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PROCUREMENT OF GOODS

SAMPLE BIDDING DOCUMENTS

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World Bank Publications This revised edition of the Standard Bidding Documents accounts for editorial corrections and incorporates the text of previous corrigenda. These documents have been prepared by the World Bank for use by borrowers and their implementing agencies in the procurement of goods through international competitive bidding. The procedures and practices presented in this document have been developed through broad international experience and are mandatory for use in projects that are financed in whole or in part by the World Bank, in accordance with the provisions of the latest edition of Guidelines: Procurement Under IBRD Loans and IDA Credits. This edition contains nine sections, which cover invitation for bids, instructions to bidders, bid sheet data, general and special conditions of contract, schedule of requirements, technical specifications, sample forms, and eligibility for provision of goods, works, and services in Bank-financed procurement. [World Bank website]

DRAFT SAMPLE BIDDING DOCUMENTS FOR THE PROCUREMENT OF HANDPUMPS

BASED ON THE SAMPLE BIDDING DOCUMENTS FOR THE PROCUREMENT OF GOODS DEVELOPED BY INTER-AMERICAN DEVELOPMENT BANK AND THE WORLD BANK

PROCUREMENT OF GOODS UNDER ASIAN DEVELOPMENT BANK, INTER-AMERICAN DEVELOPMENT BANK, WORLD BANK LOANS

AND IDA CREDITS : SAMPLE BIDDING DOCUMENTS

SAMPLE DOCUMENT

REQUEST FOR QUOTATIONS

PUBLIC PROCUREMENT FUNDAMENTALS

LESSONS FROM AND FOR THE FIELD

Emerald Group Publishing This is a step-by-step manual of public procurement for government officials, researchers, and students.

THE PROCUREMENT OF GOODS AND SERVICES BY H. M. PRISON SERVICE

The Stationery Office Since a critical 2003 National Audit Office report (HC 562 session 2002-03, ISBN 9780102921250) the Prison Service has implemented a new procurement strategy, led by a new centralised professional procurement team backed up by regional purchasing units which negotiate central contracts for a range of goods and services. At the same time the Prison Service has introduced a shared service centre to provide administrative functions, including purchasing, for prisons. The implementation of these two reforms has enabled the Prison Service to make significant savings in both purchasing and administrative costs. As a result of the changes, prisons now receive more consistent supplies of goods and services often at much lower prices than before. The progress made by the Prison Service has been recognised by the Chartered Institute of Purchasing and Supply with two awards for excellence in 2006 and 2007. The Prison Service is still capable of making further savings. In the near term it should concentrate its efforts on bringing more expenditure under the remit of its nationally negotiated contracts, and help to improve compliance by prisons with the new arrangements by further communicating the benefits of its national procurement approach.

INSTRUMENTS OF PROCUREMENT MARKETING BY THE EXAMPLE OF A CAR MANUFACTURER

AN INTRODUCTION TO THE CONCEPT OF PROCUREMENT MARKETING WITH A CASE EXAMPLE OF VOLKSWAGEN

GRIN Verlag Seminar paper from the year 2010 in the subject Business economics - Marketing, Corporate Communication, CRM, Market Research, Social Media, grade: 1,7, University of Applied Sciences Wernigerode, course: Ausgewählte BWL-Probleme Internationaler Unternehmungen, language: English, abstract: This paper presents the function of procurement marketing and demonstrates its implications for the classical procurement department. In the first section the paper introduces the concept of procurement marketing and well-known existing theories that frame this function. In the second section the paper provides an analysis of the use of procurement marketing at Volkswagen.

PROCEDURE FOR THE ACQUISITION OF GOODS AND SERVICES IN PUBLIC PROCUREMENT

Infinite Study The legislation on public procurement in Ecuador has undergone a profound change with the issuance of the Organic Law of the National Public Procurement System and the use of tools generated by Information and Communication Technologies (ICT). The tender constitutes a contractual award procedure, provided for in this legal body. However, the selection of suppliers for certain non-standardized goods and services represents a conflict that is assumed by decision-makers in the tendering processes. This research proposes a solution to the problem posed from the development of a decision-making method on tenders for non-standard goods and services as part of the public procurement process.

