

CASE STUDY

PURINA MILLS, INC.

Competitive Purchasing Advantage

OPPORTUNITY OVERVIEW

Some field purchasing managers were better at anticipating and taking advantage of local commodity/ingredient conditions than others. Purina Mills Vice President of Purchasing wanted to know why.

CLIENT OBJECTIVE

Learn the predominant skills that make some field purchasing managers more successful than others.

TARGET AUDIENCE

- Field Purchasing Managers

RUSSELL ASSOCIATES' SOLUTION

Conduct a study of current purchasing managers with a wide range of success/abilities to determine those characteristics, skills, techniques, and market perceptions that resulted in success.

Twenty-three purchasing managers, plus five central purchasing managers, were observed and interviewed. The assessment identified certain perceptions, skills, information gathering and organization techniques that appeared to account for the differences.

PROGRAM RESULTS

- The study provided a comprehensive analysis of the attributes and performance that resulted in a competitive purchasing advantage. As a result of this study, Russell Associates was contracted to develop a procedures manual and accompanying training for major commodities/ingredients buyers.