



MATERIAL SUPPLY STRATEGY IN A CRISIS

PROCUREMENT PREPAREDNESS FOR FUTURE CRISES – LEARNINGS FROM INTERNATIONAL EXPERTS ON COVID-19



**UNIVERSITY
OF TWENTE.**



IRSP
International Research Study of Public Procurement

Dit onderzoek wordt
gefinancierd door



INTRODUCTION



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MASSC RESEARCH PROJECT

1

Part I: an analysis of the Dutch COVID-19 approach

2

Part II: Procurement preparedness for future crises – learnings from international experts on COVID-19

3

Part III: Learnings from an international study on public procurement crisis preparedness for the Netherlands

RESEARCH DESIGN

Geographic locations	# of countries	Countries	# of experts
Africa	5	Ethiopia, Rwanda, South Africa, Uganda, Zimbabwe	7
Asia	3	Bhutan, India, Indonesia	4
Eastern Europe	5	Bulgaria, Hungary, Poland, Romania, Russia	5
Northern America	2	Canada, United States	5
Northern Europe	7	Finland, Iceland, Ireland, Norway, Sweden, Scotland, Wales	8
Oceania	2	Australia, New Zealand	3
Southern Europe	6	Croatia, Italy, Portugal, Serbia, Slovenia, Spain	6
Western Europe	3	Belgium, France, Germany	7
Total	33		45

