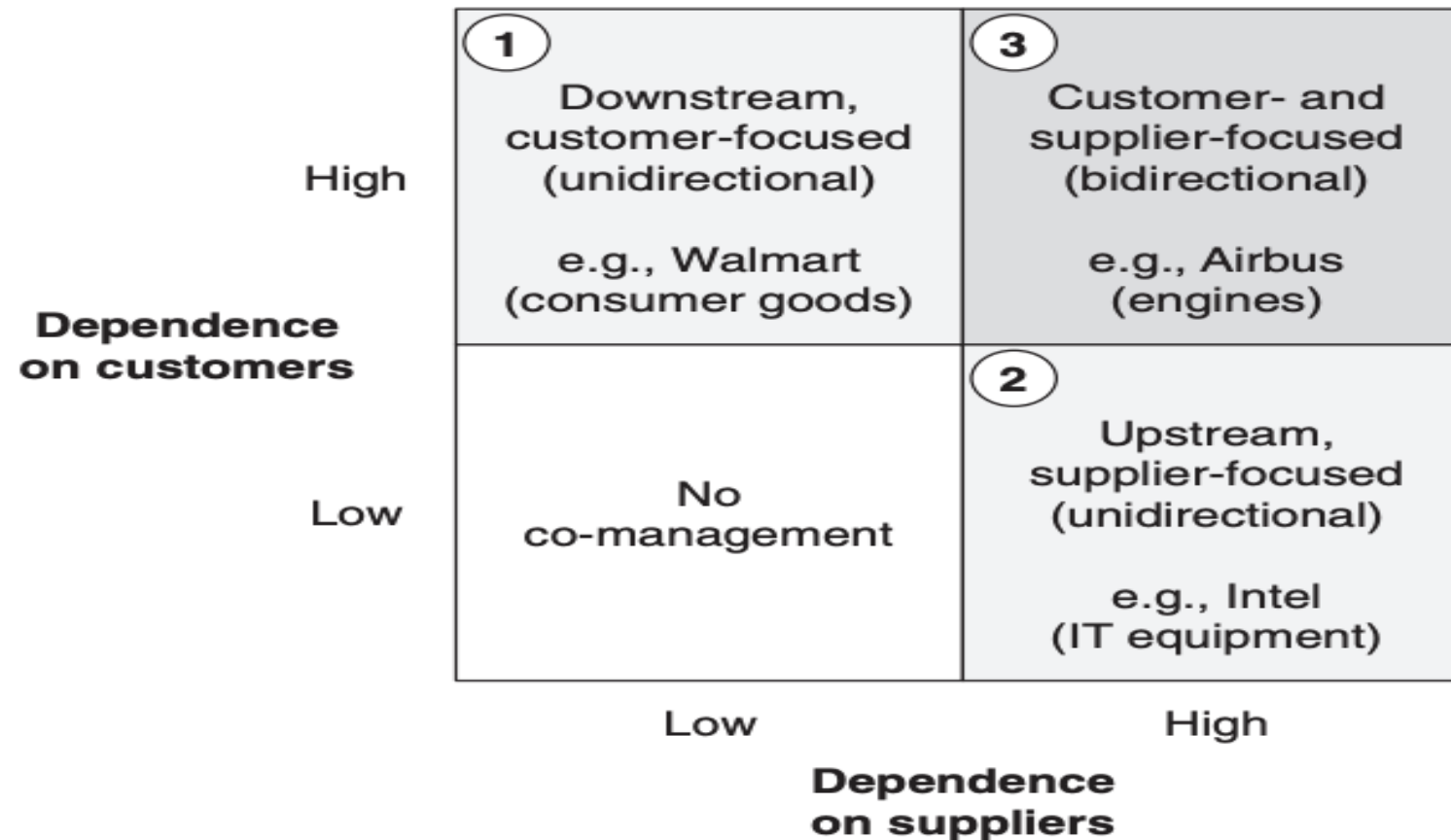
## Procurement and Sales – Segmenting the market(s)

