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**“SUPPLIER SELECTION:**

**A SYSTEMATIC LITERATURE REVIEW”**

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**PATRAS, GREECE, “JANUARY”,  
“2023”**

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SYSTEMATIC LITERATURE REVIEW”**

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## **Abstract**

I believe that taking on a work pertaining to "suppliers' evaluation" is crucial because it affects a crucial supply chain link, notably the section that deals with the procurement procedure.

In an era where companies want to make as much money as they can, it should go without saying that this profit cannot always be obtained by growing, say, sales alone. It has been demonstrated that examining the "internal" operations of the company can result in a notable decrease in expenses and a subsequent rise in profits. The way the company's procurement system operates is one of these "internal" operations.

What exactly does the phrase "evaluation" entail, though? How much of this is feasible? How much of it can be objective? Is it easily handled and operated, and is it accessible? What is the degree of benefit associated with the expense of adopting such a system in relation to its performance? What is the current market trend regarding the purchase of these systems both domestically and internationally? What inferences can be drawn from their operation? Which kind of business do they work better in?

As a result, we begin our work by reviewing how the requirement to select a supplier emerged, paying particular attention to the best option based on each company's demands. As a result, we outline the fundamental qualities that help us make the right decision and the extent to which it can enhance corporate operations generally. Next, we make use of the criteria that will enable us to select him. To guarantee its increasing trajectory, some of them include, for instance, our supplier's quality, our supplier based on its location, the materials it can supply us, and their quality. In order to be directed by his decision, we last mention which qualities the same individual should evaluate based on his behavior.

Keywords: supplier selection, profit, option, criteria

## “ΕΠΙΛΟΓΗ ΠΡΟΜΗΘΕΥΤΗ”

### “ΧΡΥΣΟΥΛΑ ΤΣΙΠΛΑΚΗ”

#### Περίληψη

Πιστεύω ότι η ανάληψη ενός έργου σχετικά με την "αξιολόγηση προμηθευτών" είναι ζωτικής σημασίας, διότι επηρεάζει έναν κρίσιμο κρίκο της εφοδιαστικής αλυσίδας, ιδίως το τμήμα που ασχολείται με τη διαδικασία προμήθειας.

Σε μια εποχή όπου οι εταιρείες θέλουν να βγάλουν όσα περισσότερα χρήματα μπορούν, είναι αυτονόητο ότι αυτό το κέρδος δεν μπορεί πάντα να επιτευχθεί με την αύξηση, ας πούμε, μόνο των πωλήσεων. Έχει αποδειχθεί ότι η εξέταση των «εσωτερικών» λειτουργιών της εταιρείας μπορεί να οδηγήσει σε σημαντική μείωση των εξόδων και επακόλουθη αύξηση των κερδών. Ο τρόπος λειτουργίας του συστήματος προμηθειών της εταιρείας είναι μία από αυτές τις «εσωτερικές» λειτουργίες.

Τι ακριβώς συνεπάγεται όμως η φράση «αξιολόγηση»; Πόσο από αυτό είναι εφικτό; Πόσο από αυτό μπορεί να είναι αντικειμενικό; Είναι εύκολος ο χειρισμός και ο χειρισμός του και είναι προσβάσιμος; Ποιος είναι ο βαθμός οφέλους που σχετίζεται με το κόστος της υιοθέτησης ενός τέτοιου συστήματος σε σχέση με την απόδοσή του; Ποια είναι η τρέχουσα τάση της αγοράς σχετικά με την αγορά αυτών των συστημάτων τόσο στο εσωτερικό όσο και στο εξωτερικό; Τι συμπεράσματα μπορούν να εξαχθούν από τη λειτουργία τους; Σε ποιο είδος επιχείρησης λειτουργούν καλύτερα;

Ως αποτέλεσμα, ξεκινάμε τη δουλειά μας εξετάζοντας πώς προέκυψε η απαίτηση επιλογής προμηθευτή, δίνοντας ιδιαίτερη προσοχή στην καλύτερη επιλογή με βάση τις απαιτήσεις της κάθε εταιρείας. Ως αποτέλεσμα, περιγράφουμε τις θεμελιώδεις ιδιότητες που μας βοηθούν να πάρουμε τη σωστή απόφαση και τον βαθμό στον οποίο μπορεί να βελτιώσει τις εταιρικές λειτουργίες γενικά. Στη συνέχεια, χρησιμοποιούμε τα κριτήρια που θα μας επιτρέψουν να τον επιλέξουμε. Για να διασφαλιστεί η

αυξανόμενη τροχιά του, ορισμένα από αυτά περιλαμβάνουν, για παράδειγμα, την ποιότητα του προμηθευτή μας, τον προμηθευτή μας με βάση την τοποθεσία του, τα υλικά που μπορεί να μας προμηθεύσει και την ποιότητά τους. Για να κατευθυνθούμε από την απόφασή του, αναφέρουμε τελευταία ποιες ιδιότητες πρέπει να αξιολογήσει το ίδιο άτομο με βάση τη συμπεριφορά του.

Λέξεις κλειδιά: επιλογή προμηθευτή, κέρδος, επιλογή, κριτήρια

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## List of Abbreviations & Acronyms

JIT=Just in time

EDI=Electronic Data Interchange

## INTRODUCTION

Organizations have a variety of changes in the business environment in the current global economy. To maintain or improve overall organizational performance and create a sustainable competitive advantage, organizations are under increasing pressure to reinvent themselves almost continuously, adopt the philosophy of supply chain management, form long-term strategic partnerships with a select group of capable and creative suppliers and work with them on non-core process outsourcing. An organization that is a suitable combination of the company's own skills with those of partners or suppliers in a relationship that is compatible with the business plan will be the outcome of this structured approach to supply chain architecture. Because of this, suppliers ought to be chosen based on how their choices would affect the supply chain's overall performance and competitiveness. It suggests that choosing suppliers correctly is one of the skills required for the supply chain to be successful.

Environmental factors are causing organizations almost everywhere to undergo quick and significant changes. Practitioners need to constantly adjust their business processes to changes in order to succeed in such an environment. Because of this, a lot of organizational business procedures are dynamic and ever-changing. Recently, there has been a noticeable increase in interest from both academics and practitioners in optimizing the full suite of internal and external processes that the company uses to give value to its customers. This viewpoint presents a potentially effective means for the businesses to guarantee client happiness. Even while this high degree of customer focus produces superior goods and services, it no longer guarantees a sustained competitive advantage.

Businesses are looking at investing in new technology and skills to improve their competitive position to overcome the difficulties given by strong competition and uncertain economic conditions. But enhancing the company's capacity alone won't be sufficient to meet the demands of the flexible supply chain. The supply chain's upstream operations will be important in defining the chain's flexibility. Therefore, in addition to

better manufacturing techniques and technology, an efficient supplier selection system is required to meet client expectations.

In this study we will therefore analyze and answer the following questions:

RQ1: Which is the importance of supplier selection ?

RQ2: Which are the most important criteria?

### **1.1) Statement of problem**

Nowadays, companies face intense competition and a competitive environment due to rapid changes in the market and increasing consumer needs for better and better goods and services (AQCL 1997). Companies to succeed and evolve must implement strategies to reduce costs, continuously improve quality, improve customer service, improve delivery, and reduce product cycle time, in order to meet the increasingly difficult requirements and maintain or improve their competitive advantage. Consequently, it is clear that businesses must constantly be in a position to set new goals that will make them stand out in the market and implement them using the appropriate means.

It is obvious that businesses must prosper at a time of intense global competition, which compels many to reconsider their operational approach. A technique that may be applied to get the the best performance needed to deal with upcoming obstacles is real procurement. The creation of global procedures and strategies that are an essential component of a company's supply chain initiatives is necessary for the pursuit of competitive advantage. In order to do this, organizations will need to pursue global sourcing strategies and techniques that incorporate purchasing, operations, marketing, engineering, and logistics. global sourcing could be one of the remaining unexplored opportunities that provides the sort of performance required to be successful in extremely competitive marketplaces.

