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Stage 5: Strategy Development

Roles and Responsibilities

This table describes the roles and responsibilities of each group during the Strategy Development stage.

Roles	Responsibilities
CBM Committee	Review all CBM activity prior to this stage, approve moving forward based on findings, and propose way-forward from previous stages
CBM Development Team	Develop a strategy that facilitates activities and drives success
SD	Assure progress of the process and be the lead advocate for any reinforcement required to drive the process through its life cycle
Supply Chain	Require all procurement event leaders to engage the CBM Development team and to support the development of the strategy.
BU and Management	Lead change management required to drive CBM process expectations
Resources, Advocates, and Mentors	Lead and drive CBM process requirements and execute assignments as appropriate

References

The following tools are referenced in this section:

- Appendix F, “Approval and Handoff Document” (p. 41)
- Appendix N, “Strategy Development Document” (p. 77)

Guidelines

1. Review the files provided from the CBM stages and begin the process of selecting appropriate tools, resources, and activities to overcome identified challenges and/or take advantage of opportunities. In this step and all that follow, it is important to document all activities for use in the Strategy Document that must be developed at the end of this stage.
 - A. Determine the best method for developing the diverse supplier. Your first option should be to use preferred methods, approaches, and strategies that align with the existing processes, tools, and procedures of your company. Other methods you may want to consider include:
 - Discussions with appropriate internal and external experts.
 - Topical internet searches.
 - Reference books.

E. Commodity Category Opportunities Questionnaire

1. Team contacts

2. Potential Opportunity Areas

3. Compared to previous year(s) how was spend in these Opportunity areas?

Greater___ Equal___ Less___

4. What is expected future spending in these Opportunity areas?

Greater___ Equal___ Less___

5. Prioritize Opportunities based on highest demand or criticality of business unit?

6. List Opportunities based on scarce supply or limited suppliers in commodity/market.

7. Procurement Conditions Assessment (High, Medium, Low)

	Opportunity A	Opportunity B	Opportunity C	Opportunity D
Total Spend				
Unit Price Flexibility				
Technical				
Competitive Market				
Geographical Coverage				

J. Commodity Category-Specific Supplier Interview Questionnaire

COMPANY DETAILS	
1. COMPANY NAME	
Street Address:	
City:	State: Zip Code:
Country:	
P.O. Box:	
Contact Name:	
Phone:	Email:
Fax:	Website:
24-Hour Number	Sales: Service:
2. COMPANY SIZE	
	Approximate Annual Turnover:
	Approximate Number of Employees:
3. BUSINESS AFFILIATIONS	
Parent Company (Full legal name and address if applicable)	
Subsidiaries/Affiliates (Attached list if necessary)	
Associations with other contractors (subcontractors); for subcontractors please state work they perform and whether they have a quality assurance system.	
Contractor's General Corporate and Financial Information	
Describe Contractor's corporate structure, including relationships to parent/associated organizations and joint ventures, partnerships or alliances in which you are participants.	
Provide Contractor organization chart showing relationship of principal divisions, departments and sections within your organization.	Add as an attachment – Organization Chart
Has Contractor had any type of reorganization in the past 3 years? (merger, acquisitions, change of ownership)	<input type="checkbox"/> Yes <input type="checkbox"/> No
If yes, please provide background, rationale and current state of the reorganization	

Glossary

The following terms, abbreviations, and acronyms are used throughout this document.

Administrator

An individual who is assigned the role of assembling, recording and distributing information related to meetings and all other correspondence throughout the CBM process.

Business Unit (BU)

An entity that represents specific business operations or functions within a corporation or agency. BU representatives are generally assigned specific responsibilities or roles to ensure high-level of expertise and knowledge and make decisions/recommendations on behalf of the business unit in collaboration with procurement.

Capacity

An organization's ability, including skills and capabilities of individuals, to achieve its mission effectively and to sustain itself long-term.

Capacity Building Committee

Individuals who identify and assign opportunities to be worked; they oversee the overall Capacity Building Model (CBM) utilized throughout the corporation; they are typically executives or procurement leaders who serve as resources throughout the lifecycle of a particular CBM event

Capacity Building Model (CBM)

It is the natural evolution of mentoring and development efforts that help ensure a 'business ready' cadre of diverse suppliers for the supply chain.

Capacity Building Model process

Systematic approach that establishes guidelines for identifying, developing, and strategically executing practices that create value and sustainable capacity for select diverse suppliers.

Capacity Building Team

Group of individuals assigned by the CBM Committee to execute a specific CBM event.

Mentor Advocate (MA)

Individuals within the BU or function who provide special expertise for a diverse supplier in support of capacity building and other similar developmental efforts (legal, quality, safety, etc.).

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