

# IT outsourcing

Citation for published version (APA):

Gelderman, C., Khieroe, R., Schijns, J. M. C., & Semeijn, J. (2019). *IT outsourcing: the effect of formal control mechanisms and client capabilities*. Paper presented at 28th International IPSERA Conference , Milan, Italy.

## Document status and date:

Published: 16/04/2019

## Document Version:

Publisher's PDF, also known as Version of record

## Please check the document version of this publication:

- A submitted manuscript is the version of the article upon submission and before peer-review. There can be important differences between the submitted version and the official published version of record. People interested in the research are advised to contact the author for the final version of the publication, or visit the DOI to the publisher's website.
- The final author version and the galley proof are versions of the publication after peer review.
- The final published version features the final layout of the paper including the volume, issue and page numbers.

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**POLITECNICO**  
MILANO 1863  
SCHOOL OF MANAGEMENT



**IP SERA MILAN 2019**

# ART AND SCIENCE OF PROCUREMENT

Milan, April 14<sup>th</sup> - 17<sup>th</sup>, 2019

# PROGRAMME



*Journal of*  
**Supply Chain Management**



**Supply Chain Finance Community**  
Bridging physical and financial supply chains

[WWW.IPSERA2019.COM](http://WWW.IPSERA2019.COM)

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## Foreword by the Conference Chairs

*Stefano Ronchi & Federico Caniato*  
*Full Professors of Purchasing and Supply Management*  
*Politecnico di Milano School of Management*



We are delighted to welcome you to the 28th International IPSERA Conference, which takes place at the School of Management of Politecnico di Milano. This is the first time the conference is held in Milan, an extremely active city in the present, merging ancient history with a strong impetus towards the future. We are very excited because this is the result of our strong commitment and involvement within this community in the last years: IPSERA values and research focus are totally aligned with our research and education activities. In selecting the theme of the conference, we tried to find something that people could remember and most of all something that would be meaningful for our research group, for our University, for our city.

The Ipsera 2019 conference theme is “Art and Science of Procurement”, which reflects two key faces of the procurement activity that are worth future research efforts from all of us. On the one hand procurement requires more and more the application of science and technology, analytical skills and quantitative methods; on the other hand, there is a need for art and creativity, ethics and behavioral skills. The digital transformation is opening new opportunities for the management of Purchasing and Supply Chains activities, making “big data” available and offering analytical tools to manage them, but also allowing networking and the sharing of innovative ideas. This enables both disruption of existing practices and technologies, as well as new ways to tackle sustainability challenges, e.g. through better transparency and control of supply chain risk.

The whole conference will take inspiration by Leonardo da Vinci, a man who was the essence of what we have just mentioned. He lived in Milan five centuries ago and he could integrate multiple faces all together: art and creativity, science and technology, living in the past but flying to the future...

We have received a record-high number of abstracts and paper submissions: 194. Thanks to the help of the 74 members of the Scientific Committee, all of them received a double-blind review and in the end 157 final papers are now included in the conference proceedings: 49 competitive papers, 104 working papers, 4 practitioner papers.

The papers cover a broad range of purchasing and supply chain topics:

Topic	Papers
Supplier Relationship Management	42
Purchasing and Supply Strategy	38
Purchasing and Innovation	28
Sustainable Procurement and CSR	25
Purchasing Organisation, Skills and Competences	22
Public Procurement	21
Supply Chain Transparency, Visibility and Traceability	21
Sourcing and Supplier Selection	17
Supply Chain Risk and Resilience	17
Global Sourcing and Outsourcing Issues	14
Triads and Networks	14

Procurement Digital Transformation	13
Purchasing and Supply Theory and Methodology Development	13
IoT and Industry 4.0: implications for Purchasing and Supply	12
Supplier Development	12
Purchasing Services	11
Supplier Evaluation and Performance Measurement	11
Supply Chain Finance	11
Negotiation and Contracting	9
Customer Attractiveness and Preferred Customers	7
Purchasing and Supply: Big Data & Analytics	6
Agri-Food Supply Chain Management	5
Fashion and Luxury Supply Chain Management	4
Backshoring/Reshoring/Nearshoring	3
Creativity and Design Thinking in Purchasing and Supply Management	3
Health Care Procurement	2
Humanitarian Procurement and Supply Chain Management	1

The conference will provide a forum for academics and practitioners to present research papers and discuss the future developments of the field. This year we are proposing an innovative format for the presentation of working papers: shorter presentations by the authors, who will then ask a few questions to the audience to collect suggestions on how to develop their work.

In addition to the paper presentations in the parallel sessions, the conference will include:

- A Practitioner Keynote Speech by the CPOs of two major organizations: Thomas Udesen from Bayer and Valentina Fanni from Unicredit. They will provide two different perspectives on the current challenges of procurement in large multinational organizations in different industries.
- An Academic Panel about Purchasing and Supply Management Identity, in which Christine Harland will discuss with Lisa Ellram, Michael Essig, Guido Nassimbeni, Mark Pagell, Wendy Tate and Finn Wynstra.
- A Practitioner Panel about the contribution that CPOs expect from research and academia to help them address the current and future challenges. We have asked several CPOs from international companies in different industries to share their views and debate with us.

As usual, also the social part of the program will be rich of opportunities for enjoying the IPSERA community and the city of Milano:

- On Sunday evening we will have a Welcome Reception in the historical Atrium of the Rectorate of Politecnico di Milano
- On Monday evening we will enjoy a typical Milanese Happy Hour at Cafè Milano
- On Tuesday evening the IPSERA Gala Dinner will take place at the luxurious Villa Necchi Campiglio, a historical villa in the heart of the city

None of this would have been possible without the incredible effort of the Conference Organizing Committee. A special thank goes to Antonella Moretto, who has been the project manager of the entire conference, as well as the link with the IPSERA Committee. Christine Harland and Thomas Johnsen have given a fundamental contribution to the management of the Scientific Program. Simona Strepparola, Sergio Oliveri, Mirja Calgaro, Marta Re Ferrè, Martina Ulzega, Francesca Pastonchi, Sara Albè, Piera Castaldo, Dario Fecci, Toloue Miandar, Alessio Ronchini, and Liubov Pakhomova made the conference happen.




## IPSERA 2019 Conference Committee

### Conference Chairs



**Stefano Ronchi**  
Full Professor of  
Purchasing and Supply  
Management, School of  
Management,  
Politecnico di Milano



**Federico Caniato**  
Full Professor of  
Purchasing and Supply  
Management, School of  
Management,  
Politecnico di Milano

### Organizing Committee



**Christine Harland**  
Full Professor of  
Supply Strategy,  
School of  
Management,  
Politecnico di Milano



**Thomas Johnsen**  
Full Professor of  
Purchasing and Supply  
Management,  
Audencia Business  
School



**Antonella Moretto**  
Assistant Professor of  
Purchasing and Supply  
Management, School  
of Management,  
Politecnico di Milano



**Toloue Miandar**  
Postdoctoral  
researcher in  
Sustainable Supply  
Chain Management,  
School of  
Management,  
Politecnico di Milano



**Liubov Pakhomova**  
PhD student in Supply  
Network Management,  
School of  
Management,  
Politecnico di Milano



**Alessio Ronchini**  
Junior Research  
Analyst at Observatory  
of Digital Innovation,  
School of  
Management,  
Politecnico di Milano

## Conference Scientific Committee (alphabetic order)

Ancarani, Alessandro; Università di Catania - DICA  
Arkader, Rebecca; COPPEAD  
Backstrand, Jenny; Jonkoping University  
Bals, Lydia; University of Applied Sciences Mainz  
Bernardes, Ednilson; West Virginia University  
Blome, Constantin; University of Sussex  
Bode, Christoph; University of Mannheim  
Calvi, Richard; IREG laboratory, University of Savoie Mont-Blanc  
Caniels, Marjolein; Open University of the Netherlands  
Carnovale, Steven; Rochester Institute of Technology  
Chikan, Attila; Corvinus University of Budapest  
Cousins, Paul; University of Bristol  
Croom, Simon; university of san diego  
Di Mauro, Carmela; Università di Catania  
Ellegaard, Chris; Aarhus University  
Ellram, Lisa; Miami University  
Esposito, Emilio; University of Naples Federico II - Dpt. of Industrial Engineering  
Essig, Michael; Bundeswehr University Munich  
Flynn, Barbara; Indiana University Bloomington  
Foerstl, Kai; German Graduate School of Management & Law (GGS)  
Gelderman, Cees J.; The Open University  
Giannakis, Mihalis; Audencia Ecole de Management  
Gimenez, Cristina; ESADE Business School - Ramon Llull U.  
Giunipero, Larry  
Gualandris, Jury; Ivey Business School  
Halldorsson, Arni; Chalmers University of Technology  
Hallikas, Jukka; LUT  
Hartley, Janet; Bowling Green State University  
Henke, Michael; Fraunhofer  
Jia, Fu; University of York  
Johnson, Fraser; Ivey  
Kalchschmidt, Matteo; Università degli Studi di Bergamo  
Kamann, Dirk-Jan; University of Pannonia  
Kaufmann, Lutz; WHU  
Kauppi, Katri; Aalto University  
Kelly, Stephen; Edge Hill University  
Knight, Louise; Aston University  
Krause, Dan; Colorado State University  
Kähkönen, Anni-Kaisa; Lappeenranta University of Technology  
Large, Rudolf; University of Stuttgart  
Lawson, Ben; University of Cambridge  
Le Dain, Marie-Anne; Grenoble Technology Institute GSCOP Research Centre  
Luzzini, Davide; EADA Business School  
Marshall, Donna; University College Dublin  
Meehan, Jo; University of Liverpool  
Michael, Howard; University of Exeter

