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I P S E R A

Barcelona 2023

SYSTEMIC CHANGE
IPSEERA 2023

2nd-5th APRIL

CONFERENCE PROCEEDINGS

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Foreword by the Conference Chairs

The main theme of the 2023 IPSERA relates to social impact supply chains. Despite mounting institutional and stakeholder pressure for responsible supply chains that contribute to solving urgent environmental and social issues, traditional corporate actors seem often incapable of meeting the challenge. There are likely multiple factors to explain the inertia to change, ranging from corporate strategy to policy making, from cognition to performance management. But as purchasing and supply chain management scholars, we can have a key role in understanding how companies can provide solutions to environmental and social challenges. We are used to the complexity and fragmentation of supply chains, we embrace stakeholders' diversity, we know the value that might stem from inter-organizational relationships, we understand networks characteristics that might foster or impede sustainable innovation. To address the wicked problem of sustainability, we have the know-how and tools to keep up with the task.

A sustainable, scalable solution requires that companies help create a new ecosystem that replaces economically and socially inefficient supply chains with ones that are capable of regenerating the ecosystem and ensuring equality while remaining economically viable. Sometimes companies are not ambitious enough. Instead of trying to fix local problems, corporations need to reimagine the regional ecosystems in which they participate if they are to bring less powerful actors into the mainstream economy. Companies should search for systemic, multisector opportunities, mobilize complementary partners, and obtain seed and scale-up financing. Instead of relegating sustainability to a dedicated budget, they should embed it into the corporate strategy. The aim is not to incrementally upgrade an existing system but, rather, to unleash market-based forces to create a radically new ecosystem that is economically self-sustaining and organically growing.

In this endeavour traditional business actors are not alone: A multitude of non-market actors are joining the effort and becoming brokers, catalyzers, providers of complementary assets. Third parties like service providers, NGOs, meta-organizations, can help develop the new ecosystem and drive pilot projects and scale-up before passing the baton to the sustaining market players. To this end, new measurement and governance systems can build commitment, monitor progress, and sustain alignment among the key players involved in creating a new equilibrium.

Given the necessity to join efforts to drive accelerated and deep change to affront the multitude of environmental and social challenges, we are honored to host this year's conference on systemic change.



Davide Luzzini

Research Dean & Professor Operations & Supply Chain Management
EADA Business School Barcelona

Desirée Knoppen

Professor and department head of Marketing, Operations & Supply
EADA Business School Barcelona

The interest in this year's conference has been heartwarming and inspiring. Thanks to the effort of our Scientific Committee members, all extended abstracts and papers received a double-blind review which yielded 210 final papers to be included in the program. 50 of those papers are competitive papers, and 160 are working papers. We have a total of 327 registered participants from 50 different countries, affiliated to academic (299), industry (12), academic/industry (10), and academic/other (6) institutions. We will have 2 keynote speakers, a reviewing and publishing workshop, and educators workshop, 8 professional development workshops, 57 paper presentation sessions, 15 PhD sessions developing 29 PhD-papers, and a PhD speed networking session.

Of the registered participants, some 300 will be attending the conference in person and 34 will be joining us online. Among the attendees, 108 are PhD students.

The theme of this conference has allowed practitioners and researchers to discuss their papers in the following wide range of purchasing and supply chain topics:

Topic	Nr of Papers
Sustainability	74
Public Procurement	33
Risk & Resilience	28
Digital	17
Strategic PSM	15
Relationship Management	13
Innovation	12
Teaching PSM	7
Supply Chain Finance	6
Other	6

We would like to thank all authors who submitted their work to this conference and patiently collaborated with us to organize the conference. We would like to extend our gratitude to the members of the editorial board and Scientific Committee for their continuous support in this past year.

Conference Scientific Committee

- Alessandro Ancarani University of Catania
- Rebecca Arkader Federal University of Rio de Janeiro
- Lydia Bals University of Applied Sciences Mainz
- Jenny Bäckstrand Jönköping University
- Ednilson Bernandes West Virginia University
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- Marjolein Caniels Open University, The Netherlands
- Steven Carnovale Rochester Institute of Technology
- Simon Croom University of San Diego
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- Chris Ellegaard Aarhus University
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- Emilio Esposito University of Naples
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- Stephen Kelly University of Salford
- Louise Knight University of Twente
- Rudolf Large Stuttgart University
- Ben Lawson University of Cambridge
- Marie-Anne Le Dain Grenoble University
- Davide Luzzini EADA Business School
- Donna Marshall University College Dublin
- Jo Meehan University of Liverpool
- Joe Miemczyk ESCP Europe, London
- Guido Nassimbeni University of Udine
- Steve New Oxford University
- Damien Power University of Melbourne
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- Lieven Quintens Maastricht University
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- Wendy Tate University of Tennessee
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- Wendy van der Valk Tilburg University
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- Arjan Van Weele Eindhoven University of Technology
- Bart Vos Maastricht University
- Stephan Wagner ETH Zurich
- Helen Walker Cardiff Business School
- Finn Wynstra Erasmus University Rotterdam
- George Zsidisin University of Missouri-Saint Louis

IPSERA 2023 CONFERENCE Programme

Overall programme (all times are CET)

Please find the detailed and up-to-date program here: <https://easychair.org/smart-program/IPSERA2023/>

SUNDAY APRIL 2ND @EADA Business School

10:00-10:30 Registration & Coffee

10:30-10:45 Welcome and Opening of the Doctoral Workshop (auditorium)

10:45-12:15 Reviewing and publishing workshop (auditorium)

12:30-13:30 Lunch & networking (8th floor)

13:30-15:00 Educator's Workshop (auditorium) & parallel sessions (rooms 32-35 & 52-55)

15:00-15:30 Coffee Break (8th floor)

15:30-17:00 Educator's Workshop & parallel sessions

17:00-18:00

- JPSM Board meeting (auditorium)
- PhD students speed networking (8th floor)

18:00-20:00 Welcome reception (8th floor)

MONDAY APRIL 3RD @UPF Campus Ciutadella

08:30-09:00 Registration

09:00-09:30 Opening (auditorium)

09:30-10:30 Keynote speech: The circular economy - Pathways for Purchasing and Supply Chain Executives

10:30-11:00 Coffee Break

11:00-12:30 Parallel sessions PDW: Evolving PSM capabilities in the face of systemic change

12:30-13:30 Lunch Break

13:30-15:00 Parallel sessions PDW: Procurement of innovative solutions to societal problems

15:00-15:30 Coffee Break

15:30-17:00

- Parallel sessions
- PDW: How to Enable Systemic Change in Fashion?
- PDW: Social & Environmentally Sustainable Supply Chain Management teaching with game-based learning

17:00-17:15 Break

17:15-18:45 Parallel Sessions

20:00-23:00 Stand-up Dinner at Liceu

TUESDAY APRIL 4TH @UPF Campus Ciutadella

08:30-10:00 Annual General Meeting

10:00-11:00 Keynote speech: Workarounds for Systems Change

11:00-11:30 Coffee Break

11:30-13:00 Parallel Sessions & PDW

Parallel sessions

PDW: Regenerative supply chains

PDW: Platform Thinking 4 Supplier Relationship Management

13:00-14:00 Lunch Break

14:00-15:30 Parallel Sessions & PDW

Parallel sessions

PDW: Meet the Editors

PDW: The frontier of scope 3 emissions and supply chain transparency

15:30-15:45 Coffee Break

15:45-17:15 Parallel Sessions

20:00-23:45 Dinner at Museu Maritim

WEDNESDAY APRIL 5TH @UPF Campus Ciutadella

09:00-10:30 Parallel Sessions

10:30-11:00 Coffee Break

11:00-12:30 Parallel Sessions

12:30-13:30 Lunch Break

Post-conference activities

Walking tour of Barcelona old town

"To do a walking tour to discover the Gothic Quarter is to make a trip back in time: From Barcino, Barcelona in Roman times, to nowadays. We will visit all those buildings next to the Barcelona Cathedral; the Roman walls, the Roman Cistern, The Cathedral (outside), The Viceroy's palace (El Palau del Lloctinent in Catalan), The Royal Palace (El Palau Reial Major) and the Jewish Quarter."

Wine tasting Alta Alella

"Sheltered by the Natural Park Serralada de Marina, next to the Mediterranean and a few kilometers from Barcelona, we find the Can Genis estate, the dream of the Pujol-Busquets Guillén family. Alta Alella wants to produce wines and cavas that move away from standardization, that are transparent and reflect the characteristics of the terroir and the vintage: that the palate enjoys the moment and the landscape".

Keynote Speakers



Jaime Ferrer, Entrepreneur in circular economy technology ventures (waste treatment and energy), ex Supply Chain & Procurement lead for Europe and Latin America in Accenture; Program Lead of Circular Economy Spain (11 industries, 100+ companies).



Paulo Savaget, author of *The Four Workarounds*, is an associate professor at Oxford University's Engineering Sciences Department and the Saïd Business School. The emphasis of his work is on transforming unjust systems through entrepreneurship. Outside academia, he worked as an entrepreneur and as a consultant to large companies, governments, and intergovernmental organisations.

Professional Development Workshops

Meet the Editors, Tuesday at 14h

Steven Carnovale

This session will be a moderated discussion between the editors of the top P/O/SCM journals. Topics will cover: what constitutes a sound manuscript? What are the fatal flaws to avoid? What does it take to get published? What do you, as journal editors, want to see more of?

Evolving PSM capabilities in the face of systemic change

Andrea Sordi; Wendy L. Tate; Lydia Bals

Increasing market volatility, supply shortages, worsening geopolitical contexts and growing stakeholders' pressure to delivery on sustainability objectives are putting additional strain on procurement. A recent Kearney survey highlighted these as top strategic priorities for CPOs. Sourcing strategies are evolving to factor in more complex scenarios and stronger internal and external partnerships. Visibility and market insights are becoming non-negotiable inputs to the decision-making. The procurement profile is evolving. New capabilities are needed, from leaner processes to fit-for-purpose technologies, to new people competencies. This workshop will explore these changes with the goal to identify both academic research paths and practitioner implications

Procurement of innovative solutions to societal problems

Louise Knight; Aki Jääskeläinen; Kostas Selviaridis; Katrina Lintukangas; Frederik Vos

Public procurement is in a crucial role in solving many large and complex problems of societies. It can also create functioning markets for innovative solutions. This PDW on public procurement is organized to share experiences on ongoing projects and initiatives in the field as well as bring scholars in the field together to facilitate future collaborations. Participants will be involved in discussion on future research initiatives to advance the research field. More specifically, the discussions will cover common challenges and successful practices of initiating and conducting research in this area.

How to Enable Systemic Change in Fashion?

Donna Marshall; Hakan Karaosman

Fashion, as a system, leads to severe ecological, social, physical and psychological consequences for both people and planet. The fashion industry produces more than 100 billion items a year with the majority of those ending up at landfill. Overproduction is one of key systemic issues, but the solutions promoted by the industry not only fail to bring the systemic change needed but perpetuate existing environmental and social problems by shifting where fashion's overproduction driven clothing waste ends up, mostly in the global South. Exploring how to enable the systemic change in a context characterised by overproduction, the purpose of this PDW is to explore production emissions, waste colonialism and policy making in the context of fashion. The first part of this workshop is dedicated to an expert panel to unpack the constructs while the second part aiming to build an inclusive workshop with all participants to develop a research agenda, and collaborative ideas on the way forward.

Social & Environmentally Sustainable Supply Chain Management teaching with game-based learning

Andrea Sordi; Corine van der Sloot; Noah Schaul

Learn how to develop a successful course and how to integrate game-based learning solutions into the program. Experience yourself how students are challenged to create a sustainable cocoa value chain from sourcing cocoa beans at the farmers in Africa to delivering chocolate drinks to end users. Experience the SDG's, ESG, and take a deep dive into Planet, People and Prosperity.

Regenerative supply chains

Veronica Devenin; Joe Miemczyk

The nascent concept of regenerative supply chains is currently linked to the overarching theme of the circular economy. Yet, the regenerative paradigm can be understood in much broader terms, entering into a co-creative partnership with nature from a holistic living system perspective. We propose a workshop to discuss the development of research and practice in this area, focusing on supply chains that provide a positive benefit to the planet and society, as opposed to the traditional extractive and exploitative nature supply chain activity. This workshop will be based on short academic presentations, research idea pitches, and guest speaker/s from industry. We aim to provide an initial research agenda and start a sub-community of interested researchers, so it is open to any IPSERA 2023 participants who are working in this area, or simply want to know more about the topic.

Platform Thinking 4 Supplier Relationship Management

Daniel Trabucchi; Tommaso Buganza; Antonella Moretto; Andrea Patrucco

This PDW aims to explore the world of platform thinking as a mindset to foster innovation (also) in the purchasing and supply chain fields. The session will be based on the following structure. Brief introduction of the platform thinking framework. Collaborative workshop to assess opportunities and challenges in bringing platforms in the purchasing and supply chain fields, both from research and practitioner perspectives. Wrap up and closing. The session's goal is to foster a critical discussion on the topic while generating ideas for possible future research.

The frontier of scope 3 emissions and supply chain transparency

Leonardo Marques; Lee Matthews; Dafne Morais

This workshop is part of a Delphi study with experts on why firms are failing to advance on scope 3 (supply chain) emissions tracking, reporting, and mitigation. In previous stages, the research team has conducted interviews and focus groups with Supply chain managers, leading to the identification of six core paradoxes faced by firms. In this workshop, we will conduct a focus group with Academics to reflect on these challenges taking a theory development perspective from a supply chain transparency standpoint.

Detailed conference programme

Full papers and index are available [here](#).

Session index

Number	Title	Date	Start time	Chairs	Room
	Registration & Coffee	2023-04-02	10:00		
1	Welcome and Opening of the Doctoral Workshop	2023-04-02	10:30	Anni-Kaisa Kähkönen Davide Luzzini Donna Marshall	Auditorium EADA
2	JPSM + IPSERA: Reviewing and publishing workshop	2023-04-02	10:45	Steven Carnovale Carmela Di Mauro	Auditorium EADA
	Lunch & Networking (8th floor)	2023-04-02	12:30		
3A	Educators' workshop	2023-04-02	13:30	George Zsidisin	22
3B	PhD session A1	2023-04-02	13:30	Hakan Karaosman	32
3C	PhD session A2	2023-04-02	13:30	Helen Walker	33
3D	PhD session A3	2023-04-02	13:30	Salomé Ruel	34
3E	PhD session A4	2023-04-02	13:30	Melek Akin Ateş	35

3F	PhD session A5	2023-04-02	13:30	Hervé Legenvre	52
3G	PhD session A6	2023-04-02	13:30	Steven Carnovale	53
3H	PhD session A8	2023-04-02	13:30	Carmela Di Mauro	54
	Coffee Break (8th floor)	2023-04-02	15:00		
4A	PhD session B1	2023-04-02	15:30	Kate McLoughlin	32
4B	PhD session B2	2023-04-02	15:30	Carlos Mena	33
4C	PhD session B3	2023-04-02	15:30	Wendy L. Tate	34
4D	PhD session B4	2023-04-02	15:30	Leonardo Marques	35
4E	PhD session B5	2023-04-02	15:30	Jo Meehan	52
4F	PhD session B6	2023-04-02	15:30	Mohammad Eslami	53
4G	PhD session B7	2023-04-02	15:30	Frederik Vos	54
5A	JPSM Board meeting	2023-04-02	17:00	Carmela Di Mauro Steven Carnovale	Auditorium EADA
5B	PhD students speed networking (8th floor)	2023-04-02	17:00	Anni-Kaisa Kähkönen	
	Welcome reception (8th floor)	2023-04-02	18:00		

6	Opening	2023-04-03	09:00	Davide Luzzini Donna Marshall	Auditorium UPF
7	Keynote speech - The circular economy: Pathways for Purchasing and Supply Chain Executives	2023-04-03	09:30		Auditorium UPF
	Coffee Break	2023-04-03	10:30		
8A	PDW: Evolving PSM capabilities in the face of systemic change	2023-04-03	11:00	Andrea Sordi Wendy L. Tate Lydia Bals	40.002
8B	Sustainability-Industry 4.0	2023-04-03	11:00	Kati Marttinen	40.004
8C	Sustainability-Sector studies	2023-04-03	11:00	Veronica Leon	40.006
8D	Teaching PSM	2023-04-03	11:00	Klaas Stek	40.008
8E	Public procurement	2023-04-03	11:00	Fredo Schotanus	40.010
8F	Risk & Resilience	2023-04-03	11:00	Holger Schiele	40.012
8G	Sustainability-Circularity	2023-04-03	11:00	Elmira Parviziomran	40.S02
8H	Sustainability-Inclusivity	2023-04-03	11:00	Minelle Silva	Auditorium UPF
	Lunch Break	2023-04-03	12:30		

9A	PDW: Procurement of innovative solutions to societal problems	2023-04-03	13:30	Louise Knight Aki Jääskeläinen Kostas Selviaridis Katrina Lintukangas Frederik Vos	40.002
9B	Sustainability-Industry 4.0	2023-04-03	13:30	Rita Maria Difrancesco	40.004
9C	Sustainability-Sector studies	2023-04-03	13:30	Rhona Johnsen	40.006
9D	Sustainability-Compliance	2023-04-03	13:30	Remko van Hoek	40.008
9E	Public procurement	2023-04-03	13:30	Stephen Kelly	40.010
9F	Risk & Resilience	2023-04-03	13:30	Roberta Pellegrino	40.012
9G	Sustainability-Circularity	2023-04-03	13:30	Joe Miemczyk	40.S02
9H	Sustainability-Inclusivity	2023-04-03	13:30	Katie Kenny	Auditorium UPF
	Coffee Break	2023-04-03	15:00		
10A	PDW: How to Enable Systemic Change in Fashion?	2023-04-03	15:30	Donna Marshall Hakan Karaosman	40.002
10B	PDW: Social & Environmentally Sustainable Supply Chain Management teaching with game-based learning	2023-04-03	15:30	Andrea Sordi Corine van der Sloot Noah Schaul	40.004
10C	Sustainability-Sector studies	2023-04-03	15:30	Orsolya Diófási-Kovács	40.006

10D	Strategic PSM	2023-04-03	15:30	Robert Suurmond	40.008
10E	Public procurement	2023-04-03	15:30	Carolina Pedroso	40.010
10F	Risk & Resilience	2023-04-03	15:30	Paolo Barbieri	40.012
10G	Sustainability-Circularity	2023-04-03	15:30	Anne Quarshie	40.S02
10H	Sustainability-System	2023-04-03	15:30	Christian von Deimling	Auditorium UPF
	Break	2023-04-03	17:00		
11A	Sustainability-Strategy	2023-04-03	17:15	Esteban Koberg	40.002
11B	Sustainability	2023-04-03	17:15	Jesús Diego Castillo	40.004
11C	Sustainability-Sector studies	2023-04-03	17:15	Hakan Karaosman	40.006
11D	Strategic PSM	2023-04-03	17:15	Alexander Rapp	40.008
11E	Public procurement	2023-04-03	17:15	Kostas Selviaridis	40.010
11F	Risk & Resilience	2023-04-03	17:15	Katri Kauppi	40.012
11G	Sustainability-Carbon	2023-04-03	17:15	Lisa Melander	40.S02
11H	Sustainability-System	2023-04-03	17:15	Madeleine Pullman	Auditorium UPF
	Dinner at Liceu	2023-04-03	20:00		

12	Annual General Meeting	2023-04-04	08:30	Donna Marshall	40.S02
13	Keynote speech: Workarounds for Systems Change	2023-04-04	10:00		40.S02
	Coffee Break	2023-04-04	11:00		
14A	PDW: Regenerative supply chains	2023-04-04	11:30	Veronica Devenin Joe Miemczyk	40.002
14B	PDW: Platform Thinking 4 Supplier Relationship Management	2023-04-04	11:30	Daniel Trabucchi Tommaso Buganza Antonella Moretto Andrea Patrucco	40.004
14C	Digital	2023-04-04	11:30	Dirk-Jan Kamann	40.006
14D	Strategic PSM	2023-04-04	11:30	Nathalie Merminod	40.008
14E	Public procurement	2023-04-04	11:30	Irina Harris	40.010
14F	Risk & Resilience	2023-04-04	11:30	Anni-Kaisa Kähkönen	40.012
14G	Relationship management	2023-04-04	11:30	Richard Calvi	40.S02
	Lunch Break	2023-04-04	13:00		
15A	PDW: Meet the Editors	2023-04-04	14:00	Steven Carnovale	40.002
15B	PDW: The frontier of scope 3 emissions and supply chain transparency	2023-04-04	14:00	Leonardo Marques Lee Matthews Dafne Morais	40.004

15C	Digital	2023-04-04	14:00	Marco Formentini	40.006
15D	Strategic PSM	2023-04-04	14:00	Vincent Delke	40.008
15E	Public procurement	2023-04-04	14:00	Juha-Matti Lehtonen	40.010
15F	Risk & Resilience	2023-04-04	14:00	Adela Drozdibob	40.012
15G	Relationship management	2023-04-04	14:00	Maximilian Bock	40.S02
	Coffee Break	2023-04-04	15:30		
16A	Sustainability-Supplier development	2023-04-04	15:45	Tobias Rösner	40.002
16B	Sustainability-Modern slavery	2023-04-04	15:45	Jo Meehan	40.004
16C	Digital	2023-04-04	15:45	Jan Spreitzenbarth	40.006
16D	Innovation	2023-04-04	15:45	Anton Shevchenko	40.008
16E	Public procurement	2023-04-04	15:45	Louise Knight	40.010
16F	Risk & Resilience	2023-04-04	15:45	Janjaap Semeijn	40.012
16G	Relationship management	2023-04-04	15:45	Finn Wynstra	40.S02
	Dinner at Museu Maritim	2023-04-04	20:00		
17A	Sustainability-Carbon	2023-04-05	09:00	Lisa Ellram	40.002

17B	Sustainability-Transparency	2023-04-05	09:00	Haiyan Lu	40.004
17C	Digital	2023-04-05	09:00	Per Andersson	40.006
17D	Innovation	2023-04-05	09:00	Picaud Katia	40.008
17E	Public procurement	2023-04-05	09:00	Gyöngyi Vörösmarty	40.010
17F	Supply chain finance	2023-04-05	09:00	Elisa Medina	40.012
17G	Relationship management	2023-04-05	09:00	Jakob Rehme	40.S02
	Coffee Break	2023-04-05	10:30		
18A	No presentation	2023-04-05	11:00		40.002
18B	Teaching PSM	2023-04-05	11:00	Laura Menzies	40.004
18C	Digital	2023-04-05	11:00	Andreas Glas	40.006
18D	Innovation	2023-04-05	11:00	Thomas Johnsen	40.008
18E	Strategic PSM	2023-04-05	11:00	Xing Lu	40.010
18F	Supply chain finance	2023-04-05	11:00	Yasmine Elhenawy	40.012
18G	Risk & Resilience	2023-04-05	11:00	Christiaan de Goeij	40.S02
19	Closing session	2023-04-05	12:15		40.S02

Lunch Break	2023-04-05	12:45		
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Number	Title	Date	Start time	Authors	Session
IPSERA 2023-s1	An investigation into the operational barriers to delivering social value outcomes within UK public procurement	2023-04-02	13:30	Clare Westcott	3B
IPSERA 2023-s18	Behavioral issues and sustainability practices of suppliers in the textile industry	2023-04-02	14:10	Rahul Sahu	3B
IPSERA 2023-s17	Innovative supply chain finance solutions for sustainable development	2023-04-02	13:30	Elisa Medina	3C
IPSERA 2023-s25	Sustainability and Psychological Contract Breaches	2023-04-02	14:10	Vladyslava Snyder	3C
IPSERA 2023-s13	Transforming public procurement – Seeking innovative sustainable solutions from small and medium enterprises	2023-04-02	13:30	Shantal Kartoidjojo	3D
IPSERA 2023-s20	Towards supply chain antifragility	2023-04-02	14:10	Wennan Dong	3D
IPSERA 2023-s15	Together strong or better alone? Investigating interfirm buyer-supplier relationships in low carbon supply chains.	2023-04-02	13:30	Benedikt Steiner	3E
IPSERA 2023-s16	Innovative B2B negotiations for sustainable procurement	2023-04-02	14:10	Camilla Borsani	3E

IPSERA 2023-s11	Ultimate customer integration in supply chain management through digital twins	2023-04-02	13:30	Dominik Oehlschläger	3F
IPSERA 2023-s23	Supply chain analytics for resilience: developing a conceptual framework and exploring demotivating factors	2023-04-02	13:30	Martin Seif	3G
IPSERA 2023-s6	Role of Supply Chain Digitalisation in Achieving Operational Excellence and Supplier Satisfaction: A Time Series Study	2023-04-02	14:10	Shikha Kalesh, Nadine Kiratli-Schneider and Holger Schiele	3G
IPSERA 2023-s28	Improving customer service of customized products through segmented planning of inbound manufacturing components	2023-04-02	13:30	Anne Dohmen	3H
IPSERA 2023-s27	Redefining the modern-day supply chain management professional	2023-04-02	14:10	Mark Soleski	3H
IPSERA 2023-s12	Procurement ethics and integrity	2023-04-02	15:30	Fanny Chen	4A
IPSERA 2023-s21	Climate crisis impacts on supply chains	2023-04-02	16:10	Peter Gaggl	4A
IPSERA 2023-s29	Critical supplier segmentation and transparency in multi-tier supply networks: Effects on buyer ESG risk exposure	2023-04-02	15:30	Jesús Diego Castillo and Maria J. Montes-Sancho	4B
IPSERA 2023-s5	An investigation of risk in sustainable supply chains to develop a model for decision making	2023-04-02	16:10	Ying Li	4B
IPSERA 2023-s7	Reducing the climate impact of transport – what adaptations and collaborations make it possible?	2023-04-02	15:30	Luciana Alcantara	4C
IPSERA 2023-s24	Securing supplier/buyer innovation – behavioural and contractual safeguards	2023-04-02	16:10	Matthias Holtrup	4C
IPSERA 2023-s2	Supply chain relationships towards circularity - The context of Brazilian manufacturers	2023-04-02	15:30	William Jeferson Vieira de Souza	4D

IPSERA 2023-s8	Circular procurement	2023-04-02	16:10	Asad Ali Qazi	4D
IPSERA 2023-s32	From concentration to diversity - the role of public/health sector purchasers as market stewards	2023-04-02	15:30	Steven Borobia	4E
IPSERA 2023-s26	Public procurement of professional services	2023-04-02	16:10	Matin Taheriruh	4E
IPSERA 2023-s14	Total Cost of Ownership – the impact of machine learning	2023-04-02	15:30	Richard Turinsky	4F
IPSERA 2023-s19	Supply chain finance: An ecosystem perspective	2023-04-02	16:10	Gabriele Pirami	4F
IPSERA 2023-s22	Supply chain finance adoption: Towards a readiness assessment framework	2023-04-02	15:30	Yasmine Medhat Elhenawy	4G
IPSERA 2023-s30	Supply chain finance: SME perspectives in defense procurement	2023-04-02	16:10	James C. Phelps III	4G
IPSERA 2023-1492	Sustainability of school food systems in Europe	2023-04-03	15:30	Orsolya Diófási-Kovács and Anna Freund	10C
IPSERA 2023-1084	Purchasing sustainable urban logistics services An exploratory research in the French context	2023-04-03	15:52	Nathalie Merminod and Thierry Allegre	10C
IPSERA 2023-3229	Shaping the meta-institutional field of agri-food supply chains – An institutional work perspective	2023-04-03	16:14	Axel Zehendner and Michele Pereira	10C
IPSERA 2023-3590	IBM's Sustainability Progress: A Longitudinal Approach Investigating Legitimacy and Authenticity	2023-04-03	16:36	Wendy Tate, Lisa Ellram and Vladyslava Snyder	10C
IPSERA 2023-3439	[CP] Knowledge spillovers to competitors via suppliers: An empirical exploration and research agenda	2023-04-03	15:30	Matthias Holtrup, Niels J. Pulles and Holger Schiele	10D

