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Category Management in Purchasing is a comprehensive guide to strategic category management, providing a step-by-step guide to its implementation and use. This book provides the necessary tools, techniques and

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applications that will enable the reader to implement this cost saving purchasing method. The 3rd Edition of Category Management in Purchasing has been rigorously updated to reflect latest thinking in the field. Jonathan O'Brien shows how a strategic approach needs to work effectively together with other

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approaches, such as

Supplier Relationship

Management. He has

added important sections

on governance, included

more supplier and supply

chain tools, and

introduced a pragmatic

route for smaller

businesses or those who

need step-by-step

advice. The book

provides case studies of

real companies,

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This book provides in-depth guidance on what spend analysis really is, what it specifically involves, and how to use it to help your organization achieve its

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full potential.

Your lack of focus on
Procurement is limiting
your profits. Multiply
them by making
Procurement a company-
wide priority. Profit from
Procurement: Add 30%
to Your Bottom Line by
Breaking Down Silos
delivers an insightful,
compelling, and fresh
take on a subject that
typically comprises 50%

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of a business's total costs:

Procurement. Alex Klein,

Simon Whatson and Jose

Oliveira, leaders at the

world's largest dedicated

Procurement

consultancy, highlight

the limitations of the

traditional, functionally

siloed approach to

Procurement, and

demonstrate how

significant EBITDA gains

can be made by lifting

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Procurement out of the back office and enabling it to fundamentally reset a company's cost base. Its accessible, frank, and refreshing style, combined with practical, actionable advice, based on the authors' extensive real-life experience, make it a must read for any executive looking to make an impact through Procurement. The book

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offers readers a practical and concrete roadmap to optimizing, integrating, and deploying a company ' s

Procurement capabilities, creating a less siloed, more impactful function.

Readers will learn how to:

Plan their company's

Procurement

transformation Reskill

teams for the coming

change Reposition the

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Procurement function to
become the driver of
cross-functional change
Integrate new topics such
as digitalization and
sustainability into their
Procurement roadmaps
Ensure that Procurement
efficiencies are fully
reflected in bottom-line
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companies of all sizes,
Profit from Procurement
belongs on the
bookshelves of every
employee and leader
tasked with company
operations and profit
strategy.

Disruptive Procurement
is a radical new approach
to creating value and
innovation by
challenging the status
quo in the entire product

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and service line. It requires going far beyond conventional desktop procurement to understand the value the company brings to its customers as well as the value that suppliers bring to the company. By combining knowledge of these two dimensions, companies become far more flexible and they move closer to disrupting

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the environment in ways that create value. To move toward Disruptive Procurement, companies need a holistic view and a complete new set of capabilities for staff in marketing, sales, R&D, manufacturing, innovation, and, of course, procurement. This will only happen if procurement is fully backed by the Chief

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companies embrace
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How to Maximize
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The "golden" age of purchasing, in which it was relatively easy to achieve annual cost reductions of between one and three percent, has come to an end. The major reasons for this are the consolidation in many supplier markets, rising energy costs,

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and growing resource
consumption in many

emerging markets

such as China. To

support companies

that need to master the
challenges in

purchasing and

achieve significant

value propositions, the

authors have

developed the

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Purchasing

Methods To

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provides a suitable

purchasing strategy

for every constellation

of buying power and

selling power.

In the novel The CPO:

Transforming

Procurement in the

Real World, we meet

Thomas Sutter, a

German-American

living in Dusseldorf

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and working as a
procurement manager

for a major global

automobile

manufacturer,

Autowerke. On a

chance encounter

while flying to

Chicago, he meets the

CEO of Heartland, a

major food company

in the U.S. Sutter

impresses the CEO

with his knowledge

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and, after a whirlwind courtship, he joins Heartland as its new Chief Procurement Officer, based in Fort Wayne, Indiana. Hired to transform procurement at Heartland, Sutter has an enormous challenge: to bring its procurement practices into the 21st century and save the company

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\$5 billion. Despite the knowledge and experience he gained at Autowerke, Sutter fights over the next 18 months to find his place at Heartland, institute world-class procurement models and methods, win over the procurement teams and senior executives, and meet his goal. At first, his

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reputation--and his

Methods To
marriage--suffer,

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along with the

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company's overall

sales and revenue. Can

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he pull a rabbit out of

the hat? The CPO:

Transforming

Procurement depicts

the real-life challenges

of transforming

procurement, while

demonstrating the

benefits of innovative

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procurement and
leadership methods.