Miemczyk, Joe; ESCP Europe Business School  
Nassimbeni, Guido; Università di Udine  
New, Steve; University of Oxford  
Patrucco, Andrea; The Pennsylvania State University  
Power, Damien; The University of Melbourne  
Pullman, Madeleine; Portland State University  
Quintens, Lieven; Maastricht University  
Rehme, Jakob; LiU  
Roehrich, Jens; University of Bath  
Rozemeijer, Frank; Maastricht University, School of Business and Economics  
Salmi, Asta; Lappeenranta University of Technology (LUT)  
Santema, Sicco; Delft University of Technology  
Schiele, Holger; University of Twente  
Schleper, Martin C.; University of Sussex Business School  
Schoenherr, Tobias; Michigan State University  
Semeijn, Janjaap; Maastricht University  
Tate, Wendy; University of Tennessee  
Telgen, Jan; University of Twente  
Touboulic, Anne; University of Nottingham  
van der Valk, Wendy; Tilburg University  
van Raaij, Erik; Rotterdam School of Management, Erasmus University  
van Weele, Arjan; Eindhoven University of Technology  
Virolainen, Veli Matti; Lappeenranta University of Technology  
Vos, Bart; Tilburg University  
Wagner, Stephan; Swiss Federal Institute of Technology Zurich  
Walker, Helen; Cardiff Business School  
Wynstra, Finn; Rotterdam School of Management  
Zsidisin, George; Virginia Commonwealth University



## Overall Programme

SUNDAY, 14 APRIL 2019: POLITECNICO DI MILANO, LEONARDO CAMPUS, PIAZZA LEONARDO DA VINCI, 32			
11:00 - 11:30	<b>Registration for Doctoral and Educators' Workshops</b> <i>Atrium Rectorate</i>		
11:30 - 11:40	<b>Plenary Session: Welcome and Opening - Davide Luzzini, Steve Kelly, Marika Tuomela-Pyykkönen</b> <i>Aula De Donato</i>		
11:40 - 12:25	<b>Plenary Session: Keynote – Sean O’Dwyer</b> <i>Aula De Donato</i>		
12:25 - 12:40	<b>Coffee Break</b> <i>Atrium Rectorate</i>		
12:40 - 14:00	<b>Parallel Sessions</b>		
	<b>Doctoral Workshop: Parallel Session 1</b> <i>S.O.2</i> <i>40 min * 2 presentations</i>	<b>Doctoral Workshop: Parallel Session 2</b> <i>S.O.5</i> <i>40 min * 2 presentations</i>	<b>Educators' Workshop</b> <i>Aula De Donato</i>
14:00 - 15:00	<b>Lunch time</b> <i>Atrium Rectorate</i>		
15:00 - 17:40	<b>Doctoral Workshop: Parallel Session 1</b> <i>S.O.2</i> <i>40 min * 4 presentations</i>	<b>Doctoral Workshop: Parallel Session 2</b> <i>S.O.5</i> <i>40 min * 4 presentations</i>	<b>Educators' Workshop</b> <i>Aula De Donato</i>
17:40 - 18:00	<b>Coffee Break</b> <i>Atrium Rectorate</i>		
18:00 - 19:00	<b>Professional Development Workshop – Meet the editors –</b> <i>Aula De Donato</i>		
19:00 - 20:00	<b>JPSM Board Meeting</b> <i>S.O.2</i>	<b>Welcome drink</b> <i>Atrium Rectorate</i>	
20:00 - 22:00	<b>Early Conference Registration and Welcome Reception</b> <b>IPSERA PhD Bursary Awards</b> <i>Atrium Rectorate</i>		

MONDAY, 15 APRIL 2019: POLITECNICO DI MILANO, BOVISA CAMPUS, VIA LAMBRUSCHINI 4						
08:30 - 18:00	Registration Building 28					
09:00 - 09:45	Welcome and Opening - Stefano Ronchi, Michael Henke, Alessandro Perego, Raffaella Cagliano Aula Magna Carassa Dadda					
09:45 - 10:30	Practitioner Keynote - Thomas Udesen (Bayer) & Valentina Fanni (Unicredit) Aula Magna Carassa Dadda					
10:30 - 11:00	Coffee Break Building 28 & Building 26 Multifunctional Space					
11:00 - 12:30	Parallel Sessions (Competitive Papers) (20+10) min * 3 presentations					Professional Development Workshop
	PS 1 BL 28.1.1	PS 2 BL 28.1.2	PS 3 BL 28 2.1	PS 4 BL 28.2.2	PS 5 BL 26.0.1	Behavioral Methods in Purchasing and Supply Management Research Sala Consiglio
12:30 - 13:30	Lunch Building 28			JPSM Lunch Building 26 Multifunctional space		
13:30 - 15:00	Parallel Sessions (Working Papers) (10+10) min * 4 presentations + 10 min discussion					Practitioner Keynote Panel
	PS1 BL 28.1.1	PS 2 BL 28.1.2	PS 3 BL 28 2.1			What do practitioners expect from research? Aula Magna Carassa Dadda
15:00 - 15:15	Room Change Over					
15:15 - 16:15	Parallel Sessions (Competitive Papers) (20+10) min * 2 presentations					Professional Development Workshop
	PS1 BL 28.1.1	PS 2 BL 28.1.2	PS 3 BL 28 2.1	PS 4 BL 28.2.2	PS 5 BL 26.0.1	Elsevier How to get your research noticed Sala Consiglio
16:15 - 16:45	Coffee Break Building 28 & Building 26 Multifunctional Space					
16:45 - 18:15	Parallel Sessions (Working Papers) (10+10) min * 4 presentations + 10 min discussion					Professional Development Workshop
	PS1 BL 28.1.1	PS 2 BL 28.1.2	PS 3 BL 28 2.1	PS 4 BL 28.2.2	PS 5 BL 26.0.1	PS 6 BL 26.0.2
19:30 - 02:00	HAPPY HOUR IPSERA Doctoral Dissertation Award and JPSM Awards Milano Cafè, via Procaccini, 37					

TUESDAY, 16 APRIL 2019: POLITECNICO DI MILANO, BOVISA CAMPUS, VIA LAMBRUSCHINI 4						
9:00 - 10:30	<b>Parallel Sessions (Competitive Papers)</b> <i>(20+10) min * 3 presentations</i>					<b>Professional Development Workshop</b>
	PS1 <i>BL 28.1.1</i>	PS 2 <i>BL 28.1.2</i>	PS 3 <i>BL 28 2.1</i>	PS 4 <i>BL 28.2.2</i>	PS 5 <i>BL 26.0.1</i>	Ethics in publishing <i>Sala Consiglio</i>
10:30 - 11:00	<b>Coffee Break</b> <i>Building 28 &amp; Building 26 Multifunctional Space</i>					
11:00 - 12:30	<b>Parallel Sessions (Working Papers)</b> <i>(10+10) min * 4 presentations + 10 min discussion</i>					<b>Professional Development Workshop</b>
	PS1 <i>BL 28.1.1</i>	PS 2 <i>BL 28.1.2</i>	PS 3 <i>BL 28 2.1</i>	PS 4 <i>BL 28.2.2</i>	PS 5 <i>BL 26.0.1</i>	PS 6 <i>BL 26.0.2</i>
12:30 - 13:30	<b>Lunch</b> <i>Building 28</i>			<b>SIGs Lunch</b> <i>Building 26 Multifunctional Space</i>		
13:30 - 13:45	<b>Group Photo Shooting</b>					
13:45 - 14:45	<b>Academic Keynote Panel - The future of P&amp;SM – Christine Harland moderates Lisa Ellram, Michael Essig, Guido Nassimbeni, Mark Pagell, Wendy Tate, Finn Wynstra</b> <i>Aula Magna Carassa Dadda</i>					
14:45 - 15:00	Room Change Over					
15:00 - 16:00	<b>Parallel Sessions (Competitive Papers)</b> <i>(20+10) min * 2 presentations</i>					
	PS1 <i>BL 28.1.1</i>	PS 2 <i>BL 28.1.2</i>	PS 3 <i>BL 28 2.1</i>	PS 4 <i>BL 28.2.2</i>	PS 5 <i>BL 26.0.1</i>	
16:00 - 16:30	<b>Coffee Break</b> <i>Building 28 &amp; Building 26 Multifunctional Space</i>					
16:30 - 17:30	<b>IPSERA Annual General Meeting</b> <i>Aula Magna Carassa Dadda</i>					
19:30 - 2:00	<b>CONFERENCE GALA DINNER</b> <b>IPSERA, IFPSM and NIGP Awards</b> <i>Villa Necchi Campiglio, via Mozart, 14</i>					

WEDNESDAY, 17 APRIL 2019: POLITECNICO DI MILANO, VIA LAMBRUSCHINI 4							
09:30 - 11:00	<b>Parallel Sessions (Working Papers)</b> <i>(10+10) min * 4 presentations + 10 min discussion</i>						
	PS1 <i>BL 28.1.1</i>	PS 2 <i>BL 28.1.2</i>	PS 3 <i>BL 28 2.1</i>	PS 4 <i>BL 28.2.2</i>	PS 5 <i>BL 26.0.1</i>	PS 6 <i>BL 26.0.2</i>	PS 7 Sala Consiglio
11.00 - 11.30	<b>Coffee Break Building 28</b>						
11.30-13.00	<b>Parallel Sessions (Working Papers)</b> <i>(10+10) min * 4 presentations + 10 min discussion</i>						
	PS1 <i>BL 28.1.1</i>	PS 2 <i>BL 28.1.2</i>	PS 3 <i>BL 28 2.1</i>	PS 4 <i>BL 28.2.2</i>	PS 5 <i>BL 26.0.1</i>	PS 6 <i>BL 26.0.2</i>	
13:00 - 13:30	<b>Closing Plenary Session and Presentation of 2020 IPSERA Conference</b> <i>Aula Magna Carassa Dadda</i>						
13.30 - 14.30	<b>Light Lunch Building 28</b>						

## Plenary Session: Practitioner Keynote Speakers

Thanks to the involvement of two CPOs of leading companies in their industries, the Plenary Session has the purpose to investigate how procurement is organized and managed in two completely different organizations. Speakers will discuss which are the skills and competences necessary to succeed, how the companies define their procurement strategy both at the functional and at the category level, what are the lessons learned base on their experience. The discussion will also address the main future trends of procurement, discussing open projects and future key challenges to tackle.