But without the maintenance of cooperative buyer-supplier relationships, a successful sourcing program cannot occur. When companies adopt innovative manufacturing strategies such as Just-In-Time, they must consider the factors that influence the interactions that occur between suppliers and customers. Or, to put it another way, the addition of a provider to an existing, well-run supply chain will unavoidably affect the network's overall competitiveness. One of the most important steps in this process is

establishing appropriate criteria for evaluating supplier performance. Buyer characteristics are similar to supplier attributes in that both parties may have a positive or negative influence on the success of the partnership. Therefore, it's imperative to evaluate providers in accordance with the same criteria as buyers.

Finding acceptable suppliers with whom to form deep, lasting relationships is one strategic problem. In the supply chain, suppliers are becoming more and more important, and this has a big impact on a business's capacity to compete. Therefore, selecting and evaluating suppliers is crucial to setting up and running a successful supply chain. Businesses need systematic, well-planned processes for evaluating potential suppliers.

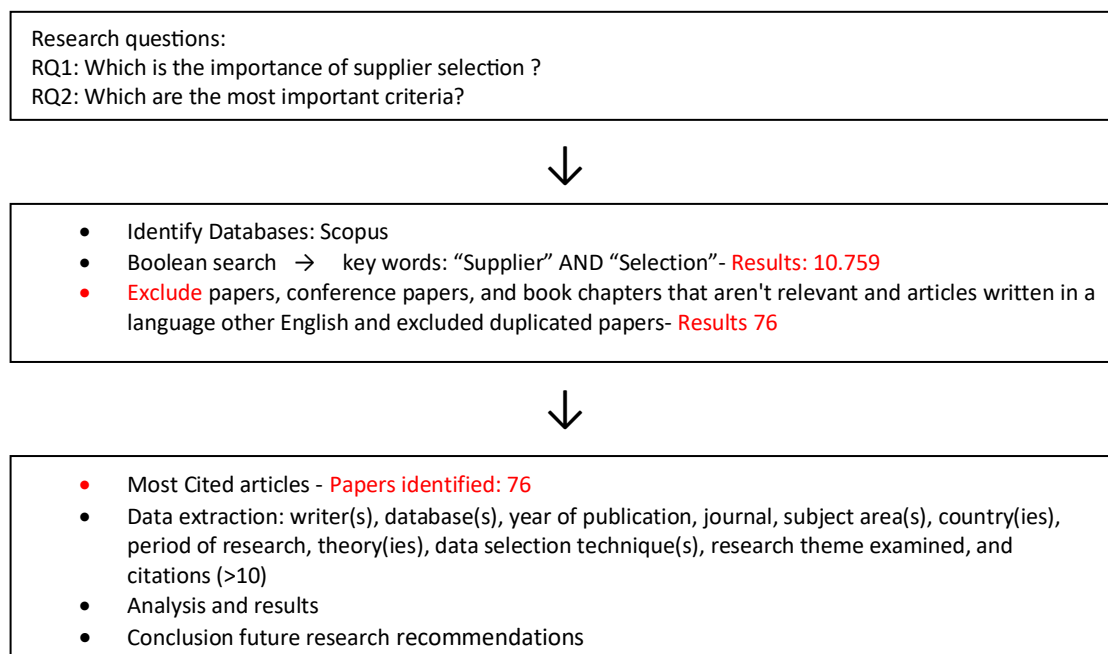
Supplier selection is the process by which businesses find, evaluate, and sign contracts with suppliers. The process of selecting suppliers consumes a substantial amount of an organization's financial resources and is crucial to its success. The supplier selection process aims to establish enduring connections between buyers and suppliers, minimize purchasing risk, and maximize total value for the buyer. These are the three main objectives. The literature on supplier selection procedures and criteria offers a wide range of analytical techniques. This paper provides an overview of supplier selection criteria, supplier selection assessment methods, and supply chain management studies.

## **1.2) Methodology: Scopus method**

Scopus, an abstract and citation database from Elsevier, was first made available in 2004. Among the hundreds of titles that Scopus provides are numerous peer-reviewed journals in important subjects like the biological sciences, social sciences, natural sciences, and health sciences. Trade journals, periodicals, and book series are the three types of sources that are addressed. This assisted us with survey design, study questions, research strategy, research identification, assessment procedures, data retrieval, and data analysis, according to Busalim and Hussin (2016) and Nerantzidis et al. (2020). We were sufficient to confirm the validity of our results (Massaro et al., 2016; Dumay et al., 2016; Bracci et al., 2019) and to repeat the study conducted by other authors using similar methodology (Yin, 2018; Roussy and Perron, 2018; Tsalavoutas et al., 2020). Figure 1 shows the analysis methodology used in our study.

### 1.2.1) *The Scopus search strategy*

Two phases were taken in the selection, evaluation, and identification of supplier selection studies (Street and Hermanson, 2019; Nguyen et al., 2020; de Geus et al., 2020). (Picture 1). The initial phase involved locating databases for paper reviews, and this was accomplished by taking reputation into account as a measure of publication number and content as well as the ability to compile all pertinent studies. We have chosen 'Scopus' as our main internet resource. We conducted a Boolean search using the keywords "Supplier" and "Selection". As a consequence, 10,759 articles were initially produced. After eliminating duplicate papers and excluding studies published in books, conferences, or other non-English languages, we were left with 76. In the second stage, we went over the most well-liked ones to check if the previous step overlooked any more studies. An additional measure of influence was the total number of citations found in the 'Scopus' databases, or the ten most cited papers. There were no further articles written. A data extraction for these papers included the following information: author, database, year of publication, journal, topic, nation, research period, theory, data selection technique, research topic addressed, and references.



**Figure 1: Search strategy**

### 1.2.2) *Results for RQ1*

RQ1: Which is the importance of supplier selection?

The purpose of this article is to give us information about the selection of the supplier as well as some methods that we could follow in order to arrive at the best choice based on the needs of the business. Below is a table (Figure 2) from Scopus which gives us information from 2004 to the present on the number of articles published. So we notice that most articles have been published from 2019 onwards.