IPSERA 2023-9027	[CP] Supply Network Complexity: A Systematic Review and Research Agenda	2023-04-03	16:00	Melek Akin Ateş and Davide Luzzini	10D
IPSERA 2023-550	[CP] Supply Chain Leaders as Change Agents	2023-04-03	16:30	Robert Suurmond, Maximillian Körber and Diogo Cotta	10D
IPSERA 2023-6336	[CP] Practice-based view to value creation in infrastructure procurement	2023-04-03	15:30	Kirsi Lindfors, Aki Jääskeläinen and Iryna Malacina	10E
IPSERA 2023-9515	[CP] Promotion of cross-border public procurement at a regional and local level: An analysis of activities in selected regions of the EU	2023-04-03	15:55	Christine Freye, Maximilian Hammer, Christian von Deimling and Michael Eßig	10E
IPSERA 2023-2898	Dyadic capabilities in outcome-based public procurement	2023-04-03	16:20	Kati Loijas, Aki Jääskeläinen and Elina Karttunen	10E
IPSERA 2023-7293	A systematic literature review on innovative and sustainable competences in the public procurement sector	2023-04-03	16:40	Shantal Kartoidjojo, Carolina Belotti Pedroso, Klaas Stek and Louise Knight	10E
IPSERA 2023-7834	Resilient supply chains: Evidence from Wuhan, China during the pandemic	2023-04-03	15:30	Ilias Vlachos and Bolun Xu	10F
IPSERA 2023-650	Supply chain resilience during COVID-19: An exploratory comparison of French and U.S. companies	2023-04-03	15:52	Matias Enz, Salomé Ruel, George Zsidisin, Jill Bernard Bracy, Gladwell Ndungu, Paula Penagos-Rodriguez and Sebastian Jarzebowski	10F
IPSERA 2023-3761	The impact of COVID-19 on SMEs: Implications for Supply Chain Strategy	2023-04-03	16:14	Paolo Barbieri, Laura Brandolini, Santosh Mahapatra and Byung Gak Son	10F
IPSERA 2023-1414	[OL] The pharmaceutical sourcing industry's challenges and lessons learned during the COVID-19 pandemic	2023-04-03	16:36	Vikram Chowdhary and Marek Vins	10F

IPSERA 2023-693	An Investigation into the Relationship among Institutional Pressures, Supply Chain Integration and the Adoption of Circular Economy Practices	2023-04-03	15:30	Tommaso Calzolari, Andrea Genovese and Andrew Brint	10G
IPSERA 2023-8563	Circular procurement in the renewable energy sector A case study approach	2023-04-03	15:52	Michela Guida, Camilla Borsani, Antonella Moretto and Federico Caniato	10G
IPSERA 2023-657	Exploring the transition towards circular supply chains through social innovations: an empirical study of biobased biodegradable food packaging sector	2023-04-03	16:14	Barbara Ocicka and Jolanta Turek	10G
IPSERA 2023-3498	[OL] Reverse logistics, contract logistics, and sustainable supply chain initiatives: A multiple-case study of Kenyan FMCG industry	2023-04-03	16:36	Vincent Achola and Petwa Malaba	10G
IPSERA 2023-8284	Narratives beyond growth: Implications for the Purchasing and Supply Management domain	2023-04-03	15:30	Desirée Knoppen, Johannes Heller and Louise Knight	10H
IPSERA 2023-5550	Proactive contracting and legal design : Enablers of systemic change in purchasing and supply chain management	2023-04-03	15:52	Isabell Storsjö, Piia Kaave and Juho Saloranta	10H
IPSERA 2023-6664	Exploring sustainable business model development through actor network collaboration - A comparative case study of centralized solar photovoltaic parks in Sweden	2023-04-03	16:14	Amanda Bankel and Lisa Melander	10H
IPSERA 2023-5827	Demand-side management policies in innovation and sustainable development	2023-04-03	16:36	Gregorio Rius-Sorolla, Alicia Llorca and Sofia Estellés	10H
IPSERA 2023-392	Exploring the microfoundations of sustainable transformation	2023-04-03	17:15	Herve Legenvre	11A
IPSERA 2023-1416	Slow and fair? Shifting priorities in supply chains and the interplay between consumption and production	2023-04-03	17:37	Kate McLoughlin and Helen Benton	11A

IPSERA 2023-4708	Words without deeds and deeds without words: An initial empirical analysis of the intention action gap in corporate sustainability	2023-04-03	17:59	Ruth Schültken, Christoph Bode and Matthias Schlipf	11A
IPSERA 2023-6682	Operations strategy of impactful hybrid organizations: An inductive theoretical framework	2023-04-03	18:21	Jorge Rodriguez and Esteban Koberg	11A
IPSERA 2023-8027	Critical nexus suppliers and buyer ESG risk exposure: The role of information disclosure and supply network accessibility	2023-04-03	17:15	Jesús Diego Castillo and Maria J. Montes-Sancho	11B
IPSERA 2023-7446	Linking secondary plastics suppliers and consuming companies: The Role of Purchasing	2023-04-03	17:37	Katia Picaud-Bello, Lineth Rodríguez-Pellièrre, Rita Maria Difrancesco and Desirée Knoppen	11B
IPSERA 2023-7106	[OL] EMBRACING TENSIONS AND CHANGE IN SUSTAINABLE SUPPLY CHAIN MANAGEMENT: How new perspectives could help SCM in the search for sustainability	2023-04-03	17:59	Jacopo Colombo, Albachiara Boffelli, Matto Kalchschmidt and Hervè Legenvre	11B
IPSERA 2023-8833	Embracing paradox theory in purchasing and supply management: an extensive and systematic literature review and research agenda	2023-04-03	18:21	Marie-Anne Le Dain, Oihab Allal-Cherif and Hugues Poissonnier	11B
IPSERA 2023-4596	A multiple case study of Vietnam fashion suppliers: Understanding how institutional pressures impact sustainability practices of fashion suppliers from a developing country	2023-04-03	17:15	Hoang Kim Ngan Ngan Nguyen	11C
IPSERA 2023-9737	Made in Italy: an investigation of modern slavery in Prato	2023-04-03	17:37	Amy Benstead, Albachiara Boffelli, Filippo Visintin and Hakan Karaosman	11C
IPSERA 2023-4093	To: An Arrogant Hero; Subject: What You Should Know About Climate Action In Complex Supply Chains	2023-04-03	17:59	Hakan Karaosman, Donna Marshall, Heletje Van Staden and Fabiola Schneider	11C

IPSERA 2023-8444	[CP] Analysis of purchasing maturity in the discourse of small business managers: The case of the territory of Guadeloupe, Martinique and French Guiana	2023-04-03	17:15	Mickael Cita	11D
IPSERA 2023-8699	[CP] The strategic selection of LSPs: An examination of the logistics service complexity's direct and mediated effects on brand sensitivity	2023-04-03	17:45	Alexander Rapp	11D
IPSERA 2023-3188	[CP] Green marketing in a B2B context – the role of customer trust and eco-labelling awareness	2023-04-03	18:15	Cees J. Gelderman, Kim Janssens, Tim Van der Kooi and Jos Schijns	11D
IPSERA 2023-2901	Antecedents and enablers of innovation capabilities in public procurement processes	2023-04-03	17:15	Hilde Sætertrø, Elsebeth Holmen and Luitzen de Boer	11E
IPSERA 2023-8034	Evaluating the innovation impacts of public procurement	2023-04-03	17:37	Oishee Kundu, Elvira Uyarra, Tasos Kitsos, Raquel Ortega Argilés and Mayra Morales	11E
IPSERA 2023-1621	Innovative Offerings and Isomorphic Pressures	2023-04-03	17:59	Sophie Hunt	11E
IPSERA 2023-8731	Resilience as a supplier selection criterion in public procurement: relevance, determinants, and indicators from innovative public procurement in Norway	2023-04-03	17:15	Godfrey Mugurusi, Marius Langseth, Deodat Edward Mwesiumo, Nonhlanhla Dube and Eva Šírová	11F
IPSERA 2023-8791	Public procurement's role in supply chain resilience: a longitudinal study	2023-04-03	17:37	Esmee Peters, Andrea Patrucco, Christine Harland, Louise Knight, Jane Lynch, Tünde Tátrai, Petra Ferk, Jan Telgen and Fredo Schotanus	11F
IPSERA 2023-2469	Climate change impacts and their mitigation in public procurement: a municipal case study	2023-04-03	17:59	Peter Gaggl and Katri Kauppi	11F

IPSERA 2023-3369	[CP] The effect of carbon neutral operations on shareholders' wealth	2023-04-03	17:15	Gabriele Mauro and Evelyne Vanpoucke	11G
IPSERA 2023-6848	[CP] Constructing distance to Scope 3 emission targets - Procurement managers' meaning creation processes	2023-04-03	17:39	Sofia Wiik, Christian Hendriksen and Kim Sundtoft Hald	11G
IPSERA 2023-5721	[CP] Title: Supplier network engagement in green sourcing: the case of LCA use in the automobile industry	2023-04-03	18:03	Ala Arvidsson and Lisa Melander	11G
IPSERA 2023-3557	The development of carbon-neutral supply chains – Investigation of stakeholders and influencing factors	2023-04-03	18:27	Benedikt Steiner and Christopher Münch	11G
IPSERA 2023-6918	Systemic change in purchasing and supply management: A review of 11 years of IPSERA conference proceedings	2023-04-03	17:15	Christine Freye, Christian von Deimling and Michael Eßig	11H
IPSERA 2023-6710	Supply Chain Management in Response to Climate Change: A Dynamic Systems Approach	2023-04-03	17:37	Ryleen Balawanth, Thayla Zomer and Paulo Savaget	11H
IPSERA 2023-7609	Reinvigorating ethical sourcing: How ethics of duty and justice can produce transformative systemic change	2023-04-03	17:59	Lee Matthews, Leonardo Marques and Damien Power	11H
IPSERA 2023-8813	Boundary Spanning in Social Impact Supply Chains: Improving Lives Through Coffee	2023-04-03	18:21	Eugenia Rosca and Madeleine Pullman	11H
IPSERA 2023-1228	[CP] The impact of Additive Manufacturing adoption on Sustainable Supply Chain performance	2023-04-03	11:00	Alessio Ronchini, Daniel Eyers, Andrew Potter, Antonella Moretto, Jonathan Gosling and Federico Caniato	8B
IPSERA 2023-2165	[CP] Impact of Blockchain-driven Sustainable Supply Chain Transparency on Supplier Selection: Insights from Choice-based Conjoint Experiment	2023-04-03	11:30	Sukrit Vinayavekhin, Aneesh Banerjee and Feng Li	8B

IPSERA 2023-6599	[CP] Sustainability meets service procurement: a case study in the ICT service sector	2023-04-03	12:00	Kati Marttinen, Anni-Kaisa Kähkönen, Alekski Harju and Jukka Hallikas	8B
IPSERA 2023-6629	An investigation into the role of power in sustainable agri-food supply chains	2023-04-03	11:00	Tim Else, Andrea Genovese and Sonal Choudhary	8C
IPSERA 2023-111	Bittersweet stories: A text-mining analysis of sustainability regimes in cocoa sector	2023-04-03	11:22	Linh Nguyen, Rob Zuidwijk and Finn Wynstra	8C
IPSERA 2023-2251	Antecedents for Procurement of Agriculture Commodities by Primary Agriculture Credit Societies (PACS): Way Towards Social Circular Supply Chain in Emerging Economies	2023-04-03	11:44	Vg Venkatesh	8C
IPSERA 2023-1143	[OL] Sustainability performance measurement in food supply chains in Italy: deep diving into social sustainability	2023-04-03	12:06	Edoardo Copreni, Alessandro Lepori and Verónica León-Bravo	8C
IPSERA 2023-7607	[CP] The MIMIC Megagame -exploring adaptation of a construction logistics game for online use	2023-04-03	11:00	Karl Bergström, Anna Fredriksson and Monica Billger	8D
IPSERA 2023-8672	[CP] Teaching supply chain management through megagames	2023-04-03	11:25	Mats Janné and Anna Fredriksson	8D
IPSERA 2023-144	Real-life learning tool for Global Supply Chain Management course	2023-04-03	11:50	Liubov Pakhomova and Adriana Saraceni	8D
IPSERA 2023-4950	Developing Strategic Thinking in a Purchasing and Supply Course	2023-04-03	12:10	Klaas Stek	8D
IPSERA 2023-5388	[CP] Coercive, mimetic and normative influences on the uptake of sustainable public procurement: an institutional perspective	2023-04-03	11:00	Fredo Schotanus and Ruben Nicolas	8E

IPSERA 2023-9385	The 'integrated approach': How municipalities achieve multiple policy objectives in the same public space	2023-04-03	11:30	Ruben Nicolas, Helen Toxopeus and Fredo Schotanus	8E
IPSERA 2023-4836	What impedes circularity in public procurement? Nudging the purchaser to implement the contracts	2023-04-03	11:50	Sofia Lingegård	8E
IPSERA 2023-4264	Beyond the Kraljic Matrix: an Updated Purchasing Portfolio Model for Deploying Procurement Strategies in the Public Sector	2023-04-03	12:10	Andrea Patrucco, Zhaohui Wu and Robert Handfield	8E
IPSERA 2023-2923	Enabling resilience through digital technology in strategic networks: exploring multi-level organizational alignment	2023-04-03	11:00	Poul Houman Andersen, Elsebeth Holmen, Victor Eriksson and Ann-Charlott Pedersen	8F
IPSERA 2023-7629	Tier X – what's up?: Sub-supplier resilience for downstream adaptability and upstream visibility	2023-04-03	11:22	Aysu Gocer, Árni Halldórsson and Ceren Altuntas Vural	8F
IPSERA 2023-8910	The interplay of suppliers' resilience and preferred customer status for supply chain resilience – A multi-echelon study based on first-tier supplier perspective	2023-04-03	11:44	Shikha Kalesh, Nadine Kiratli-Schneider and Holger Schiele	8F
IPSERA 2023-6240	The interconnection between purchasing structure and supply chain resilience in multi-unit businesses	2023-04-03	12:06	Kamran Rashidi, Arash Azadegan and Carla Gonçalves Machado	8F
IPSERA 2023-2573	[CP] Barriers to circular economy transition: Evidence from an electric vehicle battery manufacturer	2023-04-03	11:00	Elmira Parviziomran and Viktor Elliot	8G
IPSERA 2023-2798	[CP] Unlocking Barriers to Circular Procurement Management	2023-04-03	11:25	Asad Ali Qazi and Andrea Appolloni	8G
IPSERA 2023-1848	Leading role of the circular economy in increasing mutual attractiveness in the buyer-supplier relationship	2023-04-03	11:50	Laurence Viale and Justine Lambolez	8G

IPSERA 2023-2917	Cross-industrial collaboration for circular economy: exploration of inter-organisational proximity in the supply network	2023-04-03	12:10	Anne Ratsimandresy	8G
IPSERA 2023-4666	[CP] Sustainable product selection: (when) does gender matter?	2023-04-03	11:00	Katie Kenny, Katri Kauppi and Juri Matinheikki	8H
IPSERA 2023-9380	[CP] Diversity in strategic leadership as a driver of sustainable supply chain management	2023-04-03	11:30	Alana Vandebeek, Wim Lambrechts and Jelle Mampaey	8H
IPSERA 2023-1159	[CP] Learning inclusive purchasing through boundary objects: a multi-level perspective	2023-04-03	12:00	Minelle Silva	8H
IPSERA 2023-1902	Making smart use of smart meters: How to effectively govern the network of actors involved in the Dutch energy transition	2023-04-03	13:30	Tom Aben, Martijn Jonker, Henk Akkermans and Wendy van der Valk	9B
IPSERA 2023-8147	Tragedy of Common Access: How to Offset Rebound Effects of Mobility-as-a-Service	2023-04-03	13:52	Johan Kask, Petter Braathen and Martin Hanssen	9B
IPSERA 2023-7717	Online orders fulfillment with lateral transshipment in an omni-channel environment: Trading-off economic and environmental sustainability	2023-04-03	14:14	Isabelle van Schilt, Rita Maria Difrancesco and Matthias Winkenbach	9B
IPSERA 2023-5171	[OL] Socially Responsible Supply Chain Management in the Industry 4.0 Era: An Exploratory Study	2023-04-03	14:36	Deepak Asokan, Fahian Huq and Christopher Smith	9B
IPSERA 2023-5378	Green procurement: Collecting evidence on the practice-performance link by employing a meta-analysis	2023-04-03	13:30	Alessa Kozuch, Maurice Langen, Christian von Deimling and Michael Eßig	9C
IPSERA 2023-3926	Hidden in the dark: a study of animal welfare transparency and opacity in fashion supply networks	2023-04-03	13:52	Rhona Johnsen, Thomas Johnsen, Philip Beske-Janssen and Leonardo Marques	9C

IPSERA 2023-6730	How important are the challenges confronting organ transplant supply chain systems in Africa?	2023-04-03	14:14	Temidayo Akenroye, Adegboyega Oyedijo, Vishnu C Rajan, George Zsidisin, Marcia Mkamsi and Jamal Elbaz	9C
IPSERA 2023-4530	[OL] Evolution Of Behavioral Research On E-Waste Management: Conceptual Frameworks And Future Research Directions.	2023-04-03	14:36	Md Shah Newaz and Andrea Appolloni	9C
IPSERA 2023-3022	[CP] Role of certification agencies in uncertainty aversion and in sustainable practices of suppliers	2023-04-03	13:30	Rahul Sahu and Tarikere T. Niranjana	9D
IPSERA 2023-830	[CP] Value and cost of certifications in food industry: an analysis of SMEs in Italy	2023-04-03	14:00	Belinda Borrello, Jacopo Colucci and Verónica León-Bravo	9D
IPSERA 2023-6021	[CP] Study of the Evolution of Supplier Code of Conducts Using Resource Orchestration and Signaling Theory – From Compliance to Progress, From Content to Orchestration	2023-04-03	14:30	Remko van Hoek, Sebastian Brockhaus, Thomas Udesen and Cameron Bujaucius	9D
IPSERA 2023-4217	Gendered language as a barrier to female-led company participation in public sector tenders: A gender-responsive approach	2023-04-03	13:30	Stephen Kelly, Vojtěch Klézl, Donna Marshall, Nina Hasche, Klaas Stek and Marzena Reszka	9E
IPSERA 2023-7960	Public procurement for circularity by public-private collaboration – a cross-case of the construction industry	2023-04-03	13:52	Anne-Maria Holma, Sofia Lingegård, Ann Højbjerg Clarke, Luitzen de Boer, Sanna Nieminen, Majbritt Rostgaard Evald and Xinlu Qiu	9E
IPSERA 2023-6057	Public buyer's capabilities for purchasing services: A systematic literature review	2023-04-03	14:14	Matin Taheriruh	9E

IPSERA 2023-6150	The impact of digital capabilities on Public Procurement A multi-treatment effect analysis on Italian municipalities	2023-04-03	14:36	Michela Guida, Maria Jesús Saénz, Stefano Ronchi and Federico Caniato	9E
IPSERA 2023-4591	SUPPLY CHAIN PLASTICITY POST DISRUPTIONS? WHAT IS IT AND WHY DOES(?) IT MATTER?	2023-04-03	13:30	Laharish Guntuka, Ellie Falcone and Steven Carnovale	9F
IPSERA 2023-594	A framework structuring crisis management and supply chain resilience activities in PSM – A systematic literature review	2023-04-03	13:52	Julian Brinkmeyer and Michael Henke	9F
IPSERA 2023-6058	Different paths to supply chain resilience	2023-04-03	14:14	Martin Seif	9F
IPSERA 2023-5857	Can Circular Economy strategies serve to mitigate supply risk enhancing firm performances?	2023-04-03	14:36	Roberta Pellegrino, Barbara Gaudenzi and Luca Fraccascia	9F
IPSERA 2023-721	[CP] [OL] Exploring Circular Supply Chain Designs in B Corps: The Role of Flows and Capabilities	2023-04-03	13:30	Lydia Bals, Kelsey Taylor and Eugenia Rosca	9G
IPSERA 2023-8036	A comparative analysis of multiple retailer's food waste strategy and the adoption of Anaerobic Digestion in the UK, US and Australia	2023-04-03	14:00	Daniel Chicksand, Samantha Sandilands, Roshan Boojihawon, Mark Hall, Jakob Rehme, Misty Blessley and Timothy Young	9G
IPSERA 2023-1887	Sustainable product design for effective end-of-life management: The role of circular economy capabilities	2023-04-03	14:22	Judith Quaiocoe, Innocent Senyo Kwasi Acquah and John Gartchie Gatsi	9G
IPSERA 2023-898	Supplier Diversity: Can Organizations Achieve Social and Economic ROI?	2023-04-03	13:30	Andrea Sordi, Wendy L. Tate and Eugenia Rosca	9H
IPSERA 2023-4695	Towards institutional logic of inclusiveness: A study of the inclusive purchasing practice institutionalization	2023-04-03	13:52	Salomé Ruel and Minelle Silva	9H

IPSERA 2023-9607	Does gender matter or not? Meta-analysis on what gender diversity means for sustainable supply chain management	2023-04-03	14:14	Katie Kenny	9H
IPSERA 2023-3201	[OL] Social strategies adopted by women in logistics: The role of gendered social representations	2023-04-03	14:36	Nejib Fattam, Tarik Saikouk, Blandine Ageron and Meriem Bouazzaoui	9H
IPSERA 2023-9864	[CP] Human and Technological Factors in Digital Supply Chains: An Interpretive Structural Modelling Analysis	2023-04-04	11:30	Richard Bakker, Wim Lambrechts and Janjaap Semeijn	14C
IPSERA 2023-4546	Blockchain adoption by SMEs: Evidence from an EU-funded project	2023-04-04	12:00	Alisha Tuladhar, Michael Rogerson, Glenn Parry and Ayşe Begüm Kiliç	14C
IPSERA 2023-635	Blockchain-as-a-Service Evaluation Framework for IT Sourcing - A Morphological Approach	2023-04-04	12:20	Eugen Buss, Marc Hübschke, Elmar Holschbach and Stefan Lier	14C
IPSERA 2023-3151	Blockchain use: Why (not)? What the experts tell us	2023-04-04	12:40	Dirk-Jan Kamann and Mandana Gharehdaghi	14C
IPSERA 2023-4314	Can we design a better advertisement for a SCM job than the AI? An experimental study	2023-04-04	11:30	Vojtěch Klézl, Stephen Kelly, Jan Vašek, Zeinab Rezvani and Ali Farashah	14D
IPSERA 2023-6115	Evaluating E-Auction Format Selection Criteria	2023-04-04	11:52	Joana G. Matos, Frederik Vos, Aldís Sigurðardóttir and Holger Schiele	14D
IPSERA 2023-8650	From Portfolios to Levers: The Evolution of Category Management	2023-04-04	12:14	Fabio Fontes, Dr. Holger Schiele, Job Rotmensen and Dr. Vincent Delke	14D
IPSERA 2023-3435	[OL] Profound changes in global sourcing The country of origin theory and its effects on sourcing decisions	2023-04-04	12:36	Thomas Koerber and Holger Schiele	14D

IPSERA 2023-3968	City Deals: collaborative procurement or missed opportunity	2023-04-04	11:30	Jane Lynch, Oishee Kundu, Amina Imam and Emyr Williams	14E
IPSERA 2023-5005	Does SME success in public procurement lead to success in the private sector?	2023-04-04	11:52	Anze Burger, Anthony Flynn and Patricia Kotnik	14E
IPSERA 2023-2430	Investigation into institutional actors and themes in news coverage on public procurement using computerized analysis	2023-04-04	12:14	Irina Harris and Anthony Flynn	14E
IPSERA 2023-1513	How does procurement contribute to the development of social sustainability? A study of the hospitality sector in Sweden	2023-04-04	12:36	Sven-Anders Stegare and Jad El Bizri	14E
IPSERA 2023-5891	[CP] The role of risk management practices in IT service procurement: A case study from the financial services industry	2023-04-04	11:30	Aleksi Harju, Jukka Hallikas, Kati Marttinen and Anni-Kaisa Kähkönen	14F
IPSERA 2023-3728	[CP] Are minerals the new oil? Mitigating supply risk of lithium-ion batteries	2023-04-04	12:00	Minttu Laukkanen, Jaan-Pauli Kimpimäki and Anni-Kaisa Kähkönen	14F
IPSERA 2023-8786	[CP] Supply Chain Resilience and Green Supply Chain Management: an empirical analysis on purchasing strategies	2023-04-04	12:30	Gabriella Imbrenda, Gaia Vitrano, Elisa Medina, Guido J. L. Micheli and Federico Francesco Angelo Caniato	14F
IPSERA 2023-6709	[CP] The impact of suppliers' CSR controversies on buyers' market value	2023-04-04	11:30	Yang Yang and Yan Jiang	14G
IPSERA 2023-4374	[CP] Who dunnit? – buyer, supplier, and arbitrator perspectives to attributing supplier failure under different historical performance patterns	2023-04-04	11:54	Reza Movarrei, Katri Kauppi, Alistair Brandon-Jones, Juri Matinheikki and Erik van Raaij	14G
IPSERA 2023-6187	[CP] The impact of additive manufacturing on buyer-supplier relationships from a procurement perspective	2023-04-04	12:18	Maximilian Bock, Hendrik Birkel and Evi Hartmann	14G

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[1546] **[CP] Green purchasing as a catalyst for suppliers' compliance to environmental standards: e-grocery perspective**

Marcia Mkansi (University of South Africa) and Phumlani Masilela (University of South Africa).

Abstract

This paper uses the elements of logistics to frame a sustainable model that serves as a lens through which the green purchasing power of global clicks and bricks grocery retailers can be used as a catalyst for suppliers' compliance to environmental standards. An exploratory systematic literature review was used to purposefully select ten (10) different product lines, based on their significant financial flows, high frequency of purchase, significant environmental impacts, source of production, and potential for data access. It was discovered that the products lines across the logistic elements are associated with a varying degree of environmental emissions.

[7440] **[CP] Designing a requisition bundling recommendation engine**

Jan Spreitzenbarth (University of Mannheim), Christoph Bode (University of Mannheim) and Heiner Stuckenschmidt (University of Mannheim).

Abstract

A case study in the automotive industry of the bundling problem has been conducted utilizing the design science methodology. This work builds on information processing theory to create a practical tool based on artificial intelligence that is augmenting the skills of expert buyers through a recommendation engine to generate data-driven insights empirically identifying saving potentials. The study contributes to the literature on bundling that has mainly been looking backward using historical data to infer saving potentials in the future. Based on the evaluation of the artifact, design principles were deduced for analytical solutions providers and procurement organizations worldwide.

[2798] **[CP] Unlocking Barriers to Circular Procurement Management**

Asad Ali Qazi (University of Rome Tor Vergata) and Andrea Appolloni (University of Rome Tor Vergata).

Abstract

The aim of the study is to analyze the interdependencies of barriers to circular procurement. ISM-MICMAC was applied to find the contextual relationship among the barriers. A panel of experts from industry and academia was consulted to develop a contextual relationship. Based on the analysis, a hierarchical model of barriers is developed that helps to understand the impact of one barrier over others. The managers and organizations can use this study to inhibit the effects of barriers to the successful implementation of CP that will lead to achieving the sustainable development goal (SDG) number 12 particularly target 12.7.

[8813] **Boundary Spanning in Social Impact Supply Chains: Improving Lives Through Coffee**

Eugenia Rosca (University of Groningen) and Madeleine Pullman (University of Sussex).