### Moderator

#### **Stefano Ronchi**

Stefano Ronchi is Full Professor of Purchasing and Supply Management at the School of Management of Politecnico di Milano. At Politecnico he is now Director of Management Engineering Programs (Bachelor and MSc), Rector's Delegate for International Affairs, and member of the PoliMI 2040 group. He served as Vice-President Academic Partners in UNITECH, member of the Executive Board and Director of MBA Programs and then Corporate Education at MIP Graduate School of Business of Politecnico di Milano. He has served also in the IPSERA Executive Committee and he was member of the National Scientific Qualification Committee for Management Engineering.



His major research fields are Procurement and Supply Management with a particular focus on e-Procurement, Spend Management, Purchasing Key Performance Indicators, Supply Chain Organization, Supply Chain Finance, and more recently Public Procurement. On these topics, he has authored a book and several publications in International scientific journals and conferences.

### Panellists

#### **Thomas Udesen, CPO – Bayer**

At Bayer, Thomas leads a dynamic procurement organization, which aims for nothing less than functional excellence: in business partnering, category management, supplier management as well as in all processes & operations.

For Thomas and his leadership team, the success of Procurement is manifested in value-adding contributions that ultimately enable profitable and sustainable growth of the company. As such, value is not limited to financials, but includes crucial business levers like innovation and business models. Moreover, Procurement safeguards the reputation of Bayer by unconditional adherence to the principles of sustainability, with proactive risk management, and by ensuring compliance. Thomas reports directly to the CFO. His team of more than 2,000 professionals is spread across the company's sites in over 70 countries. Together, they think big and pursue excellence in everything they do.



#### **Valentina Fanni, CPO – UniCredit**

Valentina has been leading UniCredit global Procurement since the end of 2017, after covering different positions in the Bank, which she joined in 2010.

As Head of Group Procurement, she has started a deep transformation of the purchasing organization and practices to respond to the increasing challenges entailed by the financial and regulatory scenario and by the technological disruption to which the banking sector is subject. Valentina has a twofold objective while performing such transformation: to achieve excellent results to support the strategic plan targets of UniCredit and to develop a diverse team of talented professionals across the various geographies where the function operates. Valentina started her career in McKinsey in 2000, where she was a member of the Corporate Finance Practice, serving European banks and insurance companies on strategy, strategic planning and M&A advisory engagements. Valentina holds a MBA from INSEAD and a MSc in Engineering and Business from Politecnico di Milano.



## Semi-plenary Session: Academic Keynote Panel

### What do practitioners expect from research?

The session will start with The Beyond Group launching some preliminary thoughts about Procurement. After the introduction the moderator will ask some questions to the panel.

In particular, the panel will focus on current and future challenges that CPOs and Procurement Managers are facing in their companies.

- What are the current key projects or key challenges you are facing and what solutions you have found you may suggest to others in your position?
- What are your future challenges, what projects you have in your roadmap?
- What would you like to receive from academia in your development path in terms of applied research and projects?

#### Moderator

##### **Federico Caniato**

Federico Caniato is Full Professor of Supply Chain and Purchasing Management at the School of Management of Politecnico di Milano. He is the director of the International Master in Supply Chain and Procurement Management of MIP Politecnico di Milano Graduate School of Business.

Federico Caniato is member of the board of the European Operations Management Association (EurOMA). He authored several international publications on various Operations and Supply Chain Management journals, and he is Associate Editor of the Journal of Purchasing and Supply Management. The research interests of Federico Caniato are in the field of Supply Chain and Purchasing Management, in the last years he has focused on Supply Chain Finance, Supply Chain Sustainability and Supply Chain Resilience. He focused in particular on the Food and Fashion industries. He is the director of the Supply Chain Finance Observatory, the leading research initiative in Italy on the topic, in close collaboration with the international Supply Chain Finance Community. He is also one of the directors of the Food Sustainability Observatory.



#### Panellists

- Giles Breault, Principal and Co-founder - The Beyond Group AG
- Francesca Bucci, Head of Indirect Materials WE - Henkel
- Giovanni D'Addio, Team Leader Procurement Fabrics – Hugo Boss
- Juergen Friederici, Senior Vice President Procurement Indirect Materials – Hilti
- Sabrina Ghio – Procurement Strategy and Governance - Ferrero
- Paresh Jani, Head of Global Purchasing - Norgine
- Sara Moruzzi, Supply Chain Sustainability Manager – Pirelli
- Laurence Perot, Head of Global Supply Chain Procurement – Logitech

## Plenary Session: Academic Keynote Panel - The future of P&SM

In common with many other academic fields, P&SM scholars debate whether we are an academic discipline or not, and whether we aspire, or should aspire, to become a discipline. We question and debate what is in P&SM and what is outside our field, possibly in the domains of Supply Chain Management, Operations Management, Logistics and Industrial Marketing Management. As an applied field we borrow theories from other fields and disciplines, but, as yet, do not build our own. There is limited evidence of theory elaborating and combining, and limited consensus on which theories we should be using.

### Moderator

#### **Christine M. Harland**

Full Professor and Gianluca Spina Chair of Supply Strategy. Co-founder of the International Research Study of Public Procurement (IRSP), changing its role internationally. Contributor to UN, NHS and HM Treasury policy and strategy. Former Chartered Institute of Purchasing and Supply (CIPS) professor and Fellow of CIPS. Representative of Operations and Technology Management field on Scientific Committee of the Chartered Association of Business Schools Academic Journal Guide (ABS list). Associate Editor of the Journal of Supply Chain Management, and former editor of Journal of Purchasing and Supply Management. 2014 recipient of the Louis Brownlow Award for Best Article in Public Administration Review written with a practitioner. President of the UK Health Care Supply Association 2004-2011. Publications include 5 books and articles in JOM, PAR, BJM, IJOPM, JSCM, JPSM, EMJ, SCMIJ, JSM and others.



### Panellists

#### **Lisa M. Ellram**

Lisa M. Ellram, Ph.D., C.P.M., CMA, is the Rees Distinguished Professor of Supply Chain Management at the Farmer School of Business, Miami University in Oxford, OH. Her primary areas of research interest include sustainability; buyer-supplier relationships; services purchasing and supply chain management; offshoring and outsourcing; and supply chain cost management. She has presented her work in more than 25 countries. A prolific researcher, Lisa is the recipient of numerous research grants and awards, and was named a Miami University Research Scholar in 2018, and a University Distinguished Professor in 2019. She has co-authored seven textbooks.



#### **Michael Essig**

Chair for Business Administration, especially Purchasing and Supply Management and Head of the Working Area Procurement including the Research Group for Law and Management of Public Procurement as well as the Audi Procurement Research Group at Bundeswehr University Munich.

Research Areas: Strategic Procurement, Supply (Chain) Management, Public Procurement as well as Defence Acquisition Management with more than 280 Publications. Coworking and scientific consulting with major companies and public institutions like Audi AG, Airbus, Amazon Business, Federal Ministry of the Interior, Federal Ministry of Economics, Federal Ministry of Defence.



**Guido Nassimbeni**

Guido Nassimbeni is Full Professor of Management Engineering at the University of Udine. Master degree in Industrial Engineering, Ph.D. in Industrial Innovation, member of the Editorial Review Board of the Journal of Purchasing and Supply Management. His research interests are related to: new production models and advanced buyer-supplier interactions, supply management, international manufacturing and sourcing, social and environmental sustainability. On these topics he has published more than 150 scientific works, several of them on leading journals.



**Mark Pagell**

Mark Pagell holds a Chair in Global Leadership and is a Professor of Sustainable Supply Chain Management at University College Dublin. He is also the Co-Editor-in-Chief of the *Journal of Supply Chain Management*. Dr. Pagell's research on topics such as sustainable supply chain management and human resource issues including employee safety in operational environments has appeared in a number of premier outlets including the *Journal of Operations Management*, *Production and Operations Management*, *Journal of Supply Chain Management*, *Sloan Management Review*, *Journal of Product Innovation Management* and *Journal of Management Studies*.



**Wendy L. Tate**

Wendy Tate, Ph.D. (Arizona State University, 2006) is the William J. Taylor Professor of Business and the Cheryl Massingale Faculty Research Fellow in the Department of Supply Chain Management at the University of Tennessee. She teaches undergraduate, MBA, PhD and Executive students Strategic Sourcing and has an interest in the financial impacts of business decisions across the supply chain. She has published research in top tier academic journals including the *Journal of Operations Management*, *Journal of Supply Chain Management*, *California Management Review*, and *Journal of Business Logistics*. She serves as co-editor in chief for the *Journal of Purchasing and Supply Management*.



**Finn Wynstra**

Finn Wynstra is a Professor of Purchasing and Supply Management at Rotterdam School of Management, Erasmus University (Netherlands) and a fellow of the Erasmus Research Institute of Management (ERIM). Since 2004, he holds an Endowed Chair sponsored by the Dutch Association for Purchasing Management (NEVI).

His research focuses on purchasing and supply management, in particular the interplay of supply and innovation processes, and buyer-supplier relations in business service contexts.

His work has appeared in various journals spanning different disciplines, including *Journal of Operations Management*; *International Journal of Research in Marketing*; *Journal of Product Innovation Management*; and *Accounting, Organizations & Society*.





## Description of PDWs

### **PDW 1 - Behavioral Methods in Purchasing and Supply Management Research**

*Stephanie Eckerd - Indiana University, Kelley School of Business*

Research in the purchasing and supply management domain has increasingly relied on the use of experiments, and as this methodology has gained in traction so too have questions surrounding methodological protocol. In this professional development workshop, we will discuss the foundations of behavioral experiments used in purchasing and supply management research. We will explore in detail fundamental similarities and differences governing experimental design and administration in economics and social psychology, spanning topics including incentive alignment, participant selection, and the use of deception in experiments. We will consider the implications of these practices for researchers and reviewers of experiment research, and offer guidance for those interested in conducting research using experiments. Finally, we will offer a discussion of current best practices in scenario-based experiment research, as this method has proven useful and been increasingly employed in the purchasing and supply management domain in recent years.

