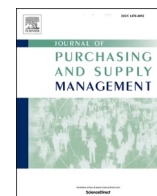


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Transitions, opportunities and challenges – Change and continuity at JPSM

A B S T R A C T

Purchasing and supply management (PSM) scholarship is experiencing a significant expansion across numerous academic institutions around the globe and is attracting more attention from policy-makers than ever before. After nearly three decades since its inception, the Journal of Purchasing and Supply Management (JPSM) has stayed true to its founding purpose of advancing and fostering cutting edge research in the PSM discipline, in its broadest sense, and has pursued its mission to be the journal of choice among PSM scholars. This editorial is both retrospective, and prospective: it marks the transition of JPSM's leadership team. Outgoing and incoming Editors together provide an overview of what has been achieved during the past six years, offer perspectives on the journal policies and on growth opportunities, and discuss some critical areas for the evolution of PSM research.

1. Introduction

This editorial marks the transition of the Journal of Purchasing and Supply Management's (JPSM) leadership. Wendy Tate and Louise Knight, co-Editors-In-Chief since 2016 leave the role in December 2021 and December 2022, respectively. We (Tate and Knight) are delighted to introduce our successors, Carmela Di Mauro (University of Catania, Italy) and Steven Carnovale (Rochester Institute of Technology, USA) whose first, three-year term of office began in January 2022. Since 2016, the Journal and the context in which we work has evolved in many, significant ways, and yet there are also many ways in which JPSM enjoys continuity and the advantages of steady development. In recognizing the latter, the EICs, recent and current, have written a joint editorial in which we review 2016–2021, highlight key areas of past and future development, and look ahead at some of our plans for JPSM.

Starting out in our (Tate & Knight) role of EIC, we committed to retaining the established editorial policy of promoting diversity of topics and methodologies within the field of PSM, and to gradually enhance the quality of the articles published and the reputation of the journal. Over the last six years, our understanding of the opportunities and challenges facing the editorial team has deepened as we continued to realize the diversity, quality and reputational goals. Overall, much progress has been made, and many challenges – some new, some long standing – remain, as discussed below. We begin with an overview of selected metrics. We then relate this performance to JPSM policy in the wider context of key developments in academic publishing, both looking back and looking ahead to future plans for the Journal.

2. Review and JPSM metrics 2016–2021

2.1. Submissions and accepted articles

The trend in total number of submissions per year (see [Table 1](#), grand totals) shows a long term, gradual increase. In 2020, presumably as a consequence of changing work patterns during the pandemic, we received significantly more submissions (a 53% rise on 2019). This dropped back in 2021. We anticipate it will rise again now, reflecting JPSM's rise in various journal rankings. The articles accepted count (see [Fig. 1](#)) also shows a spike in 2019, caused by the inclusion of several Special Issues in just one year (IPSESA 2017, IPSESA, 2018, Supply Chain Finance, and JPSM's 25th Anniversary).

2.2. Authorship by country/region

In analyses presented in their 'outgoing' editorials, [Wynstra \(2010\)](#) and [Zsidisin and Ancarani \(2016\)](#) showed the geographical spread of authors for both submitted manuscripts and accepted articles. A precise comparison is not possible,¹ however, data analyzed by our predecessors and recent analysis of data from Scopus shows a steady increase in submissions from Asia ([Table 1](#)). China is consistently represented in the list of top ten countries by authorship of accepted papers since joining the list for issues 11 to 15 ([Zsidisin and Ancarani, 2016](#)) (see [Fig. 2](#)). The percent of accepted article authors covered by the top ten countries list has declined steadily over the years from 92% in Issues 1–5 to 81% in Issues 22–27. This reduction in concentration is a good sign, though there is still a very strong skew to Europe and North America (67% and

¹ Not possible without significant manual effort, for several reasons. The calculation of metrics has varied in different analyses: accounting for the lead times between submission and final decision, and between acceptance and publication; considering origin of all authors or just corresponding authors; some authors have multiple affiliations covering different countries; Notes and Debates articles are counted differently in different years; three editorial systems have been used in the period.

Table 1
Number of Submissions by Continent 2016–2021 (Data source: Scopus).

