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MCP4 Procurement of complex performance in public infrastructure: A process perspective

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The paper analyzes the process of transitioning from procuring single products and services to procuring complex performance in public infrastructure. The aim is to examine the change in the interactions between buyer and supplier, the emergence of value co-creation and the capability development during the transition process. Based on a multiple, longitudinal case study the paper proposes three generic transition stages towards increased performance and infrastructural complexity. These stages may help managers of public agencies to identify the current procurement level and the contractual and relational challenges they need to master when moving towards the procurement of complex performance.

MCP5 Delivering integrated solutions: the unbundling paradox

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The paper analyzes changes in suppliers' organizational structures to deliver integrated solutions by examining the bundling across different project phases with a focus of realizing risk transfer and through-life innovation. The study deploys rich data sets by combining 108 government reports with a multiple, longitudinal case study method is used to examine changes in integrated solution provision in Public Private Partnerships over a 15-year period. Findings suggest that as a response to the need to be competitive the solutions provider 'unbundles' the bundle of integrated solutions by creating sub-units to handle distinct phases.

MCP6 Materials flow mapping: a tool for describing and assessing performance of material flows in supply chains

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Value stream mapping is a standard methodology for describing and assessing value streams, but has to be adapted in order to be effective in the analysis of the materials supply systems. The purpose of this paper is to develop a tool aiming at describing and assessing performance of material flows in supply chains, as part of a comprehensive design and improvement methodology. A case study in the Swedish automotive industry proved the usefulness of the tool in describing the material flow to the assembly line. Great cost and time reduction potentials were revealed and quantified by means of the methodology.