### **PDW 2 - How to get your research noticed**

*Simon Jones –Elsevier*

### **PDW 3 - Meet the editors – Making a theoretical contribution**

*Wendy Tate – University of Tennessee*

This workshop focuses on development of research journal submissions that make a theoretical contribution, which is a problem that many authors struggle with. Although this professional development workshop is primarily targeted at operations and supply chain management doctoral students and faculty who are beginning their research careers, it is also appropriate for more experienced authors. Through a mix of presentations, panel discussions by editors of leading operations and supply chain management journals and interaction with participants, topics covered include why making a contribution to theory is important; use of theory as a roadmap; what constitutes a theoretical contribution; alignment of theoretical perspective with the research problem, data collection approach and data analysis strategy; and issues and opportunities with deductive and inductive theoretical approaches in operations and supply chain management research. The journal editors will also provide examples of effective and ineffective approaches to making a theoretical contribution, as well as articulating the differences between various journals' perspectives on theoretical contributions.

#### **PDW 4 - Ethics in Publishing**

*Erik van Raaij – Rotterdam School of Management*

There are many reasons why using the same database across multiple publications is an acceptable and valid approach. But there are also risks of taking this too far, and harvesting too many publications from one data collection effort. In a recent article (*Journal of Purchasing and Supply Management* (2018), 24(3), pp. 183-191), Erik van Raaij has documented eighteen potential problems of using data across multiple publications. In this workshop, we discuss the limits of using the same dataset across multiple publications, when data reuse becomes a problem undermining our trust in scientific publications, why questionable publication practices (like these) emerge and persist, and what various actors in the system could do to improve the publication record in our field.

#### **PDW 5 - Bring circular economy in the classroom: the Blue Connection**

*Michiel Steeman, Supply Chain Finance Community*

*Luca Gelsomino, Supply Chain Finance Community*

Simulation gaming is an extremely powerful way to facilitate learning. The Blue Connection is a circular strategy game that allows you to learn by experience.

Game setup in a nutshell entails participants playing in teams of 4 in the VP roles of Purchasing, Supply Chain, Sales, or Finance. The task is to transform the business model from linear to circular, ensuring a healthy ROI and circularity index.

Intense interaction and alignment are key. Participants are encouraged to form diverse teams (multiple disciplines, regions, career stages, etc) and step outside their comfort zone to maximize their learning experience.

Experience the opportunities and challenges of transitioning from Linear to circular. This is as close to reality as you can get.



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# ART AND SCIENCE OF PROCUREMENT

Milan, April 14<sup>th</sup> - 17<sup>th</sup>, 2019

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## DETAILED PROGRAMME



Journal of  
Supply Chain Management



Supply Chain Finance Community  
Bridging physical and financial supply chains

**SUNDAY, 14th APRIL 2019: POLITECNICO DI MILANO, LEONARDO CAMPUS, PIAZZA LEONARDO DA VINCI, 32**

11:00 18:00	<b>Registration</b> <i>Atrium Rectorate</i>		
11:30 11:40	<b>Plenary Session: Welcome and Opening - Davide Luzzini, Steve Kelly, Marika Tuomela-Pyykkönen</b> <i>Aula De Donato</i>		
11:40 12:25	<b>Plenary Session: Keynote – Sean O’Dwyer</b> <i>Aula De Donato</i>		
12:25 12:40	<b>Coffee Break</b> <i>Atrium Rectorate</i>		
12:40 14:00	<b>Parallel Sessions</b>		
	<b>S.02 Doctoral Workshop</b>	<b>S.05 Doctoral Workshop</b>	<b>Aula De Donato Educators’ Workshop</b>
	<i>Sigrid Weller</i> Buyer-Supplier Relationship Over Time  <i>Liubov Pakhomova</i> Resource Orchestration for Smart Cities	<i>Lubna Al-Zoubi</i> Supply Chain Resilience: a Case Study of Jordan and the Arab Spring  <i>Mayra Oliveira Ramos</i> Supplier Selection in Sustainability-Related Risk Management	<i>Stephen Kelly</i> Final results from the PERFECT project and using objective testing techniques to assess higher level of learning
14:00 15:00	<b>Lunch Break</b> <i>Atrium Rectorate</i>		
15:00 17:40	<b>S.02 Doctoral Workshop</b>	<b>S.05 Doctoral Workshop</b>	<b>Aula De Donato Educators’ Workshop</b>
	<i>Innocent Acquah</i> Supply Chain Collaboration in the Petroleum Sector <i>Berna Topak</i> Public Service Triads <i>Hasan Hamdan</i> Public Private Collaboration in Zero Emission Neighbourhoods <i>Luis Prato</i> Connected Manufacturing in Performance-Based Contracting	<i>Lorenzo Bruno Prata</i> Global Distribution Network Design: Logistics and Fiscal Issues <i>Christiaan De Goeij</i> An Inclusive View on Supply Chain Finance <i>Lisa Zom</i> Supply Chain Finance for Sustainability <i>Karla Ileana Tun Góngora</i> Stakeholder Perspective in the Circular Supply Chain	<i>Hervé Legenvre</i> Participatory design and canvas creation for PSM education
17:40 18:00	<b>Coffee Break</b> <i>Atrium Rectorate</i>		
18:00 19:00	<b>Professional Development Workshop – Meet the editors –</b> <i>Aula De Donato</i>		
19:00 20:00	<b>S.02 JPSM Board Meeting</b>		<b>Atrium Rectorate Welcome Drink</b>
20:00 22:00	<b>Early Conference Registration and Welcome Reception</b> <b>IPSERA PhD Bursary Awards</b> <i>Atrium Rectorate</i>		

**MONDAY, 15<sup>th</sup> APRIL 2019: POLITECNICO DI MILANO, BOVISA CAMPUS, VIA LAMBRUSCHINI 4**

08:30 18:00	<b>Registration</b> <i>Building 28</i>
09:00 09:45	<b>Plenary Session: Welcome and Opening - Stefano Ronchi, Michael Henke, Alessandro Perego, Raffaella Cagliano</b> <i>Aula Magna Carassa Dadda</i>
09:45 10:30	<b>Plenary Session: Practitioner Keynote - Thomas Udesen (Bayer) &amp; Valentina Fanni (Unicredit)</b> <i>Aula Magna Carassa Dadda</i>
10:30 11:00	<b>Coffee Break</b> <i>Building 28 &amp; Building 26 Multifunctional Space</i>

Parallel Sessions (Competitive Papers) <i>(20+10) min * 3 presentations</i>						Professional Development Workshop
PS 1 - BL 28.1.1 Customer attractiveness and preferred customers	PS 2 - BL 28.1.2 Purchasing and Supply Strategy	PS 3 - BL 28.2.1 Global Sourcing and Outsourcing issues	PS 4 - BL 28.2.2 Negotiation and Contracting	PS 5 - BL 26.0.1 Sustainable Procurement and CSR	PS 6 - BL 26.0.2	PDW 1 Sala Consiglio
<i>Holger Schiele</i>	<i>Alessandro Ancarani</i>	<i>Rudolf Large</i>	<i>Janjaap Semeijn</i>	<i>Annachiara Longoni</i>		<i>Stephanie Eckerd</i>
<b>68</b> Fit in buyer-supplier relationships: Examining compatibility and complementarity of culture, operations and resources in satisfactory buyer-supplier relationships <i>(Marie Sende, Frederik Vos and Holger Schiele)</i>	<b>106</b> Learning to be risk averse: evidence from a multi-echelon supply chain <i>(Alessandro Ancarani, Carmela Di Mauro, Giulia Crocco and Florian Schupp)</i>	<b>14</b> Managers' Intention to Participate in the Process of Service Outsourcing: A Behavioral View <i>(Gilles Pache, Rudolf O. Large and Nathalie Merminod)</i>	<b>47</b> Performance-based contracting in a service triad: Exploring actor-perceived barriers <i>(Riikka Raukola, Joona Keränen and Mervi Vuori)</i>	<b>183</b> The role of purchasing in the diffusion of sustainability in supply networks: a systematic literature review <i>(Toloue Miandar, Thomas E. Johnsen and Federico Caniato)</i>		<b>Behavioral Methods in Purchasing and Supply Management Research</b>
<b>69</b> Corporate culture and its impact on supplier satisfaction: Is good relational behaviour always relevant in buyer-supplier relations? <i>(Annina Henn, Frederik Vos and Holger Schiele)</i>	<b>147</b> The missing link – strategy implementation in purchasing category teams <i>(Anders Peder Lysholm Hansen and Morten Munkgaard Møller)</i>	<b>88</b> When you don't get what you think you get – Managing fairness perceptions and customer satisfaction in airline service triads <i>(Tim Hilken and Nadine Kiratli)</i>	<b>46</b> How do buyers actually negotiate with their leverage and strategic suppliers? Analysis of negotiation topics, tactics and outcomes <i>(Wim Lambrechts, Cees J. Gelderman, Raymond Weelink and Janjaap Semeijn)</i>	<b>12</b> Implementing sustainable purchasing and supply management (SPSM): A Delphi study on competences needed by purchasing and supply management professionals <i>(Heike Schulze and Lydia Bals)</i>		
<b>143</b> Knowing your suppliers: people or media as key sources of information? <i>(Antonia Kappel, Holger Schiele and Wolfgang Buchholz)</i>	<b>188</b> Cross-border e-commerce firms as supply chain integrators: A service dominant logic perspective <i>(Ying Wang, Fu Jia and Yu Gong)</i>	<b>90</b> Building customer-centric purchasing and supply organizations: an action research study of an aftersales supplier management team at an automotive manufacturer <i>(Nadine Kiratli, Diogo Cotta and Marco Dammer)</i>	<b>23</b> Public infrastructure maintenance - risks and the downside of performance based contracting <i>(Cees J. Gelderman, Janjaap Semeijn and Sjerp De Vries)</i>	<b>107</b> Managing supply chains for social impact: insights from migrants integration <i>(Annachiara Longoni, Davide Luzzini and Madeleine Pullman)</i>		