Continent	2016	2017	2018	2019	2020	2021	Percentage Change 2016–2021
Asia	103	134	113	144	208	172	67%
Europe	121	106	110	76	121	110	–9%
Americas	43	44	40	42	70	45	5%
Africa	9	9	18	16	21	24	167%
Oceania	9	6	10	4	13	10	11%
Unknown			1	1			
Grand Total	285	299	292	283	433	361	27%

Table 2
External metrics for JPSM 2015–2020.

Ranking Metric	2015	2016	2017	2018	2019	2020
IF	2563	3.24	3667	3089	4.64	5.5
SJR	2.39	1918	2003	1424	1473	1708
SNIP	1825	1978	1746	1747	1.81	1974

22%, respectively for 2016–2021).

Although the great majority of accepted manuscripts have come from scholars in Europe and North America, there has been an increase in the number of submissions from research in Asia, Africa and Oceania. South America and the Middle East have also seen a strong increase in submission. For accepted articles, the United States is now in the number one position. The number of publications with authors from the UK has

Documents by year

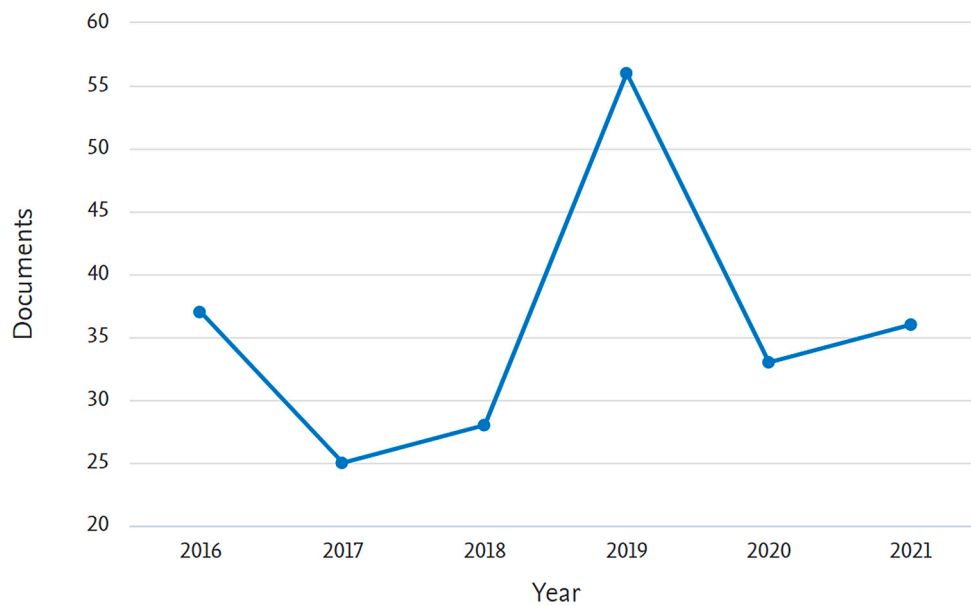


Fig. 1. Articles published per year (Source: Scopus, Feb 2022)