BUILDING PROCUREMENT

John Wiley & Sons As an industrial process, construction is unique. The procurement processes used to achieve the successful completion of built assets requires a different approach to that adopted in most other industries, due to the design of buildings being bespoke and the sites being geographically varied. The procurement process is central to the success of any construction project and many of the problems which impact construction projects can be traced back to the procurement phase, so a good understanding of the methods of procurement, the development of a procurement strategy and the influence it has on project success is essential for all those working in the industry. Much has changed in the global construction industry since publication of the second edition of Building Procurement, for example the increase in debt burden of many major economies, widespread adoption of Building Information Modelling (BIM) Technology in the industry and the United Kingdom's exit from the European Union. This new edition has been rewritten to take account of these significant developments, but at its core it continues to provide a critical examination and review of current procurement practices in the UK, continental Europe (including EU procurement procedures), China, Middle East and Sub-Saharan Africa and the USA. It retains its original strong emphasis on the need for clients to establish achievable objectives which reflect the project business case and focuses on development of suitable strategies and management structures to meet those objectives in the current construction climate. Building Procurement will be essential reading for senior undergraduate and postgraduate students of construction management and practitioners working in all areas of construction management.

OECD PRINCIPLES FOR INTEGRITY IN PUBLIC PROCUREMENT

OECD Publishing The OECD Principles for Integrity in Public Procurement are a ground-breaking instrument that promotes good governance in the entire procurement cycle, from needs assessment to contract management.

THE GOVERNMENT PROCUREMENT CARD

CABINET OFFICE

The Stationery Office This report on central government's use of the Government Procurement Card to pay for goods and services finds that when used appropriately it can be cost-effective. However, while controls in five departments examined by the NAO were operating as intended, there is no up to date value-for-money case quantifying the benefits of the cards. Central government spent £322 million using Government Procurement Cards in 2010-11, and £149 million in the first half of 2011-12. There were 1.75 million transactions in 2010-11, and 818,781 transactions in the first half of 2011-12. The majority of transactions were low-value purchases, with an average value of £184 in 2010-11. Use of the cards varies between departments, both in the amount spent and in the type of goods and services purchased. Some departments have inadequate management information and cannot monitor the use of the Government Procurement Card effectively. Central data is incomplete and inconsistent and does not provide an accurate picture of spending across government. There has been a lack of central government oversight of card use which has increased risks to value for money, but the new central policy, which defines minimum standards across government, is an important move towards strengthening controls and ensuring greater consistency. While departments acknowledge the risks and potential advantages of the card, there is no up-to-date value for money case to substantiate this. Work by the NAO has suggested that the cost of more traditional procurement methods may have fallen; however, using the cards could still provide a potential saving of around 35 per cent, or £5 a transaction.

IMPROVING PROCUREMENT IN FURTHER EDUCATION COLLEGES IN ENGLAND

The Stationery Office The 384 further education colleges in England spend around £1.6 billion each year on procurement services, including administration and general costs, premises costs, non-pay teaching and support services. Procurement expenditure as a percentage of total income averages 25 per cent but varies widely across colleges, with the greatest variation among small and medium-sized colleges. The Learning and Skills Council has estimated that FE colleges could make £75 million efficiency savings by March 2008 through the introduction of more efficient and effective procurement processes. Drawing on good practice guidance from the Office of Government Commerce and on expertise within the National Audit Office gained from its reports on procurement in other sectors, this report makes eight recommendations for improved procurement. The recommendations are based on five key requirements, including: the need for clear leadership from governors and senior managers in improving procurement; information about appropriate methods of procurement; and exploring opportunities to collaborate with others to gain economies of scale when buying goods or services.

POLICE PROCUREMENT

The Stationery Office Although the 43 police forces in England and Wales and the Home Office are making savings in the procurement of goods and services for the forces and are implementing initiatives to improve value for money, many opportunities remain unexploited. Police forces procure a wide range of goods and services, from uniforms and police vehicles to estate and facilities management services such as cleaning, spending some £1.7 billion in 2010-11. The Department oversees the police service, and central government provides most of its funding, but individual forces have traditionally bought many goods and services independently. With central government funding being reduced by some £2 billion in real terms over the spending review period, however, the Home Office has taken a role in providing leadership and support. Some forces have set up regional or national approaches to purchase common goods and services which many other forces take advantage of. However, common specifications for many types of goods and services do not exist, which reduces scope for collaborative buying. The NAO estimates forces could save up to a third of their costs in such areas, for example by agreeing a common specification for a uniform, such as that agreed by the Prison Service. The Department, forces and Commissioners will need to work together more effectively to identify and deliver further savings, particularly given the need to minimize the impact that cost reductions have on frontline policing.