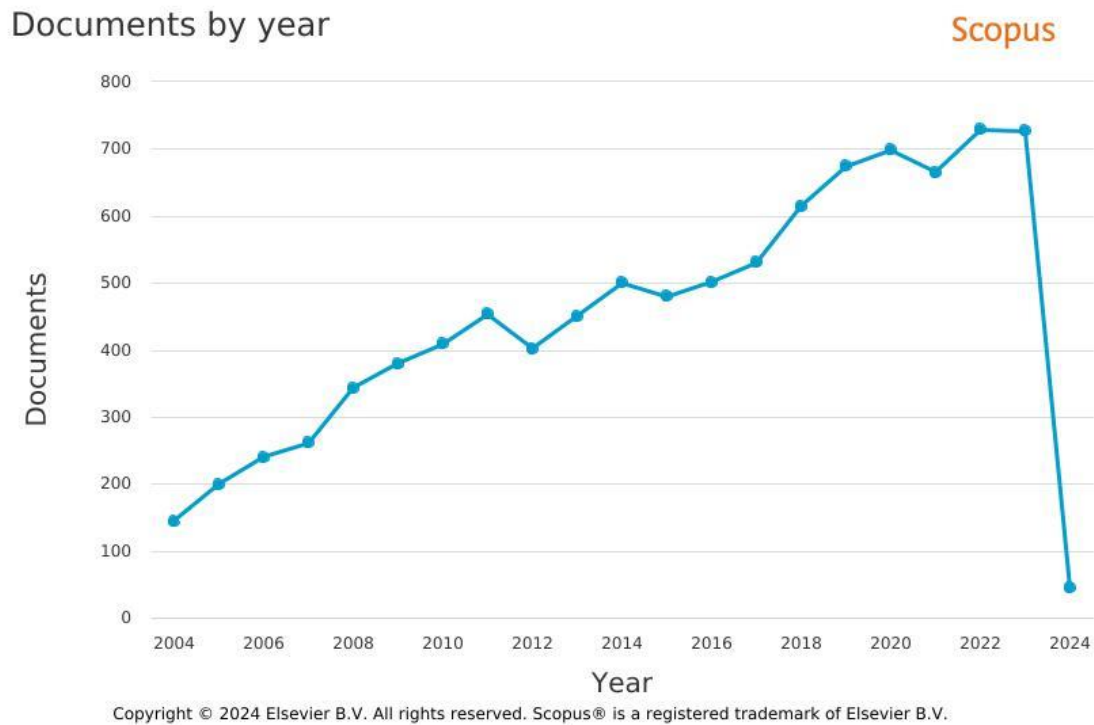


Figure 2: Documents by year

### 1.2.3) The steps we followed for our scopus search in RQ1

Initially, in the Year field we put Range=2019-2023, after the options given to us in the subject area we chose Decision Science. Then we chose article as Document type. We also wanted English from the Language field, Supplier Selection from the Keyword and Journal from the Source type. Finally, from the Publication Stage field we wanted Final and from Open access All open access.

### 1.2.4) Categorizing results for RQ1

After we do all these steps that we mentioned above, the total number of articles that results is 76. We then categorize them according to the 2021 ABS list. Consequently, the categories we have are: ACCOUNT(A), BUS HIST & ECON HIST (B), ECON (C),

ENT-SBM(D), ETHICS-CSR-MAN (E), FINANCE (F), HRM&EMP (G),IB&AREA(H), INFO MAN (I), INNON (J), MDE&EDU(K), MKT(L), OPS&TECH(M), OR&MENCI(N), OR&STUD(O), PSYCH(P), RUB SEC(Q), REGIONAL,STUDIES,PLANNING AND ENVIRONMENT( R ), SECTOR(S), SOC SCI(T) and STRAT(U). The resulting data, which we will also see in the table below, are: 1 article in ETHICS-CSR-MAN, 1 article in INNON, 17 articles in OPS&TECH and 19 articles in OR&MENCI.

SUBJECT AREA(S)			
SUBJECT AREA	NUMBER OF ARTICLES	SUBJECT AREA	NUMBER OF ARTICLES
A. ACCOUNT	0	L. MKT	0
B. BUS HIST & ECON HIST	0	M. OPS&TECH	17
C. ECON	0	N. OR&MENCI	19
D. ENT-SBM	0	O. OR&STUD	0
E. ETHICS-CSR-MAN	1	P.PSYCH	0
F. FINANCE	0	Q. RUB SEC	0
G. HRM&EMP	0	R. REGIONAL, STUDIES, PLANNING & ENVIRONMENT	0
H. IB&AREA	0	S. SECTOR	0
I. INFO MAN	0	T. SOC SCI	0
J.INNON	0	U. STRAT	0
MDE&EDU	0	TOTAL	38/76

**Table 1: Subjects areas**

#### ***1.2.5) Geographic area(s) for RQ1***

Alike to the above, the criterion of geographical area(s) refers to the continents where the research was conducted (see Guthrie et al., 2012; Tsalavoutas et al., 2020 and Nerantzidis et al., 2020). Specifically, we sorted papers into six (6) divisions (continents), which included Europe (F1), Asia (F2), Oceania (F3), Africa (F4), America (F5) and Worldwide (F6), and in one papers, the country was not precisely stated. The majority of the papers, according to our findings, are focused on Asia (32/76), while America (16/77) are significant parts of research. Therefore, a scarcity of studies exists on corporate governance in REITs in Europe and Africa, while there is a necessity for cross-national comparison (Table 2).

### 1.2.6) Number of papers for each country categorized by MSCI for RQ1

This criterion completes the previous one, classifying countries into developed (G1), emerging (G2), frontier (G3), standalone (G4), and other (G5) categories (G5). The upon classification falls under the Morgan Stanley Capital International stock indices (see MSCI [2]), which are widely used for cross-regional comparisons around the world (D’Onza et al., 2015 and Nerantzidis et al., 2020). Nine (9) different countries were found in the reviewed articles, with the majority in the US (16 articles), Australia (3 articles) and India (17 articles). This study indicates that most of the studies are primarily focused on developed countries and less so on emerging and frontier markets (see Table 2).

F.GEOGRAPHIC AREA(S)									
F1) EUROPE	14								
F2)ASIA	32								
F3) OCEANIA	4								
F4)AMERICA	16								
F5)WORLDWIDE	5								
F6)N/A	1								
F7)AFRICA	4								
TOTAL	76								
G. NUMBER OF PAPERS FOR EACH COUNTRY CATEGORIZED BY MSCI									
G1.		G2.						G5.	
DEVELOPED	No	EMERGING	No	G3.FRONTIER	No	G4.STANDALONE	No	OTHER	No
US	16	PAKISTAN	2					GLOBAL	5
ITALY	4	INDONESIA	1					N/A	1
UK	19	MALAYSIA	1						
AUSTRALIA	3	INDIA	17						
GERMANY	7								
TOTAL	49	TOTAL	21					TOTAL	6

Table 2. Results of the 1st research question.

### 1.2.7) RQ2: Which are the most important criteria?

With the help of scopus we will search and find the appropriate articles that will help to find the appropriate supplier. Thus, after research, we will come to the most important criteria for the selection of the supplier according to the needs of the company and we will record them later. Below is a table (Figure 3) from Scopus which gives us information from 2004 to the present on the number of articles published. So we notice that most articles have been published from 2019 onwards.

