

Journal of Procurement & Supply Chain

ISSN Online 2617-3581



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ISSN: 2617-3581

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How to cite this article: Preuss, S., P., & Weikum, S., S. (2021). Procurement programs and Supply Chain Management in Switzerland. *Journal of procurement & Supply Chain*, 5(2), 10-20

Abstract

The study sought to examine the development in the field of procurement and supply chain management in Switzerland. The study was literature-based. Procurement and supply chain are considered to be the main points when conducting organizational activities. The study's findings showed that Switzerland has many international companies that successfully utilize incorporated supply chains to integrate tax obligation and customized with pure commercial and logistical factors to consider, therefore promoting business atmosphere and attracting more to the country. The study indicated that procurement is the procedure of getting the goods needed while supply chain is the framework required to get those items. Supply chain monitoring manages a network of affiliated companies associated with the supreme arrangement of product or services plans needed by end customers. The study concluded that the presence of universities and other tertiary institutions of learning in Switzerland offering supply chain management studies had encouraged the society of procurement and supply chain management in the country. Immediate communication between suppliers and consumers allows for prompt updates of information, excellent framework, availability of certified professionals, adequate support of government agencies, affordable tax rates, and a cosmopolitan setting foster the business' growth. The research recommended that Switzerland continue with the promotion of tranquility and security to attract even more individuals to invest in their nation because it is politically stable. E-Supply Chain should be monitored and favorable tax rates need to be initiated in the process. The colleges and institutions need to be supported with money and certified personnel to teach procurement and supply chain management in higher learning institutions.

Keywords: *supply chain, management, procurement, Switzerland*

1.0 Background of the Study

Procurement is the procedure of getting the goods you need while supply chain is the framework needed to get you those items (Croxtton, Garcia-Dastugue, Lambert & Rogers, 2021). Supply chain monitoring is the management of a network of interconnected companies associated with the supreme arrangement of product or services plans needed by end customers. Supply Chain Management spans all movement and storage space of basic materials, work-in-process stock, as well as finished products from factor of origin to point of usage. An easy supply chain is composed of several elements that are connected by the movement of items along it. The supply chain begins and also ends with the client. To ensure that the supply chain is operating as effective as possible as well as generating the highest degree of customer fulfillment at the most affordable expense, firms have actually embraced Supply Chain Management processes as well as linked innovation (Stank, Keller & Closs, 2018). Supply Chain has three degrees of activities that different parts of the firm will concentrate on: strategic; tactical; as well as operational.

Supply Chain Management can be defined as the monitoring of flow of services and products, which begins from the beginning of products and also finishes at the product's usage. It additionally makes up movement as well as storage space of resources that are associated with work in progress, inventory as well as totally furnished items. The main goal of supply chain monitoring is to keep track of and associate production, circulation, as well as delivery of product or services. This can be done by firms with a very good and also limited hold over interior inventories, manufacturing, distribution, internal productions and also sales. Supply chain management basically merges the supply and demand management (Jüttner, Christopher & Baker, 2017). It makes use of various strategies as well as methods to check out the entire chain and also job efficiently at each and every action associated with the chain. Every device that takes part in the procedure has to aim to decrease the expenses and help the companies to improve their long-term efficiency, while also developing value for its stakeholders and consumers. This procedure can additionally decrease the prices by eliminating the unneeded costs, motions and handling.

Sourcing and procurement are an important part of the supply chain management (Monczka, Handfield, Giunipero & Patterson, 2019). The company makes a decision if it wishes to carry out all the exercises internally or if it needs to get it done by any other independent company. This is frequently referred as the make versus purchase decision. Two-thirds of procurement officers in large global business have actually limited or no presence past their very own straight distributors. The results for Swiss business are also reduced, according to an existing Deloitte study; greater than four-fifths of the businesses do not have a much deeper understanding right into their supply chain. These outcomes are remarkably low and additionally rather alarming, considered that it is progressively crucial for business to recognize where raw materials as well as intermediate items come from. While 6% of business throughout the world maintain that they have achieved full transparency across their entire supply chain (Bartlett, Julien & Baines, 2020). This reduced openness has ramifications for firms in all sectors. Nevertheless, determining and having risks within the supply chain is coming to be progressively important as companies value-added chains become ever much more complex and also cross several markets and also jurisdictions.