	The product's impact on the company's competitiveness	Purchasing focus	Cost reduction Increased customer benefit	Home furnishings	Indirect materials
1	Products with no impact on the company's competitiveness	Cost avoidance	 Base		20%
2	Products with moderate impact on the competitiveness	Lowest unit cost	 Additional 5–15 %	10%	20%
3	Products – or categories of products – with high impact	Lowest total cost	 Additional 5–15 %	10%	50%
4	In-house designed products/ categories with high impact	Optimize value	 Additional 5–15 %	60%	10%
5	Products/categories that steer the company's position in the market	Create value	 Additional 5–15 %	20%	

*Carlsson: Strategic Sourcing and Category Management: Lessons learned at IKEA, 2015*

Procurement & Sales segment up- and downstream markets based on competitive impact, to target and position the focus of Procurement per category (direct and indirect).

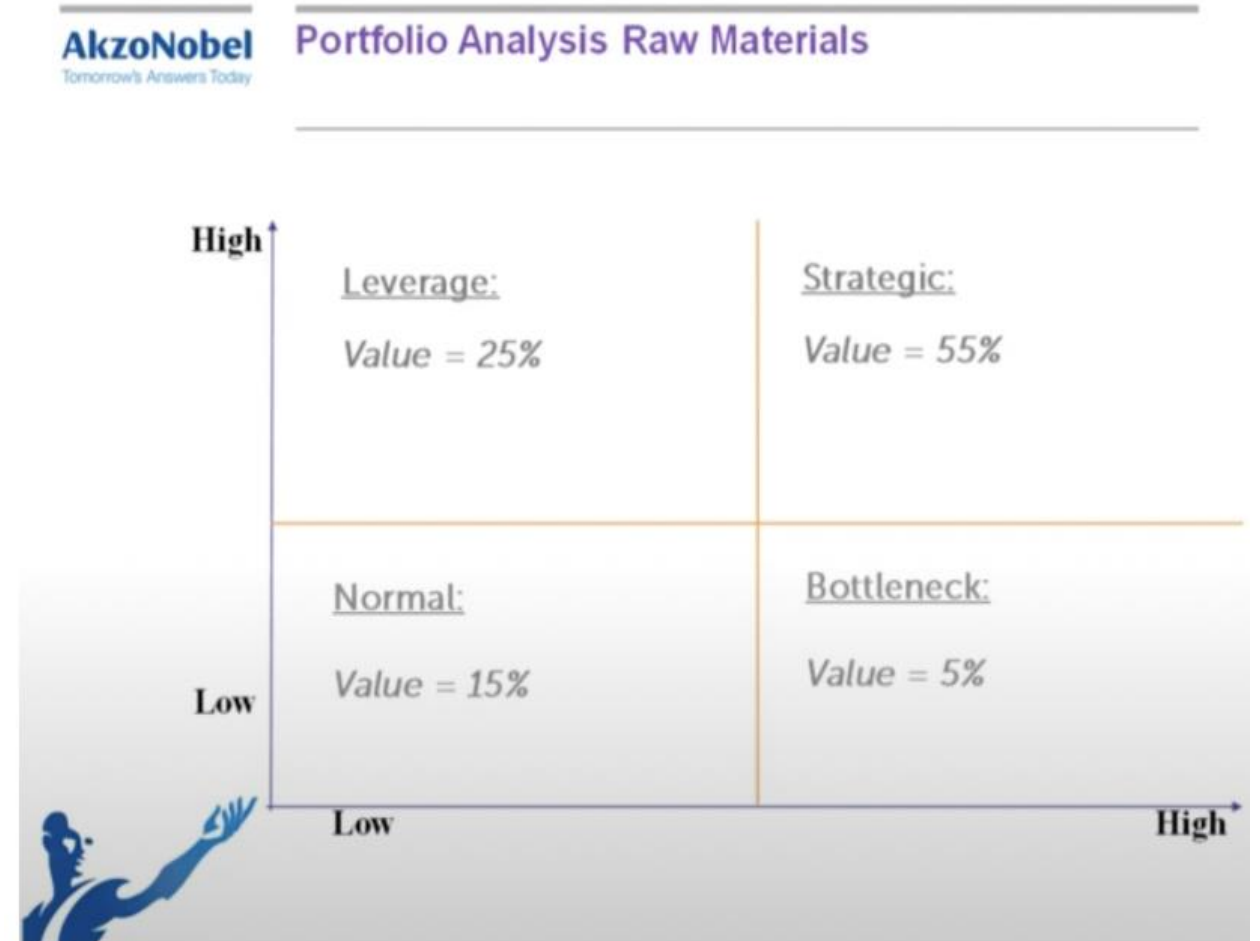
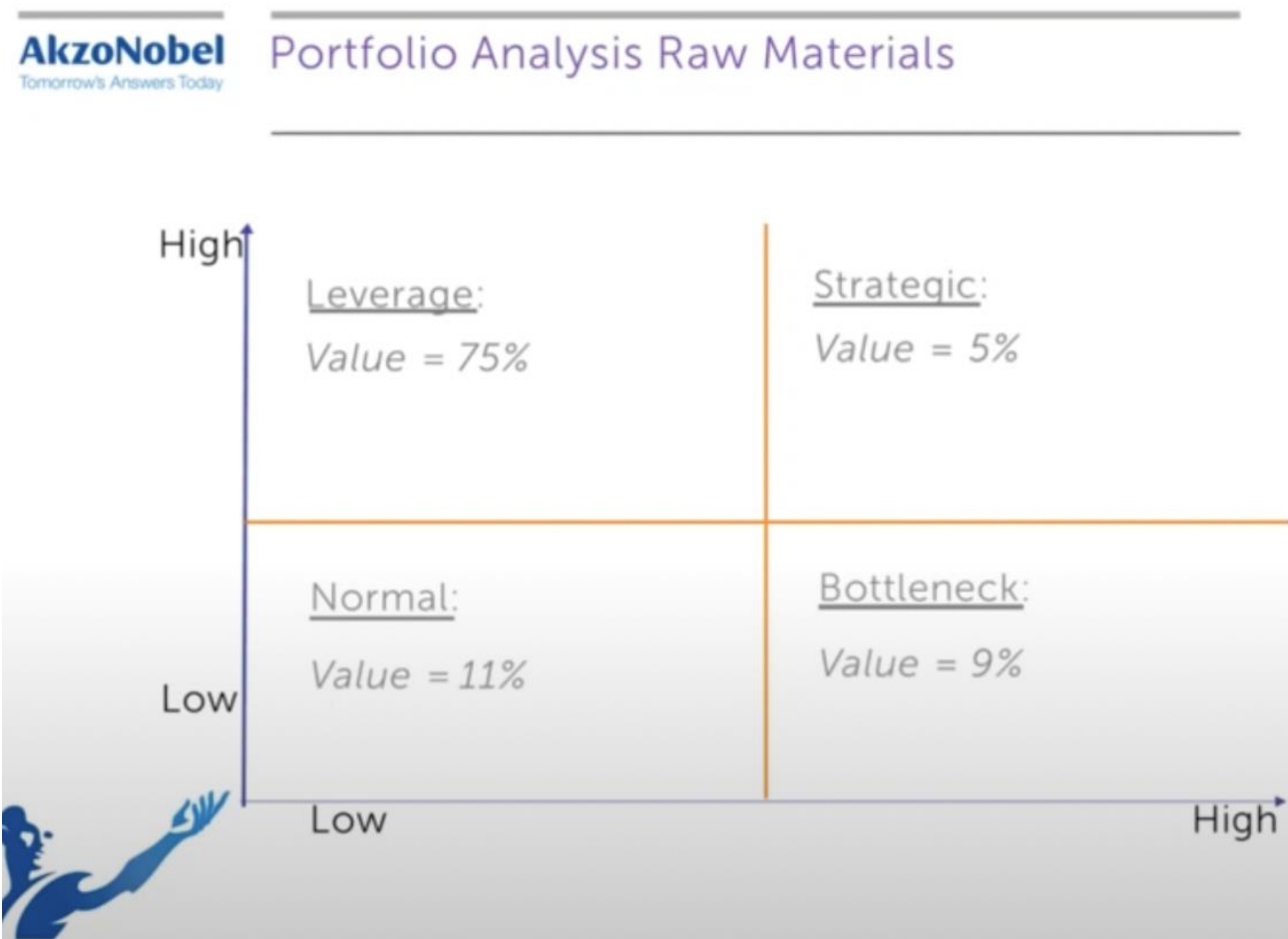
# Procurement and Sales – Segmenting the market(s)



Wagner/Eggert, 2016

Procurement & Sales segment up- and downstream markets based on dependency, to target and position the focus of Procurement per category.

