

# Objektivni postopek segmentacije dobaviteljev ali blagovnih skupin v Kraljičevo matriko

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## Povzetek

**Raziskovalno vprašanje (RV):** Dandanes nabavna funkcija uporablja metode in postopke, ki organizacijam celovito dviga konkurenčno prednost s strateško usmerjenim delovanjem, ki ima trajnostne učinke. Prvi korak v procesu oblikovanja nabavne strategije je segmentacija dobaviteljev ali blagovnih skupin s pomočjo orodja Kraljičeve matrike. Ob predpostavki, da različne situacije zahtevajo različne aktivnosti ter da je postopek segmentacije dobaviteljev ali blagovne skupine subjektivno naravnano sklepamo, da rezultat posplošene segmentacije vodi k ponavljajočimi se nabavnimi strategijami, ožjemu izboru oblikovanja strategij in pasivnem obnašanju nabavne funkcije. Iz te percepcije razvijamo raziskovalno vprašanje: »Kakšen je učinkovit objektivni postopek segmentacije dobaviteljev ali blagovnih skupin«?

**Namen:** Osnovni namen je usvojiti razumevanje Kraljičeve matrike in postopek segmentacije. V nadaljevanju študije želimo pridobiti ključne usmeritve za objektivni postopek segmentacije.

**Metoda:** V prvem delu raziskave bomo pregledali obstoječo literaturo na temo Kraljičeve matrike in s tem usvojili razumevanje segmentacije dobaviteljev ali nabavnih skupin. V nadaljevanju študije bomo z intervjuvanjem izbrane stroke pridobili strokovno razumevanje in izvajanje Kraljičeve matrike v praksi. V naslednjem sklopu metodologije bomo uporabili kvalitativno analitično orodje tematske mreže na obsegu sklopov pregledane literature in pol strukturiranega intervjuja fokusne skupine treh specialistov.

**Rezultati:** V sklopu rezultatov sledi prikaz analize pridobljenih podatkov predhodno predstavljenega procesa razvoja in oblikovanja tematskih mrež. Rezultati prikazujejo proces razvoja tematske mreže na obsegu sklopov pregledane literature in pol strukturiranega intervjuja študije objektivnega postopka segmentacije dobaviteljev ali blagovnih skupin.

**Organizacija:** S učinkovitim delovanjem nabavne funkcije in iskanjem priložnosti za preboj organizacijam doprinese študija pomembno dodano vrednost. Dodatna vrednost je lahko v obliki znižanja nabavnih cen, zmanjšanja skupnih stroškov, zmanjšanja tveganja dobavne verige ali zagotavljanja povečanih inovacij iz nabavnega trga.

**Družba:** Celotna družba lahko pridobi na medsebojnem organizacijskem razumevanju, ki pri oblikovanju strategij vključuje pojme kot so trajnost, okolje, družba, kultura in napredek.

**Originalnost:** Prispevek študije za izvajalca segmentacije deluje kot praktični vodnik za objektivno upravljanje dobaviteljev ali blagovnih skupin.

**Omejitve/nadaljnje raziskovanje:** Raziskava je omejena na navedene vire v literaturi in intervjuvancev. Nadaljevanje raziskave priporočamo v širšem zajemu obsega literature, zajemu večje in/ali homogene skupine intervjuvancu za namen strukturiranega intervjuja. Priporočamo nadaljevanje študije v smeri izbiranje ustrezne komunikacije za pridobivanje soglasja internih kupcev pri izvajanju strategij.

**Ključne besede:** Strategija, nabavna funkcija, Kraljičeva matrika, segmentacija, dobavitelji, blagovna skupina.

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**Božidar Lenarčič** je diplomiral na Višja strokovna šola v Novem mestu in pridobil naziv Inženir elektronike. Študij je nadaljeval na magistrskem študiju Menedžmenta kakovosti v Novem mestu in izobraževanje usmerjal v raziskovanje nabavnih pogajanj. Je avtor člankov iz naslova pogajanj in ostalih nabavnih tematik. V letu 2018 je pridobil tudi certifikat poslovne šole IEDC Bled za General Management Program with Purchasing Specialization. Paralelno je profesor na Fakulteti za organizacijski študij v Novem mestu.

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# An Objective Approach of Segmentation of Suppliers or Purchasing Categories into the Kraljic Matrix

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## Abstract

**Research Question (RQ):** Nowadays, the purchasing functions use methods and procedures that comprehensively raise the competitive advantage of organizations through strategically oriented operations that have sustainable effects. The first step in the process of creating a purchasing strategy is the segmentation of suppliers or purchasing categories by using the Kraljic Matrix. Assuming that different situations call for different activities and that the process of segmentation of suppliers or purchasing categories is subjective, we conclude that the result of generalized segmentation leads to repetitive purchasing strategies, a limited strategy selection and passive purchasing behavior. From this perception we develop a research question: "Which is the effective objective process of segmentation of suppliers or purchasing categories"?

**Purpose:** The basic purpose of this study is the understanding of the Kraljic Matrix and the segmentation. Next purpose is to obtain key guidelines for the objective segmentation process.

**Method:** In the first part of the research, we will review the existing literature on the topic of the Kraljic Matrix and thus acquire an understanding of the segmentation of suppliers or purchasing categories. In the following the study, we will gain professional understanding and implementation of the Kraljic Matrix in practice by interviewing the chosen profession. In the set of methodologies, we will use a qualitative analytical tool of a thematic network on the scope of sets of reviewed literature and a semi-structured interview of a focus group of three specialists.

**Results:** The results are followed by an analysis of the obtained data from the previously presented process of development and design of thematic networks. The results show the process of developing a thematic network on the scope of sets of reviewed literature and a semi-structured interview study of the objective process of segmentation of suppliers or purchasing categories.

**Organization:** Through the efficient operation of the purchasing function and the search for breakthrough opportunities, the study brings significant added value to organizations. The added value can be seen in the form of price reductions, reducing total costs, reducing supply chain risk or providing increased innovation from the purchasing market.

**Society:** The whole society can benefit from mutual organizational understanding, which includes concepts such as sustainability, environment, society, culture and progress by creating strategies.

**Originality:** The study contribution for the segmentation contractor acts as a practical guide for the objective management of suppliers or purchasing categories.

**Limitations/Future Research:** The research is limited to the written sources in the literature and the interviewees. We recommend continuing the research in a wider range of the scope of the literature, capturing a larger and / or homogeneous group to the interviewee for the purpose of a structured interview. We recommend continuing the study in the direction of selecting the appropriate communication to obtain the consents of internal customers in the implementation of strategies.

**Keywords:** Strategy, purchasing function, Kraljic Matrix, segmentation, suppliers, purchasing categories.

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**Božidar Lenarčič** has graduated at the College in Novo mesto and obtained the title of Electronics Engineer. He continued his studies at the Master's degree in Quality Management in Novo mesto and focused his education on researching procurement negotiations. He is the author of articles on negotiations and other procurement topics. In 2018, he also obtained the IEDC Bled Business School certificate for the General Management Program with Purchasing Specialization. He is also a professor at the Faculty of Organizational Studies in Novo mesto.

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