Firms need to offer regulatory authorities with better understanding right into their procurement function than it was formerly the case. Customers additionally desire more details regarding where products are coming from and exactly how they are made (Gupta & Hodges, 2018). Corresponding new laws in the EU, the UK or in France additionally affect lots of Swiss business that are active in these nations. The existing debate regarding the liable organization campaign in Switzerland

additionally shows the trend for more openness. Swiss companies therefore require intensifying their efforts as well as gathering increasingly more systematic information on their second or third level distributors. This will enable them to assess the risk more effectively and to develop chances to decrease such threat. At the same time they can respond to the growing regulatory needs and use the information that they acquire for marketing functions. Digital technologies such as blockchain and the use of formulas and also automated systems can considerably support procurement supervisors in their work. The EU currently requires specific detailed firms to make their services clear in terms of economic, social and ecological effect (Preuss, 2019). They must likewise reveal where problems exist and also exactly how they are striving to make improvements. This non-financial reporting information also worries details about the supply chain and also ought to assist to recognize, protect against or have existing and also potential adverse impacts.

The Deloitte study of procurement managers additionally reveals that effective companies are two and also a half times more probable to have total supply chain openness compared to their competitors. Additionally, to the coverage and dangers elements, greater supply chain transparency increases development ability and lowers total prices for acquired goods and also solutions. The switch to electronic procurement is consequently much more beneficial. Procurement in 2025 will look extremely different than it does today. This radical and also fast adjustment is transforming how companies source and acquire the numerous goods and solutions they require to run. Therefore, brand-new methods, abilities, expertise and tools are arising to deal with todays and also tomorrow's shifting challenges and opportunities (Leifer, McDermott, O'connor, Peters, Rice, & Veryzer Jr, 2020). As you invest in trip sourcing as well as procurement tasks, it is additionally crucial that you in the team that will certainly help you attain tangible worth and genuine results. All over the world, as procurement departments expand and processes modification, Principal Procurement Officers are searching for methods to boost their companies. Procurement modern technology is additionally developing promptly and also the market uses a boosting number of remedies to support change in procurement procedures.

When it comes to procurement, each organization is distinct and goes to a different stage of maturity. Organizing procurement is a lasting endeavor with a collection of milestones, yet the ultimate objective is to achieve cost savings. Marcus leads the Sourcing and also procurement in Switzerland and also brings over 15 years of experience in administration consulting as well as efficiently led massive procurement transformation (Jones, 2018). He integrates process and innovation experience along with intercultural functioning experience. He sustained several prominent international clients in the growth as well as shipment of technology, transformational and innovation techniques as well as organizational operating version styles and price decrease programmes. Marcus is targeting locations of digitization by utilizing state of the art modern technology like cognitive, artificial intelligence, RPA, analytics and also blockchain for equipping individuals companies to reach their full potential as well as getting prepared for the future. The perennial supply chain pressure of enhancing productivity, supporting development and also relocating faster with even more dexterity end up being much more vital as new business designs, markets and rivals emerge (Tallon, 2018). In a digital economic situation, digital supply networks end up being necessary.

2.0 Literature Review

A study by (Clavier, Bouffard, Rimorov & Jos, 2018) argued that information or data circulation comprises the request for quote, order, monthly schedules, design change demands, high quality grievances and reports on provider performance from consumer side to the provider. From the producer's side to the consumer's side, the details flow consists of the discussion of the firm, deal, confirmation of purchase order, records on action taken on deviation, dispatch information, report on inventory as well as invoices. For a successful supply chain, regular interaction is needed between the manufacturer and the customer. In lots of instances, we can see that companions like distributors, dealers, merchants, logistic company join the information network. Along with this, a number of divisions at the manufacturer and consumer side are additionally a part of the details loop. In this the interior information circulation with the client for in-house manufacture is various. Supply chain preparation ought to be done according to the demand and also supply view. In order to understand clients' needs, a market research must be done (Simatupang & Sridharan, 2019). The second thing to think about is recognition and updated information regarding the rivals as well as techniques made use of by them to please their client demands and also needs. Various markets have various demands and need to be dealt with a various approach.

On the basis of the invoice raised by the manufacturer, the customers take a look at the order for correctness. If the claims are correct, money flows from the customers to the particular manufacturer. Circulation of money is also observed from the manufacturer side to the customers in the form of debit notes (Weikum & Vossen, 2021). To attain an efficient and reliable supply chain, it is important to manage all three flows appropriately with marginal initiatives. It is a difficult task for a supply chain supervisor to recognize which information is essential for decision-making. As a result, she or he would certainly prefer to have the exposure of all flows on the click of a switch. Transport or shipment is essential for a nonstop as well as smooth supply. The variables that have an effect on delivery are economic unpredictability as well as instability, differing gas costs, consumers' expectations, globalization, improvised innovations, changing transport industry and labor legislations. (Le, Stathopoulos, Van Woensel & Ukkusuri, 2019) argued that transport managers need to recognize the supply products circulation and accordingly design the network design. The manager has to understand the item flow, volume, regularity, seasonality, physical attributes of products and also special handlings necessities. Furthermore, the supervisor needs to choose as to the extent of outsourcing to be done for every product. While considering all these elements, he should thoroughly take into consideration the fact that the networks require not be constant.