# Procurement and Sales – Segmenting the market(s)

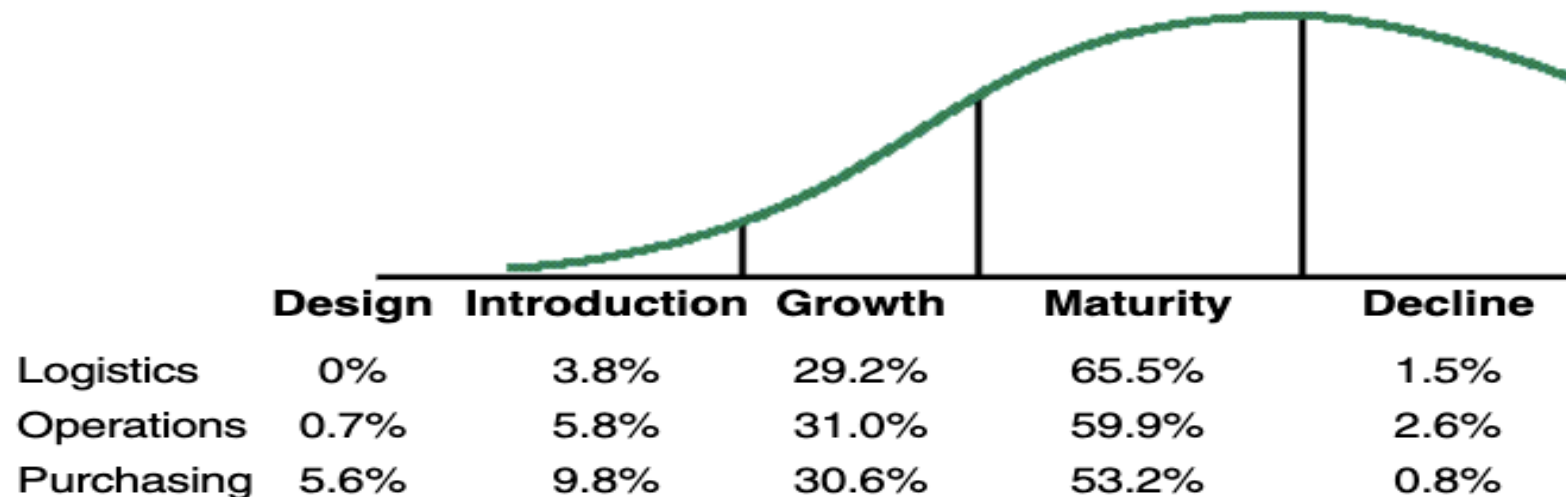


Dick Bartelse Consulting: Akzo Nobel Coatings Purchasing Portfolio, 2010

Sales & Procurement segment within the same business unit based on spend and risk, to target and position the focus of Procurement per sub-segment.

# Procurement and Sales – Cooperation throughout Product Life Cycle (PLC)

**TABLE IV**  
PLC STATUS, USAGE, AND INFLUENCE



**Purchasing:**

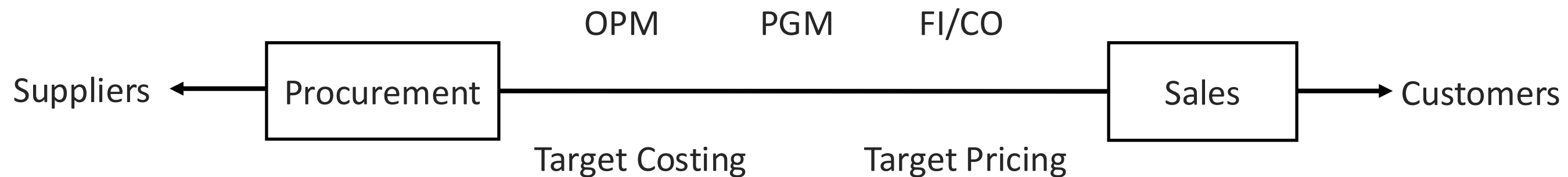
Low cost	13.1	9.0	27.9	<b>45.9</b>	4.1
Product quality	21.3	23.0	<b>33.6</b>	22.1	0.0
Delivery speed	5.7	25.2	<b>50.4</b>	16.2	2.4
Delivery dependability	2.5	22.1	<b>47.5</b>	27.1	0.8
Product innovation	30.6	<b>35.5</b>	23.1	8.3	2.5
Process innovation	22.1	24.6	<b>30.3</b>	19.7	3.3
Flexibility	8.2	14.8	<b>48.4</b>	27.9	0.8

