

## **APPLIED SEMINAR PROCUREMENT OPM 792, Spring 2020**

Mannheim Master of Management / M.Sc. Program

### **Course team**

#### **Responsible lecturer**

Prof. Dr. Christoph Bode  
Office: SO 206  
Office hours: by appointment  
Email: [bode@bwl.uni-mannheim.de](mailto:bode@bwl.uni-mannheim.de)

#### **Teaching assistant**

Sebastian Gehrlein  
Office: SO 207  
Office hours: by appointment  
Email: [gehrlein@bwl.uni-mannheim.de](mailto:gehrlein@bwl.uni-mannheim.de)

### **General information**

Credits: 6 ECTS  
Language: English / German  
ILIAS: tba

### **Content**

This applied seminar revolves around a field study and combines readings in procurement with the work as consultants to a business. Organized in small teams, participants will work on specific procurement-related problems, defined in collaboration with companies. At the end of the seminar, each team will present a solution to the specific problem, based on the relevant literature and their own analyses. Results are summarized in a written report and an oral presentation.

### **Objectives**

The goal of the seminar is to provide participants with a unique learning experience in analyzing and solving procurement-related problems and in carrying out a practice-oriented project, rooted in the academic literature. In addition, participants will learn how to apply procurement knowledge and link it to a wide array of business disciplines, such as strategy, organization, marketing, or information systems. It thereby prepares them for the writing of a (practice-oriented) master thesis in the field of procurement.

### **Organization**

1. Organized in **teams of two students**, participants will work on a procurement-related **topic**, defined in collaboration with a company.
2. Teams will work on their assigned topics “off-site” (i.e., not at the company). However, a company contact person will be available for coordination and information requests (e.g., access to data). Yet, it is the team’s responsibility to manage the communication with the contact person.

3. At the end of the seminar, each team will present its solution to the assigned problem, based on the relevant literature and the own analyses. There are **two grade-relevant deliverables**:
  - **A written report** (75% of the final grade) of about 25 to 30 pages that summarizes the chosen approach and solution. Two hard copies and a soft copy (MS Word or LaTeX source files) have to be submitted.
  - **A company presentation** (25% of the final grade), which will be scheduled after the submission of the written report. Attendance of all team members is obligatory.
4. Both the written report and the company presentation can be delivered **either in English or in German language**, unless requested otherwise by the company.
5. A **seminar kick-off meeting** for all participants will be held in the first weeks of December. During this meeting, general guidelines for conducting a scientific literature review as well as for practice-oriented research will be presented. The idea is that, until the company kick-off meeting, the teams can already start thinking about the conceptual basis for the assigned topic.
6. A **company kick-off meeting** for each team at the respective company will be held around the spring semester start in February. The exact date will be fixed in January. During this kick-off meeting, the team will meet the responsible company contact person.
7. There is a **joint application process** for the seminars offered by the chairs of the **Area Operations Management**. In spring 2019, this includes the following seminars:
  - **OPM 701: Research Seminar in Supply Chain Management** (Chair of Logistics and Supply Chain Management), topics labeled with ‘L’
  - **OPM 761: Research Seminar in Production Management** (Chair of Production Management), topics labeled with ‘P’
  - **OPM 781: Research Seminar in Service Operations** (Chair of Service Operations), topics labeled with ‘S’.
  - **OPM 792: Applied Seminar in Procurement** (Chair of Procurement), topics labeled with ‘B’.

Detailed information on the seminar topics is available on the websites of the respective chairs.

8. Students can apply for the seminars by completing the survey “Application” in the following ILIAS-Group: [https://ilias.uni-mannheim.de/goto.php?target=crs\\_792293&client\\_id=ILIAS](https://ilias.uni-mannheim.de/goto.php?target=crs_792293&client_id=ILIAS)



In addition, applicants for OPM 792 must send a CV, an official B.Sc. grades overview, and an official M.Sc. grades overview by e-mail to [procurement@bwl.uni-mannheim.de](mailto:procurement@bwl.uni-mannheim.de) with “**OPM 792: Seminar Application Documents**” in the subject line.




9. For questions concerning the seminar, please contact Sebastian Gehrlein ([gehrlein@bwl.uni-mannheim.de](mailto:gehrlein@bwl.uni-mannheim.de)).