A crucial difficulty exists where worldwide services have actually developed with time as well as different locations. They have to manage a heritage of disjointed interior logistical structures and heavily ingrained silos whether in regard to the brand, internal features or company units. This creates obstacles to use worldwide constant management procedures and tools. Joint endeavors and purchases pose their own one-of-a-kind difficulties, making it more difficult to take advantage of expense harmonies across divisions as well as brand names while continuing to successfully fulfill clients' requirements. According to study by (Yu, 2019) the result of its calculated place between the US, European as well as Asian time zones, Switzerland's exceptional transportation and also interaction facilities and also its services for taking care of earnings and threats have made it a leading destination for Multinational Business (MNCs) wanting to establish supply chain procedures.

Switzerland has a multitude of multinationals business that efficiently utilizes incorporated supply chains to combine tax and customs with pure business and logistical considerations (Waters, 2021). The existence of certified multilingual workers that specialize in all aspects of value chain management. Various tertiary institutions in Switzerland offer supply chain management studies. Supply chains are becoming significantly fragmented and complex. Handling them on a cross-functional basis requires implementing suitable value chain strategies. The majority of international supply chain management procedures in Switzerland incorporate tax obligation planning into their layout. The main feature of this model is the merging of profits from sales, and also dangers from production and distribution, right into a single "entrepreneur" entity in Switzerland (Osterwalder & Pigneur, 2019). The advantages of moving activities, functions, dangers and more compounds to a central supply chain management can include affordable efficient tax obligation rates, substantially contributing to MNCs' bottom lines.

The Greater Zurich Area (GZA) as Switzerland's financial engine uses perfect conditions for nationwide and worldwide enterprises. In the GZA, supply chain management and also relevant elements of procurement are assuming an ever much more important duty (Langenwalter, 2020). Alongside financial and other monetary services, industry is well represented, with a concentrate on accuracy innovation. A noteworthy instance is ABB, headquartered in Zurich. More than 1,000 huge international businesses manage their European or perhaps their global operations from a place in Switzerland, consequently benefiting from a highly created service society, among one of the most adaptable labor markets in Europe and a steady political environment. In globally contrast, Switzerland has long been a significant center for procurement services (Uyarra, Edler, Gee, Georgiou & Yeow, 2019). Factors such as the central location in Europe, all set availability of certified professionals, thoroughly developed framework, reliable assistance of federal government agencies, competitive tax obligation prices and a worldwide environment cultivate the business that are domiciled here. For this reason, in recent times lots of distinguished enterprises have actually developed subsidiaries or headquarters in the Canton of Zug, in which they have centralized their international procurement functions.

This centralization allows cost-optimized buying in addition to efficient management of production elements. The supply chain management as well as procurement cluster in the Canton of Zug therefore assumes a substantial duty in worldwide purchasing. Firms can for this reason monitor the link of the whole process in the production of a product, from growth, need planning, the procurement or development of the required aspects of manufacturing, the surveillance and control of manufacturing, right to quality assurance and also client service. The Technologie Forum Zug supplies an appealing system for technologically leading, innovative companies in the Zug economic area by cross-linking companies and their knowledge (Bucheli, & Spirig, 2020). Different colleges, research institutes and companions are an optimal complement in the expert network. The Technologie Forum Zug concentrates know-how as well as rate of interests in industry clusters and also competence subjects to support companies through an innovative and also technology driven environment.

Chartered Institute of Procurement and also Supply exists to advertise and develop high standards of professional skills, ability and also integrity amongst all those taken part in acquiring as well as supply chain management. Chartered Institute of Procurement and also Supply assists individuals, companies and the career as a whole (Thai, 2021). The Chartered Institute aids companies of all kinds attain well-rounded excellence in procurement as well as supply management. Procure.ch is an expert association for acquiring and also supply management in Switzerland, and thus combines procurement expertise. As a specialist association on a national level, procure.ch deals companies

a competent option of details and also instructional opportunities. In addition, procure.ch maintains a broad varying network of experts in service and also in scholarship. The Center for Industrial Management (BWI) conducts operations research study and training as well as various other solutions for the ETH and also for private companies (Schönsleben, 2018). BWI's research in the locations of logistics, operations and also supply chain management global service management as well as service advancement is routed towards technology-intensive business and also examines the problems and obstacles along their creation of value.

