



# **MATERIAL SUPPLY STRATEGY IN A CRISIS**

## **PROCUREMENT PREPAREDNESS FOR FUTURE CRISES — LEARNINGS FROM INTERNATIONAL EXPERTS ON COVID-19**



**UNIVERSITY  
OF TWENTE.**



**IRSPP**

International Research Study of Public Procurement

Dit onderzoek wordt  
gefinancierd door



# INTRODUCTION



- Esmee Peters
- Niels Uenk
- Annelie Oortwijn
- Jan Telgen
- Laura Bosman *(voorm.)*

## UNIVERSITY OF TWENTE.

- Louise Knight
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- Niels Uenk
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- Kees Ahaus
- Erik van Raaij
- Annelie Oortwijn *(voorm.)*

## IRSPP

International Research Study of Public Procurement

- *Christine Harland*
- *Andrea Patrucco*
- *Tunde Tatrai*
- *Jane Lynch*
- *Petra Ferk*
- *Esmee Peters*
- *Jan Telgen*
- *Niels Uenk*
- *Louise Knight*

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

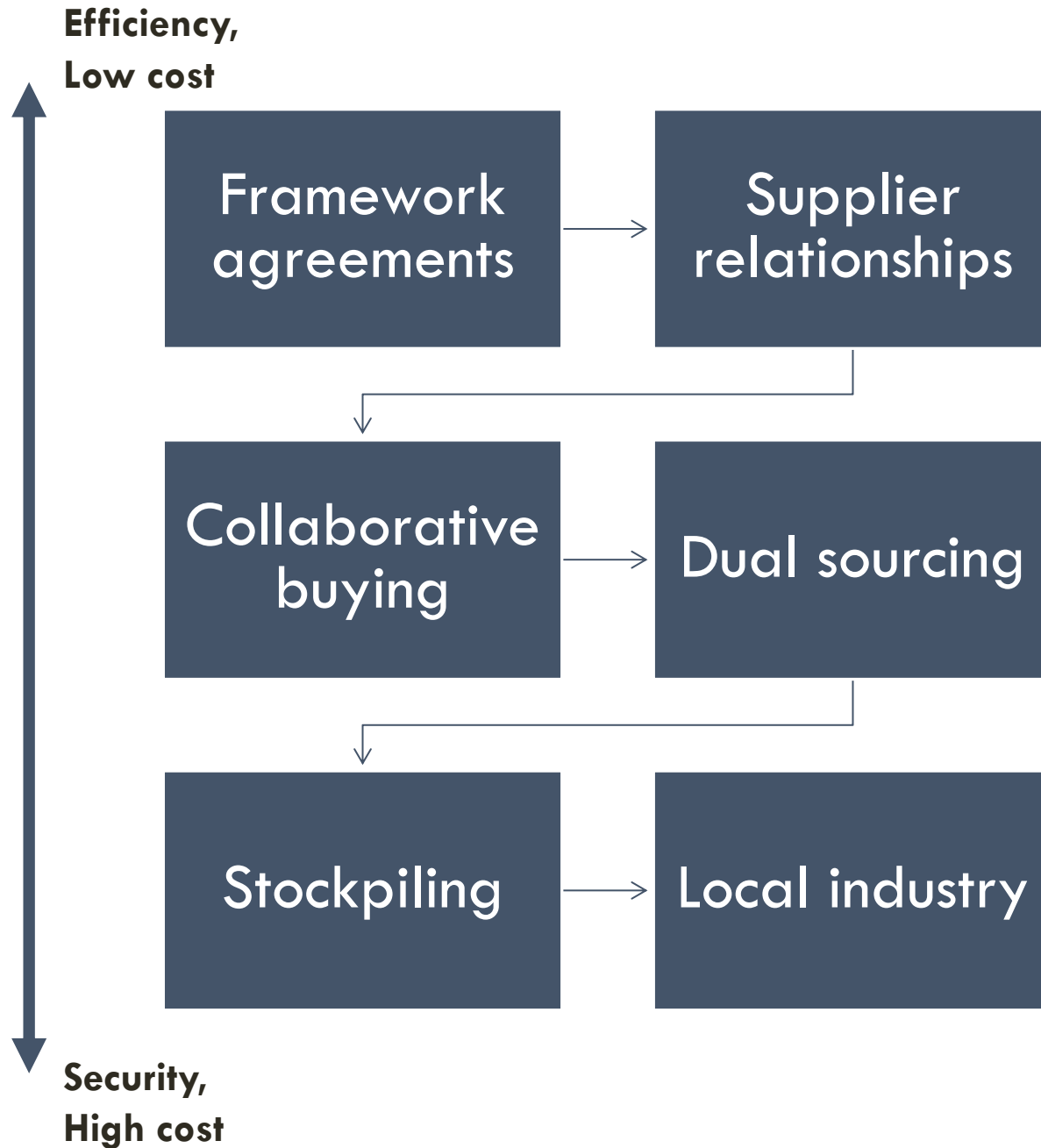
1

**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

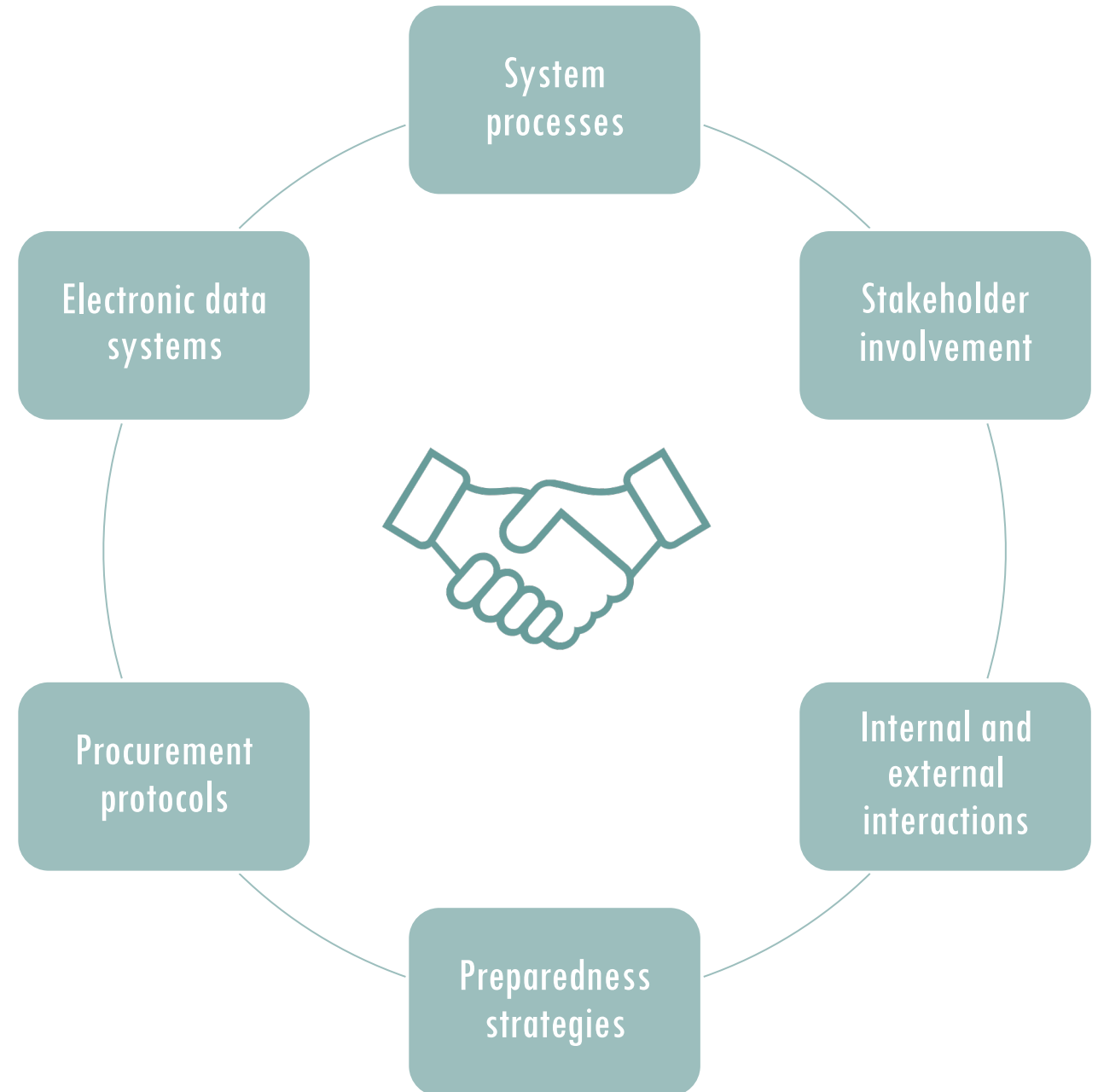


### B2. Strong focus on tight regulations

- 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

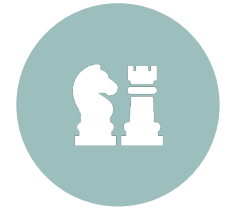
USA



LACK OF TRUST



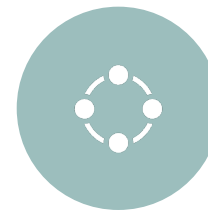
RESISTANCE TO INFORMATION  
AND PRODUCT SHARING



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?  
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