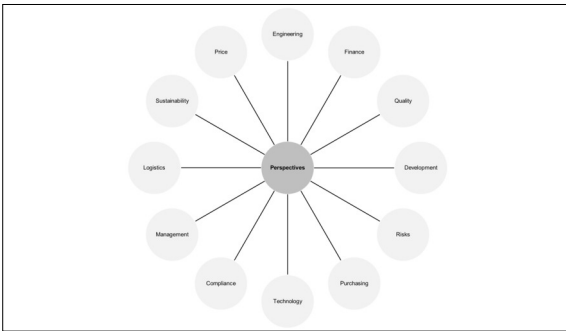


Graduate Candidate	Giuliano Alessandro BERNARD
Examiner	Prof. Dr. Katharina Luban
Co-Examiner	Dr. Stefan Kurpjuweit, ABB Schweiz AG, Baden, AG
Subject Area	Supply Chain Management
Project Partner	Straumann Group, Basel, BS



Giuliano Alessandro BERNARD

Development of a Strategic Supplier Evaluation System

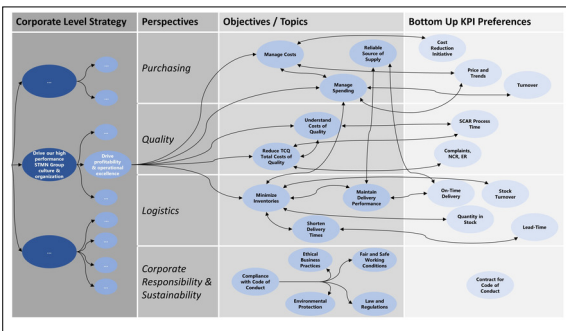


Possible aspects and perspectives for a supplier evaluation system
Own presentation

Introduction: The Straumann Group develops solutions in the field of tooth replacement and esthetics. In a highly complex and dynamic supply chain, suppliers' performance and quality must systematically be monitored. The objective of this thesis was to develop a strategic supplier evaluation system specifically tailored to the needs and requirements of the Straumann Group. The system required the identification of performance indicators that contribute to the achievement of the Straumann Group's strategic goals. For these indicators, it had to be shown how they could be measured in the form of KPIs. Using a scorecard methodology, these KPIs aim to provide a comprehensive picture of a supplier's performance and quality.

Approach: A literature review showed how the required data could be collected and processed. Various case studies were analyzed and compared to investigate how such systems are designed in industrial practice. Methods such as the requirements mapping and the strategy map were used to develop and strategically align the system. In addition to these top-down approaches, a bottom-up approach was used to ensure that the system is not only strategically aligned but also operationally applicable

Result: Based on these versatile methods, a strategic supplier evaluation system was developed that is aligned with the organizational structure of the Straumann Group. The system monitors and evaluates the suppliers in terms of purchasing, quality, logistics, and corporate responsibility & sustainability aspects. It contains KPIs that are derived directly from the strategic goals and were defined with the help of specialists in the respective areas. The new strategic supplier evaluation system provides an approach that enables the Straumann Group to comprehensively evaluate its suppliers and derive strategic decisions.



Top-down strategy map and bottom-up preferences for the supplier evaluation system
Own presentation



Strategic supplier evaluation system, illustrated using a fictitious example.
Own presentation