Written by global

thought leaders in A.T.

Kearney's

procurement and

supply management

practice--consultants

who have helped

numerous companies

chop billions of dollars

in costs out of their

procurement

budgets--The CPO will

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prove invaluable for those in purchasing and procurement. It will also present essential information to those in the C suite looking for ways to boost profits and productivity. The CPO: Portrays best-in-class, real-life, actionable methods to turn procurement into a function that can

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save billions and

improve the bottom

line. Provides a fun

way to learn essential

lessons in procurement

and change

management. Shows

how rejecting

victimhood in all its

aspects leads to

personal and business

success. Presents

lessons in novel

format--like The Goal,

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Who Moved My
Methods To
Cheese, The Five

Dysfunctions of a

Team, and others--to

engage you and show

techniques in action.

Procurement can be

your company's secret

weapon for winning in

turbulent times. In

most companies,

procurement is an

unglamorous, unloved

part of the business. A

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job in the procurement office? A fast track to nowhere. Sourcing and supplier management is strictly about costs, the thinking goes, and all that matters is playing hardball to get these as low as possible. No connection to innovation or strategy or creating positive value. Not so fast. As

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Boston Consulting

Group thought leaders

Christian Schuh, And

Wolfgang Value

Schnellbacher, Alenka

Triplat, and Daniel

Weise explain in Profit

from the Source,

procurement should be

regarded in a new

light, because it has the

potential to be a

CEO's secret weapon

in these fast-moving,

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disruptive times. The authors offer a wake-up call and a new strategic blueprint for leaders everywhere. With vivid stories and in-depth case studies, they illustrate that no other business function offers the same holistic view of a company—from suppliers who provide the organization with

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raw materials and
components to
consumers who buy

the finished product.

While it's true that a
core task of any

procurement function
is to keep costs from
spiraling out of

control, the authors
show how

procurement can help
businesses generate
phenomenal value

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from five other sources of competitive advantage critical to success—innovation, quality, sustainability, speed, and risk reduction. Drawing on BCG research and the authors' firsthand experience working with some of the world's leading companies—in high tech, automotive,

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consumer goods, and
many other

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industries—Profit from
the Source provides
proven strategies to
drive new bottom-line,
as well as top-line,
growth for your
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invasion of our

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corporations

combines

muckraking

journalism with

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memoir to discuss

current consumer

culture

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This book provides
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a comprehensive
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of the sourcing
business model.

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master the art and
science of
strategic sourcing
by being able to
chart a unique
path that fits their

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management,
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procurement,
managing risk,
supplier selection,

project

management for
procurement and
supply managers,
managing supplier
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international

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sourcing,

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operations, With

the rise of global

supply chains, envi

ronmental/sustaina

bility concerns,

and constantly

evolving

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technology, the

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This book captures
best practice in
construction stake
holder management
using a range of
international case

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studies.

It demonstrates
stakeholder
mapping, presents
the power/interest
matrix and
analyses a model
for the timely
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of stakeholders.

The increased use
of partnering and

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other relational
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forms of contracting
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have underlined
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the need for
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project participants
to work together
and also to be
aware of all those
who can affect
or be affected by a
project and its
associated develop

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ments. Stakehold
er management
enables them to
see this wider
picture

and provides
guidance for
managing the
diverse views and
interests that can
manifest in the
course of a

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project's life. All construction projects have the potential for conflicts of interest that can result in costly and damaging legal proceedings. This new book advocates an alternative to

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dispute resolution

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practical and

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global in its applica

tion. Construction

Stakeholder

Management is

therefore

an essential text for

advanced

students, lecturers,

researchers

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and practitioners in
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guide is an

entertaining

read due to the

analogies made

to various

sports. It

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provides an easy
to follow game
plan and
strategies for
procurement and
supply
management
professionals to
improve supplier
relationships,
secure
measurable cost
reductions,
achieve

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operational
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effectiveness
and efficiency, And
and positively
increase value
impact margins
with suppliers
and
competitiveness
for their
organizations.
The authors use
real-world
scenarios and
examples to make
the procurement

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and supply
management
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principles and
concepts more
relevant and
easy to
understand. They
present
guidelines,
techniques, and
tools for
converting a tra
nsaction-based
reactive

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function into a
proactive and
powerful
strategic
contributor, and
include

practical advice
on selecting the
right and
effective
organizational
design. This
book offers the
guidance needed

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to take the
procurement
professionals And
career and
department to
the next level.
It is ideal for
self-learning,
training, a
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instruction.
The supply base
represents a
wealth of

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opportunities
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for any
organisation, And
yet few
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organisations
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ever properly
realise this.
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Management
enables
organisations to
manage suppliers
effectively and

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provides the
means to secure
real, tangible
and dramatic
benefits from
the supply base
that would not
otherwise be
realised.