IMPROVING GOVERNMENT PROCUREMENT

CABINET OFFICE

The Stationery Office Since 2010, the government has made a number of changes to its procurement structures and processes. There have been signs of good progress in key areas: expenditure on common goods and services is more centralised; participation by small and medium enterprises (SMEs) has increased; and the Government Procurement Service is an improvement on its predecessor. The creation of a Chief Procurement Officer and associated positions has formed clearer lines of responsibility at the centre, and the Cabinet Office now has a firmer grip of procurement expenditure. Overall, the NAO expresses confidence in the Service's reported savings of £426 million in 2011-12 as a result of reductions in price owing to centralised procurement. Nevertheless, there have been problems in implementing the reforms, including ineffective governance structures, unrealistic targets, incomplete data and weaknesses in contract management. Government is not maximising the potential for savings through centralised procurement. There are some operational issues with GPS's management of the central contracts, with departments raising concerns about the inconsistency of contract management and the quality of customer service. And some weaknesses in implementation mean that the centralised approach is not releasing procurement resources in departments as originally expected. Roles and responsibilities for day-to-day contract management are unclear and there are inadequate mechanisms by which departments and the centre of government can hold each other to account. The Cabinet Office will have to lead a major cultural shift across government if the centralising of buying goods and services is to deliver the significant benefits on offer.

THE PROJECT MANAGER'S GUIDE TO PURCHASING

CONTRACTING FOR GOODS AND SERVICES

CRC Press This very practical guide describes the whole process of contracting for goods and services, from selecting tenderers to placing a contract. It details the key topics that are necessary for success, such as contract strategy, contract types, contract law and evaluating tenders. Whilst the book also addresses the project context in which purchasing takes place, the subject matter could equally be applied to any business context. The treatment of the subject assumes no prior knowledge but, at the same time, provides the experienced person with new, and sometimes unconventional, insights into the subject. The book includes personal experiences, cases and exercises in order to root the subject into the real world. The Project Manager's Guide to Purchasing has been structured so that the reader can choose the chapter topic areas that they wish to study in isolation. Where necessary

references are provided to complement the individual chapters. Illustrations of key documents in the purchasing and contracting process are also provided.

OPTIMISATION OF PROCUREMENT PROCESSES BY THE EXAMPLE SANITÄRTECHNIK EISENBERG

GRIN Verlag Seminar paper from the year 2010 in the subject Business economics - Marketing, Corporate Communication, CRM, Market Research, Social Media, grade: 1,0, Prifysgol Cymru University of Wales, course: Managing Operations, language: English, abstract: Due to the in other areas already largely exhausted rationalisation and the pressure from more and more intensive growing global competition, the copmanys are looking for possible optimization and cost reduction. E-procurement is a tool which remains many possibilities for optimisation in purchasing processes. Electronic purchasing systems support the processes of classic procurement in various ways. This can improve many weak points and cut costs. The time-consuming procedure of obtaining approval in accordance with company criteria often leads to significant delays in purchasing. Electronic payment support, with automated invoicing control or with the credit-note procedure, also offers a substantial optimisation potential. The 1945 founded Sanitartechnik Eisenberg GmbH has to deal with strong growth together with international competition, so the management called out the strategy to reduce costs. Due to the inefficiencies in the processes concerning the procurement an e-procurement project was planned. According to the company objectives, optimised and standardized processes, the reduction of the procurement costs and the clearance of buyeer supports were the factors conducive to the successful implementation of this programme. E-procurement makes it possible to significantly reduce expenditure in purchasing and to achieve cost savings. In many companies the purchasing process demonstrates potentials for optimisation that could be more clearly focussed. The Sanitartechnik Eisenberg GmbH procurement project indicates this also. The present work presents the opportunities and potentials that electronic purchasing can offer a company. The potential applications of e-procurement presented here will result in significant"

PROCUREMENT OF WORKS

World Bank Publications These Standard Prequalification Documents serve as a guide for those wanting to prequalify to bid on large contracts for projects financed by the World Bank. Qualifying as a bidder is separate from the bid evaluation process. Before invitations to bid on large or especially complex works projects are issued, a process of prequalification is required to select competent bidders. This document helps bidders through the prequalification process. To simplify presentation by applicants for prequalification, standard forms have been prepared for the submission of relevant information. Guidance notes and examples are provided for the implementing agency making the evaluation. Annexes give information about prequalification that are likely to be of interest to potential bidders on World Bank projects. NOTE: This replaces Standard Prequalification Document: Procurement of Works (September 1999), Stock no. 14601 (ISBN 0-8213-4601-6).