Abstract

Social enterprises can take on different boundary spanning roles to address social issues in their supply chains (SCs). Previous research has considered boundary spanning and compliance to work conditions standards in SCs; this research considers how boundary spanning entities make broader social impacts in high quality coffee SCs. Through multiple, comparative case studies in the US, Netherlands, and Columbia, we explore their different bridging roles to influence social impact across their coffee supply chains. We find three distinct roles with implications for impact depending on the company's mission, SC structure and available resources.

[7665] [CP] Sustainable supplier development within healthcare - an embedded case study in a hospital setting

Dave Doves (Open university of the Netherlands), Cees J. Gelderman (Open university of the Netherlands), Janjaap Semeijn (Open university of the Netherlands) and Marjolein Caniëls (Open university of the Netherlands).

Abstract

Extant literature on sustainable supplier development typically relates to the manufacturing industry. The public healthcare sector, with its strong, negative impact on the environment, tends to be overlooked. Our study aims at generating knowledge on supplier development practices of hospitals and their impact on the sustainability performance of these same hospitals. We used an embedded case study within the facilities segment of a large Dutch hospital group. Although various forms of direct and indirect supplier development were applied, we observed a striking lack of measurable targets and insufficient monitoring. The results show a worrisome lack of commitment rather than a sense of urgency.

[3151] Blockchain use: Why (not)? What the experts tell us

Dirk-Jan Kamann (University of Pannonia) and Mandana Gharehdaghi (University of Pannonia).

Abstract

Purpose of this contribution: to describe the results of 23 interviews with experts in different sectors and configurations of the organization of production. It has a focus on factors that play a role in the adoption of blockchain technology. Both organizational and behavioral aspects are studied to answer two questions: (1) "Why would companies use it, or not? (2) Why would customers use it and consumers trust it, or not.

Background: This contribution reflects on the second step of a long term research project on the adoption of blockchain technology. Results of the first step were presented at IPSERA2022 in Jönköping and will be briefly summarized in this paper.

Study design/methodology/approach: A mixed methods approach of qualitative research uses narratives and interviews with selected interviewees representing experts from different countries and backgrounds in SC management, like fashion, food, construction, electric appliances and IT, using Atlas.ti for analysis. A Grounded Theory based methodology is proposed, where various types of Institutional Isomorphism form the main theoretical framework.

Findings: blockchain technology has the potential to facilitate secure information transfer, meeting demands of transparency, traceability, confidentiality, security, integrity and availability. However, it expires that adoption not so much is determined by technical aspects. First of all, the organisation of the production across the participating actors is an important factor to make blockchain technology interesting or less relevant or suitable. Next, the stability of the configuration of participating actors does play an important role in the decision to adopt blockchain technology. Third factor is the willingness to insert strategic information satisfying downstream actors, which boils down to balancing the trust downstream actors have in upstream actors. Factors that make upstream actors decide to adopt are price and total costs versus additional revenue, reputation, competitiveness, coercion, mimetic behaviour, following the industry norms, regulation or other external drivers.

As a result of the interviews in this step, the initial hypothesised LISREL model of the first step has been modified, adding the nature of the configuration of the supply network as a determining factor in the adoption of blockchain technology.

[9636] A Roadmap to Net-Zero GHG Emissions

Wendy Tate (University of Tennessee) and Lisa Ellram (Miami University).

Abstract

Organizations worldwide are being called on to provide guidance and address their own emissions (Scope 1 and Scope 2) and those of their supply chain partners (Scope 3) (Green House Gas Protocol, 2022). To understand purchasing involvement in these sustainable initiatives, data was gathered using both in-depth case study research and focus groups. The overarching goal was to develop an initial road map to net carbon zero by engaging our supply chain and our purchasing organization with the supply base. This research has practical, societal, and theoretical contributions.

Presenters: Lisa Ellram and Wendy Tate

[898] *Supplier Diversity: Can Organizations Achieve Social and Economic ROI?*

Andrea Sordi (University of Tennessee, Haslam College of Business, Dept of Supply Chain Management), Wendy L. Tate (University of Tennessee, Haslam College of Business, Dept of Supply Chain Management) and Eugenia Rosca (University of Groningen).

Abstract

Civil unrest around the globe reminds everyone that inequality is still pervasive and work must be done to rectify societal issues. Supplier diversity programs provide an opportunity to address some of these issues. In addition, diversifying supplier bases gives organizations opportunities to improve their operations and work toward environmental, social, and governance (ESG) goals that generate lasting impacts on the greater global community. This research uses a Delphi method to quantify the return on investment of supplier diversity programs and support its systematic integration into the strategic sourcing process as a value driving factor, which we call economic inclusion. Introducing economic inclusion as a core component of the strategic procurement process can create a diverse supply chain ecosystem globally beyond tier-one suppliers.

[6071] *Supply management at hardware start-ups? A systematic literature*

Richard Calvi (IREGE), Marie Anne Le Dain (G-SCOP), Mathieu Cabrol (IREGE) and Lamiae Benhayoun (Rabat Business School).

Abstract

Industrial start-ups must develop, as established companies, a supply chain to grow. But new business ventures have usually limited resources and suffer from liabilities that hinder the development of the needed external business relationships, typically with suppliers. Although purchasing and supply management is a critical skill to develop for start-ups, research on how new ventures source and develop relationships with suppliers is still in its infancy. Therefore, in this article we offer a systematic literature review on how start-ups manage sourcing strategy and supplier relationships throughout their different development stages. Accordingly, we raise the following research question: how do start-ups manage their purchasing and supply activities? Specifically, the paper contributes to the literature by identifying the key gaps and drawing-up an agenda for future research.

[111] *Bittersweet stories: A text-mining analysis of sustainability regimes in cocoa sector*

Linh Nguyen (Rotterdam School of Management, Erasmus University Rotterdam), Rob Zuidwijk (Rotterdam School of Management, Erasmus University Rotterdam) and Finn Wynstra (Rotterdam School of Management, Erasmus University Rotterdam).

Abstract

Standards and certifications have been employed for the last 30 years as a tool to counteract unsustainable practices in cocoa sector. Lately, lead firms are increasingly migrating from independent certification schemes to proprietary programs run by themselves. We therefore investigate how their move beyond certification is reflected in their public communication. We gather almost 9000 pages comprising 88 sustainability reports from 11 major chocolate manufactures to perform topic modelling and sentiment analysis. Preliminary results show a shift in content distribution and tones over time. Our study contributes to the discussion over sustainable sourcing and production strategies in global supply chains.

[5552] *Value destruction in public procurement*

Clare Westcott (University of Liverpool), Bruce Pinnington (University of Liverpool) and Jo Meehan (University of Liverpool).

Abstract

This conceptual paper uses our knowledge of actors within the UK public procurement supply chain to offer a theoretical explanation for where social value destruction occurs. It uses agency theory to propose that value destruction occurs due to information asymmetry resulting from the omission of critical stakeholders at key points of the contract lifecycle. It concludes that non contractual stakeholders are critical if nonfinancial value delivery is to be maximised within public procurement.

[4596] A multiple case study of Vietnam fashion suppliers: Understanding how institutional pressures impact sustainability practices of fashion suppliers from a developing country

Hoang Kim Ngan Ngan Nguyen (Nottingham Trent University).

Abstract

Although the fashion supply chain has spread across both developing and developed countries, suppliers from developing countries have been overlooked in academic research. Most sustainable supply chain management studies have focused on the buying firm's perspective of implementing practices and standards that exert compliance on suppliers. This paper examined the implementation of sustainability practices by fashion suppliers situated in challenging institutional contexts by applying institutional theory. This work-in-progress paper analyses six case studies of manufacturer suppliers in Vietnam.

[6709] [CP] The impact of suppliers' CSR controversies on buyers' market value

Yang Yang (Minjiang University) and Yan Jiang (Newcastle University).

Abstract

This study aims to examine the impact of suppliers' CSR controversies on buyers' market value and the moderating effect of buyers' social capital. Based on data on 462 buyer-supplier dyads of Chinese listed firms from 2008-2019, we find that suppliers' CSR controversies is negatively related to buyers' market value, and that suppliers' environmental controversies have a stronger negative effect than social controversies. Such negative association can be alleviated by buyers' social capital in forms of political capital, business capital, and financial capital. Our study has significant implications for both research and practice of CSR management in supply chains.

[9569] [CP] Managing sustainable supplier selection. A performance measurement system.

Tobias Rösner (TU Dortmund University).

Abstract

Sustainable development has become a key challenge in purchasing. This paper addresses sustainable supplier selection by developing a measurement approach for evaluating a supplier's sustainability performance. Therefore, the paper reviews influencing factors of sustainable supplier selection and classifies them. This paper discusses performance measurement approaches and develops a concept using the performance prism approach. This paper supports corporate functions in selecting sustainable suppliers. It assists in analyzing relevant stakeholders, defining appropriate supply chain strategies, and assessing supplier processes. Also, this article provides suggestions for future research.

[8487] Towards understanding agile sourcing – case Finnair mobile app

Harri Lorentz (University of Turku), Anna Aminoff (Hanken School of Economics) and Riikka Kaipia (University of Turku).

Abstract

In sourcing situations where the internal customer seeks solutions to problems or unique designs, a mature procurement organization may draw on the agile project management paradigm for guiding principles. This working paper seeks to explore the phenomenon of agile sourcing, and provide initial insights to the following research question: What are the key principles and methods of agile sourcing? We present the results and conclusions from the analysis of a representative single case study on a sourcing project focused on a mobile app for an airline, for which we collected data by the means of interviews and both internal and external documents.

[5388] [CP] Coercive, mimetic and normative influences on the uptake of sustainable public procurement: an institutional perspective

Fredo Schotanus (Utrecht University) and Ruben Nicolas (Utrecht University).

Abstract

In this conceptual article, we use an institutional perspective to discuss how the uptake of Sustainable Public Procurement (SPP) in Europe can be accelerated. More specifically, we discuss how three topics related to institutional forces (coercive, mimetic and normative) can be applied to stimulate SPP, what the advantages and disadvantages are, and what can be done to try to mitigate some of the disadvantages. In particular, we pay attention to the coercive force and different forms of mandatory SPP requirements. Using a theoretical adaptation method, we argue for a mandatory approach with procedural requirements that provides public buyers with sufficient flexibility and stimulates efforts beyond certain minimum levels of SPP. We discuss that the single use of substantive requirements might even hinder the uptake of SPP. A procedural comply-or-explain requirement in combination with substantive requirements might be more effective. Furthermore, we discuss that the combination of the three forces might be the most effective way forward. A mandatory approach with sufficient flexibility is considered to be most effective when professional norms are changed, to correspond with the principals of sustainable development, and when the copying of best practices is stimulated by tender platforms and other measures.

[707] Boomerang effects of relationship-specific knowledge: Buyer-supplier relationship dynamics in the Healthtex Case

Poul Houman Andersen (NTNU) and Susanne Åberg (Uppsala University).

Abstract

The purpose of the paper is to explore deeper the notion of relational turning points in buyer-supplier relationships from a supplier's perspective and how such occurrences can impact not only the focal relationship between buyers and suppliers but also affect the supplier's connected relationships. We build on existing research on transformational events in B2B relationships and extend this understanding to include also impacts on interaction. We present data from a longitudinal study of an evolving buyer-supplier relationship including a multinational supplier of fast-moving consumer goods and a medium-sized and highly specialized supplier.

[7663] [OL] Proposal to identify organizational problems for research in purchasing.

Jessica Da Costa Cruz (FIA), Bruna Mendes (FIA), Camila Rorato (FIA), Gustavo Pereira (CIEC) and Fabio Cerquinho (CIEC).

Abstract

Development of purchasing research has shown important advances in recent decades in the international community. Nevertheless, there are obstacles limiting the impact in Brazil, such as: (i) working conditions environment; (ii) low interaction among other researchers and organization's demands as well; (iii) lack of commitment and training. This study carried out a qualitative and interpretative, through semi-structured interviews with 3 (three) master's students, with background in purchasing as well. Their personal experiences were the focus and the object of the study. The results indicated the presence of researchers in the corporate environment, contributed to the identification of relevant topics and provide a way around obstacles.

[8444] [CP] Analysis of purchasing maturity in the discourse of small business managers: The case of the territory of Guadeloupe, Martinique and French Guiana

Mickael Cita (Université des Antilles (CREDDI)).

Abstract

The purpose of this article is to highlight the good purchasing practices found in small companies, and to set up a system to analyze these practices. It is true that the study was carried out on a specific territory, however, it is aimed at all small structures that make purchases. We have managed to create a purchasing practices analysis table that is suitable for small organizations.

[6532] [OL] Construction of a Relationship Protocol with Suppliers of Strategic Services In a Public Company in the Energy Sector

Patrícia Rangel Soares (Mackenzie Presbyterian University), Liliane Segura (Mackenzie Presbyterian University) and Gustavo Pereira (CIEC).

Abstract

This qualitative research developed a relationship protocol with strategic suppliers for a public company in order to minimize contract problems and relationship management and decrease transaction costs. This study is a single case study, with multiple units of analysis. As a result, there are 37 situations that generate stress. The cooperation, communication and joint problem-solving factors are in line with what is recommended in the literature and the factors trust, relational norms, information sharing, and joint planning can be improved. A protocol for the relationship contains with 10 themes to be worked on in order to develop relational governance.

[7981] Sustainable procurement practices and environmental performance: An exploratory study of Sustainable Supplier Relationship Management in a Finnish manufacturing firm

Elizabeth Edgal (University of Vaasa) and Anne-Maria Holma (University of Vaasa).

Abstract

Research on how to achieve sustainability through supplier relationship management is still in its infancy. Therefore, by building on the IMP interaction approach and literature on sustainable procurement, this working paper aims to add understanding on how supplier relationship management and sustainable procurement practices can promote environmental sustainability. The empirical study is an embedded case study of collaborative efforts among international manufacturing company and its suppliers to promote sustainability. The findings are expected to contribute to the body of knowledge on sustainable procurement practices. For practitioners, the current study aims to provide practical guidance in the implementation of sustainable procurement.

[7167] [CP] Supplier development and the adoption of sustainable supplier practices – a power perspective

Cees J. Gelderman (Open university of the Netherlands), Frank Hubers (Open university of the Netherlands) and Fokke Steenhuisen (HAN University of Applied Sciences).

Abstract

Although supplier development is a mature tool to increase performance and capabilities, little is known about the impact on sustainable supplier practices and the role of buyer power use. This study investigates the moderating effect of buyer power, explaining the effectiveness of (direct and indirect) supplier development. We developed and tested a conceptual model with survey data from 130 managers in Dutch supplying companies. The results indicate a positive impact of direct (active involvement) and indirect (communication) supplier development on sustainable supplier practices. Furthermore, we found no moderation effects related to direct supplier development, whereas indirect supplier development benefited from coercive buyer power. Remarkably, the use of non-coercive power appears to reduce the effectiveness of indirect supplier development.

[8699] [CP] The strategic selection of LSPs: An examination of the logistics service complexity's direct and mediated effects on brand sensitivity

Alexander Rapp (University of Stuttgart).

Abstract

In this paper, the direct and indirect effect of logistics service complexity on brand sensitivity and brand importance is examined using PLS-SEM with a sample of 335 respondents. Based on information processing and cognitive dissonance theory, we found that the logistics service complexity has an impact on brand sensitivity via perceived risk, while no direct effect could be determined. The results emphasize that managers use brands more as risk reducers than as information chunks when making selection decisions. In addition, a multi-group analysis shows that the mediating effect occurs primarily with representatives of the logistics department and not with representatives of the purchasing department.

[4546] Blockchain adoption by SMEs: Evidence from an EU-funded project

Alisha Tuladhar (University of Surrey), Michael Rogerson (University of Surrey), Glenn Parry (Surrey Business School, University of Surrey) and Ayşe Begüm Kiliç (University of Bath).

Abstract

As part of a European Union-funded project, we investigate why SMEs choose to adopt or not adopt blockchain in their operations. The study used the technological-organisational-environmental (TOE) framework to understand the challenges, enablers and barriers faced by small and mid-sized enterprises (SMEs) and their intention to adopt or to not adopt blockchain technology. A qualitative study involved interviews with SMEs and triad consultations session between blockchain technical experts, SMEs and researchers. Our findings suggest that SMEs find blockchain confusing and complex. Consequently, SMEs in our sample adopt the technology only where well-defined use cases can be used to attract larger clients or as a central function of the business model, rather than in addition to existing operations and supply chain uses. We believe this to be important because it means that SMEs will be less able to use blockchain as a disruptive source of competitive advantage against larger players.

[1887] Sustainable product design for effective end-of-life management: The role of circular economy capabilities

Judith Quaiocoe (University of Cape Coast), Innocent Senyo Kwasi Acquah (University of Cape Coast) and John Gartchie Gatsi (University of Cape Coast).

Abstract

This paper explores the influence of circular economy capabilities (CEC) on effective end-of-life management with sustainable product design (SPD) mediating this relationship. CEC was operationalised as sensing, seizing and reconfiguring capabilities. Empirical data for the study was from questionnaires from manufacturing firms in the Accra and Tema metropolises. PLS-SEM findings indicate that sensing and seizing capabilities had a significant and positive effect on SPD but reconfiguring capabilities did not, as seen in the mediated relationship. All three CECs had a significant influence on end-of-life management. NCA results however showed that each circular economy capability was necessary in different levels for sustainable product design and end-of-life management. These results address gaps in literature.

[3201] [OL] Social strategies adopted by women in logistics: The role of gendered social representations

Nejib Fattam (Université Internationale de Tunis), Tarik Saikouk (Excelia Business School), Blandine Ageron (Université Grenoble Alpes) and Meriem Bouazzaoui (University of Bath).

Abstract

Despite the persistent calls for further research on gender issues in logistics (Zinn et al., 2018), the study of women in management positions in this male-dominated field remains very limited in the existing literature. The objective of our research is to understand the unequal social relations between men and women by answering the following question: How do women deal with the gender imbalance in management positions in the logistics sector? We build on Social Identity Theory to examine gendered social dynamics, explain this imbalance between women and men and highlight the strategies that are implemented (collective or individual; gendered or not) by women to improve their representation in decision-making positions. We collected data in France from logistics companies. We carried out 31 semi-structured interviews and we adopted a hybrid data analysis approach combining automatic and manual text analysis. Initial data analysis revealed that the imbalance in representation between women and men is a social reality managed by two strategies (1) arbitration (social creativity) and (2) mentoring/sponsorship (individual mobility).

[7607] [CP] The MIMIC Megagame -exploring adaptation of a construction logistics game for online use

Karl Bergström (Södertörn University), Anna Fredriksson (Linköping University) and Monica Billger (Chalmers).

Abstract

The MIMIC megagame was developed as a serious game for use in workshops on construction logistics. This article covers its inception, development and testing. The "megagame" support discussions of both homogenous and heterogeneous groups when it comes to understanding the perspectives of different actors, underscoring that effective cooperation requires more than just agreement. Findings include difficulties and strengths in the online adaptation, such as difficulties are overview and lack of interaction/mingling between participants and strengths are

privacy and opportunities to include stressed but important groups into the game. Conclusions are that online megagames are suitable for high-end stakeholders with geographical spread.

[2901] *Antecedents and enablers of innovation capabilities in public procurement processes*

Hilde Sætertrø (NTNU), Elsebeth Holmen (NTNU) and Luitzen de Boer (NTNU).

Abstract

Based on the dynamic capabilities view by Teece et al. (1997, 2007, 2014) and a multiple case study, organisational innovation capabilities in public procurement of innovation (PPI) processes are identified and described as the capability to acknowledge the need for change — to collect, evaluate and adopt information and new knowledge from stakeholders (sensing capability), to specify, explore, frame, mobilise and onboard internal and external resources (seizing capabilities) and to prepare the resources involved in change and continuous renewal (transforming capability). Strategic alignment and objectives, project organisation and collaboration and learning conditions are suggested to be internal antecedents and enablers that induce and strengthen these innovation capabilities in PPI processes within public organisations.

[1084] *Purchasing sustainable urban logistics services An exploratory research in the French context*

Nathalie Merminod (Aix- Marseille Université - CRET LOG) and Thierry Allegre (Aix- Marseille Université - CRET LOG).

Abstract

Urban logistics represents an increased interest from both practitioners (firms, politics, etc.) and academics. The aim of this exploratory paper is therefore to examine the specificities of urban logistics services, the evolution in this domain (notably the implementation of “Low Emission Zone”) in order to identify the consequences on logistics services providers and buying firms (evolution of purchasing requirements, interfaces with the various stakeholders, etc.).

[8837] *Purchasing manager’s leadership: From a systematic literature review to a research agenda*

Nathalie Merminod (Aix-Marseille Université - CRET LOG) and André Tchokogué (HEC Montréal).

Abstract

A systematic literature review on purchasing leadership shows that in the limited literature on purchasing and supply management leadership, authors have focused mainly on: a) the importance of purchasing managers' leadership in the organization and in the organization's supply chain; b) the purchasing managers leadership behavior styles; and c) the purchasing managers' leadership behaviors and their effects on organizational performance. Our analysis shows that authors have relied primarily on the transformational-transactional leadership theory to describe the purchasing leadership style. The most frequent research strategy is statistical sampling (surveys). These findings open an interesting research stream for an “underdeveloped” area in purchasing.

[4591] *SUPPLY CHAIN PLASTICITY POST DISRUPTIONS? WHAT IS IT AND WHY DOES(?) IT MATTER?*

Laharish Guntuka (Rochester Institute of Technology), Ellie Falcone (University of Oklahoma) and Steven Carnovale (Florida Atlantic University).

Abstract

This study explores, empirically, the concept of supply chain plasticity in response to a supply chain disruption. Specifically, the work pursues two broad research questions, does supply chain plasticity exist? If so, why does it matter? Specifically, we focus on a research context where disruptions, cause manufacturing shutdowns. Drawing on the existing literature evidence and partnered with a Silicon Valley based end-to-end supply chain risk management solutions provider, Resilinc. Corp., a two-staged, sequential analysis was conducted. In the first stage, we explored to what degree does a firm engage in plasticity after a disruption, captured as the change of firm's structural network position (e.g. structural holes, network centrality, and clustering). In the second stage, we determined the implication of plasticity, that is, how fast can a firm “bounce back” from the disruption, captured by the time to recover from the shutdown. Findings indicate that plasticity does indeed exist, and, its performance implications are consequential.

[7979] *[OL] Procurement transformation journey created by a Brazilian bank in a unique way*

Douglas Klimak (Banco Bradesco).

Abstract

Procurement has spent the best part of last decade transforming in the eyes of the companies' board into a more strategic function that aligns with the broader strategic roadmap for organizations the world over. Maturity, particularly in procurement, is key goal that underlines procurement transformation for many organizations and for banks this is no different. Considering that scenario, a Brazilian bank looked across the globe at leading procurement functions in order to truly understand what the company wants its procurement to be. Visiting international companies and assessing its existing infrastructure, the bank established its procurement transformation journey in a unique way.

[2898] Dyadic capabilities in outcome-based public procurement

Kati Loijas (Tampere University), Aki Jääskeläinen (Tampere University) and Elina Karttunen (LUT University).

Abstract

The aim of this qualitative study is to provide information on the dynamic and non-dynamic capabilities related to outcome-based public procurement from a dyadic perspective. The empirical findings of the 18 interviews consider only dyadic capabilities, excluding non-dyadic ones. As a contribution, dyadic capabilities relevant for the implementation of outcome-based procurement are identified at different procurement/sales phases. It was also found that some dyadic transforming capabilities cannot be linked to any procurement phase, but they rather act as more general enablers of outcome-based procurement implementation.

[7629] Tier X – what's up?: Sub-supplier resilience for downstream adaptability and upstream visibility

Aysu Gocer (Izmir University of Economics), Árni Halldórsson (Chalmers University of Technology) and Ceren Altuntas Vural (Chalmers University of Technology).

Abstract

The aim of this study is to explore the resilience strategies of the suppliers at the deep-tiers (i.e. far, up-stream) of supply chains to build bilateral resilience along their supply chains through (1) increasing their adaptability to the resilience demands of downstream firms and, (2) improving visibility at their suppliers for building upstream resilience. A concept mapping methodology is adopted to identify and analyze the interplay between various resilience strategies that are followed by deep-tier suppliers. Results show the different clusters of deep-tier supplier strategies to adapt resilience strategies upstream. A big challenge is the time lag between the focal organizations and their deep-tier suppliers.

[2469] Climate change impacts and their mitigation in public procurement: a municipal case study

Peter Gaggl (Aalto University School of Business) and Katri Kauppi (Aalto University School of Business).

Abstract

The climate crisis brings with it physical risks (e.g., extreme weather events), price risks (increasing material scarcity) and product risks (changes in supply and demand) to supply chains. Public procurement, due to lower risk management maturity overall, may be particularly vulnerable to these. Our aim is to i) identify the most critical climate change impacts to public procurement, ii) understand current climate change risk mitigation practices in public procurement and iii) to develop guidance on how climate change risk adaptation and preparation should be conducted in the future in public procurement. Preliminary results are provided in this study.

[3188] [CP] Green marketing in a B2B context – the role of customer trust and eco-labelling awareness

Cees J. Gelderman (Open Universiteit), Kim Janssens (Open Universiteit), Tim Van der Kooi (Open Universiteit) and Jos Schijns (Open Universiteit).

Abstract

Green marketing is seen as a promising way to influence professional buyers towards more sustainable purchasing. Research suggests that green marketing mix strategies influence customer trust and loyalty. However, the literature is inconclusive about the role of eco-labelling awareness within the green B2B marketing mix. Our findings among 98 business buyers in the Dutch floriculture sector confirm the influence of green product quality and green price on

customer trust. Most notable is the full mediation of eco-labelling awareness on the relationship between green promotion and trust. Apparently, green promotion can only be effective if it contributes to the eco-labelling awareness of professional buyers.

[3498] [OL] Reverse logistics, contract logistics, and sustainable supply chain initiatives: A multiple-case study of Kenyan FMCG industry

Vincent Achola (University of Stuttgart) and Petwa Malaba (University of Nairobi).

Abstract

This paper establishes the mediating role of contract logistics on the relationship between reverse logistics (RL) and sustainable supply chains of the fast moving consumer goods (FMCG) industry in Kenya. It is motivated by the environmental pollution caused by packaging materials and the inadequate policy framework on proper packaging waste disposal. FMCG industry is a major consumer of single-use packaging that comprises the largest proportion of plastic usage globally. This paper will provide a futuristic theoretical framework for sustainable supply chains, especially on ecological and social aspects. It further advances the research on social supply chain sustainability in Africa.

[3022] [CP] Role of certification agencies in uncertainty aversion and in sustainable practices of suppliers

Rahul Sahu (Indian Institute of Technology, Bombay) and Tarikere T. Niranjana (Indian Institute of Technology, Bombay).

Abstract

In the textile industry, many suppliers are involved in producing final clothing goods. Due to the turbulent and dynamic business environment, these suppliers often face various uncertainties in their business. If suppliers consider these uncertainties in their sustainability decision, it is known as the uncertainty aversion attitude of the supplier. Thus, the objective of this research is to understand the relationship between these uncertainties and sustainable practices of suppliers. Moreover, certification agencies are also essential to suppliers' sustainability practises. Hence, we use a qualitative research methodology to describe how these certifying bodies affect supplier attitudes and sustainability practices.

[5721] [CP] Title: Supplier network engagement in green sourcing: the case of LCA use in the automobile industry

Ala Arvidsson (Chalmers University of Technology) and Lisa Melander (Chalmers University of Technology).

Abstract

In this paper, we aim to answer how firms can engage their supplier network for a more successful green sourcing practice. We study a case of an automotive manufacturer's green sourcing and use of product carbon footprint (PCF) for a specific electronics component. Data is gathered from both the OEM and its tier 1 supplier. The findings contribute to our understanding of how green sourcing can succeed in practice, and to more sustainable procurement of electronics in the automotive industry.

[6726] [CP] Modern Slavery in Logistics: An Attention Based View

Jo Meehan (University of Liverpool), Jung-Hsien Chiang (University of Liverpool) and Christina Colgan (University of Liverpool).

