

Retailer	Percentage of goods purchased over 12 months by location						
	Asia	Africa	Central America	Europe	North America	UK	Other
North America	20	3	24	1	52	0	0
Average discount (%) available	20–30	10–15	20–25	5–10	0	–	–
UK	36	2	0	24	3	34	1
Average discount (%) available	25–35	15–20	–	10–15	1–5	0	5–10

SOURCE: Based on Lowson, R.H. (2001) 'Offshore sourcing: an optimal operational strategy?', *Business Horizons*, November–December, pp. 61–6

EXHIBIT 9.14 Sourcing location, percentage of goods purchased and discounts available