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Jonathan
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provides a
strategic and
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approach to
maximising value
from key and
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suppliers, and

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gives focus to
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resources at the
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changing global
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strategic
purchasing
toolkit.

Norms are a
pervasive yet
mysterious
feature of
social life. In

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Norms, four
philosophers and
social
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scientists team
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up to grapple
with some of the
many mysteries,
offering a
comprehensive
account of
norms: what they
are; how and why
they emerge,

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Norms, they
argue, should be
understood in
non-reductive
terms as
clusters of
normative
attitudes that
serve the
function of
making us

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accountable to
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the different And
Increase Value
kinds of norms
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(legal, moral,
and social
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of normative
attitudes that
serve to make us

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accountable in
different ways.

Explanations of

and by norms

should be seen

as thoroughly

pluralist in

character.

Explanations of

norms should

appeal to the

ways that norms

help us to

pursue projects

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and goals,
Methods To
individually and
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collectively, as
Increase Value
well as to
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enable us to
constitute
social meanings.
Explanations by
norms should
recognise the
multiplicity of
ways in which
norms may bear
upon the actions

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we perform, the
attitudes we
form and the
modes of
deliberation in
which we engage:
following,
merely
conforming with,
and even
breaching norms.
While advancing
novel and
distinctive

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positions on all
of these topics,
Explaining Norms
will also serve
as a sourcebook
with a rich
array of
arguments and
illustrations
for others to
reassemble in
ways of their
own choosing.
This book

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examines the
Methods To
problem of
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managing the
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flow of
materials into,
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through, and out
of a system in
order to improve
the efficiency
and
effectiveness of
materials
management. The
subject is

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crucial for
Methods To
global
competitive
advantage, as
materials
constitute the
largest single
cost factor in
manufacturing
and service, and
their effective
management
enhances value
for money. In

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this context,
inventory is a
barometer of
materials
management
effectiveness,
along with
wastage of
materials. The
book adopts a
comprehensive,
integrated
systems approach
and covers

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almost all
aspects of
materials,
considering the
specification,
procurement,
storage,
handling, issue,
use and
accounting of
materials to get
the most out of
every dollar
invested.

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conceptual
clarity and
quantitative
rigor, it will
be a highly
useful guide for
practicing
managers,
academics and
researchers in
this vital
functional area.
An Integrated

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design has yet to
develop a theoretical
framework or critical

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vocabulary. In Rules

With Play Katie Salen

and Eric Zimmerman

present a much-

needed primer for this

emerging field. They

offer a unified model

for looking at all

kinds of games, from

board games and

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sports to computer and video games. As active participants in game culture, the authors have written Rules of Play as a catalyst for innovation, filled with new concepts, strategies, and methodologies for creating and understanding games.

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Building an
aesthetics of
interactive systems,
Salen and
Zimmerman define

core concepts like
"play," "design,"
and "interactivity."

They look at games
through a series of
eighteen "game
design schemas," or
conceptual

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frameworks,

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contexts for social

play, as a storytelling

medium, and as sites

of cultural resistance.

Written for game

scholars, game

developers, and

interactive designers,

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textbook, reference
book, and theoretical

guide. It is the first

comprehensive

attempt to establish a

solid theoretical

framework for the

emerging discipline

of game design.

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sizes are seeking to

transform their

procurement and

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supplier relationship
management
processes: activities
that have a
tremendous upside
potential for
improved supply
chain effectiveness
and efficiency. Now,
two leading
consultants and
researchers offer a
comprehensive

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tactics, Delivering

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helping senior executives and managers gain sustainable competitive advantage from their supply chains."--Publisher's website.

There's a new buzz phrase in the air: Supplier Relationship Management (SRM). Corporate executives

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know it's necessary, but there's only one problem. Nobody yet knows how to do it.

Or they think it's all about bashing your vendors over the head until they reduce the price another 4%.