The Institute of Supply Chain Management of the College of St. Gallen makes up a worldwide system for academic as well as practice-based dialog in the locations of logistics, supply chain management and traffic. It comprises a sophisticated education and learning forum for executives. The core curriculum employs ingenious forms of mentor to share basic management, intra logistics and logistics management. A study by (Fleisher & Bensoussan, 2018) poised that the ETH Executive MBA in Supply Chain Management, set up in 2003, deals with the requirements of business and also executives for innovative education in this field. The core curriculum incorporates scholastic attention to high quality with the useful importance for international organization success. As a subsidiary of the Anglo-Dutch business Unilever, among the world's biggest consumer goods firms, Unilever Supply Chain Company AG operates a stand-alone entity in Schaffhausen, Switzerland. The Swiss-based company utilizes around 1,400 individuals and is accountable for the wider group's whole sourcing, production as well as logistics procedure in Europe and also the Americas. As Unilever's brand-new supply chain center, it is accountable for the supply of raw and packaging materials, the group's factory network consisting of manufacturing planning, volume allocation and financial investments for 62 European manufacturing facilities and also the warehousing as well as transportation of completed products from European production websites to end-user markets.

The global beer group AB InBev relocated its worldwide investing in by Anheuser-Busch InBev Procurement GmbH to Steinhausen, in the Swiss canton of Zug. The group developed its purchase service business in Switzerland due to the nation's attractiveness for running an efficient supply chain operation. It also benefits from offered proficient labor and also a business-friendly setting. Metalor Technologies SA is a leading precious elements refinery group located in Neuchatel, Switzerland. The sourcing aspect of its supply chain is run in Switzerland to make sure that rare-earth elements come from legitimate, honest resources and also have not been associated with criminal offense, armed dispute or civil rights misuse (Footer, 2018). The metals to be refined arrive in Switzerland, are processed in Neuchatel and afterwards forwarded to the customer in a prompt as well as risk-free manner, making use of the dependable and safe surroundings.

Luxury Product International SA (Gucci Group) preserves its logistics center in the Canton of Ticino, Switzerland. Stretching over 320,000 square meters, it supplies items around the world. LGI is the distribution center for Gucci Team and also originally dispersed just Gucci branded items. (Štrach & Everett, 2019) found that adhering to the purchase of various other brand names it opened up new workplaces in Switzerland as well as a new logistics facility. Famous brand products, garments as well as accessories are distributed from Switzerland worldwide to shops straight managed by the Group and also franchise business stores, duty-free boutiques, specialty shops and multi-brand outlets. Before opening in Switzerland, the company faced security issues relating to logistics for its luxury items. The FM Global Strength Index 2018 ranks Switzerland initially for supply chain safety, ahead of Luxembourg. This puts it ahead of all others including Sweden, Germany, the Netherlands as well as Ireland. The index supplies an indicator of loved one organization durability to supply chain interruption throughout 130 countries. It takes into

account economic; take the chance of high quality as well as other supply chain aspects, thinking about control of corruption, infrastructure as well as neighborhood supplier quality (Kunz & Gold, 2018).

E-Supply Chain has actually come to be an everyday attribute of commercial activity. Services progressively utilize it as an extra effective means of conducting acquisition and also sales deals, particularly as private individuals are getting much more items as well as solutions online (Niranjanamurthy, Kavyashree, Jagannath & Chahar, 2021). The availability of digital products and services supplied online is regularly expanding as well as geographical borders tend to disappear. As an example, Expedia Lodging Partner Services Sarl, situated in Geneva, is responsible for the procurement and also distribution of all Expedia Inc. brands worldwide and also is the main point for sourcing hotel solutions, with around 13,000 workers in more than 70 countries. Expedia Inc. provides resort rooms on a global scale, access to multiple channels in a solitary marketplace, direct exposure that positively affects direct reservations on a resort's own internet site and also a committed group of market supervisors worldwide that provides deep market understanding and is committed to helping hotels increase their profitability (Chaffey & Ellis-Chadwick, 2019). Kayak Europe GmbH, an independent subsidiary of The Priceline Group, gives tourists with information on flights, resorts, cars and truck leasing and package deals. The business operates in Zurich and uses an online platform in various languages. The business depends heavily on an ingenious as well as very certified workforce along with a superb web and also IT facilities.