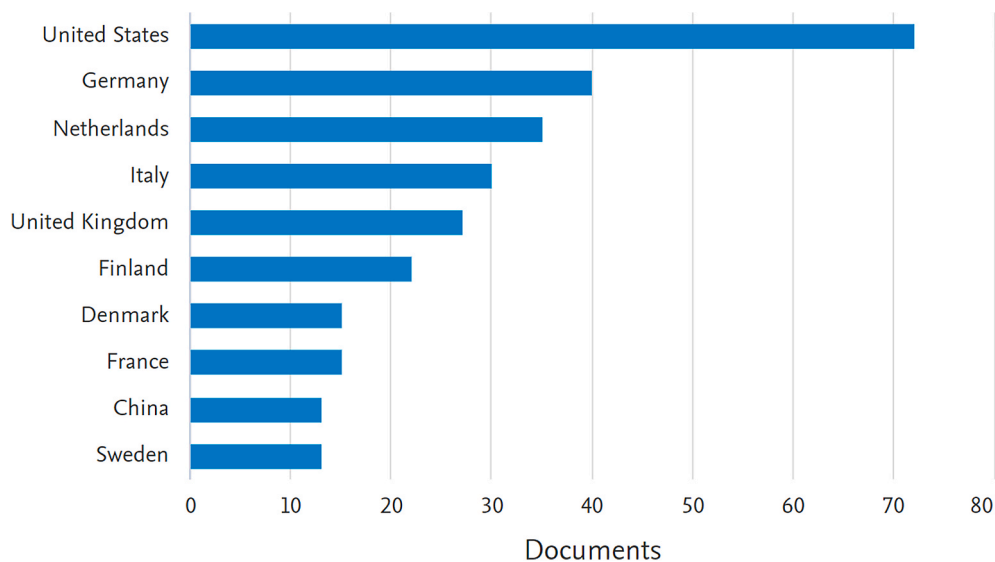


Fig. 2. Accepted articles by country for top 10 countries by authorship – 2016–2021 (Source: Scopus, Feb 2022).

fallen significantly over time. Publications with authors from Germany, Finland, and Italy have remained relatively consistent.

2.3. JPSM in journal rankings

JPSM's progress in the various rankings has been strong and encouraging over the years (see Table 2 for examples). In 2021 the long awaited ABS ranking increased from 2 to 3. The Association of Business Schools (ABS) has also become well-recognized for measuring impact, particularly for scholars outside of the United States, and often is one source of evidence used in determining national rankings.

We have learned significantly more about how such rankings are determined – and their relative strengths and weaknesses. We recognize the value of such rankings are becoming less important with initiatives such as the Declaration on Research Assessment (DORA) influencing academic publishing. But, for now, at least we also recognize they remain important to many contributing authors, therefore making it difficult to predict the effect of changes in metrics on submissions. We can, for example, only speculate on the implications of the Journal's ABS ranking remaining at 2 for many years (reflecting ABS's procedural factors, not an evaluation of the journal) and on the future impact of the recent upgrading of JPSM.

3. PSM policy matters 2016–2021, and beyond

The policy and strategy themes addressed since 2016 remain significant today. These issues will likely continue to be of strategic concern in the years ahead. The Appendix provides easy links to editorials published between 2016 and 2021, and indicates the key themes covered in each, all of which remain relevant to the Journal in the coming years.

3.1. Growth of and with the field, while fostering inclusiveness

Research has a key role to play in shaping and influencing how firms work within larger systems and networks that add value to individuals and societies. The pandemic brought with it many challenges, but also opportunities to look for new solutions to the ways organizations acquire and manage their external resources. Currently, the demand for scholarship that advances both theory and practice in these areas is strong. Therefore, the expectation is for an overall growth in the fields of PSM and of supply chain management.

Over the years, JPSM has contributed to, and been shaped by, the increasingly strategic focus on the PSM function, practice and theory. JPSM is a leading source of knowledge in this field. The Journal has stayed true to its founding purpose and continues to focus on PSM in its broadest sense; this sets PSM as complementary (and not necessarily ancillary) to supply chain management (SCM) (Ellram et al., 2020). JPSM remains an empirically-oriented journal publishing research that advances knowledge on how firms procure and manage their external resources, both tangible (inventory and raw materials), and intangible (contracting for services and managing the supply base). Embracing this broad perspective, contributors at JPSM are associated with many fields/disciplines, such as Industrial Marketing, Innovation Management, Human Resource Management, Public Administration, among others, as well as SCM. In addition to encouraging interdisciplinary research, JPSM has welcomed wide diversity in research questions around all aspects of PSM, and in methodologies that can provide different perspectives on those research questions (Knight et al., 2022). Maintaining this richness of approach and broadening the scope of PSM research to many neighboring disciplines to encompass behavioral, organizational and systemic perspectives remains a central goal in our agenda.

3.2. Managing growth

There are a growing number of journals publishing supply chain phenomenon and increasing recognition that some of these journals are achieving in business scholarship. This is reflected in the FT50, as well as other metrics. The incoming editors will continue to work on increasing the journal impact by increasing the quality and impact of published manuscripts and, with the increasing ABS rankings, do a more targeted approach to the European and UK communities. In the meantime, the EICs will continue to put their energies into managing growth and quality, in the expectation that this will – eventually, and hopefully sooner, rather than later – be recognized in external benchmarking exercises.

Turning to the growth in output, before 2016, when publishing was organized around tight production plans for printed issues, Editors worked with a strict paper and page budget, and the planned number of articles per year was 24. Over the period 2016–2021, the average number (including editorials and Notes and Debates contributions) is 36 per year. This flexibility is very welcome – we have been able to publish all submissions that meet JPSM standards.

