

Elektronske obratne dražbe v nabavi (E-RA - electronic reverse auction)

- Uporabnost dražb v nabavi

Že na začetku stoletja je večina 1000 največjih podjetij na svetu uporabljala obratne dražbe v nabavi. Pozitivni učinki se kažejo v nižjih stroških nabave/prodaje in nabavnih cen, v skrajšanju nabavnega/prodajnega časa, povečani transparentnosti nabave/prodaje in konkurence, ter večji produktivnosti podjetja. Ocena prihrankov: 10-40%, od tega 40% od znižanja cene.

- Opredelitev predmeta dražbe, ki ga podpira platforma

Predmet dražbe so vsi proizvodi, ki so opredeljeni s ceno na mersko enoto, indeks brez merske enote in odstotek kot denimo obrestne mere ali diskont. Opredeljeni so lahko z eno ceno ali s cenami po posameznih postavkah, kjer se licitira vsota cen vseh postavk, ponderiranih z ocenjeno količino.

- Ustreznost nabavnih proizvodov za izvedbo dražbe (CAPS Research, 2003)

Applicability of E-RAs Primarily Depends on Market and Product Characteristics

Rivalry is high when:

- there is no collusion among suppliers
- at least two suppliers are competing
- excess supplier capacity exists
- the volume is attractive for suppliers

Market

Rivalry
among
suppliers

High

Low

Limited	High
Low	Limited

Low

High

Specifiability of good or service

Product

Specifiability is high when:

- the product has clearly defined attributes that suppliers can translate into unambiguous specifications

E-RAs Have a High Potential for Industries with Short Contract Commitments and Low Switching Costs

Auction Applicability Matrix II

- Long-term contracts are most common when suppliers are deeply involved in the product development process (e.g., the aviation industry)
- High switching costs occur in industries for which qualifying new suppliers (e.g., the biopharma industry) or changing tooling (e.g., the automotive industry) is expensive

Long-Term Contract	Limited	Low
Short-Term Contract	High	Limited
	Low Switching Costs	High Switching Costs

Almost All Commodity Types Can Be Sourced Through E-RAs

Purchasing Strategy Matrix
(from Kraljic, 1983)

	High	Leverage	Strategic
Purchase Value	Low	Commodities	Bottleneck
		Low	High
		Commodity/Purchase Family Complexity	

Examples found by the CAPS Research

- **Commodity:**
Packaging material in a specialty chemical company
- **Leverage:**
Plastic-molded pieces for a machinery manufacturer
- **Bottleneck:**
Made-to-order printed circuit boards for product development in an electronics company
- **Strategic:**
Propulsion and avionics systems for an aviation company; *not suitable for e-RA*
- **Services:**
Construction for cell phone transmission towers in a construction engineering company
- **Capital:**
Capital equipment for the laboratories of a pharmaceutical company