*Birou/Fawcett/Magnan, 1998*

Procurement is over proportional involved in growth and maturity phases of the PLC, while under proportional involved in design, introduction and decline/phase out.

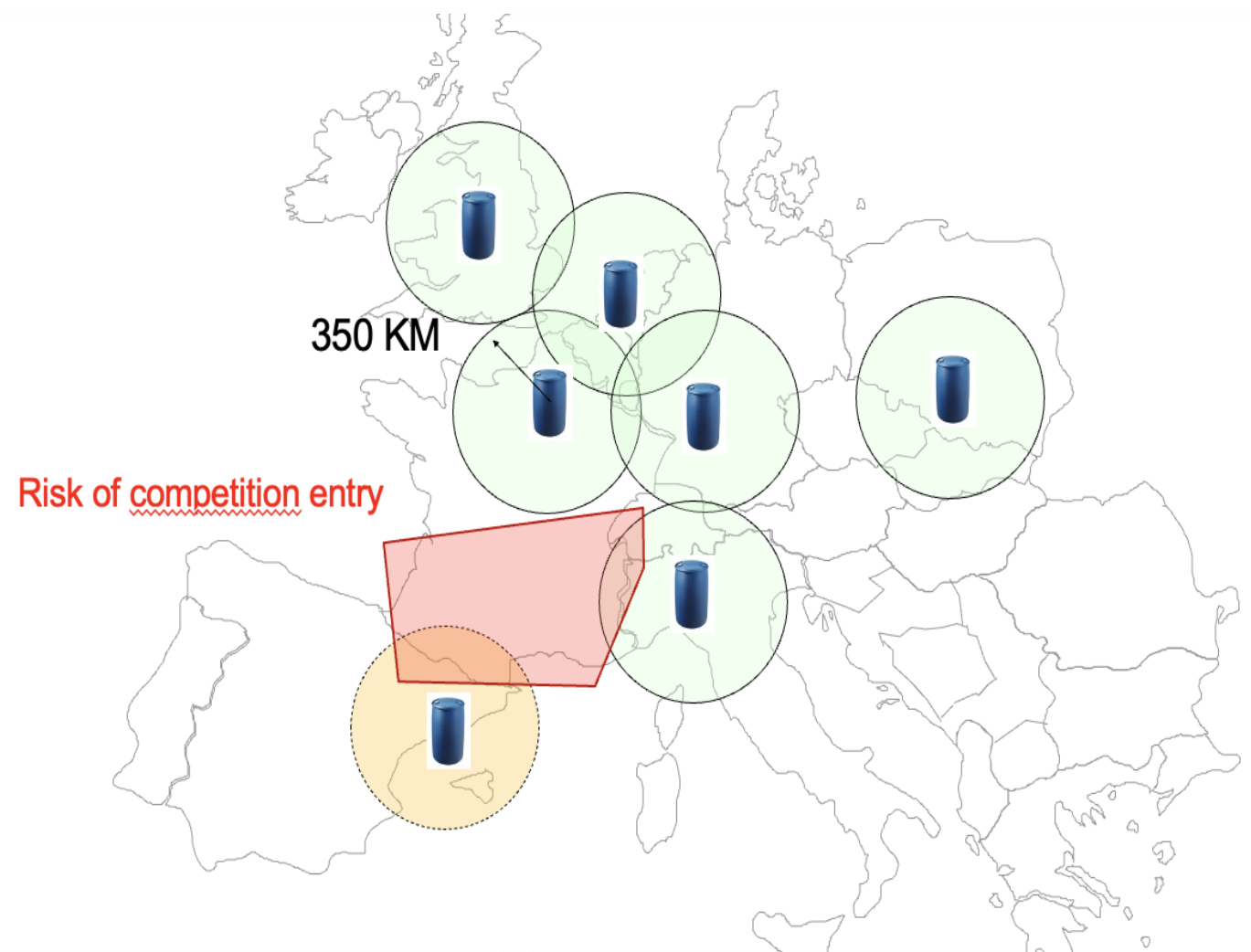
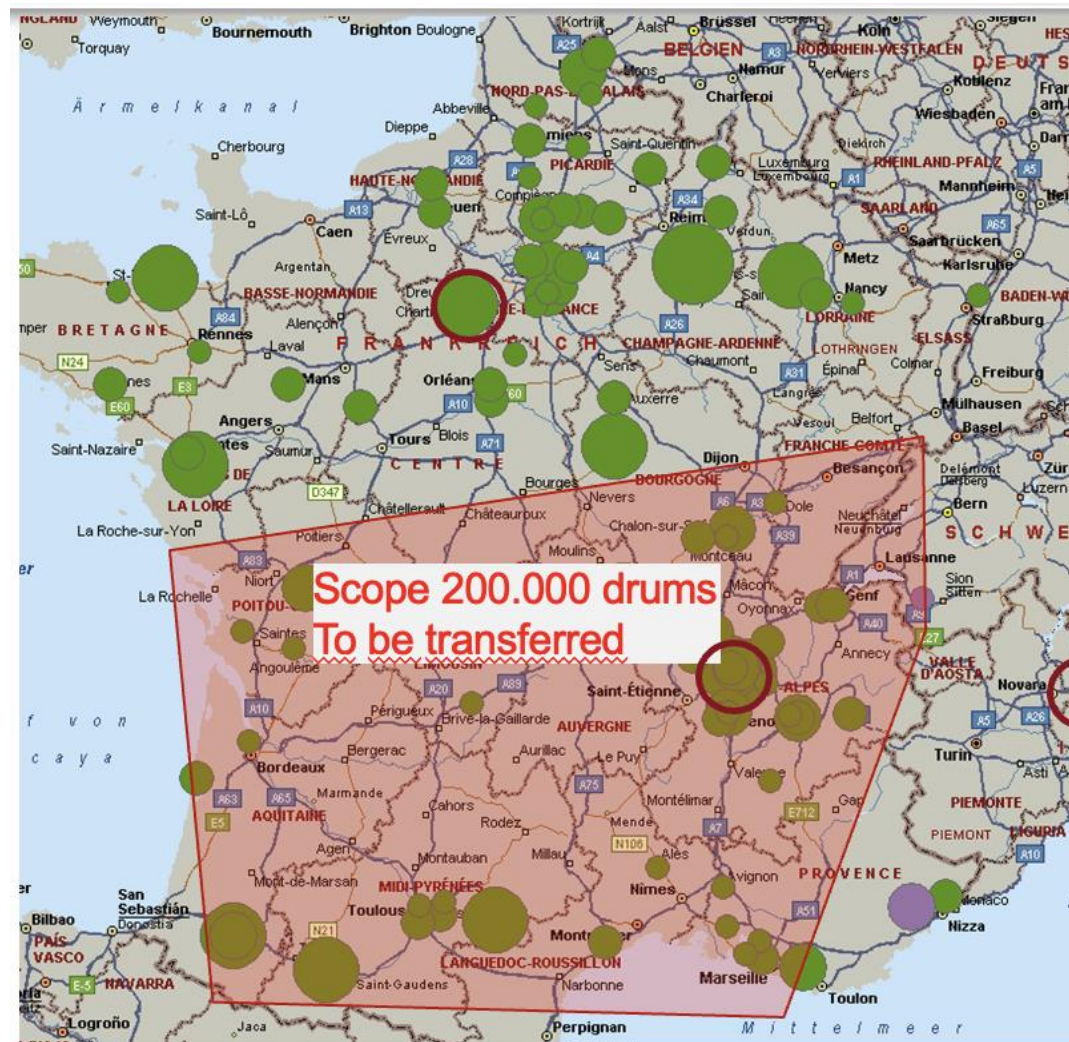
# Procurement and Sales – Collaboration for Margin Management

## Margin Management Process



Integrated Margin Management is at the core of the Procurement / Sales interface, aligned target pricing and target costing are the basis for further collaboration!