### Documents by year

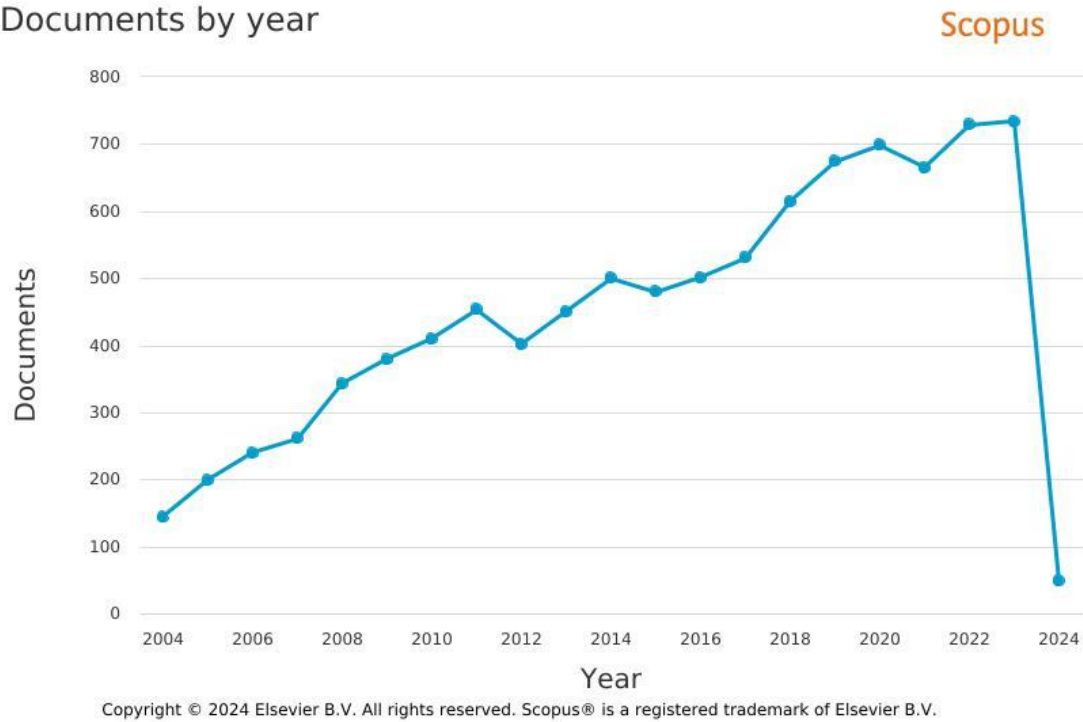


Figure 3: Document by year

#### 1.2.8) The scopus search strategy for RQ2

Two phases were taken in the selection, evaluation, and identification of supplier selection studies (Street and Hermanson, 2019; Nguyen et al., 2020; de Geus et al., 2020). (Figure 4). The initial phase involved locating databases for paper reviews (>10), and this was accomplished by taking reputation into account as a measure of publication number and content as well as the ability to compile all pertinent studies. 'Scopus' has been selected as our primary online resource. Using the keywords "Supplier," "Selection," and "Criteria," we ran a Boolean search. 3,680 articles were first produced as a result. There were 47 studies remaining after removing duplicate papers and research published in books, conferences, or other non-English languages. In the second phase, we reviewed the most popular ones to see whether any more research were missed in the first step. The total number of citations in the 'Scopus' databases, or the 10 most cited papers, served as an additional indicator of influence. No other articles were produced. The author, database, year of publication, journal, topic, country, research period, theory, data selection method, research issue addressed, and references were all included in the data extraction for these studies.

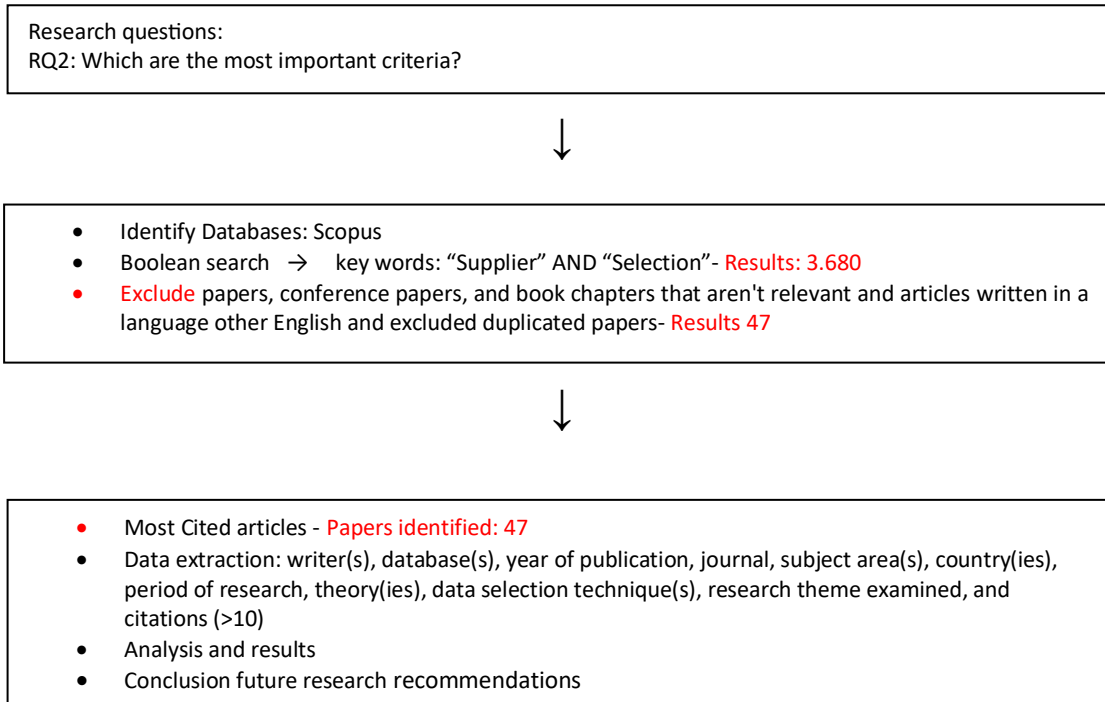


Figure 4: Search strategy

### 1.2.9) The steps we followed for our scopus search in RQ2

Initially, in the Year field we put Range=2019-2023, after the options given to us in the subject area we chose Decision Science. Then we chose article as Document type. We also wanted English from the Language field, Supplier Selection from the Keyword and Journal from the Source type. Finally, from the Publication Stage field we wanted Final and from Open access All open access.

### 1.2.10) Results for RQ2

After we do all these steps that we mentioned above, the total number of articles that results is 47. We then categorize them according to the 2021 ABS list. Consequently, the categories we have are: ACCOUNT(A), BUS HIST & ECON HIST (B), ECON (C), ENT-SBM(D), ETHICS-CSR-MAN (E), FINANCE (F), HRM&EMP (G),IB&AREA(H), INFO MAN (I), INNON (J), MDE&EDU(K), MKT(L), OPS&TECH(M), OR&MENCI(N), OR&STUD(O), PSYCH(P), RUB SEC(Q), REGIONAL,STUDIES,PLANNING AND ENVIRONMENT( R ), SECTOR(S), SOC SCI(T) and STRAT(U). The resulting data, which we will also see in the table below, are: 6 articles in OPS&TECH and 19 articles in OR&MENCI.

SUBJECT AREA(S)			
SUBJECT AREA	NUMBER OF ARTICLES	SUBJECT AREA	NUMBER OF ARTICLES
A. ACCOUNT	0	L. MKT	0
B. BUS HIST & ECON HIST	0	M. OPS&TECH	6
C. ECON	0	N. OR&MENCI	19
D. ENT-SBM	0	O. OR&STUD	0
E. ETHICS-CSR-MAN	0	P.PSYCH	0
F. FINANCE	0	Q. RUB SEC	0
G. HRM&EMP	0	R. REGIONAL, STUDIES, PLANNING & ENVIRONMENT	0
H. IB&AREA	0	S. SECTOR	0
I. INFO MAN	0	T. SOC SCI	0
J.INNON	0	U. STRAT	0
MDE&EDU	0	TOTAL	25/47

**Table 3: Subjects areas**

### ***1.2.11) Geographic area(s) for RQ2***

Alike to the above, the criterion of geographical area(s) refers to the continents where the research was conducted (see Guthrie et al., 2012; Tsalavoutas et al., 2020 and Nerantzidis et al., 2020). Specifically, we sorted papers into six (6) divisions (continents), which included Europe (F1), Asia (F2), Oceania (F3), Africa (F4), America (F5) and Worldwide (F6), and in one papers, the country was not precisely stated. The majority of the papers, according to our findings, are focused on Asia (19/47), while America (10/47) are significant parts of research. Therefore, a scarcity of studies exists on corporate governance in REITs in Europe and Africa, while there is a necessity for cross-national comparison .(Table 4).

### ***1.2.12) Number of papers for each country categorized by MSCI for RQ2***

This criterion completes the previous one, classifying countries into developed (G1), emerging (G2), frontier (G3), standalone (G4), and other (G5) categories (G5). The upon classification falls under the Morgan Stanley Capital International stock indices (see MSCI [2]), which are widely used for cross-regional comparisons around the world (D’Onza et al., 2015 and Nerantzidis et al., 2020). Nine (9) different countries were found in the reviewed articles, with the majority in the US (5 articles), Australia (5 articles) and India (12 articles). This study indicates that most of the studies are

primarily focused on developed countries and less so on emerging and frontier markets (see Table 4).