AGENDA



1. IDENTIFICATION OF FIVE THEMES



2. CLUSTERING PROCUREMENT CHALLENGES AND FUTURE PREPAREDNESS PRIORITIES



3. PRINCIPAL INSIGHTS AND CONCLUSIONS



IDENTIFICATION OF 5 THEMES |

FIVE IDENTIFIED THEMES

Governance

Regulations
and
procedures

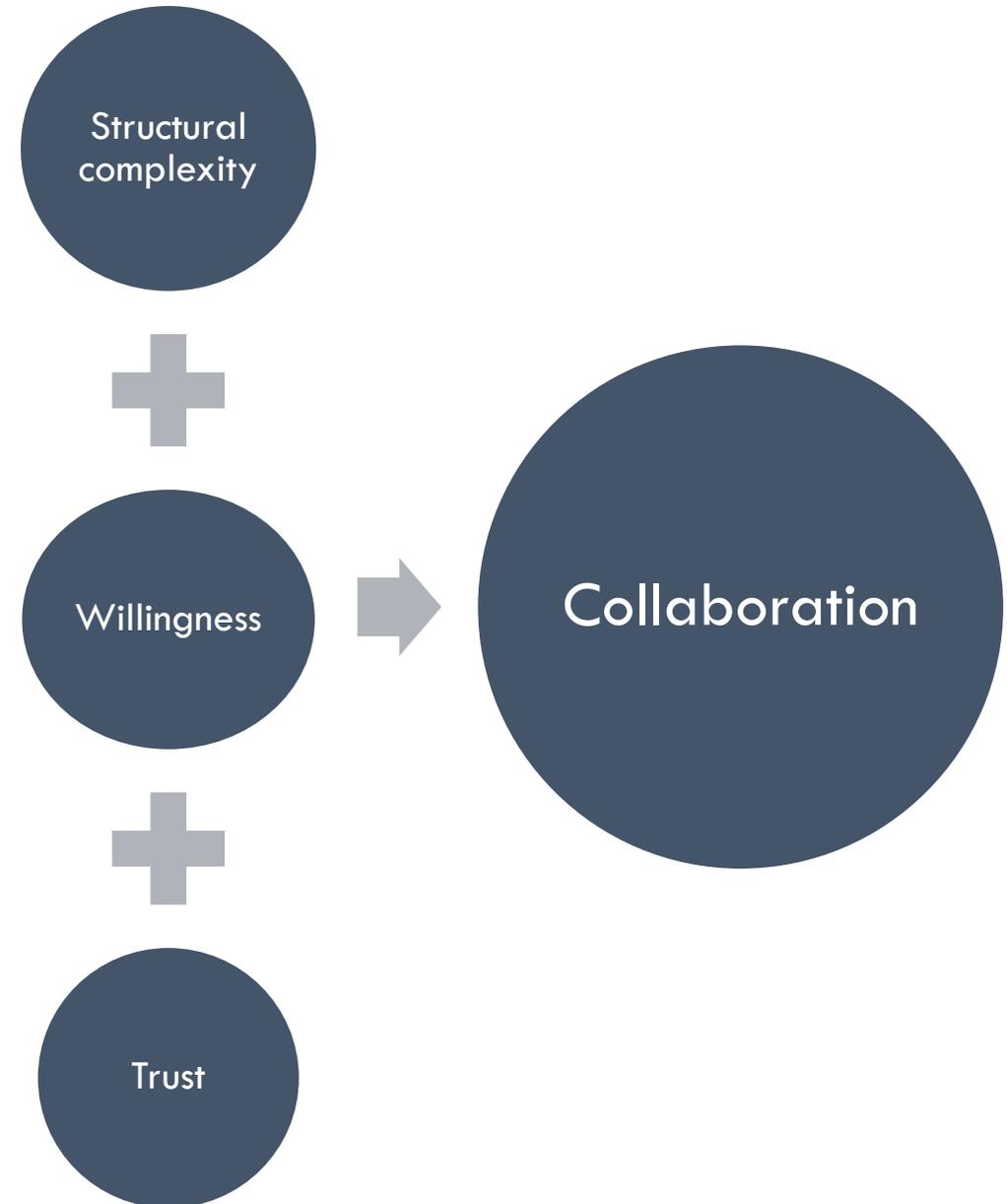
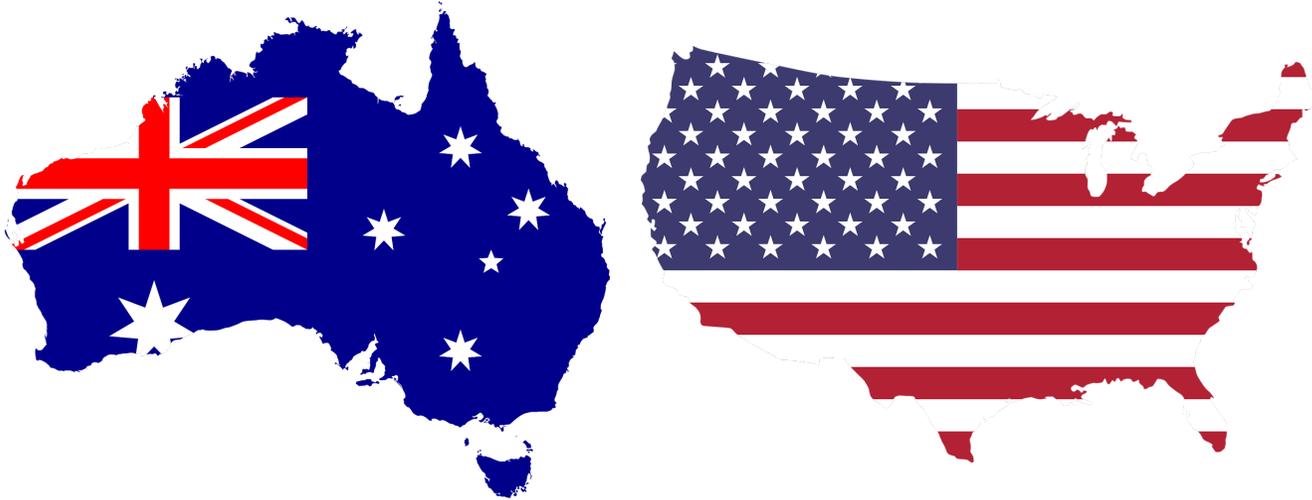
Supply-side
issues

Skills and
competences

Information
systems

1. GOVERNANCE

Centralization versus decentralization?



