ABSTRACT

Using a resource-based theory for establishing a theoretical foundation, the framework of Carr and Smeltzer (2000) has been adapted for G-store retail in Thailand. This study serves to fill a gap in the supply management literature by providing an understanding of purchasing skills, strategic purchasing and supplier responsiveness, and also provides the link of purchasing skill to supply management performance.

This study collected data from sixty-eight purchasers exclusive to seven G-store companies in Thailand, with a response rate of 75%, from 51 respondents, by telephone interview and also self-administration. The data analysis used statistical tools of correlation analysis and linear regression to justify the hypotheses.

The analysis result revealed that purchasing skills had influence on strategic purchasing and also on supplier responsiveness. However purchasing skills had a stronger relationship with supplier responsiveness than strategic purchasing. This study shows that purchasing skills, shown in thirteen dimensions, consisting of analytical skills, communication skills, presentation skills, coordinating skills, being able to get to the root cause of a situation, negotiation skills on cost, negotiation skills on issues and problems, cost analysis skill, problem-solving skill, quality management skill, project management, program management and organizational skill. The result showed that the most important of these purchasing skills are negotiation skills on cost, on issues and problems, and analytical skill, because in the G-store business the ability to get a better deal to improve overall margins and sustain sales, is the top priority of a buying organization.

For the strategic purchasing perspective, the G-store organization want to develop its strategic purchasing by they must creative purchasing strategy, and align that with the company’s strategic plan because most G-store businesses are supportive business units of a petrol company.
Lastly, regarding supplier responsiveness, the top priority of this was price/cost reduction from the supplier, because G-store businesses must create competitive advantage in selling their merchandise, which can sustain their overall margin. The significance of these results for theory, practice and future research are discussed. Recommendations for future research are also presented.