Abstract

We adopt the Attention-Based View to explore the maturity of mandatory modern slavery disclosures in the UK's logistics and freight industry. A content analysis is conducted of 63 logistics firms' modern slavery statements as mandated in the UK's Modern Slavery Act (2015). The firms are all suppliers to the UK public sector. Results highlight that: supply chain mapping and due diligence lack corporate saliency; attention is shaped by direct competitors rather than customers; and modern slavery reporting in the logistics and freight industry is poor. PSM's potential role in influencing logistics firms' attention on modern slavery is discussed.

[7834] Resilient supply chains: Evidence from Wuhan, China during the pandemic

Ilias Vlachos (Excellia Business School) and Bolun Xu (Excellia Business School).

Abstract

The outbreak of COVID-19 has had a huge impact and influence on all aspects of the world; Wuhan, China, was the first place to be affected from the pandemic imposing a rigorous lockdown and quarantine policy yet reports how companies in this location continued their operations to this event are scarce (Chowdhury et al., 2021; Golan et al., 2020). Unlike other regions, China still sticks to a stringent zero-COVID policy, as it happened in Wuhan in the first place; therefore, examining the business continuity of Wuhan companies can have significant managerial and policy implications for current and future disruptions. This study aims to improve our understanding of business continuity during extreme environmental conditions drawing evidence from a unique company located in Wuhan, China. Previous literature on supply chain resilience ignored how companies react during prolonged crises; the COVID pandemic offered such a research setting, yet evidence from Wuhan, China, i.e., the epicentre of the crisis is scarce. We conducted a single case study, of a large company located in Wuhan. Sources of evidence include in-depth, semi-structured interviews with key stakeholders and secondary data. Interviews took place in 2021-2022. We trace the events as they happen among three company sites. We conduct a thematic analysis of the key resilience factors and show how companies can successfully react to such phenomena. Findings have important managerial, policy, and theoretical implications.

[6187] [CP] *The impact of additive manufacturing on buyer-supplier relationships from a procurement perspective*

Maximilian Bock (Friedrich-Alexander-University Erlangen-Nuremberg), Hendrik Birkel (Friedrich-Alexander-University Erlangen-Nuremberg) and Evi Hartmann (Friedrich-Alexander-University Erlangen-Nuremberg).

Abstract

Additive manufacturing (AM) is expected to significantly impact traditional supply chains due to its enhanced characteristics compared to traditional manufacturing. This study investigates the impact of AM on buyer-supplier relationships from a procurement perspective. A systematic literature review on the intersection between these fields was conducted. Ten recommendations, regarding three aspects, were developed: buyer-supplier relationships currently existing will undergo a profound transformation or end, relationships with new parameters and requirements will be developed, and the characteristics of existing AM buyer-supplier relationships will change. The results give professionals an indication of how collaboration with suppliers could be shaped when AM is implemented in their businesses.

[8650] *From Portfolios to Levers: The Evolution of Category Management*

Fabio Fontes (University of Twente), Dr. Holger Schiele (University of Twente), Job Rotmensen (University of Twente) and Dr. Vincent Delke (University of Twente).

Abstract

The strategic significance of procurement is widely acknowledged in the literature. Many scholars advocate for category management, the subject of this study, as a fundamental method for firms to capitalise on diversified procurement strategies. Nonetheless, there is a discernible disparity between the theoretical underpinnings of category management and its practical implementation in professional settings. Thus, this paper conducts a literature review of the principal components of category strategy, and, subsequently, draws on expert interviews to understand how seasoned professionals establish category strategy. The findings indicate that the Kraljic matrix is widely present, while advanced firms started systematically interpreting levers theory.

[4530] [OL] *Evolution Of Behavioral Research On E-Waste Management: Conceptual Frameworks And Future Research Directions.*

Md Shah Newaz (University of Rome, Tor Vergata) and Andrea Appolloni (University of Rome, Tor Vergata).

Abstract

Electronic waste the fastest-growing solid waste stream has evolved as a domain drawing substantial attention among scholars. Particularly, research in the field of behavioral studies is on the rise. While reviews on e-waste have proliferated, a paucity prevails on WEEE-behavioral review studies. Thus, this study aims to perform a bibliometric review study on WEEE-behavioral research in two phases combining both 1) bibliometric and 2) content analysis to

provide a systematic and holistic review. First, bibliometric analysis was done using VOSviewer and Biblioshiny (R package) on a sample of initial 293 articles combining SCOPUS and WOS databases. The bibliometric part initially determines the evolution of WEEE-behavioral research, most productive nations, journals, themes, and clusters via bibliographic coupling-based network analysis, co-occurrence, co-citation analysis, Sankey diagram, impact analysis with global and local citation, etc. Second, content analysis has been done with 41 relevant articles (assigning inclusion and exclusion criteria to an initial 293 sample) that are able to answer the research questions. Hence, in terms of findings from the bibliometric and content analysis, this study presents: 1) the evolution of the WEEE-behavioral domain via bibliometric analysis 2) proposes an integrated theoretical framework 3) underlying main research streams with a framework, and 4) avenue of future research with a robust conceptual model to hypothesize.

[3369] [CP] *The effect of carbon neutral operations on shareholders' wealth*

Gabriele Mauro (Solvay Business School ULB) and Evelyne Vanpoucke (Solvay Business School ULB).

Abstract

This paper examines the shareholder value impact of carbon neutral operations (CNOs) measuring the stock reaction to 163 announcements of Scope 1-2 CNOs. We find that the market does not react negatively to CNOs, highlighting the importance of not extending empirical results from previous emission reductions. We find that decarbonization of up-stream supply chain (Scope3), high level of environmental capabilities, and intermediate reduction targets on the net-zero path have a positive influence on CNOs returns. We high-light theoretical contributions and propose a strategic approach to frame the competitive re-sponse to the management of operations under the goal of carbon neutrality.

[4466] *Avoiding the dark side of the circular economy: Application of radical, systematic, holistic and inclusive actions within the Indo-Swedish textile value chain*

Mohita G Sharma (Indian Institute of Management, Sirmaur, Himachal Pradesh), Yinef Pardillo Baez (Jönköping University) and Jenny Backstrand (Jonkoping University).

Abstract

Given the pressure on the earth resources, transition to circular economy is the aspirational objective for most businesses. Most studies focus on the benefit of the circular economy. In this study we play the devil's advocate and try to understand the dark side of this crusade. The objective behind this is to understand the negative externalities and to address them.

[8873] *Social acceptance of novel technologies: Towards understanding the legitimacy of small modular reactors*

Anton Shevchenko (Concordia University) and Goran Calic (McMaster University).

Abstract

Nuclear energy has been viewed as key in the transition towards a low-carbon energy future, with small modular reactors (SMRs) emerging as a promising novel technology. Yet, the legitimacy of SMRs remains a contested issue. In this paper, we explore how audiences construct legitimacy perceptions of SMRs, using a topic modelling analysis of media coverage. We examine how audiences evaluate the potential benefits and drawbacks of this technology. Our approach acknowledges the complex interplay of values, beliefs, and events that contribute to the construction of technological legitimacy.

[8584] [CP] *The impact of buyers' sustainability-related key performance indicators (KPIs) on suppliers' sustainability development: a study of Chinese manufacturers*

Ying Yang (Newcastle University Business School), Biao Yang (University of Sussex), Hung Nguyen (RMIT University Vietnam, Hanoi) and George Onofrei (Atlantic Technological University).

Abstract

Buyers have adopted various Key Performance Indicators (KPIs) to measure their suppliers' performance. However, suppliers face a dilemma over whether they should make strategic decisions based on their long-term business development objectives, or buyers' KPIs measurement. Particularly, while sustainability has become popular, different sustainability-related KPIs have been further adopted by different buyers. This research aims to evaluate how buyers'

sustainability-related KPIs influence suppliers' sustainability development. The results of this study revealed that buyers' sustainability-related KPIs can improve Chinese manufacturers' sustainability development. Buyers' power strengthens the influence of their KPIs on Chinese manufacturers' sustainability development, but their economic sustainability KPIs. The findings will also assist managers in making decisions in the right direction by aligning their sustainable management strategies with their buyers' KPIs measurements.

[8031] *Identifying and navigating the innovation complexities across supply networks using attractors: A multi-level perspective*

Iryna Malacina (LUT University) and Katrina Lintukangas (LUT University).

Abstract

The recent trend toward globalization has created more complex supply networks. While the negative impact of complexity on a firm's operational and financial performances is established, innovation management is a case where complexity may be a requirement rather than a constraint. Building on complexity-chaos theory, we perform an inductive multi-level study of a single supply network consisting of 35 organizations. We identify complexities associated with the innovation process that unfolds within firms, in buyer-supplier dyads, across multi-party networks. We also describe the types of attractors that firms can adopt to harness these complexities for improving the success of their innovation initiatives.

[5780] *[CP] Startups vs. well-established companies. What factors influence suppliers' choices for an attractive customer?*

Juliano Tessaro (University of Twente), Rainer Harms (University of Twente) and Holger Schiele (University of Twente).

Abstract

Startups compete against well-established companies for supplier resources. In this competition, startups suffer from the liability of newness, lacking track record and reputation. When startups want to mobilize supplier resources, they need to become attractive. This research analyzes the factors impacting startup attractiveness as buyers. Our findings from a discrete choice experiment with salespeople show that startups are less attractive as customers than well-established companies. We found eight factors that impact customer attractiveness. We compared the relative importance of customer attractiveness factors and found that strategic compatibility, operative excellence, and innovation have a greater positive impact on startups than on well-established companies.

[9346] *Will non-financial reporting requirements drive radical transformation in supply chain management?*

Rima Elsayed (UCO Nantes) and Bruce Pinnington (University of Liverpool).

Abstract

Large corporates face an increasing non-financial reporting burden in response to investor, customer and legislative pressures. Meaningful action however, requires substantial investment by firms in supply chain mapping, monitoring and management processes. Evidence to date, is that such supply chain transparency policy ideals are not being realised. Typically, firms engage in largely symbolic reporting as financial objectives compromise sustainability objectives. The French PACTE Law, 2019, however enshrines a governance regime that protects these paradoxical objectives. This conceptual paper considers how the PACTE Law could affect supply chain management such that supply-chain transparency ideals could finally be achieved.

[6336] *[CP] Practice-based view to value creation in infrastructure procurement*

Kirsi Lindfors (Tampere University), Aki Jääskeläinen (Tampere University) and Iryna Malacina (Lappeenranta-Lahti University of Technology).

Abstract

The infrastructure sector is growing rapidly, and its performance is directly linked to regional competitiveness and overall national economic performance. Public procurement associated with infrastructure projects has a variety of complexities and challenges. Similar to other sectors public procurement in infrastructure projects needs to transform from a price-centric myopic view and into value creation in wider terms. More understanding of the role of various purchasing and supply management practices in improving value creation is needed in this context. Using the theoretical lens of a practice-based view this study examines how value manifests in infrastructure procurement and

how different purchasing and supply management practices contribute to value creation. The primary data utilized in this study was collected through in-depth interviews with experts from public buyer and supplier organizations. The results of the study extend the understanding of value creation in the infrastructure sector and propose a set of practices improving value in infrastructure procurements.

[9502] *The integration of purchasing in high-tech development projects – focusing on internal and external integration*

Joakim Aspeteg (LiU), Jakob Rehme (LiU) and Johan Holtström (LiU).

Abstract

This paper focuses on purchasing's role in integration with internal functions such as engineering/design as well as integration with external actors such as suppliers and customers. The empirical focus is on several development projects in a high-tech engineering-to-order project-organization with products that are very low-volume, have long lead times, with many suppliers and few customers. Drivers, inhibitors, and levels of integration are explored through the developed analytical framework which includes all three dimensions of integration. The framework is geared towards explaining the opportunities and challenges of each dimension and based on the empirical context i.e., a project-oriented organization. The analytical framework can be used to analyze how focal firms creates value through both external integrations of suppliers and customers, also including the value captured through the internal integration mechanisms.

[392] *Exploring the microfoundations of sustainable transformation*

Herve Legenvre (EIPM).

Abstract

Our research adopts a microfoundation perspective (Barney and Felin; 2013) to study how micro and macro factors interact to accomplish industry-level sustainability transformation. Our study spans three levels of analysis: Microfoundations (MF), Industry Structure (IS) and Emerging Properties (EP) at macro level. As data sharing is a foundation of self-adaptive supply chains (Choi et al., 2017) and a condition to develop the circular economy (Kristoffersen et al., 2020), we study how individuals' willingness to share information along the chemical and automotive supply chains results in industry-wide sustainability improvements. We explore three research questions. How industry structures impact on the willingness of decision makers to share information with other firms? How data aggregation occurs along supply chains to create shared resources? And how shared resources impact on capabilities and produce emerging properties at industry level? Our research is conducted by studying data sharing initiatives in the chemical and automotive industry.

[6730] *How important are the challenges confronting organ transplant supply chain systems in Africa?*

Temidayo Akenroye (University of Missouri—St. Louis), Adegboyega Oyedijo (University of Leicester), Vishnu C Rajan (VIT Business School), George Zsdisin (University of Missouri, St. Louis), Marcia Mkamsi (University of South Africa) and Jamal Elbaz (Ibn Zohr University, Agadir, Morocco).

Abstract

Because of the complexity of the issues plaguing the supply chain for organ donation and transplantation, this research seeks to develop a hierarchical model to explain the interrelationships between key challenges in organ supply chain operations. After reviewing the available literature, eleven factors (variables) were identified. As a system is the result of its interactions rather than its individual parts, we used the interpretive structural modelling (ISM) approach to reveal the contextual relationship among the challenges identified in the literature through expert opinions. Key players in organ donation and transplantation from Nigeria and Uganda are on our panel of experts. The findings revealed that inadequate regulatory frameworks, insufficient information systems, and a lack of required skills make it difficult for key actors to carry out their responsibilities efficiently. Thus, the study informs experts and policymakers on how to strengthen organ transplantation supply chains in developing countries. To our knowledge, our study is the first to empirically examine organtrans plant supply chain challenges from an SSA perspective and provide theoretical explanations for the findings.

[5005] *Does SME success in public procurement lead to success in the private sector?*

Anze Burger (School of Economics and Business, University of Ljubljana), Anthony Flynn (Cardiff University) and Patricia Kotnik (School of Economics and Business, University of Ljubljana).

Abstract

This working paper sets out to explain why winning public contracts can lead to performance benefits for SMEs in the private sector. Using legitimacy theory (Suchman, 1995; Bitektine, 2011), we propose that winning a public contract increases SMEs' legitimacy as perceived by external business stakeholders. Specifically, SMEs benefit from "legitimacy of affiliation" (Rutherford et al. 2018) by doing business with public authorities. Winning a public contract is a stamp of approval for the SME by a reputable customer and helps to address information asymmetries between the SME and prospective private sector customers. In sum, we argue that winning a public contract generates additional revenue streams in the private sector by enhancing SMEs' legitimacy with customers, suppliers and lenders.

[2484] Sensemaking and sensegiving in the aftermath of buyer-supplier relationship disruptions

Carolina Kertz (WHU - Otto Beisheim School of Management) and Felix Reimann (WHU - Otto Beisheim School of Management).

Abstract

Our study investigates triggers, enablers and activities of buyer sensemaking and sensegiving in the aftermath of buyer-supplier relationship (BSR) disruptions. Presenting a preliminary model based on 10 case-based semi-structured interviews we make a first effort to integrate common theoretical perspectives on how supply chain partners process information and attribute responsibilities through (social) exchange. Sensemaking and sensegiving are triggered and enabled by distinct aspects of the disruption and the subsequent exchange. Our study uncovers the interactions between sensemaking and sensegiving and presents a range of cooperative and competitive sensegiving activities.

[2430] Investigation into institutional actors and themes in news coverage on public procurement using computerized analysis

Irina Harris (Cardiff University, Cardiff Business School) and Anthony Flynn (Cardiff University, Cardiff Business School).

Abstract

Institutional theory can explain how public procurement markets operate and considers their institutional environment (e.g., public buyers, suppliers, regulators, and civil society). This paper sets out the methodological process for the research that investigates the main actors (institutions) in media coverage of public procurement and the issues associated with them. It builds on Flynn and Harris's (2021) study into the themes defining public procurement in the media such as governance failure and socio-economic policy. The current research focuses on the actors behind these themes and how their relative importance in public procurement has changed over time.

[4462] Artificial intelligence in public procurement: Perceived challenges, applications and value creation in early phases of AI adoption

Per Andersson (Stockholm School of Economics), Katarina Arbin (University of Gävle) and Christopher Rosenqvist (Stockholm School of Economics).

Abstract

This paper aims to contribute to knowledge on implementation challenges of AI in public procurement processes and how AI can contribute to public procurement value creation. Research on AI implementation processes and value creation in public procurement is used for the analytical framework. Empirical data consists of semi-structured interviews with 18 persons working with procurement within 10 Swedish authorities. Findings show an overall low level of AI maturity, perceived values of AI are dominated by ideas on improved operative capabilities, certain process effectiveness potentials, and a potential of AI for improved monitoring of sustainability.

[7664] The development of Industry 4.0 technologies in the context of supply chain supply chain risk management: an outlook into the year 2035

Hendrik Birkel (Friedrich-Alexander University Erlangen-Nuremberg).

Abstract

The consequences of supply chain disruption are manifold, while the application of Industry 4.0 technologies demonstrates high potential for improvement. Despite this knowledge, many companies have neglected these topics. Therefore, conducting a two-round Delphi study, the aim of this paper is to analyze the development of Industry 4.0-driven supply chain risk management (SCRM) till 2035. Based on the OIPT, a holistic framework is developed comprising twelve projections on how Industry 4.0 technologies influence SCRM organizational factors and the SCRM system as well as the fit between organizational information processing requirements and information processing needs.

[7293] A systematic literature review on innovative and sustainable competences in the public procurement sector

Shantal Kartoidjojo (University of Twente), Carolina Belotti Pedroso (University of Twente), Klaas Stek (University of Twente) and Louise Knight (University of Twente).

Abstract

Public procurement is an important domain that has the power to bring more innovative and sustainable products and services to society. To provide such results, procurement experts must present the right competences. This research provides a systematic literature review of necessary public procurement competences. This literature review distinguished between three order codes, the level of analysis, the content of analysis, and the aggregation process. In total, 134 competences were determined and categorised. The results show that communication skills, negotiation, and critical thinking are necessary for public procurement professionals to purchase innovative and sustainable goods and services from the market.

[8833] Embracing paradox theory in purchasing and supply management: an extensive and systematic literature review and research agenda

Marie-Anne Le Dain (Grenoble INP-UGA), Oihab Allal-Cherif (NEOMA Business School Reims France) and Hugues Poissonnier (Grenoble Ecole de Management).

Abstract

This article fills a gap in the literature on Purchasing and Supply Management (PSM) by identifying and analyzing the paradoxes of this business function. From an extensive exploration of the academic literature, 103 academic articles allowed us to classify 99 paradoxes in 20 different categories. We analyze the distribution of these paradoxes and discover that they are more numerous in an interorganizational configuration than in an intraorganizational one and that they mainly concern the Organizing and Performing dimensions. We then built a framework with seven different resolution strategies explained by examples.

[9548] Digital transformation to increase Procurement value creation

Jean Potage (Kedge Business School).

Abstract

For the last few years the purchasing function has embarked on its Purchasing Digital Transformation (PDT), today with process digitization and tomorrow with Data Analytics and Artificial Intelligence, what leads CPOs to redefine their organizations. Do they have to continue to invest in maturity development or only in the PDT? This paper provides a framework to companies allowing them to measure the ROI (Return on Investment) of three main options: PDT with workforce reduction at iso-maturity, PDT at iso-workforce with maturity improvement, and PDT with new skills acquisition. The options are analyzed, and the findings compared and discussed.

[8597] [CP] The impact of supply-facing risk infrastructure on firm resilience: Insights from the Covid-19 crisis

Ala Arvidsson (Chalmers University of Technology), Patrik Jonsson (Chalmers University of Technology) and Riikka Kaipia (Chalmers University of Technology).

Abstract

The paper studies how firms' procurement can use and adapt their supply-facing risk infrastructure to better respond to supply disruptions. A survey was conducted about the firm and procurement responses to low-frequency high-impact events such as the Covid-19 disruptions. Using data from 116 Swedish manufacturing firms in different industries, we analyze how and what parts of the supply-facing risk infrastructure contribute to firm resilience during

high-impact events. The findings suggest that the supply base structure and procurement involvement in firm-level decision-making (e.g., participation in S&OP) have a significant impact on the resilience of the firm during such events. The results also indicate that large firms are more resilient than SMEs. Furthermore, the study finds that process reconfigurations (e.g., changing frequency and participation in activities) have significant implications on the learning and capitalizing of disruption, but not for detecting, absorbing, and responding to ongoing disruption. The study contributes to a conceptualization of firm resilience, by clearly distinguishing between the two phases of response (detect, absorb, and respond) and learning (learn and capitalize), and identifies that both internally and externally focused procurement strategies are important for building firm resilience.

[7534] [CP] *Supplier dependence and innovation performance: Evidence from Chinese manufacturing industry*

Fu Jia (York Management School, University of York, UK.), Qinru Wang (School of Economics and Management, University of Science and Technology Beijing, Beijing, China.), Lujie Chen (Division of Management, International Business School Suzhou, Xi'an Jiaotong-Liverpool University, Suzhou, China), Ming K Lim (Professor of Operations Management Adam Smith Business School, University of Glasgow, Glasgow G12 8QQ, United Kingdom.) and Ying Yang (Newcastle University Business School Newcastle University, UK).

Abstract

In this study, we investigate whether a supplier's dependence on its customers improve or hinder the supplier's innovation performance and what factors affect this relation. To address this, we carry out secondary data analysis based on different databases of 121 listed firms in China from 2008 to 2020. Building on the resource-based view (RBV) and resource dependence theory (RDT), we find that supplier dependence and its innovation performance have an inverted U-shaped relationship. In addition, this research identified three moderating factors, which are operational efficiency (OE), digital transformation (DT) and CSR performance. Building on RBV and RDT, we significantly enrich supplier dependence and innovation relationship by introducing three operations and supply chain management (OSCM) factors as moderators and provided some implications for both scholars and practitioners in OSCM realms.

[6021] [CP] *Study of the Evolution of Supplier Code of Conducts Using Resource Orchestration and Signaling Theory – From Compliance to Progress, From Content to Orchestration*

Remko van Hoek (Sam M Walton College of Business, University of Arkansas), Sebastian Brockhaus (Monte Ahuja College of Business, Cleveland State University), Thomas Udesen (Bayer) and Cameron Bujaucius (John Carroll University).

Abstract

Supplier codes of conduct (SCOC) are a widely adopted practice as part of ESG and sustainability programs. We present findings from a longitudinal content analysis of SCOC spanning over two decades. We find that scope and coverage of SCOC has increased over the years. We complement this analysis with the study of how SCOC are rolled out across the supply base. Using resource orchestration and signaling theory as foundations, we study five case companies and develop a framework for the maturation of SCOC beyond a focus on compliance and reputation towards a focus on sustainability progress and supply chain impact.

[1513] *How does procurement contribute to the development of social sustainability? A study of the hospitality sector in Sweden*

Sven-Anders Stegare (Stockholm School of Economics) and Jad El Bizri (LUT University).

Abstract

To move towards a proactive procurement and engage social sustainability effectively, social complexities are addressed through social capital theory lens. This study explores how procurement contributes to social sustainability outcomes across multiple tiers through two aspects: collaboration and assessment. A multiple case study with qualitative analysis is performed, and 18 interviews were carried out in the hospitality industry. Our results show that dialogue, mutual understanding, and frequent interaction improve social dynamics in collaboration and assessment practices. Furthermore, specific procurement approaches were determined (procurement as strategic approach, alignment of purchasing with social sustainability and procurement expertise) that contribute to social sustainability outcomes.

[8450] *Implementing AI in Source to Contract operations - how procurement managers in a global organization make sense of AI opportunities and inhibitors*

Per Andersson (Stockholm School of Economics), Christopher Rosenqvist (Stockholm School of Economics), Hadia Nadeem (Stockholm School of Economics) and Isabella Cramner (Stockholm School of Economics).

Abstract

The purpose of the study is to develop knowledge on AI implementation processes in procurement operations with a focus on the critical first stages: planning and evaluation, start, and early implementation. Based on interviews with procurement and supply chain managers in a global organization the study analyses how managers make sense of the opportunities and challenges of adopting in source-to-contract operations. AI. Empirical data analysis identified three themes, central in AI implementation: RFP and RFP evaluation, contract handling, and IT integration. The potential value generated and the implementation challenges of AI in procurement operations are also discussed.

[4695] *Towards institutional logic of inclusiveness: A study of the inclusive purchasing practice institutionalization*

Salomé Ruel (KEDGE Business School) and Minelle Silva (EXCELIA).

Abstract

Despite the interest of purchasing and supply management (PSM) by socially responsible purchasing in general, little is known about inclusive purchasing. This working paper seeks to address how does inclusive purchasing practice has been internalized by a private tertiary organization. By conducting a case study in a tertiary private organization in France which follows public procurement rules, this paper describes the institutionalization process of institutional logic of inclusiveness. Our findings show clear sequence of events affecting the PSM structure for inclusive purchasing practice. This has been promoted by the purchasing manager playing the role of an institutional entrepreneur for change.

[8284] *Narratives beyond growth: Implications for the Purchasing and Supply Management domain*

Desirée Knoppen (EADA Business School), Johannes Heller (Next Economy Lab, Germany) and Louise Knight (University of Twente).

Abstract

This paper questions the mainstream narrative about growth and globalization and confronts "green growth" and "beyond growth" solution streams to distil guidelines for purchasing and supply management (PSM). We review the literature to answer: "What are the key principles of beyond growth narratives and how do they provide direction to business in general and PSM specifically?"; and, "How has PSM research and practice engaged with beyond growth narratives and what are the implications for future research?" Our proposed conceptual framework derives in a research agenda, contributing to build bridges and foster a paradigm shift in PSM.

[3839] *An empirical analysis of the impact of smart manufacturing on automotive suppliers' profitability*

Francesco Arcidiacono (DIEEI - University of Catania and Schaeffler Automotive Buehl), Alessandro Ancarani (DICAR - University of Catania), Carmela Di Mauro (DICAR - University of Catania) and Florian Schupp (Constructor University and Schaeffler Automotive Buehl).

Abstract

Inconclusive evidence on the impact that Smart Manufacturing (SM) has on profitability deters smaller suppliers from investing in digital technologies. To close this gap, this study develops a model linking SM adoption to firms' financial performance, using improvements in operational performance as mediators. Survey data and balance sheet data from 54 automotive suppliers are used to test the model via partial least square path modeling. Results show a direct negative impact of SM adoption on financial performance, likely stemming from the capital expenditures needed to implement SM. Improvements in operational performance arising from SM do not significantly influence financial performance.

[9333] *From ad-hoc to structured contract management – a longitudinal case study in public procurement*

Marius Langseth (Norwegian University of Science and Technology and Kristiania University College), Jan Ole Similiä (Nord University) and Deodat Mwesummo (Molde University College).

Abstract

A critical part of public procurement is contract management. According to survey findings, government organizations in Norway do not prioritize work on contract management. This study tracked six public entities over two years, with four of the six participating in a government program to improve contract management. The findings indicate that the maturity levels of all four participants who participated in the improvement program have increased. According to the findings, the participants moved from an ad hoc strategy to structured contract management, allowing the contract management to be centered and directed toward sustainability. This also applies to one of the organizations that did not participate in the program. Based on the findings, the authors develop four propositions for improving contract management in public procurement.

