

Research in Procurement: Findings and Opportunities

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RSM - a force for positive change

Views on Science...

I Keep Six Honest Serving Men

Rudyard Kipling

**I keep six honest serving-men
(They taught me all I knew);**

**Their names are What and Why
and When And How and Where
and Who.**

**I send them over land and sea,
I send them east and west;**

**But after they have worked for me,
I give them all a rest.**



General developments in management science

- Transparency and rigor in research methods
- Replication of earlier studies to test generalizability
- Meta-analysis → evidence-based management
- Open-Access

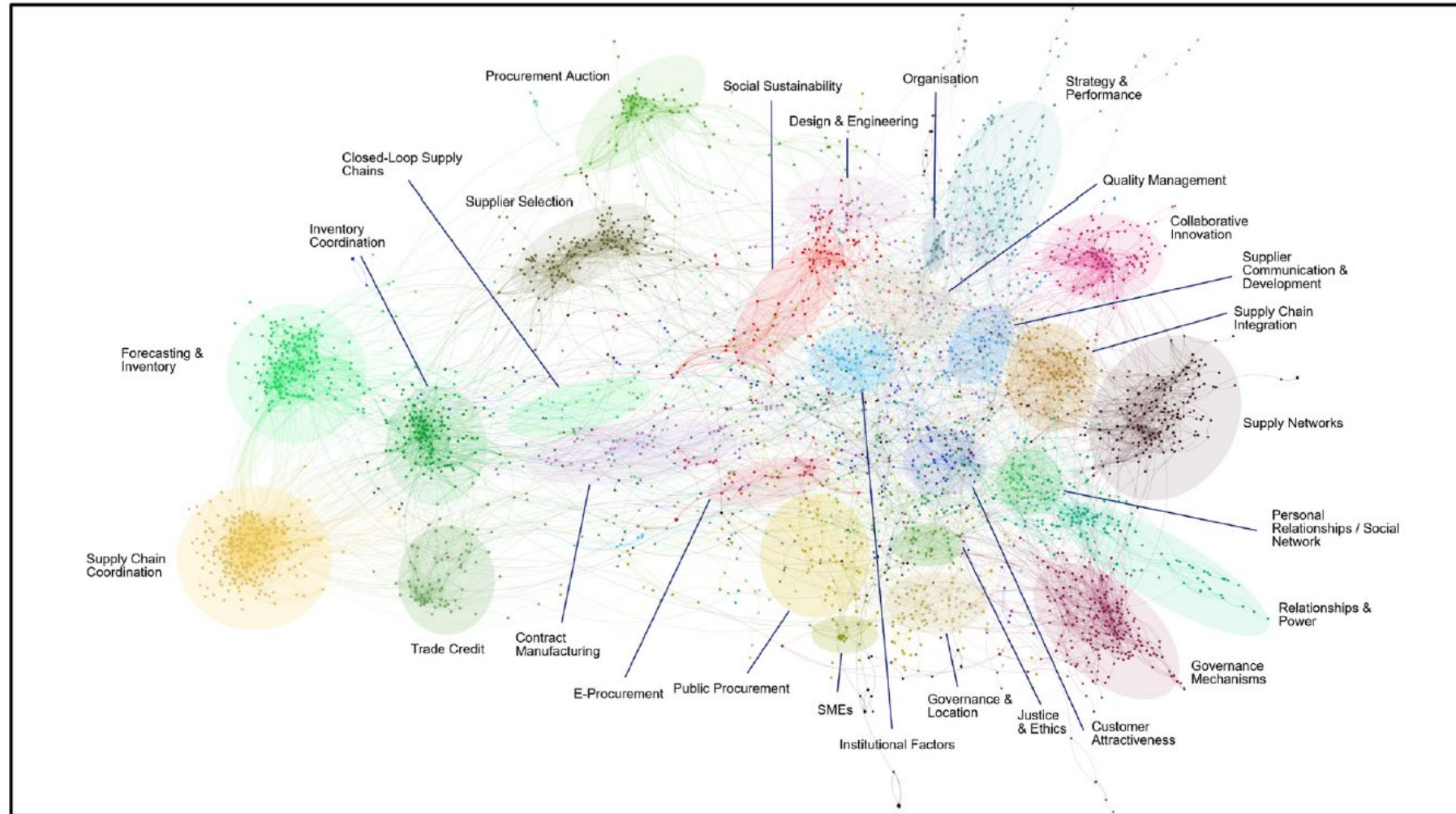


Research on “Purchasing & Supply Management” booming..