11:00  
12:30

12:30 13:30	<b>Lunch Building 28</b>			<b>JPSM Lunch</b> Building 26 Multifunctional space
13:30 15:00	<b>Parallel Sessions (Working Papers)</b> <i>(10+10) min * 4 presentations + 10 min discussion</i>			<b>Keynote Panel (Practitioner)</b>
	<b>PS1 - BL 28.1.1</b> <b>Purchasing and Innovation</b>	<b>PS 2 -BL 28.1.2</b> <b>Supplier Relationship Management</b>	<b>PS 3 - BL 28 2.1</b> <b>Global Sourcing and Outsourcing issues</b>	<b>What do practitioners expect from research?</b> <b>Aula Magna Carassa Dadda</b>
	<i>Marie-Anne Le Dain</i>	<i>Andreas Glas</i>	<i>Guido Nassimbeni</i>	<i>Federico Caniato</i>
	<b>39</b> “Boosting” Supplier Innovations - Encouraging the implementation success of supplier innovations by introducing new promotor functions <i>(Janina Goldberg and Holger Schiele)</i>	<b>149</b> Is it just a feeling? Rational of intuitive global sourcing decisions-making in SMEs <i>(Nina Lidegaard, Ulla Normann and Chris Ellegaard)</i>	<b>151</b> How multinational buying firms take sustainable sourcing initiatives after the Rana Plaza collapse <i>(Nandita Farhad Frögren, Jakob Rehme and Donna Marshall)</i>	<ul style="list-style-type: none"> <li>Giles Breault, Principal and Co-founder - The Beyond Group AG</li> <li>Francesca Bucci, Head of Indirect Materials WE - Henkel</li> <li>Giovanni D’Addio, Team Leader Procurement Fabrics – Hugo Boss</li> <li>Juergen Friederici, Senior Vice President Procurement Indirect Materials – Hilti</li> <li>Sabrina Ghio – Procurement Strategy and Governance - Ferrero</li> <li>Paresh Jani, Head of Global Purchasing - Norgine</li> <li>Sara Moruzzi, Supply Chain Sustainability Manager – Pirelli</li> <li>Laurence Perot, Head of Global Supply Chain Procurement – Logitech</li> </ul>
	<b>82</b> A cognitive frames perspective on supplier involvement in product development: a case study <i>(Kari Tanskanen, Matti Pihlajamaa and Mervi Vuori)</i>	<b>50</b> The Role of Digital Supplier Integration - Status Quo in the Literature <i>(Cornelia Anika Elsaesser, Andreas Glas and Michael Essig)</i>	<b>122</b> Upgrading in a Chinese industrial cluster – a multi-stakeholder perspective <i>(Yu Gong and Weimu You)</i>	
	<b>52</b> How purchasing can contribute to innovation in Product-Service System offering? <i>(Marie-Anne Le Dain, Eric Dos Santos and Hervé Legenvre)</i>	<b>162</b> Tracing the route in the strategic sourcing journey: development and implementation of a hybrid framework <i>(Marco Formentini, Marco Boem, Pietro Romano and Lisa Ellram)</i>	<b>137</b> Industrial restructuring: The evolving geography and drivers of offshoring <i>(Matteo Podrecca, Guido Orzes, Marco Sartor and Guido Nassimbeni)</i>	
<b>92</b> Supply Chain Management in the Videogames Industry: a systematic literature review evaluating the maturity of the field <i>(Stephen Kelly, Vojtech Klezl, John Israilidis, Neil Malone and Stuart Butler)</i>	<b>9</b> When Does Buyer Pressure Elicit Supplier Environmental Transparency? The Joint Effect of Internal and External Drivers <i>(Veronica Villena and Suvrat Dhanorkar)</i>	<b>40</b> Serial manufacturing backshoring: evidence from an Italian case study <i>(Alessandro Baldazzi, Paolo Barbieri, Matteo Fini and Luciano Fratocchi)</i>		

15:00 15:15	Room Change Over						
15:15 16:15	<b>Parallel Sessions (Competitive Papers)</b> <i>(20+10) min * 2 presentations</i>						<b>Professional Development Workshop</b>
	<b>PS 1 - BL 28.1.1</b> <b>Purchasing and Innovation</b>	<b>PS 2 - BL 28.1.2</b> <b>Purchasing and Supply Strategy</b>	<b>PS 3 - BL 28.2.1</b> <b>Public Procurement</b>	<b>PS 4 - BL 28.2.2</b> <b>Purchasing and Supply: Big Data and Analytics</b>	<b>PS 5 - BL 26.0.1</b> <b>Supply Chain Finance</b>	<b>PS 6 - BL 26.0.2</b>	<b>PDW 2</b> <b>Sala Consiglio</b>
	<i>Cristoph Bode</i>	<i>Chris Ellegaard</i>	<i>Jan Telgen</i>	<i>Mihalis Giannakis</i>	<i>Veli Matti Virolainen</i>		<i>Simon Jones</i>
	<b>49</b> Additive manufacturing in military and humanitarian missions: Advantages and challenges in the spare parts supply chain of the Dutch Army <i>(Jelmar den Boer, Wim Lambrechts and Harold Krikke)</i>	<b>25</b> Impact of modular product structures and buyer-supplier integration on value creation <i>(Vicky Sanders, Janjaap Semeijn and Cees J. Gelderman)</i>	<b>17</b> Contract duration: A barrier or bridge <i>(Paul Hartman and Jeffrey Ogden)</i>	<b>93</b> Exploring patterns in sustainable public procurement: an analysis of > 140.000 public procurement notices of Belgian contracting authorities <i>(Jolien Grandia and Peter Kruyen)</i>	<b>144</b> Measuring the Financial Effects of Mitigating Commodity Price Volatility <i>(Roberta Pellegrino, George A. Zsidisin and Barbara Gaudenzi)</i>		Elsevier – How to get your research noticed
	<b>124</b> Startup Meets Corporate: The Multiple Facets of the Engagement between Corporates and Startups <i>(Alexander Kinski and Christoph Bode)</i>	<b>96</b> A balancing act: The purchasing boundary spanner as a manager of tensions in buyer-supplier relationships <i>(Martin Norlyk, Chris Ellegaard and Hanne Kragh)</i>	<b>85</b> Procurement practices for home care of Finnish and Dutch municipalities: a country comparison <i>(Niels Uenk and Suvituulia Taponen)</i>	<b>192</b> Capturing the value of big data for supply chain performance: the moderating effect of Information Technology dynamic capabilities <i>(Mihalis Giannakis and Nabhan Saderuddin)</i>	<b>194</b> Forecasting profitability of Russian automotive value chain – exchange rates and working capital <i>(Miia Pirttilä, Veli Matti Virolainen and Timo Kärri)</i>		
16:15 16:45	<b>Coffee Break</b> <i>Building 28 &amp; Building 26 Multifunctional Space</i>						

Parallel Sessions (Working Papers) (10+10) min * 4 presentations + 10 min discussion							Professional Development Workshop
PS1 -BL 28.1.1 Purchasing and Innovation	PS 2 - BL 28.1.2 Supply Chain Finance	PS 3 - BL 28.2.1 Public Procurement	PS 4 - BL 28.2.2 Purchasing and Supply Strategy	PS 5 - BL 26.0.1 Supply Chain Transparency, visibility and traceability	PS 6 - BL 26.0.2 Triads and network	PDW 3 Sala Consiglio	
<i>Hervé Legenvre</i>	<i>Luca Gelsomino</i>	<i>Wendy van der Valk</i>	<i>Tobias Schoenherr</i>	<i>Rebecca Arkader</i>	<i>Scott Duhadway</i>	<i>Wendy Tate</i>	
<b>22</b> Developing Education Practices through Participatory Design <i>(Hervé Legenvre and Elmar Holschbach)</i>	<b>31</b> Exploring disruptions in financial flows across supply chains: the supply chain financial bullwhip effect <i>(Georgios Vousinas and Stavros Ponis)</i>	<b>102</b> Customer attractiveness in the public sector <i>(David Fridner and Fredrik Nordin)</i>	<b>179</b> The Development of a buyer-supplier collaboration index <i>(Tobias Schoenherr)</i>	<b>100</b> The influence of ICT on supply chain sustainability practices: an exploratory research <i>(Pietro Evangelista and Jukka Hallikas)</i>	<b>153</b> In search for a ‘winning’ solution: ex post competition in relational contracting of youth care in a managed competition system <i>(Madelon Wind and Niels Uenk)</i>	<b>Meet the editors - making a theoretical contribution</b>	
<b>38</b> Assessing Supplier Innovations: Which side of the scale weighs heavier - the quality or the innovation implementation ability of the supplier? <i>(Janina Goldberg and Holger Schiele)</i>	<b>195</b> Supply chain finance in not for everyone - Are logistics service providers willing to advance supply chain finance? <i>(Viktor Elliot and Johan Woxenius)</i>	<b>167</b> The impact of centralization, standardization and information systems on procurement performance in local governments: a comparative study between Italy and USA <i>(Andrea Patrucco, Stefano Ronchi and Tommaso Agasisti)</i>	<b>27</b> The process of value creation: connecting purchasing and supply management to strategy <i>(Daniel Krause and Davide Luzzini)</i>	<b>66</b> An investigation of supply chain sensing mechanism: A dynamic capabilities perspective <i>(Oluseye Odukoya, Richard Oloruntoba and Steve Melnyk)</i>	<b>170</b> Network social capital in scaling up smart city solutions (Liubov Pakhomova, Christine Mary Harland and Raffaella Cagliano)		
<b>119</b> How can purchasing foster supplier-driven innovation? - Conceptual findings based on case study data <i>(Elmar Holschbach, Florian Schupp and Joerg Grimm)</i>	<b>150</b> Collaboration of financial and logistics service providers in the development of supply chain finance instruments <i>(Christiaan de Goeij, Luca Gelsomino and Michiel Steeman)</i>	<b>125</b> Data-Driven Innovation at Critical Infrastructures: Leveraging Data to Enhance Infrastructure Availability <i>(Tom Aben, Wendy van der Valk and Henk Akkermans)</i>	<b>148</b> Making sense of purchasing – how sensemaking explains the presence and absence of a team perspective in cross-functional sourcing teams <i>(Anders Peder Lysholm Hansen)</i>	<b>139</b> Blockchain impact in supply chains: A transaction costs perspective <i>(Leonardo Marques)</i>	<b>98</b> Prosumers: Coworkers, cocreators or competitors? <i>(Johan Kask and Vojtěch Klézl)</i>		
<b>51</b> Obtaining the best supplier solutions: current behavior and future expectations <i>(Aki Jääskeläinen, Holger Schiele and Jussi Heikkilä)</i>	<b>136</b> Observing working capital models: industry comparison <i>(Lotta Lind and Sari Monto)</i>	<b>134</b> Supply Chain Finance and Public Healthcare Procurement: the Equipment Finance opportunities <i>(Antonella Moretto, Federico Caniato, Andrea Patrucco and Stefano Ronchi)</i>	<b>180</b> Purchasing Practices of the Informal Enterprises in emerging economies <i>(John Manso Frimpong)</i>	<b>128</b> The roles of purchasing and marketing in collaborative product development when involving suppliers and customers <i>(Mohammad H. Eslami and Lisa Melander)</i>	<b>118</b> A structural typology of supply chain fraud <i>(Scott Duhadway and Carlos Mena)</i>		
<b>16:45</b> <b>18:15</b>							
<b>19:30</b> <b>02:00</b>	<b>HAPPY HOUR</b> <b>IPSERA Doctoral Dissertation Award and JPSM Awards</b> <b>Milano Cafè, via Procaccini, 37</b>						