As the number of submissions has grown, so have the demands on JPSM's Associate Editors (AEs) and Reviewers, not only because of the number of submissions they handle but because they contribute more. JPSM EICs have the good fortune to work with a great team of AEs, who consistently work so hard to guide and support authors, and make recommendations, which can sometimes be very difficult. For reviewers too, more is expected of them now than it was in the past. This reflects changing practice across academic publishing, not just at JPSM – as the pressure to publish rises, so the pressure rises on editors and reviewers. As editors, we are immensely grateful to AEs and reviewers, and Elsevier and JPSM Editorial office colleagues. Only high-quality editing and reviewing can continue to ensure that the Journal will continue to showcase the best PSM research.

3.3. Developing capacity and capability: partnering to support authors and reviewers

We also much appreciate working in partnership with our counterparts at other Journals, and with the leaders of the various associations which host conferences relevant to our field, most especially the International Purchasing and Supply Education and Research Association (IPSEERA). JPSM has long enjoyed an association with IPSEERA, including publishing a special issue each year of papers from the annual conference. Other academic and professional associations have been engaged over the past six years including: the Institute for Supply Management (ISM), the Center for Advanced Purchasing Strategy (CAPS), the Chartered Institute of Procurement and Supply (CIPS), the Council of Supply Chain Management Professionals (CSCMP) and the International Federation for Purchasing and Supply Management (IFPSM) and others. These associations have helped at a policy level to ensure strategic relevance. Over the past six years, many ties have been made to supply chain management and operations management journals to better build a community of scholars and help ensure consistency in publishing standards. The relationship with the Journal of Supply Chain Management (JSCM), the International Journal of Operations and Production Management (IJOPM), the Journal of Business Logistics (JBL), the International Journal of Logistics Management (IJLM) and the Journal of Operations Management (JOM) have been increasingly helpful, particularly with discussion surrounding quality and rigor.

3.4. Rigor and relevance

As founding Editor, Richard Lamming's original intent was for a journal which would appeal to a mixed readership of managers, researchers and educators. Over the years, reflecting pressures that apply to all academic journals, JPSM has increasingly focused on reaching an

academic audience but this has not meant neglecting practical impact of research. The upward trajectory of JPSM has built on a strong consideration of originality, rigor and relevance of published research, and seeking *both* academic and managerial significance. The contribution to theory and practice in PSM must be explicit in order for a manuscript to be considered for publication.

Methodological rigor is key to the significance of the research we publish. Flaws in the methodology of an empirical study often result in findings that are invalid and that cannot be transferred to practice. The methodological toolbox of PSM scholars is constantly shifting due to the emergence of new research methodologies and to advancements or controversies concerning established ones (Knight et al., 2022). The impact of findings on theory and practice is discussed by members of the JPSM editorial team in the Notes and Debates article (this issue) on ‘business-not-as-usual’. Design Science is one approach especially suited for producing findings highly relevant to practice. Stange, Schiele and Henseler (this issue) provide valuable advice on conducting and writing up PSM design science research to assure both rigor and relevance. As part of the editorial agenda for the new term, the incoming editors (Carnovale and Di Mauro) plan to publish a series of articles showcasing further opportunities for applications of specific methodologies to PSM.

3.5. Geographical reach and capacity building

Reaching and encouraging worldwide scholarship has been a critical priority. Significant effort was made to encourage high quality submissions from outside of the European community. Maintaining a US based editor was key. Second, we have developed strong relationships with other supply chain related journals to make a joint, concerted effort to target regions outside of the US and Europe, for example, participating in seminars in regions such as Asia or Latin America, and hosting professional development workshops and editor panels at conferences with an international audience. Our focus to date has been on addressing JPSM’s concentration on North America and Europe. With support from Elsevier – JPSM’s publisher, which is leading a series of initiatives in this area – we also anticipate more focus on gender diversity among our editors, reviewers and authors.