- Academic field emerged mid-1960s, mainly due to marketing scholars
- Since mid-1990's, field on its own with growing “market share”
- Various management research disciplines study PSM
 - Marketing (relations, governance ..)
 - Operations (contracting, supplier selection ..)
 - Strategic (outsourcing, offshoring ..)
- Highly “phenomenon-driven”
- Scholars from NL universities highly productive
(ranked 4th worldwide for #publications, '95-'14)



Corpus of some 3,500 PSM top scientific publications ('94-'19): supplier relations and networks dominate



Current “hot topics” in PSM research (based on 239 papers at IPSERA conference, Rio – Apr 2024)

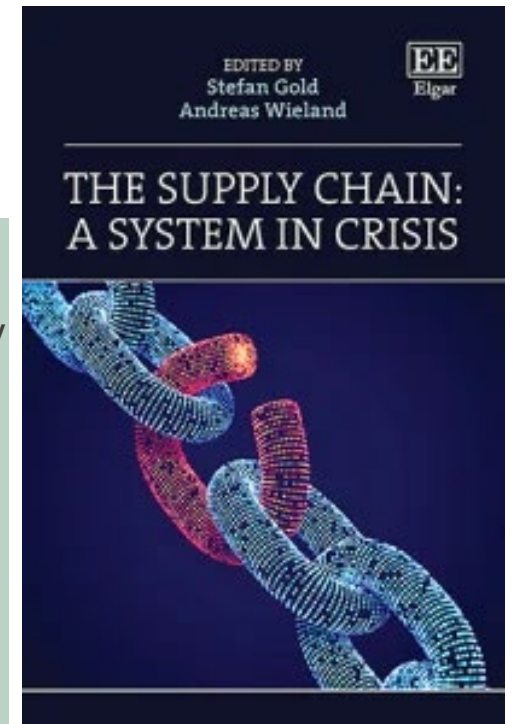


Stable:

- Transformation of public procurement
- Start-up suppliers
- Supply chain finance
- Performance-based pricing and contracting
- Power in buyer-supplier relations, supplier satisfaction

Strong growth:

- Sustainability: a.o, Climate-responsiveness, CSDD, Circular supply chains, Modern slavery
- Digitalisation: a.o., Digital twins, Blockchain, AI, Agent-based negotiations
- Risk management: incl. Resilience, Post-crisis learning
- Manufacturing: Industry 4.0, Additive manufacturing,
- **Supplier diversity: Indigenous sourcing, gender-responsive procurement**



Shedding some alternative light on possibly received wisdoms...



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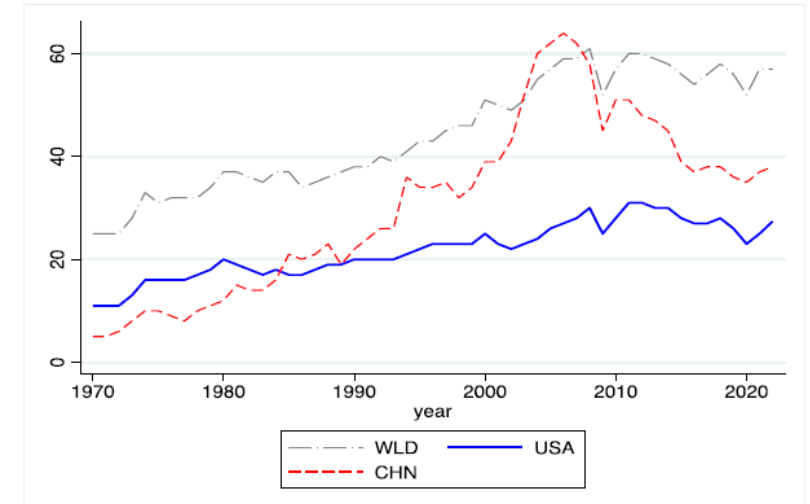
with students)