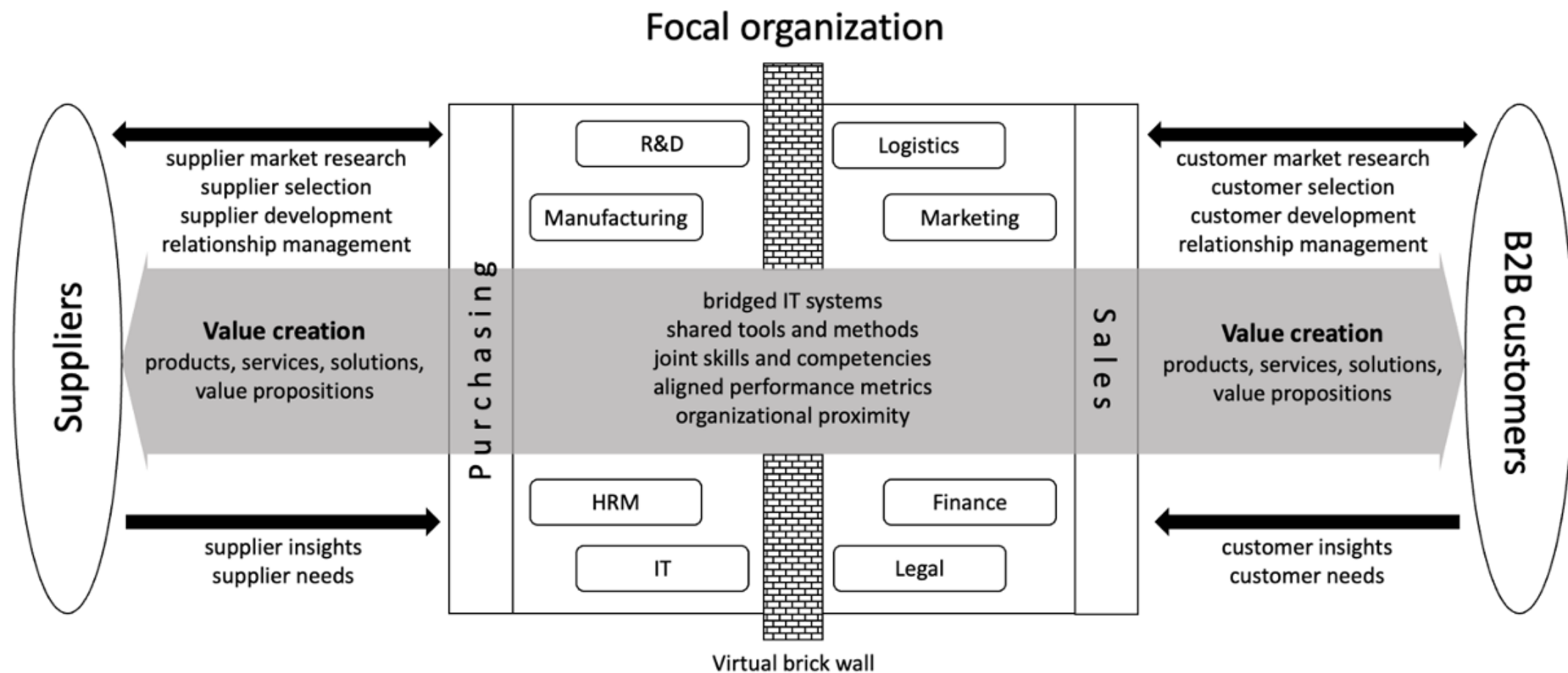
# Procurement and Sales – Co-Creation for Manufacturing Footprint Optimization



Procurement and Sales need to collaborate beyond Sales & Operations Planning (S&OP) to provide strategic input for Integrated Business Planning (IBP).