Likely as a result of this outreach, over the last six years, submissions to JPSM have exhibited a significant expansion in global reach (based on the affiliations of authors) and volume (see Table 1). This is a testament to the increased growth and importance of research in PSM across numerous academic institutions around the globe, in addition to the recognition of the Journal as leading in the field of PSM. The JPSM leadership has pro-actively encouraged and nurtured the increase in geographical coverage with a number of editorial outreach initiatives that Carnovale and Di Mauro plan to retain and expand. These will include both promotional activities and scholarly development workshops in areas of the world where interest in PSM research is keenest.

As part of our strategy for the incoming term, in addition to developing publication potential outside the traditional geographical areas of contribution of the Journal (Europe and North America), we believe that it is part of our editorial responsibility to encourage more context-specific empirical research concerning sourcing and supply management in areas of the globe that are emerging as suppliers. Research on “bottom of the pyramid” supply chains requires a more formal treatment/understanding of the institutional, relational and commercial dynamics (Kauppi et al., 2018).

3.6. Dealing with the good and bad – pressure to publish, integrity and open science

The recent global attention paid to supply chain management and government and healthcare procurement increases PSM’s development momentum and its broader acceptance. Along with rising attention and recognition, PSM scholars also experience greater pressures. On the one hand, the practical relevance of our work has grown exponentially. On

the other, there is greater pressure on faculty to “publish or perish” to attain promotion and tenure, and beyond this to demonstrate academic impact through their work being cited by other academics. These types of pressures are changing the way that research is assessed. Unfortunately, these pressures also increase the risks around the integrity of what is published. At JPSM, data integrity and analysis continues to be a top priority (Van Raaij, 2018). We fully espouse Elsevier’s recommendations for data re-use and implore our Authors to transparently disclose sources and prior usage of data. Specifically, when submitting a manuscript to JPSM, in the cover letter to the editors any and all re-use of the data (actual, and planned) must be disclosed. In the coming weeks, edits will be made to the submission systems such that these disclosures must also be made in the system. There is nothing *necessarily* or *implicitly* wrong with data reuse. These practices however require transparency in the process, above all else.

4. Key themes for PSM research at JPSM

It is fair to say, given the recent notoriety, PSM is having a moment. It is up to our community to ensure that this opportunity is not squandered. Thus, research over the next several years must continue to provide relevant and useful work that advances our knowledge on PSM and its most crucial areas. So, what are the key areas of opportunity for PSM moving forward? While, certainly, there are several, we see four critical areas that are ripe with research opportunities and to which we plan to give visibility in the Journal through special editorial initiatives. Specifically:

4.1. The role of purchasing and supply management in global supply chains in a Post-COVID world

In the late winter/early spring of 2020, numerous manufacturers either reduced dramatically, or curtailed entirely, their inbound orders due to a forecasted lack of demand due to the rapid spread of SARS-COV-2. This necessarily caused a reduced quantity of shipping containers going between several very popular commerce routes (i.e. between the US and China). The logic was that given the shutdowns and closures, demand for many consumer goods would soften dramatically, and thus holding inventories (either finished goods or work in process) would be expensive and unnecessary. What was not factored in, was that the lockdowns forced people into their homes, and onto e-commerce platforms in staggeringly high volume. Thus, what ensued was a global procurement challenge like no other. Demand for consumer good skyrocketed, increasing demand thereby increasing prices, and driving up container rates from around \$2000 pre-pandemic, to nearly \$25,000² post pandemic!

This example, while in hindsight seems perfectly predictable, drives home one crucial point: comprehensive PSM policies to mitigate such supply disruptions are critical, requiring new cutting edge research to address several critical questions. JPSM rose to this occasion, advancing a COVID-19 special issue (Volume 24, Issue 4) featuring several critical contributions. Yet, work in this area still remains. Future work should address:

- Behavioral antecedents to how people respond in crises, and how such responses impact PSM behavior
- Adapting network structures to handle shocks to PSM systems in the event of a crisis
- The role of the digital supply chain in providing support and continuity in times of exogenous shock
- Public/private partnerships and how they can navigate supply chain disruptions in the future

² <https://www.nytimes.com/2021/10/22/business/shortages-supply-chain.html>.

- Regionalized vs. global supply chains and whether they can ensure resilience.

While the whole list is vast, the above gives a small sample of the challenges that we as a scientific community need to tackle to mitigate the negative effects of the next disaster. Truly, it is not a matter of “if” it will happen, it is a matter of “when”, and at this time PSM research should lead the way for recovering to a pre-disruption state. To this end, in the second issue of JPSM articles from a new special topic forum titled “Purchasing and Supply Management learning from the pandemic: transforming for better crisis management”, edited by Anni-Kaisa Kähkönen and Andrea S. Patrucco will be published.

