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PROPOSED OPERATIONAL FRAMEWORK FOR ADDRESSING PROCUREMENT BARRIERS AND IMPROVING PROCUREMENT PERFORMANCE: A CASE OF ABC FEED MILL

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ABSTRACT

This research presents a strategy for overcoming internal procurement hurdles in order to improve procurement performance. The study takes a case-by-case approach to elucidate the operational framework and identify internal procurement hurdles to improved procurement performance. Through data triangulation, it is discovered that internal procurement obstacles have a direct impact on a company's procurement performance. Each obstacle has a different influence on procurement performance. The study contributes to the body of knowledge by giving an operational methodology for identifying internal procurement impediments to improved procurement performance. It educates senior management and managers about internal procurement hurdles that jeopardize the company's reputation and profitability: budgetary limits, management interest, buying activities, procurement regulations, IT dependency, and a lack of coordination.

INTRODUCTION

From the last ten years, procurement as a strategic interest has become famous and is gaining attention because of many reasons; increased international

market, increase in purchasing prices, excellent management, and increase in outsourcing policies (Parry, James-Moore, & Graves, 2006; Tan & Goh, 2017). All the materials are to be bought from well-known suppliers which adhere to the required standards and delivery schedules (Caldwell & Howard, 2014). Effective supply chain management demands a change from handling both individual functions to participating activities in key supply chain processes (Jääskeläinen & Hirn, 2016).

While the need for performance measurement in procurement has been felt long ago due to many reasons, many firms fail to measure it effectively. (Doherty, McConnell, & Ellis-Chadwick, 2013) revised the history of PP measurement in the study through the 1980s and early 1990s and gave a conclusion that the main fault of the traditional measure is that they realize and entertain short term profit, instead of long term profits. (Rajagopal & Bernard, 1994) debated that measuring long-lasting impact is especially difficult.

The research aims to address the following questions:

RQ1. What are the internal company barriers for procurement which contribute to operational framework?

RQ2. How the company barriers be addressed to improve the procurement performance of case firm?

LITERATURE REVIEW

The strategic supply chain is being accepted by the organization as the source for producing and supporting competitive benefit (Schulz & Müller, 2017). Such shift is logical keeping in mind the practical advantages of successful supply chain management (SCM). These advantages include account reduction, delivery on time and less time in manufacturing products. Instead of these tempting advantages, firms who partner in strategic supply chain continues to face barriers (Griffith & Bhutto, 2009). These barriers are present at many levels of the organization: the organizational, intra-organizational and inter-organizational levels. Barriers are external as well as internal. Our scope of study is to focus the internal procurement barriers. For instant, strategic supply chain can face performance up and downs or the failure to come up to customer demands such as quality and manufacture issues, worker inability to give up control and lack of corporate planning (Junxiao Liu, Love, Smith, Regan, & Palaneeswaran, 2015). These ups and downs can be very expensive in the matter of high accounts and low sales progress (Kasemsap, 2017)

PROCUREMENT MANAGEMENT

Success of purchase depends on many factors: quality, cost, quality and flexibility (Brewer & Arnette, 2017) which can be stretched to new ideas. The firm's procurement department can enhance their purchase in three ways in the market which are as follows:

1. Correct usage of funds e.g. the money is spent on companies and practical targets (Khojasteh & Jadid, 2016).

2. Improve the purchased good quality by greater buying power, shared knowledge within department, advance observing tool(Shah & Hasan, 2016).
 3. Managing time and money(Bolandifar, Kouvelis, & Zhang, 2016)
- Ever since research has unveiled great perception into the decision making process in organizational buying, the character and effect of buying centers, the effect of procurement, and the individual and organizational impact on firm buying(PEMBERE, 2016). On the other hand, the area of business to business market has risen as a genuine area of theoretical investigation and survey within market (Agarchand, Agarchand, Laishram, & Laishram, 2017)

Procurement Performance Indicators

KPI or key performance indicator is a way to measure the performance(Salcedo, 2017). KPIs are used to evaluate the success of a company or any specific duty in which it involves. Selection of the right KPIs depends on the proper consideration of what is important for the success of the company and ‘what is essential.’ Most common way to adopt KPIs is to apply management framework for example as Balanced Scorecard.