F.GEOGRAPHIC AREA(S)									
F1) EUROPE		6							
F2)ASIA		19							
F3) OCEANIA		5							
F4)AMERICA		10							
F5)WORLDWIDE		4							
F6)N/A		2							
F7)AFRICA		1							
TOTAL		47							
G. NUMBER OF PAPERS FOR EACH COUNTRY CATEGORIZED BY MSCI									
G1. DEVELOPED	No	G2. EMERGING	No	G3.FRONTIER	No	G4.STANDALONE	No	G5. OTHER	No
US	5	PAKISTAN	1					GLOBAL	4
ITALY	3	INDONESIA	1					N/A	2
UK	10	MALAYSIA	1						
AUSTRALIA	2	INDIA	12						
GERMANY	6								
TOTAL	26	TOTAL	15					TOTAL	6

**Table 4. Results of the 2st research question**

## **Supplier selection**

Scholars and practitioners have realized that markets are becoming an increasingly important strategic problem in company profitability as a result of the rise of global competitive difficulties and the ensuing changes in business practices. Increasing profitability, profit margin, and increase in profits per share was the organization's top purchasing objective. The market may establish credibility and show a genuine, observable, and quantifiable impact by securing this business engine. The traditional, hostile role of the market has altered substantially in recent years as businesses progressively globalize their sourcing activities, making the purchase selection process for organizational buyers a more complicated, multifaceted, and cross-functional activity. Due to the increasing impact that external suppliers have on a company's competitive position and overall success, purchasing is now acknowledged as a strategic function rather than a purely tactical one (Goffin, Szwejczewski & New 1997; McIvor, Humphreys & McAleer 1997b ; Bhutta & Huq 2002). Strategic decisions on supplier management have increased in significance as the buying function has grown in prominence. According to Gualandris et al. (2015), self-managed tasks like developing supplier selection criteria, obtaining data on potential suppliers, and assessing the social and environmental performance of incoming goods as well as supplier operations are all part of the monitoring sustainability in supply chain management. Stated differently, purchasing and supplier selection are means of accomplishing sustainability objectives for the focal organization as well as the entire supply chain. Additionally, as it may increase a company's profitability and competitiveness, supplier relationship management is an essential duty for enterprises (Lemke, Goffin & Szwejczewski 2000). As a result, managing the supplier network effectively to gain a competitive edge is a crucial and strategic problem that the market must solve. This includes determining the criteria for selecting suppliers, making selections about them, and keeping an eye on their performance. From this vantage

point, a company's ability to produce high-quality goods and satisfy customers depends greatly on its ability to identify suppliers. These days, supply chain managers evaluate potential suppliers on a variety of factors in addition to price when making decisions, as opposed to just one. Due to the numerous factors that need to be taken into account throughout the assessment process, choosing the best provider from a group of suppliers becomes a difficult and time-consuming task.

The goal of supplier selection is to identify the best supplier who can provide the client with the most integrated package of goods and services. Increasing the usage of sophisticated supplier selection and monitoring techniques tends to boost product quality and profitability. Finding vendors with the best potential to consistently meet a company's objectives at a reasonable cost is the main objective of supplier selection. But when it comes to collaborative sourcing, the issue isn't so much about choosing a supplier as it is about finding the right partner for an extended partnership. When sourcing collaboratively, the buyer acknowledges the supplier as a vital component of the company, necessitating the application of a method for selecting suppliers that offers both supplier accountability and a gauge of overall success. Selection is the process of comparing vendors broadly using a standard set of standards and metrics. Finding both quantitative and qualitative criteria is necessary to choose the finest providers. However, based on a company's demands, different levels of information might be examined in order to evaluate possible suppliers. The process of deciding which potential vendor or supplier a business should deal with is therefore known as supplier selection. Establishing a profitable business-to-business partnership with a dependable supplier who offers the best value for the money based on each company's data and requirements is one of the main goals of the supplier selection process.

Four steps usually comprise a supplier selection problem: problem formulation, criteria development, qualifying of potential suppliers, and final supplier selection. The significance and long-term effects of supplier selection on procurement are demonstrated by the numerous, closely related decisions including funding, negotiations, distribution, procurement, and product quality assurance at the source. Supplier selection is more crucial now than it has been in the recent past for a number of reasons. Some of them are:

1. The expanding use of just-in-time manufacturing techniques. What is meant by "just-in-time"? The goal of the Just-In-Time (JIT) inventory management

strategy is to maintain the least amount of inventory on hand. The corporation purchases tiny shipments to replace inventory as it expects and fills requests, as opposed to hoarding goods and raw materials. JIT is intended to lower production costs without sacrificing product quality. In the event that an order is canceled or not completed for any other reason, a business using JIT does not have to be concerned about having excess inventory. This approach helps the business avoid wastage and surplus inventory by enabling it to order what it needs on a regular basis. Because it enables businesses to keep their inventory at ideal levels and get rid of extra that would be wasted. That is to say, it has shifted the focus to reducing the supply base, which leads to increased interaction and long-term relationships between the buyer and supplier as a result of resource scarcity. This can result in resource sharing, which can improve quality, reduce costs, and emphasize continuous improvement in all areas of interaction, such as removing mistrust between the buyer and supplier (Karpak, Kasuganti, & Kumcu 1999). Some notable benefits of having fewer supply sources include long-term partnerships, reliable quality, cost savings, reduced resources, tailored attention, and tool savings for companies.

2. Including vendors at an early stage of the product design process. What is the plan for including suppliers early on? A supply management strategy leverages suppliers' experience and knowledge from the outset of the product design process to provide better designs and higher-quality results. and enhancing the cycle of production's quality. This is significant because, right from the start, the company will be able to work with suppliers that can support its growth because they will have all the information required to meet its requirements.
3. Closer coordination and communication between suppliers and customers is made possible by the advancement of improved communication in information systems through Electronic Data Interchange (EDI). EDI can be utilized as a supplier management tool to give both trading partners greater information, which will lead to increased supplier reliability. As a result, there are less backorders, tighter ties with suppliers, and less problems with quantity, quality, or mix. The buyer's experience using EDI as a tool in supplier management, the supplier's and buyer's willingness to share sensitive production and capacity

information, the purchase of the EDI system, and the degree of EDI integration with other computer applications are all important factors that affect the quality of deliverables and materials and the delivery of the appropriate product/mix. As a result, EDI can be included into a comprehensive supplier management plan to enhance supplier performance and lower material acquisition expenses.

4. Team participation in the selection and assessment of suppliers from different functional areas is becoming increasingly important, and it has a big impact on the buying firm's overall success. It is clear that a sizable number of stakeholders influence important decisions about supplier selection and purchases. Thus, a key factor in an organization's competitiveness and profitability should be its capacity to handle the supplier selection process well.

Businesses are looking more closely at improved supplier selection strategies as a means of achieving their objectives of cheap cost, reliable high quality, flexibility, and fast response. These strategies call for collaboration in the sharing of expenses, advantages, and knowledge as well as an effort to comprehend one another's advantages and disadvantages. Ultimately, this results in single sourcing and long-term partnerships.

The process of choosing a supplier can be quite difficult at times because of the many unknown and uncontrollable variables that influence the choice. Organizational purchasers' decisions on supplier selection are influenced by a number of factors that have been found. These include: (1) the makeup and functional specialization of the decision-making unit's members; (2) buyer-seller interaction and relationship patterns; (3) the role of intermediaries in the decision-making process; and (4) the influence of environmental factors like market structure, technology, economics, and culture on these decisions. These factors are both firm-specific and environmental in nature. Furthermore, the technological, commercial, and social components of buyer behavior all have an impact on purchase decisions. Therefore, a comprehensive comprehension of these elements is necessary to completely perceive corporate buyers' decision-making process from a larger angle.

The most challenging task in purchasing is choosing a source, which is a very complex decision. First of all, selecting from the pool of potential providers requires

consideration of multiple selection criteria. It is common knowledge that choices on which suppliers to choose are influenced by a wide range of factors and several criteria (Weber, Current & Desai 2000b). Members of purchasing teams also provide a variety of perspectives and standards to the purchasing decisions made based on departmental interests including cost, quality, and dependability of delivery. Therefore, in actuality, a variety of context-specific decision criteria may have an impact on the choices made by purchasing teams (Goffin, Szwajczewski & New 1997). The selection scenario determines how much weight is given to each evaluative criterion, and this is further complicated by the fact that some criteria are qualitative (service, flexibility, etc.) while others are quantitative (quality, price, etc.). Moreover, the selection process's intrinsic level of uncertainty is increased by the development of appropriate weights for each evaluation criterion, and making decisions becomes more challenging when there is little or inaccurate information available (Weber & Current 1993). Put another way, because these criteria are quite strict and situation-specific, there might not be a broad agreement on how to assess the relative importance of the various criteria. Similarly, Weber, Current, and Desai (2000a) claimed that the relative value of various criteria is influenced by strategic decision making. However, determining the proportional importance of each criterion is a crucial step in the entire supplier selection process.