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Opportunity changes all that. Containing the best and most innovative advice from the operations and procurement experts at consultant AT Kearney, this book shows that SRM is at root a strategic discussion requiring cross-functional interaction and

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internal alignment at the highest levels. It requires an honest appraisal of the value that suppliers now bring to your firm, as well as their potential value. It then requires a frank and constructive business-to-business dialogue about how to improve the relationship.

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When this happens, a company reaps myriad benefits, ranging from new opportunity to added value to competitive advantage—and, quite likely, to overall (and sometimes substantial) cost reductions. This book shows the most concrete methods you

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can use today to:
Identify value-adding
opportunities in the
supply chain Work
closely with suppliers
to maximize the
benefits Work the
"Critical Cluster" of
suppliers, where the
greatest opportunity
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gains in quality and
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introduces and

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situation. Supplier

Relationship

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very real advantages
over competitors.

Film music often tells
us how to feel, but it
also guides us how to
hear. Filmgoing is an
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experience, one in
which the soundtrack
structures our
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steers our emotions.
Hollywood Harmony

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explores the inner workings of film

music, bringing

together tools from

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study of this

culturally central

repertoire. Harmony,

and especially

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chromaticism, is emblematic of the

"film music sound,"

and it is often used to

evoke that most

cinematic of feelings-

wonder. To help

parse this familiar but

complex musical

style, Hollywood

Harmony offers a

first-of-its kind

introduction to neo-

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Riemannian theory, a recently developed and versatile method of understanding music as a dynamic and transformational process, rather than a series of inert notes on a page. This application of neo-Riemannian theory to film music is perfect way in for curious

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newcomers, while also constituting significant scholarly contribution to the larger discipline of music theory. Author Frank Lehman draws from his extensive knowledge of cinematic history with case-studies that range from classics of Golden Age

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Hollywood to massive contemporary franchises to obscure cult-films. Special emphasis is placed on scores for major blockbusters such as Lord of the Rings, Star Wars, and Inception. With over a hundred meticulously transcribed music

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examples and more

than two hundred

individual movies

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Visual illusions are
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world. The

Compendium is a

collection of over 100

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illusion creators or by

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mechanisms underlying

the phenomena. --

We live in a highly

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multiple self-interested

agents interacting and

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myriad opportunities for
conflict and

cooperation. The goal of

game theory is to

understand these

opportunities. This book

presents a rigorous

introduction to the

mathematics of game

theory without losing

sight of the joy of the

subject. This is done by

focusing on theoretical

highlights (e.g., at least

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six Nobel Prize winning

results are developed

from scratch) and by

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connections of game

theory to other fields

such as computer

science (algorithmic

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(signaling and

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and learning theory.

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such as zero-sum
games, and modern
topics, such as
sponsored search
auctions, are covered.

Along the way,
beautiful mathematical
tools used in game
theory are introduced,
including convexity,
fixed-point theorems,

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and probabilistic arguments. The book is appropriate for a first course in game theory at either the undergraduate or graduate level, whether in mathematics, economics, computer science, or statistics.

The importance of game-theoretic thinking transcends the academic setting—for every action we take, we must

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consider not only its direct effects, but also how it influences the incentives of others.

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corporations worldwide
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squares in the
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provide a rich reservoir
of methods that can be
applied either
individually or
combined. And because
many of these methods
are not customarily used
by procurement, the

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Purchasing Chessboard is also the perfect tool for helping buyers to think and act outside the box and find new solutions. A well-proven concept that works across all industries and all categories in any given situation, it is little wonder that business leaders and procurement professionals alike are

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excited by, and enjoy
strategizing around, the
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the new realities of a
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and describes the
many—sometimes
surprising—ways in
which the Purchasing
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used in today's business world. Yet despite all of the great achievements of procurement executives and their teams, they do not always receive the recognition they deserve. In response, the authors have developed and outlined within the book an unequivocal approach to measure procurement's impact

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on a company's
performance—Return on
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(AI) is a field within
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This book traces the
history of the subject,
from the early dreams of
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earlier) pioneers to the more successful work of today's AI engineers. AI is becoming more and more a part of everyone's life. The technology is already embedded in face-recognizing cameras, speech-recognition software, Internet search engines, and health-care robots, among other applications. The book's

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many diagrams and easy-to-understand

descriptions of AI

programs will help the

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these and other AI

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chapter notes containing

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