4.2. Digitalization and PSM

Organizations can no longer delay digitalization, unless they are prepared to lose ground in the competitive arena, and the digitalization of procurement is key to a radical innovation in the way upstream supply networks are designed and managed (Lorentz et al., 2021). While digitalization has been recognized, to some degree, as a universal imperative, it is also contingent to firm, industry, and supply chain characteristics. Some industries and large firms have already reached high levels of digitalization (Cui et al., 2021), while adoption is uneven across smaller firms and in mature industries, where executives are in need of guidance to grasp their own and their supply chain’s readiness to digitalize (Di Mauro and Giannakis, 2019; Kosmol et al., 2019).

JPSM has been leading in the publication of research related to the digitalization of procurement and supply chains, throwing light, among others, on important themes such as desirable design principles for digitalizing PSM (Srai and Lorentz, 2019), digital procurement roadmaps in dyadic buyer-supplier relations (Kosmol et al., 2019) and the impact of blockchain (Schmidt and Wagner, 2019).

However, more PSM research is needed to further the understanding of how digitalization of PSM processes can contribute to value creation within organizations and supply chains. Openness of approach makes JPSM uniquely poised to address research questions requiring different disciplinary lenses. Open questions that will benefit from an organization behavior lens include the identification of organizational innovations to match new digital capabilities, as well as human resource management and leadership in digitalized procurement departments. For instance, robots in procurement teams are a new reality: how will human-machine interactions be managed?

PSM (Spina et al., 2016) and supply chain theories (Carter et al., 2015) will inform the understanding of other issues related to digitalization that are expected to be at the core of PSM research in the coming years. Among others, the evolution of buyer-supplier relations under digitalized procurement, the impact of big data on supplier selection and management, cyber security considerations in handling supply chain data (Carnovale and Yenyurt, 2021), supply chain integration challenges and opportunities, and the impact of Procurement 4.0 on organizational performance.

A key challenge that digitalization presents to organizations is that decisions have to be taken under conditions of rapidly evolving technologies and continually shifting targets (Sousa-Zomer et al., 2020). Organizations need to evaluate the best way forward, keeping into account compatibility and scalability issues and how to achieve integration in practice, so that data analytics can really be leveraged (Srai and Lorentz, 2019). To explore these decisions, as researchers we should be ready to move beyond our traditional theoretical toolbox and to explore the opportunities offered to PSM by new lenses, which may range from micro-level theories of managerial decision-making under different types of uncertainty (Packard and Clark, 2020) to system-wide perspectives on the trade-offs offered by digitalization (Raisch and Krakowski, 2021). In the coming year we will be soliciting a special topic forum specifically focused on digitalization in PSM.

4.3. Purchasing and supply Management’s role in climate change and sustainability

Never has the strategic role of managing the external resources of the organization been thrust into the fore of everyone’s minds as prominently as when the SARS-COV-2 outbreak hit the world in the winter of 2019/2020. Nearly immediately, news anchors and politicians were warning of supply chain disruptions and product shortages. The manufacturing industry had been starting to grapple with their role in the global climate crisis and the need to incorporate sustainability more earnestly into production *and* procurement practices before the global chaos ensued; the pandemic only accelerated this need. All the while, the research that JPSM has been producing (Eggert and Hartmann, 2021; Roy et al., 2020; Shulze and Bals, 2020 among many others) has advanced the scientific understanding of what a roadmap for the future might look like. Yet, while our field has been advancing research related to sustainability for nearly two decades (Carter and Rogers, 2008; Pagell et al., 2010), a transition in thinking needs to happen, and we at JPSM believe that our authors can assist in this transition. Historically, JPSM has benefitted from the richness and variety of perspectives and engagement of our great team of AEs and SAEs. Therefore, in defining opportunities for a Business Not as Usual (BNAU) agenda, the decision was taken to “give voice” to our editorial board by inviting our AEs to contribute to this editorial using a Notes and Debates model. That is, we (Knight, Tate, Di Mauro, and Carnovale) solicited their (AE/SAEs) ideas of what BNAU means to PSM, and we received a tremendous response! As we note in the article (Knight et al., 2022) “A call for contributions to this article was circulated to all Associate Editors. Proposals were reviewed by the EICs, and eight selected, organized in four pairs. The EICs then drafted the introduction and conclusion, with all authors subsequently reviewing and revising the article as a whole.” The fact that so many AEs responded swiftly and enthusiastically to the call is a testament to their commitment to JPSM.

