

Dimensions		Approach	
		From	To
Customers and suppliers		Contractual relationships	Harness the power of partnerships
Basis for competition		Manufacturer	Supply chain
Organisation relationships		Functional/corporate orientation	Cooperation
Focus		Individual contract	Relationship
Communication		Primarily one way	Two way and balanced
Performance measures	Focus	Individual parties	Partnership
	Development	Independently	Jointly
	Results	Might be shared	Joint performance
Risk/reward evaluation		By transaction	Over the life of the relationship

**EXHIBIT 9.31** Changing approach to managing supply chains