Recent & Current Procurement Education & Research Projects @Hanze

Anne Staal / Gert Walhof - March 2019

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This presentation

- Our Vision on Procurement
- Hanze Procurement Electives
- Hanze Procurement Research Projects
- Doctoral Project in New Zealand
- VISION 2020 on Procurement
- Current & Future Research Projects
is responsible for making products and services available based on contract and supplier management.
facilitates and enables other business activities.
Buyers must realize user wishes/requirements taking into account capacities and interests of supplier markets.

This seems to be the unique selling-point of procurement.

Valedictory lecture Professor Arjan van Weele
Technical University of Eindhoven 30 november 2018
Definition

Hanze teaching & research will focus on Sustainable Procurement:

The activity that has the most positive environmental, social & economic impacts possible over its entire life cycle.
Procurement Management

development

Up to 1980
Focus on administration

From 1990
Cost-focus
Work on procurement maturity

From 2010
CPO
Cost – risk – added value
Rise of Public & Sustainable Procurement

From 2020
Growing focus on Digitalisation & Sustainable Procurement
Complex supply chains & systems

Based on KPMG (2017), Johnsen e.a. (2019)
Hanze Procurement Electives

• From 2005: 75 – 150 students annually
• Convenant with NEVI for procurement certificate
• Tight industry & public network, and 300+ active alumni
• Industry internships with applied procurement research
• One large (250+) and one small (100-) Hanze Procurement Seminar
Result

Innovative SME Procurement
IISM (2009-2011)

With Utrecht University & Utrecht University of Applied Sciences
With 21 SMEs; Funded by SIA-Raak MKB

This project developed an **SME procurement maturity model**, and **procurement improvement plans for 13 SMEs**

**Determine Procurement Maturity**

**Further Analysis**

**Improvement Suggestions**

**Improvement Plan**

**Final Report**
Social Aspects in Public Procurement
(MTW; 2012-2014)

With Centre for Entrepreneurship. (Funded by RAAK MKB)

This project developed guidelines & best-practices for SMEs and public procurement bodies to employ disabled people for regional government contracts.
# Direct Procurement in SMEs
(W!M; 2013-2016)

With 20 SMEs and Windesheim University of Applied Sciences. (Funded with RAAK MKB & NEVI NRS)

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## Leverancierswaarde

<table>
<thead>
<tr>
<th>Inkooppatroon</th>
<th>Problematiek</th>
<th>R&amp;O</th>
<th>Instrument</th>
</tr>
</thead>
<tbody>
<tr>
<td>4 – CI</td>
<td>Te intiem met de klant</td>
<td>Te late levering, complex design, informatie overdracht</td>
<td>LOOP</td>
</tr>
<tr>
<td>1½ – PL/CI</td>
<td>Mismatch levertijd leverancier – afspraak met de klant</td>
<td>Te laat bestellen, te late levering</td>
<td>Geïntegreerde BSC voorraad</td>
</tr>
<tr>
<td>3/2 – PL</td>
<td>Innovatie blok</td>
<td>Leveranciers kunnen niet mee; verlies van klanten</td>
<td>Customer – company - supplier fit analyse</td>
</tr>
<tr>
<td>1 – OE</td>
<td>Te veel niet waarde toevoegende elementen</td>
<td>Te veel kosten in overleg met klant, met leverancier,</td>
<td>Value – waste analyse</td>
</tr>
<tr>
<td>1 – OE</td>
<td>Faalkosten onvolledige levering aan klant</td>
<td>Faalkosten, hoge monitoring kosten, onvolledige levering</td>
<td>Volledigheidschecker</td>
</tr>
<tr>
<td>3 – PL</td>
<td>Te hoge en kostbare voorraad</td>
<td>Hoge monitoringkosten voorraad, geen control op ontwikkeling voorraad</td>
<td>Analyse bijdrage leverancier aan standaardisering ontwerp</td>
</tr>
<tr>
<td>2 – OE+</td>
<td>Mislukte onderhandelingen</td>
<td>Niet sluitende leveringscondities aan klant; Kennis leveranciersmarkt</td>
<td>BSC voor de leveranciersmarkt</td>
</tr>
<tr>
<td>1 – PL</td>
<td>Op tijd betrekken leverancier</td>
<td>Bijspraken aan het ontwerp</td>
<td>Scan instapmoment leverancier</td>
</tr>
<tr>
<td>3 en 4 – PL en CI</td>
<td>Geen adequate kostencalculatie</td>
<td>Kosten - marge probleem</td>
<td>Round table</td>
</tr>
</tbody>
</table>

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This project developed **tools** for **SME decision makers** on procurement.

Develop mobile app for SMEs

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Result

SME Electronic Procurement Maturity Tool
(2015-2016)
(Funded by NEVI-NRS).

This project developed a validated tool for SME decision makers on e-procurement

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**Doctrinal project New Zealand**
(2013-2019: @Auckland University of Technology)

### Manage Innovative Suppliers in NZ Built Environment Supply Chains

- Innovating *with* suppliers was considered more beneficial to firm and natural environment, than innovating *without* suppliers. Satisfaction rates on innovation procurement & innovation sales were similar.
- **Small versus large** firms showed similar procurement practices & performance. Firms seemed to show similar entrepreneurial behaviour towards innovative suppliers & innovative customers.
- **Trust, innovating** activities, and **innovation experience** had the largest effects on procurement practices. The research could not identify strong correlations between process and output procurement performance.
- Innovation experience, entrepreneurial orientation, supplier intensity, foreign/domestic suppliers and radical/incremental innovations had the largest effects on several procurement performance variables.
- Survey II respondents generally agreed on a TOP 3 of procurement practices. These could be applied in specific supplier types or innovation types.

### Some Contributions
- Increased understanding on how companies manage innovative suppliers.
- The entrepreneurial orientation construct can be used to better understand this procurement aspect.
- Effects of company size and other company variables probably impacted by other variables.
- Respondents equally satisfied with innovation sales and procurement.
- Small differences in variables could have large impacts.
VISION 2020: procurement @Hanze

FM School & FM Professorship

School of Facility Management
Procurement education
Electives (full time / part time / international / sales)
other procurement education

Multi-disciplinary Procurement Innovation Workspace (IWP)
Cooperates within Centres for Noorderruimte & Entrepreneurship

Hanze Procurement Seminars

Cooperate with local industry
Partner of NEVI Noord

Cooperate with Public Organisations
Partner of Procurement Platform Noord Nederland

Procurement research
Entrepreneurship
Built Environment
Sustainable Development

Cooperate with Hanze Centre of Entrepreneurship
Cooperate with Hanze Centre for Noorderruimte
Cooperate with NEVI Procurement Association (NRS)
Research Associations WION / IPSERA / IECER

Liaise with Hanze Schools
Business
Law
Marketing
Engineering

Liaise with
NEVI training
HHU FM School
Twente Technical University
AUT - Engineering

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Current / Future Procurement Projects

- Design Innovation Workspace (IWP) with local Public Procurement & NEVI
- Develop a mobile app Matchmaking Innovative Suppliers for SMEs (MOI) with Q-modus
- Measuring & Improving SP with ISO 20400 webtool
- Develop a sustainable procurement Business Model Canvas (Master research)
- ?? Short circular supply chains (REFRAME)
- ?? Big Data & Procurement (idea phase)
- ....