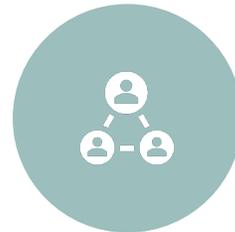
1. GOVERNANCE (CONT.)



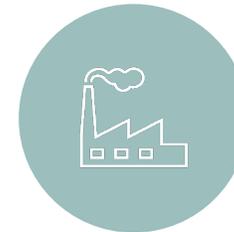
LOCAL
EMPOWERMENT



KNOWLEDGE
AND POWER



ALLOCATION OF
RESOURCES



PRIVATE SECTOR
INCLUSION



INTERNATIONAL
COLLABORATION

REGULATIONS AND PROCEDURES

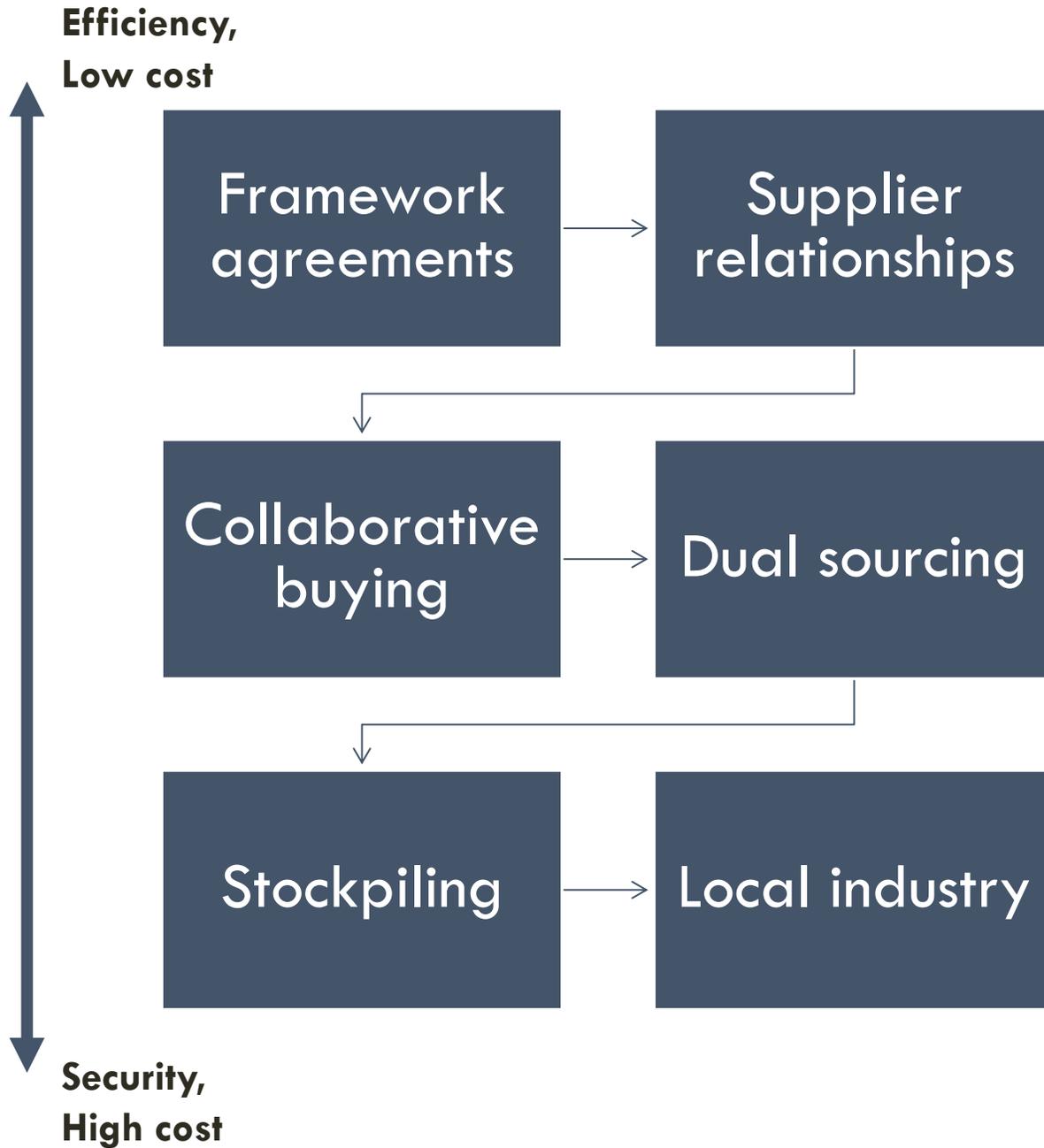
1

Staying close

2

Steering away

3. SUPPLY-SIDE ISSUES



4. SKILLS AND COMPETENCES



5. INFORMATION SYSTEMS

1

Rudimentary IT systems focused on increasing efficiency and legitimacy

2

Rudimentary IT systems focused on user-friendliness in times of crisis

3

Advanced IT systems focused on transparency, and insights of supply and demand in supply chains

4

Highly advanced integrated IT systems for supply chains



CONTEXTUAL INFLUENCES |

EXTERNAL FACTORS (NOT PROCUREMENT SPECIFIC)

1. Geographic location
2. Wealth
3. Country specific external factors
(Political influences or political unrest,
natural disasters)





**CLUSTERING BASED ON CHALLENGES
AND PREPAREDNESS PRIORITIES** |

CLUSTERING OF THE 33 COUNTRIES

Clusters A, B, C, D, and E

... indicate the
biggest bottlenecks
within each
trajectory

... have similar views
on challenges

... have varying
proposed actions

CLUSTER A: COLLABORATION AND COORDINATION OBSTACLES

- Call for procurement professionalization, the slow integration of electronic procurement systems, and local suppliers

Contextual factors



Limited
procurement
advancements

Slow integration of
electronic procurement
and local suppliers



Stimulate procurement
advancements

CLUSTER B: REGULATORY HURDLES

- Call to utilize external and internal influences before strategic decision-making

ESP, IND, HUN, POL, SRB, RUS



B1. Steering away from regulations

- **STRENGTH:** ability to utilize flexibility
- **NEED:** to better understand the importance of legislation