Second, there's a good chance that some of the criteria used in the supplier selection process conflict with one another. As a result, the purchasing team needs to manage the trade-offs between the requirements. To evaluate the vast array of trade-offs, identify all of the options, and come to a choice that strikes a balance between the immediate and long-term goals of an organization, significant judgment is required. There is typically no supplier, or set of providers, that performs optimally across all criteria in multicriteria supplier selection situations. For instance, the supplier with the lowest cost components may not always be the one of superior quality. Additionally, a supplier may excel in some quality dimensions (such as features or dependability) while another supplier may excel in other quality dimensions (such as durability or aesthetics) in the components that they offer. The possibility that providers could alter their performance in response to pertinent criteria adds another layer of complexity (Weber, Current & Desai 2000b). Furthermore, the significance of evaluating the trade-offs between selection criteria may grow as market conditions and organizational requirements alter. It could be necessary to rearrange the current criteria and add new ones in this analysis.

It is thought that when business and competitive conditions evolve, so too will the set of pertinent supplier selection criteria (Lemke, Goffin & Szwajkowski 2000). Buyers engaged in strategic partnering add new selection criteria to the conventional set and refer to these criteria as "soft" variables. Soft variables include things like planning skills, goal congruence, business culture, management compatibility, and the supply company's strategic orientation.

The decision to select a supplier becomes more complex due to internal policy limitations and externally imposed systemic constraints on the purchasing process. The procurement process is subject to implicit or explicit internal policy constraints about minimum and maximum order amounts, the number of suppliers to be used, and other related issues. In a similar vein, suppliers could place limitations on the procurement procedure, including minimum or maximum order numbers determined by their own production capabilities or readiness to collaborate with a specific business. The decision-making process also benefits from the participation of entities outside of a buying or sourcing enterprise. These businesses could also need to communicate with regulatory or monitoring organizations.

Fourth, there are essentially two types of decision procedures used in supplier selection: (1) compensatory rules that result in an optimal solution, and (2) non-compensatory methods that allow a high score on one criterion to offset a low score on another. For the market, both compensatory and non-compensating rules are employed. Time constraints, the degree to which the issue is viewed as novel, the quantity of criteria, and the amount of suppliers to select from are a few examples of factors that impact the kind of rules. Using these guidelines may potentially make the selecting procedure more difficult.

From the aforementioned, it is clear that selecting a supplier may entail a variety of factors, including multiple and distinct criteria, linked decision structures, combinations of diverse choice rules, group decision-making, and several sorts of uncertainty. When combined, this would indicate, among other things, the use of decision models to assist in the process of making purchasing decisions and would beg for serious consideration of the methods used to make and justify these judgments.

Many formal procedures based on certain conceptual approaches have been developed in the literature to counteract the procedural elements. The degree of subjectivity in the

decisions made, the resources needed to use the strategy, and the cost of execution all vary among these techniques.

Every one of these methods has benefits and cons of its own. Some are particularly recommended for managing trade-offs between criteria, while others are more effective at addressing the multi-criteria nature of the supplier selection problem. Still others are more satisfying when handling the heterogeneity of evaluation criteria (quantitative versus qualitative attributes). While some are specifically made for prequalification (sorting methods), others are employed for the final decision (ranking methods), and still others are best suited for the problem definition and criterion formulation phases. Notwithstanding their advantages, none of these methods can organize complicated problems with lots of criteria, features, and options or effectively measure both qualitative and quantitative criteria. Moreover, none of these techniques can gauge how consistent a buying manager's assessments of suppliers are. Complexity, situation-specific application, over-reliance on some criteria and inadequate evaluation of others are some criticisms of these methodologies, which primarily stem from a potential lack of objectivity or excessive data requirements. Furthermore, the majority of the techniques put out in the literature address the imprecision of the rating system itself, that is, the challenge of precisely figuring out a supplier's score on many criteria or the relative relevance of criteria. Frequently, it is assumed explicitly or implicitly that the techniques work in every situation involving purchases. The approach's empirical testing in a certain industry or the requirement to modify the criteria taken into account when applying the method to a different kind of product are the most that are mentioned. However, the utility of a certain strategy is not determined by the industry in question or by the exact criteria at hand. This suggests that the use of decision models to supplier selection, given particular criteria and careful selection, may pay off in a number of ways over the course of the entire supplier selection process in radically varied purchasing scenarios. It is therefore unlikely that a single strategy will work universally or in every scenario involving a purchase.

Price, quality, delivery performance, and other tangible and intangible factors are often included in a hierarchical manner in the supplier selection process, which is inherently a mult objective problem due to its incorporation of various functions within the company (e.g., purchasing, quality, production, etc.) (Karpak, Kasuganti & Kumcu 1999; Weber, Current & Desai 2000b; Bhutta & Huq 2002; Talluri & Sarkis 2002).

Assessing the critical competitive elements in their business and converting these dimensions into supplier evaluation criteria is the single most crucial task for buyers when evaluating sources. The assessment of optimal performance in terms of product and process technology, quality, delivery, and design flexibility is a crucial factor in making this choice (Handfield 1994). In order to remain competitive in their individual markets, purchasing firms need to guarantee that the performance, capabilities, and responsiveness of their suppliers meet or exceed those of their rivals. The necessity of taking into account a variety of factors may be further emphasized by a strategic approach to purchasing. As a result, while choosing a suitable supplier that comes from a methodical selection process and its associated features, a buyer should assess and analyze the potential hazards. Throughout the selection process, standards and metrics are created that apply to every supplier under consideration and that mirror the requirements of the company as well as its supply and technology strategy. To make sure that the selection criteria will be useful, the company can establish benchmarks as it is creating them. Creating criteria and measurements frequently coincides with the following stage, which is information collecting. Information gathering may provide light on the kind and quantity of criteria that will be needed for the assessment as well as the kind of data that is currently accessible. On the other hand, collecting data without clear standards and procedures in place may result in unnecessary work. The metrics, criteria, and procedures used to rank or contrast providers should be agreed upon by the group or company. For every one of its selection criteria, a company must create efficient measurements. One way for a company to assess a measure's efficacy is to look at how well it aligns with the needs of the customer, how well work groups contributed to its development, how simple it is to use, and how well it can encourage desired behavior.

Prior studies have found commonalities in purchasing decisions, despite the fact that choice factors utilized in supplier evaluation and selection differ among products (and services) and purchase scenarios. In general, preferences are thought to depend on case-specific assessments of service, pricing, delivery, and quality. Across a range of purchase scenarios, the relative significance of these selection criteria has been investigated.

The analysis of the literature indicates that when selecting a supplier, the performance of the provider must be evaluated using a variety of dimensions and criteria. The most

popular metrics, which center on the supplier's output, are cost, delivery, and product quality. However, processual and structural criteria must be added to output criteria when businesses have long-term partnerships with suppliers (Ellram 1990). Processual criterion evaluation focuses on the actions of the supplier rather than their results, and it usually includes assessing whether or not staff members follow standard operating procedures. Structural criteria, which include things like equipment capability, are related to potential performance and represent what the supplier could accomplish given the available resource body. In order to overcome upstream uncertainties like supplier defaults on delivery and performance, high-cost production, and quality rejects, as well as downstream uncertainties like demand volatility and changes in product mix, price, and competition action, which necessitates flexibility in the production processes, it is crucial to have a strategy in place for selecting suppliers based on technology, quality, cost, and delivery performance.