INTEGRITY IN PUBLIC PROCUREMENT GOOD PRACTICE FROM A TO Z

GOOD PRACTICE FROM A TO Z

OECD Publishing Provides, for the first time, a comparative overview of practices from A to Z. It maps out practices to enhance integrity throughout the whole procurement cycle, from needs assessment to contract management. It also takes a global stance by including practices from non-OECD countries.

A MANUAL FOR PUBLIC PROCUREMENT OF ASSISTIVE PRODUCTS, ACCESSORIES, SPARE PARTS AND RELATED SERVICES

World Health Organization

SURVEY OF CURRENT BUSINESS

PROCUREMENT OF HEALTH SECTOR GOODS

PHARMACEUTICALS, VACCINES, AND CONDOMS

World Bank Publications These Standard Bidding Documents (SBD) and its companion Technical Note (TN) have been prepared by the World Bank for use by borrowers and their implementing agencies in the procurement of pharmaceuticals, vaccines, and condoms through international competitive bidding (ICB). For the purpose of these documents, pharmaceuticals also include nutritional supplements and oral and injectable hormonal forms of contraception. The procedures and practices presented in these SBD have been developed through broad international experience and are mandatory for use in projects that are financed in whole or in part by the World Bank in accordance with the provisions of the latest edition of Guidelines: Procurement under IBRD Loans and IDA Credits. The purpose of the TN is to provide background information to the Bank's project staff and borrowers, about the complex issues in the procurement of health sector goods and to help them make well-informed decisions in each special situation.

ADDRESSING THE ENVIRONMENTAL IMPACT OF GOVERNMENT PROCUREMENT

The Stationery Office In 2005 the government set a target to be recognised by 2009 as one of the leaders in the EU in sustainable procurement, and this report finds that government has strengthened its drive to purchase more environmentally sustainable goods and services. The NAO reviewed actions taken by the Office of Government Commerce (OGC) and five of the largest spending departments and finds that some have introduced initiatives which are reducing environmental impact and in some cases also saving money. Government has yet to set quantifiable targets for departments, who instead assess their progress in embedding sustainable procurement practices against the "Flexible Framework" model. According to their self-assessments for 2007-08, 8 out of 22 departments reported that they are only at level one of the Framework (out of five) indicating that they have laid only the foundations of good practice. Of the departments that the NAO examined, only the NHS Purchasing and Supply Agency (NHS PASA) reported that it is practising sustainable procurement across its business, although the DWP is close to achieving the same level. The government has also set itself mandatory minimum environmental standards for the procurement of goods - "Quick Wins". In 2007-08, 15 out of 21 departments reported that they were compliant with these standards, although six of these 15 did not have systems to measure their compliance. Methods of assessing environmental costs and benefits are complex and hence expensive, and are not being used frequently by departments. The Office of Government Commerce needs to clarify how these evaluation methods should be used.

OECD PUBLIC GOVERNANCE REVIEWS PUBLIC PROCUREMENT FOR INNOVATION GOOD PRACTICES AND STRATEGIES

GOOD PRACTICES AND STRATEGIES

OECD Publishing Based on good practices in OECD and partner countries, this report analyses the state of play of procurement for innovation and provides a flexible framework focusing on 9 areas to promote it.