Procurement measurement is an investigative topic that covers many areas. It includes the development of objectives and related performance measures and the provision of feedback. (Bag, 2017) mentioned that purchasing and procurement are often used interchangeably because of the fact that “procurement can help the firm to achieve its objectives.” Procurement involves many activities, which consist of material and information charts. Since organizing external sources in order to support internal needs is a job with many changes and choices, it is essential to understand the situation and environment for procurement in order to obtain good results(Yan, Chien, & Yang, 2016). This also suggests that a calculated plan for achieving external sources has to exist, effective procedure have to be planned, consumers needs have to be fulfilled and supplier markets have to be studied in advance. In the same way there is a need to have clear view of the environment and the arrangement of the purchasing department, which mostly consist of internal customer, purchasing department and suppliers, in need to satisfy customer (Zincir, Ünal, & Erdal, 2017). At a calculated level, effective procedure contains many workflows as the purchasing department develop orders from internal consumers(Jain, Kumar, Kundu, & Chandra, 2016). The vital purpose of the purchasing department is to achieve internal customer’s needs. However, a single performance measure is usually insufficient, as it neglects the connections between vital support links and neglects serious features of the organizational calculated roles (Kaur & Singh, 2017). The real measurements in the supply links should contain a set of generic measures to explain the performance of the vital measures and their connections such as time, quality and operational costs.

A procurement measurement model is established by studying three elements in the supply link together with the resources, procedures and output. It is also explained in the Figure 1 below. This model will help us to study connections between the measures and make sure that a least level of performance is attained in the various areas.

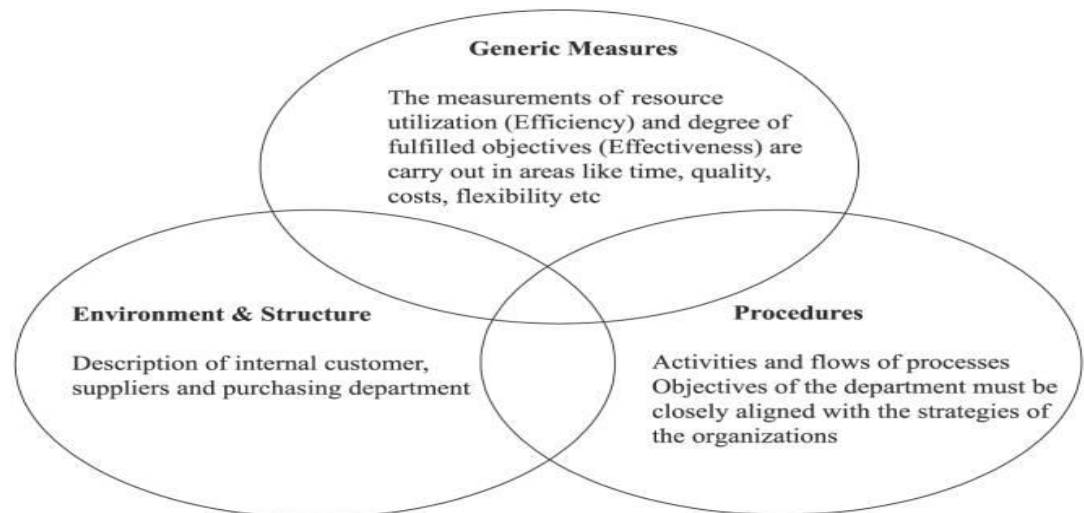


Figure 1: Procurement Model

DATA AND METHODOLOGY

The study aims to develop an operational framework highlighting the internal procurement barriers for enhanced procurement performance at case firm. The structure of the research is as follows: A framework has been proposed for existing barriers for procurement effecting company’s output followed by propositions on the impact of barriers on success of procurement department. Data was collected primarily from three sources i.e. in-depth structured interviews with the officials of company, documents and observation. Face to face structured interviews were conducted with company’s senior management and middle management to find the effect of barriers on the cost of procurement and profitability. To ensure validity, pragmatic method was adopted. Additionally triangulation method enhanced the reliability of the research study. The paper concludes with implications for research and managerial practice. This study is based on a local poultry feed firm in Pakistan, which was established in nineties by a well-known group of companies in Pakistan. The Company manufactures poultry feed and its manufacturing unit is located near the vicinity of Lahore. The average annual procurement volume of the Company is more than Rs. 1 billion. The data is normalized to hide propriety information of company.