To enhance the process of choosing suppliers in relation to BPI, the suggested supplier qualities are divided into five primary groups: Quality, Service, Organization, Relationship, and Cycle are the first five factors. It's time to create the framework for a generic supplier selection process, which we will show in the upcoming chapter using a collection of tables that we will examine.

It's crucial to remember that these criteria are connected, with some elements being more standard dimensions from earlier research and others being longer-term and more arbitrary or subjective. Every element has a specific set of criteria that are crucial for supplier evaluation at various stages of the decision-making process, and they are all tied to the BPI factors.

Due to the substantial benefits that purchasing companies receive from outsourcing non-core functions, prospective providers of the outsourced processes must be aware of the criteria that prospective customers consider crucial when choosing a supplier. This will help supply companies understand how to modify their customer acquisition tactics. According to Dzever, Merdji, and Saives (2001), suppliers must have a deeper understanding of the elements that buyers consider critical to their selection of a provider as well as those that are essential to the growth of long-term partnerships.

Suppliers will be in a better position to allocate their efforts effectively if they are aware of the selection or assessment criteria. Furthermore, the degree to which buyers

outsource as well as their selection criteria influence supplier performance. The quality of the supplier's service is enhanced by an efficient sourcing strategy in terms of price, product, delivery, response times, and customer support. Improved communication between the buyer and supplier regarding the necessary remedial steps based on the evaluation would lessen issues with complimentary, overlapping, and contradictory processes and results. Understanding the many effects of various improvement plans would be attainable with the involvement of numerous departments from both sides. Similarly, Araujo, Dubois, and Gadde (1999) advise purchasing companies to encourage the creation of interactive supplier interfaces. With this kind of customer-supplier interaction, businesses can think about the benefits of cooperative development with particular third parties, such the supplier's supplier and the buyer's client, as well as the productivity and innovation implications for both parties. As a result, many purchasing companies actively support supplier performance and capability increases through supplier development, which is based on supplier evaluation.

## Supplier selection criteria

The criteria that will be applied during the supplier selection process is the other crucial consideration. Over the years, developing uniform standards for assessing vendors has never been simple. This is merely due to the fact that each unique decision-making process requires the consideration of various criteria (Weber et al., 1991). As a result, for many years, markets and scholars have focused on the analysis of selection and performance criteria for suppliers. This focus on identifying criteria extends to supplier screening and selection as well. As noted by Benyoucef et al. (2003), the Continuous ,Supplier Performance, Review Developing Research highlights the strategic role of supplier selection in any firm.

In order to choose the best suppliers, it is necessary to establish a uniform set of evaluation criteria that take into account both qualitative and quantitative characteristics, such as service, flexibility, and quality and price (Bhutta et al., 2002). Many scholars have stressed the significance of applying the right criteria for a given decision, most notably Weber et al. (1991), Ellram (1990), and Dickson (1966). Personal opinions have an impact on the supplier chosen based on a variety of subjective quality parameters. Due to the difficulties in measuring them, these criteria are not as exact as quantitative criteria. Delivery, price, (product) quality, and service are generally the four most important criteria, though studies have shown that there are some differences in the criteria used in different market situations and product types (Kannan and Tan, 2002; Verma and Pullman, 1998; Ellram, 1990; and Dickson, 1966; cited in Hsu, 2006).

Since Dickson (1966) surveyed buyers to determine the characteristics they thought crucial when allocating business to competing suppliers, the emphasis on these criteria has been established for a considerable amount of time. Since then, subsequent publications addressing supplier and selection issues have heavily relied on his work as

a source of reference. A survey distributed to 273 managers and purchasing agents chosen from the National Association of Purchasing Managers' membership list served as the basis for Dickson's study. Actually, it has provided the foundation for the development of further criteria. But we'll concentrate on and examine some of the most crucial supplier selection factors below.

### **3.1) Criteria of quality**

The standards by which you assess the level of quality in your process design plan are known as quality criteria. The demands and anticipations of your stakeholders, including clients, staff, supervisors, authorities, and vendors, ought to be mirrored in them.

One of the primary factors used to assess and choose suppliers is quality. It is defined as follows by Holjevac [28]:

Quality can be defined as:

- (i) a product or service's capacity to regularly meet or surpass consumer expectations.
- (ii) the concept of receiving what you paid for.
- (iii) the idea that quality is an attribute that should not be taken for granted.

Instead, it is a crucial component of a good or service.

The management of Total Quality Management systems ensures the following factors of creation and development of competitive advantages and in this way the main objectives of the companies are achieved. That is, it provides customers with products and services of high standards. Also, structuring and operating the business in a way to respond quickly and flexibly to changes in the external environment and a constant pursuit to improve processes and develop such products and services to gain an edge over competitors.

The term quality in Supply Systems refers to the degree to which an object (material) satisfies the function for which it is intended.

The Procurement department must be made up of well-trained personnel who have everything necessary and equipped to help the company meet its goals. It is very

important when materials and services with the requested quality are available in the production process.

But how will the members judge if the materials are good enough and suitable? That is why there are elements that ensure a high level of quality of materials and services. These are:

- 1) Selection of suppliers capable of producing and delivering the requested materials and services at an acceptable level of quality
- 2) Creation of complete and correct specifications of requested materials and services
- 3) Development of good business relations with suppliers and creation of a positive climate to encourage qualitatively upgraded production and availability of materials and services.

At this point, it is important to discuss the fundamental techniques and strategies used in supply management, which have a significant role in the beneficial outcomes that purchase departments provide for businesses:

- 1) Establishing policies, processes, and cutting-edge decision support systems to improve service quality and lower procurement costs
- 2) Material Standardization
- 3) Assessing and Choosing Providers
- 4) Look for substitute supply sources
- 5) Comparative analysis, or benchmarking

The aforementioned growth of the topic makes clear how crucial it is to implement and continuously enhance a system that will guarantee the smooth and reliable delivery of the company's required goods and services.

The fundamental processes that provide accurate and efficient assessment and creation of the Approved Supplier Status.

- 1) The Supplier Evaluation System's processing and analysis phases.
- 2) Determining how the kind of purchasing needs affects the procurement approach used.
- 3) The nature of the partnership with possible suppliers.

4) The two main research components in supplier evaluation are skill and motivation.

Therefore, we mentioned above how important the concept of quality is in the operation of the supply chain. Also, the elements that can determine the quality of materials and services. In addition, we made a brief reference to some of the basic strategies that can help in the correct selection of suppliers as well as some criteria that help us evaluate them.

### **3.2) Criteria of supply positioning**

In the past, those employed in Procurement Departments, in their effort to improve their position and their wider participation in the management of the company, offered a poor service by concentrating their activity in the field of negotiations and prices only, as a basic process of participation them, dealing with all purchases in exactly the same way, while on the contrary, as is known, the purchasing needs of an organization or a company have completely different characteristics and require special handling and priorities.

Various material management techniques were developed and services regarding the strategic, methodical, and systematic way in which these materials are approached from a supply point of view were developed in the context of the general effort made by procurement departments to actively participate in the process of making important decisions, in the drafting of business plans, and finally, to contribute significantly to the improvement of the company's competitive position and the presentation of better financial results in the marketplace. This theme area focuses on one of these tactics. Additional tactics include, but are not limited to, standardizing materials, benchmarking, seeking out new suppliers, and assessing suppliers.

In essence, we are examining the strategy of market differentiation when we discuss the strategic method of supply positioning that is, how materials and services are handled differently based on the significance that their development has conferred upon them.

These methods approximate and highlight the importance of identifying various priorities and offer a framework for allocating time and energy when choosing the essential phases of materials management.

The premise that suppliers represent a different interest to our organization requires procurement managers to adopt a different procurement strategy when targeting their markets. This principle is fundamental to this Supply Positioning Technique.