Parallel Sessions (Competitive Papers) (20+10) min * 3 presentations							Professional Development Workshop	
PS1 - BL 28.1.1 Purchasing and Innovation		PS 2 - BL 28.1.2 Supply Chain Transparency, visibility and traceability		PS 3 - BL 28 2.1 Purchasing and Supply Theory and Methodology Development	PS 4 - BL 28.2.2 Sourcing and Supplier Selection	PS 5 - BL 26.0.1 Sustainable Procurement and CSR	PS 6 - BL 26.0.2	PDW 4 Sala Consiglio
Finn Wynstra		Jenny Bäckstrand		Michael Essig	Lutz Kaufmann	Wim Lambrechts		Erik van Raaij
9:00 10:30	<b>86</b> Public procurement skills: Requirements of innovation, strategic partnership and future proof competencies (Shannon van Hoorn, Klaas Stek and Holger Schiele)	<b>131</b> Supply chain performance deficiencies in construction projects due to lack of information sharing (Jenny Bäckstrand and Anna Fredriksson)	<b>45</b> Enigma digital - paving the path between conceptual mess and empirical overload (Cornelia Anika Elsaesser, Andreas Glas and Michael Eßig)	<b>83</b> I Hear You: The Impact of Collegial Advice-giving and taking on Buyers' Cross-functional Interactions (Jiachun Lu, Lutz Kaufmann and Craig Carter)	<b>30</b> Cooperative purchasing for sustainability - Factors and actors in a European food sector consortium (Marco Eekelder, Wim Lambrechts, Cees J. Gelderman and Janjaap Semeijn)			Ethics in publishing
	<b>48</b> The myopia of purchasing in selecting suppliers in a technologically uncertain environment (Ala Pazirandeh, Lisa Melander and Finn Wynstra)	<b>176</b> On the dynamic nature of sustainability signalling, legitimation and sustainable supply chain management: a signalling theory perspective (Leonardo Marques and Sara Aragão)	<b>193</b> Theory in buyer-supplier relationships: The implications of destructive personalities and problematic relationships. (Simon Croom, Katarina Fritzon and Nathan Brooks)	<b>41</b> IT outsourcing - the effect of formal control mechanisms and client capabilities (Cees J. Gelderman, Rawie Khieroe, Jos Schijns and Janjaap Semeijn)	<b>130</b> Applying different levers for supply chain sustainability: control and governance mechanisms in a cross boundary setting (Joost de Haan-Hoek, Wim Lambrechts, Janjaap Semeijn and Marjolein Cj Caniëls)			
	<b>115</b> Types of partnerships for innovation and atmosphere, a symbiotic relationship for performance (Romaric Servajean-Hilst, Carole Donada and Sihem Ben Mahmoud Jouini)	<b>142</b> Cost versus Innovation Leaders: When do they need Supply Network Mapping? The impact of SNM on purchasing performance (Antonia Kappel, Holger Schiele and Wolfgang Buchholz)	<b>116</b> An industry case study to address the need for a practical sourcing risk assessment (Stefanos Koskinas, Ruggero Golini and Matteo Kalchschmidt)	<b>58</b> The "I" in Sourcing Teams: Motivational Effects on Status Conflict and Team Outcomes (Henrik Franke, Stephanie Eckerd and Kai Foerstl)				
10:30 11:00	Coffee Break Building 28 & Building 26 Multifunctional Space							

Parallel Sessions (Working Papers) (10+10) min * 4 presentations + 10 min discussion							Professional Development Workshop
PS1 -BL 28.1.1 Triads and Networks	PS 2 - BL 28.1.2 Supply Chain risk and resilience	PS 3 - BL 28 2.1 Purchasing and Innovation	PS 4 - BL 28.2.2 Purchasing organisation, skills and competences	PS 5 - BL 26.0.1 Public Procurement	PS 6 - BL 26.0.2 Sustainable Procurement and CSR	PDW 5 Sala Consiglio	
<i>Jakob Rehme</i>	<i>Anni-Kaisa Kähkönen</i>	<i>Felix Reimann</i>	<i>Filomena Canterino</i>	<i>Tunde Tatrai</i>	<i>Helen Walker</i>	<i>Luca Gelsomino</i>	
<b>60</b> Order from chaos: a meta-analytic approach to supply chain complexity <i>(Melek Akin Ates, Robert Suurmond and Davide Luzzini)</i>	<b>67</b> The role of moral disengagement in supply chain fraud <i>(Scott Duhadway, Steven Carnovale and Lutz Kaufmann)</i>	<b>94</b> Proliferating innovative public procurement: A study of purposefully creating isomorphic pressures at the national level <i>(Elsebeth Holmen, Maren Wiktorin Østensen and Luitzen de Boer)</i>	<b>89</b> Managerial cognition and inter-organizational learning: a dynamic managerial capability view <i>(Anne Söderman, Anni Rajala and Anne-Maria Holma)</i>	<b>18</b> Measuring procurement process compliance: Cases of Finnish security organizations <i>(Ilkka Ikonen and Juha-Matti Lehtonen)</i>	<b>21</b> Exploring the relationship between sustainability initiatives and supplier viability at the bottom of the pyramid <i>(Anton Shevchenko, Xiaodan Pan and Goran Calic)</i>	<b>Bring Circular Economy in the Classroom: the Blue Connection</b>	
<b>64</b> Collaborative culture and supply chain collaboration in the downstream petroleum sector: a mixed methods investigation. <i>(Innocent Senyo Kwasi Acquah, Micheline Juliana Naude and Sanjay Soni)</i>	<b>34</b> Conceptualization of a preventive and reactive supply chain risk management approach to manage supply shortages <i>(Wolfgang Buchholz, Alina Albersmann, Antonia Kappel and Jian Huang)</i>	<b>141</b> Purchasing role and performance measurement in context of supplier innovation: The case of Volkswagen <i>(Christian Felix Müller)</i>	<b>104</b> Art and Science of Procurement Education: Using Ancient Greek Philosophy to Drive Future Procurement Skills <i>(Klaas Stek and Andreas Wieland)</i>	<b>33</b> Managing risks in the development and implementation of product innovations in construction projects: The case of a movable bio-based composite bridge deck <i>(Bart Lenderink, Hans Boes, Ernst Kleinhuis, Hans Voordijk and Joop Halman)</i>	<b>117</b> Green procurement of logistics services – How to overcome the sustainability paradoxes between LSPs and shippers? <i>(Orsolya Diófási-Kovács and Pinja Raitasuo)</i>		
<b>72</b> Data based service concepts – two cases for monitoring and maintenance <i>(Matti Rissanen, Lasse Metso, Timo Kärrri and Tiina Sinkkonen)</i>	<b>123</b> The Effect of Experience on Supply Chain Disruptions and Recovery Time <i>(Sebastian Gehrlein, Christoph Bode and Markus Gerschberger)</i>	<b>112</b> A framework to define engagement strategies with SMEs: the case of an open Innovation initiative in a large Aerospace & Defense player <i>(Jonathan Langlois, Harold Van den Bossche, Romaric Servajean-Hilst and Sihem Jouini)</i>	<b>35</b> The role of intrapreneurial purchasers in successful circular purchasing: A comparative case-study <i>(Petra Neessen, Marjolein Caniels, G.C.J.M. Vos and Jeroen De Jong)</i>	<b>57</b> News reporting on public procurement <i>(Anthony Flynn and Irina Harris)</i>	<b>8</b> The impact of institutional pressures, on the adoption of green supply chain management: a configuration approach <i>(Ruoqi Geng, Jing Dai and Helen Walker)</i>		
<b>186</b> Triadic supply network relationships in new product development: A case study based research <i>(Jinou Xu, Margherita Pero and Monica Rossi)</i>	<b>78</b> The Role of Co-Operative Governance and Decision-Making in Supply Chain Resilience <i>(Sirpa Multaharju, Zhaohui Wu, Katrina Lintukangas and Anni-Kaisa Kähkönen)</i>	<b>105</b> Cleantech: state of art and implications for public procurement research <i>(Robert Davtyan and Wojciech Piotrowicz)</i>	<b>154</b> The establishment and development of a purchasing organisation in large infrastructure projects: Proposing a new procurement capability model <i>(Marika Tuomela-Pyykkönen and Kirsi Aaltonen)</i>	<b>165</b> Review of non-compliance in public procurement procedures <i>(Tünde Tátrai and Gyöngyi Vörösmarty)</i>	<b>73</b> The role of public procurement to achieve low emission construction sites <i>(Hasan Hamdan, Luitzen De Boer and Maren Østensen)</i>		
11:00							
12:30							