While the topics contained in the article are many, there is a general theme that the development and enhancement of sustainability is critical to achieving a BNAU agenda. Concisely stated from one team of contributors to the article, “Growing literature from allied fields of marketing, economics, and international development (to name just a few) is increasingly putting global supply chains under the spotlight”. Take, for example, the increasingly popular idea of circular sourcing, and its role/impact on/in PSM. Clearly, the PSM function of the organization can play an important role in sustainability and related issues, but how can we move to a new way of operating? As noted in the BNAU article, “The task of PSM researchers with regard to circular sourcing should be to clarify what it is; whether it is really a new phenomenon; and to conduct research so as to contribute to both its science and its practice”. As an editorial team, we look forward to these submissions.

4.4. Diversity and inclusion in the supply base

The advent of corporate social responsibility (CSR) has led to the collective recognition that private companies have a moral obligation to take the welfare of internal and external stakeholders into account in their business decisions. Concurrently, the digital age has entailed that firms, be they large or small, cannot escape scrutiny by customers and stakeholders who demand that firms act for the greater good by favoring inclusion and diversity in their business practices, including sourcing.

In the last two decades, supplier diversity research has emerged (Ram and Smallbone, 2003; Worthington et al., 2008), as part of interest in CSR and spurred by supplier diversity programs led by business giants such as Walmart.³

Organizations are finding value in building a diversified supplier

³ <https://corporate.walmart.com/newsroom/2021/04/28/accelerating-our-commitment-to-diverse-and-minority-suppliers>.

base in terms of demographics, ethnicity, dimension, geographical position, etc. not only because diversity is part of their customers' value-set, therefore generating a higher willingness to pay towards firms with supplier diversity programs. In fact, as already demonstrated by social psychology and human resource management research, diversity per se can entail a whole lot of positive outcomes (innovativeness, decision efficiency, organizational performance) through the mediation of information elaboration processes (Van Knippenberg et al., 2004). Evidence of these positive impacts for supply chains is emerging in the supply chain literature (Huang et al., 2020). However, many challenges are in the way of the large-scale diffusion of supplier diversity programs, which offer interesting opportunities to PSM researchers. One class of issues concerns the effective ability of diverse businesses (e.g. ethnic-minorities businesses, women-led businesses), which may exhibit disadvantages in competing in open markets, to successfully participate in supply chains. Next, research addressing power imbalance and trust building between large buyers and these businesses is needed. Another critical avenue concerns the role of supply chain finance in promoting supplier diversity. From the perspective of buyers, an inclusive and diverse supplier network calls for the re-thinking of supplier evaluation criteria, which overcome the "cost-saving" mantra (Ueltschy Murfield et al., 2021). Next, network "composition effects" need to be explored by looking at "faultlines" (Lau and Murnighan, 1998) in diverse supplier networks.

In addressing the determinants, implications and impacts of supplier diversity, PSM can certainly draw lessons from public procurement research, where supplier diversification is often a policy goal of public purchasing (Blount and Hill, 2015), and selection criteria have been adjusted to facilitate the participation of suppliers who may be at a disadvantage.

JPSM's upcoming special issue call for paper on "Improving Supplier Diversity and Inclusion in Supply Chains" edited by Ying Yang, Paul Humphreys and Frank Wiengarten will offer opportunities to expand research on diversity and inclusion and contribute to PSM practice.

<https://www.journals.elsevier.com/journal-of-purchasing-and-supply-management/call-for-papers/a-special-issue-for-improving-supplier-diversity-and-inclusion-in-supply-chains>.