INTERNATIONAL HANDBOOK OF PUBLIC PROCUREMENT

Routledge Since the 1990s, government at all levels is under increasing pressure to do more with less. However, despite the U.S. government spending about 15 to 20 percent of its GDP on contracts for goods and services, there is a paucity of reference books for public procurement officials and very few textbooks for courses on the subject. Filling this void, the International Handbook of Public Procurement provides the knowledge necessary to understand how procurement works and how to improve the cost-effectiveness of procurement systems. Taking a multidisciplinary approach, the book focuses on the managerial, economic, political, and legal aspects of this topic. It begins with a conceptual framework and highlights various reforms occurring in certain countries. By examining these improvements, readers are able to apply this knowledge to their own strategies. The next section presents selected cases that illustrate the public procurement process, examining systems in various nations including Germany, China, South Africa, Cambodia, Uganda, and Estonia. The book also discusses the rise of electronic procurement systems (E-procurement) and reviews the benefits of these efficient systems. Other topics presented in this comprehensive volume include practical discussions on contract negotiations, bidding, price strategies and cost analysis, and an insightful chapter on the market's response to contract award announcements. A virtual encyclopedia from numerous international experts, this book was assembled by Khi V. Thai, Professor at Florida Atlantic University and Editor of the Journal of Public Procurement. Dr. Thai has provided technical assistance in the area of public procurement to governments across the world. Empowering those on all sides of the issue, this volume dispenses advice valuable to government officials and contractors, as well as providing a comprehensive text for public administration students.

INFORMATION TECHNOLOGY IN SUPPLIER NETWORKS

A THEORETICAL APPROACH TO DECISIONS ABOUT INFORMATION TECHNOLOGY AND SUPPLIER RELATIONSHIPS

Springer Science & Business Media The present work by Sascha Weber addresses procurement which deals with business partners beyond the boundaries of one's organization. Procurement refers to the function of purchasing goods and services from suppliers, whether raw material used to manufacture an organization's final products, maintenance and repair supplies, or capital goods such as machinery and buildings. Major decisions in procurement concern the selection of the right suppliers with whom to establish a business relationship, the design of purchasing contracts, and the selection of information technology used to support the procurement process. In recent years the progress in information technology not only provided opportunities to rationalize the existing way of organizing procurement, but also opened up new ways of conducting business as the emergence of virtual enterprises and electronic markets may indicate. The objective of Sascha Weber's research is to analyze and answer the question of how the use of information technology and expected progress influences procurement decisions of an organization. The analysis is conducted identifying important parameters which describe the relevant properties of information technology and supplier relationships. Information technology is distinguished firstly in terms of the task which is supported between information technology used to support the evaluation of potential suppliers and information technology for the support of the execution of a supplier relationship.

OCCUPATIONAL OUTLOOK HANDBOOK

Describes 250 occupations which cover approximately 107 million jobs.

COST MODELLING

Routledge Cost models underlie all the techniques used in construction cost and price forecasting, yet until relatively recently industry has been unfamiliar with their characteristics and properties. An understanding of the various types of cost model is vital to enable effective cost control and the development of future forecasting techniques. This volume brings together more than 20 seminal contributions to building cost modelling and introduces the major landmarks in progress and thinking in this field: * strategies and directions * explorations in cost modelling * cost-product/process modelling * dealing with uncertainty The strong techniques bias of this book will appeal to construction professionals involved in estimating, as well as researchers and students of building economics.

BULLETIN OF THE UNITED STATES BUREAU OF LABOR STATISTICS

PURCHASING CONTRACTS

A PRACTICAL GUIDE

Spiramus Press Ltd Purchasing Contracts will assist those who work with contracts for the procurement of goods and services in the UK. This second edition contains additional chapters, including one on the special UK rules governing purchasing by public bodies and utilities. The subjects of misrepresentation, exemption clauses, and electronic contracting are among those that have been updated and covered in more detail. The bill on bribery, currently going through Parliament, is also dealt with.

PROCUREMENT OF GOODS OR WORKS

STANDARD BID EVALUATION FORM

World Bank Publications Currently available on the Procurement website.