[7960] *Public procurement for circularity by public-private collaboration – a cross-case of the construction industry*

Anne-Maria Holma (University of Vaasa, School of Management), Sofia Lingegård (KTH Royal Institute of Technology, Department of Sustainable Development, Environmental Science and Engineering), Ann Højbjerg Clarke (University of Southern Denmark, Department of Entrepreneurship and Relationship Management), Luitzen de Boer (NTNU, Department of Industrial Economics and Technology Management), Sanna Nieminen (Jamk University of Applied Sciences, School of Technology), Majbritt Rostgaard Evald (University of Southern Denmark, The Faculty of Business and Social Sciences) and Xinlu Qiu (NTNU Business School).

Abstract

By building on stakeholder engagement, public procurement (PP), and circular economy (CE) literature, this study aims to add to the understanding of how engaging stakeholders can develop the circularity of construction projects in their planning and implementation phases. The study includes four cases from Denmark, Finland, Norway, and Sweden, and reflects the vast differences in scopes for circular public procurement (CPP) in the construction industry. We emphasize the importance of stakeholder engagement and identify the key elements that should be adjusted or added to the current PP literature to incorporate CCP better.

[2165] *[CP] Impact of Blockchain-driven Sustainable Supply Chain Transparency on Supplier Selection: Insights from Choice-based Conjoint Experiment*

Sukrit Vinayavekhin (Bayes Business School (formerly, Cass), City University of London), Aneesh Banerjee (Bayes Business School (formerly, Cass), City University of London) and Feng Li (Bayes Business School (formerly, Cass), City University of London).

Abstract

This research builds on the signalling theory to explain the sustainable supply chain transparency. It aims to advance the understanding of how buyers assess the importance of various attributes of supply chain information voluntarily disclosed by suppliers. It also incorporates the factors associated with blockchain technology. The choice-based conjoint experiment was designed and sent to test with actual buyers. This research found that buyers are concerned with sustainability signals from suppliers when selecting new suppliers. The priority is given to product disclosures, followed by process and sourcing network disclosures, while the immutability and timeliness of information gain less attention.

[8842] *Bringing innovation to hospitals: transitioning from costs to value*

Carolina Belotti Pedroso (University of Twente), Martin Beaulieu (HEC Montreal) and Frederik Vos (University of Twente).

Abstract

In the last decades, healthcare organizations have been pressured to lower costs and obtain improved results. The sector is known to conduct purchasing activities mainly based on the price of the supplies. The emphasis on cost jeopardizes strategies that can deliver better patient outcomes and bring innovation. Innovation is adopted in the healthcare sector mainly by incorporating innovations from suppliers. This paper illustrates two extreme cases of innovation adoption in healthcare organizations. The research brings an innovation purchasing matrix that shows two optimal areas in which innovation should be incorporated: price-centric and value centric.

[3761] *The impact of COVID-19 on SMEs: Implications for Supply Chain Strategy*

Paolo Barbieri (University of Bologna), Laura Brandolini (University of Bologna), Santosh Mahapatra (The David D. Reh School of Business, Clarkson University) and Byung Gak Son (Bayes Business School, City, University of London).

Abstract

Using longitudinal cases from 6 small and medium-sized enterprises (SMEs) from Italy and Korea, we seek to investigate (1) how the SMEs have adjusted their operations and supply chain management strategies build the necessary efficiency and flexibility competence to respond to disruptions by COVID-19 and (2) how the adjustments have evolved over time during the different phases of the pandemic. Our findings suggest that (SMEs) have taken different approaches to deal with supply chain disruptions, which are shaped by the specific nature of each business and the characteristics of its products or processes.

[1019] *The dynamic nature of trust in the purchasing and supply processes*

Rainer Breite (Tampere university).

Abstract

This paper focuses on recognizing the situation where trust turn into distrust during the supply process and its aim is to define circumstances, where trust turn distrust. The scope of the paper is the long-term relationship, where trust is examined from the behavior and cognitive aspect point of view. The method utilized and empirical examination lean on the design science approach and case study. The findings of the study showed, although a neutral actor took part in development activities in which a solution to the problems was sought, it was not possible to restore the lost trust.

[3229] *Shaping the meta-institutional field of agri-food supply chains – An institutional work perspective*

Axel Zehendner (LUT Business School) and Michele Pereira (Institute of Human and Social Sciences, Federal University of Viçosa).

Abstract

By studying different actors in global agri-food supply chains (SCs), our research provides empirical insight into the institutional work aimed at creating and maintaining the conditions that affect the adoption of sustainable practices in multi-tier SCs. The results present how different organizations – individually and collectively – engage in multiple forms of institutional work, which are either targeted at the legitimacy of practices or the boundaries of the (meta-)institutional SC field. By diverging from 'traditional' institutional studies in our academic discipline, we hope to offer some understanding how the purposive actions of organizations contribute to the (de)institutionalization of practices in multi-tier SCs.

[6255] *Bidding process compliance in Finland*

Ilkka Ikonen (Finnish Defence Forces) and Juha-Matti Lehtonen (National Defence University).

Abstract

This article discusses public procurement compliance from a regulatory compliance perspective. It starts by explaining the public procurement process and its regulation by the European Union. The principal-agent theory is applied as a theoretical lens through which compliance issues are viewed. The empirical data consist of Market Court decisions of all successful public procurement bid protests in Finland between 2019 and 2021. By using content analysis, the protest cases are classified into themes to which the theoretical lens is applied. We find that both honest mistakes as well as opportunism as likely causes of non-compliance.

[7255] *On the Sustainability and Transparency of Supplier Payments: How Name-and-Shame Shortens Payment Periods in the Supply Chain*

Btissam Moncef (ISC) and Andrew Zylstra (ISC Paris).

Abstract

In many supply chains, suppliers suffer from longer payment periods due to increased risks of bankruptcy, job cuts and reduced innovation. Policy makers are concerned by long payment periods because supplier problems may lead to higher unemployment, increased welfare payments, lower innovation in the country and lower collection of taxes.

This article studies whether policy makers can influence one key payment term, payment periods, using the name-and-shame policy. Our panel data analysis suggests that name-and-shame can incite firms to reduce payment periods. This study contributes to the debate about the sustainability and transparency of payment practices and the tools that policy makers can employ to reduce payment periods.

[8704] *Managing modern slavery risk in asset-light business models: stakeholder perceptions in the hotel industry*

Maryam Lotfi (Cardiff University) and Mireia Guix Navarrete (University of Queensland).

Abstract

There is a turn of the industry towards an asset-light business model, which has fundamentally reshaped the hotel industry towards divesting their real estate properties to concentrate on growing in scale through managing and franchising hotels. Although franchise chains are increasingly committed to sustainability transitions, no research to date has focused on modern slavery in the specific case of franchising. Therefore, this paper aims to explore modern slavery risk management in such a business model through a qualitative approach to explore How does the franchised Business Model challenge the management of modern slavery risk in the Hotel sector?

[9709] *Understanding the ethical decision making of procurement professionals: a vignette study*

Fanny Chen (Rotterdam School of Management, Erasmus University) and Finn Wynstra (Rotterdam School of Management, Erasmus University).

Abstract

Despite the heightened attention to supply chain management ethics, little empirical work on ethical issues has been published in the purchasing and supply management field. This study aims to gain insights into the ethical decision-making of procurement professionals. Through experimental vignettes, we will examine the conditions under which procurement professionals engage in (un)ethical practices. We will account for participants' ethical ideology and include individual factors that have proven to be associated with ethical decision-making. The findings will allow us to better understand the ethical decision-making of procurement professionals and allow organisations to act proactively rather than reactively to potential unethical behaviour.

[7446] *Linking secondary plastics suppliers and consuming companies: The Role of Purchasing*

Katia Picaud-Bello (ESSCA), Lineth Rodriguez-Pellièrre (EADA Business School), Rita Maria Difrancesco (EADA Business School) and Desirée Knoppen (EADA Business School).

Abstract

This paper focuses on drivers and barriers of buying plastics in secondary markets and the role of purchasing in facilitating the link between secondary plastics suppliers and consuming companies. Supply chain literature has largely investigated secondary markets with a closed loop systems perspective. Plastic is one of materials that has been long associated with circular economy in open loop systems and is considered a valuable resource in the secondary market. A relevant issue for companies buying in the secondary plastic market is the low degree of control over the quality of the incoming material delivered from suppliers, especially in the case of multiple suppliers providing the same waste. Recent studies point out the critical role that cross-tier suppliers coordination plays in increasing the production and use of recycled plastics. Aligning material properties, production techniques, and product designs for recycling thus calls for greater sharing information practices. The role of purchasing in facilitating information sharing practices between secondary plastics suppliers and consuming companies is explored.

[1621] *Innovative Offerings and Isomorphic Pressures*

Sophie Hunt (NTNU).

Abstract

Focusing on social procurements from social enterprises as public providers, this paper aims to explore the relationship between social innovation and legitimacy. Institutional theory (IT) and insights from empirical accounts reveals the institutional tensions of operating in the public sector (PS). Focally, the paradox of institutional rigidity and innovative processes are brought to light.

[1414] [OL] *The pharmaceutical sourcing industry's challenges and lessons learned during the COVID-19 pandemic*

Vikram Chowdhary (Prague University of Economics and Business) and Marek Vins (Prague University of Economics and Business).

Abstract

Outsourcing projects in the pharmaceutical industry are complex and demanding. With COVID-19 causing global disruptions, this research examines the challenges faced by industry professionals and the lessons derived. Using the phenomenology approach, this study conducted in-depth interviews with twenty senior industry professionals from diverse geographic regions. The research uncovered considerable operational challenges triggered by the pandemic in multiple domains such as manpower, IT infrastructure, communications, and supply chain. Additionally, it highlights the adoption of digital technologies and robust supply chains as crucial for future organizational resilience. This paper provides insights for industry managers to navigate and manage future uncertainties.

[9864] [CP] *Human and Technological Factors in Digital Supply Chains: An Interpretive Structural Modelling Analysis*

Richard Bakker (Open Universiteit), Wim Lambrechts (Open Universiteit) and Janjaap Semeijn (Open Universiteit).

Abstract

This study identifies human and technological factors influencing the integration of digital supply chain tools. Using Interpretive Structural Modelling, it proposes a logical sequence to address these occurring factors during implementation processes. Data were gathered during fifteen interviews with managers in the supply chain field. Factors influencing digital supply chain integration were analysed using ATLAS.ti, and further discussed during a focus group with experts in the field. Results show that factors facilitating digital supply chains are: supply chain collaboration, open and transparent culture, the ability to analyse data, and system integrations with middleware and technical resources. Continuous improvement and innovation culture is a pivotal success factor to enhance maturity and resilience in digital supply chains. The main outcome of the Interpretive Structural Modelling is that the human factors are essential for the transformation to a digital supply chain. These human factors need to be addressed first, in order to successfully address the technological factors.

[1600] *Building relational capital in service ecosystems for innovation: Evidence from the tourism sector*

Katia Picaud-Bello (ESSCA), Rhona Johnsen (AUDENCIA) and Anass Allouch (Audencia).

Abstract

The paper investigates the development of relational capital in service ecosystems for innovation. Building on the service ecosystem framework, the aim of this paper is to identify and examine the elements of social capital across three levels: micro, meso and macro. It used an in-depth case study focusing on the tourism digital platform National Travel Operator (NTO) became Visitoman.Com innovation project developed by a service ecosystem of collaborative B2B relationships in the Mena region, the Sultanate of Oman destination. We report on research involving semi-structured interviews with a national travel organization in Oman in the field of destination marketing, its key partners and government decision-makers. Initial findings are presented focus on the development of the tourism digital platform Visitoman.Com from a service ecosystem perspective.

[5008] *Assessing Digital Technology Adoption in Procurement: Empirical Evidence and Research Agenda*

Silke Herold (Maastricht University - School of Business & Economics), Jonas Heller (Maastricht University - School of Business & Economics), Frank Rozemeijer (Maastricht University - School of Business & Economics) and Dominik Mahr (Maastricht University - School of Business & Economics).

Abstract

Academic literature on advanced digital technologies in procurement like Artificial Intelligence is still in its infancy and succeeding established literature on e-procurement. While substantial interest is visible – both in academia and practice, a slow adoption of these technologies is visible. In this paper we explore the adoption process of advanced digital procurement technologies in the context of digital procurement transformation. In doing so, we build up on earlier work by Herold et al. (2022) and their conceptualization of digital procurement transformation. We illustrate the various adoption processes that companies are taking by means of an explorative longitudinal multiple-case

following the progression linking strategy of micro-processes and macro-outcomes (Kouamé & Langley, 2018). We find that adoption “leaders” implement non-standardized tools as their procurement process foundation and subsequently add micro-solutions for specific user needs.

[7096] Responses to economic challenges in public procurement

Tünde Tátrai (Corvinus University of Budapest) and Gyöngyi Vörösmarty (Corvinus University Of Budapest).

Abstract

In public procurement, efficiency is linked to competition. However, recent years procurers faced several kinds of supply problems. Securing supply to ensure stable operations has required flexibility and openness. The aim of this paper is to compare practices in the period before Covid and the period after the lockdowns. The situation of supply constraints forces stakeholders to change their procurement practices and there might be a difference in understandings of efficiency. By exploring the stakeholders perceptions towards conflicts this paper analyses the changes in attitudes of contracting authorities and tenderers.

[650] Supply chain resilience during COVID-19: An exploratory comparison of French and U.S. companies

Matias Enz (University of Missouri - St. Louis), Salomé Ruel (KEDGE Business School), George Zsidisin (University of Missouri - St. Louis), Jill Bernard Bracy (University of Missouri - St. Louis), Gladwell Ndungu (University of Missouri - St. Louis), Paula Penagos-Rodriguez (University of Missouri - St. Louis) and Sebastian Jarzebowski (Kozminski University).

Abstract

The COVID-19 pandemic created unprecedented challenges in global supply chains, led managers to develop and implement strategies to mitigate the risks, and increased the awareness about the importance of resilient supply chains. In this research we analyse the perception of supply chain practitioners in France and the U.S. regarding the challenges faced by their companies during COVID-19, the strategies implemented to mitigate the risks, the effectiveness of these strategies and the difficulty of implementing them. We found that perceptions were consistent between French and U.S. practitioners and, overall, firms focused their actions on increasing collaborative efforts with customers and suppliers.

[7881] The role of worker voice in social audits: hearing Leicester

Amy Benstead (University of Manchester), Victoria Stephens (University of Manchester), Erica Charles (GCU London), Helen Goworek (Durham University), Dane Lukic (GCU London) and Jennifer Wascak (Justice In Fashion CIC).

Abstract

The paper conceptually explores the notion of ‘worker voice’ within the context of modern slavery (forced labour) within UK supply chains and introduces its relevance and implications for studying the case of labour exploitation within the ready-made garment (RMG) industry within Leicester, UK. The paper highlights the need to recognize the challenges and nuances of ‘worker voice’ in the modern slavery context and articulates an initial framework of dimensions that can serve to usefully and organize future research on worker voice in the modern slavery context.

[6664] Exploring sustainable business model development through actor network collaboration - A comparative case study of centralized solar photovoltaic parks in Sweden

Amanda Bankel (Chalmers University of Technology) and Lisa Melander (Chalmers University of Technology).

Abstract

The aim of the paper is to investigate the networks involved in the development and operation of solar parks. The study takes a qualitative approach through a comparative case study of two recently constructed solar parks in Sweden, involving multiple actors. We use the industrial network analysis as analytical framework to identify actors, resources, and activities. Findings reveal that a diverse set of actors are needed for solar park business models. The study points to the importance of coordinating multiple actors, creating public-private collaborations. The study contributes to sustainable business model literature by showing the need for networked multi-actor collaborations.

[3435] [OL] *Profound changes in global sourcing The country of origin theory and its effects on sourcing decisions*

Thomas Koerber (University of Twente) and Holger Schiele (University of Twente).

Abstract

This study examines decision factors for global sourcing by differentiating global sourcing into transcontinental and continental sourcing, especially European sourcing. Therefore, we conducted discrete choice card and country ranking experiments with 71 purchasing experts, located in Europe and the USA, in order to investigate possible influences like the country of origin (COO) theory, which may influence sourcing decisions of purchasing departments. In this context, the results of discrete choice card experiments provide us an evidence that sourcing location and personal relationship with the supplier play a decisive role in the supplier selection process. Furthermore, the quality of products impacts sourcing decisions of purchasing departments, while attraction and cultural barriers are not significant in this context. To investigate possible influences on the locational aspect, we conducted a country ranking experiment in regard to different perceived characteristics of countries, for example quality, price and technology. Purchasing experts consider that transcontinental countries like Japan and China offer significant advantages in terms of price and technology, and have also increased their quality. Therefore, global sourcing decisions are not only based on factors like price and availability, also perceived country images and perceptions show a high impact.

[1159] [CP] *Learning inclusive purchasing through boundary objects: a multi-level perspective*

Minelle Silva (Excelia Business School).

Abstract

Interest in introducing practices that address socially relevant issues, such as diversity, equity, and inclusion (DEI), has broken through firms' boundaries over time, prompting the requirement for various supply chain members to implement new practices. Inclusive purchasing has emerged as one of these new practices that addresses DEI issues in the operations management context. However, little is known about how firms learn to implement such practices. To fill this research gap, this study was designed to investigate how boundary objects—defined as artifacts that shape the learning of specific practices in this context—configure inclusive purchasing practices through multi-level learning. This qualitative research, comprising multiple cases, produced evidence used to elaborate on inclusive purchasing theory. Data collected were analyzed inductively and revealed five boundary objects across multiple levels that represented methods the firms employed to span boundaries for inclusive purchasing. For instance, at the coalition level, learning was represented by a standardized object developed collectively by all members. This article provides insights for theory by demonstrating the vital role of boundary objects in inclusive purchasing practice and for practitioners by uncovering learning pathways for introducing socially relevant issues.

[1848] *Leading role of the circular economy in increasing mutual attractiveness in the buyer-supplier relationship*

Laurence Viale (EM Strasbourg Université de Strasbourg) and Justine Lambalez (EM Strasbourg Université de Strasbourg).

Abstract

Circular economy (CE) is becoming an influential force behind sustainability, both in the literature and in practice, few studies integrate it into Purchasing and Supply Management. However, a new mindset, ways of suppliers' management may be needed for purchasing teams to contribute effectively to CE. Thus, this article aims to explore, understand and identify the drivers for its implementation. Our qualitative study explores the emerging theme of circular economy and buyer-supplier attractiveness through interviews with experienced purchasing professionals working in an international context. The findings characterize the nature of attractiveness and indicate that mutual attractiveness in the buyer-supplier relationship is improved by CE practices within companies.

[6240] *The interconnection between purchasing structure and supply chain resilience in multi-unit businesses*

Kamran Rashidi (Jönköping International Business School), Arash Azadegan (Rutgers Business School) and Carla Gonçalves Machado (Jönköping International Business School).

Abstract

The level of complexity in sourcing and procurement decisions reached unprecedented levels to secure faster response and adaptation in turbulent and unpredictable environments. To react appropriately to such disruptions and secure supply chain service levels, firms must enhance resiliency capability in their upstream supply chains. The role of purchasing structure in organization for enhancing supply chain resiliency has been underexplored in the literature. This study conducts an in-depth analysis on a manufacturing company to discover how different purchasing structures contribute to the company's resiliency and highlights the reasons behind choosing different purchasing structure for different components. The company utilized centre-led purchasing structure for sourcing technological components, while coordinated structure is used for bulky components. Each structure contributes to the company's resiliency in different ways. Centre-led structure securing the supply and mitigating supply disruption through more buying power, and coordinated model increases resiliency through supply base localization.

[1377] [CP] Strengthening supply chain resilience: the role of soft skills and hard skills

Talia Stough (Open Universiteit), Jochem Luteijn (Open Universiteit), Wim Lambrechts (Open Universiteit), Jessica Klaver (Open Universiteit) and Janjaap Semeijn (Open Universiteit).

Abstract

In this research, we explore the concept of supply chain resilience and which skills are most relevant for supply chain managers to deal with changes (limitations/risks/etc). To shed light on these topics, we employed an exploratory approach. Based on the results of a survey distributed amongst supply chain professionals in The Netherlands, we offer insights about the skills required of supply chain decision makers to ensure organizational resilience, as well as which conceptualization of resilience (engineering versus social-ecological) is dominant amongst these managers. We provide insights for educators to take into account when developing the intended learning outcomes of supply chain education.

[6710] Supply Chain Management in Response to Climate Change: A Dynamic Systems Approach

Ryleen Balawanth (University of Oxford), Thayla Zomer (Dom Cabral Foundation) and Paulo Savaget (University of Oxford).

Abstract

The decarbonization of supply chains is vital in the fight against climate change. While scholars have investigated supply chain responses to climate-related risks and opportunities, limited research examines the complexity that characterizes these responses. In this paper, we adopt a system dynamics perspective and develop a causal loop system dynamics framework of supply chain climate risk management. The proposed framework extends existing research by demonstrating the complexity of supply chain management in response to climate change, and by supporting managers in assessing the anticipated effect of their supply chain strategy on the broader system in which they are situated.

[3557] The development of carbon-neutral supply chains – Investigation of stakeholders and influencing factors

Benedikt Steiner (Friedrich-Alexander-Universität Erlangen-Nürnberg) and Christopher Münch (Friedrich-Alexander-Universität Erlangen-Nürnberg).

Abstract

The world is phasing a climate crisis. Governments and companies around the globe set targets aiming establishing a carbon-neutral business model. However, when reducing carbon emissions, the supply chain has a 11 times greater footprint compared to the emission resulting from company's own operational activities, highlighting its reduction potential. Thus, future pathways, drivers and stakeholders influencing the development of carbon-neutral supply chains seem unclear. This study elaborates on critical stakeholder, and influential factors, towards the development of carbon-neutral supply chains.

[2923] Enabling resilience through digital technology in strategic networks: exploring multi-level organizational alignment

Poul Houman Andersen (NTNU), Elsebeth Holmen (NTNU), Victor Eriksson (NTNU) and Ann-Charlott Pedersen (NTNU).

Abstract

In this paper, we conceptualize the resilience-creating efforts of strategic networks using digital technologies. We deploy a multi-level conceptualization of strategic networks and address how digital technologies impact resilience at different levels of strategic networks and their wider boundary management within a business network context. The paper provides a nomological framework for addressing these issues empirically through future research as well as a framework for managers of lead firms to systematically address resilience-creating issues and potential trade-offs.

[6150] *The impact of digital capabilities on Public Procurement | A multi-treatment effect analysis on Italian municipalities*

Michela Guida (Politecnico di Milano), Maria Jesús Saénz (Massachusetts Institute of Technology), Stefano Ronchi (Politecnico di Milano) and Federico Caniato (Politecnico di Milano).

Abstract

The objective of the presented research is to investigate the effect of the digital capabilities of Italian municipalities on the public procurement efficiency performance. A multivalued treatment effects analysis is described. Three treatments are defined to describe the digital capabilities of the Italian municipalities; they are the presence of a head of digital transformation, the presence of a digital innovation office, the presence of an ICT provider or a software development team. The impact of the treatments was studied on efficiency outcomes of the tendering process, such as the percentage saving and the time duration. The analyses were repeated by partitioning the sample according to three different moderator variables: the awarding criteria, the level of competition, the municipality's size.

[2721] [OL] *Procurement Strategy Development with Consideration of CSR: A SME context*

Xing Lu (Rhine-Waal University of Applied Sciences) and Mona Wappler (Rhine-Waal University of Applied Sciences).

Abstract

CSR has received limited attention when defining competitive priorities for procurement strategy development. Thus, the paper aims to answer the question: Considering the growing relevance of CSR, how can SMEs achieve strategic fit of the procurement strategy? Design science research is applied in this working paper. We propose an extended competitive priority concept and offer a two-step solution procedure to develop a consistent procurement strategy, including determining the relevant dimensions of each competitive priority and weighting the competitive priorities using AHP. Lastly, we apply this solution in a small plant engineering company to develop the procurement strategy.

[3440] *Readiness Assessment of Supply Chain Finance Adoption*

Yasmine Elhenawy (German University in Cairo) and Mona Ali (German University in Cairo).

Abstract

Despite all the hype about digital supply chain finance services, real-life adoption still faces significant complications. In order to overcome these complications, firms need to understand the main antecedents and requirements to be ready for SCF adoption. The purpose of this paper is to identify and prioritize the readiness factors for SCF adoption. The objective of this paper is threefold: (1) identify the main requirements and antecedence relevant to SCF implementation (2) determine the contribution weights of these factors to the overall readiness (3) develop an effective readiness improvement plan by prioritizing those factors with the most significance on the overall readiness. Experts from both industry and academia are consulted to assess the relevance and significance of the factors. Then, the analytic hierarchy process methodology is conducted to prioritize and rank these readiness factors.

[7421] [CP] *A dynamic capability view at project level of the link between open innovation and strategy*

Romarc Servajean-Hilst (Kedge Business School) and Sebastien d'Herbes (HEC Paris).

Abstract

This research starts from a managerial question, which is to understand how open innovation projects can be integrated in the very controlled strategy of an organization in the defense sector. To do so, we rely on the study of 12 different cases within the same company and analyze them through the prism of dynamic capabilities applied to open innovation. By adopting a project-level unit of analysis, we reveal new dynamic capability execution activities,

both internally and with partners, and identify four approaches adopted to integrate open innovation into strategy: abandonment, integration into a roadmap, strategy creation, and marginalization.

[8563] Circular procurement in the renewable energy sector | A case study approach

Michela Guida (Politecnico di Milano), Camilla Borsani (Politecnico di Milano), Antonella Moretto (Politecnico di Milano) and Federico Caniato (Politecnico di Milano).

Abstract

This research aims to explore the emerging concept of circular procurement (CP) by identifying and formalizing the practices. Based on dynamic capabilities theory, sustainability orientation at the firm and procurement levels and the adoption of green procurement practices along the sourcing process are examined as two antecedents to final the reconfiguration of circular procurement. Through a triangulation of data from secondary sources and a case study, four groups of CP practices were identified: circular inputs, circular supplier selection, circular supplier development programs, and circular contracts.

[9385] The 'integrated approach': How municipalities achieve multiple policy objectives in the same public space

Ruben Nicolas (Utrecht School of Economics), Helen Toxopeus (Utrecht School of Economics) and Fredo Schotanus (Utrecht School of Economics).

Abstract

The public sector is moving towards a framework that prioritizes public value creation over merely fixing market failures. Meanwhile, a range of societal objectives and sustainability transitions need to be addressed in the same public space, with limited time and resources, which calls for an 'Integrated Approach', where multiple objectives are achieved simultaneously. We study how Dutch municipalities work out this necessary 'Integrated Approach' to create more public value and take the procurement of multi-goal nature-based solutions as an empirical context. We present a research proposal for an interpretivist multi-case study.

[7509] Negotiating in public sector procurement: a systematic literature review

Stephen Kelly (Salford University Business School), Yiannis Polychronakis (Salford University Business School) and John Israilidis (University of Sheffield).

Abstract

The paper synthesises and consolidates the current public sector negotiation literature to establish a coherent platform through which to inform new policies and directions that will be needed as we move into a more flexible, dynamic, and changing regulatory environment. We perform an extensive and systematic literature review of 116 papers. Descriptive findings show that the trajectory of research in this field is broadly on the rise, however, studies are largely atheoretical with the majority of the research being non-empirical, i.e., modelling or conceptual in nature. From a thematic analysis, six themes are emerging from our work with an emphasis on the efficiency of the negotiation process, the impact of laws and the role of individual negotiators.

[7831] Transport procurement and climate impact: State of the art and future research directions

Dan Andersson (Chalmers University of Technology), Anna Dubois (Chalmers University of Technology), Kajsa Hulthén (Chalmers University of Technology) and Linda Styhre (IVL Swedish Environmental Research Institute).

Abstract

The paper focuses on the role of transport buyers in reducing the climate impact of their purchased freight transport. The aim is to present the state of the art and to suggest directions for further research. The paper is based on a review of recent literature focusing on how buyers and suppliers of transport services address the issue, and a longitudinal survey among Swedish buyers of transport services conducted every second year since 2012. We conclude that freight transport services are interdependent and embedded in many different ways and that efforts to reduce greenhouse gas emissions have to consider their heterogeneity.