After completing this procedure, the dynamics of our company's standing in the different marketplaces ought to be scrutinized. Based on the findings of the analysis, this approach may be offensive, defensive, or result in the development of a middle ground between the extremes.

### **3.3) Criteria of high profitability materials**

There are enough suppliers for the high-cost goods and services in this category (regular profit). When we refer to a product as being high cost, we mean that the value of the materials has a comparatively large portion of the total cost. When it comes to bulk chemicals, packaging materials, and raw materials, for example, even a slight variation in the price of the components acquired has a significant impact on the finished product's total cost.

In terms of general reliability, quality, and safety, it doesn't pose any unique challenges. There are plenty of suppliers, but there are also not many consumers.

They are usually easily accessible, offer the potential above all to cut expenses by strategically leveraging purchasing power and competition. Because they are motivated by the need to make a compelling case for their involvement in the company's performance, buyers can adopt an active-aggressive purchasing policy and search for new suppliers or raw materials.

Thus, the objective is to arrive at the finest short-term agreement feasible (Short Term Agreement). Given the supply flexibility offered by the market, the supplier will be able to deliver at competitive pricing. It is also possible to change supplier.

Along with the economic gains, there have also been notable financial gains made possible by numerous technologies and competitive pricing. Roughly 80% of the total purchasing turnover is made up of highly profitable commodities as well as strategically important materials. Any chance to lower overall costs should be carefully evaluated when it arises.

Consequently, we conclude that a supplier's highly profitable product is a critical evaluation criterion in the development of the provider.

### **3.4) Criteria of non-critical items-tactical acquisition**

The materials/services category, already established under the name Non-Critical Materials - Regular Acquisition, comprises numerous products that are necessary for the business's operation as well as low-value and high-volume commodities with numerous suppliers. Thus, don't apply to safety standards or the handling of environmental challenges, and thus have no bearing on the outcomes. Regarding supplies, they are not experiencing any unique technical or commercial issues. They can have many different suppliers and have a cheap cost per piece or other unit of measurement (eg cleaning materials, stationery, maintenance materials, etc.).

Cutting expenses on the materials' acquisition and storage should be the aim of the sourcing process. Non-critical items account for 20% of purchasing turnover yet demand 80% of system capacity. These factors make it necessary to efficiently arrange all administrative tasks, and managing such materials necessitates the development of a procurement plan that lowers administrative complexity and logistics costs.

Thus, the objective is to come up with the best Systemic Contract Agreement that can be. As the definition (systems contracting) makes clear, a systemic contract is a more specialized and thorough version of a blanket order. It can continue for a year or more and attempts to establish a wide cooperation-agreement with suppliers. It often includes a list of these commodities and addresses the supply of a broad category of resources. minimizing procurement interest while maintaining the appropriate supply to focus procurement attention on areas that can improve business efficiency as a whole.

### **3.5) Criteria of strategic items-critical items**

Materials of high cost value with a challenging market from few providers are classified as materials of strategic importance. These materials have high quality, safety, or environmental standards and are therefore extremely valuable to the firm in terms of its competitiveness and profitability. As a result, they come with a high cost and a high rate of supply vulnerability.

Because the product is typically customized to meet the unique needs of the customer, securing the source of supply requires extra work because concurrent engineering and time.

Achieving the best long-term relationship (long-term partnerships) is the aim. When a shared commitment is established that will function within the framework of a positive, long-term collaboration, the objective is accomplished. But it needs extra care because the end of this kind of corporate agreement signals the presence of a restrictive clause, like a restriction in flexibility and freedom. Supplier mixing are needed to meet supply needs.

### **3.6) Criteria of bottleneck products-strategic security items**

Low-value materials with few suppliers fall under the low-cost, high-risk material category (limited number of products accessible). These resources are most likely only available through a monopoly market, or they have limited supply and stringent requirements.

These products are essential to the running of the company, therefore it's important to make sure they're available from additional providers by conducting thorough market research.

Although the item being purchased may be inexpensive overall, there are certain constraints in the procurement environment that could lead to unpleasant or unanticipated surprises.

### **3.7) Criteria of the development of healthy professional relationships with suppliers and the incentives for cooperation for mutual benefit**

- Modern relationships between buyers and suppliers
- The ethical codes (ETHICS). Their tactics and standards
- Policies containing ethical practices
- Behaviors to avoid
- Risk management tactics

In the past, businesses believed that having a good clientele ensured their viability and profits. Today, however, they have realized that the proper management of supply sources is also necessary. Thus, a special chapter was developed that deals with supplier relations, their dealing tactics, ethical codes and behavioral standards. Buyers have

ethical obligations to: 1. Fellow employees in general. 2. The colleagues of the Procurement department 3. The Suppliers.

## **STANDARDS OF ETHICAL BEHAVIOR**

- The company's interest should always come first in all of your decisions and activities.
- To use all available avenues to allocate the company's financial resources through conventional strategies and means.

All interested parties that are potential suppliers are welcome to make bids and suggestions for collaboration.

- Be sure that suppliers fulfill their obligations in accordance with the law and ethics, and honor any commitments you may have to them.
  - Adopt advice from others (suppliers, coworkers, etc.) and follow it without sacrificing your autonomy, self-respect, or level of accountability.
- To report any unconventional activity and unethical supplier manipulations, and to offer your support in developing regulations and an environment of ethics and honesty.
- Common sense and judgment should be applied to all decisions. • To always perform duties within the parameters of existing regulations and procedures to guarantee that all your acts are above all suspicion and reproach.

## **METHODS OF BEHAVIOR TO AVOID**

- Make a commitment to place a bulk order in order to receive a discounted rate.
- Taking bids from dubious and unsatisfactory vendors and contrasting them with proposals from other respectable vendors to see whether there is a better deal or other benefits.
- Willfully disclosing confidential information or fabricating documentation to sway the potential supplier's choice to make a bid.
- Exclusive agreements and negotiations with "hungry" suppliers.
- Imprecise conditions and omission of the supplier's responsibilities in the event that an order is assigned or a project is carried out.
- Availability of other providers' offers' material to potential suppliers.

- Hiding issues or other circumstances that influence potential suppliers' choices to submit bids.
- Working with a potential supplier whose decision-making is influenced by his improper communication style, which makes him more likely to be awarded an order.
- Creating personal bonds that bind the correct choosing procedure.
- Acceptance of gifts, perks and services with the purpose of discriminating treatment.

## Conclusion

By arranging a theoretical scheme of constructs and testing the resulting framework to produce significant discoveries, our study addressed this gap in the literature. The relationship between the degree of supplier selection and business process improvement has been made clearer by this study, emphasizing the significance of supplier evaluation and selection. Additionally, he made an effort to clarify this relationship by reading pertinent material and drawing conclusions from the reality encountered in various companies.

The selection criteria for suppliers were devised with the aim of evaluating crucial facets of their operations, such as location, quality of products provided by suppliers, and their conduct in cultivating commercial partnerships. It has been demonstrated that all of the supplier selection criteria utilized in this study have significant relationships and can support the growth of any firm, even though they are not as exhaustive as the whole list that could be obtained from the literature. In summary, the findings validate earlier studies supporting the significance of these aspects in supplier evaluation and selection, demonstrating that quality, location, quality of materials provided by suppliers, and their conduct are critical selection criteria.

However, choosing a supplier is very situation-specific, and businesses usually employ a set of standards and variables that they are familiar with and believe to be appropriate. It remains to be seen if they apply the standards and variables that work best for their circumstance. This study shows that rather than focusing solely on cutting costs, consideration should be given to supplier relationships, quality, location, and material quality. The trend toward a greater emphasis on business growth is supported by the attention paid to each of these supplier selection criteria. As a result, suppliers ought to be chosen and kept based on their capacity to assist purchasers.

It was also discovered that each method used the most crucial elements and the criteria that went along with them differently. The study's findings, which emphasize the critical connection between supplier selection and company improvement, add to the normative literature in a number of ways despite the constraints of the research.

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