THEORY AND HYPOTHESES

Management Interests and Procurement Performance

Current, potential, or perceived conflicts of interest can harm the reputation and performance of you and your organization(Patrucco, Luzzini, & Ronchi, 2016). Therefore, it is essential to identify, declare, and manage them transparently and efficiently in order to prevent abuse of office or perception of abuse. For any organization, management of any business is the most essential component(Smyth, 2005). The individuals flourish in a company where leadership is cooperative and provides methods of helping and creating a better atmosphere for staff. Management interests may differ from being centered on

employees or centered on profit. It's always a blend of both, though(Thai et al., 2005). A successful organization is always an organization where staff operate and produce outputs. The better it will be, if management is more willing to deliver quality products and services and actively pursues projects to improve effectiveness and procurement procedures. Compared to a company whose staff and management interests deviate and pursue a more reactive strategy than a pro-active one(Gibson, Mentzer, & Cook, 2005). We are therefore proposing

Hypothesis 1: Management interests positively affects procurement performance

Departmental Conflicts and Procurement Performance

Conflicts can ascend when people disagree over ethics, inspirations, ideas or perceptions. Conflict resolution is required where an arrangement cannot be reached and is used to expedite a peaceful consequence(Barsemoi, Mwangagi, & Asienyo, 2014). The company biggest challenge is to resolve the communication gap between the departments. For any organization it is important for its management to be on the same page and follow the same set of procedures and rules as defined(Chimwani, Iravo, & Tirimba, 2014). Today, organizations encourage the exchange of information to different departments of organizations as all departments such as finance, marketing, supply chain are interlinked. With the ease of exchange of information it is easier to make tough strategic and management decisions keeping in view of all options and constraints(Musau, 2015). It is important to note that coordination is a dire need to operationalize the goals set by the top management. Therefore, we propose

Hypothesis 2: Departmental conflicts positively affects procurement performance

Purchasing Strategies and Procurement Performance

Earlier research has conceptualized purchasing strategies in numerous different ways(Schütz, Kässer, Blome, & Foerstl, 2019). In providing a comprehensive account, (Kiser, 1976) suggested six purchasing strategies: negotiation, sourcing, developing and maintaining good relations with suppliers, developing suppliers, protecting the cost structure of the company, and minimizing costs. Purchasing performance has typically been measured using accounting measures such as ratio of purchasing operating expense to total purchase dollars spent, and ratio of purchasing operating expense to sales revenue. However, as (Dumond, 1991) points out, a performance measurement system for the purchasing department can focus on effectiveness, efficiency, or both. Efficiency is commonly defined as the ratio of (purchasing) inputs to (purchasing) outputs. Order processing times and cost reductions are decent measures of efficiency. Effectiveness is defined in terms of intangibles such as having good supplier relations, and providing vendor service, also the apparent quality of items attained. Hence, we propose

Hypothesis 3: Purchasing strategies and policies positively affects procurement performance

IT Dependence and Procurement Performance

To improve efficiency, companies need to discover a suitable fit between their own IT (IT) capabilities and IT systems. Information technology enhances the procurement process's efficiency and effectiveness (Muriuki, Guyo, Odhiambo, & Kinoti, 2019). Technology enhances infinite and unrestricted access to government information and improves complementarity-based market transparency and economic integration. Procurement technologies capture a virtual market open to capable suppliers (and goods) on the basis of not primarily restrictive selection criteria whereby public authorities can select goods and services offered by multiple suppliers (Hellen & Patrick, 2019). The entire method is digital, using digital signatures to legally ensure transactions. The entire method is digital, using digital signatures to legally ensure transactions. Among the primary benefits that a public administration can obtain through such a scheme are: cost and process reduction, possible expansion of the supplier base, simple access to preferred products (predefined quality standards), intelligibility of data and simple comparison between the logging of products and purchases and subsequent tracking of spending (Oh, Ryu, & Yang, 2019). The path to effective ICT leadership in developing nations is paved with problems such as opposition from the participating bureaucracies ; absence of top-level decision-making ; lack of motivation ; weak human capital ; corruption and fraud ; and, in the case of conflict-ridden nations, the instability and violence that harms any effective long-term job. Hence, we suggest:

Hypothesis 4: IT dependence positively affects procurement performance

Departmental Coordination and Procurement Performance

Earlier scholars have unveiled the significance and importance of knowledge sharing and the effect of knowledge sharing obstacles in the firm's matters and in supply chain management in common yet, none has highlighted the knowledge sharing barriers in purchase matter in firms as a part of complete supply chain management. Hence, we propose:

Hypothesis 5: Lack of coordination positively affect procurement performance

Financial Limitations and Procurement Performance

Procurement and finance are two separate departments in a traditional business structure, working together within the organization (Tang, Yang, & Wu, 2019). While this works, managing operations is not the most efficient and effective way. Although there are two different business functions, the relationship between the two is highly intertwined. The function of procurement is about spending money well, and the function of finance is about keeping the balance sheet in the black (Bawole & Adjei-Bamfo, 2019). The two departments must work together to achieve the best possible results and align their goals. Organizations that enable departments to function as partners offer a competitive advantage to themselves and often see improved business performance. Finance sets procurement expenditure limits and procurement

aims to save money by both cost savings and cost avoidance measures when and where possible (Darr, 2019). Using an automated procure-to-pay system, or P2P system to connect procurement to back office functions, helps improve efficiency and mitigate risk from purchase request through invoice processing. Finance can pay for all procurement orders and receipts, and procurement can use three-way matching to ensure they receive the items they order, and what they receive is what they pay for (Kakwezi & Nyeko, 2019). Businesses tend to focus most of their attention on the physical supply chain and fail to recognize the financial supply chain's attention. After all, it is the reason that there is sufficient cash flow to keep the business going. The financial supply chain is what keeps bills paid so you can keep ordering supplies, have power, internet, and water in your facility, and keep employees paid so they keep coming to work every day (Junqi Liu, Shi, Xue, & Wang, 2019). As costs keep rising, managing working capital and cash flow becomes just as important as managing supplier relationships. We are therefore proposing:

Hypothesis 6. Financial limitations affects procurement performance

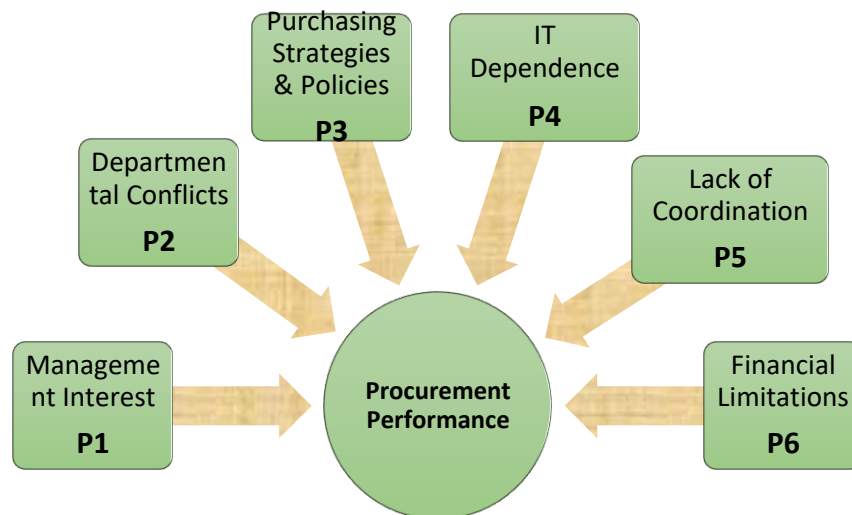


Figure 2: Theoretical Procurement Performance Model

DISCUSSION

Following a comprehensive review through interviews, it was determined that management lacks clear rules regarding when and how things would occur. Personnel activities are undirected. This eventually reflects the absence of distinct hierarchies inside the company, resulting in haphazardness. Additionally, the case firm lacks clear standard operating procedures. Department heads operate individually and lack cooperation and information exchange among themselves. Additionally, primary data analysis has shown a high level of leg pulling and personal grudges between workers and their respective department managers. Procurement's character in a business may be effective only with the assistance of higher authorities and collaborative efforts that can impact an organization's way of thinking and result in crucial information being shared with each other and their divisions. Thus, in order to foster harmony and improve performance, it is vital to instil a feeling of gratitude and sincerity among workers and department leaders in order to

maintain a healthy work environment. Additionally, the current method of purchasing at the company is haphazard and unplanned, which creates the possibility of accepting a buy system that is not evaluated. The corporation strives to establish long-term relationships with its suppliers in order to get advantages from them while also providing them with benefits such as competence, opportunities, performance, efficiency, and quality.