[3722] Exploring the Status Quo of Software Supply Chains

Maximilian Holzner (Universität der Bundeswehr München), Ronja Frühbeis (Universität der Bundeswehr München), Andreas Glas (Universität der Bundeswehr München) and Michael Eßig (Universität der Bundeswehr München).

Abstract

Still, the questions why and how a supply chain for software, which is part of the end product, should be managed are not sufficiently answered. The characteristics of software and its supply chain seem to be different, so that typical supply chain management recommendations might not fit to the phenomenon. As such, the aim of this research is to explore the phenomenon of a software supply chain (SSC). Semi-structured interviews with software procurement managers are used to open the topic. The focus is to assess the awareness for SSC in practice, as well as SSC structures and challenges. Findings show that SSC is a construct of high complexity and practice has heterogeneous understanding. This points to the identification of ambivalent observations: Low awareness perception is matched with the existence of a SSC perception; lack of knowledge-perception is matched with SSC (security risk) challenges, and SSC "simplicity" perception is matched with lack of in-depth analysis and risk challenges. Overall, the study identifies a number of ambiguities, worth of further investigation.

[2378] Cash is king? Trade-offs and overlaps between working capital and resilience in supply chains

Christiaan de Goeij (Windesheim University of Applied Sciences) and Luca Gelsomino (University of Groningen).

Abstract

Covid-19 and geopolitical tensions in Ukraine show that there are several working capital disruptions impacting supply chains, which are to a large degree neglected in supply chain resilience literature. Resilience and working capital strategies are both investigated in supply chain literature, however they are not looked at in conjunction. Based on focus group research with 17 participants representing 14 different companies, we study tradeoffs and overlaps between resilience and working capital strategies in supply chains. We identify three key themes at the intersection between both: 1) inter-departmental inventory and payments management, 2) inter-company collaborative working capital management and 3) financial process improvement.

[5811] Organisational innovation and sustainability: the critical role of procurement

John Israilidis (University of Sheffield), Yiannis Polychronakis (Salford University Business School) and Stephen Kelly (Salford University Business School).

Abstract

The paper explores how procurement can innovate to meet emerging socio-economic and environmental challenges. Innovation is looked at from the theoretical lens of absorptive capacity. We see procurement as gatekeepers operating at the interface between internal and external knowledge. Our review highlights the challenges currently being faced in supporting ambidextrous practices and turns to other closely related disciplines like marketing to distil lessons and propose strategies for better acquisition, assimilation, and application of knowledge. Early results call for a strategic knowledge brokering role that directly absorbs knowledge from products, suppliers, and partnerships for the purpose of enacting positive systemic change.

[4217] Gendered language as a barrier to female-led company participation in public sector tenders: A gender-responsive approach

Stephen Kelly (Salford University Business School), Vojtěch Klézl (Örebro University), Donna Marshall (University College Dublin), Nina Hasche (Örebro University), Klaas Stek (University of Twente) and Marzena Reszka (University of Salford Business School).

Abstract

Global public procurement spend is significant and although its central goal is essentially the acquisition of goods and services for governments at the best possible value, it must also serve to promote equal treatment of all interest groups in the process. Although a number of different policies and measures have been adopted to increase access for female-led companies to successfully bid for public sector contracts, progress has been slow. This suggests that barriers exist that are preventing the full implementation of gender-responsive procurement and this paper explores the possibility that there is gender-biased language in a range of public sector Invitations to Tender.

[1646] *Automotive supply chains and the war in Ukraine*

Efthymia Kottika (Prague University of Economics and Business), Ioannis G. Theodorakis (Paris School of Business), Marek Vins (Prague University of Economics and Business), Aysegul Ozsomer (Koç University), Konstantinos Kottikas (Prague University of Economics and Business) and Miroslav Karliček (Prague University of Economics and Business).

Abstract

The war in Ukraine has unleashed new challenges for the automotive supply chains. Our ongoing research aims to identify both the war's impact on the companies operating in the automotive supply chains and the actions taken in order to address this new turbulence. Findings show that some of the new challenges include distress of employees, decrease of sales, closing of plants, substantial increase of energy prices, shortage of input materials, and disruptions in transportation. Also, company actions to deal with this warfare crisis include support to employees, relocation of production plants, updating of contracts and taking significant energy saving measures.

[5378] *Green procurement: Collecting evidence on the practice-performance link by employing a meta-analysis*

Alessa Kozuch (Bundeswehr University Munich), Maurice Langen (Bundeswehr University Munich), Christian von Deimling (Bundeswehr University Munich) and Michael EBig (Bundeswehr University Munich).

Abstract

The need for a transformation to an environmentally friendly economy is undisputed. Procurement has a steering function, as considerable influence can be exerted on the upstream supply chain. The incorporation of environmental ambitions in purchasing strategies, policies and processes has gained widespread interest in academic research. In both private and public procurement, recent research examines whether the implementation and uptake of green purchasing practices not only takes place in an efficient and effective manner, but whether the implementation and uptake can also improve the performance of an organisation. While studies on measuring the influence of green procurement practices on organisations' performance are available, they come to different conclusions. Hence, this paper, examines 22 empirical studies by employing a meta-analytical methodology. The results demonstrate, that adopting green procurement practices has a positive effect on organizational performance.

[9737] *Made in Italy: an investigation of modern slavery in Prato*

Amy Benstead (University of Manchester), Albachiara Boffelli (University of Bergamo), Filippo Visintin (University of Florence) and Hakan Karaosman (Cardiff University).

Abstract

This working paper explores the dark side of the Prato garment district in Italy by engaging with multiple stakeholders to understand how local actors can help to address exploitative working practices and create systemic change. The findings provide a timeline of events that have characterized the textile district in Prato. We explore how the intervention of a multiplicity of stakeholders is needed to reduce modern slavery issues affecting the textile district in Prato, to help foster the integration of migrants and Italian entrepreneurs, ensuring that the industry can continue to prosper.

[6682] *Operations strategy of impactful hybrid organizations: An inductive theoretical framework*

Jorge Rodriguez (ESPOL - ESPAE Graduate School of Management) and Esteban Koberg (Escuela de Negocios, Universidad Adolfo Ibáñez).

Abstract

Hybrid organizations are increasingly recognized as innovative organizational forms that pursue social missions in combination with commercial activities. This research aims to explore the role of operations strategy in highly impactful hybrid organizations. To accomplish our aim, we focus on a sample of certified B-Corps. We conduct exploratory multivariate analysis to identify highly impactful B-Corps and characterize them in terms of business model elements and key stakeholders served. We find that highly impactful B-Corps focus on creating positive impact for a specific group of stakeholders (customers) and deploy business models for providing services to disadvantaged populations.

[8199] *Modern slavery risk assessment: Due diligence in the labour supply chains of long-term care*

Caroline Emberson (University of Nottingham).

Abstract

The aim of this paper is to critically examine emerging frameworks for modern slavery risk assessment due diligence and to consider their implications for the public procurement and commissioning of essential services such as long-term care. Through a desk-based review of the SHIVA foundation's self-assessment scorecard and a preliminary analysis of its use for the development of due diligence action planning in one English local authority, the strengths and weaknesses of this voluntary approach for the eradication of modern slavery are considered and the implications for UK and EU public procurement policy, practice, theory and research in this area discussed.

[5857] *Can Circular Economy strategies serve to mitigate supply risk enhancing firm performances?*

Roberta Pellegrino (Politecnico di Bari), Barbara Gaudenzi (University of Verona) and Luca Fraccascia (Sapienza University of Rome).

Abstract

Beside the growing interest in Circular Economy (CE), there is a lack of management studies investigating the new paradigm of CE to cope with risks, to increase resilience and to improve firm's performances. Recent studies are arguing that resilience can help firms and supply chains (SCs) to build circular business models and proactively respond to any crisis due to the presence of crucial capabilities. However, conceptual or empirical researches on this field are still lacking. This study aims to investigate whether resilience can help firms to realize CE strategies and to improve firms' performance, proactively responding to crisis in turbulent environment.

[1839] *Demand Forecasting in Manufacturing Pharmaceutical SMEs in Ghana*

Albert Aidoo-Anderson (Salford University Business School), Yiannis Polychronakis (Salford University Business School) and Stephen Kelly (Salford University Business School).

Abstract

This paper investigates how Manufacturing Pharmaceutical (Mpharma) SMEs in Ghana forecast demand. It identifies sector-specific forecasting methods, the importance of accurately forecasting demand, as well as the challenges and how they can be mitigated. The key findings of the research are that MPharma SMEs in Ghana predominantly forecast demand using judgemental forecasting methods and that even though SMEs receive significant intermittent orders from customers intermittent/irregular demand forecasting is non-existent. The findings also indicate lack of historical and accurate data, dedicated/expert forecasters. Forecasting activities are normally performed by managers with adequate domain knowledge but insufficient training, and there are low levels of technology/ software adoption.

[7751] *Incentivising high-quality data acquisition: Contrasting different incentive-based data purchasing approaches*

Dominik Oehlschläger (Bundeswehr University Munich), Kübra Ates (Bundeswehr University Munich), Andreas Glas (Bundeswehr University Munich) and Michael Eßig (Bundeswehr University Munich).

Abstract

Access to high-quality data is a competitive necessity in today's business landscape. As data sources are often outside the boundaries of the focal organisation, data has to be externally acquired. However, research often presumes data availability and neglects the actual data acquisition procedure. It is reasoned that data quality depends on the type of incentive given to the data supplier. The goal of this research is to identify incentivisation mechanisms for data acquisition and link these mechanisms to the obtained data's quality level. Empirical insights have been gathered through a multistage world café with experts from the fields of purchasing and data analytics. The findings propose that timely incentives that encourage recurring interactions between involved parties are preferable to one-time purchases, performance-based incentives are favoured compared to fixed incentives, and financial incentives seem to be prioritised over non-financial incentives, given that financial ones are in concert with either potential for recurring interactions or performance-based components.

[4836] *What impedes circularity in public procurement? Nudging the purchaser to implement the contracts*

Sofia Lingegård (KTH Royal Institute of Technology).

Abstract

Research on circular public procurement has mainly focused on the implications for the procurement stage, while studies on Implementation in public organizations are scarce. The aim of this study is to analyze the challenges of circularity in the public procurement implementation chain in two case studies and to explore the possibility of supporting purchasers through nudging. The results from this study contribute to the fields of sustainable consumption and organizational change, as well as provide implications for public procurement and the use of nudging in a public purchasing context.

[3750] [OL] Competences for sustainability and innovation in purchasing and supply management: The employers' perspective

Daniel Rabel (Graz University of Technology), Marco Berger (Graz University of Technology) and Volker Koch (Graz University of Technology).

Abstract

This research aims to investigate the competencies needed by purchasing and supply management (PSM) professionals with a focus on sustainability and innovation in Europe on the employer's side of view. The study investigates which competencies are deemed to be most important and whether these have changed over time by examining job advertisements and comparing them to prior findings. The results show that required competencies have changed more towards technical skills, strategic business skills and sustainability competencies. The outcome also provides companies an orientation when it comes to optimizing the skillset of their PSM departments toward sustainability and innovation.

[3439] [CP] Knowledge spillovers to competitors via suppliers: An empirical exploration and research agenda

Matthias Holtrup (University of Twente), Niels J. Pulles (University of Twente) and Holger Schiele (University of Twente).

Abstract

Buying firms often rely on collaborations with suppliers for innovations. However, when a buyer collaborates with a supplier, the buyer risks knowledge spillovers. Therefore, although collaborations with a supplier can help the buying firm to improve innovation, it also poses a risk as these innovations might spillover to competitors. In this paper, we examine knowledge spillovers via suppliers explicitly. We present an agenda for future research based on empirical explorations into multiple perspectives (i.e., Sales, Purchasing, R&D) on knowledge spillovers. Initial findings present several novel perspectives that challenge existing views in the literature.

[6115] Evaluating E-Auction Format Selection Criteria

Joana G. Matos (University of Twente), Frederik Vos (University of Twente), Aldís Sigurðardóttir (Reykjavik University) and Holger Schiele (University of Twente).

Abstract

This paper aims to analyse various models for selecting e-auction formats and their effectiveness in achieving procurement objectives. The study examines five different models and three main theories, Mechanism Design Theory, Private and Common Value Theory, and Behavioural Economics, to provide insight into decision-making processes involved in e- auctions. The findings indicate that despite the existence of some decision-making model on e-auction format, and their overall consistency in choice of decision criteria, there were also many discrepancies on the e-auction design recommendations. The paper therefore highlights the limitations of existing models and calls for future research to develop a more comprehensive theoretical framework. The study provides valuable insights for procurement managers in selecting appropriate e-auction formats to achieve their organization's goals.

[9515] [CP] Promotion of cross-border public procurement at a regional and local level: An analysis of activities in selected regions of the EU

Christine Freye (Bundeswehr University Munich, Procurement Working Group), Maximilian Hammer (Bundeswehr University Munich, Procurement Working Group), Christian von Deimling (Bundeswehr University Munich, Procurement Working Group) and Michael Eßig (Bundeswehr University Munich, Procurement Working Group).

Abstract

Over the past years, several different studies have outlined the importance of cross-border public procurement (CBP) for an efficient, effective, and strong European economy. Even if CBP can add value to meet current economic challenges, such as pandemic recovery or digital transformation, past studies confirmed a low level of CBP activities in Europe. In light of the actual importance of CBP, our aim is to measure the current level of CBP and to identify possible potential barriers and challenges that hinder the implementation of CBP in Europe. Therefore, we used a secondary data analysis of contracting data of public authorities in Europe. In this context, we used the data from the tenders electronic data, also called TED of the European Union. With our paper, we can confirm previous study results, whereby we give an up-to-date view of current CPB activities. Consequently, we show that the actual level of CBP is still at a low level with a share of 1 to 3 percent. In addition, we show that there is a more heterogenous than uniform understanding of CBP. In this context, we are also able to identify 12 different obstacles in the award process. The identified obstacles show that home bias is a significant factor that hinders the implementation of CBP. In conclusion, it is necessary that policies clarify the term, scope, potential advantages, positive effects, and legislation frameworks for Europe-wide implementation of CBP in the public sector.

[8147] *Tragedy of Common Access: How to Offset Rebound Effects of Mobility-as-a-Service*

Johan Kask (CREDS, Inland Norway University of Applied Sciences), Petter Braathen (CREDS, Inland Norway University of Applied Sciences) and Martin Hanssen (CREDS, Inland Norway University of Applied Sciences).

Abstract

Due to cost and resource efficiency, circular "as-a-service" solutions – where customers pay for access – are growing. These solutions save resources because private means are often unused. These non-ownership models have many benefits but rebound effects that could undermine their sustainability have been understudied. This e-scooter case study investigates such effects in the Mobility-as-a-Service context and finds ways to mitigate them. It shows that increased demand, resource extraction, waste, and pollution are severe rebounds in this context, diminishing the solution's resource efficiency. Recommendations to mitigate rebounds include reforming the pricing model, incentivizing responsible purchasing, establishing pick-up and return spots, and raising awareness.

[986] [OL] *How procurement strategy as an instrument for good drove change management in an immature procurement environment: the case of ABS University*

Simon Croom (University of San Diego).

Abstract

This paper presents the case of a 75-year-old private west coast USA institution which has grown over the last 2 decades in both scale and reputation to an over \$500 million revenue enterprise. Expenditures are in the region of 45% of revenues and include construction, equipment, MRO, IT/AV and services. Until recently most purchasing was carried out tactically, by user departments and functions, but the introduction of centralized procurement has led to moves for greater strategic centralization. External review and senior faculty research led to the adoption by the university president of a procurement development program to increase the transparency and impact of procurement function, deliver organizational strategies related to core mission and achieve bottom line cost savings and value improvement. However, perceptions of the role of procurement were very archaic – senior administration saw large contract sourcing and negotiation as outside the purview of procurement, associating budget authority with purchase authority and across campus major challenges were faced due to poor compliance with procurement policies. This case example of a local university has presented some of the toughest challenge in terms of senior leadership compliance, yet the impact of strategic alignment, plus some very strong exchanges deconstructing the problems of contracting absent procurement engagement were the two critical levers to drive change.

[146] [OL] *Digital Transformation leading to Transparency and Traceability of food supply chains*

Asterios Stroumpoulis (University of Piraeus) and Evangelia Kopanaki (University of Piraeus).

Abstract

This paper examines the role of Digital Transformation on the Transparency and Sustainability of Food Supply Chains. An important long-lasting problem is the large amount of food products that are lost or wasted inside the supply chains. An additional problem is the lack of transparency in all processes of the food supply chains. Digital Transformation of the food supply chains may facilitate sustainability practices, as they support supply chain

processes, lead to paperless procedures, and enable traceability. The aim of this research is to clarify the combination of Digital Transformation and Food Supply Chain and examine how transparency and traceability lead to the increase of sustainable performance.

[8160] [OL] *The contribution of Digital Transformation to the increase of Financial Performance of Supply Chain Management: A conceptual framework*

Asterios Stroumpoulis (University of Piraeus), Polyxeni G. Tsitsiri (University of Piraeus), Panagiotis G. Artikis (University of Piraeus) and Evangelia Kopanaki (University of Piraeus).

Abstract

Digital Transformation, Supply Chain Management, and Financial Performance are the main study areas of this paper. Nowadays, due to the increase of Information Technologies and their ease of adoption, some companies are trying to accomplish the digital transformation of their supply chains in order to be better aligned with their partners, increase their financial results, and establish their position inside their task environment. This research aims to clarify how Digital Transformation integrates inside Supply Chain Management and examine how it could lead to increased financial performance.

[9607] *Does gender matter or not? Meta-analysis on what gender diversity means for sustainable supply chain management*

Katie Kenny (Aalto University).

Abstract

This paper sets up a meta-analysis on gender effects on sustainable supply chain management. The aim is to both evaluate purchaser gender in decision making and the gendered behaviors associated with purchasing and supply management occupations. Based on preliminary evidence, individual gender stereotypes of being agentic or communal also shape occupational behaviors such as being tough negotiators or collaborating with suppliers. Behavioral studies that measure the relationship between gender or gendered occupational behaviors and sustainable performance will be analyzed. This research topic will add to the growing body of literature supporting diversity, equity, and inclusion (DEI) efforts in management.

[6848] [CP] *Constructing distance to Scope 3 emission targets - Procurement managers' meaning creation processes*

Sofia Wiik (Copenhagen Business School (Dep. of Operations Management)), Christian Hendriksen (Copenhagen Business School) and Kim Sundtoft Hald (Copenhagen Business School).

Abstract

This study examines procurement managers as active meaning-makers who devise coping strategies and supplier interaction strategies based on their interpretations of GHG emission reduction targets. Our analysis through the lens of symbolic interactionism offers new insights into the complexity of how Scope 3 emission targets travel across a supply network. In an effort to green the supply network, procurement managers construct their own symbolic and metaphorical systems to interpret targets. These systems have implications for their supplier interaction strategies. The findings from this paper provide necessary complements to existing supply chain management and procurement research, particularly emerging research on Scope 3 targets.

[5500] [CP] *Dynamic capabilities in public procurement*

Elina Karttunen (LUT University), Aki Jääskeläinen (Tampere University), Iryna Malacina (LUT University), Katrina Lintukangas (LUT University), Frederik Vos (University of Twente) and Anni-Kaisa Kähkönen (LUT University).

Abstract

The importance of public procurement is widely recognized by policy-makers, firms, and the general public. Despite the vast amount of work that has been done in improving the effectiveness of the public procurement function the amount of in-depth empirical research appears to be limited. In this study, we draw upon the dynamic capability view (DCV) to describe the capabilities associated with public procurement value. The empirical part of the research is based on the analyses of eight cases of value-creating procurement from four public organizations. The findings extend the understanding of the value creation process of public procurement.

[9235] Sustainable Supply Chain Finance: stakeholders' pressures and potential impacts on SC sustainability
Elisa Medina (Politecnico di Milano), Federico Francesco Angelo Caniato (Politecnico di Milano) and Antonella Maria Moretto (Politecnico di Milano).

Abstract

As Sustainable Supply Chain Finance (SSCF) relevance increases for both practitioners and academics, the criticism on the reasons why these solutions are adopted and on whether they generate positive impacts on sustainability increases too. As stakeholders' pressures on sustainability keep increasing, it is relevant to investigate possible external pressures on SSCF. Moreover, there is the need to understand the expected benefits that these solutions can provide in terms of SC sustainability for the different players involved. This paper investigates these issues, leveraging the Stakeholder Theory, and developing a two-step methodology based on a preliminary focus group and multiple exploratory case studies. These have as unit of analysis the SSCF solution and include in the sample buyer, suppliers, and financial/technology providers related to the same SSCF solution. Results show the main pressures that directly or indirectly drive the adoption of SSCF and depict SSCF expected impacts in terms of SC sustainability.

[721] [CP] [OL] Exploring Circular Supply Chain Designs in B Corps: The Role of Flows and Capabilities

Lydia Bals (University of Applied Sciences Mainz), Kelsey Taylor (University of Manitoba) and Eugenia Rosca (University of Groningen).

Abstract

This research investigates circular supply chain configurations, the significance of various flows in enabling circularity, and the role of capabilities in managing these flows. Secondary data on 200 environmental award winners within the B Corp certification scheme has been analysed, and resulting insights are combined with in-depth case studies of six organizations. The results highlight the need for integrative designs of all types of flows, as well as the paramount role of capabilities in the successful implementation of circular supply chain designs, including those related to stakeholder relationship management, supply chain collaboration for improved supply chain transparency, and systemic thinking.

[8675] [CP] Ensuring chip supply for automakers: A social network perspective

José Augusto Campos Garcia (Chalmers University of Technology), Ala Arvidsson (Chalmers University of Technology) and Patrik Jonsson (Chalmers University of Technology).

Abstract

The automotive industry has, in the past 2 years, faced a severe shortage of semiconductor components. Several approaches have been taken to secure supply of components and minimize the impact of shortages on automakers' production volume. This study applies the Social Network perspective to the case of a commercial vehicle Original Equipment Manufacturer (OEM) during the semiconductor shortage crisis. The paper aims to investigate how the Purchasing and Supply Management (PSM) approaches adopted by automakers change the supply network for electronics and semiconductor components, and how the PSM approaches and these changes impact automakers' ability to secure supply. The findings show that PSM approaches have three levels of interaction with the supply network: internal, external supplier, and external supply network approaches. While only external PSM approaches change the supply network, all PSM approach levels help secure component supply.

[899] Circular soil and rock masses – a public-private relational mess

Anna Fredriksson (Linköpings Universitet), Mats Janné (Linköping University), Kristina Lundberg (Ecoloop) and Linnea Eriksson (VTI).

Abstract

Sweden is at EU bottom of circular soil and rock masses. The purpose of this study is to capture the relationship between the overall system and subsystems of circular soil and rock masses to identify barriers to establishing efficient circular soil and rock material flows. The main hinders are lateness of action, legislation, and lack of information sharing. This together creates a relational mess between the subsystems, leading to a lack of understanding of how to act. The relations must be clarified before public procurement will have its intended impact to increase circularity and decrease transport emissions.

[4009] [OL] *The Impact of Circular Purchasing on Business innovation*

Adel Aloui (EM Normandie Business School), Naouel Makaoui (ICD Business School) and Richard Calvi (Université Savoie Mont Blanc USMB).

Abstract

This research focuses on circular purchasing by proposing a conceptual model that improves understanding of how this purchasing policy contributes to innovation in companies. We tested the model's hypotheses using data collected from 247 French companies. The results of the analysis show that circular purchasing promotes innovation in companies. Moreover, the study indicates that a more responsible global strategy promotes a circular purchasing policy and is influenced by better collaboration, communication, and coordination with suppliers.

[8672] [CP] *Teaching supply chain management through megagames*

Mats Janné (Linköping University) and Anna Fredriksson (Linköpings Universitet).

Abstract

The purpose of this paper is to provide insights into how supply chain management can be taught using megagames as a pedagogical motor. This study has had a longitudinal action research approach to student centred learning as it builds on a previous paper on introducing a theme of cross-functional decision-making through combining lectures, case assignment, and computer-based tools. Combining case work and the megagame has led to activity independence and room for new reflections. What can be seen is that exchanging the computer-based tool for a megagame has allowed students a deeper understanding of not only decision-making, but also decision-formulation.

[7106] [OL] *EMBRACING TENSIONS AND CHANGE IN SUSTAINABLE SUPPLY CHAIN MANAGEMENT: How new perspectives could help SCM in the search for sustainability*

Jacopo Colombo (University of Bergamo), Albachiara Boffelli (University of Bergamo), Matto Kalchschmidt (University of Bergamo) and Hervé Legenvre (The European Institute of Purchasing Management).

Abstract

By investigating the tensions connected with sustainability that many organisations, and purchasing professionals in particular, nowadays are facing, this paper proposes a novel contribution by addressing how deepened and broadened searches can be leveraged to solve such tensions. Six case studies, namely sustainability projects implemented by different companies, are explored to show how purchasing helped searching for innovative solutions to balance the experienced tensions. The study contributes to the literature on purchasing and supply chain management by further developing the concept of search and demonstrating its suitability to solve sustainability-related tensions.

[3505] [CP] *Supply Chain Finance Program from a cross disciplinary approach : An applied study to the European Automotive Industry*

Julia Guinchard-Nascimento (ISC Paris) and Dora Triki (ESCE).

Abstract

Although there is a rich literature documenting the positive relationship between supply chain and financial performance, only few contributions explore the financial flows associated to the adoption of Supply Chain Finance (SCF) practices. The purpose of this paper is to show how (SCF) programs through on major practice called reverse factoring improve cash generation and working capital management. By developing an econometric model to estimate the effect of adopting SCF methods on companies' cost of capital (CC), we explore the following question: how the suppliers lead time payments extension using reverse factoring allow the company to improve its cost of capital? To test our model, a sample including most firms in the Eurozone's automotive sector will be observed over eleven years' period, five years before and five years after the adoption of reverse factoring solution.

[7728] *Innovation contests in public procurement: challenges as a new instrument?*

Julia Werneth (Bundeswehr University Munich), Christian von Deimling (Bundeswehr University Munich) and Michael Eßig (Bundeswehr University Munich).

Abstract

Political decision-makers are showing great interest in the ability of public procurement to promote the innovative capacity of private companies through public contracts. Suppliers are increasingly seen as a source of innovation in the public sector. In this context, the use of innovation contests in public procurement is increasingly observed. Challenges represent a special type of innovation contests. A goal of the paper is to be it the concept of Challenges exploratively to examine and the use in the public procurement. In this paper, an exploratory case study was conducted to examine selected design elements of challenges and to identify factors critical to the success of challenges. This study helped to increase understanding about this type of innovation contest and to identify alternatives to previously used innovative public procurement tools. The results indicate that challenges have the potential to efficiently develop and utilize supplier innovations in public procurement.

[7719] Life cycle cost in public procurement: Insights from a survey taking the supplier's perspective

Moritz Brandstetter (Bundeswehr University Munich), Franziska Binder (Bundeswehr University Munich), Christian von Deimling (Bundeswehr University Munich) and EBig Michael (Bundeswehr University Munich).

Abstract

Public procurement relies on life cycle costs to achieve best value for money in projects. Current life cycle cost research focuses on its application, use in supplier selection, and management of selected suppliers. These issues are mainly discussed from the public perspective, not taking the supplier's viewpoint. Also, little attention has been given to the willingness of suppliers to exchange life cycle costs during the procurement process. Thus, the survey conducted in the German defence industry shows that suppliers are already familiar with life cycle costs, but not yet to a comprehensive extent. This study contributes to the suppliers' view of life cycle costs in a public context.