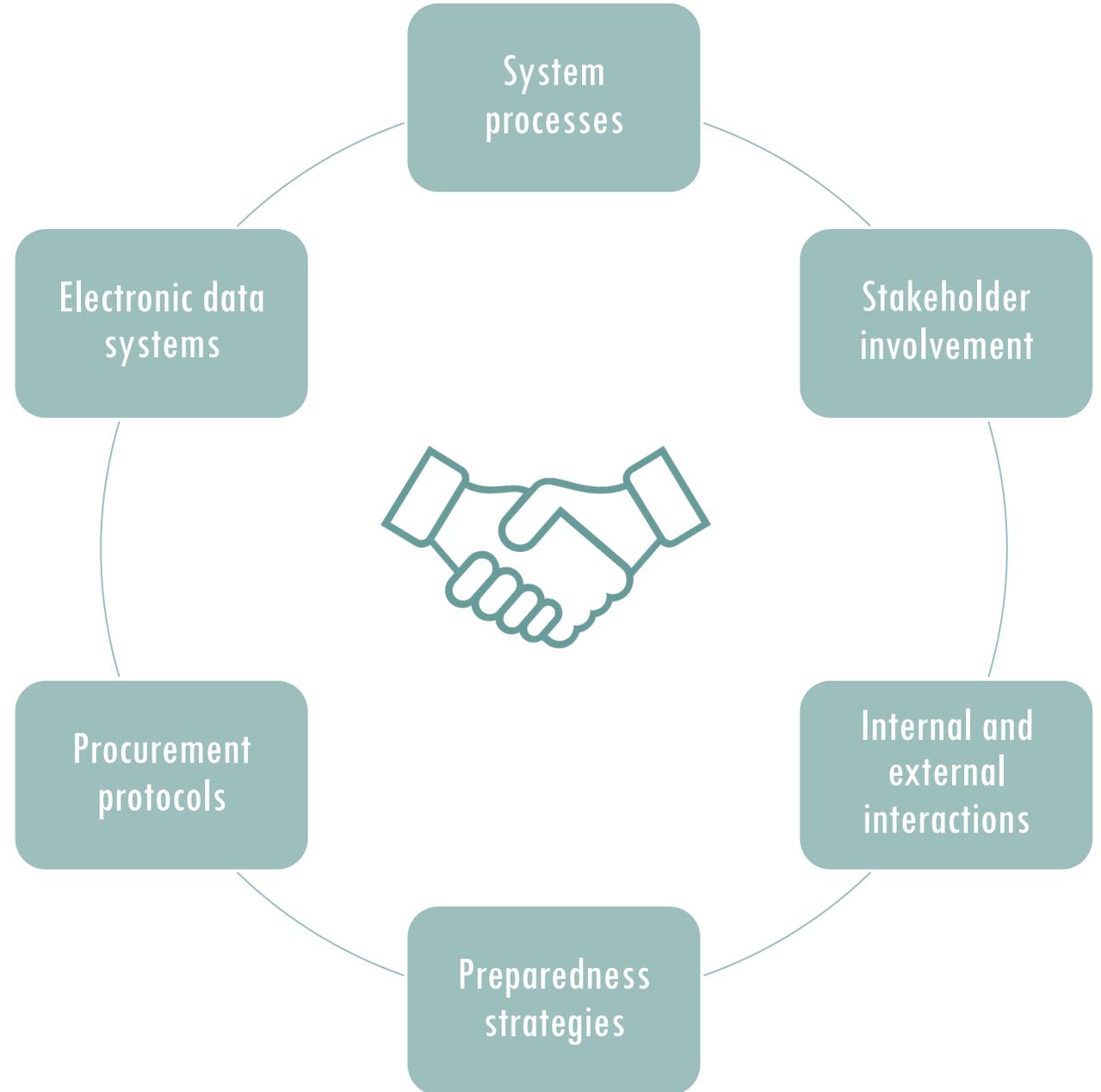


B2. Strong focus on tight regulations

- **STRENGTH:** strong overarching understanding of legislation (positive and negative)
- **NEED:** to proactively facilitate creativity

CLUSTER C: STRAINED HARMONIZATION ENDEAVORS

- Call for system wide harmonization and a better understanding of system wide processes.



CLUSTER D: STRIVING TO ENHANCE SUPPLY CHAIN KNOWLEDGE

- Call to advance an already mature procurement system

ISL, NZ, CAN, IND, SWE, ITA, NOR,
FIN, AUS, BTN, SCT, IRL

Enhancing e-procurement

Integrating data learning

Supporting government objectives

Including private sector

Role of isolation?



CLUSTER E: COLLABORATION AND COORDINATION OBSTACLES

- Call to understanding high structural complexity

USA



LACK OF TRUST



RESISTANCE TO INFORMATION
AND PRODUCT SHARING



INCREASED RIVALRY AND
COMPETITION



SOLIDARITY



INTEGRATION



UNITY



OVERARCHING CONCLUSIONS |

1

**Balance between
professionalism and
regulations**

2

**Balance between knowledge
and power**

3

**Balance between what
should be done now and the
future**

THREE KEY LESSONS

PUTTING IT INTO THE DUTCH PERSPECTIVE

Cluster C

- Strained harmonization efforts.
- Dealt with a multitude of stakeholders and varying coordination difficulties.
- Disconnect between various themes caused friction on many fronts.
- There is a mismatch between where the challenges lie (Cluster C), and what experts acknowledge as future opportunities (Cluster D).



QUESTIONS |



**THANK YOU FOR YOUR
PARTICIPATION**

Questions?
Reach out to:
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