1. “Friendshoring”: welfare tradeoffs

- Despite various shocks – US-China tariff war, Covid-19 pandemic, etc. – **global trade remains stable**
- Import shares from broad geographical regions have held relatively steady; ‘**regional value chains**’
- Significant, policy-driven **shifts in imports US**: away from China, towards Vietnam and Mexico
- Plus, ‘**upstreamness**’ of imports has risen – paralleled by *some* growth in domestic employment

- **Backdoor effect: indirect supply chain links actually increase**
 - Near-/friendshoring countries grow imports and FDI from China
- **Inflationary effect**: unit prices rising, not just for China
- **Dynamic gains** of geographical proximity still unknown

Appendix Figure 1: Trade to World GDP (1970-2022)



2. Freedom rather than early involvement leverages suppliers' innovation potential

- Meta-analysis of 53 earlier studies, encompassing more than 11,000 new product development (NPD) projects

Findings:

- Involving suppliers early** in NPD projects does not lead to better products or higher margins, and it hardly improves time to market and development costs
- Giving suppliers more responsibilities** (freedom in specifications) does lead to positive effects - both better "effectiveness" and "efficiency"
- Previous research – and managerial practice – has not clearly distinguished these **related but distinct** approaches
- Effects **do not vary** by industry or national culture

TABLE 2

	k	N	r	Conf Int	Cred Int	Q
Supplier involvement						
1. All outcomes	115 (53)	11,420	0.189	0.143; 0.235	-0.128; 0.472	739.59*
2. Focal firm performance (H5)	47 (21)	6,692	0.200 ^c	0.134; 0.264	-0.100; 0.466	366.63*
3. NPD project performance	68 (33)	4,961	0.178 ^c	0.108; 0.247	-0.201; 0.511	364.26*
4. NPD efficiency	26 (20)	3,129	0.179	0.092; 0.263	-0.171; 0.489	130.87*
5. NPD effectiveness	37 (24)	4,326	0.156	0.078; 0.233	-0.202; 0.477	189.59*
Extent of supplier involvement						
6. All outcomes	48 (26)	4,560	0.173	0.102; 0.242	-0.164; 0.473	198.92*
7. NPD project performance	38 (21)	3,500	0.188	0.109; 0.264	-0.148; 0.486	123.83*
8. NPD efficiency (H1)	12 (11)	2,012	0.188 ^a	0.071; 0.299	-0.159; 0.493	34.86*
9. NPD effectiveness (H2a)	22 (15)	3,032	0.157 ^a	0.079; 0.234	-0.120; 0.412	60.31*
Moment of supplier involvement						
10. All outcomes	24 (14)	1,926	0.112	0.031; 0.192	-0.150; 0.360	66.94*
11. NPD project performance	17 (10)	1,272	0.132	0.038; 0.223	-0.116; 0.364	46.08*
12. NPD effectiveness (H3)	8 (6)	994	0.095 ^b	-0.025; 0.212	-0.159; 0.336	25.70*
13. NPD efficiency (H4a)	8 (8)	976	0.114 ^b	0.000; 0.226	-0.130; 0.346	13.35

Note: k: number of effect sizes (number of independent samples). N: total number of observations. r: meta-analytical average correlation coefficient (random effects model). Conf Int: 95% confidence interval. Cred Int: 95% credibility interval. Q: observed heterogeneity

*Indicates significant heterogeneity with $p < 0.05$. Subscripts a, b, and c are referred to in the main text.

