

# Strategic Sourcing Life Cycle Process Framework

## INTRODUCTION

The **Strategic Sourcing Life Cycle Process Framework** has been designed for use in Higher Education Institutions (HEIs), and is based on materials and insights from sourcing experts and HE sector expertise. It contains tools designed to assist with strategic decision-making at different stages of the sourcing life cycle.

The framework presents a cycle from initiation to five major steps, from early stage strategic analysis, through to engagement with internal/external suppliers, transition, relationship management and review. Whilst the process should ideally be followed in a linear sequence, it is also possible to start with establishing proof of concept in a later step (e.g. assessing the capability of providers) before investing time in up front analysis.

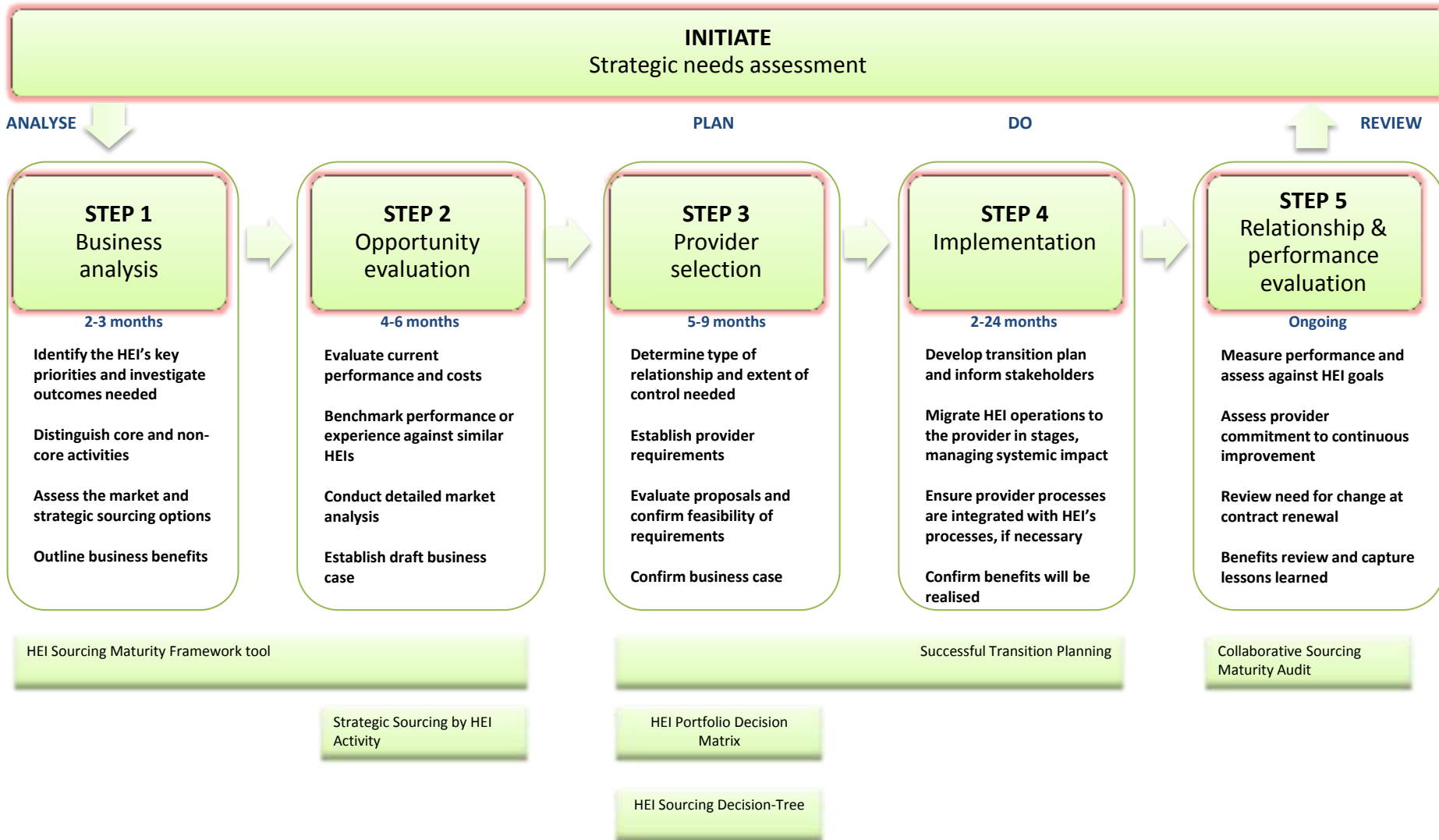
Whilst there is a cost associated with following the linear approach which must be weighed against the value of the opportunity – past experience and lessons learned dictate that HEIs will benefit in the long run by carrying out robust up-front business analysis before undertaking later steps in the strategic sourcing process.

## DEFINITIONS:

**Strategic sourcing** involves a fact based and analytical process for optimising the supply base, to ensure the achievement of the HEIs strategic objectives. This involves the appraisal of a full spectrum of internal and external business models and strategic choices as to how HEIs can best realize economic, efficiency and effectiveness benefits.

**Outsourcing** involves the contracting out of a Higher Education Institute's (HEIs) internal business function or process to an external organisation. The means to 'reduce cost and improve quality by using specialist knowledge, resources and technology that are not feasible to develop in house' (Universities UK, 2011).

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## Strategic Sourcing in HEIs:

This work was carried out by researchers at the Bristol Business School at the University of the West of England, and was funded by the Innovation Transformation Fund 2012.

Sources used for the development of this tool included:

Deliver Ventures Ltd ([www.deliverventureslimited.co.uk](http://www.deliverventureslimited.co.uk))

Examples of commissioning life cycles

Interviews with Higher Education sector managers

Interviews with private and public sector organisations

Interviews with consulting experts

Advice from representatives of the National Outsourcing Association (NOA)

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