While research and development and marketing were formerly credited with bringing new methods into businesses, it is now more critical for the procurement department to be sophisticated and up to date. However, knowledge of the policies alone is insufficient; the capacity to properly implement them also relies on the firm's eagerness and enthusiasm, which it obviously lacks in this case.

According to the research, respondents stressed the critical nature of integrating procurement rules with corporate and other departmental policies. Additionally, administration should put their ideas to action in order to accomplish the target level, such as by recruiting additional personnel as required. Procurement policies should be evaluated often to ensure they are meeting practical and commercial objectives. Thus, procurement functions can only be effective and sustainable if the whole organisation and its departments work together (see appendix A). There are no records maintained of any actions. Additionally, the IT department is the least inspected for problems. Thus, the corporation urgently need an IT system with a backup that maintains a record of all previous procurements and does multidimensional analysis on supplier, quality, and rates (see appendix A).

Firms should embrace and use e-procurement technology, as well as work together to pick the best supplier, in order to reap the advantages of e-procurement. As a result, we believe that using IT will undoubtedly improve procurement performance. The instance company is confronted with a severe lack of synergy from technical and financial partners, as well as ineffective communication and coordination amongst partners. Additionally, there is a shortage of suitably qualified personnel in procurement processes, resulting in a lack of adherence to standards, concerns about process quality, and timeliness. Sharing data is critical in procurement in order to alleviate bottlenecks and difficulties in the supply chain. As a result, procurement managers are strongly advised to provide information to their subordinates in order to minimize any avoidable delays that the case company really wants to avoid. Additionally, they must have regular meetings with senior and junior management to discuss and resolve any problems that arise. Each department should have access to information; for example, finance should clearly outline budgets and communicate reasons, allowing the procurement department to handle other factors (see appendix A). Firms should inform parties of their true status about payment possibilities at the time of contracting or procurement. It has to prioritize payments since in the past month, receivables climbed by 10% of total receivables, which means that if the market remains in crisis, receivables will continue to grow. The value of collateral in mitigating default risk, as well as your preventative measures before extending credit to a client, must be strong enough to ensure that you will collect the amount in the event of a default. Due

to the fact that the default ratio is rising at an alarming pace, communication between the sales and recovery teams is critical. The company thinks that by practicing regular financial planning, it can overcome financial constraints (see appendix A). According to the outcomes of the case study, we infer that the less financial constraints, the better the procurement performance.

RESEARCH LIMITATIONS

True cooperation takes time to establish, but stakeholders in construction projects might increase their chances by implementing formal protocols, i.e. designing the partnership structure. Continuously improving the collaboration process over time and via deliberate procurement methods will therefore foster cooperation and increase the benefits of collaborating. The primary limitation of our study was the difficulty in obtaining information from officials due to their other responsibilities. Second, since this was the first research of its kind on procurement for Pakistan's chicken feed industry, the conclusions cannot be generalized to other poultry feed producers.

CONCLUSION AND FUTURE RESEARCH DIRECTIONS

Over time, procurement has accrued significant value in any organization, with organizations acquiring a competitive advantage via their procurement strategies and procedures. Due to intense rivalry and globalization, there is no competition between corporate organizations; rather, there is competition between two firms' supply chains. The strategic component and area of procurement have grown more apparent to the business sector over the previous several decades. The example firm's upper management recognized the practical need and usefulness of a new procurement planning concept, which is inextricably tied to the company's better financial performance. As businesses become increasingly focused on procurement tasks, it becomes more challenging to maximize profitability while managing complicated real-time events and business models. While the literature discusses several procurement performance measurements, it is equally important to remember that a corporation may perform better if it mitigates procurement internal obstacles and risks.

Our example firm's primary constraint is financial. Numerous ways have been provided by responders to circumvent this hurdle. Additionally, it is evident that all of the other impediments described above present in the case firm. It is critical that such hurdles be removed immediately to prevent any unwanted outcomes. Additionally, data analysis revealed and proved that the second most influential obstacle to procurement was departmental disagreements. However, the corporation is always attempting to resolve concerns via various tactics, but has not been successful in eliminating all challenges. While procurement performance may be effectively examined in a variety of ways, it is critical to eliminate impediments in order to improve procurement performance, which will eventually contribute to your company's objective and profitability. All obstacles are indicated as being directly or indirectly related to the management position, which means that management must do their duties in the best interests of the organization. All of these impediments may be eliminated if management takes an active role.