12:30 13:30	<b>Lunch Building 28</b>						<b>RICCs&amp;SIGs Lunch</b> <i>Building 26 Multifunctional space</i>
13:30 13:45	<b>GROUP PHOTO SHOOTING</b>						
13:45 14:45	<b>Academic Keynote Panel - The future of P&amp;SM – Christine Harland moderates Lisa Ellram, Michael Essig, Guido Nassimbeni, Mark Pagell, Wendy Tate, Finn Wynstra</b> <i>Aula Magna Carassa Dadda</i>						
14:45 15:00	Room Change Over						
15:00 16:00	<b>Parallel Sessions (Competitive Papers)</b> <i>(20+10) min * 2 presentations</i>						
	<b>PS1 BL 28.1.1</b> <b>Supply Chain</b> <b>Transparency, visibility</b> <b>and traceability</b>	<b>PS 2 - BL 28.1.2</b> <b>Supplier Relationship</b> <b>Management</b>	<b>PS 3 - BL 28 2.1</b> <b>Global Sourcing and</b> <b>Outsourcing issues</b>	<b>PS 4 - BL 28.2.2</b> <b>Supplier Development</b>	<b>PS 5 - BL 26.0.1</b> <b>Purchasing and Innovation</b>	<b>PS 6 - BL 26.0.2</b>	<b>Sala Consiglio</b>
	<i>Cees J. Gelderman</i>	<i>Remko van Hoek</i>	<i>Matteo Kalchschmidt</i>	<i>Arjan van Weele</i>	<i>Richard Calvi</i>		
	<b>26</b> The benefits and threats of transparency and traceability in the high risk fertilizer industry <i>(Edwin Van Duyse, Janjaap Semeijn, Cees J. Gelderman and Wim Lambrechts)</i>	<b>87</b> Supplier Compliance or Motivation? A Self-Determination Theory Perspective of Organizational Controls in New Product Development Outsourcing <i>(Vikrant Sihag and Serge Rijsdijk)</i>	<b>110</b> Are you serious about modern slavery? Is contemporary practice matching the ambitions behind recent legislation? <i>(Jo Meehan, Bruce Pinnington and Demitri Kyriacou)</i>	<b>6</b> Differences in project performance reviews and their effect on project outcomes <i>(Christian van der Krift, Josette Gevers and Arjan van Weele)</i>	<b>140</b> Purchasing ambidexterity: how it contributes to firm's innovation capabilities <i>(François Constant, Thomas Johnsen and Richard Calvi)</i>		
	<b>43</b> One way or another – The relationship between trust and transparency in buyer-supplier relationships <i>(Felix Jeschke, Antonia Kappel, Wolfgang Buchholz and Cathrin Ruppe)</i>	<b>198</b> Don't build a bridge to nowhere Studying gaps in the path to successful supplier enabled innovation <i>(Remko van Hoek, Laura Birou and Stan Fawcett)</i>	<b>182</b> The geography of suppliers and retailers in the fashion-textile industry <i>(Matteo Kalchschmidt, Sebastian Birolini, Mattia Cattaneo, Paolo Malighetti and Stefano Paleari)</i>	<b>54</b> A systematic review of empirical and normative decision analysis of risk in sustainable supply chain management <i>(Eliciane Maria Silva, Mayra Oliveira Ramos, Anthony Alexander and Charbel Jose Chiappetta Jabbour)</i>	<b>185</b> The blind spot of supplier involvement in New Product Development: An exploratory study of supplier benefits <i>(Nadine Kiratli)</i>		
16:00 16:30	<b>Coffee Break Building 28 &amp; Building 26 Multifunctional Space</b>						
16:30 17:30	<b>IPSERA Annual General Meeting Aula Magna Carassa Dadda</b>						
19:30 2:00	<b>CONFERENCE GALA DINNER</b> <b>IPSERA, IFPSM and NIGP Awards</b> <i>Villa Necchi Campiglio, via Mozart, 14</i>						

**Parallel Sessions (Working Papers)**  
(10+10) min \* 4 presentations + 10 min discussion

	<b>PS1 - BL 28.1.1</b> <b>IoT and Industry 4.0:</b> <b>implications for</b> <b>Purchasing and Supply</b>	<b>PS 2 - BL 28.1.2</b> <b>Supplier Relationship</b> <b>Management</b>	<b>PS 3 - BL 28 2.1</b> <b>Procurement Digital</b> <b>Transformation</b>	<b>PS 4 - BL 28.2.2</b> <b>Public Procurement</b>	<b>PS 5 - BL 26.0.1</b> <b>Sustainable</b> <b>Procurement and CSR</b>	<b>PS 6 - BL 26.0.2</b> <b>Agri-food</b> <b>supply chain</b> <b>management</b>	<b>PS 7 - Sala Consiglio</b> <b>Backshoring/</b> <b>Reshoring/</b> <b>Nearshoring</b>
	<i>Michael Henke</i>	<i>Lisa Ellram</i>	<i>Steven Kelly</i>	<i>Jo Meehan</i>	<i>Wendy Tate</i>	<i>Veronica Leon-Bravo</i>	<i>Luciano Fratocchi</i>
09:30 11:00	<b>75</b> Social capital and collaborative ties in providing new digital service solutions <i>(Jussi Heikkilä, Pasi Rintamaa and Aki Jääskeläinen)</i>	<b>173</b> Incentives, dependency, trust, satisfaction and performance: A social exchange perspective on buyer-driven incentives <i>(Paul Ghijssen, Wim Lambrechts and Gert-Jan Van der Pijl)</i>	<b>172</b> The impact of the e-invoicing system on the supply chain finance ecosystem <i>(Camillo Loro, Antonella Moretto, Riccardo Mangiaracina and Federico Caniato)</i>	<b>74</b> Are you buying economic, ethical, or social value? How value-driven buying approaches diverge in different sectors? <i>(Joonas Keränen, Bruce Pinnington and Jo Meehan)</i>	<b>133</b> The impact of Supply Chain Complexity on Organization of the Supply Chain Department: an exploratory study <i>(Antonella Moretto and Filomena Canterino)</i>	<b>177</b> Evaluating the transition towards a circular economy in agri-food supply chains <i>(Meletios Bimpizas-Pinis, Andrea Genovese, Sonal Choudhary, David Evans and Estrella Luna-Diez)</i>	<b>36</b> Near- vs back-shoring from China: a French perspective <i>(Fabienne Fel, Cristina Di Stefano and Luciano Fratocchi)</i>
	<b>76</b> Application fields for artificial intelligence in procurement: A structured literature review <i>(Dennis Meyer, Laura Berger and Michael Henke)</i>	<b>55</b> Transactional and relational trust – a finite dynamized Trust Game <i>(Andrea Gelei and Imre Dobos)</i>	<b>174</b> e-supply chain collaboration: a review <i>(Camillo Loro, Riccardo Mangiaracina, Alessandro Perego and Angela Tumino)</i>	<b>80</b> Towards a taxonomy of public service triads to investigate buyer's service delivery control <i>(Berna Topak, Nigel D. Caldwell and Umit S. Bititci)</i>	<b>44</b> Frameworks for collaboration - Improving sustainable procurement and supply chain collaboration in the construction industry <i>(David Jackson and Francisco Ascu)</i>	<b>15</b> Certification for sustainability in food commodities <i>(Veronica Leon-Bravo and Federico Caniato)</i>	<b>161</b> Does reshoring affect firm performance? An empirical investigation <i>(Guido Orzes, Beatrice Bais, Marco Sartor and Guido Nassimbeni)</i>
	<b>81</b> Mapping development paths in procurement digitalization: Results from a survey of Finnish manufacturing firms <i>(Harri Lorentz and Sini Laari)</i>	<b>155</b> Linking supplier capabilities to buyer innovation performance: The role of buyer operations <i>(Juhani Ukko, Minna Saunila, Mina Nasiri, Tero Rantala and Sariseelia Sore)</i>	<b>71</b> Assimilation of e-procurement systems in firms: An empirical investigation <i>(Stephan M. Wagner, M. Ramkumar and Seongtae Kim)</i>	<b>113</b> Creating and sustaining socio-economic value: The case of Knowsley Council <i>(Jacqueline Davies and Jo Meehan)</i>	<b>168</b> When price premiums make a difference for social, economic, and environmental sustainability – Cases from Colombian and Peruvian smallholder coffee farmers <i>(Lisa Zom, Stefania Boscarì, Luca Gelsomino and Taco van der Vaart)</i>	<b>5</b> The impact of climate change and extreme weather conditions on wine growing regions in South Africa: A procurement perspective <i>(Rodney Naude and Micheline Naude)</i>	<b>101</b> Identification of success factors for different contract strategies in the construction sector <i>(Anna Nikulina and Finn Wynstra)</i>
	<b>42</b> Applying data analytics for purchasing and supply management <i>(Ala Pazirandeh, Riikka Kaipia and Patrik Jonsson)</i>	<b>156</b> The impact of digitalization on relationship performance <i>(Mina Nasiri, Juhani Ukko, Minna Saunila and Tero Rantala)</i>	<b>175</b> Analysing knowledge management alignment in supply firms facing digital transformation <i>(Piera Centobelli, Roberto Cerchione, Emilio Esposito and Renato Passaro)</i>	<b>99</b> Contracting for innovation in public services: Capabilities, institutions and intermediation <i>(Kostas Selviaridis and Martin Spring)</i>	<b>152</b> The Influence of Financial Flows on Sustainability <i>(Lydia Bals, Wendy Tate, Luca Gelsomino and Cristof Bals)</i>	<b>103</b> Uncovering different sustainability narratives found in the stakeholder discourse of the United Kingdom dairy supply chain <i>(Tim Else)</i>	
	11.00 11.30	<b>Coffee Break Building 28</b>					