[7609] Reinvigorating ethical sourcing: How ethics of duty and justice can produce transformative systemic change

Lee Matthews (University of Nottingham), Leonardo Marques (Audencia Business School) and Damien Power (University of Melbourne).

Abstract

'Ethical' and 'sustainable' sourcing have long been recognized as helping businesses improve their competitive position. However, it is questionable whether such instrumental approaches are able to drive systemic change. In this paper, we elaborate the concept of 'social purpose sourcing' that is supported by, and compatible with, alternate economic models that propose that treating environmental and social costs of supply chains as 'externalities' is a luxury society can no longer afford. This approach is easily dismissed as naïve utopianism but this would be to ignore the emergent sourcing strategies of social purpose businesses.

[550] [CP] Supply Chain Leaders as Change Agents

Robert Suurmond (Maastricht University, School of Business and Economics), Maximillian Körber (Maastricht University, School of Business and Economics) and Diogo Cotta (Maastricht University, School of Business and Economics).

Abstract

In this paper, we investigate the role and impact of supply chain leaders on their organization. We leverage structure-as-strategy and upper echelon theory to investigate how and under what conditions supply chain leaders drive systemic change within their organizational confines and across boundaries. In particular, we study a set of 18 Supply Chain and Operations Management Executives that operate at the level of the top management team or board of executives. Our findings highlight both what SCOMEs do within their organizational contexts, as well as how their individual backgrounds shape their sensemaking and shift their attention.

[4314] Can we design a better advertisement for a SCM job than the AI? An experimental study

Vojtěch Klézl (Örebro University School of Business, Örebro, Sweden), Stephen Kelly (University of Salford), Jan Vašek (University of Chemistry and Technology Prague, Prague, Czech Republic), Zeinab Rezvani (Örebro University School of Business, Örebro, Sweden) and Ali Farashah (Mälardalen University).

Abstract

This article aims to contribute to the very current discussion on the Artificial Intelligence (AI)-powered tools in practice by conducting an experiment on overall usability of an AI generated job advertisement compared to a "real" advertisement from a job portal, and an "ideal" job advertisement written by purchasing and supply management experts. The preliminary results are encouraging for the AI – there are no significant differences in job pursuit intention, job appeal, job fit and ad informativeness across the three advertisements, and in fact the AI-generated advertisement performed better in all aspects, albeit not significantly.

[5550] Proactive contracting and legal design : Enablers of systemic change in purchasing and supply chain management

Isabell Storsjö (University of Turku), Piia Kaave (University of Lapland) and Juho Saloranta (University of Eastern Finland).

Abstract

Proactive contracting and legal design approaches represent alternative approaches to contracting that could enable systemic change and resilient sustainability. This paper introduces these perspectives and reviews the literature on proactive contracting and legal design in the purchasing and supply chain management (PSM) literature to identify knowledge gaps. The paper concludes with propositions for future research.

[3411] Total Cost of Ownership (TCO) within the automotive industry – a DELPHI study approach to determine total cost manifestation

Richard Turinsky (University of Strathclyde), Beverly Wagner (University of Strathclyde), Clemens Kupke (University of Strathclyde) and Erich Groher (International School of Management (ISM)).

Abstract

Total Costs of Ownership (TCO) in buyer-supplier relationships are a manifold area of investigation within the automotive industry. This working paper analyses total costs from an informational and transactional perspective by taking advantage of an extensive DELPHI study approach at an automotive OEM. The DELPHI study approach offered several benefits for the research and led to the finding that total costs must be separated into further phases.

[5962] [CP] Barriers and success factors for performance-based contracting: Tackling the black box of PBC implementation

Cornelia Ebadi (Bundeswehr University Munich), Andreas H. Glas (Bundeswehr University Munich) and Michael EBig (Bundeswehr University Munich).

Abstract

Performance Based Contracting (PBC) promises a win-win for suppliers and buyers in exchange relationships. It allows buyers to focus on their competencies and shift responsibility for system sustainment to suppliers, who are expected to deliver services more efficiently and effectively, and who benefit from higher profit margins and flexibility. Yet, to reap the benefits, PBC needs to be implemented successfully. Previous literature on PBC implementation remains project-specific and largely undertheorized, thus providing little guidance. Therefore, this paper aims to uncover barriers and success factors for PBC implementation, drawing on the strategic management literature and 18 expert interviews with PBC specialists. The findings indicate that the understanding of implementation success is multi-layered and internal organizational factors (process-oriented structure, centralized logistics setup, lacking willingness for change) combined with uncertainty regarding legal requirements are main barriers despite strategic intentions to implement PBC. This calls for future research on strategy-structure-fit for PBC implementation.

[7406] Scouting for Innovation: Bridging Roles of Scouting Services Providers

Thomas Johnsen (Audencia Business School), Francois Constant (Audencia Business School) and Osama Meqdadi (Audencia Business School).

Abstract

In this paper, we investigate the specific role of the service providers who can facilitate the scouting of innovations for purchasing. Purchasing is increasingly leveraging on such service providers, who are specialized in scouting innovations for buying companies to connect these with innovative startups or technology suppliers. The paper

employs balanced theory and structural hole theory to explore the outcome of different triadic configurations. At the time of this writing, the data collection is still ongoing, but we can already report on two interesting findings: we explored two triadic relationships with two different types of bridging roles played by the scouting service providers. The first case suggests that the service provider has only a connector role between the client and the innovative partner. The second case again highlights this bridging role, but it shows the complementary role of providing support and consultation to both parties.

[8910] *The interplay of suppliers' resilience and preferred customer status for supply chain resilience – A multi-echelon study based on first-tier supplier perspective*

Shikha Kalesh (University of Twente), Nadine Kiratli-Schneider (Maastricht University) and Holger Schiele (University of Twente).

Abstract

The recent continual supply chain disruptions caused by COVID-19, the Suez Canal blockade, and the Ukraine war have made industries sufficiently aware of the significance of supply chain resilience (Derrein & Van Der Putten, 2021; Maatsch, 2022; Ollagnier, 2022). It is vital for firms to have a supply chain that is resilient to be strong in the market and for the longevity of their business. A resilient supply chain might be affected during the disruption but can quickly return to its original performance level (Carvalho et al., 2012). The manner in which firms can achieve resilience is still not fully explored (Linnenluecke, 2017). The upstream supply chain partners (suppliers) have a huge impact on how resilient a customer firm can be (Attinasi et al., 2021; Lund et al., 2020). The differential impact of activities of tier 2 and tier 1 suppliers on customer's resilience has not been addressed fully in current literature. Furthermore, a customer who satisfies suppliers gain preferential status and receive preferential treatments such as allocation of their capacity, employees, or other resources (Hüttinger et al., 2014). However, the role of being a preferred customer to the supplier in achieving resilience during disruption is still unknown. It is essential for companies to know every potential opportunity to be resilient in this unpredictable market. This study therefore intends to compare the effect of resilience of tier 2 and tier 1 suppliers as well as preferred customer status on resilience shown towards customer.

[612] *Evolution in Teaching Supply Chain Management: Impact of Sustainability*

Laura Menzies (University of Liverpool) and Matthew Tickle (University of Liverpool).

Abstract

In this education-focused paper we will be analysing the literature on teaching supply chain management (SCM) and mapping it against the UNESCO Key Competencies for Sustainability. We will then present a reflection on thoughtfully amending the content of a traditional undergraduate SCM module to a sustainable supply chain management (SSCM) module whilst considering students development of the above competencies. The reflection will cover the introduction of carbon literacy training, systems thinking, and SC integration as well as the use of co-created knowledge and real-world examples. Delivering this content meant the lecturer adopted a facilitator role to support co-creation of knowledge, recognising that students experience of sustainable consumption can provide interesting and relevant insights. Content and delivery in one additional postgraduate SSCM module is also presented to provide a comparison, highlighting similarities between two independent lecturers approaches. This paper sets the groundwork for a wider project examining the evolution of SCM education as we work towards a sustainable future. We are keen to recruit academics delivering SCM content to this study to understand their views and experiences.

[4950] *Developing Strategic Thinking in a Purchasing and Supply Course*

Klaas Stek (University of Twente - European Lab for Innovative Purchasing and Supply).

Abstract

For the challenges regarding sustainability and digitalisation, the purchasing and supply management function needs a future workforce that can think strategically out of the box. An experiment in a masters course showed that a mix of learning objectives, didactics and assessments leads to strategic thinking. Evidence shows that a precondition is that the student is result-driven, curious and open to new experiences. According to Mintzberg (1994), "creativity" is a necessity for "strategic thinking". This paper provides evidence that analytical thinking and creativity are necessary conditions for strategic thinking. Absent creativity and analytical thinking will prevent the student from strategic thinking. Additionally, creativity is a sufficient condition; higher levels lead to higher levels of strategic thinking. Moreover, evidence is found for other necessary and sufficient conditions than Mintzberg proposed.

[4708] *Words without deeds and deeds without words: An initial empirical analysis of the intention action gap in corporate sustainability*

Ruth Schültken (University of Mannheim), Christoph Bode (University of Mannheim) and Matthias Schlipf (Munich University of Applied Sciences).

Abstract

A gap between sustainability intentions and actions is well known from consumer buying behavior: Customer intentions to buy sustainable products can vary significantly from their actions (e.g., Carrigan and Attalla (2001), Roberts (1996), Auger and Devinney (2007)). A decoupling between the company's intentions and actions is also well known (Meyer & Rowan, 1977). Presuming there is also a gap between companies' sustainability intentions and actions, and they intend to be sustainable but do not act in a sustainable way, a survey among 420 procurement employees was conducted. This survey provides first empirical evidence that there is a decoupling of companies' sustainability intentions and actions which results in an intention action gap in corporate sustainability. Further, drivers that impact the gap are identified and first explanations are derived why companies' sustainability actions overshoot or undershoot the corporate sustainability intentions. Thereby, this research establishes the basis for aiming at a tight coupling of corporate sustainability intentions and actions, as well as for developing theories.

[5891] *[CP] The role of risk management practices in IT service procurement: A case study from the financial services industry*

Aleksi Harju (LUT University), Jukka Hallikas (LUT University), Kati Marttinen (LUT University) and Anni-Kaisa Kähkönen (LUT University).

Abstract

This study investigated the risks of IT service procurement and the role of risk management practices (RMPs) during service procurement processes. As a result, the study provides a typology for understanding IT service procurement risks. The findings indicate that several practices related to risk management during the service procurement process are important in reducing the probability and impact of risks. The study shows that RMPs are valuable in managing service disruptions. Based on the findings, this study provides an explorative framework for increasing service performance through the adoption of RMPs.

[1109] *Towards a research methodology for studying cross-functional integration in PSM – Demonstrating the case of integrating open source management*

Florian N. Paffrath (TU Dortmund University, Chair of Enterprise Logistics) and Michael Henke (TU Dortmund University, Chair of Enterprise Logistics).

Abstract

Cross-functional integration is one of the highly discussed topics in PSM research and has been stated to be critical to the functional performance. As the literature on this topic uses different theoretical constructs and mechanisms to investigate cross-functional integration in PSM, we are providing a conceptual grounding of research in this direction. Therefore, we present analytical dimensions of mechanisms used in the past and present meta-requirements for future research attempts. Also, we demonstrate these meta-requirements by describing their usage to tackle the new problem-solution space of open source management. We propose this research field as a new business model with a high potential for PSM integration.

[9380] *[CP] Diversity in strategic leadership as a driver of sustainable supply chain management*

Alana Vandebeek (Open Universiteit), Wim Lambrechts (Open Universiteit) and Jelle Mampaey (Open Universiteit).

Abstract

Sustainable supply chain management (SSCM) is becoming increasingly important, but its implementation by companies still remains challenging. Currently, the literature has primarily focused on identifying the various antecedents and drivers for the adoption of SSCM. In this paper, we go deeper into one particular driver of SSCM and provide a more thorough understanding of the relationship between top management team (TMT) diversity and SSCM. We attempt to bring more clarity to the concept of TMT diversity within the context of supply chains and guide its development by reviewing and synthesizing the existing literature on how diversity may influence the adoption and implementation of sustainable practices in supply chain operations. We provide a theoretical framework that

zooms in on the particular mechanisms behind TMT diversity as a driver of SSCM. The framework allows us to structure the present research and depicts how increasing TMT diversity can be an important way to increase the actions the firm is likely to take towards ethical and sustainable sourcing.

[8771] Supply Chain Complexity and Supply Chain Resilience: A literature review

Gyusuk Lee (IE Business School).

Abstract

The increasing globalization of economy and advancements in technology are forcing fierce competition in the market. It leads to the fact the complexity of the supply chain has increased in the recent years, such that supply chains are becoming more complex than ever because of the increasing uncertainties of the business environment. To this end, global supply chains present complex relationships and interactions between entities, raising new challenges for both researchers and practitioners.

The impact of supply chain complexity on firm performance has been investigated in literature. In general, higher complexity in a supply chain is known to generate adverse outcomes on supply chains such as higher operational costs, poorer customer satisfaction, delayed delivery, and lack of information sharing and integration among supply chain partners. However, its potential effect on supply chain resilience under disruption risks are not extensively studied.

To this end, this paper aims to provide a literature review, specifically focusing on the interactions between supply chain complexity and supply chain resilience under supply chain risk events and disruptions.

[727] A contractor perspective on inter-organizational collaboration in programs

Gijsbert Van de Waerd (University of Twente), Leentje Volker (University of Twente), Lynn Vosman (University of Twente) and Hans Voordijk (University of Twente).

Abstract

Working in programs, a novel approach in construction, aims to achieve benefits of bundling projects with common a goal or mission. However, literature on inter-organizational relations in programs is rare, especially regarding the perspective of contractors. This research shows that within programs contractors develop towards a collaboration state without competition. Furthermore, contractors tend to develop long term relationships with the supply chain, either by formalized agreements or by informal incentives. This explorative research may benefit contractors when participating in programs, while public clients, and consultancy firms may take advantage of the findings in drawing up programs in the future.

[7717] Online orders fulfillment with lateral transshipment in an omni-channel environment: Trading-off economic and environmental sustainability

Isabelle van Schilt (TU Delft), Rita Maria Difrancesco (EADA Business School) and Matthias Winkenbach (Massachusetts Institute of Technology).

Abstract

In this paper, we consider the fulfillment process of online orders for an omni-channel retailer implementing ship-from-store strategy with lateral transshipment between stores. This problem is motivated by the real inventory planning problem frequently faced by omni-channel retailers aiming to serve their online customers in major cities with premium delivery speeds (i.e., same-day and on-demand delivery) at a high level of service out of their existing, heavily space constrained brick-and-mortar stores. The objective of this problem is to minimize the omni-channel retailer's fulfillment cost while minimizing the CO₂ emissions. We formulate the problem recurring to multi-objective optimization.

[635] Blockchain-as-a-Service Evaluation Framework for IT Sourcing - A Morphological Approach

Eugen Buss (South Westphalia University of Applied Sciences), Marc Hübschke (South Westphalia University of Applied Sciences), Elmar Holschbach (South Westphalia University of Applied Sciences) and Stefan Lier (South Westphalia University of Applied Sciences).

Abstract

Blockchain technology has the potential to change the way companies do their business. For this reason, more and more companies are choosing Blockchain as a Service providers to benefit from the advantages of this technology. However, existing classifications in the literature often have technical perspective and do not consider the perspective of buyers. Startups are often not considered, which can lead to an incomplete assessment of the available options. To address these challenges, we offer a morphological approach that provides relevant decision criteria at a glance. This helps companies make an informed decision and realize the full potential of blockchain technology without having to invest resources in their own development and operation.

[6058] *Different paths to supply chain resilience*

Martin Seif (School of Engineering, Jönköping University).

Abstract

The purpose of this paper is to explore what paths lead to supply chain resilience. Data from 165 Swedish manufacturing and retailing firms was split in two subsets based on level of supply chain complexity and analyzed using fuzzy-set qualitative comparative analysis. Findings indicate four and three sufficient paths to resilience for low and high complexity, respectively. All but one path consists of configurations of two capabilities. The results also show little overlap, which is suggestive of different paths to resilience based on level of complexity.

[594] *A framework structuring crisis management and supply chain resilience activities in PSM – A systematic literature review*

Julian Brinkmeyer (TU Dortmund University) and Michael Henke (TU Dortmund University).

Abstract

The last few years provide some serious crises which especially affect PSM. An effective crisis management determine companies' competitiveness in recent times. This paper investigates management and supply chain resilience activities in PSM of past crises by conducting a systematic literature review. Therefore, we classify the results into stages of crisis management and different management areas provided by the MTOI model. The developed framework of results portrays a holistic perspective on crisis management activities.

[1902] *Making smart use of smart meters: How to effectively govern the network of actors involved in the Dutch energy transition*

Tom Aben (Tilburg University), Martijn Jonker (Alliander/Delft University of Technology), Henk Akkermans (Tilburg University) and Wendy van der Valk (Tilburg University).

Abstract

The energy transition and ongoing digital transformation poses major challenges and opportunities to society. Smart meter data can help grid managers to operate the electricity grid with increased reliability at lower cost. So far, the digital transformations of electricity sectors are faltering. To improve, we need to learn about how actors in the energy sector can better leverage smart meter data and how to govern the relationships between these actors to better deal with rising complexity. Through investigating the digital transformation policy failure related to the rollout of smart meters in the Dutch electricity sector we develop a research agenda.

[6057] *Public buyer's capabilities for purchasing services: A systematic literature review*

Matin Taheriruh (Tampere University).

Abstract

Purchasing services within the public domain is a challenging task. Public organizations must comply with formal and regulated processes, however, services are intangible, contain subjective qualities, and rely on constant interactions between providers and buyers. Therefore, Public organizations need specific capabilities to successfully exchange services in regulated interactions with suppliers. Using the systematic literature review method, this working paper explores public organizations' capabilities for effective interaction in purchasing services.

[5171] [OL] Socially Responsible Supply Chain Management in the Industry 4.0 Era: An Exploratory Study

Deepak Asokan (The University of Manchester), Fahian Huq (Manchester Business School) and Christopher Smith (The University of Manchester).

Abstract

Current research on social implications of adopting technologies is limited and needs to be studied further to mitigate unintended consequences. Our case study approach reveals SRSCM-specific learnings from end-user and technology-service provider perspectives. The findings show that technology is not a “silver bullet” to solve SRSCM issues, is rekindling “traditional” challenges and creating novel problems. We find that buyer- supplier relationships needs to be studied further. We contribute to limited literature at the intersection of Industry-4.0 and SRSCM by providing insights on two simultaneously transforming yet interdependent phenomena. We provide practical implications for managers considering technology-based solutions by illustrating specific challenges.

[8786] [CP] Supply Chain Resilience and Green Supply Chain Management: an empirical analysis on purchasing strategies

Gabriella Imbrenda (Politecnico di Milano), Gaia Vitrano (Politecnico di Milano), Elisa Medina (Politecnico di Milano), Guido J. L. Micheli (Politecnico di Milano) and Federico Francesco Angelo Caniato (Politecnico di Milano).

Abstract

In an era of disruption for supply chains, innovative purchasing strategies arise to be more effective and long-lasting. The combination of Supply Chain Resilience (SCRES) and Green Supply Chain Management (GSCM) paradigms may represent a powerful added value for organisations. However, literature started to analyse purchasing strategies potentially enhancing both dimensions only in recent times and conceptual terms. Therefore, this study explores how purchasing strategies are implemented to jointly improve SCRES and GSCM, through multiple exploratory case studies involving six large companies from the manufacturing industry. A comprehensive research framework classifying those strategies has been developed to highlight synergies and trade-offs existing between SCRES and GSCM, and to identify, through a longitudinal view between the pre-pandemic period and the current energy crisis, how purchasing strategies have been implemented and adapted in different contexts.

[9460] Procurement digitalization: what do we know so far?

Marco Formentini (Department of Information Engineering and Computer Science (DISI), University of Trento) and Giorgio Scarton (Department of Information Engineering and Computer Science (DISI), University of Trento).

Abstract

The digitalization of procurement processes promises organizations significant potential for achieving a competitive edge in today's market. However, to fully realize these opportunities and satisfy the expectations about procurement digitalization, a critical evaluation of the potential benefits and implementation strategies is needed. This study adds value to this area by providing a systematic analysis of the current state-of-the-art in procurement digitalization and developing a theoretical understanding of this phenomenon and its strategic implications. By developing a conceptual framework for analysis, this study aims to inform future research and provide an overview on current practices for organizations looking to implement digitalization in their procurement processes.

[1426] Broadening the purposive scope of supply chain financing: Insights from a focus group of anchor corporations

Calvin Klein (University of St. Gallen - Institute of Supply Chain Management).

Abstract

The purpose of supply chain financing is evolving from a tool for cost-efficient management of working capital towards an instrument for purpose-driven supply chain management. Sustainable and resilient considerations are increasingly being incorporated into financing arrangements, while digitalization offers opportunities to engage small and medium-sized suppliers in the upstream supply chain. Our research, conducted through multiple focus groups, reveals how large buying companies can leverage purposive usage. While supply chain financing is increasingly becoming a holistic instrument for addressing specific purposes relating to direct suppliers, expanding the impact of supply chain finance to upstream suppliers remains a challenge.

[1143] [OL] Sustainability performance measurement in food supply chains in Italy: deep diving into social sustainability

Edoardo Copreni (Politecnico di Milano), Alessandro Lepori (Politecnico di Milano) and Verónica León-Bravo (Politecnico di Milano).

Abstract

This research aims to map the state of the art of sustainable multi-tier SC performance measurement systems in the food industry. Moreover, the objective is to design a semi-quantitative decision tool that could be used to evaluate how social sustainability is handled both in a self-evaluative and supplier-centric perspective and in this way to have a complete overview of performance assessment in practice. The research follows a mix methodology approach of qualitative and quantitative perspectives, first, conducting multiple case studies in the food industry in Italy and second, building a tool with a set of key performance indicators.

[3926] Hidden in the dark: a study of animal welfare transparency and opacity in fashion supply networks

Rhona Johnsen (Audencia Business School), Thomas Johnsen (Audencia Business School), Philip Beske-Janssen (Copenhagen Business School) and Leonardo Marques (Audencia Business School).

Abstract

In this research we investigate transparency and opacity in animal welfare in fashion supply networks. Following a literature review, we develop a conceptual framework of transparency and opacity of animal welfare in supply networks using a geology perspective. By conceptually framing animals as 'stakeholders' rather than as 'resources', we add new insights into transparency in animal welfare in supply networks. By reporting on initial findings from our study, which brings insights from animal welfare organizations (international NGOs) through interviews and by conducting an analysis of secondary data on companies' actions on animal welfare transparency, we uncover how responsible practices can evolve in fashion supply networks to develop improved animal welfare transparency.

[1895] Exploring the effects of function-level satisfaction and interaction on supplier performance

Davide Burkhart (University of Mannheim), Christoph Bode (University of Mannheim) and Antonia Kappel (University of Applied Sciences Münster).

Abstract

While buyer-supplier relationships have received ample research attention, their interaction is usually simplified by considering only one overall relationship, neglecting function-level heterogeneities in interaction and satisfaction. Adopting an empirics-first approach and utilizing panel data of matched buyer-supplier dyads, our results reveal that on average, buyer and supplier functions "mirror" the interaction intensity of their counterpart. The following analyses however suggest that mirroring is not always beneficial, for relationships with a low geographical distance, suppliers perform better when there is an interaction gap, that is one side of the dyad is in the "lead."

[5567] Public Procurement 4.0: implementation barriers and enablers

Jan Vašek (University of Chemistry and Technology in Prague), Vojtěch Klézl (Örebro University School of Business) and Ján Sopóci (Czech Technical University in Prague).

Abstract

Little is known about the knowledge and utilization of Procurement 4.0 tools and technologies in public sector procurement. A mixed methods approach investigates seventeen principal tools and technologies on a sample of public sector buyers and technical experts. It concludes that the overall knowledge is low in both categories. Implications for practice and future research are considered.

[144] Real-life learning tool for Global Supply Chain Management course

Liubov Pakhomova (Maastricht University) and Adriana Saraceni (Maastricht University).

Abstract

In this research, we aim at integrating and adapting a serious gaming platform named Scenario Exploration System to constructive alignment in education. The gaming platform originally aimed at engaging with foresight and scenarios in a quick process, in less than three hours, in systemic thinking with a long-term perspective and to explore

alternative futures for specific issues. Through an interactive and participatory process, the game enables participants to acquire and share knowledge, explore the interests, motivations and strategies of different societal actors. Thus, the integration to education will enhance the challenges for students thinking by exploring the situations.

[6672] *The payoff of public procurement reforms on the efficiency of procurement processes*

Marly Tatiana Celis Galvez (Utrecht University School of Economics), Fredo Schotanus (Utrecht University School of Economics) and Vitezslav Titl (Utrecht University School of Economics).

Abstract

We study the effects of four major reforms of the discretionary thresholds in public procurement in the Czech Republic. These reforms decreased and increased the discretionary thresholds. Related literature has focused mostly on studying the effects of substantial increases of a threshold, but there is no evidence of effects of multiple mostly smaller changes in different discretionary thresholds. Our research question is therefore to find what the effects are of multiple public procurement threshold changes on the efficiency of the procurement process. Exploiting the Czech Republic institutional settings and a large data-set with procurement contracts, we employ a quasi-experimental methodology to estimate the changes in the Intention to Treat of the reforms on procurement outcomes, such as the number of bidders, time efficiency, and cost efficiency. We conclude that the threshold changes have little effect; hence our results suggest that if there are already thresholds to limit full discretion, then it does not seem to matter much how high the thresholds exactly are. Conducting a 'trial and error' revision path for these thresholds will mainly cost a lot in bunching inefficiencies without creating significant gains, as the outcomes that we measured did not change a lot. An important side-result is that we find that buyers' preferences for a simplified procedure may lead to an intentional underestimation of the estimated value of the contract, in order to remain under the threshold under which it is allowed to do a simplified procedure.

[6629] *An investigation into the role of power in sustainable agri-food supply chains*

Tim Else (The University of Sheffield), Andrea Genovese (The University of Sheffield) and Sonal Choudhary (The University of York).

Abstract

Powerful actors in a supply chain have been shown to influence sustainable practices. This paper captures how power has been explored in relation to sustainability in an agri-food supply chain context through critically evaluating the current research landscape. Four distinct perspectives emerged from the review; those who influence, impose, accept and resist sustainable practices within their supply chains. Influence and accept are classifications when practices are seen as fair in the supply chain from the perspective of the powerful and weaker actors respectively. When powerful and weaker actors perceive unfair practices, this has been categorised as impose and resist accordingly.

[6918] *Systemic change in purchasing and supply management: A review of 11 years of IPSERA conference proceedings*

Christine Freye (Bundeswehr University Munich, Procurement Working Group), Christian von Deimling (Bundeswehr University Munich, Procurement Working Group) and Michael EBig (Bundeswehr University Munich, Procurement Working Group).

Abstract

While the concept of systemic change remains disputed, a common denominator is that systemic change entails a fundamental, transformative, and cross-cutting form of change that implies major shifts and reorientation in social interaction systems. From this point of view of research in the field of PSM, the question arises whether these major shifts and reorientation have already become apparent in recent years and which signals and trends will shape this change. Along with this, the extent of continuous patterns and structures in research and discussion in PSM needs to be examined. In this regard, qualitative data analysis has been employed to extract the main topics in past discussions at IPSERA conferences. In total, more than 1,400 accepted and published conference papers from 2012 to 2022 were considered in this inquiry. With the exploratory aim and the structure-discovering approach, it was possible to extract 2,139 keywords, summarized in 19 different topic clusters with a total of 182 different topic facets. Based on those topic clusters and their facets, archetypes of research were developed on a yearly basis, showing how PSM topics evolved over time. In this context, a systemic change is not discernible. The analysis rather shows a consensus in the

discussion, due to recurring thematic structures. This paper provides the basis for further and more focused content-related analyses in order to uncover the mature evolution of the extracted main topics and developed archetypes.

