CONTENTS

List of contributors vii

Foreword xi

Preface xiii

PART I: INTRODUCTION 1

1 The case for change 3
   Björn Axelsson, Frank Rozemeijer and Finn Wynstra

2 Exploring change issues in strategic sourcing 15
   Björn Axelsson, Frank Rozemeijer and Finn Wynstra

3 Understanding strategic change 33
   Henrik Agndal, Björn Axelsson and Leif Melin

PART II: AREAS AND INSTRUMENTS OF CHANGE 59

4 Developing the supply base by changing supplier relations 61
   Anna Dubois and Finn Wynstra

5 Organizing for strategic sourcing 87
   Frank Rozemeijer and Finn Wynstra

6 Leadership and values for competitive sourcing 107
   Ethel Brundin, Leif Melin and Björn Axelsson

7 Developing and managing knowledge and competencies 135
   Björn Axelsson, Pieter Bouwmans, Frank Rozemeijer and Finn Wynstra

8 Change through leveraging information and communications technology 169
   Jens Hultman and Björn Axelsson

9 Supporting change through performance measurement 189
   Björn Axelsson, Finn Wynstra and Frank Rozemeijer
10 Coping with individuals’ resistance to change
Marc Reunis, Sicco Santema and Frank Rozemeijer

PART III: ILLUSTRATIONS

11 The reality of organizing for purchasing synergies
Arjan van Weele

12 From buying to supply management at Nordic Construction Company (NCC)
Björn Axelsson

13 The supply function’s role in a major corporate turnaround: Lessons from Thomson
P. Fraser Johnson and Michiel R. Leenders

14 Strategic change towards global sourcing: Ericsson in China
Tony Fang and Björn Axelsson

PART IV: REFLECTIONS

15 Synthesis and reflections
Björn Axelsson, Frank Rozemeijer and Finn Wynstra

Index