This research added to the literature by providing a framework for internal procurement barriers in order to improve the case firm's procurement performance. There is a dearth of research that covers in depth a company's internal procurement constraints and strategies for improving procurement performance. This study enabled us to examine the techniques that businesses might use to enhance their procurement performance. The findings will serve as a reference for other businesses in identifying and overcoming internal roadblocks. This research will act as a guide for management and procurement managers in identifying procurement obstacles and taking the necessary measures to mitigate them in order to improve procurement performance. This is the first study on procurement for Pakistan's chicken feed business, and future research may be enhanced by incorporating other poultry feed manufacturers.

Appendix A

Proposed Solution for Financial Constraints

1	Prioritize payments to procurement department and hold some other secondary payments.
2	Timely manage your financial limits before starting of any procurement season.
3	Timely arrangements for the difference of required funds must be addressed to the management
4	Overcome financial constraint by doing financial planning and mix of equity
5	Availing financial option.
6	Credit policies must be very much defined and ensure compliance.
7	Aggressive follow up is made in case of any abnormal movement or overdue which supports financial constraints.
8	Debtors should be managed in a better way through a strong recovery system.
9	Intercompany transfers should be monitored and set some limits for maximum transfer of funds
10	Apply intercompany transfer markups
11	Develop SOP's in consensus with top management, design policy and implement it with the follow up that these policies are implemented properly.
12	Collateral for credits must be very strong
13	Issue credit after in depth verifying the credit history and repute of your customer
14	Control your capital expenditures also known as CAPEX. Arrange short term credit facilities
15	At the time of making contracts inform your vendors about your actual payment conditions instead of making vague statements
16	Take your vendors in trust who will support you by giving you material on long term credits in your bad times
17	Do proper budgeting, prepare sales budget then accordingly production budget, then procurement budget and then on these basis finances are arranged.

18	Recovery must be made better because the gap of creditors and debtors is wide
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Proposed Solution for Management Role

1	Timely make decisions to avoid almost all the linked barriers.
2	Defining policy by the management can be solution for other barriers linked directly or indirectly with each other.
3	There should be very detailed approval system should be available
4	Hierarchies must be defined
5	Levels must be set for specific limit of approval by different persons and departments
6	Management role has link with every other barrier and should be taken seriously to avoid or minimize other barriers
7	Management should be well aware and acknowledge the strategies and processes running among different departments, take its ownership
8	Arranging regular meeting among department heads and take interest in daily buying.
9	Keep the feedback and make follow ups by observing the operations thoroughly.
10	Management will decide and improvise recovery system for a better procurement performance

Proposed Solution for Departmental Conflicts

1	Company must define the role of different department heads. If everyone plays their role within the defined limit can bring a better outcome
2	If everyone remains within the defined limits will obviously bring a better change.
3	Procurement policy and strategy can be decided with consent of management, procurement head, production head, finance and accounts head and marketing head.
4	There should be well defined departmental limits through making SOP's and defining authorities.
5	Nominate a person who keeps the follow up like audit person task is to keep follow up those policies made and being followed or not. He also ensure that everything is done transparently or not
6	Conflicts can be resolved if your strategies are aligned toward corporate goal
7	Meeting must be arranged for the solution of conflicts
8	Management can play a vital role in defining the limits of production, procurement and related departments. It resulted in best procurement in the history of ABC Feed Mill in sense of quantity, quality and price.
9	Company supposed to take preventive action instead of playing their role after everything goes wrong
10	Creditors and debtors policy should be aligned to the corporate strategy
11	Set realistic targets of departments
12	Management should be informed and communicated about any prospected issue

13	Management should play their role by taking all the concerned persons on one panel so all can share their views
14	Management will better analyse that which points are going in favour of the company instead of people harming company due to their own personal issues and conflicts
15	Leg pulling and personal grudges should be observed by the management and management should play their part by adopting some problem solving solutions
16	Limits should be defined by the management that which department has what limits
17	Sincerity of work can always be seen and must be appreciated to get the working of personnel and departments motivated
18	Delays in their rectification is lingered over the years must be resolved on priority basis
19	Departments should do their own tasks instead of interrupting in other department's decisions.
20	It's better to evaluate the procurement performance during the buying period or after the buying season
21	Clear responsibilities should be defined; one should be responsible for some specific task.
22	Department conflicts can be minimized by not get itself blackmailed by some of the employee due to its seniority or any other reason
23	Management should address the solutions with consent of the department heads but the ultimate decision should be made by the management to avoid any departmental conflict
24	Management should assign and design the authorities of department and you need to work within those limits
25	Don't authorize some person to uncontrollable extent otherwise conflicts rise
26	Analysing this situation, management can play its role and resolving conflicts