Banks as well as other financial institutions usually face input VAT for procurement that result in a significant last price which might threaten a competitive advantage. The fact that Switzerland has a fairly low VAT rate of 7.7% can aid to minimize this worry and make Switzerland an attractive area for establishing procurement facilities. Swiss VAT regulations exempt Swiss excursion drivers from imposing Swiss VAT on scenic tours taking place entirely or primarily beyond Switzerland (Senyk, 2020). This is a considerable advantage for a Swiss scenic tour driver purchasing travel packages that are offered abroad. Even in the lack of any kind of more straight tax obligation optimization, this can enhance the tour operator's gross profit margin by up to 20% contrasted, for instance, to a UK competitor.

There are difficulties which Switzerland faces in this field of procurement as well as supply chain management like; Bringing together commercial, custom tax obligation, trade and logistical issues oriented around an integrated supply chain version, finding qualified employees who can handle complex logistical, VAT and also customs and also profession facets of an incorporated supply chain (Oehmen, Alard, R. & Bremen, 2019). Enhancing presence within the supply chain by concentrating core activities as well as related threats in a place that has outstanding facilities and a supply chain-friendly environment and boosting control of the logistics part of the supply chain through closeness to a collection of worldwide logistics company. Situating operations where technical IT infrastructure integrates with an attractive company environment as well as ensuring information security.

3.0 Research Findings & Conclusion

The study discovered that procurement as well as supply chain is main points when carrying out services and business activities. Switzerland has a lot of international business that successfully use integrated supply chains to integrate tax and also customs with pure commercial and also logistical factors to consider hence promoting the business environment and attracting in more investors in the nation. In addition, risks can be mitigated with a high-quality infrastructure, a

secure political setting, a dependable labor force and also in certain situations Switzerland's neutrality in the event of international political disturbance. Numerous risk patterns can be addressed through a distinctively high number of companies based in Switzerland that cover all aspects of supply chains across different sectors. Great accessibility of IT specialists incorporated with among the fastest web connections in Europe. The research study also located that Switzerland's dense cluster of data facilities provides a robust and top data security environment. Switzerland occupies third place in the Data Center Danger Index, which categorizes 37 countries according to essential risks for the procedure of safe and secure information centers. An additional key resource held by Switzerland is the high relevance it places on private personal privacy. Switzerland, and also specifically Zug, supplies a great company friendly and also culturally varied environment which has actually proven to be a very eye-catching destination for worldwide abilities. Employees and their households appreciate the quality of life, the instructional accessibility as well as the healthy environment provided in Zug. The canton has actually additionally confirmed to be really effective, pragmatic and customer oriented when aiding our worldwide staff relocate to Zug.

The study concluded that procurement and supply chain is extremely vital in the business world as well as ought to be taken with a great deal of seriousness. Because there is broad adoption of Internet innovations, all businesses can take advantage of online software and Net communications. Instantaneous communication in between suppliers as well as customers allows for prompt updates of details, which is important in management of the supply chain. Both manufacturers and consumers are meant to be well familiar with the information flow concerning the company, deal, confirmation of order, dispatch information, record on inventory as well as invoices for the supply chain to be efficient. Considering that Switzerland has superb transport and also interaction facilities it should proceed with the development of these sectors in order for them to fit lots of businesses as possible as well as continue with producing even more earnings for the nation.

The study likewise concluded that banks and also various other financial institutions, market is well represented, with a focus on precision technology. Making money from a highly established service society, one of the most adaptable labor markets in Europe and also a stable political environment has likewise contributed to the rapid prospering of these supply chains in Switzerland. The availability of qualified specialists, thoroughly established framework, efficient support of government companies, competitive tax prices as well as a cosmopolitan setting cultivate the companies' growth. Visibility of universities as well as other tertiary institutions in Switzerland providing supply chain management studies has motivated the culture of purchase and supply chain administration within the young people in the nation. BWI's researches in the locations of logistics, operations and also supply chain management worldwide service monitoring and service technology which has improved the nation towards technology-intensive firms and examines the problems as well as challenges along their production of value. Once again due these multinationals firms it has actually caused creation of job opportunities.

4.0 Recommendations

The research study recommended that Switzerland government ought to continue with the promotion of tranquility and security in the country for it to keep on drawing in mostly all Europeans countries to invest in their nation which is one of the countries on the planet that is politically secure. The E-Supply Chain should be urged and promoted given that the whole world is going digital in order to boost performance and also service shipment. The federal government

ought to use beneficial taxes actions to the multinational businesses which have actually been developed there since they are supplying work chances to its people. The study again advised that universities and other tertiary institutions the need to be backed up with money and certified staff be employed in order to teach the young generation with the needed skills in the procurement and supply chain management market, for the nation to continue to be in industry for a longer period of time. Last but not least, the facilities field ought to be financed effectively in order for the nation to be able to suit lots of service people as possible and feel comfortable with the available social facilities.

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