

## Index

### **a**

Adidas 29  
agreement on default 192  
anti-cyclical procurement 40  
arbitration 201–204  
assessment of country 179  
automobile industry 19, 86

### **b**

Basel II guidelines 206  
BCI 66  
benchmarking 104  
Berger, Roland 25  
Bien, Hab A. 13  
Bree 52–54  
Bretton Woods 16  
Business Competitiveness Index  
66  
Business Process Outsourcing (BPO)  
79–81  
buyer-related costs 117

### **c**

car makers 73  
Carrefour 54, 55  
case studies 52  
cash flow 221  
China 16–17, 19, 53, 69–73, 123  
Chinese 74  
Chinese tool 75, 76  
choice of law 186  
CISG 187, 188  
communication 42  
competition 24  
concept competitions 102  
contract 180–181, 183–185,  
189–191  
corporate sourcing 59

corruption 65, 72  
cost/price controlling 170  
costs 23, 35  
costs of raw material 72  
counter-performance of the buyer  
195  
country assessment 66  
CPI 67  
currency exchange 65  
currency risks 44  
Czech Republic 88

### **d**

Daimler-Chrysler 24  
data analysis 49  
data collection 111  
data pool 118  
debtor risk 179  
delivery time 41  
distribution of risk 39  
distribution of tasks 174–176

### **e**

East Asia 21  
Eastern Europe 86, 128  
economic growth in China 73  
economic policy in China 124  
economic policy in Hungary 129  
economic policy in India 126  
economic policy in Turkey 127  
economic situation 65  
enforcement of claims 199–204  
Ernst & Young 25  
European Coal and Steel Community  
(ECSC) 15  
European Economic Commission  
(EEC) 15  
European Union (EU) 19, 71, 78, 83

**f**

Ford 39  
foreign components 44  
foreign legal systems 191  
foreign sourcing 34

**g**

Gates, Bill 13  
GATT 16  
GB Resources Polska 25  
General Agreement on Tariffs and Trade 16  
Germany 22–23, 25, 70  
global 63  
global procurement 33, 37, 60  
global procurement sources 32  
global sourcing 30, 32–33, 35–38, 44–45, 47, 52, 60, 63, 93–99, 111, 142  
global sourcing process 48  
global sourcing strategy 93  
globalization 13–14, 22, 28  
growth 205, 211–212, 214  
Growth Competitiveness Index (GCI) 66  
growth management 211–213

**h**

H&M 56–57  
high-tech sector 72  
Hungary 89

**i**

IBM 17  
implementation phase 50  
Index of Economic Freedom 66  
India 16, 125  
Innovation Transfer Center of Poland 19  
intellectual property rights 198  
International Monetary Fund 16  
international purchasing offices (IPOs) 176–177  
international trade 78  
Internet 21

**k**

Kerkhoff study 74

**l**

labor costs 63, 65, 67, 95  
legal aspects 179

Lenovo 17

liability for defects 193, 195  
logistic concept 150–151  
logistic controls 169

**m**

Made in Germany 24  
market screening 42  
Marshall Plan 22  
material group analysis 113–115  
Mc Kinsey 19  
mental blocks 26  
MG Rover Group 17  
Microsoft, Inc. 13  
Miele 24  
mobility 20

**n**

negotiating 36  
negotiating strategy 161  
negotiations in China 162  
negotiations in Eastern Europe 164  
negotiations in India 163  
negotiations in Turkey 164  
Nike 29

**o**

Obi 32  
operational procurement 100

**p**

P&L 208–210  
payment conditions 151–153  
payment terms 196  
personal impression 155  
personal supplier assessment 156  
Poland 87, 128  
political 65  
primary sourcing market research 137–140  
private equity 215–218  
procurement 63  
procurement controlling 51, 166–167  
procurement planning and control 101  
product piracy 40  
product value analysis 111–112  
profit and loss statement 208–210  
Puma 29

**q**

quality 38  
quality controls 168  
quality management 148–150

**r**

recruitments 27  
request for proposal 146–147  
requirements of a product 122  
return on investment (ROI) 221  
Romania 89–90

**s**

sales markets 40  
Samsung 38  
secondary obligations 197  
secondary sourcing market research  
135  
Security 43, 196  
selection of suppliers 165  
Self-test 105, 109  
Sen, Amartya 14  
Shanghai Automotive 17  
shareholder 205  
shareholder value 218–221  
Siemens 24  
Sino-European economic relations 71  
sourcing market controlling 172  
sourcing market Eastern Europe 85  
sourcing market India 77  
sourcing market research 101,  
130–134, 141  
sourcing market Turkey 82  
sourcing strategies 45–47  
sovereign risks 67  
strategic procurement management  
101  
supplier controlling 171

supplier information 143–145  
supplier-related costs 116  
suppliers 74  
supply conditions 151  
supply guarantee 37  
supply uncertainty 43

**t**

target costing 103  
target-oriented negotiating strategy  
160  
telephone inquiries 143  
tools 74  
total cost of ownership 115  
Toyota 24  
trade contract 182  
transparency 101  
Transparency International Corruption  
Perceptions Index 67  
Turkey 83–85, 127  
Turkey and the EU 83

**u**

UN 187  
UN Convention on Contracts for the  
International Sale of Goods 187

**v**

value 205  
value analysis 103  
Volkswagen 58–59, 73

**w**

Wal-Mart 30, 54  
warranty for defects 193  
Warsaw Pact 15  
World Bank 16–17  
World Trade Organization (WTO) 17