<b>Parallel Sessions (Working Papers)</b> <i>(10+10) min * 4 presentations + 10 min discussion</i>							
	<b>PS1 - BL 28.1.1</b> <b>Supply Chain Transparency, visibility and traceability</b>	<b>PS 2 BL 28.1.2</b> <b>Procurement Digital Transformation</b>	<b>PS 3 - BL 28 2.1</b> <b>Global Sourcing and Outsourcing issues</b>	<b>PS 4 - BL 28.2.2</b> <b>Negotiation and Contracting</b>	<b>PS 5 - BL 26.0.1</b> <b>Purchasing and Supply Theory and Methodology Development</b>	<b>PS 6 - BL 26.0.2</b> <b>Sourcing and Supplier Selection</b>	<b>Sala Consiglio</b>
	<i>Hakan Karaosman</i>	<i>Jukka Hallikas</i>	<i>Davide Luzzini</i>	<i>Rhona Johnsen</i>	<i>Anne Quarshie</i>	<i>Renato Passaro</i>	
11.30 13.00	<b>160</b> Unlocking responsible luxury for supply chain sustainability <i>(Hakan Karaosman, Donna Marshall and Alessandro Brun)</i>	<b>135</b> Digitization 4.0: Computer Aided Procurement for practitioners is just beginning <i>(Jean Potage)</i>	<b>20</b> Sourcing Intermediaries: A Systematic Review and a Research Agenda <i>(Yuan Virtanen)</i>	<b>19</b> Dyadic negotiation preparation (buyer versus supplier): a roadmap <i>(Sylvie Lacoste and Rhona Johnsen)</i>	<b>70</b> Antecedents of supplier satisfaction: the moderating influence of national culture <i>(Bita Mirzaei and Holger Schiele)</i>	<b>157</b> The evolution of the Supplier Selection Problem: An interpretative framework <i>(Emilio Esposito, Andrea Genovese, Renato Passaro and Ivana Quinto)</i>	
	<b>91</b> Improving supply chain risk management: Implications for process transformation and global procurement markets via the internet of things <i>(Hendrik Birkel and Evi Hartmann)</i>	<b>114</b> The Role of Data Management and Integration on Value Creation of Supply Chain Systems <i>(Jukka Hallikas, Mika Immonen and Elina Karttunen)</i>	<b>126</b> Competency-destroying Technological Change and its Effect on Incumbent Suppliers and Buyer-Supplier Relationships <i>(Maximilian Schreiber and Christoph Bode)</i>	<b>95</b> Making the most of game theory-based negotiations: Comparing individualized and standardized negotiation designs <i>(Ines Schulze-Horn, Rabea Löcker and Holger Schiele)</i>	<b>120</b> Toward a Theory of Supply Chain Culture <i>(Anne Quarshie, Asta Salmi, Zhaohui Wu and Kai Foerstl)</i>	<b>28</b> Supplier search and identification: a contributory study <i>(Sarra Chraibi and Charles-Henri Fredouet)</i>	
	<b>37</b> Developing Action Research methodology in light of digital transformation – a view from the inside of pharmaceutical supply chain traceability <i>(Marco Farinelli, Federico Caniato and Filomena Canterino)</i>	<b>163</b> Digitally driven sourcing flexibility <i>(Barbara Ocicka)</i>	<b>65</b> Total Landed Cost, a quantitative survey: a desirable but still underutilized approach <i>(Reinhard Baller and Spinler Stefan)</i>	<b>53</b> Strategic fit in buyer-supplier relationships: A systematic literature review from a supply chain perspective <i>(Nico Steenstra, Cees Gelderman and Janjaap Semeijn)</i>	<b>111</b> Dynamic Capabilities: A Framework of Key Constructs - A procurement shared services case study within the Irish Public Sector <i>(Margaret Farrell)</i>	<b>56</b> Suppliers selection model based on FAHP method: a case study in the food supply chain <i>(Mayra Oliveira Ramos, Eliciane Maria da Silva and Francisco Rodrigues Lima-Junior)</i>	
		<b>197</b> Unblocking the chain? A multi-method study of blockchain implementation in PSM <i>(Remko van Hoek)</i>	<b>97</b> Market knowledge's impact on global trade channel design and logistics outsourcing: European companies targeting the Chinese food and beverage market <i>(Lorenzo Bruno Prataviera, Sara Perotti and Marco Melacini)</i>			<b>79</b> The challenge of selecting the most suitable supplier <i>(Louise Bildsten)</i>	
13:00 13:30	<b>Closing Plenary Session and Presentation of 2020 IPSERA Conference Aula Magna Carassa Dadda</b>						
13.30 14.30	<b>Light Lunch Building 28</b>						



**BUILDING BL26 DIG**  
**@ Ground floor**

- Sala Consiglio
- BL 2601
- BL 2602
- Spazio Polifunzionale

**BUILDING BL28**

**@ Ground Floor**

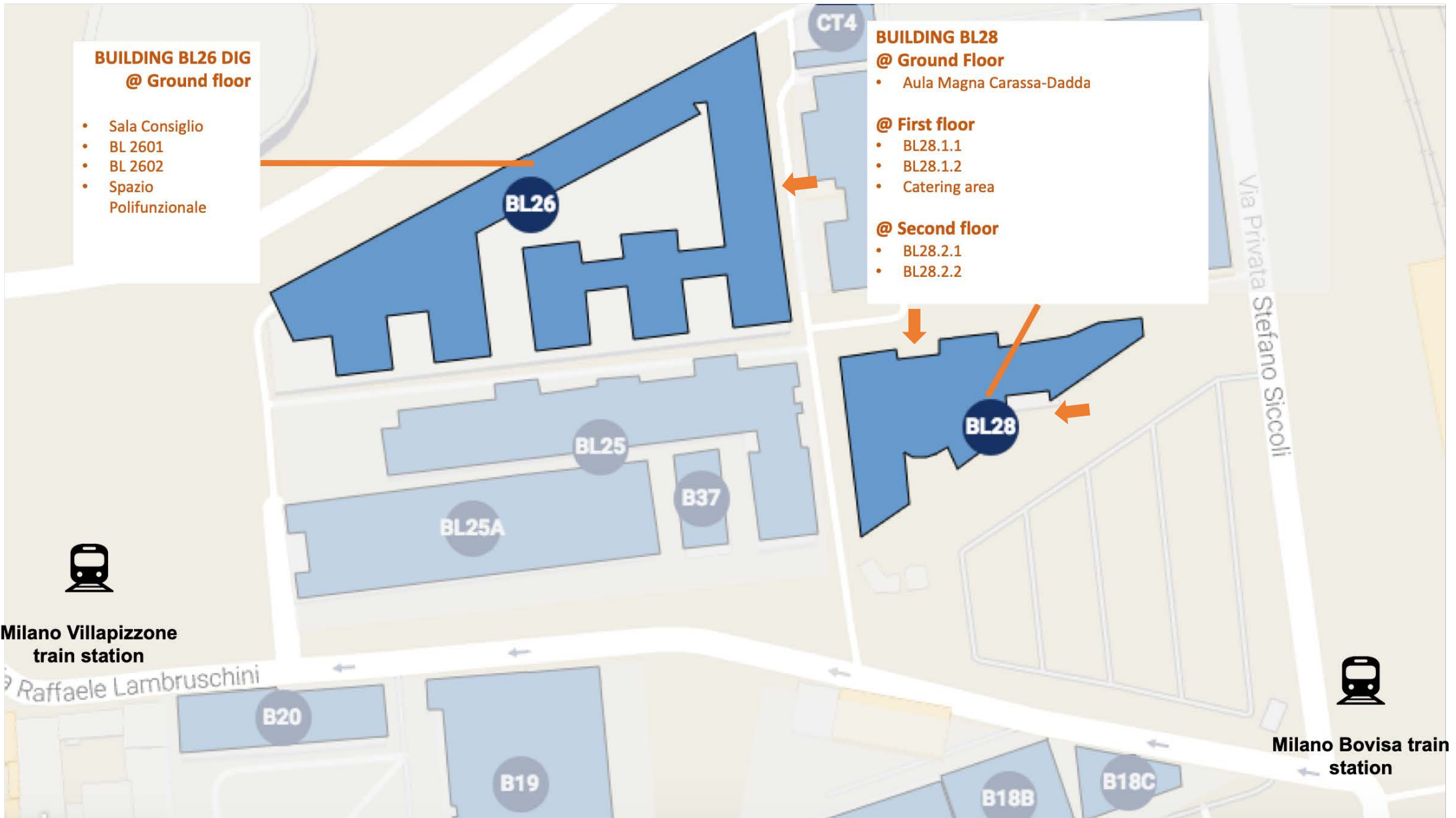
- Aula Magna Carassa-Dadda

**@ First floor**

- BL28.1.1
- BL28.1.2
- Catering area

**@ Second floor**

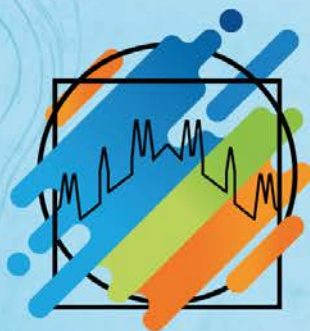
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- BL28.2.2











IPSERA MILAN 2019



## ART AND SCIENCE OF PROCUREMENT

Milan, April 14<sup>th</sup> - 17<sup>th</sup>, 2019

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