[1228] [CP] *The impact of Additive Manufacturing adoption on Sustainable Supply Chain performance*

Alessio Ronchini (Politecnico di Milano), Daniel Eyers (Cardiff University), Andrew Potter (Cardiff University), Antonella Moretto (Politecnico di Milano), Jonathan Gosling (Cardiff University) and Federico Caniato (Politecnico di Milano).

Abstract

This paper studies the impacts of Additive Manufacturing adoption on the environmental and social performance of a supply chain. The research is based on a two-step process: a focus group with 4 practitioners to identify the potential effects of AM adoption on sustainability, and then a Delphi study to validate these variables and collect experts' opinion from a broader range. The paper offers an original understanding about the potential implications AM, and consequent changes on SC design and strategy stemming from its adoption, may have on energy consumption, CO2 emissions, material usage, such as the impact on local economies and communities of rural areas, on workers and society. The paper contributes with empirical evidence and cases description, supporting the theory framed in a research framework.

[1416] *Slow and fair? Shifting priorities in supply chains and the interplay between consumption and production*

Kate McLoughlin (University College Dublin) and Helen Benton (Anglia Ruskin University).

Abstract

The impetus of supply chain management (SCM) has been aggressive competition on price; convenience and speed to meet customer demands. Increasingly, consumers are changing their outlook and demanding responsible products, and responsible consumption has been enshrined in SDG 12. Given that the SCM system is a production process designed to fulfil the economic rationale, we set forth the polemic argument as to why and how contemporary economics has shaped SCM thus exacerbating irresponsible consumption, using systems thinking. However, operating in a responsible consumption paradigm requires supply chains to shift their priorities from fast and low-cost to slow and fair cost.

[7264] *Developing interdisciplinary higher education to support sustainable and systemic change in the Arctic area*

Marika Tuomela-Pyykkönen (Lapland UAS) and Sanna Tyni (Lapland University of Applied Sciences).

Abstract

The aim was to find out whether there exists demand for supply chain professionals and related higher education in the Arctic area. The findings indicate the labour shortage exists also in the supply chain perspective, and this shortage is due to the heavy investment projects in the Arctic and sparse population density. Furthermore, the current political situation in Europe stresses the importance of vertical Nordic collaboration in respect to critical supply chains, and increasing the demand for competent supply chain professionals in the Arctic. The studied private and public organisations expressed strong interest in educational collaboration in the Arctic area.

[8027] *Critical nexus suppliers and buyer ESG risk exposure: The role of information disclosure and supply network accessibility*

Jesús Diego Castillo (Universidad Carlos III de Madrid) and Maria J. Montes-Sancho (Universidad Carlos III de Madrid).

Abstract

Building on nexus supplier institutional theories, this paper studies how information disclosure efforts from critical lower-tier suppliers in the extended supply network may help focal buyers to prevent ESG risk exposure. We empirically analyze a sample of 457 extended supply networks, up to tier three suppliers obtained from Bloomberg SPLC, and nexus suppliers are identified using data envelopment analysis (DEA). We contribute to the sustainable supply chain management literature by exploring an alternative mechanism to gain visibility into lower-tier supplier practices and to reduce buyer exposure to negative media on ESG issues.

[3751] Preventing asymmetry of information with market stewarding - A system dynamic modelling analysis of public procurement

Steven Borobia (University of Twente), Fons Wijnhoven (University of Twente) and Louise Knight (University of Twente).

Abstract

To date, public procurement has been subjected to an increase in asymmetry of information and overall market failures. Market failures in public procurement are responded by the introduction of more centralized control and hierarchy. However, we notice an increased interest in more proactive and positive measures to prevent market failures. The new theory of market stewarding takes a step further, proposing a shift towards public contracting authorities that proactively curate the market and implement tailored rules and processes to prevent market failures. Therefore, in this paper we investigate what are the behaviours of the market creating market failures, and how market stewarding can fix those dynamics.

[3408] [CP] Supplier Connectivity: How to Gain Supplier Acceptance for the Integration of Digital Supply Chain Systems

Shikha Kalesh (University of Twente), Nadine Kiratli-Schneider (Maastricht University) and Holger Schiele (University of Twente).

Abstract

Abstract In today's world, businesses are striving to digitalise their processes, productions, and supply chains. There are many new software applications or platforms emerging to digitalise the supply chain. Unlike a firms' internal digitalisation activities, supply chain digitalisation demands the involvement of external partners, such as suppliers. Suppliers serving multiple customers, however, might find it difficult to incorporate into different customers' digital supply chain systems. This study investigates on how to gain suppliers' acceptance for integration into a customer's digital supply chain system. The research focuses on understanding the suppliers' perspective when a customer approaches with a digital initiative by identifying suppliers' expectations about the system, challenges during integration, and support that they expect from the customer firm for a smooth integration of the digital supply chain system. The study applies a mixed methodology approach with qualitative interviews and a large-scale survey conducted among 220 internationally located suppliers. As a result, we identified 11 factors that drive suppliers' acceptance for customer introduced digital supply chain systems.

[4374] [CP] Who dunnit? – buyer, supplier, and arbitrator perspectives to attributing supplier failure under different historical performance patterns

Reza Movarrei (Aalto University School of Business), Katri Kauppi (Aalto University), Alistair Brandon-Jones (Bath University School of Management), Juri Matinheikki (Ministry of Finance) and Erik van Raaij (Erasmus University Rotterdam).

Abstract

Most purchasing studies examine the buyer perspective, yet buyers and suppliers often hold differing perspectives on their relationship. Such differences can be significant concerning the blame for failures, leading to conflicts. We aim to understand whether failure attributions differ based on the perspective of the attributor (buyer, supplier, neutral arbitrator) and to what extent different patterns of historical information on the relationship impact the attributions. We use a vignette-based experiment with 1050 participants to test our hypotheses. In broad terms, our results extend previous findings by showing (a) the effect of historical information on failure attribution by relatively neutral arbitrators and (b) various biases and differences in attribution of the same failure from buyer, supplier and arbitrator perspective.

[693] An Investigation into the Relationship among Institutional Pressures, Supply Chain Integration and the Adoption of Circular Economy Practices

Tommaso Calzolari (The University of Sheffield), Andrea Genovese (The University of Sheffield) and Andrew Brint (The University of Sheffield).

Abstract

This paper investigates the role of Institutional Pressures (IPs) and Supply Chain Integration (SCI) in driving the adoption of Circular Economy (CE). Given the acknowledged role of supply chains in the transition to a CE, it is hypothesised that higher IPs might also drive higher levels of SCI in the attempt to implement CE practices. A conceptual framework is developed and tested, by using secondary data from a sample of MNEs. Findings show that IPs are driving the adoption of CE practices only through the mediation of SCI; the prominent role of coercive and normative pressures is also highlighted.

[8034] *Evaluating the innovation impacts of public procurement*

Oishee Kundu (University of Cardiff), Elvira Uyarra (University of Manchester), Tasos Kitsos (Aston University), Raquel Ortega Argilés (University of Manchester) and Mayra Morales (University of Manchester).

Abstract

Despite the growing interest in mobilising public procurement for strategic purposes like innovation, economic growth, social value and sustainable development, there are significant knowledge gaps regarding the impacts of public procurement and the evaluation of public procurement as a strategic policy tool. We review the different methods that have been used in academic and grey literature on the topic and highlight the background, contributions, advantages, and limitations of each approach. Conceptually, there are several notions like 'procurement of innovation' and 'innovation in procurement', but we discuss the lack of consensus over an operational or empirical definition for identifying strategic procurement. Methodologically, we highlight the inadequacy of existing data to enable robust research that can trace the causal impact of public procurement on firms, communities, and local economies. To address these gaps, we propose a set of potential actions in research and practice.

[2917] *Cross-industrial collaboration for circular economy: exploration of inter-organisational proximity in the supply network*

Anne Ratsimandresy (ESCP).

Abstract

Recent supply chain research highlights the importance of studying collaborative practices to achieve circular economy (Sudusinghe & Seuring, 2022) and shows that one lever for scaling up could be systemic operations involving collaborations going beyond traditional industrial boundaries (Tate et al., 2019). This paper studies cross-industrial circular collaborations, how they emerge, function and whether they are relevant from a profitability and environmental perspective. The methodological approach is a qualitative multiple study of 6 supply networks straddling different industrial sectors. The theoretical approach is the network theory (Granovetter, 1973) coupled with an application of an inter-organisational proximity framework (Boschma, 2005).

[8719] *Too little too late? How can and must the supply chains of German manufacturers be made more transparent in order to meet general and legal sustainability requirements?*

Jörn-Henrik Thun (Frankfurt School of Finance & Management) and Carsten Reuter (Aschaffenburg University of Applied Sciences).

Abstract

Stakeholders' demand for sustainable and transparent supply chains, as well as the introduction of the German Supply Chain Act pose a considerable challenge for German manufacturing companies. They are now held responsible for socially sustainable supplier practices and lifecycles of their offerings. After voluntary commitment failed to materialise to the required extent, supply chain transparency, supply chain risk management and due diligence obligations have become a statutory obligation at the beginning of 2023. Yet, there is still a considerable need for research on how companies are to operationalize and to meet these legal obligations.

[8791] *Public procurement's role in supply chain resilience: a longitudinal study*

Esmee Peters (University of Twente), Andrea Patrucco (Florida International University), Christine Harland (Politecnico di Milano), Louise Knight (University of Twente), Jane Lynch (Cardiff University), Tünde Tátrai (Corvinus University), Petra Ferk (Nova Univerza), Jan Telgen (University of Twente) and Fredo Schotanus (Utrecht University).

Abstract

Research on the topic of supply chain resilience (SCR) has been flourishing over the last years, yet research on resilience from a purchasing and supply management (PSM) has not. Integrating a complex adaptive systems (CAS) perspective, we research how to gain more resilience in the government supply chain through what public procurement systems should do in terms of internal mechanisms and their relationship with the environment. The research design involves a qualitative longitudinal study, executed during the direct response of COVID-19 (April 2020), and extends to the recovery phase of COVID-19 (July 2021). This approach validates the design of fourteen propositions to establish what public procurement systems (PPS) require for minimizing the initial impact during response phase of a disaster, but also to understand how the co-evolution in the recovery phase of the disaster can minimize the overall recovery time.

[4666] [CP] Sustainable product selection: (when) does gender matter?

Katie Kenny (Aalto University), Katri Kauppi (Aalto University) and Juri Matinheikki (Aalto University).

Abstract

Our aim is to understand the relationship between gender and decision behavior regarding socially sustainable procurement. We examine the effects ambiguity has on social sustainability preferences in decision making, and whether differences based on gender arise. A scenario-based role-playing experiment in the classroom is used to provide preliminary results on the hypotheses. The results suggest that when given an ambiguous probability of an issue occurring, females tend to choose the more sustainable product choice when compared to the choices made by males in our student sample. Preliminary insights into decision behavior are provided as part of a larger project.

[5827] Demand-side management policies in innovation and sustainable development

Gregorio Rius-Sorolla (Universitat Politècnica de València), Alicia Llorca (Universitat Politècnica de València) and Sofia Estellés (Universitat Politècnica de València).

Abstract

In the recent COVID-19 pandemic, public procurement has had to make an effort to "pull in" suppliers, especially in the health sector, so that local companies can reconvert their capacities to meet the urgent needs of society. The public sector must now re-evaluate supply contracts in a globalized Post-COVID market. Using the case study method and economic-financial information from the commercial register. It answers the research question of whether the inclusion of company-paid taxes as an element in the specifications for evaluating the cost of procurement develops sustainable procurement.

[6368] Exploring digitalization of the purchasing function in product development: Empirical evidence from Swedish manufacturing firms

Mohammad Eslami (Jönköping International Business School), Frederik Vos (University of Twente), Leona Achtenhagen (Jönköping International Business School), Markus Hiltunen (Jönköping International Business School) and Axel Hagman (Jönköping International Business School).

Abstract

The aim of this study is to explore the impact of digital technologies on purchasing in product development. As indicated by the findings of a multiple case study consisting of six companies, the use of digital technologies has the capacity to improve the purchasing department's transactional and communicational processes. These operational benefits enable the purchasing function to move away from residual activities towards more important and strategic activities in product development. Further, digital technologies were found to improve information sharing and collaboration, which in turn promotes purchasing integration in product development.

[1492] Sustainability of school food systems in Europe

Orsolya Diófási-Kovács (Corvinus University of Budapest) and Anna Freund (Department of Logistics and Supply Chain Management, Corvinus University of Budapest).

Abstract

Our topic focuses on a small, but potentially impactful field of supply networks: sustainable school food systems. In case of school food systems, sustainability impacts include both environmental and socio-economic aspects. In our

study we use data from food network mapping done in the SchoolFood4Change project (grant number: 101036763). Our work is based on analyzing the different school food networks from the environmental, social, and economic sustainability point of view. As a result of the analysis, we can distinguish and describe different school food system models. We aim to identify possible places of improvement towards the European Farm2Fork Strategy.

[3728] [CP] Are minerals the new oil? Mitigating supply risk of lithium-ion batteries

Minttu Laukkanen (LUT University), Jaan-Pauli Kimpimäki (LUT University) and Anni-Kaisa Kähkönen (LUT University).

Abstract

The aim of this study is to identify suitable strategies toward securing continued access and availability of electric vehicle (EV) lithium-ion batteries (LIBs) containing critical raw materials in the near and far futures. As LIBs play a significant role across several industries, and ensuring the availability of critical raw materials is also a strategic issue in terms of the national security of supply, the research objective is approached in this study within the national scope of the broader supply system. Through the case study of the Finnish EV LIB value chain, this study explores supply risk mitigation through circular business model strategies.

[4093] To: An Arrogant Hero; Subject: What You Should Know About Climate Action In Complex Supply Chains

Hakan Karaosman (Cardiff University), Donna Marshall (University College Dublin), Heletje Van Staden (University College Dublin) and Fabiola Schneider (Dublin City University).

Abstract

The fashion industry is responsible for around 10% of global greenhouse gas emissions. Most of these are located within their value chain. This paper takes a deep dive into the electricity intensity in relation to textile production. Using the example of Turkey as a producer country we show that pledged environmental goals of major fashion firms do not align with stated corporate growth goals. Using Monte Carlo simulations, we demonstrate that it is extremely unlikely that both corporate or sovereign climate goals can be achieved should the stated growth ambition of fashion production be realised. We contribute to the growing literature on the importance of supply chains for climate action and add evidence to corporate greenwashing research.

[830] [CP] Value and cost of certifications in food industry: an analysis of SMEs in Italy

Belinda Borrello (Politecnico di milano), Jacopo Colucci (Politecnico di milano) and Verónica León-Bravo (Politecnico di milano).

Abstract

This research addresses the need of a comprehensive understanding of value generated by certifications in food industry. The problem is studied from a multidimensional perspective considering the drivers, characteristics, outcomes, and contextual factors that determine the value of certifications in a food SME. A mixed method approach was applied: survey and multiple case studies. The former aimed to understand the purchasing habits and awareness of food certifications among Italian consumers. The latter aimed to investigate the approach towards the certification adoption process in Italian food SMEs. A conceptual framework is proposed highlighting the relevance of each concept in the certification adoption process.

[8731] Resilience as a supplier selection criterion in public procurement: relevance, determinants, and indicators from innovative public procurement in Norway

Godfrey Mugurusi (Norwegian University of Science and Technology (NTNU), Norway.), Marius Langseth (Kristiania University College, Oslo & Norwegian University of Science and Technology), Deodat Edward Mwesummo (Molde University College & Møreforskning, Molde, Norway), Nonhlanhla Dube (Lancaster University, United Kingdom) and Eva Šírová (Technical University of Liberec).

Abstract

This paper sought to explore the determinants and indicators of supplier resilience that are considered by public buyers in public procurement's supplier selection decisions. We adopted the case study approach and used case data from the innovative procurement database in Norway to analyze how six organizations collectively made supplier selection decisions during the COVID-19 pandemic period between 2019 and 2022. Our analysis focused on resilience metrics and how they were embedded in the supplier selection decisions of six innovative procurement projects

within healthcare in Norway. The findings show that suppliers are asked to demonstrate resilience in various ways based on the specificity of the procurement need, the complexity of the need, and the nature of the supply market. In addition, the buyer's market knowledge and buyer behavior (e.g., risk neutral, risk seeking or risk averse) determines if buyers consider either offensive resilience or defensive resilience indicators.

[6299] *Digital purchasing practices and trust in a turbulent environment*

Wilbert Baerwaldt (Duni), Louise Bildsten (Lunds Universitet) and Andreas Norrman (Lunds Universitet).

Abstract

The last years of turbulence on the market caused by the pandemic and geo-political tensions have led to supply disruptions for many companies. The purpose of this study was to investigate how digital purchasing practices and trust are impacted in the supply chain due to increased turbulence in the environment. This was carried out through an interview study with buyers and sellers in supply chain networks. Findings conclude that impact of environmental turbulence is significant. Contextual factors prohibit the implementation and effective use of digital systems. Organizational alignment is critical to meet future increased turbulence in the environment.

[6599] *[CP] Sustainability meets service procurement: a case study in the ICT service sector*

Kati Marttinen (LUT University), Anni-Kaisa Kähkönen (LUT University), Aleksi Harju (LUT University) and Jukka Hallikas (LUT University).

Abstract

This study examines sustainable procurement in the context of ICT service supply chains by investigating related characteristics, drivers, and practices. A case study was conducted by collecting data from 16 semi-structured interviews with a lead firm operating in the financial services sector and its three main ICT service suppliers. The results show that, while the case-study firms have started to implement sustainability practices, ensuring sustainability in the ICT service sector is still in the early stages. Also, the findings highlight the complexity of sustainable supply management in the service context.

[3590] *IBM's Sustainability Progress: A Longitudinal Approach Investigating Legitimacy and Authenticity*

Wendy Tate (University of Tennessee), Lisa Ellram (Miami University) and Vladyslava Snyder (University of Tennessee).

Abstract

The following research investigates temporal changes in supply chain sustainability practices through a longitudinal analysis of ESG reports. Elaborating on legitimacy theory, IBM's (International Business Machine Corporation) moral, cognitive, and pragmatic legitimacy are analyzed by using data from its sustainability reports. This manuscript investigates the legitimacy of a sustainability leader by examining the evolution of its sustainable supply chain practices. Gaining legitimacy through specific sustainability practices does not necessarily equate to being viewed as legitimate as an organization. Legitimacy theory is a multi-level theory that allows for an understanding of how an organization's legitimacy is perceived differently by various stakeholders.

[2573] *[CP] Barriers to circular economy transition: Evidence from an electric vehicle battery manufacturer*

Elmira Parvizomran (University of Gothenburg) and Viktor Elliot (University of Gothenburg).

Abstract

Small and Medium Enterprises (SMEs) play a crucial role in the circular economy (CE) transition. The CE transition of Lithium-Ion Batteries (LIBs) with a focus on manufacturing SMEs underpins this research, which explores the potential barriers to implementing a CE business model. Barriers to the CE transition is a growing research area and this study makes two key contributions to the literature. First, we explore the interaction between different barriers to the CE transition. Second, we do this through an in-depth case study of a small enterprise at the center of the electrification and mobility ecosystem that specializes in high-voltage batteries for heavy-duty trucks. Our results show that barriers related to the actors and their attitudes, structure, technology, and tools hinder the speed of the CE transition. Moreover, the interactions between these barriers keep the system unbalanced by reinforcing loops and making the CE transition more challenging. Among identified barriers, the financial barriers and lack of funding followed by cultural barriers related to the supply chain actor maturity for transition seem to be the main hurdles. The government's role is critical in facilitating the transition through their intervention and introducing new policies.

Finally, to make the transition happen the whole ecosystem needs to change which will happen through the collaboration between actors.

[9027] [CP] Supply Network Complexity: A Systematic Review and Research Agenda

Melek Akin Ateş (Sabanci University) and Davide Luzzini (EADA Business School).

Abstract

Supply chain managers view complexity in supply chains as one of the most pressing issues, yet there is still limited understanding regarding what it is, its performance effects, and how it can be effectively managed. In this study, we focus on upstream complexity and provide a comprehensive review of the supply network complexity (SNC) literature by investigating 130 articles. First, we provide clarity to its conceptualization by highlighting multiple (sub)dimensions. Then, we investigate performance effects of SNC by differentiating between theoretical positioning (i.e., SNC as determinant/contingency/outcome, contingent SNC). Finally, we provide a classification of SNC management practices.

[4264] Beyond the Kraljic Matrix: an Updated Purchasing Portfolio Model for Deploying Procurement Strategies in the Public Sector

Andrea Patrucco (Florida International University), Zhaohui Wu (Oregon State University) and Robert Handfield (North Carolina State University).

Abstract

While the Kraljic Matrix is extensively embraced by procurement practitioners in different sectors, we argue in this paper that the characteristics of public procurement necessitate a critical evaluation of its application in the public sector. In this study, we propose an alternative portfolio model to define specific sourcing and supplier relationship strategies in public procurement. The model uses supply chain and product complexity and supply risk as two dimensions for categorizing items purchased by procurement organizations in the public sector. These dimensions identify four groups of strategies to purchase these items – cooperative agreements, patronized competition, monitored partnership and deputized responsibilities – that are described in detail.

[3968] City Deals: collaborative procurement or missed opportunity

Jane Lynch (Cardiff Business School), Oishee Kundu (Y Lab, Social Science, Cardiff University), Amina Imam (Y Lab, Social Science, Cardiff University) and Emyr Williams (Nesta).

Abstract

Using a combined lens of Actor-Network and Public Value theories, this study examines the role of public procurement in regional developments such as City Deals. Set in the UK, we examine 6,328 contracts representing ten local authorities before and after a City Deal was signed. Tussell data reveals instances of collaborative procurement and indicates 'missed opportunities' – defined as similar contracts awarded by two or more local authorities to the same supplier in the same financial year. Findings inform policy and practice on collaborative procurement. Applying Public Value theory underlines the importance of building trust and the challenges with achieving outcomes.

[7059] Developing a supply chain resilience-building framework. Context of long-lasting disasters: Case Covid 19

Adela Drozdibob (University of Sussex) and Amrik Sohal (Monash University).

Abstract

The global pandemic has affected all businesses worldwide. It impacted the way they operate, and the way supply chains are organised. It brought awareness that businesses need to build resilience in their everyday operations, their strategies, and supply chains. In light of this disaster, it has been noticed that the literature does not provide appropriate guidance on supply chain resilience-building steps. While it offers guidance and a framework for short-term disasters with particular geographical areas affected, managers are left with limited advice while coping with a disaster of this scope. The present study offers a framework to build supply chain resilience in the context of long-lasting global disasters. As a representative of such a disaster, the case of the global pandemic, COVID- 19, is examined. The study analyses longitudinal data, collected over two years from eight supply chain managers, through

diaries and interviews. Data collection frequency was adjusted when deemed necessary, to ensure capturing relevant insights. Initial weekly diary inputs were reduced to bimonthly meetings at the end of the data collection period. Structural Contingency Theory and Panarchy Theory of systems were applied to structurize the impact of the pandemic on supply chains and their response to this impact and the examination of actions taken in response to the impact resulted in forming the set of stages that inductively emerged. These were compared with the framework for resilience building in the context of short-term natural disasters which resulted in the new framework to be tested and utilised while building resilience to global long-lasting disasters.

[2251] *Antecedents for Procurement of Agriculture Commodities by Primary Agriculture Credit Societies (PACS): Way Towards Social Circular Supply Chain in Emerging Economies*

Vg Venkatesh (EM Normandie).

Abstract

This study explores the antecedents for procuring agriculture commodities by Primary Agriculture Credit Societies (PACS) in India. PACS are registered cooperative societies for uplifting farmers and meeting their credit requirements. The study has undergone an extensive literature review of agriculture procurement by PACS and is based on both primary as well as secondary data. It has identified antecedents through a literature survey and further validated them by adopting a Delphi round involving 11 experts. As a first step, the study conducted a qualitative survey with PACS to finalize the antecedents. In the second step, causal and effect groups will be formed through a quantitative technique and explore their linkages. This study can be beneficial for directing PACS to diversify their business towards procurement of agriculture commodities. The research will further explore several best practices which have been in use by the PACS and their contribution to agriculture procurement and driving social circular supply chain elements.

[7984] *The impact of digital traceability and sustainability-oriented innovation on sustainability performance: Empirical evidence in food chain*

Xiongyong Zhou (Shanghai Jiao Tong University) and Haiyan Lu (Newcastle University Business School).

Abstract

This study has found that both of digital traceability and sustainability-oriented innovation (SOI) have significant influences on sustainability performance. In details, product innovation shows a strongest influence on economic performance; process innovation has the strongest influence on environmental performance; organization innovation shows a stronger influence on social performance. Furthermore, SCL moderates the impact of digital traceability on product innovation – digital traceability is related to product innovation when SCL is low, and more positively related to product innovation when SCL is high. SCL is partially moderated the relationship between digital traceability and process innovation. DT is insignificantly related to process innovation when SCL is low, and more positively related to process innovation when SCL is high. The contributions of this study can be addressed in threefold. First, built on from the current literature, this study has established the link between digital traceability and organization innovation, dressing on the interconnectivity among organization structure and functions. Second, in the research of innovation and SOI, it is unclear in terms of distinguishing the influence of each type of innovation on particular '3 pillars' of sustainability. This study is the first study to build the relationship based on statistical evidence and develop the insights of this field. Finally, this finding of this study can support food sustainability practice in terms of where and how to invest on sustainability innovation and how to improve economic, environmental and social performance.

[8036] *A comparative analysis of multiple retailer's food waste strategy and the adoption of Anaerobic Digestion in the UK, US and Australia*

Daniel Chicksand (Birmingham University), Samantha Sandilands (Birmingham University), Roshan Boojihawon (Birmingham University), Mark Hall (Birmingham University), Jakob Rehme (Linkoping University), Misty Blessley (Temple University) and Timothy Young (Temple University).

Abstract

This study aims to define food waste and its impact before providing a comparative analysis of UK, US and Australian government legislation / incentives for food waste reduction and the adoption of anaerobic digestion (AD). A content analysis of 11 UK, 9 US and 5 Australian supermarket food waste strategies are provided and the impact of legislation / incentives on these strategies. The paper concludes that the specific strategies adopted and their relative success,

such as the amount of food going to landfill, diverted to animal feed or to produce energy through AD is linked to national or state legislation.

[657] *Exploring the transition towards circular supply chains through social innovations: an empirical study of biobased biodegradable food packaging sector*

Barbara Ocicka (SGH Warsaw School of Economics) and Jolanta Turek (SGH Warsaw School of Economics).

Abstract

The purpose of the paper is to investigate social innovations potential and assess their importance for managing supply chains in line with the circular economy principles in the empirical context of the bio-based biodegradable food packaging market. We addressed the research problem using two qualitative methods, in-depth interviews and Social Innovation Labs, involving representatives of internal and external stakeholders of bio-packaging supply chain. The research findings and conclusions are derived from the two-year research journey in the international project "New Frontiers in Social Innovation Research: Social Innovation Management for BIOPlastics" (SIMBIO) carried out in Brazil, Canada, Poland and the UK.

This paper will be jointly presented by Barbara Ocicka and Jolanta Turek.

[4586] *Capability buffers to minimise future disruptions and improve sustainability: a consortium network case*

Nikolai Kazantsev (University of Cambridge).

Abstract

This paper aims to theorise the role of firm capabilities to recover from future disruptions in a sustainable way. The scope is longitudinal data collected from "Ventilator challenge UK"— a consortium formed by the UK government, which embraced the leading automotive, aerospace and healthcare manufacturers to build at least 20 years' worth of ventilators in 12 weeks. We aim to extend the current view of uncertainty buffering from inventories, capacities and lead time perspective by a new measure to mitigate uncertainty — capability buffer, that considers sustainable response for future disruption.