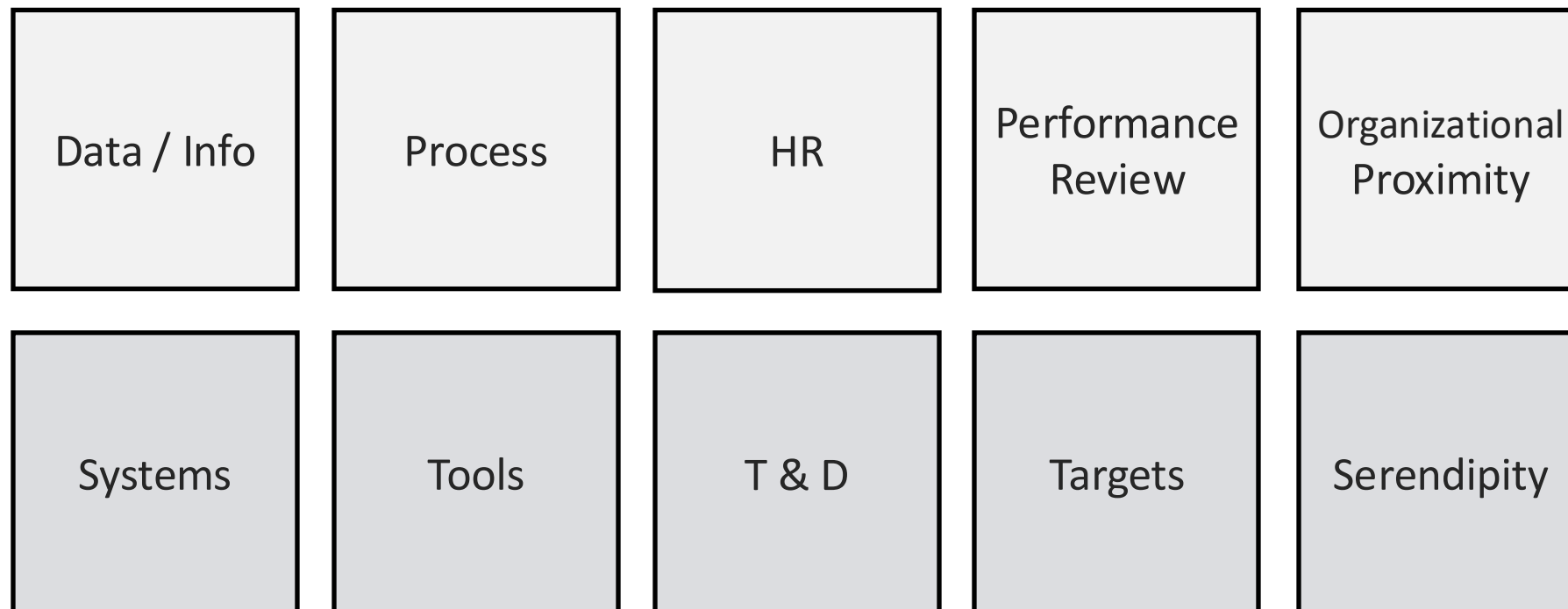
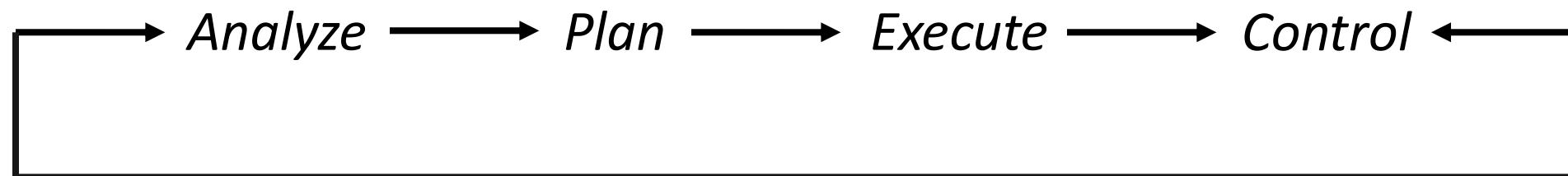
# Procurement and Sales – Two sides of the same coin?!



*Scherer/Biemans: Unite & conquer, 2024*

Procurement & Sales co-create value by direct intra-organizational integration, “clearing the line of sight” from suppliers to customers and vice versa. (Rogers, 2009)

## Procurement and Sales – Two sides of the same coin?!



Joint value creation through Procurement and Sales integration depends on five pillars, moving from separateness to togetherness.

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