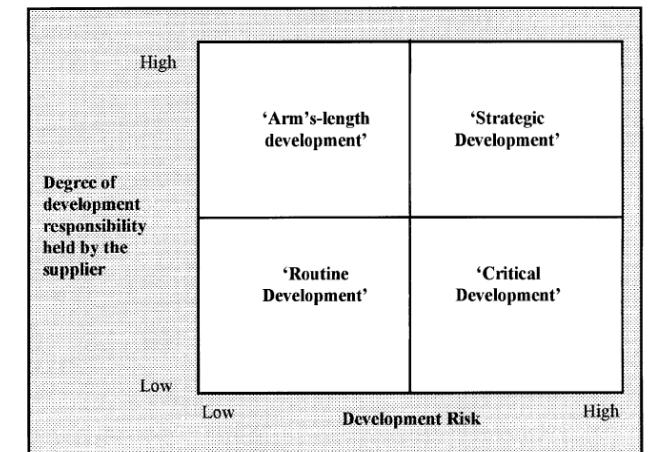


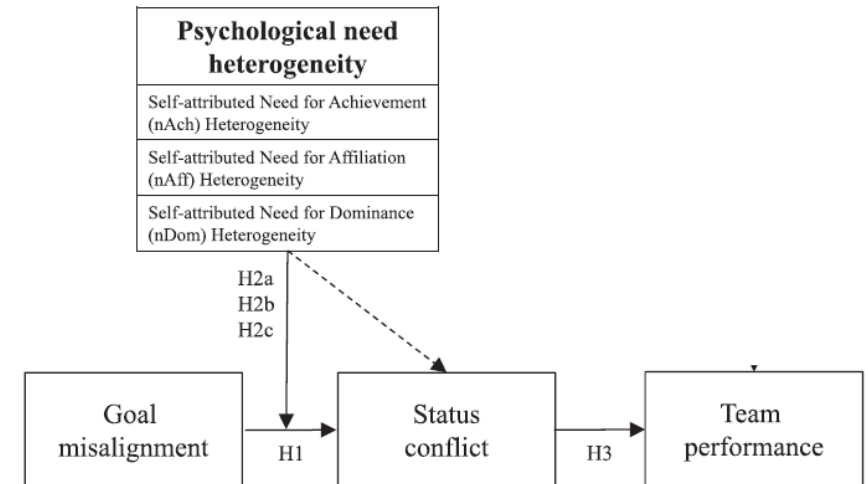
Fig. 1. The Supplier Involvement Portfolio.

Source: Suurmond, R., Wynstra, F., Dul, J. (2020). Unravelling the dimensions of supplier involvement and their effects on NPD performance: a meta-analysis. *Journal of Supply Chain Management*, 56 (3), 26-46.
<http://dx.doi.org/10.1111/jscm.12221>

3. Status conflict in sourcing teams

- Sourcing teams rely on **cross-functional integration**, but they also frequently face **goal misalignment**
- **Status conflicts** arise when team members interpret their relative hierarchical positions differently
- Conflicts may be affected by individuals' **differences in needs for achievement, affiliation and dominance**

- **Differences in need for dominance reduce the effect of goal misalignment on status conflict** – other psychological need heterogeneity does not
- Managerial implications:
 - **Do not fear team member differences** in psychological needs
 - Different needs for **dominance may actually improve team performance** (in the short run, when there is time pressure)



Collaboration with academia: benefits and opportunities

Benefits

Learning and benchmarking

Interacting with young talent and critical thinkers

Inspiration for your co-workers

Helping the field as a whole

Opportunities

Guest-lectures

Teaching-cases

Internships

Participate in project-related research roundtables

Professional doctorates

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Please see our introduction video: <https://www.youtube.com/watch?v=EnhmpZ86Brs>

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Cheryl Blok



Lianne Speijer

New Nevi/NRC initiative: CPO Challenge-groups

- Theme-based **roundtable groups** to discuss common challenges and solutions
- Each meeting: **challenges** of 1-2 specific organisations
- Participants and external expert provide **inspiration and advice**
 - Participants: pairs of procurement executive and subject specialist (max. 12 pp)
 - Moderated by experienced facilitator, input by expert (e.g., other CPO, academic or policy maker)
- **Series** of 3-5 meetings, three-four hours (e.g., 17-21 incl light meal)
- **Confidentiality**: no consultants, no detailed reporting out
- **Scope**: defined by potential participants, current suggestions: CSRD/CSDD, digitalization, talent development
- *Interested? Email to fwynstra@rsm.nl or m.bougie@nevi.nl*