THE PROCUREMENT OF CONSUMABLES BY NATIONAL HEALTH SERVICE ACUTE AND FOUNDATION TRUSTS

THIRTY-FIFTH REPORT OF SESSION 2010-12, REPORT, TOGETHER WITH FORMAL MINUTES, ORAL AND WRITTEN EVIDENCE

The Stationery Office The 165 NHS acute and Foundation hospital trusts in England spend over £4.6 billion a year on the procurement of medical supplies and other types of consumable goods. Each trust controls its own purchasing and can purchase consumables in various ways: dealing direct with suppliers; through the national supplies organisation, NHS Supply Chain; or via the regional Collaborative Procurement Hubs. They can also choose to join other trusts in collaborative purchasing arrangements for particular localities or types of supplies. The Department sees the future for NHS procurement as a 'pyramid' structure with national, regional and local procurement of different types of goods, as appropriate to the products and the supplier markets. However, this theoretical model does not reflect the current complex reality, with a profusion of bodies involved in the procurement process. Its effectiveness is open to question in the emerging landscape where Foundation Trusts act independently with no explicit incentive to co-operate. The fragmented system of procurement has produced a great deal of waste, with trusts being charged different prices for the same goods, ordering in inefficient ways and failing to control the range of products which they purchase. The NAO has estimated that trusts could save around £500 million annually, 10% of their consumables expenditure, by amalgamating small orders into larger, less frequent ones, rationalising and standardising product choices and striking committed volume deals across multiple trusts. A lack of data has limited progress towards more efficient procurement and there has not been sufficient control over procurement practices.

ENHANCING PROCUREMENT PRACTICES

COMPREHENSIVE APPROACH TO ACQUIRING COMPLEX FACILITIES AND PROJECTS

Springer Science & Business Media Enhancing Procurement Practices is organised around four main points: -overview and analysis of procurement principles, -practical approach to drafting of solicitation and contract documents, -conduct of procurement procedures, -overview of the e-procurement arena. Although the addressed procurement methods can be used on a wide scale, this book concentrates primarily on such cases when the subject of procurement is complex, or the solicited goods and services are relatively simple but the intended long-term relationship calls for a fairly conscious source selection. Project procurement, the most complicated form of buying civil engineering work, goods, and services, is thoroughly addressed. Beyond the structured overview and comparative analysis of terminology and principles, the book describes such new concepts as single-source preference for simultaneous procurements, dual-term frame contract for parallel suppliers, and the use of semi-consolidated contract documents. Effective utilisation of theories boils down - among others - to a consistent set of procurement-related terms, proven methodology for drafting comprehensive solicitation documents and contracts, and practical details of communication with offerors.

SMARTER FOOD PROCUREMENT IN THE PUBLIC SECTOR

A GOOD PRACTICE GUIDE

Stationery Office The public sector in England spends around £2 billion per year on food and catering services. Drawing on good practice in the public and private sectors, this NAO report highlights six key areas where public sector organisations can improve their food procurement practices in order to reduce costs whilst maintaining the quality of meals provided. These include: managing demand for food purchases to optimise the volume, quality and cost of food; developing food buying and preparation skills and catering infrastructure; designing a catering service around the needs and policies of the organisation as a whole; and improving efficiency by streamlining processes and reducing overhead costs. Two accompanying documents are available separately: the main report (HCP 963-I, ISBN 0102937427) and a volume of case studies (HCP 963-II, ISBN 0102937435).

HOUSEHOLD GOODS

DOD CAN IMPROVE CLAIMS RECOVERY ON DIRECT PROCUREMENT METHOD SHIPMENTS : REPORT TO THE HONORABLE LAMAR SMITH, HOUSE OF REPRESENTATIVES

STANDARD BIDDING DOCUMENTS AND TECHNICAL NOTE

PROCUREMENT OF HEALTH SECTOR GOODS

THE PURCHASING OF BUSINESS SERVICES

PERFORMANCE EXCELLENCE STUDY 2016

Cuvillier Verlag The following study reveals some comprehensive details and increases the transparency concerning the acquisition of business services. Especially for the DACH region, valuable and first of their kind insights are revealed. Altogether, ten major areas are addressed and analysed, focusing on a comparison with goods purchasing and typical procedures that are applied within professional purchasing organisations. It becomes clear, that different key aspects are relevant for business services and that a distinction to goods purchasing is necessary. This relates for example to an individual servicestrategy, the application of adequate evaluation procedures and the consideration of a social component for a purchasing success. Moreover, specific regulations for goods and services will further increase. In addition, the required knowledge of a purchaser, especially in the field of value-adding business services, will increase. Firms need to invest more in their purchasers in order to always assure high expertise. In contrary, the level of automation will increase for non-value-adding processes, leading to a touchless acquisition of goods and services. Within these conflicting priorities, firms need to develop comprehensive and competitive strategies to overcome the challenges related to the purchasing of business services. Therefore, the Performance Excellence Study provides a starting point for a further enhancement and a continuous improvement in business service purchasing.