## Schedule

- **Application deadline:** November 15, 23:59 pm
- **Seminar kick-off meeting:** December 04, 08:30 am
- **Company kick-off meeting:** In calendar week 7 or 8 (February 10 – February 21)
- **Written report submission deadline:** May 08
- **Company presentation:** In week 20 or 21 (May 11 – May 22)

## Topics

<b>Topic B01: Distribution mechanism for value creation in Software Sourcing</b>	
<p><i>Company:</i> Hilti AG  <i>Contact person:</i> Tobias Wollinger (<a href="mailto:tobias.wollinger2@hilti.com">tobias.wollinger2@hilti.com</a>); Veit Kern (<a href="mailto:veit.kern@hilti.com">veit.kern@hilti.com</a>)</p>	
<ul style="list-style-type: none"> <li>• Situation: Hilti is sourcing a wide variety of different software solutions. Despite significant differences in characteristics, the procurement process for these solutions is following rather standardized mechanisms.</li> <li>• Complication: The software provider landscape is applying heterogeneous pricing models, which have not been structured within Hilti’s procurement landscape</li> <li>• Deliverables: Provide a segmented overview of software providers’ pricing strategies and develop a framework for suggested “fair” value distribution mechanisms within these clusters</li> </ul>	
<b>Topic B02: Supplier Relationship Management</b>	
<p><i>Company:</i> Hilti AG  <i>Contact person:</i> Tobias Wollinger (<a href="mailto:tobias.wollinger2@hilti.com">tobias.wollinger2@hilti.com</a>); Jean Rouquet (<a href="mailto:jean.rouquet@hilti.com">jean.rouquet@hilti.com</a>)</p>	
<ul style="list-style-type: none"> <li>• Situation: Indirect Procurement at Hilti has no formalized Supplier Relationship or Performance Management Program in place</li> <li>• Complication: The function is covering ten different categories with distinctive features (products, services and partially a mix of services &amp; products). A systematic performance measurement approach for partners in indirect procurement is missing both in academic and practitioners’ literature, as well as in most peer corporations.</li> <li>• Deliverables: A modular performance measurement framework, which can be efficiently adapted and applied to a variety of different categories</li> </ul>	

<b>Topic B03: Demand analysis for alternative vehicle fleet</b>	
<p><i>Company:</i> Hilti Deutschland AG  <i>Contact person:</i> Tobias Wollinger (<a href="mailto:tobias.wollinger2@hilti.com">tobias.wollinger2@hilti.com</a>); Bertram Paul (<a href="mailto:bertram.paul@hilti.com">bertram.paul@hilti.com</a>)</p>	
<ul style="list-style-type: none"> <li>• Situation: Hilti has one of the largest direct sales fleets in Germany. Currently the entirety of vehicles is powered by internal combustion engines. The CSR strategy of Hilti tends to support a rather timely transformation towards alternative technologies (“e-mobility”)</li> <li>• Complication: From procurement perspective, a wide variety of different decision criteria needs to be taken into account for execution. With Hilti being an employee-focused company, it has significant importance to understand the requirements of procurement’s internal customers for this emotional change.</li> <li>• Deliverables: Holistic analysis of e-vehicle introduction on driver requirements and behavior from a procurement perspective and deriving managerial implications.</li> </ul>	
<b>Topic B04: Supply-Chain-orientierte Beschaffungsmarktanalyse: Kupfer in Traktionsmotoren für Automotive</b>	
<p><i>Company:</i> Schaeffler Technologies AG &amp; Co. KG  <i>Contact person:</i> Philipp Geißdörfer</p>	
<ul style="list-style-type: none"> <li>• Weltweite Marktanalyse für Rohmaterial, Weiterverarbeitung (Kathoden, Strangpressen), Endverarbeitung (Draht)</li> <li>• Marktgröße Automotive,</li> <li>• LME: Preisabsicherung/-entwicklungsprognosen? (Hedging?)</li> <li>• Preisbildungsmodelle mit Herstellern oder Unterverlieferanten? (Kupferformel? Verträge?)</li> <li>• Herstellverfahren von Rund- und Flachdraht inkl. Kostenbewertung/-treiber?</li> <li>• Herstellverfahren Beschichtungen inkl. Kostenbewertung/-treiber?</li> </ul>	
<b>Topic B05: Market Places als Bestandteil einer Einkaufsstrategie</b>	
<p><i>Company:</i> Schott AG  <i>Contact person:</i> Michael Wlodarski</p>	
<ul style="list-style-type: none"> <li>• Gegenüberstellung der wichtigsten Player (Amazon Business, Mercateo, Alibaba, etc.): Konzept, Marktabdeckung, Produktportfolio, USPs, Preisgestaltung, Preisvergleichbarkeit, etc.</li> <li>• Klassische Einsatzbereiche und Nutzen von Marktplätzen (Materialgruppen, Potentiale in Form von Material- und Prozesskosteneinsparungen bezogen auf Unternehmen der Größe von SCHOTT).</li> <li>• Wie werden Marktplätze in vergleichbaren Unternehmen aktuell genutzt und möglicher Einsatz bei SCHOTT (adressierbarer Spend und Vorgänge per Region/Standort).</li> </ul>	