5. Looking to the future: a reflection on editorial responsibilities

Above, we offer an agenda of sorts, describing four research areas that will be our (Di Mauro and Carnovale) editorial priorities. In particular, scholars in our discipline should start to transition to how PSM will be different in a post-COVID world. What will contract negotiations look like and what will the role of buyer supplier relations look like moving in a world where risk-management will play a far larger role than pre-COVID? Answers to these questions cannot overlook the impact that digitalization will have (perhaps, already has) on the PSM function. The blockchain, crypto currencies, enhanced ERP systems, digital twins, the Internet of Things (IoT) are already current in many purchasing departments and scholarly research can support their adoption and management and handle. All of which much occur and exist in a world with a changing climate that threatens the continuity of supply for materials and services, and one that requires a more inclusive and diverse supply base. While much has been done, much remains to be done. The past two years have shined a light on the importance of purchasing and supply management, and the overall supply chains in which they are embedded. The Notes and Debates article on PSM and 'business not as usual' in this issue by the expanded editorial team has showcased JPSM associate editors' views of the research challenges ahead and has suggested a rich research agenda for PSM.

6. Concluding comments

We (Carnovale and Di Mauro) are taking the helm of a journal whose external evaluation criteria (i.e. impact factor, downloads, cite score,

etc.) are in sound shape, and whose submission rates and prominence has significantly grown over the past several years. For this, we are immensely grateful to Louise Knight and Wendy Tate, and to the past editors who have contributed to build the reputation of JPSM as the premier journal in Purchasing and Supply Management (PSM) over nearly three (3) decades. Over the lifespan of the journal, we have witnessed a key growth in the role of PSM from an operational (i.e. tactical) function to a strategic role within the organization, which contributes to decisions concerning technology policy, international scope, governance and sustainability (Murfield, et. Al., 2021; Ellram et al., 2020; Wynstra et al., 2019). As we navigate COVID's transition from pandemic to endemic, such knowledge will be more important than ever.

Thus, as we prepare to take over, we take the opportunity of this editorial to make our statement of intent to our readership, and the broader community of researchers and practitioners for whom the journal is in existence. For the incoming term at JPSM (January 2022-December 2024) we invite them to continue to provide support to the journal's vision, to continue to make JPSM *the* choice for PSM scholars' work.

Simply put, PSM scholars have our work cut out for us. In his book, the 26th American president Theodore Roosevelt put it best when he wrote "far and away the best prize that life offers is the chance to work hard at work worth doing" (Roosevelt, 1916). So, to the PSM community we say this: let's get to work!

Endnote

This article went into production on the day Russia invaded Ukraine. In the days since, as we follow the news, learn of the terrible humanitarian consequences of the war and devise ways of offering support nationally, locally and individually, we are also urgently driven to understand some of the global direct, and indirect, implications for shortages, transport disruptions, and rising costs across many commodity groups, especially oil and grains (with projected producer prices at their highest values in 40 years). For PSM practitioners, this adds an extra layer of complexity to the pre-existing "perfect storm" caused by Covid-19. More importantly, we also recognise the global societal risks from rising prices of food and other basic living needs. The Covid-19 pandemic, and now the war in Ukraine, starkly highlight the PSM community's need for much greater awareness of the geopolitical environment, and associated expertise. From a BNAU perspective, there is much to learn, not only in how to cope with crises, but how changing approaches to PSM might help businesses, governments and other buying organizations operate in ways which mean their commercial decisions help alleviate systemic challenges, rather than deepen them.

APPENDIX

- JPSM Incoming Editors editorial, sets out vision and ethos, topics: <http://www.sciencedirect.com/science/article/pii/S1478409216300085>
- Editorial for special issue on novel methods: <http://www.sciencedirect.com/science/article/pii/S1478409216300620>
- Editorial 'one year on' <https://www.sciencedirect.com/science/article/abs/pii/S1478409217300018>
- Quality and Integrity in Purchasing and Supply Research <https://www.sciencedirect.com/science/article/pii/S1478409218301559>
- 25th anniversary Special Issue <https://www.sciencedirect.com/science/article/pii/S1478409219303413>
- Reflecting on the past 25 years of the journal of purchasing and supply management: The editors' perspectives <https://www.sciencedirect.com/science/article/pii/S1478409218302103>

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Wendy Tate

University of Tennessee, United States

Carmela Di Mauro*

University of Catania, Italy

Steven Carnovale

Rochester Institute of Technology, United States

Louise Knight

University of Twente, the Netherlands

* Corresponding author.

E-mail address: cdimauro@unict.it (C. Di Mauro).