Proposed Solution for Procurement Strategies

1	Procurement policies and strategies are very important for smooth functioning. Suppose if you're going for purchase and you don't know your available credit lines and which you should utilize and which not, the quantum of procurement is not defined and you're going for unlimited buying is also not good plus system must also be supportive
2	While defining procurement policies and strategies, level must also be defined so the transparency of the operation or activity should be ensured
3	If decisions are made single handedly creates sense of doubt that he's not doing certain task in his own personal favour. When policies and procedures are defined and moved across different hands will take transparency of the activity
4	It was mentioned that SOP's and KPI's must be defined. In ABC Feed Mill, procedures are there but they are not written or defined which should be.

5	KPI's are set by the top management that they evaluate them quarterly or semi-annual basis and where do we stand
6	Procurement policy and strategy can be decided with consent of management with other related departments.
7	Close monitoring of marketing must be done, analyse past and current trends, study research magazine, research articles which predict future should be closely monitored.
8	A joint strategy should be made in which all related departments give their feedback in particular top management that what they want and what are funds position. Those joint strategy then will obviously led by procurement department but take clear policy from the top management and keep procuring accordingly.
9	Keep giving regular feedback about the current market to the management. Feedback can be taken from the interaction with local market, international surveys.
10	Better you get some other solution by reading some other research papers.
11	Management should stick to their decisions and take the ownership

Proposed Solution for IT Dependence

1	If system collapse then backup must be available or if you work after office hours then there is no IT support available
2	All communication facilities must be available to coop and communicate within and outside company. There must be advanced software which definitely smoothen the operation
3	Subsequently keep track and maintain log of each activity for later decisions otherwise in case of manual record and filing the analysis is very time taking
4	There are several tools available like pivot tables for multi-dimensional analysis like supplier wise, rate wise, quality wise, most efficient buying in certain period, frequent change in rates
5	IT advancements are very important because you need to be updated with the technology and systems.
6	At times you need to amend some strict IT policies in order to do freely procurement otherwise your purchase will be disturbed.
7	IT support related tasks should also be time bound and can be tracked to avoid any delays due to which vendors suffer

Proposed Solution for Lack of Coordination

1	Its solution can be met by the top management that they timely address the issue that the problem arising from which department or person
2	Follow up after addressing the issue can also resolve this barrier
3	A software must be established to minimize this conflict like if your forward a request in a system and the other person don't timely responds the request then the software will pin point the delaying or culprit point
4	HR can also play an important role for grooming and communication through workshops and trainings. In house and out of office workshops and trainings can play a vital role for development of coordination
5	For coordination sop's defining is the solution.
6	Nominate a person to keep the follow up. Audit department keep its follow up that policies made are being followed. Every operation must be done transparently.
7	Lack of departmental meetings, department heads don't meet each other and strategies are not discussed which should be
8	Pre, post and during procurement season meeting must be held between all concerned departments under the supervision of the management
9	Both departmental and management coordination must be intact
10	All the issues must be addressed right away in front of management so you get the support from the management right away instead of lingering it over future
11	Due to non-coordination feeding of GRN's in the system may get delayed and vendors get disturbed due to your internal barriers so this should be avoided
12	Procurement department must be informed about the actual financial conditions by the finance department timely
13	Points should be addressed by procurement department to the finance and marketing department that what issues can be raised if we don't pay timely to the parties. Specially finance department should be informed that what is the importance of budgeting and make forecasting of payments
14	Finance, marketing and procurement departments should sit and see the actual position of finances and how the betterments can come. This meeting will also automatically be able to define the limits of everything like creditors and debtors otherwise there is no limit if company don't know about the limits and consequences
15	At certain points this should also be defined that coordination among different persons must be there. If you authorize some person to uncontrollable extent then conflicts rise. This will automatically resolve departmental conflicts. Instead of any raised issue, one must be questionable.
16	Coordination must be there but with limited authority on the other department's related decision.
17	Coordination can't come ethically; it should be defined by the management.

18	You can analyse your past records and data plus all the departments will give their feedbacks before taking any decision. Departments will give their regular feedbacks in the scheduled meetings headed by the management
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